HOUSE APPROPRIATIONS COMMITTEE

Subcommittee on Military Construction, Veterans Affairs, and Related Agencies

TESTIMONY OF

ADMIRAL JAMES G. STAVRIDIS, UNITED STATES NAVY

COMMANDER, UNITED STATES EUROPEAN COMMAND

BEFORE THE 112TH CONGRESS, 2011

United States
European Command
"Stronger Together"

HEADQUARTERS · United States European Command ·

INTRODUCTION

Mr. Chairman, Ranking Member, and distinguished Members of the Committee, I would like to thank you for the opportunity to appear before you today to share with you the successes achieved and the challenges being faced by the men and women of both the United States European Command and the North Atlantic Treaty Organization's (NATO) Allied Command Operations since I last appeared before you. I have now been at the helm of these Commands for almost two years and am happy to report we continue to make progress and develop stronger partnerships for our shared security. The most important activities and initiatives contained in these pages are those in which we work together with our allies and partners to build capacity to ensure U.S. security in the European theater and, thus, defend our homeland forward.

The United States and Europe are inextricably linked—politically as allies and partners in diplomacy. Additionally, the European Union and U.S. economies account for about half the global economy. The two economies are interdependent to a high degree. The United States and the European Union are each other's top trading partners. In 2009, the European Union exported $280 billion in goods to the United States, and imported $220 billion in goods from the United States.

The most important ties for our command, of course, are those between our militaries. U.S. military traditions grew out of European ones. We have learned from each other, often in the demanding circumstances of combat, and we have consistently found ways to become partners and then allies. For the greater part of a century, U.S. soldiers have shared battlefields with their European counterparts – from the Argonne Forest to the sands of Normandy to the mountains of Afghanistan. With respect to mutual and global security perspectives, Europeans are superb partners.

European immigrants entering the U.S. through Ellis Island

MISSION & VISION

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.

We strive to be an agile security organization able to conduct full spectrum activities as part of whole of government solutions to secure enduring stability in Europe and Eurasia.

- Our area of focus covers roughly one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East and the Arctic and Atlantic Oceans.

- We are responsible for U.S. military relations with NATO and 51 countries on two continents with a total population of close to one billion people.

- We direct the operation of more than 80,000 military personnel across 10.7 million square miles of land and 13 million square miles of ocean.

- We are responsible for maintaining the quality of life, including health care and schools, for approximately 130,000 Department of Defense family members living in Europe.

European Command

Mission

U.S. European Command conducts military operations, international military engagement and interagency partnering to enhance transatlantic security and defend the homeland forward.

Vision

An agile security organization with a "whole of government" approach seeking to support enduring stability and peace in Europe and Eurasia.

Themes

- Ready forces provide regional security.
- Mutual security challenges require cooperative solutions.
- EUCOM is commited to enduring partnerships.

Motto

"Stronger Together"

Progress

U.S. European Command has achieved progress through proactive initiatives and by responding to challenges and opportunities that arose over the past year.

European Command's Support to International Security Assistance Force (ISAF) in Afghanistan. European Command's activities to support ISAF operations are extensive and effective. At any given time, approximately 80% of the non-U.S. countries deployed to Afghanistan are from the European theater. EUCOM's support to ISAF is largely focused on preparing these partner nations for deployment to Afghanistan. This includes dispatching mobile planning teams to assess partner nation equipment and training requirements and working with the country to develop a comprehensive pre-deployment plan.

These requirements may include provision of equipment such as up-armored high mobility multipurpose wheeled vehicles (HMMWV) and mine-resistant ambush protected vehicles (MRAP), and pre-deployment training to counter improvised explosive devices, build Observer Mentor Liaison Teams, and provide Expeditionary Intelligence Training courses tailored to the complex Afghan counterinsurgency environment. The Command also works closely with our partner nations to fill critical National Training Mission-Afghanistan training requirements.

Combat training for Afghan National Security Forces

In quantitative terms, since I last appeared before this committee, European Command has dispatched over 20 mobile planning teams and conducted three Observer Mentor Liaison Team rotations at the Joint Multinational Readiness Center, which included 16 countries and 1,045 personnel and conducted eight Expeditionary Intelligence Training courses in which we have trained 230 personnel from 14 countries. We have also trained over 1,860 soldiers from 15 countries to counter the threats posed by improvised explosive devices, and trained two Polish Brigades and two Georgian battalions for deployment to Afghanistan. On the logistics side, we have moved 487 tons of equipment through Europe to Afghanistan over the Northern Distribution Network. In FY10, we coordinated use of the Department of Defense Lift and Sustain Program to provide non-reimbursable air and sealift to move 14,897 passengers and 4,206 tons of cargo for 13 contributing nations, who would have otherwise been unable to move equipment and personnel to Afghanistan. Also, we are able to support partner movements through our active involvement in two major European military transportation consortiums. U.S. European Command also coordinates and schedules the United States' allocation of 1,000 flight hours in

International Security Assistance Force non-commissioned officers (NCO) raise their right hands and repeat the charge of the NCO during an NCO induction ceremony in Afghanistan

U.S. Army Soldiers from the 173rd Airborne Brigade Combat Team get ready to engage enemy combatants

the Heavy Airlift Wing (HAW), comprised of three cooperatively shared Hungarian registered and certified C-17 aircraft.

Counter-Improvised Explosive Device Training. A growth area for European Command this fiscal year is counter-improvised explosive device training, where we plan to train as many as 5,000 partner nation soldiers during this fiscal year.

Assuring Access. U.S. European Command plays a critical role in assuring that the United States continues to enjoy access within and beyond European Command's area of focus. Our mature basing footprint includes several locations that are used in support of U.S. Transportation Command's en-route strategy which has proven to be vital in supporting recent operations in Afghanistan and Iraq. Well-established relationships with partner nations further complement our access capability.

Multi-National Joint and Interagency Exercises. The most intensive form of peacetime interaction with our allies and partners occurs in the conduct of joint exercises. European Command maintained a robust bilateral and multilateral exercise program last year, executing 33 major exercises involving nearly 50,000 U.S., allied, and partner nation personnel from 40 nations. The exercises focused on preparing partner nations for ongoing coalition operations including the International Security Assistance Force (ISAF) in Afghanistan, enhancing NATO interoperability, and improving our military capability and interoperability with Israel.

Exercises in the Baltics, Balkans, and Caucasus. In support of NATO, European Command provided forces for nine NATO and NATO Partnership for Peace events in the Baltics. United States Naval Forces Europe also executed Exercise BALTIC OPERATIONS, a long-standing multinational maritime exercise which included 12 nations focused on maritime interdiction

and amphibious interoperability. Addressing the Balkans, two major exercises, IMMEDIATE RESPONSE 10 and COMBINED ENDEAVOR 10, bolstered partner capabilities and eased regional tensions. Of particular note, European Command conducted JACKAL STONE 10, a Field Training Exercise in Poland and numerous other locations throughout the world, in cooperation with Special Operations Command. This event involved more than seven nations and approximately 1,100 partner nation Special Operation Forces personnel. JACKAL STONE, along with other Special Operations exercises and Joint Combined Exchange Training events in over 25 countries, directly supports U.S. and partner Special Operations Forces' readiness and capabilities for U.S., NATO, and European Union missions ranging from counter terrorism to high-intensity conflict.

ARCTIC ZEPHYR. ARCTIC ZEPHYR is a multi-phased exercise, convening initially as a table-top event and projected ultimately to culminate in a multinational search-and-rescue field exercise. In support of U.S. policy and strategy on Arctic issues, the long term goals of ARCTIC ZEPHYR are to maintain an understanding of the legal, commercial, and political ramifications of the changing Arctic environment and to strengthen relationships with other Arctic nations. This is one of the areas where European Command finds common ground and opportunities for cooperation with Russia.

AUSTERE CHALLENGE. U.S. European Command Headquarters continues to successfully execute the AUSTERE CHALLENGE exercise series, the premier joint force headquarters exercise in the European theater. AUSTERE CHALLENGE 10 forged ahead into new territory when it expanded to train two Joint Task Force Headquarters simultaneously while incorporating a French-led Joint Force Air Component as well as French and Polish

Brigade Headquarters response cells, all firsts in European theater training. The benefits of combined, multiple Joint Task Force exercises are clear: challenge the Headquarters and component staffs; reinforce the U.S. position of seeking multi-national solutions; train as we fight; and identify the strengths and limitations of U.S. and coalition interoperability capabilities.

A major advance during AUSTERE CHALLENGE 10 was the establishment of an enduring computer network for future training events and real world operations. European Command planners identified and established the Battlefield Information Collection and Exploitation System as the most capable network for expansion to support Coalition Task Force operations with NATO partners. More importantly, this system is being used at the Joint Multinational Training Center at Grafenwoehr, Germany, by U.S. and coalition forces preparing for deployment to Afghanistan.

AUSTERE CHALLENGE 11 will venture back into the full spectrum, major combat operations arena. Participation will expand outside the theater and there will be a heavy focus on operating in the challenging cyberspace. The 34th Infantry Division Headquarters, from the Minnesota Army National Guard, will provide the Combined/Joint Force Land Component Commander, and French and Polish Land Forces will participate for a second year to operate as Mechanized Brigade Headquarters response cells. We continue building partner capacity by soliciting participation from partner nations around the European theater.

COMBINED ENDEAVOR. During COMBINED ENDEAVOR 10, our premier communications and electronics interoperability exercise, delegates came together from 40 nations (24 NATO and 16 Partnership for Peace countries) to strengthen partnerships, increase communication interoperability, and enhance the capabilities and capacities of partner nations.

American and Italian technicians work to establish network connections during exercise Combined Endeavor 2010

This marked COMBINED ENDEAVOR's 16th year building partnerships and featured the participation of Iraq and Afghanistan as observer nations. Both nations committed to increased involvement and a dedication to interoperability between their national forces and NATO/Partnership for Peace nations. COMBINED ENDEAVOR continues to build bridges across Europe and Eurasia and supported the preparation of coalition forces for regional and global operations. In particular, Canada and the United Kingdom tested and trained on the command and control systems they will be using during their upcoming deployments to Afghanistan, and validated operational functionality and interoperability with the same partners with whom they will operate downrange.

Additionally, two new training events were incorporated into COMBINED ENDEAVOR. CYBER ENDEAVOR leveraged the 102d Information Warfare Squadron, from the Rhode Island Air National Guard, to focus on improving the information assurance competencies and network defenses of our European partners, while SHAPE held Exercise STEADFAST COBALT to focus on command, control, communications, and computers in preparation for NATO Response Force deployment and to maximize interoperability with other European nations.

FLEXIBLE LEADER. This year's FLEXIBLE LEADER table-top exercise and senior leader seminar leveraged lessons learned from the Haitian earthquake disaster, and helped validate newly revised plans which European Command planners have written for comparable contingencies. Extensive representation was present from several U.S. Embassy staffs, other U.S.

government agencies, and European Command's Service components. FLEXIBLE LEADER highlighted the extensive work and progress that has been accomplished in foreign consequence management and humanitarian assistance planning, and also identified many courses of action that will improve European Command's ability to respond to a crisis situation quickly and effectively.

Patriots to Poland. As stated in the August 2008 Declaration on Strategic Cooperation, and in an effort to strengthen the important strategic partnership between the Republic of Poland and the United States, the U.S. performs quarterly rotations of Patriot Batteries to Poland, enhancing U.S.-Poland air and missile defense cooperation. These rotations continue to familiarize Polish Armed Forces with the Patriot Missile System and have permitted U.S. Forces to share related tactics, techniques, and procedures on missile defense. Of benefit to both U.S. and Polish forces, U.S. Patriot crews have improved their individual tasks and crew drills including operations during deployment, rail activities, and missile transport, storage, and security. Since May 2010, there have been three rotations to Poland for training and exercise purposes only. Although initially focused on one location—Morag, Poland—the last rotation took place in Torun, Poland. A fourth deployment is currently underway.

State Partnership Program. The State Partnership Program accounts for 45% of European Command's military-to-military engagement. Founded in 1993, the State Partnership Program was originally designed to link National Guard states and territories with former Soviet bloc countries for the purpose of fostering mutual interests and establishing long-term relationships across all levels of society. European Command currently benefits from twenty-one partnerships, we are currently finalizing the protocols for a State Partnership Program with Kosovo, and there

Hungarian army Sgt. Major Laszlo Pasztercsak instructs U.S. Army Sgt. Mika Putz, of Bismarck, N.D., in the use of the AK63D rifle during a State Partnership Program multinational marksmanship event at Camp Bondsteel

is potential for one or two more partnerships over the next couple years. The true value of this program is the enduring relationships that have been built over time, as many of European Command's state partnerships are approaching their twenty-year anniversaries. Perhaps the greatest example of how critical these relationships are is that, in 2010, National Guard personnel deployed to Afghanistan together with five partner nations as members of Observer Mentor Liaison Teams and other forces training and fighting side-by-side.

