

## CHAPTER 3

# EMPLOYING U.S. FORCES TO IMPLEMENT THE DEFENSE STRATEGY

The defense strategy places a broad range of demands on U.S. military forces—shaping and responding to meet near-term demands, while at the same time preparing for an uncertain future. Meeting the military requirements of the strategy requires ready, robust, flexible military capabilities that draw on the combined strengths of each of the military Services, both active and reserve, and support agencies. The U.S. armed forces can only meet the demands of the strategy by seamlessly integrating Army, Navy, Air Force, and Marine Corps capabilities across the spectrum of operations from peacetime to wartime. Nothing short of fully joint armed forces—in both organization and doctrine—will ensure the effective and successful execution of the defense strategy.

## THE UNIFIED COMBATANT COMMANDS

The National Security Act of 1947 established unified combatant commands, military commands that have broad continuing missions and are composed of forces from at least two military departments. The 1999 Unified Command Plan recognizes nine unified combatant commands, each led by a four-star general or admiral known as a CINC, or commander in chief. Four of these commands are geographic commands with a specific set of missions within a defined geographic area of responsibility (AOR). Four combatant commands have global responsibility for specialized capabilities. One combatant command has both functional and geographic responsibilities. The CINCs, drawing on guidance from the President and the Secretary of Defense, determine how those forces, provided by the Services, are used on a day-to-day basis.

Unified combatant commands exist for most every region of the world (excluding the Russian Federation, Canada, Mexico, the 48 contiguous states, and Antarctica). The primary purposes of the geographic commands are to use the forces they have been assigned and apportioned along with rotationally and temporarily deployed forces, to shape the environment, respond to the full spectrum of crises, and prepare for the future. The geographic CINCs are responsible for planning and conducting all military operations, including military engagement activities, and serving as the single point of contact for all military matters within their theaters of operation. In carrying out these duties, the CINCs may receive assistance from other geographic CINCs, as well as from the functional CINCs. Functional CINCs have worldwide responsibility for capabilities, such as transportation, strategic deterrence, space, joint forces, and special operations; they provide these high-demand resources to geographic CINCs and other governmental and inter-agency users as appropriate. Refer to Appendix A for a graphic depiction of the organization of the unified combatant commands within the Department.

## **UNITED STATES EUROPEAN COMMAND**

The United States European Command (USEUCOM) is responsible for maintaining ready forces to conduct the full spectrum of military operations, enhancing transatlantic security through support to NATO, promoting regional stability, and advancing U.S. interests in Europe, Africa, and portions of the Middle East. To accomplish this mission, USEUCOM conducts military operations as well as a variety of engagement activities with NATO allies, Partnership for Peace (PfP) countries, and other friendly nations throughout its AOR. USEUCOM's operations apply military capabilities to deter and defeat aggression and to protect U.S. national security interests. Engagement activities include military-to-military contacts, exercises, combined education and training, security cooperation, humanitarian assistance, and arms control agreements. These activities shape the international environment by increasing interoperability, advancing democratic values, fostering a more stable security environment, and promoting readiness.

The command's area of responsibility includes more than 14 million square miles and 91 countries, extending from the North Cape of Norway to the Cape of Good Hope in South Africa. The Commander in Chief of USEUCOM (USCINCEUR) commands five U.S. components: U.S. Army Europe, U.S. Navy Europe, U.S. Air Forces in Europe, Special Operations Command Europe, and Marine Forces Europe. USCINCEUR is also NATO's Supreme Allied Commander Europe.

As one of the most operationally engaged commands, USEUCOM conducted several operations throughout 2000 in support of U.S. interests. During Operation Atlas Response, more than 700 personnel deployed to provide military assistance to governments and humanitarian relief agencies to help minimize human suffering resulting from severe flooding in the southern African region. Through Operation Focus Relief, USEUCOM deployed personnel to Nigeria to provide assessments and training to Nigerian units in support of the United Nations Mission to Sierra Leone (UNAMSIL). Additionally, USEUCOM continued to promote stability and peace in the Balkans by supporting ongoing peace operations. Approximately 6,300 USEUCOM personnel provided support to the NATO-led Kosovo Force, through Operation Joint Guardian, and nearly 4,000 personnel supported the NATO-led Stabilization Force in Bosnia through Operation Joint Forge. Finally, in Operation Northern Watch, USEUCOM forces continued their efforts to enforce the northern no-fly zone over Iraq in support of sanctions imposed by the U.N.

