



UNITED NATIONS COMMAND

COMBINED FORCES COMMAND

UNITED STATES FORCES KOREA

STRATEGIC DIGEST

MONGOLIA

RUSSIA

NORTH KOREA

SOUTH KOREA

CHINA

JAPAN



2016





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U.S. MARINE CORPS PHOTO/CPL. WES J. LUCKO



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ON THE COVER

1. Secretary of Defense Ash Carter bids farewell to Gen. Curtis M. Scaparrotti, Commander, UNC/CFC/USFK, after attending the Security Consultative Meeting in Seoul, South Korea, November 2, 2015.
2. U.S. and ROK Army Soldiers conduct air assault training, during Exercise FOAL EAGLE, Camp New Mexico Range, South Korea, March 12, 2015.
3. Floating Islands, Banpo Han River Park, Seoul, South Korea.
4. Lance Cpl. Kyle Thatch plays a game with students from St. Paul's Elementary School in Pohang, South Korea.
5. Lance Cpl. Chase Gindin provides security during the KOREAN MARINE EXCHANGE PROGRAM training at Rodriguez Live Fire Complex, South Korea, June 4, 2015.
6. The Hwahongmun gate of Hwaseong Fortress in Suwon, South Korea.
7. Seoul skyline seen from Ansan Park.
8. Performers participate in the ritual ceremony Jongmyojerye at the Jongmyo Shrine in Seoul.
9. Sailors man the rails of the USS Mustin (DDG 89) during the ROK Navy's Fleet Pass and Review, on the 70th anniversary of the ROK Navy, October 23, 2015.
10. Seoul Tower, Namsan Park.
11. U.S. Air Force Tech Sgt. Phillip Suchicital marshals an F-16 during Exercise BEVERLY MIDNIGHT, Kunsan Air Base, Kunsan, South Korea, March 6, 2015.



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JEON HAN



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U.S. AIR FORCE PHOTO/SENIOR AIRMAN TAYLOR CURRY



2016



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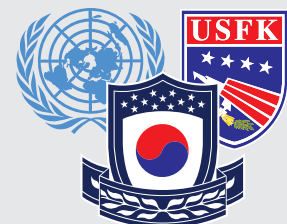
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AMBASSADOR'S LETTER

AMBASSADOR MARK W. LIPPERT

UNITED STATES
DEPARTMENT OF STATE



U.S. EMBASSY PHOTO

It is a great honor to serve as the United States Ambassador to the Republic of Korea. The Alliance between the United States and the Republic of Korea is one of the most important relationships in the region and in the world. Our two nations share a wide range of common values, including democracy, free trade, human rights, and adherence to the rule of law. We have fought side-by-side to defend these beliefs and our way of life. Our ties have never been closer than they are now.

Our Alliance is crucial to maintaining stability. Furthermore, this stability enables the other aspects of our relationship to flourish, including a robust trading partnership, far-reaching cultural exchanges and person-to-person ties, and extensive study and training programs. We continue to expand our cooperation into new and dynamic areas such as space, cybersecurity, climate change, and global health.

Our Alliance has succeeded for over 60 years due to USFK's readiness and commitment to defending the Republic of Korea. Our Service Members stand alongside members of the South Korean military, prepared to defend liberty, to promote democracy, and to protect the freedom that both nations value. United, we are prepared for every contingency to deter and defend against all threats. I thank the American Servicemen and Servicewomen serving away from home in order to strengthen our Alliance with the Republic of Korea.



U.S. EMBASSY PHOTO

Ambassador Mark Lippert visits Osan Air Base with Yun, Byung-se, the Republic of Korea Foreign Minister, and Gen. Scaparrotti, Commander of UNC/CFC/USFK.

Their sacrifice of living far from home is the foundation of our relationship.

The U.S.-ROK Alliance promotes peace and prosperity on the Korean Peninsula, in the Asia-Pacific region, and around the globe. The American Embassy in Seoul is committed to working with USFK to ensure that 2016 will be a productive and successful year for all of us.