European Command Organization. U.S. European Command Headquarters takes a "whole of society" approach to maintaining security and stability while shaping existing structures to adjust to the security environment. These changes will be accompanied by a 15% manpower reduction as we eliminate lower priority missions and identify missions in which European Command can prudently accept additional risk. At the same time, we are increasing emphasis on emerging mission sets such as ballistic missile defense, military partnering, counter-trafficking, and cyberspace. To further embrace a "whole of society" approach to the security environment, the Command is expanding its J9 directorate to focus on interagency partnering and the use of whole of government/society solutions to strategic challenges. Additionally, European Command has internally resourced a J7 directorate to provide independent assessments and analyses of strategic and operational processes and products. The Command has also internally resourced a Joint Interagency Counter-Trafficking Center (JICTC)-Europe to focus on the critical counter-trafficking mission across the theater.

We have also established a Military Partnering Center of Excellence to accelerate our efforts to expand the Command's international military partnering engagement activities. The Center will be a virtual, web-based partnering hub for U.S. and European partners to share best practices and lessons learned through military partnering collaboration, networking, and information sharing. The Center will reside on a public web portal linked to existing Department of Defense centers of excellence, most notably the Center for Disaster Management and Humanitarian Assistance, as well as to educational and partnering organizations like the George C. Marshall Center in Garmisch, Germany. We plan to have the Center fully operational by Summer 2011.

Russia Fire Fighting. U.S. European Command also continues to stand ready to provide theater-wide rapid response capabilities for Humanitarian Assistance and Disaster Response missions. This past August, under conditions of severe drought and in the midst of one of the hottest summers on record, a series of destructive wildfires broke out across Russia, prompting President Medvedev to declare a state of emergency in several areas. In response to Russia's request, and in coordination with the U.S. Department of State, EUCOM planners, logisticians, and airmen rapidly identified and airlifted over 36 tons of valuable firefighting supplies and equipment on four U.S. Air Forces in Europe C-130 cargo aircraft to assist Russia in their emergent response to this destructive event. It is precisely this kind of rapid and agile response capability—to a neighboring nation in need—that illustrates the "Smart Power" combination of military capacity and in-stride diplomacy uniquely available to the nation's leadership from its overseas Combatant Commands.

Israel Fire Fighting. Similarly, this past December, a series of wildfires broke out across Israel threatening to engulf lives, homes, critical infrastructure, and valuable natural resources. At Israel's request, and in coordination with the State Department, European Command planners, logisticians, and operators rapidly dispatched five C-130 cargo planes loaded with 60 tons of critical fire-retardant materials necessary to extinguish the blaze. This effort—led by U.S. Air Forces in Europe—played an important role in the international response to Israel in its time of need, and supported our enduring mission to support and promote regional stability and security. It serves as yet another example of our ability to work together to support each other in times of crisis, demonstrating the value of cooperation among neighbors, allies, and partners, as well as the enduring strength of the U.S.-Israeli relationship.

Efficiencies. While striving to achieve our mission and vision, we are very mindful of today's economic realities. This is why, in support of the Secretary of Defense Efficiencies Initiative, European Command has taken concrete steps to streamline our operations and move toward a more efficient and effective organization. The Command will retain traditional J-staff codes because of their applicability across the Defense Department. However, we are also executing an internal staff rebalance without incurring any growth and leading to a 15% decrease in required manning and budget. We have been taking a close look at all permanent billets and essential mission sets to ensure proper alignment and distribution of resources, and are actively seeking areas where efficiencies may be gained.

"We must find ways to operate government more efficiently and at a lower cost to taxpayers. Secretary Gates understands the tough economic and fiscal situation facing our nation and I support his efforts in doing everything possible to make every tax-payer dollar count."

Sen. John McCain, Senate Armed Services Committee hearing on DOD efficiencies initiatives, September 2010

We have focused our mission sets to accommodate our envisioned security environment, based on an analysis of strategic guidance, to include the Unified Command Plan, the Joint Strategic Capabilities Plan, and the Global Employment of the Force. Areas in which we believe we can harvest efficiencies, either through the focusing of missions or by willingness to prudently accept increased mission risk include: personnel management; General/Flag Officer and Senior Executive Service numbers and seniority; General/Flag Officer support; information technology; experimentation; planning, programming, and budgeting system participation; intelligence support; and logistics support. All decisions will be made with careful consideration of their effect on mission readiness.

EUCOM Components

Except when conducting joint operations or participating in joint exercises, European Command forces are assigned to, trained, and equipped by our Service-specific headquarters. U.S. Army in Europe (USAREUR), U.S. Marine Forces Europe (MARFOREUR), U.S. Naval Forces Europe (NAVEUR), U.S. Air Forces in Europe (USAFE), and Special Operations Command Europe (SOCEUR) provide the forces for all military-to-military engagements with our partner nations, provide a deterrence function in the region, and serve as deployable units for contingency operations. Understanding these commands is the key to understanding European Command, as they conduct the majority of our day-to-day activities.

U.S. Army in Europe
Heidelberg, Germany

Introduction and Overview. With 42,000 active-duty and reserve service members operating from six enduring Army communities, the U.S. Army in Europe serves as the key coordinator of activities by theater-assigned and rotational ground forces. The integration of these forces across the full spectrum of operations places responsibilities on the Army in Europe ranging from the tactical and operational to the strategic level. With V Corps' intermediate tactical headquarters capability deployed in support of International Security Assistance Force (ISAF) efforts in Afghanistan, the Army in Europe directly oversees capacity building activities throughout European Command's area of focus, including efforts in support of U.S. Africa Command. It also maintains critical logistical lead component duties in support of NATO's Kosovo operations. The Army in Europe translates strategic directives from the Command and the Department of the Army into executable tactical orders for subordinate units, including planning for and executing key tasks in support of our European partners and Israel.

Under these circumstances, the Army in Europe provides key tactical and operational forces, to include full spectrum combat units and strategic enablers, for global employment. As the U.S. military land component provider on the continent, the Army in Europe leads the ground effort in building partner capacity in support of global requirements. These efforts continue to be instrumental in supporting the ISAF Commander's requirement for improving the effectiveness of coalition ground force deployments, by training and preparing U.S. and European forces for operations in Iraq and Afghanistan.

Major Accomplishments. With over 25% of its assigned forces deployed in support of operations in Iraq and Afghanistan, the Army in Europe continued to support the Secretary of Defense's commitment to improving the capacity of coalition partners and allies by conducting a robust training and exercise program designed to build partner capacity and increase coalition interoperability.

Building Partner Capacity. In 2010, the Army in Europe provided 755 soldiers from ten nations with life-saving drivers' training on Mine Resistant Ambush Protected (MRAP) vehicles. It trained an additional 422 soldiers from nine nations to counter improvised explosive devices. Supporting U.S. national security objectives, this training enabled the Command to prepare full-spectrum capable forces for global employment while improving partners' and allies' survivability and effectiveness during deployments. Additionally, in support of the ISAF Commander's top priority to train Afghan soldiers and police, the Army in Europe trained 50 Operational Mentor-Liaison Teams (OMLT) and Police Mentor-Liaison Teams (POMLT) for deployment to Afghanistan.

Critically, the U.S. Army in Europe has worked to advance defense institutional transformation. One example of this was its assistance to Romania in the development of the country's tactical, operational, and strategic military doctrine. The Army in Europe also promoted U.S./partner interoperability through its joint exercises and exchange programs, recently having conducted leader exchange programs with Israel in the areas of aviation, ground maneuver, training, reconnaissance, and military intelligence. Additionally, the Army in Europe enhanced capacity for maintaining regional stability—evidenced by its support to Poland—executing the first three Patriots-to-Poland rotations.

Croatian and Minnesota National Guard soldiers prepare to clear a room during an Operational Mentoring and Liaison Team training exercise at the Joint Multinational Readiness Center

Both on and off the continent, the Army in Europe planned for and exercised ground capabilities to support key NATO partners and Israel in defending against potential threats. It has worked with Israel to significantly improve their ballistic missile early warning capability and has enhanced bilateral air and missile defense training exercises in coordination with our partner. In addition to this assurance to allies and deterrence of potential aggressors, its ability to provide foreign consequence management and foreign humanitarian assistance ensured that the Army in Europe was, and continues to remain, prepared to support the United States' Article IV and V commitments to our NATO partners. Finally, as part of the larger U.S. efforts to reset our relations with Russia, U.S. Army in Europe included Russian military leaders as observers for three major exercises.

Exercises. Exercises continue to enhance the pre-deployment training of U.S. and coalition forces for current contingency operations, and serve to prepare these same forces for future coalition operations. This past year, the U.S. Army in Europe participated in 21 major exercises (including three mission rehearsal exercises) conducted in 11 countries with 28 participating nations. Among these exercises was JUNIPER FALCON 11, an Israeli-led Joint Task Force-level exercise focused on improving Israeli Defense Force command and control and logistical capacity. Supporting America's continuing partnership with Turkey, COOPERATIVE RESOLVE 10 was a battalion-level Command Post Exercise conducted in Turkey meant to

enhance interoperability. As a final highlight, RAPID TRIDENT 10 was a peacekeeping exercise involving 16 countries conducted in Ukraine to support its NATO interoperability goals through NATO's Annual National Program.

Humanitarian Assistance. As part of our Humanitarian Assistance program, the Command also provided enabling support to U.S. Africa Command for MEDFLAG 10, a medical skills exchange exercise conducted in the Democratic Republic of Congo by U.S. and African militaries.

Way Ahead. The U.S. Army in Europe will provide combat power to support global operations while at the same time continuing to build partner capacity. Together, these efforts will help advance the long-term process of defense institutional transformation of U.S. partners and allies. As the Army in Europe trains and prepares for deployment alongside coalition partners in the coming year, it will continue to foster the residual effects of increased training effectiveness among friendly militaries—from improvement in counterinsurgency operations and incorporation of interagency concerns, to the updating of U.S./NATO interoperability doctrine. Specifically, in support of the President's introduction of the European Phased Adaptive Approach, the U.S. Army in Europe will train with and provide assistance to European forces to ensure their ability to defend against ballistic missile threats. As part of a separate mission, the U.S. Army in Europe will provide similar assistance to Israel through bilateral agreements. As a whole, the engagements by the Army in Europe will continue to focus on improving relations, enhancing interoperability, focusing on mission success of both in- and out-of-area operations, and ensuring access to facilities and infrastructure throughout the theater.

"Where possible, our strategy is to employ indirect approaches – primarily through building the capacity of partner governments and their security forces."

Secretary of Defense Robert Gates

Marine Forces Europe
Stuttgart, Germany

Introduction and Overview. In 2010, Marine Forces Europe, with approximately 150 personnel assigned, focused on building partner capacity through combined activities and utilizing expeditionary forces to reassure allies, deter potential adversaries, and remain ready to respond rapidly to crises in the region. The U.S. Marine Corps' expeditionary nature drives Marine Forces Europe to a primary orientation on security cooperation activities with our newest NATO allies and partners in the Caucasus, Black Sea, Balkan, and Baltic regions.

Major Accomplishments. With only a small service component headquarters, Marine Forces Europe very effectively leveraged the capabilities of the Marine Corps in support of European Command objectives. Marine Forces Europe's activities focused on building partner capacity to contribute to collective security in Europe and out-of-area operations, such as support to the International Security Assistance Force, through targeted security cooperation and combined exercises.

Building Partner Capacity. Georgia Deployment Program-International Security Assistance Force: This U.S. Marine Corps-led joint program is successfully training and deploying Georgian infantry battalions to fight alongside NATO forces in the volatile Helmand Province in Afghanistan. Through an intense partnering concept with the Marines, the Georgian Armed Forces have significantly increased their institutional capacity to plan and conduct training for units preparing to operate in a full spectrum counter-insurgency environment.

USMC Black Sea Rotational Force: During the summer of 2009, the U.S. Marine Corps provided a Special Purpose Marine Air—Ground Task Force to conduct security cooperation in support of European Command's theater objectives. Forward deployed and operating out of the temporary Task Force East facilities at MK Airfield in Romania and the Novo Selo Training

Area in Bulgaria, the Black Sea Rotational Force conducted numerous and diverse targeted multi-national security cooperation activities with 12 partner and allied nations in the Black Sea, Balkans, and Caucasus regions to enhance partner military capabilities, expand U.S. and NATO access to strategic regions, and promote regional stability.

Exercises. In 2010, Marine Forces Europe, in coordination with U.S. Naval Forces Europe, effectively reassured allies and deterred potential adversaries by exercising combined maritime expeditionary capabilities and improving European Command's and NATO's ability to rapidly deploy and assemble expeditionary forces in the region during several historic exercises. In total, Marine Forces Europe participated in 13 exercises to include joint, multilateral, and bilateral exercises in 2010.