In 2000, USEUCOM conducted more than 3,000 engagement activities throughout its AOR. U.S. unilateral, NATO, and PfP exercises helped prepare U.S., allied, and partner forces for warfighting and for the myriad other missions common to this AOR. Key among these exercises was Peaceshield 2000, which marked the first strategic airborne deployment of U.S. forces to Ukraine. USEUCOM's special operations component (SOCCEUR) also increased the impact of forward deployed forces through the African Crisis Response Initiative, consisting of combined training and exercises to help promote interoperability with African nations. Through USEUCOM's unique Joint Contact Team Program, multi-Service military liaison teams from USEUCOM coordinated efforts to encourage democratization, military professionalism, and closer relationships with NATO in countries throughout Central Europe and the New Independent States. The Africa Center for Strategic Studies, modeled after USEUCOM's George C. Marshall Center for Strategic Studies, conducted its second leadership seminar in Botswana, providing a forum for African military and civilian leaders to discuss national security policy development, defense economics, and civil-military relations. These engagement activities provided immediate benefits by improving interoperability among U.S. forces and their allied and partner colleagues, and strengthening long-term political-military relationships between the United States and countries in the USEUCOM AOR.

## UNITED STATES PACIFIC COMMAND

The area of responsibility for United States Pacific Command (USPACOM) extends from the west coast of the United States, including Alaska and Hawaii, to the east coast of Africa, and from the Arctic Ocean to Antarctica coastline. Geographically, USPACOM is the largest of the U.S. unified commands, with an AOR covering about 50 percent of the earth's surface or more than 100 million square miles, including 43 countries, 10 U.S. territories, and 20 territories or other countries that together make up nearly 60 percent of the world's population. The Commander in Chief of USPACOM (USCINCPAC) commands a total force of about 300,000 military—nearly 22 percent of all active duty U.S. military forces—drawn from all the Services, and organized into a headquarters with five component commands: U.S. Army Pacific, U.S. Pacific Fleet, U.S. Marine Forces Pacific, and U.S. Pacific Air Forces, and Special Operations Command Pacific.

The United States remains committed to maintaining peace and stability through the forward deployment of substantial ground, air, and naval forces stationed in both the Republic of Korea and Japan, as well as forces rotated through the region. The Asia-Pacific region has significant potential flash points for crisis and conflict, including several unresolved territorial and border disputes. In recognition of the modern threats present on the Korean Peninsula, USPACOM conducts the Coral Breeze series of exercises to promote NBC defense preparedness. In Japan, USPACOM conducts the Keen Edge and Keen Sword series of command post and field training exercises in support of our commitments under the Treaty of Mutual Cooperation and Security. In addition to these significant ongoing contributions to deterrence, USPACOM also provides forces to USCENTCOM in support of Operation Northern Watch, Operation Southern Watch, and the Multinational Interception Force (MIF) in the Arabian Gulf. USPACOM also provides support to United Nations (UN) sponsored efforts to stabilize and nurture democracy in East Timor. These efforts included Operation Stabilise (led by Australia) and the follow-on UN Transitional Administration in East Timor (UNTAET), which is still ongoing.

USPACOM forces are employed throughout the diverse Asia-Pacific region to shape the region's security environment. In 2000 for example, USPACOM forces conducted over 2,000 Theater Engagement Plan (TEP) events that encompassed seminars, exchanges, professional military education, small unit training, and exercises ranging from those between services to large-scale joint combined exercises. A significant portion of USPACOM's exercise activity is dedicated to maintaining regional stability through forward presence and military preparedness. Exercise Foal Eagle provides division-level U.S.-ROK field training on the Korean Peninsula. Exercise Cobra Gold, held in Thailand, strengthens U.S.-Thai defense planning and enhances interoperability through extensive field training. Exercise Tandem Thrust, held in Australia, is a bilateral U.S.-Australia exercise to enhance the planning and execution of joint/combined operations for a short-notice, power projection regional contingency.