COLD RESPONSE 10 was a Norwegian-hosted 14-nation exercise conducted north of the Arctic Circle and focused on maritime/amphibious operations and interoperability. U.S. Marines, under the Tactical Control of the United Kingdom's 45 Commando Battalion of the Royal Marines and embarked on Her Netherlands Majesty's Ship Johan De Witt, participated in a brigade-sized beach assault.

As part of BALTIC OPERATIONS 10, U.S. Marine and U.S. Navy forces, along with our Baltic State allies, conducted both a Maritime-Prepositioning Force offload and onward movement of combat equipment in Ventspils, Latvia, and a combined amphibious landing in Estonia during this European Command-sponsored Partnership for Peace Exercise. The overwhelmingly positive response

U.S. Marines amphibious assault vehicles embarked aboard the USS Gunston Hall (LSD 44) depart the well deck during the start of a simulated amphibious assault. The combined U.S., Estonian amphibious landing was part of a demonstration of the interoperability between the two forces.

by our Baltic allies once again validated the unique and critical role of Maritime-Prepositioning Forces' ability to rapidly respond to crises and support our allies.

Humanitarian Assistance. As part of the Marine Corps Prepositioning Program—Norway, Marine Forces Europe works with the Norwegian Defense Staff, European Command, and Headquarters, U.S. Marine Corps, to develop and refine plans that enhance access to prepositioned equipment ashore for U.S./NATO operations and crisis response, Theater Security Cooperation, and Humanitarian Assistance/Disaster Relief.

Way Ahead. Although it achieved successes with its current force posture, Marine Forces Europe will continue to seek greater Amphibious Ready Group/Marine Expeditionary Unit presence to satisfy the consistent demand by global core partners such as the United Kingdom and France for bilateral combined-arms and amphibious training. This type of training has largely been absent in the European Command theater since 2003. Resuming a sustained presence in the European Command region would serve to deter adversaries and assure allies and partners of our commitment to stability in Europe.

Marine Forces Europe will continue to build partner capacity in theater through ongoing support to the Georgia Deployment Program-International Security Assistance Force and the Black Sea Rotational Force, deploying in 2011 to support scheduled engagement and security cooperation activities with 14 partner nations. The Black Sea Rotational Force is expanding its activities to include preparing partner nations for deployment to Afghanistan and conducting Non-Commissioned Officer development.

U.S. Naval Forces Europe
Naples, Italy

Introduction and Overview. With approximately 8,000 active-duty and reserve services members operating from four main installations supporting rotational air, surface, submarine and expeditionary forces, U.S. Naval Forces Europe conducts the full range of maritime operations and Theater Security Cooperation in concert with NATO, coalition, joint, interagency and other partners in Europe. Naval Forces Europe continues to perform Navy Component Commander functions which support day-to-day fleet operations and Joint Maritime Commander/Joint Task Force Commander missions in support of European Command. Its presence not only strengthens relationships with enduring allies, it also develops maritime capabilities with emerging partners, particularly in the European Command's southern and eastern regions. Naval Forces Europe is enhancing maritime security in these regions through the development of maritime domain awareness, trained professionals, maritime infrastructure, response capabilities, regional integration, and a comprehensive approach for planning and execution.

Major Accomplishments. In 2010, Naval Forces Europe met all warfighter mission requirements and maintained certification as Joint Force Maritime Component Commander, Europe. Additionally, the component focused energy and resources on Theater Security Cooperation activities to enhance interoperability between allies and the maritime capabilities of partner nations. These activities developed partner capacity through multiple events, exercises, and operations in order to promote maritime domain awareness, security, and sea control. Always ready to respond to crises in the European theater, Naval Forces Europe also contributed to global efforts, such as Operation Enduring Freedom and anti-piracy operations off the coast

of Africa by delivering trained forces, strengthening international relations, and increasing the efficiency of our interactions with our allies and partners.

Theater Submarine Operations. The stable presence and patrolling of U.S. Submarine Forces in the European theater defends U.S. national security forward, even as it enhances the security of our allies and key partners. Our submariners are engaging in vital missions that contribute directly to European Command's core missions of transatlantic security and building partnership capacity. U.S. submariners have fully leveraged deployment time in theater, honing their skills and contributing to the Command's capacity to conduct critical intelligence, surveillance, and reconnaissance operations, anti-submarine and anti-surface warfare, undersea dominance, close proximity strike, high-value unit protection, and free and unfettered access to the vital sea lines of communication. In building our partners' capacity, European Command has also facilitated the participation of Allied submarines, submariners, and associated staff in a vigorous series of theater Anti-Submarine Warfare exercises with U.S. submarines, exercises that all parties have leveraged to improve their warfighting proficiency and – importantly – their interoperability.

These factors and opportunities are increasingly important as we observe a highly capable Russian submarine fleet whose pace, scope, and sophistication have risen dramatically in recent years. The Russian Navy has four new classes of submarines in development or near delivery. The next-generation KILO-class submarine—the ST. PETERSBURG class—is nearing completion. Available for export, it represents a significant improvement in both capability and quieting. The European Command area of focus is also the stage for the most sensitive Russian submarine operations and advanced weapons testing. Just this past October, Russian submarines

Members of the visit, board, search, and seizure team from the guided-missile destroyer USS Forrest Sherman (DDG 98) return to Forrest Sherman after participating in a boarding training exercise during BALTIC OPERATIONS

successfully fired three submarine-launched ballistic missiles over a period of two days. These operations reveal a renewed Russian focus on the undersea arena.

Intelligence, Surveillance and Reconnaissance. Naval Forces Europe expanded European Command's intelligence, surveillance and reconnaissance in support of allies through Operation NOMAD SHADOW, Operation SPRING OFFENSIVE, and the first-ever ship-based Unmanned Aerial Vehicle missions in the Black Sea. It also expanded the capability of naval bases in Rota, Spain, and Sigonella, Italy, to support intelligence, surveillance, and reconnaissance assets in support of both the European and Africa Commands.

Building Partner Capacity. Partnership and security cooperation events conducted by Naval Forces Europe include:

Eurasia Partnership Capstone. Naval Forces Europe's flagship initiative throughout the Black and Caspian Sea regions was designed to integrate disparate regional efforts by all maritime partners into a global maritime partnership for Eurasia. This year's October event drew 110 senior enlisted and junior officer attendees from nine partner nations: Azerbaijan; Bulgaria; Georgia; Greece; Lithuania; Malta; Poland; Romania; and Ukraine. Courses were held at the Maltese Navy Training Facilities. Topics included: maritime interdiction operations; visit, board, search, and seizure procedures; search and rescue procedures; maritime law; and environmental protection.

USNS GRAPPLE. In August, a Navy auxiliary salvage ship and embedded Mobile Diving and Salvage Company removed and scuttled six sunken and decaying patrol boats in Sarandë, Albania. These boats were towed to another location near the harbor and used to make an artificial reef, which is expected to boost the local economy through tourism. More importantly, the pier at the auxiliary naval base is now clear and can be handed over for use by the local fishing fleet, reducing unnecessary defense overhead involved with support of this area.

Exercises. In 2010, Naval Forces Europe participated in nine Joint Chiefs of Staff exercises and numerous NATO and European Command exercises. BALTIC OPERATIONS 10 involved 11 European and NATO nations (including Russia), 32 ships, 200 vehicles, and over 3,000 personnel across a 1,000-square kilometer operating area in the Baltic Sea region. This annual exercise promotes mutual understanding, cooperation, confidence, and interoperability among forces and personnel of participating nations. SEA BREEZE 10 was co-hosted by Ukraine and the United States, involving11 European nations, 24 ships, 13 aircraft, and over 2000 personnel across the Black Sea and Ukraine. This exercise enhanced the maritime capability of Black Sea and Partnership for Peace nations by exercising collective maritime safety, security, and stability actions. BREEZE 10 was co-hosted by the Bulgarian Navy, involved six European nations, and culminated in the NATO Response Force certification of Bulgarian and Romanian ships.

Humanitarian Assistance. Naval Forces Europe provided platforms, personnel, and resources to support Humanitarian Assistance/Disaster Relief for Russian wildfires, the Ethiopian Airlines crash off the coast of Lebanon, and flooding in Portugal and Albania. The U.S. Navy routinely provides foreign humanitarian assistance in times of crisis, in cooperation and collaboration with many nations around the world.

Way Ahead. While responding to crises in the European theater will take precedence over all other activities in 2011, Naval Forces Europe will also continue to build the maritime capacity of our allies, as well as new and emerging partners in a cost-effective and responsible manner with the desire of advancing all parties toward full interoperability and participation with our forces. Naval Forces Europe will continue to improve information assurance and cyber system security of Command and Control/Information Systems. Interoperability with NATO Allies and achievement of NATO standards by new NATO partners, including preparing STRIKFORNATO for the NATO Response Force 2012 rotation, will be important goals. The ballistic missile defense capability, both afloat and ashore, will continue to develop and expand. Our forces will focus on the priorities of maritime safety, security, cooperation, and crisis response with the overall goal of advancing U.S. interests in the region.

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

Introduction and Overview. With just under 26,000 active-duty, guard, and reserve service members operating from five main operating bases supporting nine wings and many geographically separated locations, U.S. Air Forces in Europe is a key force provider of forward-based, full-spectrum airpower in support of European Command and Defense Department objectives. This posture enables simultaneous support to ongoing global operations, ensures global strategic access, assures allies, deters aggression, and remains the key to building partnerships.

Major Accomplishments. During 2010, Air Forces in Europe supported ongoing contingency operations and worked daily with our NATO allies and partners to ensure security in the European theater and defend our homeland forward. Supporting contingency operations, 2,800 Air Forces in Europe personnel were deployed at any given time throughout 2010. In Afghanistan, our fighters flew 23,500 combat hours, representing 39% of the total U.S. Air Force fighter hours flown. In addition, one of two Control and Reporting Centers assigned to Air Forces in Europe was continuously deployed, providing constant air battle management and control. We contributed vital data links for world-wide communications, unmanned aerial system command and control, intelligence collection, and space operations. U.S. Air Forces in Europe supported the treatment and movement of over 12,000 patients to and from Landstuhl Regional Medical Center. Finally, Air Forces in Europe continued to maintain critical en route infrastructure. This system of bases supported global air operations to three geographic combatant command theaters and smooth transit of over two-thirds of air mobility missions.

Supporting contingency operations at the same rate as U.S.-based forces, Air Forces in Europe simultaneously conducted European Command operational requirements. In addition to flying Combat Air Patrols in support of NATO's Baltic Air Policing mission, Air Forces in Europe continue to conduct intelligence, surveillance, and reconnaissance missions in the greater Levant region, as well as participate in the Georgia Deployment Program.

A Polish Air Force F-16 receives fuel from a US Air Force KC-135 over the skies of Latvia during a NATO Baltic Air Sovereignty Training event

In support of the Phased Adaptive Approach for Missile Defense in Europe, U.S. Air Forces in Europe led a U.S. and NATO Ballistic Missile Defense Task Force. This Task Force developed a concept of operations which significantly contributed to NATO's recent decision to adopt this critical mission. U.S. Air Forces in Europe began laying the foundation for ballistic missile defense integrated command and control architecture in line with NATO Summit agreements, and led U.S. and NATO data-sharing integration efforts, which resulted in the development of clear strategic ballistic missile defense requirements and a demonstrated capability to exchange information between U.S. and NATO systems.

Building Partner Capacity. When not supporting combat operations, U.S. Air Forces in Europe units serve in a permanent role of building partnerships and partner capacity. In 2010, Air Forces in Europe conducted 767 building partnership engagements with 39 participant nations. Two-thirds of these events contributed to partner interoperability for Afghanistan

operations. Nearly 100 events in the Baltics, Poland, Bulgaria, and Romania focused on interoperability of NATO standards and equipment. As a result, these particular events fostered effective mobility operations and ensured strategic access to ranges, airspace, and airfields.

In Poland, Air Forces in Europe units helped develop capability to deploy and employ Polish F-16 and C-130 aircraft. Air Forces in Europe conducted numerous tactical exchanges with Polish F-16 and C-130 pilots, providing training in all manner of combat and air mobility operations. As a result of these efforts, the Polish Air Force is advancing towards its goal of passing its first NATO Tactical Evaluation in 2011.

In Romania, U.S. Air Forces in Europe units assisted Romanian units across the full spectrum of air mobility operations. Both nations jointly exercised tactics and procedures to improve airfield planning and operations, combat search and rescue, and aircrew management procedures to improve Romanian air capabilities. As a result, the Romanian military is now a self- deployable force using its C-130s to move to, and conduct operations in, Afghanistan.

Our engagement efforts also highlight the intrinsic value of non-commissioned officer development. Each of our in-country engagements highlights the need for empowered junior officers and non-commissioned officers, who serve as the backbone of effective military operations.