In 2000, USPACOM began promoting enhanced regional cooperation to enable multilateral cooperation among the nations of the Asia-Pacific region. This effort builds upon the relationships and skills developed by existing bilateral engagement to enhance Asia-Pacific capabilities to respond to non-traditional security challenges, such as UN-sanctioned humanitarian assistance, disaster relief, search and rescue, and non-combatant evacuation operations. For example, in 2000, USPACOM, in conjunction with U.S. allies and friends in Australia, the Philippines, Singapore, and Thailand, began planning efforts to integrate existing traditional exercises, such as Balikatan, Cope Tiger, Cobra Gold, and Tandem Thrust into a regional exercise, called Team Challenge (TC) '01. TC '01 will train regional contingency combined/joint task

forces (CJTF) and improve interoperability with regional partners for international peace operations. Cooperation fostered under enhanced regional cooperation not only improves Asia-Pacific capabilities to deal with new security challenges, but also enhances regional stability by making inter-state conflict less likely to occur.

USPACOM conducts counterdrug operations through Joint Interagency Task Force-West, focusing on detecting, monitoring, and supporting interdiction of the drug flow in the eastern Pacific, as well as counterdrug operations in Southeast Asia. USPACOM also provides forces to Joint Task Force-Full Accounting, working with representatives from Vietnam, Laos, and Cambodia charged with supporting investigations and human remains recovery operations to provide the fullest possible accounting of American citizens still missing as a result of war in Southeast Asia. Finally, USPACOM provides educational and military exchange opportunities through courses at the Asia-Pacific Center for Security Studies and the Center for Excellence in Disaster Management and Humanitarian Assistance, both located in Hawaii.

## **UNITED STATES CENTRAL COMMAND**

The United States Central Command (USCENTCOM) has an area of responsibility larger than the continental United States, and includes 25 countries of diverse political, economic, cultural, religious and geographic makeup. This area stretches approximately 3,600 miles north to south and 3,100 miles east to west, and is geographically divided into four sub-regions: South and Central Asia, Arabian Peninsula and Iraq, Northern Red Sea, and the Horn of Africa; it is bounded by Kazakhstan in the north, Kenya and the Seychelles in the south, Pakistan in the east, Egypt in the west, and includes the waters of the Arabian Gulf, Red Sea, Gulf of Oman, and the western portions of the Indian Ocean. The Commander in Chief of USCENTCOM commands five component commands: U.S. Army Forces Central Command (ARCENT); U.S. Central Command Air Forces (CENTAF); U.S. Naval Forces Central Command (NAVCENT); U.S. Marine Forces Central Command (MARCENT); and Special Operations Command Central (SOCCENT).

In order to support the national defense strategy, USCENTCOM integrates a wide array of activities focused on the development of professional regional militaries responsive to civil authority, the enhancement of regional security partners' ability to assist in their own defense, and the formation and maintenance of a coalition that is organized to provide collective security in order to ensure stability in the region. USCENTCOM shapes the regional security environment using a variety of initiatives and activities, including combined training, military-to-military contacts, exercises, and security cooperation with nations in the region. These efforts develop interoperability and reinforce military-to-military relationships between the United States and host nations. Included among the many shaping activities this year were USCENTCOM's Central Region Symposium (CRS), the Cooperative Defense Initiative (CDI), the Central Asian Battalion, Operation Desert Spring, and exercises Eagle Resolve, Natural Fire, Golden Spear, and Bright Star. USCENTCOM also coordinates educational opportunities by placing over 2,000 students from countries across the region in a variety of U.S. military courses, schools, and colleges, including the George C. Marshall Center for Strategic Studies, the Africa Center for Strategic Studies, and the Near East-South Asia Center for Strategic Studies.

In 2000, the USCENTCOM Central Region Symposium brought together 348 participants from 24 nations representing the full spectrum of interagency, academic, and business communities. The symposium reaffirmed the common interests between USCENTCOM and regional militaries and highlighted

opportunities to enhance U.S. influence in the region, particularly in the area of technology exchanges aimed at promoting increased interoperability.

The Cooperative Defense Initiative (CDI) is an international outgrowth of U.S. counterproliferation policy. CDI is a Department of Defense (DoD)/USCENTCOM program supported by the Department of State (DoS). This program is designed to reduce the vulnerability of the Gulf Cooperation Council (GCC) states, Egypt, and Jordan to weapons of mass destruction (WMD) coercion and to educate those states about the effects of WMD use. CDI engagement occurs in the following five functional areas: command, control, communications, computers, and intelligence (C4I) interoperability and shared early warning (SEW); theater air missile defense (TAMD) active defense; NBC passive defense; medical countermeasures; and consequence management. Engagement activities include: senior level military-to-military CDI discussions at annual Joint Military Consultations (JMC) or Military Consultative Council (MCC) meetings; intelligence exchanges about NBC threats; assessments of coalition partners' current capabilities, training, and doctrine; help with plan development and doctrine development; and bilateral and multilateral exercises to validate and to reinforce new and enhanced capabilities achieved through these engagement activities.