These efforts serve to improve the defensive development of our allies and partners, and directly improve interoperability of forces engaged in combat. U.S. Air Forces in Europe trained with 28 nations to provide over 100 Joint Terminal Attack Controllers, highly-trained Airmen providing the key link between airborne assets and supported ground combat units. As a result, Joint Terminal Attack Controllers from 15 nations now fight alongside their American

counterparts in Afghanistan. Furthermore, training at U.S. Air Forces in Europe's Warrior Preparation Center provides tangible and continued assurance of the U.S. commitment to allied security while developing capabilities actively employed in International Security Assistance Force operations.

Exercises. In 2010, U.S. Air Forces in Europe participated in 60 Joint Chiefs of Staff, NATO, and European Command exercises. Ten nations, including Armenia, Azerbaijan, Georgia, Macedonia, Serbia and Ukraine, exercised to develop peace support operations, provide medical training, and foster interoperability. Likewise, 40 nations from North America, Europe, and the Middle East exercised to improve computer network and communication capabilities necessary for effective responses to natural disasters. During Exercise BRILLIANT ARDENT, 60 aircraft from six nations, operating from bases in Germany, the Czech Republic, France, Poland, and the United Kingdom, validated the responsiveness and capabilities of the NATO Response Force.

Humanitarian Assistance. U.S. Air Forces in Europe answered the call for assistance several times in 2010 with humanitarian airlift. This summer, we delivered over 36 tons of equipment to fight wildfires in Russia. In December, we airlifted 60 tons of fire retardant materials for wildfire relief near Haifa, Israel. In one of our building partnership capacity success stories, the Heavy Airlift Wing at Papa Air Base, Hungary, executed several humanitarian relief missions. During Operation UNIFIED RESPONSE, Heavy Airlift Wing C-17s delivered 34 Swedish aid workers and 135 tons of aid to Haiti. In July, following the devastating flooding in Pakistan, the Heavy Airlift Wing delivered over 42 tons of medical supplies to Karachi, Pakistan. In April, the Wing repatriated the remains of the victims from the Polish air tragedy near Smolensk, Russia. Through continued training and commitment, the 12 nations of the C-17 Heavy Airlift Wing flew over 2,800 mishap-free hours in its second year of existence.

Way Ahead. As we move forward into 2011, U.S. Air Forces in Europe will continue its focus on operating efficiently and effectively, maximizing its strategic location to support current operations while simultaneously expanding its building partnership portfolio. The Command will continue to support the President's Phased Adaptive Approach for Missile Defense in Europe. Working closely with NATO, Air Forces in Europe will deliver an Operational Level Concept, develop requirements for effective information sharing with allies, and establish the necessary venues for effective education and training in this mission area critical for the security of the United States, our allies, and partners.

U.S. Special Operations Command Europe

Stuttgart, Germany

Introduction and Overview. Special Operations Command Europe is a joint command comprised of more than 1,500 active-duty and reserve personnel operating from two main forward-deployed locations: Stuttgart, Germany and Mildenhall, England. It has three assigned components: 1st Battalion, 10th Special Forces Group (Airborne); Naval Special Warfare Unit-2; and the 352d Special Operations Group. Special Operations Command Europe continues to contribute significantly to the development of partner special operations forces and stands ready to defend against transnational threats and rapidly respond to unforeseen contingencies within the European theater.

Major Accomplishments. In 2010, Special Operations Command Europe remained heavily engaged, conducting 25 joint combined exchange training events, six bilateral training activities, 46 Partnership Development Program events, and two bilateral counter-narcoterrorism training events. The Command augmented this effort with numerous key leader engagements and staff visits to further develop partner special operations forces' organizational, institutional, and staff capabilities. Finally, Special Operations Command Europe deployed special operations forces company-sized elements to both Afghanistan and Iraq, as well as smaller Joint Planning and Advisory Teams and staff augmentation to support partner special operations forces in Afghanistan. Focus areas for 2010 included building partnerships, supporting operations in Afghanistan, and countering transnational threats, all of which directly support European Command's core mission of international military and interagency partnering to enhance transatlantic security and defend the homeland forward.

Building Partner Capacity. The Command's effort to build partnerships focused on enhancing allied and partner special operations forces' interoperability and validating capabilities through the Partner Development Program and multilateral special operations exercises. The Partner Development Program is focused on training partner and allied special operations forces in military assistance operations and is a proven strategy for building the capacity of allied and partner special operations forces capacity, primarily for the International Security Assistance Force. With adequate sustainment, it will also provide long-term special operations forces' capacity for future conflicts and out-of-area operations. Since its inception in 2007, and its initial funding as a program of record in 2009, European special operations forces' participation in the International Security Assistance Force has increased nearly 500%. Poland, Romania, Hungary, Lithuania, and the Czech Republic have increased their investment and commitment of special operations forces in Afghanistan with exceptional results. With military assistance being the primary special operations mission in Afghanistan today, and the continued focus on developing Afghan security forces, participation in this program will likely remain an important mission in the future.

Over the past year, the Partner Development Program has also focused on increasing collective special operations force rotary-wing aviation capacity among our allies and partners. Special operations force rotary-wing assets, deployed in support of the International Security Assistance Force, will continue to be a high-demand requirement for future contingency operations. Training allied and partner aircrews and helping to upgrade their airframes, such as the MI-17, is an efficient solution for increasing rotary-wing capacity and capability to

support contingency operations. For example, the cost to upgrade five MI-17s and train the crews and maintenance personnel to the basic standard required to support special operations forces is roughly equal to the cost of one new U.S. CH-47G helicopter, not including training or maintenance. Additional helicopter capacity is not only efficient; it also decreases the deaths and serious injuries caused by improvised explosive devices, by limiting road movements and increasing medical evacuation capacity. Thus, additional helicopter capacity could lead to potential increased troop contributions among these nations.

While successful, the Partner Development Program has not reached its full potential. The program is hampered by cumbersome resourcing processes. Lack of focused special operations forces resourcing to create a strategic capability makes it difficult to build enduring special operations forces capacity.

Exercises. Special Operations Command Europe supported the annual international theater-wide special operations forces capstone exercise, JACKAL STONE 10. This year's exercise was hosted by Poland and Lithuania and brought together approximately 1,100 special operations forces service members from seven nations: Poland, Lithuania, Ukraine, Latvia, Croatia, Romania, and the United States. As a key element of the Partnership Development Program, JACKAL STONE provides special operations forces the opportunity to train together and build mutual respect while sharing doctrinal concepts, training concepts, and various tactics, techniques, and procedures.

Coalition special forces wait for the MH-47G Chinook to land so they can extract their high value target during the opening ceremony for Jackal Stone 10

Support Operations in Afghanistan. Since 2007, Special Operations Command Europe has supported the International Security Assistance Force through the continued deployment of a U.S. Army Special Forces Company and three U.S. Navy SEAL Joint Planning and Advisory Teams, which deploy and operate with our partner special operations forces. We also continue to provide staff officers as rotational augmentees to the NATO Special Operations Forces Fusion Cell, a strategic element for building interoperability among partner special operations forces.

Way Ahead. Looking to 2011 and beyond, Special Operations Command Europe will continue to increase allied and partner special operations forces' capabilities and capacity, both on the ground and in the air. It will seek to increase strategic understanding and partnerships as the European Distributed Special Operations Forces Network develops. Special Operations Command Europe will also continue its close partnership with the NATO Special Operations Headquarters and its International Security Assistance Force partners. Support and enablement of International Security Assistance Force's special operations forces will continue to be a high priority, as will efforts to counter transnational threats in order to protect our homeland.

CHALLENGES & OPPORTUNITIES

In a theater as large and dynamic as U.S. European Command's, the opportunities to initiate positive change are abundant, as are the ways in which security can regress unless we remain alert and attentive to negative trends. Every challenge in the region presents an opportunity for engagement and cooperation.

Afghanistan. Of the 49 nations besides the United States that have contributed 45,000 forces to the International Security Assistance Force, approximately 80% of them (37 nations) come from the European theater. Together, these 37 nations have contributed nearly a third of the military personnel serving in Afghanistan. And they have suffered, with hundreds killed in action. Supporting the International Security Assistance Force has given European Command the opportunity to deepen its relationships with our allies and partners, using our expertise and experience to inculcate an expeditionary mindset and train deploying partner nation forces in irregular warfare.

The contributions and sacrifice of Eurasian and European nations in Afghanistan have demonstrated the credibility, legitimacy, and effectiveness of our international military cooperation. The scale of allied and partner force contributions to the International Security Assistance Force has allowed the hand-over of significant responsibility for regional operations to coalition partners. NATO's Operational Mentoring and Liaison Team program directly supports the development of the Afghan National Army, and the Police Operational Mentoring

"Having Afghans lead these operations is the Taliban's worst nightmare, because it gives the lie to the Taliban propaganda that portrays Western troops as hostile occupiers. Afghans themselves will be more effective than our troops in winning the trust of the Afghan people."

Sen. Carl Levin, Chairman of the Senate Armed Services Committee, at the Council on Foreign Relations, October 2010

and Liaison Teams program supports the expansion of the Afghan National Police. Under these programs, European allies and partners are currently providing approximately 50% of the number of teams required to train Afghanistan's security forces.

Additionally, at any point in time, there are approximately 10,000 U.S. personnel, assigned to European Command, that are deployed to Afghanistan making vital contributions on a daily basis. However, within the European theater itself, European Command's focus is to support other nations as they seek to contribute to security and stability efforts in Afghanistan.

Many nations are making particularly large force contributions and have suffered high casualty rates relative to their populations. Our partners understand the importance of this mission, and they are willing to send their sons and daughters in harm's way alongside our own to bring peace, security, and prosperity to the people of Afghanistan. Within the European theater itself, European Command lends whatever support it can to these nations as they seek to contribute to security and stability efforts in Afghanistan. Within the framework of contributing to international efforts in Afghanistan, and within the boundaries and authorities set by law, regulation, and international agreements, this support involves providing training, equipment, logistical assistance, and personnel augmentation.

The Balkans. The United States' continuing support to NATO's Kosovo Force and Operation JOINT GUARDIAN helps maintain stability in Kosovo and advances security progress alongside our NATO and European Union partners. European Command has participated in NATO operations in Kosovo since 1999. European Command supports Kosovo Force through our land component, U.S. Army in Europe, and leverages National Guard Bureau forces to source mentors and advisors for Task Force Falcon (Multinational Task Force-East),

Regional Mentoring and Liaison Teams, NATO Training Teams, and elements of the Kosovo Force Headquarters, as well as to augment the Kosovo Force Military-Civilian Advisory Division. NATO presence was reduced from a peak of 14,000 in 1999 to 10,000 in January 2010, when it began reductions to a strength of 5,000. Kosovo remains stable and secure, as demonstrated in the peaceful conduct of elections in December 2010.

European Command has played a significant role in Bosnia's progress since the 1995 implementation of the Dayton Accords. At the height of Operation JOINT ENDEAVOR in 1996, more than 20,000 U.S. service members served in Bosnia. The September 2009 deactivation of Task Force Dayton, the last U.S. entity operating in Bosnia, marked a significant milestone for European Command. Less than forty U.S. personnel now remain in Bosnia assigned to the NATO Headquarters-Sarajevo and the United States Balkans National Support Element. European Command continues building partnership capacity with Bosnia through focused security cooperation initiatives, to include International Military Education and Training, Foreign Military Financing, and the State Partnership Program with Maryland's Army National Guard.

In a show of its increasing capacity, Bosnia assumed a key leadership role during European Command's 2009 COMBINED ENDEAVOR exercise, involving 40 countries and 1,200 personnel. European Command remains focused on Bosnia's defense reform efforts and its entry into NATO, so that Bosnia can finally prosper, contribute more fully to coalition operations, and complete its path to Euro-Atlantic integration. Due to progress made, Bosnia was able to consistently contribute to the coalition efforts in Iraq between 2005 and 2008, and now has over 50 personnel deployed to ISAF. Despite some remaining challenges, we have achieved quite a lot given what was happening in Bosnia just 15 years ago.

Russia. The complexities of establishing and maintaining a military-to-military relationship with Russia are many. On one hand, there are many areas of potential cooperation and partnership, including Afghanistan, arms control, counterterrorism, counter-piracy, counter-narcotics, and missile defense. Continued open dialogue can lead to additional opportunities for cooperation and openness, such as European Command's response to assist Russia during last year's wildfires. On the other hand, some of our allies and friends in the region remain concerned about Russian actions, including the conflict in Georgia in the summer of 2008 and Russia's continuing suspension of implementation of the Conventional Armed Forces in Europe (CFE) Treaty.

Admiral James Stavridis, SACEUR, during an Honor Guard Ceremony in Moscow, Russia.

Working with Russia is about balance and seeking to find the potential for cooperation, while maintaining an open and honest dialogue about all aspects of our relationship, including where we disagree. While a great deal of engagement with Russia is handled by either the State Department, in the diplomatic realm; or directly by the Joint Staff and the Office of the Secretary of Defense, we at European Command are ready to pursue military-to-military communication, engagement, and even joint training and operations with Russia, where and when appropriate.

In 2009, for example, European Command authored a framework document to resume military-to-military cooperation with Russia 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

conducting counterterrorism and counter-piracy operations; peacekeeping missions; ballistic missile defense; and search and rescue. 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, began to rebuild a structure for our bilateral defense relationship that allows wide-ranging and candid engagement on all issues of concern. This effort is then supported by European Command's lead in developing the annual military-to-military work plan, which defines the events and activities that we aim to accomplish together over the next year.

Russian amphibious ship, the RFS Kaliningrad, sailing alongside the USS Mount Whitney as parts of the BALTIC OPERATIONS exercises in the Baltic Sea

In working the bilateral military-to-military relationship with Russia, however, 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.

Israel. The political/military environment in which Israel exists is volatile and uncertain. Israel faces frequently voiced threats from Hezbollah, Hamas, Iran, and others in the region. Iran's aggressiveness and negative rhetoric could also pose serious security challenges to the region broadly, to the United States, and to other allies. In addition, conflicts such as the Lebanese conflict of 2006, the Gaza hostilities of 2008, or the cross-border shooting in August 2010 with Lebanon, could erupt at any moment. Conflict could result from instigation by Iran or its proxies, notably Hezbollah, or from miscalculation.

European Command's engagement with Israel continues to strengthen our relationship with this key regional ally. We conduct multiple Headquarters and Component-level theater security cooperation events annually with Israel and chair four bilateral, biennial conferences spanning planning, logistics, exercises, and interoperability. The United States and Israel routinely conduct training exercises that build partnership and work toward regional stability. This exercise portfolio includes eight major recurring exercises. The continued success of the exercise program improves interoperability, understanding, and cooperation between the Israeli Defense Force and U.S. military forces. European Command leadership and staff maintain uniquely strong, recurring, personal, and direct relationships with their counterparts in the Israel Defense Force.

Turkey. Turkey remains a strong ally and partner in the region and continues to grow in importance in the Middle East and Eurasia regions. Turkey will continue to play an important role in the fight against extremism, maintaining regional security and access, deterring common threats, and supporting NATO out-of-area operations, such as those in Afghanistan and Kosovo. As our presence in Iraq draws down, Turkey's concern with possible volatility on their border may grow, driving them to play a larger role in regional stability. We have continued to develop new and productive ways to increase our engagement with Turkey in military-to-military areas, and as part of U.S. interagency efforts to help this important and centrally-located ally face the challenges posed by 21st century threats.

Ukrainian marine 1st and 2nd divisions stormed the beaches of Tenrda island from amphibious assault ships and helicopters to simulate landing on an island over run by pirates during a combined and joint maritime exercise in the Black Sea

As part of that effort, Special Operations Command Europe continues to engage in a highly productive program of tactical exchanges and training events with Turkish Special Forces, and has focused part of this outreach program to develop, enhance, and convey lessons learned by U.S. Special Operations Forces over the past eight years in the effective fusion of intelligence, operations, and interagency coordination.

Also this year, European Command initiated Exercise COOPERATIVE RESOLVE, a new bilateral exercise between U.S. Army in Europe forces and Turkey Land Forces Command, focused at the battalion-level to share best practices and emerging concepts for command post operations, command and control functions, and other associated tactics, training, and procedures.

On another front, European Command's new Joint Interagency Counter-Trafficking Center (JICTC)-Europe, an information-sharing, internally-resourced collaborative enterprise, is working closely with our Turkish partners to assist and enhance the capabilities of Turkish agencies to combat illicit trafficking and terrorism, two often-interrelated and interdependent activities that threaten the security of our partners, our theater, and our homeland.

Finally, European Command continues its highly successful Turkish/U.S. officer exchange program in which each country selects a group of promising, young field-grade officers for travel and exposure to each other's military headquarters and facilities, building vital relationships on a personal level that will continue to pay dividends as these officers progress to higher ranks and greater levels of responsibility.

Terrorism in Europe. Our contribution to the ever-evolving fight against transnational and indigenous terrorism continues to be one focused on intelligence sharing and partner-building. Across Europe, the threat of terrorist attack and the presence of terrorist support networks remains a serious concern. Violent-minded extremists seek to exploit vulnerabilities to radicalize local populations and logistically support jihadist war-zones such as Iraq and Afghanistan. The European continent remains a priority target for directed attacks from al-Qaida and allied terrorist groups who believe that lethal attacks will weaken the resolve of our partner nations to continue supporting the International Security Assistance Force.

The terrorist attack in Stockholm on December 11, 2010 and the late-December arrests of terrorist suspects in the United Kingdom and Denmark, among others, are indicative of a continuing threat.

The threat from al-Qaida associated elements remains high, particularly in Germany, Denmark, France, the United Kingdom, and Belgium. Notably a recent study by the Danish Institute for International Studies found that between 2004 and 2008, 84% of terrorists detained in Europe had a Western upbringing, and only 28% had links to foreign militant groups. This is indicative of the rise of "home-grown", self-motivated terrorists who, despite their exposure to Western values, chose to learn jihad over the internet and act without direct guidance by al-Qaida senior leadership.

European countries continue to improve their capacity to counter the terrorist threat by strengthening counterterrorism legislation, expanding international cooperation, and successfully prosecuting and jailing terrorist actors. To support this progress, European Command increases intelligence sharing at every opportunity. For instance, one of our projects disseminates

evidence and information obtained by coalition allies on the ground in Iraq and Afghanistan to International Criminal Police Organization (INTERPOL) member countries' police forces worldwide in order to strengthen their counterterrorism efforts. This project has assisted investigations in more than 70 countries.

Ballistic Missile Threat. There is an existing and expanding threat from ballistic missiles to the European Command's area of focus. The continued development of missile technologies by states such as Iran and Syria, coupled with the transfer of rocket and missile capabilities and technologies to non-state actors such as Hizbollah, present the most significant combination of capability and intent into realized threat to European Command's interests in Europe and the Levant. Iran in particular, with its growing inventory of ballistic missiles, views its conventionally armed missiles as an integral part of its strategy to deter, intimidate and retaliate against forces in the Middle East, Southeastern Europe, and Central Asia.

Combating Weapons of Mass Destruction (WMD). Nuclear weapons in the hands of a terrorist or violent extremist would represent a grave threat to the United States and our allies. The threat of a deliberate attack with a biological weapon, or the spread of nuclear weapons programs are threats that have far-reaching, destabilizing consequences. Al-Qaida and other groups aspire to incorporate weapons of mass destruction into their attacks. Special nuclear materials and the majority of the world's nuclear weapons are located in the European Command area of focus.

To succeed in preventing the spread of weapons of mass destruction and their precursor materials, we must pursue a vigorous, comprehensive strategy sustained by a whole-of-government approach and strong international partnerships. The security of the weapons and

these materials is a significant aspect of the Command's efforts to counter WMD. We must support partner and allied efforts to build capacity that detects and interdicts the movement of WMD materials, facilitates information-sharing arrangements, and, if an attack occurs, ensures a swift effective response that includes consequence management. Recent concerns over attacks in Europe truly underscore the importance of working with our partners and allies to prevent a catastrophic attack involving weapons of mass destruction on their soil and our homeland.

> *"Whether it is ensuring our capabilities for strategic missile defense, which provides assurance to allies and deterrence to adversaries, or making the necessary investments in defending against cyber attacks; we must be able to look towards the future and see likely security challenges that we will face and meet them head on."*
>
> *Chairman Howard P. "Buck" McKeon, House Committee on Armed Services*

Cyber Security. Cyber security is a vital function for European Command, and we have made progress in securing our part of cyberspace during the past year. We have joined the efforts of other combatant commands, including the leadership of the U.S. Strategic Command and its sub-unified command, U.S. Cyber Command. The establishment of U.S. Cyber Command is a great step forward for the Department and all combatant commands. We are exploring the paths to more closely fuse our internal efforts in cyberspace, and have named a Cyber Integrator on our Headquarters Staff to build on our established Cyber Fusion Center. As the number and sophistication of attempts to penetrate our network increase daily, we must continue to meet that threat with innovation and expertise because we cannot afford more manpower.

As we gain operational experience in cyberspace, we look for opportunities to provide bridges between industry, academia, government, and our military partners with the goal of increasing mutual awareness and security. There are many challenges in this new domain and

several of our friends throughout Europe have been the subject of cyber harassment (disruption of cyberspace functions) coincident with international disputes. As we look for answers and solutions to the evolving challenges in cyberspace, we synchronize frequently with our partners at various exercises and conferences, to include Exercise COMBINED ENDEAVOR 10, which brought together forty nations focused on enhancing common awareness, building common understanding, and developing operational trust, as well as a 2011 European Cyber Conference Symposium hosted at the George C. Marshall European Center for Security Studies. We have several other visits and exercises planned in 2011.

As we move forward, we are looking to leverage our existing European Union and NATO relationships in concert with the newly formed U.S. Cyber Command to increase our shared security. With NATO's desire to develop an infrastructure to meet the cyber security threat with a coordinated combined response, we are moving forward now to lay the groundwork for what we anticipate will be our role in this combined action.

The Arctic. The Arctic maritime domain is changing, and nations are responding by enacting policies to address anticipated challenges in the region. From environmental impacts to commercial enterprise, the prospect of unprecedented access to natural resources and Northern shipping routes has raised related security concerns. Promoting regional stability in the Arctic is European Command's primary objective for the Arctic. This is best accomplished through the use of open international forums to ensure stable, predictable management of the Arctic area.

In areas of safety, security, resource management, and conflict resolution, we support multinational governance and the international rule of law. Development of peaceful and successful maritime domain awareness is essential, not only to the security of the region, but

U.S. Submarine surfacing in the Arctic

also to the safety of the mariners, workers, and tourists who will populate this vast expanse. European Command is committed to a future that includes collaboration with our partners, NATO members, and Russia on international search and rescue exercises, Arctic training, and transparent operations and diplomacy that fully respect territorial claims.

Addressing environmental security in the Arctic region will require close cooperation with a wide range of Arctic stakeholders. Of particular note, we see Russia as a key potential partner in this area; one with substantial capabilities to respond to unforeseen emergencies and a clear willingness to protect the region from environmental disasters. We look forward to working with Russia and our other Arctic partners as we seek areas of mutual interest.

Energy Security. Our strategic national interests are served by fostering global economic development. A growing and open global economy enables the growth of the American economy, and that growth forms the backbone of our national security. Most of our major European partners are heavily dependent upon foreign energy sources for their oil and natural gas. This reliance can have a destabilizing effect on European economic development. Russia is one of the most important suppliers of crude oil and natural gas to Europe, accounting for 33% of oil imports and 40% of gas imports (87% for Italy; 81% for Spain; 61% for Germany; and 51% for France). Russia's energy leverage represents a key factor in European and Eurasian energy security. Europe will continue to need Russian energy, as supplies from Russia are useful

alternatives to reliance on the Persian Gulf for hydrocarbons and the pipeline infrastructure to transport it is already in place.

European Command supports State Department objectives regarding European energy security, and we work with our interagency partners, NATO allies, and partner nations to support these objectives: diversification of energy transportation routes in Europe; greater intra-Europe integration of existing supply systems; the development of new, renewable, and alternative energy sources in Eurasia; and demand-side efforts to promote energy efficiency. Within European Command, we are proposing a joint concept for energy security to achieve these same objectives, ensure access, and decrease vulnerabilities within our own forces. Our J9 Interagency Partnering Directorate continues to employ a whole-of-government approach to collaborate with our partners and like-minded allies to develop frameworks for addressing major energy security issues.

"Our relationship with our European allies remains the cornerstone for U.S. engagement with the world and a catalyst for international action."

National Strategy, May 2010

INITIATIVES

Effective pursuit of U.S., allied, and partner interests depends ultimately on our ability to innovate and find new and better ways of achieving our objectives.

Support to NATO, especially in Afghanistan. Today, European Command's largest contributions to support NATO lie in our efforts to train and equip partner nations to deploy alongside our own troops in Afghanistan. We have multiple lines of effort to support these activities.

Joint Multi-National Readiness Center. The Joint Multi-National Readiness Center supports European Command and Central Command operations by providing pre-deployment training to Europe-based U.S. forces and NATO Operational Mentoring and Liaison Teams slated for deployment to Afghanistan. Currently, the Center provides enduring observer/controller support to the United States Security Coordinator Israel to train the Palestinian National Security Forces. Joint Multi-National Readiness Center observer/controllers were also instrumental in the successful pre-deployment training of the Jordanian 2nd Ranger Battalion for operations in support of Afghanistan's national elections. We have trained almost 4,000 soldiers to date and, through these efforts, European Command has enabled partner nations to make significant contributions to operations in Afghanistan.