Operation Desert Spring is a year round operational deployment of U.S. Army and Special Operations forces that provides tangible evidence of the United States' commitment to the defense of Kuwait and enduring interests in this strategically important region. This operation focuses on unit training from company to brigade level to enhance U.S.-Kuwaiti Coalition military capability and interoperability.

In 2000, USCENTCOM continued to be actively engaged in enforcing United Nations Security Council Resolutions 661, 665, 687, and 949 through ongoing Maritime Intercept Operations (MIO) and Operation southern Watch. Since the beginning of Operation Desert Shield, MIO units have boarded over 12,762 ships, checking for contraband headed to or from Iraq. Approximately 747 ships have been diverted for violations. The participation of the United Kingdom, Canada, Australia, New Zealand, Kuwait, UAE, and Oman continues to demonstrate resolve for Iraqi compliance with applicable United Nations resolutions. Operation Southern Watch, executed by Joint Task Force-Southwest Asia (JTF-SWA), continues to maintain the southern no-fly zone and no-enhancement zone. The effect is to limit Saddam Hussein's ability to project military power into the southern third of Iraq, from where Iraq could threaten Kuwait and Saudi Arabia. Since its inception, the men and women supporting the JTF-SWA mission have flown over 232,000 sorties.

In addition, USCENTCOM directly supported U.S. efforts to negotiate an end to the hostilities between Ethiopia and Eritrea, including assisting the Presidential Envoy with military and regional issues during the ongoing peace talks in Algiers. Contingency planning was also conducted with MARCENT in support of potential non-combatant evacuation operations (NEO) and U.N. peacekeeping related to the Ethiopia/Eritrea conflict.

## **UNITED STATES SOUTHERN COMMAND**

The area of responsibility for United States Southern Command (USSOUTHCOM) encompasses 32 countries and 14 dependencies, covering more than 15.6 million square miles. The region stretches 6,000 miles north to south from the southern Gulf coast of the United States to Tierra del Fuego at the tip of South America (exclusive of Mexico). The Command's headquarters is located in Miami, Florida. Its

component commands are the U.S. Army South, U.S. Air Forces South, U.S. Marine Forces South, U.S. Navy South, Joint Interagency Task Force-East (JIATF-E), the Joint Southern Surveillance Reconnaissance Operations Center, and Joint Task Force Bravo. USSOUTHCOM also has a subunified command, Special Operations Command South.

The focus of USSOUTHCOM is to strengthen democracy, promote human rights and the rule of law, encourage military subordination to civilian control, and counter transnational threats that affect U.S. security interests as well as the region's security, stability, and prosperity.

As part of the increased U.S. commitment to support Colombia's efforts to strengthen its security and its democratic institutions, USSOUTHCOM will have a key role in implementing the \$154 million military portion of the Colombia supplemental aid package passed in 2000. This package provides equipment, training, logistics, and infrastructure to support Colombia in detecting, monitoring, and interdicting illegal drugs.

The U.S. departure from Panama in 1999 also resulted in a significant restructuring of the Command's theater infrastructure. To support regional counterdrug efforts and emergence of Puerto Rico as the main operational hub for USSOUTHCOM operations, the Command established forward operating locations in Ecuador, El Salvador, and the islands of Aruba and Curacao. In addition, a Security Assistance Organization (SAO) was created in Guyana, making a total of 26 SAOs representing USSOUTHCOM on U.S. country teams throughout the region.

During 2000, USSOUTHCOM conducted more than 2,800 engagement events, involving more than 50,000 personnel. The wide array of activities included combined operations, exercises, and training and education; military-to-military contact initiatives; security cooperation; and disaster preparedness and humanitarian assistance efforts. In the wake of natural disasters, USSOUTHCOM has doubled the size of its New Horizons program of engineering and medical readiness training exercises. This program responds to the increased need for humanitarian assistance and disaster relief operations in Central America and the Caribbean, and involves more than 23,000 Guard and Reserve personnel.