Georgia Deployment Program-International Security Assistance Force. Marine Forces Europe directly supports the Republic of Georgia's two-year program to deploy Georgian forces alongside U.S. Marine Forces to Afghanistan. The Georgia Deployment Program-International Security Assistance Force will deploy four rotations of a Georgian battalion with a Marine Corps Marine Expeditionary Brigade to Afghanistan. As capabilities improve, Georgian forces

Georgian soldiers from the 31st Battalion establish security during a cordon and search scenario as they train for an upcoming deployment in support of International Security Assistance Forces in Afghanistan

will be able to operate independently. By using Georgian shadow instructors, Marine Forces Europe will create a Georgian training group that will largely take over the Partnership Training Program by their fourth rotation. Over this past year, this program trained two battalions that deployed to Afghanistan.

Interoperability. EUCOM has significantly enhanced the ability to communicate with NATO and NATO member nations at the SECRET level. The U.S. Battlefield Information Collection and Exploitation System (BICES) network is used for planning, exercising, and operating with our NATO partners in this theater. We exercised that capability in AUSTERE CHALLENGE 10, JACKAL STONE 10, and a NATO Cyber Defense Exercise. As we leverage these opportunities to hone our ability to work together, we will continue to determine the capability requirements and develop the tactics, techniques, and procedures to ensure that U.S. BICES meets our NATO interoperability needs.

In another area, the United States became a full participating member in the Military Engineering Center of Excellence. Through this body, our engineers have the opportunity to develop interoperability and relationships with engineer forces at all levels of command. We are able to provide expertise to other NATO countries and help them prepare for NATO operations. Through these engagements, our nation also benefits by learning new engineering methods, and gains access to the resources of the Center of Excellence.

Ballistic Missile Defense. The concentrated efforts by our adversaries to illicitly procure ballistic missile technology, develop increasingly sophisticated missiles, and actively refine their abilities to employ those missiles against friends and allies have not abated.

A Standard Missile - 3 (SM-3) is launched from the USS Hopper (DDG 70) in a Missile Defense Agency (MDA) test in conjunction with the U.S. Navy

As we work to provide defenses for our deployed forces, families, friends and allies, European Command continues the extensive and active cooperation necessary to implement the European Phased Adaptive Approach (EPAA) to Missile Defense. Together with our partners in the Department of State, Department of Defense, Missile Defense Agency, and many others we are fully supporting the coordinated international engagement of the United States.

Our coordinated efforts are bearing fruit, with NATO declaring at the Lisbon Summit that it will develop a missile defense capability to provide full coverage and protection for all NATO European populations, territory, and forces. NATO reiterated its longstanding invitation for Russia to cooperate with the Alliance in this endeavor. We are also working with Poland and Romania who have agreed to host elements of our missile defense systems. As part of these efforts, European Command is working with both the Missile Defense Agency and the Commander, Naval Installations Command, to ensure that facility infrastructure will be ready to go when the system is activated.

In order to provide for Communication, Collaboration, Coordination and, potentially, Command and Control of U.S. and NATO Missile Defense forces, European Command's J6

directorate has aggressively deployed U.S. BICES (NATO SECRET) workstations throughout European Command's Headquarters and our Service components. These workstations are supported by theater collaboration services for secure voice, chat, and information-sharing as well as the Battle Command Systems—providing U.S. and NATO forces with all the tools necessary to execute this mission successfully. This spring, European Command will add U.S. ships afloat to the U.S. BICES architecture, further integrating our sensors, shooters and platforms within theater.

At the same time, European Command is preparing for the arrival of the initial assets that will operationalize the European Phased Adaptive Approach. As we work together with our partners and allies to field an operational capability this year, I maintain my firm belief that the capabilities delivered will serve as a catalyst to develop a cooperative solution with our allies and partners in the region.

Joint Interagency Counter Trafficking Center. This past August, European Command stood up the Joint Interagency Counter Trafficking Center (JICTC) to support interagency efforts across the theater to counter the growing transnational trafficking threat. Transnational trafficking is a multi-faceted U.S. national security concern which has potential to undermine U.S. and international efforts to protect public health and ensure regional security. Transnational organized criminal activity contributes to weakening the rule of law, and fosters other forms of illicit activity such as terrorism, insurgency, organized crime, weapons trafficking, money laundering, human trafficking and piracy. Left unchecked, this activity can continue to spread and metastasize, threatening the stability and legitimacy of key states, as well as the U.S. homeland.

European Command's trafficking center will complement the State Department's interagency programs and assist the international community and European national efforts to build self-sufficient border management skills, competencies, and capacity among partner nations. The vision is that we will stand up a truly international, interagency organization focused on counter-trafficking. Though loosely modeled on Joint Interagency Task Force (JIATF)-South in Key West, our trafficking center will have important differences. Unlike JIATF-South, the Joint Interagency Counter-Trafficking Center will not directly participate in detection, monitoring, and interdiction operations on land or at sea. Instead, it will provide depth and capacity to our interagency partners and, by doing so, will provide another layer to regional security and the defense of our homeland. European Command is also leveraging opportunities to link U.S. Government agencies through information systems by building a common, user-friendly information technology portfolio that facilitates information- sharing and cross-cooperation. We are developing agreements on information-sharing standards with partner military, police, and civilian organizations to support counter-trafficking and exploitation activities. Our main focus will initially be on counter-narcotics, but will ultimately integrate other aspects of the transnational trafficking threat. No additional resources are needed to stand up the JICTC, and we plan to be fully operational by September 2011.

Whole-of-Government/Whole-of-Society Approach. Interagency partnering remains the heart of the enterprise for this Command, and is critical to how we approach security challenges in our theater. Building on the interagency cooperation that presently exists at our U.S. Embassy Country Teams, we have also grown the interagency presence at European Command to best effect interagency collaboration at the regional/operational level.

Since I last addressed you, we have welcomed additional representatives to European Command Headquarters from U.S. Customs and Border Protection, the Department of Energy, and the Department of Justice's Drug Enforcement Administration who wish to coordinate their activities with the U.S. military. This is in addition to representatives already in place at the headquarters from the Department of State, Department of the Treasury, Federal Bureau of Investigation, and Immigration and Customs Enforcement. Additionally, we are actively working with the U.S. Agency for International Development to once again secure their representation at European Command. Finally, the Department of Justice will soon add their prosecutorial and rule of law expertise to our team as, together, we seek to build partner capacity in Europe and Eurasia and, in so doing, better defend our homeland forward.

We have also introduced the U.S. Department of State Coordinator for Reconstruction and Stabilization (S/CRS) into our COMBINED ENDEAVOR exercise. This infusion of interagency participation facilitates cross-cooperation, coordination, and information sharing between the Departments of Defense and State in the context of whole-of-government operations within the European theater. This reinforces the Command's commitment to building stronger partner capacity, not only among our internal U.S. government agencies, but also with NATO and European partner government agencies as well. We look to integrate with both U.S. interagency organizations and those of NATO and our partner nations by coupling the U.S. whole-of-government approach with the comprehensive approach functions of our partners.

We have also established a J9 Interagency Partnering Directorate, the first new directorate at European Command since 1967. In addition to working with interagency partners, it also engages and collaborates with international and non-governmental organizations, academia,

Interagency, academic, public, and private partners of the U.S. European Command

the private sector, think tanks, and military academic organizations. In the private sector, for example, we have gained many new insights by partnering with numerous organizations. As part of our efforts to engage leading European professionals, we have instituted the European Partnership Program to both listen to European business professionals and leaders and to speak directly to them about our mission in Europe and Eurasia. In addition, our new Academic Outreach function has leveraged the knowledge and fresh thinking of military and civilian academic institutions to help us in our military planning processes.

Public Private Cooperation. European Command has begun work to leverage the expertise and other assets of the private sector to achieve its objectives as well as support the efforts of NATO Allied Command Operations. We are currently working with private businesses as well as non-profit non-governmental entities. For example, in collaboration with Central Command, we organized a public-private workshop on further development of the Northern Distribution Network and the potential for building a "silk road," or commercial transportation network for commerce between Europe and Eurasia through Afghanistan. The participants included officials from the U.S. Transportation Command, Defense Logistics Agency, U.S. Central Command, U.S. Agency for International Development, the Asian Development Bank, the International Road Union, the National Defense Transportation Association, and other business executives, who agreed on recommendations for further action on

developing and implementing a silk road strategy as a component of the U.S. transition strategy for Afghanistan. We are also looking at ways to incorporate this kind of collaboration for issues like cyber security, assessments, and humanitarian assistance.

Humanitarian Assistance Programs. European Command's Humanitarian Assistance programs directly benefit the nations where they are executed, and consist of: the Humanitarian and Civic Assistance Program; the Humanitarian Assistance-Other Program; and the Humanitarian Assistance Program-Excess Property. Projects funded through these resources complement U.S. Agency for International Development efforts, enhance regional security cooperation, and advance U.S. interests throughout the region. They also bolster a country's own capability to respond to disasters, thereby diminishing the need for future U.S. involvement, and provide an example of the value of a military in times of peace.

While the European Command Humanitarian Assistance budget is relatively small, it has a disproportionately high and positive impact. Last year, the command executed $17 million in Humanitarian Assistance Project funding for 145 security assistance related projects across 18 countries. One example of a Humanitarian Assistance project that was carried out in an interagency and public-private manner to gain efficiencies and maximize impact was our contribution to a nursing school in Georgia. We contributed through training to the construction of the facility, while Emory University staffed it and the U.S. Agency for International Development equipped it.

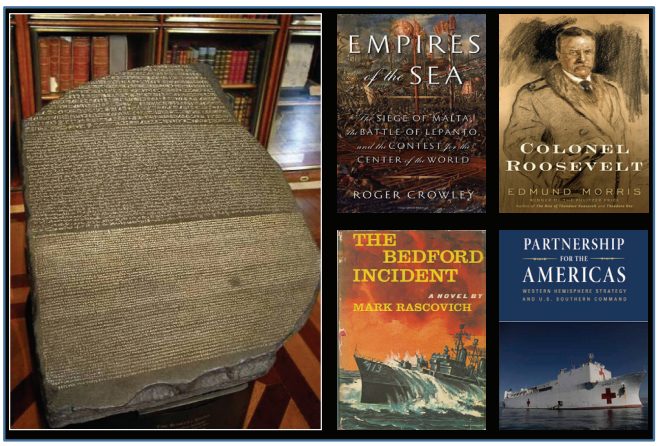
Another example was European Command's partnership with the U.S. Agency for International Development, an engaged non-governmental organization, and the Albanian Ministry of Health in an integrated effort to establish telemedicine capabilities throughout

Albania. This past December, six of 14 telemedicine centers were connected to enhance basic health care, disaster management and emergency response across the country. While European Command training assisted in renovation of the facilities, the impact of the combined effort provides a higher level of health care and continued medical education nationwide.

> *"Innovation distinguishes between a leader and a follower."*
> *Steve Jobs, Co-founder and CEO of Apple*

Innovation. Implementing new ideas and innovations is vital to achieving success in today's complex and adaptive security environment. Indeed, success may well be determined in our labs, think tanks, and centers of innovation. The original discovery, development, and rapid implementation of technology and ideas are imperative for staying ahead of our adversaries who are continuously adapting and innovating as well.

Acting as a catalyst and accelerant, and working in close collaboration with the Office of the Secretary of Defense, the Services, the U.S. Interagency, industry, and our partner nations, our Innovation Cell has achieved tangible results in furthering unique and innovative technologies. Results include discovery and enhancement of a unique human detection technology, a cross-domain solution for collaboration with our allies, and acceleration of a system to support space-based wireless internet access to remote regions. Each of these successes has been achieved by partnering with and leveraging the unique technologies of our allies. The Command has enabled access and connected unique partner nation technologies to counter improvised explosive devices, piracy, and smuggling. Future innovative projects planned are in the realm of information technologies to support population-centric counterinsurgency tools.



The Rosetta Stone and books that U.S. European Command has featured in its Command reading list, a project designed to enhance cultural understanding

Cultural Understanding and Language Study. I have often talked about the power that comes from understanding a country's culture. At European Command, we are always trying to find ways to increase our understanding of European culture throughout our organization as we continue the important work of building and strengthening our relationships with partner nations. One example is our Next Generation Advisory Panel, a body of up-and-coming civilian leaders from several European countries with whom we engage on a regular basis to seek their unique perspective on a variety of issues. Another is our Notable Author Series, which brings prolific writers and thinkers to the Command whose books add important historical context into an open forum for engagement and discussion with our staff. Our Academic Outreach Division recently brought an expert on Russian and Central European security issues to the Command as part of the European Command Forum for International Affairs Speaker Series. Additionally, European Command's Strategic Languages Program has joined our headquarters in Stuttgart with the Defense Language Institute in order to provide foreign language training for our staff members.

OUR MOST IMPORTANT RESOURCE

None of the activities described in these pages would be possible without the people that make up U.S. European Command. We have a responsibility to our people and their families to ensure the readiness and health of our force and provide quality of life support to the families. Being stationed overseas presents unique challenges and opportunities for our force. Maintaining a balanced and efficient overseas force posture, however, is critical to the defense of the United States.

Deployment, Behavioral Health, and Compassionate Fatigue and Family Support. Protracted combat operations and multiple deployments have, as you know, placed significant stress on our service members and their families. Several organizations and studies within the Department have identified an urgent need for sustained behavioral health services to support these warriors and their family members. As we continue to maintain mission readiness, it is imperative that our dedicated military men and women, and their families, have access to these vital programs and services without stovepipes in a stigma-free environment. A 360-degree review of these programs, with an analysis of 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 indicator data systems to ensure the health of our force and family. We will also continue to work with the Office of the Secretary of Defense to develop a working definition for resilience, while determining initial measures for baseline assessments to address at-risk indicators.

Additionally, we must also care for our vital caregiver teams. Last year, I testified on the state of European Command's community caregivers, who themselves have shown signs

of stress, burn-out, and compassion fatigue. At that time, I briefed you on our comprehensive compassion fatigue program, entitled "Providing Outreach While Enhancing Readiness—Caring for the Caregiver," which focuses on providing caregivers with tools and strategies to prevent and mitigate the risk of stress, burn-out, and compassion fatigue. 2010 was the first year of execution for this initiative; one we plan to continue and one that is showing promising results. Lastly, 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.

Theater Infrastructure. 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 2012 military construction program is to support ongoing force posture initiatives, consolidation efforts, and infrastructure recapitalization projects including the Kaiserslautern Military Community (KMC) Medical Facilities Recapitalization and Consolidation project. As always, when there are opportunities to leverage NATO common funded investments, we do so. And where required, we pre-finance our projects to reserve a future opportunity to recapture a portion of our investments through the NATO Security Investment Program. At enduring locations,

A surgical team from Landstuhl Regional Medical Center, Germany, operates on a Soldier injured in combat operations

we continue to sustain and recapitalize our infrastructure through responsible use of both the Sustainment, Restoration, and Modernization program and the military construction program. At non-enduring locations, we are optimizing use of all available resources to ensure these installations remain fully mission effective until the installations are removed from the inventory. To that end, European Command's footprint currently includes approximately 350 distinct real estate sites (ranging in size from small unmanned communication sites to Ramstein Air Base), which collectively make up the present Command footprint, down from 1,200 during the Cold War. Anticipated changes, some of which are planned within enduring installations, will result in the return of approximately 100 of these sites to host nations soon. We are constantly reviewing requirements across the current and new mission, quality of life, and agency portfolios to work towards joint solutions where appropriate. European Command's future requirements will appear in our Theater Posture Plan and military construction requests. The sites are all tax and rent free and receive much host nation support.

We are pleased that the Department of Defense Education Activity (DoDEA) is planning and executing a $2.1 billion investment into DoDEA's Europe school infrastructure that has been in need of support for many years. Many of our schools are converted barracks from the 1950's and 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 priority to take care of our people and their families. Additionally, we will continue to address and pursue improvements to our military family housing and barracks/dormitories in the 2012 military construction program to improve the living conditions of our families.

Force Posture. The presence of U.S. forces in the European theater serves many important functions. It fosters relationships and deepens partnerships with individual countries as well as an entire region of significant importance to U.S. global strategic interests, as evidenced by the overwhelming number of ISAF troop-contributing nations that come from this theater. This continuous presence and partnership allows European Command to train alongside our allies and partners to build their capacity as well as our own, and increase interoperability. U.S. forces stationed in Europe today act to assure our allies even as they deter and dissuade our adversaries, and are the most visible indication of the ongoing U.S. commitment to the NATO Alliance. European Command's footprint also enables the projection of U.S. power globally. Sites and installations in Europe provide superb power projection facilities for the support of coalition operations and overseas contingency operations.

As we consider U.S. presence overseas, we must consider the security environment in which we are currently operating. As the post-Cold War security environment changed, the size of our forces saw a corresponding change. The number of active-duty U.S. personnel in Europe has gone from over 400,000 during the Cold War to approximately 80,000 today. With ongoing activities in Afghanistan and Iraq, we assess that we should maintain our asset levels to maintain our current levels of effort in the immediate future, to include deployment rotations and partner training schedules. As our engagement requirements change, we will also look to adjust our asset levels. As the Secretary of Defense has said, "Based on our review, it is clear we have excess force structure in Europe. We are looking closely at alternative courses of action, but none would be implemented before 2015 or without consulting our NATO allies." In doing so, we not only look at pure numbers of troops when examining force posture, but also at capabilities and force

mix. As the mission in Afghanistan begins to draw down, we may begin to reduce in the area of combat troops. However, as our ballistic missile defense mission develops in the near future, we will also evaluate the force posture needs associated with that growing mission.

There are five significant force posture initiatives that European Command is undertaking to support building the capability and capacity of partner nations in Europe, increase expeditionary capability from Europe, support other combatant commands, and achieve basing efficiencies.

The first initiative is in direct support of the EPAA. The EPAA is the U.S. voluntary national contribution to NATO missile defense. This will be an integral component of NATO's mission to provide full protection and coverage for all NATO European populations, territory, and forces as well as enhance the defense of the U.S. homeland.

The second initiative is an Unmanned Aerial Systems Center of Excellence at Naval Air Station Sigonella, Italy. The synergistic impact of combining U.S. Air Force Global Hawks, U.S. Navy Broad Area Maritime Surveillance, and NATO Alliance Ground Surveillance unmanned aerial systems programs at one location within close proximity to three geographic combatant commands is a prime example of how the European Command is maximizing our efficiency within the European Theater.

The third initiative is the timely stationing of the Joint Strike Fighter into theater. The proper timing of the Joint Strike Fighter bed-down ensures that the U.S. maintains its leadership role within the NATO Alliance.

The fourth initiative is developing a U.S. Transportation Command requirement for a Black Sea/Caucasus en-route location to further U.S. expeditionary capability. The European

Command will meet this requirement while maximizing our basing efficiencies.

The final initiative, is providing direct support to U.S. Africa Command, which is located in Europe. The European Command, because of our global strategic location, is properly positioned for other combatant commands and interagency partners to leverage our resources. We consider it our responsibility to maximize efficiency in the theater.

NATO/SHAPE

> *"Europe and North America have known more than six decades of peace and stability. But this has not come for free. It has required political vision and courage. It has required an enormous, sustained investment – in both political and financial terms – to defend not just our territories, but also our values. And it has required – above all – strong transatlantic solidarity."*
>
> *NATO Secretary General Anders Fogh Rasmussen, Speech given at NATO Lisbon Summit, November 2010*

NATO has been the anchor of Trans-Atlantic security for more than 60 years, ensuring the security of its members, enhancing peace and stability throughout Europe, and countering threats across the globe. In November of 2010, the Heads of State and Government of the Alliance approved a new NATO Strategic Concept at the Lisbon Summit and mandated a series of actions to modernize and enhance the Alliance's capability to address the complex challenges of this era. The Summit was a pivotal event in the Alliance's history, framing its future and demonstrating the political will of its members to strengthen our individual and collective readiness and capabilities for the full range of security challenges.

New Strategic Concept. NATO's new Strategic Concept, the first in ten years, is titled "Active Engagement, Modern Defense". The Strategic Concept reconfirmed the bond between all members to defend one another against attack, including against new threats to the safety of our populations. It committed the Alliance to prevent crises, manage conflicts, and stabilize post-conflict situations, including by working more closely with our international partners, most importantly the United Nations and the European Union (EU). It offers NATO's partners around the globe more political engagement with the Alliance, and a substantial role in shaping the NATO-led operations to which they contribute. It restates the Alliance's firm commitment to keep the door to NATO open to all European democracies that meet the standards of

membership, because enlargement contributes to the goal of a Europe whole, free and at peace. The Strategic Concept also commits NATO to continuous reform towards a more effective, efficient, and flexible Alliance. The Strategic Concept reaffirms the fundamental purpose of the NATO Alliance and defines three core tasks for the Alliance: Collective Defense; Security through Crisis Management; and Cooperative Security through Partnership.

NATO Secretary General Anders Fogh Rasmussen unveiling the new Strategic Concept at the NATO Lisbon Summit

Collective Defense. On Collective Defense, the new Strategic Concept reaffirms the Alliance's core mission of mutual defense as set out in Article V of the Washington Treaty. This Article V commitment remains firm and binding. NATO will deter and defend against any threat of aggression, and against emerging security challenges where they threaten the fundamental security of individual Allies or the Alliance as a whole. The Strategic Concept mandates the maintenance of Alliance Deterrence, based on an appropriate mix of nuclear and conventional capabilities, and reaffirms deterrence as a core element of our overall strategy. The Alliance also agreed to pursue missile defense as a core element of Alliance defense and deterrence.

Crisis Management. Concerning Crisis Management, the new Strategic Concept commits the Alliance's unique and robust set of political and military capabilities to address the full spectrum of crises—before, during, and after conflicts. It recognizes that crises and conflicts beyond NATO's borders can pose a direct threat to the security of Alliance territory and populations. The Strategic Concept and the Lisbon Summit Declaration highlight the importance of a "Comprehensive Approach to Crisis Management."

NATO will engage, where possible and when necessary, to prevent crises, manage crises, stabilize post-conflict situations and support reconstruction. NATO will actively employ an appropriate mix of political and military tools to help manage developing crises that have the potential to affect Alliance security before they escalate into conflicts, to stop ongoing conflicts where they affect Alliance security, and to help consolidate stability in post-conflict situations where that contributes to Euro-Atlantic security.

A modernized and comprehensive approach to crisis management will involve engaging actively with other international actors before, during, and after crises to encourage collaborative analysis, planning, and conduct of crisis management activities. It also requires a capability to monitor and analyze the international environment to anticipate crises and, where appropriate, take active steps to prevent them from becoming larger conflicts. The role accorded to Crisis Management in the Strategic Concept also reaffirms NATO's unique and essential role as a transatlantic forum for consultations on all matters that affect the territorial integrity, political independence, and security of its members as set out in Article IV of the Washington Treaty.

The USS Dwight D. Eisenhower Carrier Strike Group crew spells out NATO on the deck

Cooperative Security and Partnership. With respect to Cooperative Security and Partnership, NATO's new strategic concept recognizes that the Alliance is affected by, and can affect, political and security developments beyond its borders. This concept mandates NATO to engage actively to enhance international security: through partnership with relevant countries

and other international organizations; by contributing actively to arms control, non-proliferation and disarmament; and by keeping the door to membership in the Alliance open to all European democracies that meet NATO's standards. In particular, the Strategic Concept highlights the importance of enhancing collaboration with the European Union and United Nations. It also stresses the priority accorded to forging a true, strategic partnership with Russia. In particular, the Alliance will pursue cooperation with Russia in the sphere of Missile Defense as well as enhance our cooperation in counter-piracy, counter-narcotics, counter-terrorism, and ongoing International Security Assistance Force operations.

In Lisbon, the NATO Heads of State and Government Summit Declaration contained many taskings related to implementing, or operationalizing, the new Strategic Concept. In particular, Crisis Management, Comprehensive Approach, Partnership, and Missile Defense will be focus areas for NATO Headquarters, Allied Command Operations, and Allied Command Transformation. The Lisbon Summit also tasked continued reforms for NATO in many spheres related to reducing costs and delivering efficiencies and effectiveness. NATO will continue to implement these important Lisbon decisions simultaneously and we will continue to conduct operations of high importance to our collective security.

> *"All of the things that we've been working on for the last two years came to fruition in an extraordinary way in Lisbon,"*
>
> *Secretary of Defense Robert Gates, November 2010*

NATO-European Union Relations. The European Union is another potential partner for NATO in its Comprehensive Approach and, although slight, some progress has been made in the areas of cooperation and coordination between these two entities. In land operations, tactical

coordination continues and, in Afghanistan in particular, there has been a growing willingness on both sides (International Security Assistance Force and European Union Police Mission Afghanistan) to coordinate efforts. This will hopefully lead to a more complementary approach, combining resources and capabilities to build Afghan National Security Forces' capacity. In the fight against piracy, NATO and the European Union have agreed to share tactical information for increased situational awareness and synergy. There have been other examples of tactical cooperation such as a recent incident during which an EU ship refuelled a NATO ship at sea. This common use of logistics support is an area that offers potential for further cooperation between the European Union and NATO.

Afghanistan. NATO's operation in Afghanistan continues to provide the Alliance a catalyst for change to ensure timely and relevant support to our combat forces. America's Allies in NATO have shared the risks, costs, and burdens of this mission from the beginning. They have contributed to the International Security Assistance Force and the Afghan National Security Forces and have made significant non-military contributions as well.