Interagency operations and activities form an important part of USSOUTHCOM shaping and responding missions, including exercises with host nations, information sharing, and efforts to halt the flow of illegal drugs both at the source of production and in the transit zone. JIATF-E is responsible for conducting detection, monitoring, and handoff to appropriate law enforcement agencies of suspected drug trafficking events and coordinating support to counterdrug efforts in the region. Examples of some of the successful counterdrug activities include Operations Central Skies and Caper Focus in which coordinated efforts by DoD assets, U.S. Coast Guard, U.S. Customs, and Drug Enforcement Administration assets, plus host nation forces resulted in significant disruption of illegal drug movements in the eastern Pacific, Caribbean, and Central America transit zone regions.

Finally, USSOUTHCOM implementation of its theater strategy of cooperative regional engagement directly contributed to the peaceful end of a century-old conflict between Peru and Ecuador, and to the military's subordination to civilian authority in many countries throughout the AOR.

## UNITED STATES JOINT FORCES COMMAND

The United States Joint Forces Command (USJFCOM), redesignated on October 1, 1999 from United States Atlantic Command, is headquartered at Norfolk, Virginia. USJFCOM is unique among the unified commands because it has both functional and geographic responsibilities. In addition to geographic responsibility for the North Atlantic Ocean theater (except for waters along the coasts of Europe and North Africa), the Azores, and portions of the Arctic Ocean, USJFCOM's main focus is its functional responsibilities of integrating, training, and providing joint, combat-ready forces for other CINCs. The recent redesignation emphasizes the role of the Commander in Chief of USJFCOM (USCINCFJCOM) as the chief advocate for jointness and places significant importance on enhancing joint warfighting and interoperability throughout DoD. USJFCOM seeks to maximize the Nation's future and present military capabilities through joint concept development and experimentation, recommending joint requirements, advancing interoperability, conducting joint training, and providing ready CONUS-based forces and capabilities to support other CINCs, the Atlantic Theater, and domestic requirements. U.S. Joint Forces Command helps lead the transformation of the U.S. armed forces to achieve full spectrum dominance as described in *Joint Vision 2020*.

Key responsibilities include:

- Serving as the lead joint force integrator, responsible for combining Service and Defense agency capabilities to enhance interoperability and joint and combined capabilities by recommending changes in doctrine, organizations, training and education, materiel, leader development, personnel, and facilities.
- Serving as the DoD Executive Agent and functionally responsible to the Chairman of the Joint Chiefs of Staff (CJCS) for joint warfighting experimentation.
- Serving as the DoD Executive Agent for Personnel Recovery responsible for coordinating and advancing personnel recovery, capabilities throughout DoD.
- Serving as the lead agent for joint force training, responsible to the Chairman for managing the CINCs' portion of the CJCS exercise program, conducting and assessing joint and multinational training and exercises for assigned forces, and assisting the Chairman, other CINCs, and Service Chiefs in their preparations for joint and combined operations.
- Serving as the joint force provider of assigned CONUS-based forces, responsible for deploying trained and ready joint forces and providing them in response to requirements of other combatant commands when directed by the National Command Authorities.
- Providing, within the continental United States, military assistance to civil authorities (including consequence management operations in response to incidents involving chemical, biological, radiological, or nuclear agents or high-yield explosives), military support to U.S. civil authorities, and military assistance for civil disturbances, subject to Secretary of Defense approval.

- Planning for the land defense of the continental United States, domestic support operations to assist government agencies, and the combined Canada-United States land and maritime defense of the Canada-U.S. region.

## **UNITED STATES SPECIAL OPERATIONS COMMAND**

The Commander in Chief of the United States Special Operations Command (USSOCOM) has over 46,000 active and reserve special operations forces (SOF) personnel organized into three component commands and one subordinate command: Air Force Special Operations Command (AFSOC), U.S. Army Special Operations Command (USASOC), Naval Special Warfare Command (NAVSPECWARCOM), and Joint Special Operations Command (JSOC). To fulfill its global mission, USSOCOM provides full spectrum SOF that are ready and capable of successfully conducting global special operations throughout the tactical and strategic operational continuum in support of the National Command Authorities (NCA), geographic CINCs, U.S. Ambassadors, and other government agencies. In support of the national military strategy, SOF currently organize and train in nine principal mission areas: counterproliferation, combating terrorism, foreign internal defense, special reconnaissance, direct action, psychological operations, civil affairs, unconventional warfare, and information operations.

SOF conducts more missions, in more places, and under a broader range of conditions than ever before. In FY 2000, SOF units deployed to 150 countries and foreign territories, performed 8 crisis response operations, participated in 132 joint combined exchange training events in 69 countries, performed 131 counterdrug missions in 27 countries, and supported demining activities in 20 countries. In an average week, nearly 5,300 SOF personnel were deployed in 64 countries or foreign territories.

The Nunn-Cohen Amendment created USSOCOM in 1987 and gave USCINCSOC the authority to direct and control the majority of the fiscal resources necessary to pay, train, equip, and deploy SOF through the establishment of a separate major force program. USCINCSOC can also exercise authority to function as a head of agency to develop and acquire SOF-peculiar equipment, materiel, supplies, and services.

USSOCOM's mission effectiveness requires the support of the Services to provide quality personnel, common equipment, base operations support, logistical sustainment, and core skills training. This support allows USCINCSOC to focus on providing a trained and ready SOF and to exercise command of selected special operations missions as directed by the NCA.

## **UNITED STATES SPACE COMMAND**

The United States Space Command (USSPACECOM) is the single point of contact for military space operational matters, provides military representation to national and international agencies relating to space, and supports the efforts of other CINCs to integrate space-based assets into their plans, exercises, and operations. The Commander in Chief of USSPACECOM also serves as Commander in Chief of the North American Air Defense Command (CINCNORAD).

America's military satellite systems—used for communications, positioning and navigation, environmental monitoring, weather, reconnaissance and surveillance, imagery and mapping, monitoring and enforcing international treaties, and missile attack warning information—are under the control of United States Space Command (USSPACECOM). These systems provide essential information to

geographic CINCs as they employ U.S. forces worldwide by ensuring the United States has the access and ability to operate in space while denying enemies the capability to do the same.

In 2000, USSPACECOM operated satellites that provided critical information and served as force multipliers to U.S. forces in Bosnia, the Persian Gulf, and Kosovo. In addition, space-based assets were vital to continued monitoring of international treaties.

On October 1, 1999, USSPACECOM assumed Computer Network Defense (CND) responsibilities for the Department, protecting the Defense Information Infrastructure and its system of over two million computers and 10,000 local area networks. Since beginning CND operations, USSPACECOM has detected and defeated over 250,000 attempted intrusions against DoD systems. On October 1, 2000, USSPACECOM assumed responsibility for DoD's Computer Network Attack mission, developing offensive capabilities to deny or disrupt enemy computer systems and networks. USSPACECOM is also responsible for planning and developing requirements for strategic ballistic missile defense and providing space-based support for tactical ballistic missile defense.

## **UNITED STATES STRATEGIC COMMAND**

The United States Strategic Command (USSTRATCOM) has the responsibility for strategic deterrence, and should deterrence fail, the employment of nuclear forces to achieve national objectives. To maintain a credible and efficient deterrent, the Command conducts centralized planning for the employment of strategic forces, ensures that these forces operate under strict command and control, and would, upon direction of the National Command Authorities, employ these forces to achieve national objectives. Accomplishing USSTRATCOM's mission is based on the nuclear Triad—land-based inter-continental ballistic missiles (ICBMs), submarine-launched ballistic missiles (SLBMs), and long-range bombers (B-2s and B-52s). Strict command and control of these forces is accomplished by the U.S. Strategic Command underground command center; airborne command posts, a mobile ground command center; and refueling and reconnaissance aircraft. The Command also provides timely and tailored intelligence to meet the needs of combatant commanders and the nation during peace, crisis, or war. USSTRATCOM also provides specialized planning support to theater CINCs to counter the proliferation of weapons of mass destruction. Additionally, the Command works in concert with other government agencies to ensure responsible stewardship of resources within the National Defense Stockpile program.

## **UNITED STATES TRANSPORTATION COMMAND**

The United States Transportation Command (USTRANSCOM) is America's single defense transportation system manager responsible for coordinating strategic transportation assets and personnel necessary to project and sustain U.S. forces. USTRANSCOM supports worldwide military operations across the spectrum of conflict from exercises to humanitarian assistance to peacekeeping to deterrence and combat operations.