The situation in Afghanistan today is complicated and deeply challenging, as external pressures are balanced with internal recovery from 30 years of warfare. As we proceed in this campaign, the successful transition of security responsibilities remains the key issue. Much has been achieved in the past 12-18 months. The troop surge of 30,000 U.S. and 10,000 allied troops has had a significant impact on the ground,

Afghan National Police and Afghan National Army personnel receive technical training on night vision goggles and thermal cameras by a Turkish officer

especially in southern Afghanistan. More importantly, the restructuring of the headquarters, including the activation of the ISAF Joint Command and NATO Training Mission-Afghanistan, have provided the ISAF Commander the leadership capacity to implement a counterinsurgency campaign focused on securing the Afghan population, developing the Afghan National Security Forces, and engaging the Afghan Government as a catalyst of change. We have largely halted the expansion of the insurgency, and are beginning to show signs of progress toward Afghan security self-reliance. These strategy reviews and increased attention on Afghanistan are welcomed by our allies and partners as we move forward. Our allies have already contributed a great deal to this war, fighting, bleeding, and dying side-by-side with our own troops.

There are four areas in which we must succeed in order to win in Afghanistan, and some progress has been made across all four. The first is to achieve synergy between our civilian and military efforts. To help accomplish this, NATO has reinforced the Senior Civilian Representative position with Ambassador Mark Sedwill. His efforts, in parallel with the United Nations Assistance Mission in Afghanistan, have shown exceptional progress in governance and development. Ambassador Sedwill and his team are providing the necessary balance to the military work being done by General David Petraeus, the Commander of U.S. and NATO forces in Afghanistan. The Senior Civilian Representative's efforts cannot be taken in isolation. Additional civilian expertise is still required to mentor, coach, and guide the Afghan government to take active visible steps to show that it is stamping out corruption, improving efficiency, and delivering necessary services to its people effectively.

The second area critical to the Afghanistan counterinsurgency effort is that the Afghans themselves must be at the center of this effort. In this aspect, the restructuring of the headquarters and the Senior Civilian Representative have provided the leadership capacity to engage appropriate Afghan leaders and move towards independence. The Afghan people, through village and district elders and shuras, have begun to assume responsibility for the well-being of their country and are showing growing confidence in their own government's ability to provide basic security and services without corruption and tribal favoritism.

A third important key to success in Afghanistan is effective strategic communication. A continuous flow of information that serves to bolster our actions is essential to assuring the Afghans, as well as our enemies, that the United States and our allies are committed to a secure and stable Afghanistan. We have work to do, but are improving.

Fourth and finally, as has been reaffirmed time after time by the Alliance, the most important role that the military can play in Afghanistan is to increase the size and capability of the Afghan National Security Forces (ANSF) through training and mentoring so that they may be able to take lead responsibility for securing their country. This is—and remains—the top resourcing priority in Afghanistan. Although the progress of NATO Training Mission – Afghanistan (NTM-A) and the increase in capacity and capability of the ANSF has been described as miraculous, trainers and mentors are still needed. Progress has been exceptional. And watching the enthusiasm as record numbers of recruits train at the Kabul Military Training Center definitely perpetuates optimism.

Recent polls have shown positive indications that progress is being made in Afghanistan. Almost 60% of Afghans believe their country is heading in the right direction. [1]Afghans are 83% confident that the Afghan National Army can provide security in their area and 75% confident in the Afghan National Police[2] . Thousands of insurgents are being captured or killed and hundreds of improvised explosive devices have been recovered. These are all indicators that validate our effort to put the Afghan people at the center of the equation in Afghanistan. We need to continue giving the Afghan people hope that they are not destined to live under the yoke of tyranny, and offer them every opportunity to live in a future Afghanistan worthy of their sacrifices.

Kosovo. Today, approximately 8,000 troops, including 800 MS soldiers, from NATO's Kosovo Force are deployed in Kosovo, working alongside local authorities to increase self-reliance in a multi-ethnic environment. The Allies decision to continue force reductions while developing internal security forces is the best declaration of this safe and secure environment. Operations remains challenging as tensions have potential to flare quickly but, by March 2011, planned force levels will be reduced to about 5,000 as five sites of historical and political importance have already transferred from Allied security to local authorities without incident. Following Kosovo's declaration of independence in February 2008, the Alliance reaffirmed that the Kosovo Force shall remain in Kosovo on the basis of United Nations Security Council Resolution 1244. NATO and the Kosovo Force will continue to work with the authorities and assist the United Nations, European Union, and other international actors, as appropriate, to support the further development of a stable, democratic, multi-ethnic, and peaceful Kosovo.

1 The Brookings Institution, The Afganistan Index, http://www.brookings.edu/foreign-policy/afghanistan-index.aspx, 31 August 2010, 36.
2 The International Council on Security and Development (ICoS), Afghanistan: The Relationship Gap, July 2010, 14.

NATO and Iraq. At the Istanbul Summit in June 2004, the Allies agreed to be part of the international effort to help Iraq establish effective and accountable security forces. The outcome was the creation of the NATO Training Mission in Iraq (NTM-I), which to date has trained over 14,000 Iraqi security sector personnel. NTM-I is involved in police training, establishing and mentoring Iraq's military academies, and facilitating substantial equipment donations and regular out-of-country training hosted by NATO Allies. All NATO Allies contribute to the training effort through deployment of trainers, provision of equipment, or NATO's financial contribution. The Government of Iraq regularly praises NTM-I, and continues to request its continuation and expansion.

ACTIVE ENDEAVOR. Under Operation ACTIVE ENDEAVOR, NATO ships are patrolling the Mediterranean and monitoring shipping to help detect, deter, and protect against terrorist activity. The operation evolved from NATO's immediate response to the terrorist attacks against the United States on September 11, 2001, and, in view of its success, is continuing. As the Alliance has refined its counter-terrorism role in the intervening years, the experience that NATO has accrued in ACTIVE ENDEAVOR has given the Alliance unparalleled expertise in the deterrence of maritime terrorist activity in the Mediterranean Sea. NATO forces have hailed over 100,000 merchant vessels and boarded 155 suspect ships.

By conducting these maritime operations against terrorist activity, NATO's presence in these waters has benefited all shipping through the Straits of Gibraltar. Moreover, this operation is also enabling NATO to strengthen its relations with partner countries, especially those participating in the Alliance's Mediterranean Dialogue.

Supporting the African Union. Well beyond the Euro-Atlantic region, the Alliance continues to support the African Union in its peacekeeping missions on the African continent. Since June 2007, NATO has assisted the African Union Mission in Somalia (AMISOM) by providing airlift support for African Union peacekeepers. Following renewed African Union requests, the North Atlantic Council has agreed to extend its support by periods of six months on several occasions. NATO also continues to work with the African Union in identifying further areas where NATO could support the African Standby Force. NATO's continuing support to the African Union is a testament to the Alliance's commitment to building partnerships and supporting peacekeeping and humanitarian efforts beyond the Euro-Atlantic region.

OCEAN SHIELD. Building on previous counter-piracy missions conducted by NATO beginning in 2008 to protect World Food Program deliveries, Operation OCEAN SHIELD is focusing on at-sea counter-piracy operations off the Horn of Africa. Approved in August 2009 by the North Atlantic Council, the current operation, working with almost 40 ships from allies and partners in the context of the Contact Group on Piracy off the Coast of Somalia, continues to contribute to international efforts to combat area piracy. This operation challenges normal paradigms, with information-sharing and coordination as the keys to success. These operating forces, from four different task forces under different mandates, have had an impact coordinating efforts through NATO's shared awareness and de-confliction efforts. These efforts, along with the commercial shipping industry's strong encouragement of best management practices, have forced changes in the way the pirates operate; they have adapted by moving farther out into the Indian Ocean, and we must adapt accordingly. Although piracy in

Danish warship, HDMS Esbern Snare, stops and boards a suspected pirate vessel in the Gulf of Aden as part of Operation OCEAN SHIELD

the Gulf of Aden has been somewhat reduced, the overall number of hijackings has increased, as have the number of hostages held by the pirates. It is clear that, a longer-term strategy to build regional counter-piracy capacity is required, including clarification in international law of jurisdiction for pirates apprehended in international waters, as well as responsibility for their trial and incarceration if found guilty. This is under discussion among the allies.

NATO Special Operations Forces. The U.S.-led NATO Special Operations Forces (SOF) Coordination Centre was officially rechristened and activated as the NATO Special Operations Headquarters in November 2010. The NATO Special Operations Headquarters, projected to be fully operational in 2012, has already had a significant impact coordinating, supporting, training, and enabling functions for NATO SOF, and it continues to develop Alliance crisis response options. The evolution of this headquarters will better synchronize special operations forces across the Alliance, enhance NATO SOF unity of effort, and provide Allied special operation forces with a multi-national out-of-area command and control capability.

NATO SOF Forces conduct nighttime training

The NATO Special Operations Headquarters Communications Network underpins allied and partner SOF collaboration by providing an unprecedented vehicle for command, control, communications, and intelligence-sharing for networked operations. The Headquarters' Special Operations Forces Fusion Cell, in Kabul, Afghanistan, demonstrates this operational impact among allied and partner special operations forces. This stakeholder-run enterprise, manned by 40 personnel from 11 nations and several agencies, focuses on garnering information from a multitude of allied and partner sources, and fusing that information with operational

requirements to produce and disseminate actionable intelligence to ISAF SOF Special Operations Task Groups and our Afghan partners.

The NATO Special Operations Headquarters is building enduring operational capabilities, collaborative policies and procedures, and networked command, control, and communications mechanisms among NATO special operations forces. Collaborative training and exercises reinforce this framework to ensure allied and partner special operations forces are interoperable in order to operate more effectively in designated combined operations well into the future.

NATO Non-Commissioned Officer Initiatives. The first ever NATO Non-Commissioned Officer Bilateral Strategic Command Strategy and Recommended Non-Commissioned Officer Guidelines was published in October 2010. This first examination of Alliance-wide Non-Commissioned Officer Corps utilization defines critical gaps based on listed assumptions and implications, and delivers recommendations on how best to address them. It also outlines desired leadership qualities required in a multi-national environment, addresses NATO non-commissioned officer education, and explores the use of Command Senior Enlisted Leaders to assist the Commander in the professional development of the Non-Commissioned Officer Corps in order to better meet the demands of working in the NATO Alliance. Additionally, our Command's Senior Enlisted Leaders have led NATO efforts to assist partner nations with Non-Commissioned Officer reform in several countries this year through their involvement with initial assessments. We are working to tie these NATO initiatives into European Command's theater campaign plan to assist our partners with their Non-Commissioned Officer transformation. We believe these efforts will result in the more effective use of the Non-Commissioned Officer Corps—an essential component to achieving success in a multi-national environment.

CONCLUSION

> *"This reflects an enduring truth of American foreign policy – our relationship with our European allies and partners is the cornerstone of our engagement with the world, and a catalyst for global cooperation…Neither Europe nor the United States can confront the challenges of our time without the other."*
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> *President Barack Obama, New York Times, November 2010*

The Soldiers, Sailors, Airmen, Marines, and Civilians of European Command and Allied Command Operations contribute to our national security everyday through their professional engagement with our allies and partners across the European theater. As we look forward to continued 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 deserve.

Operationally, we will continue to seek and use flexible authorities and funding mechanisms to build the capacity of those partner nations willing to contribute to current operations. This has become increasingly important because of the surge of activities in Afghanistan and the need to get our allies and partners more involved. Your continued support for authorities like NDAA Section 1206, Foreign Military Financing, the International Military Education and Training program, and Coalition Readiness Support Program has been pivotal in addressing our strategic needs in the European theater, not only for partner-nation forces deploying to Afghanistan, but for all of our other allies to help build partner capacity. These programs allow us to provide them with equipment and training necessary to achieve interoperability with our own forces, and better prepare them to handle the responsibilities to which they commit their forces.

Furthermore, our efforts to fulfill this short-term task of building enduring capability are vital to ensuring the long-term stability and security of Europe. In addition to increasing the contributions of our allies and partners to operations outside Europe, building partner

capacity allows us to make significant progress toward achieving European Command's strategic objectives. For example, we have been able to conduct security sector reform assessments in Albania, an interagency effort critical to integrating Balkan countries into the European community. We also have numerous programs targeted at countering the proliferation of weapons of mass destruction throughout the theater such as the Proliferation Security Initiative and the Global Initiative to Combat Nuclear Terrorism. But we cannot stop there. We are also supportive of efforts to pool State and Defense resources for the purpose of funding more robust, comprehensive security sector assistance programs to respond to emergent challenges and opportunities, as originally proposed by Secretary Gates. This would greatly aid our efforts to ensure interoperable, deployable NATO forces. Realizing the vision of the Lisbon Summit, a NATO with robust interoperable Article V and expeditionary capabilities requires U.S. support with training and equipment for newer NATO allies and partners. With greater flexibility, these authorities can achieve greater strategic goals in support of our theater and national objectives.

European Command and Allied Command Operations continue to serve as a transatlantic bridge that unites the United States and our partners in Europe. We are building and strengthening relations with our European partners that will help ensure the security of the United States at home and abroad. As President Barack Obama said at the recent NATO Summit, "Our relationship with our European allies and partners is the cornerstone of our engagement with the world, and a catalyst for global cooperation." Indeed, we are truly

"STRONGER TOGETHER".