USTRANSCOM supports the national defense strategy through three component commands: Air Mobility Command, Military Sealift Command, and Military Traffic Management Command. In 2000, USTRANSCOM provided airlift, aerial refueling, sealift, and land transportation to deploy joint forces to crises, exercises, and peacetime engagement activities critical to the U.S. military's worldwide shaping and responding missions. USTRANSCOM delivered people, food, medical supplies, and heavy equipment to

humanitarian relief operations in Central America, Africa, Turkey, and elsewhere. All components deployed active and reserve forces in support of NATO peacekeeping operations in Bosnia (SFOR) and Kosovo (KFOR) and to support enforcement of coalition no-fly zones in Northern and Southern Iraq. In today's volatile world USTRANSCOM and its component commands—together with civilian partners in the nation's Defense Transportation System—provide the unified team ensuring America's hands are able to reach out to those in need and, if need be, to take America's forces to the fight, sustain them in battle, and bring them home victorious.

## **OTHER COMMANDS**

In addition to the nine unified combatant commands, there are also subunified commands and combined commands that play an important role in the U.S. defense strategy. Two of these commands, U.S. Forces Korea and North American Aerospace Defense Command, are particularly unique and warrant further discussion.

### **U.S. FORCES KOREA**

U.S. Forces Korea (USFK) is a subordinate unified command of USPACOM and serves as the joint headquarters through which American combat forces would be made available to the binational Combined Forces Command (CFC), which exercises control over more than 600,000 active duty military personnel from the United States and South Korea. In the event of an attack from North Korea, the CFC would provide a coordinated defense of South Korea through its fighting components—the Combined Ground, Air, Naval, Marine Forces, and Special Operations Component Commands. Commander USFK, a four-star U.S. Army general, is also the Commander in Chief, Combined Forces Command, with a four-star Republic of Korea (ROK) Army general serving as the deputy. Additionally, Commander USFK serves as the Commander in Chief United Nations Command and visibly represents the will of the UN Security Council to secure peace on the Korean Peninsula.

Joint and combined training exercises are a major tool to shape the international environment on the Korean Peninsula. These exercises demonstrate U.S. and ROK warfighting capabilities, enhance interoperability between these forces, and deter aggression from North Korea. In 2000, USFK's participation in Exercises RSOI (Reception, Staging, Onward Movement, and Integration) and Ulchi Focus Lens and Foal Eagle provide critical joint/combined training and demonstrate the United States' ability and commitment to move substantial forces onto the Korean Peninsula in the event a renewed regional conflict erupted into war. These sophisticated exercises plus robust modernization efforts by USFK forces provide tangible evidence of U.S. resolve for peace and stability on the Korean Peninsula.

### **NORTH AMERICAN AEROSPACE DEFENSE COMMAND**

The North American Aerospace Defense Command (NORAD) is a binational combined command that includes Canadian and U.S. forces. This command is responsible for aerospace warning and control for North America. The Commander in Chief of NORAD (CINCNORAD) also currently serves as Commander in Chief, United States Space Command. In accordance with the binational NORAD agreement, CINCNORAD is responsible through the Canadian Chief of the Defense Staff and the U.S. Chairman of the Joint Chiefs of Staff to the Canadian and U.S. National Command Authorities. Finally, U.S. Element NORAD is responsible for employing U.S. aerospace forces unilaterally to defend the

continental United States, Alaska, and other areas as directed. NORAD's command and control center is located in Cheyenne Mountain, Colorado, an underground base that is the central collection facility for a worldwide system of sensors designed to provide the CINC, the President, and the Prime Minister of Canada with an accurate picture of any aerospace threat.

By providing early warning of a potential aerospace attack, NORAD helps deter aggression against North America on a daily basis, a critical shaping mission. By providing early warning of an attack, NORAD also enables the United States Strategic Command to effectively respond if necessary.

## **CONCLUSION**

The commanders in chief ensure that U.S. military forces actively shape the international environment and respond as needed across the full spectrum of crises. These commands conduct operations around the world, from peace enforcement operations in Bosnia, to humanitarian relief operations throughout Africa, to counterdrug operations in Latin America and the Caribbean. Finally, the CINCs—both geographical and functional—remain fully prepared to conduct, support, and prevail in major theater warfare in the event shaping and deterrence do not succeed. Working as a team with the geographic commands, the functional commands provide essential support for virtually all of these operations.