Sincerely,
Ambassador Mark W. Lippert

Ambassador Lippert visits Gyeongju, South Korea, April 23, 2015.

Ambassador Lippert throws the first pitch at a Korean professional baseball game, Doosan vs Lotte, April 18, 2015.

U.S. EMBASSY PHOTO



U.S. EMBASSY PHOTO

Ambassador Lippert celebrates his son Sejun's 100th Day Party, April 25, 2015.



U.S. EMBASSY PHOTO

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2015 International Coastal Cleanup Day, Busan, South Korea. U.S. Embassy volunteers and Korean university students come together for a coastal cleanup in Busan, September 19, 2015.

International Coastal Cleanup Day

Saving Our Oceans – seabed and coastal cleanup by U.S. Embassy Seoul, American Presence Post Busan, Korea Maritime and Ocean University



INTRODUCTION FROM THE COMMANDER

GENERAL CURTIS M. SCAPAROTTI

UNITED NATIONS COMMAND
COMBINED FORCES COMMAND
UNITED STATES FORCES KOREA



U.S. ARMY PHOTO

As I begin my third year in the Republic of Korea, I want to thank our Soldiers, Sailors, Airmen, Marines, Civilians, United Nations Command (UNC) Sending State members and their families for serving in our multinational-combined-joint team. I am proud to state that the capabilities and resolve of our forces in the Republic of Korea are as strong as they have ever been, and getting stronger every day. This strength is derived through the enduring support of our nations' senior leaders, the members of our ROK-U.S. Alliance, and the collective contributions of the UNC Sending States. This 2016 Strategic Digest highlights the key achievements of our three commands over the past year and how our dynamic team accomplishes its complex mission.

Fulfilling our mission of deterring North Korean aggression and defending the Republic of Korea centers on the readiness and transformation of our combined warfighting capabilities. Over this past year, we have continued to advance our interoperable-warfighting capabilities in areas such as Intelligence Surveillance Reconnaissance (ISR); Command, Control, Communications, Computers, and Intelligence (C4I); and ballistic missile defense. We enhanced our force through collective initiatives, such as the newly activated Combined Division – the first of its kind – and through our multinational-combined-joint exercises, which enrich the military team that defends the Republic of Korea. Additionally, through the continued rotation of

combat-ready U.S. forces to the Korean Peninsula, we have further improved readiness and affirmed the U.S. commitment to the security of the region.

These efforts demonstrate that readiness, maintaining the Armistice, and deterring aggression remain the command's top military priorities. Provocations such as North Korea's land mine attack last August that grievously wounded two South Korean Soldiers and its recent fourth nuclear weapons test, continue to defy international norms and demonstrate the persistent North Korean threat. North Korea's conventional forces and increased asymmetric capabilities – particularly the development of its nuclear weapon and ballistic missile programs – remain a threat to the Republic of Korea, the Asia-Pacific region, and potentially the U.S. homeland. To counter this real and present threat, we must always maintain our "Fight Tonight" readiness level.

The focal point of our three commands is the ROK-U.S. Alliance – a partnership for which our national leaders remain steadfast in their commitment and support. In October, U.S. President Barack Obama and Republic of Korea President Park, Geun-hye met in Washington, DC, and stated that our Alliance efforts go beyond the Korean Peninsula - that it is not only the linchpin of stability in the Asia-Pacific region, but has matured into a global partnership. In November during the Military Committee Meeting (MCM) and Security Consultative Meeting (SCM),



U.S. ARMY PHOTO/SGT RUSSELL YOUMANS

LEFT:
U.S. Defense Secretary Ash Carter shakes hands with Republic of Korea Soldiers during a visit to the Demilitarized Zone, November 1, 2015.

ABOVE: The 18th Chairman of the Joint Chiefs of Staff Gen. Martin E. Dempsey talks with U.S. Ambassador to the Republic of Korea Mark W. Lippert and Commander of UNC/CFC/USFK Gen. Curtis M. Scaparrotti at the Ambassador's residence in Seoul, South Korea, March 26, 2015.



U.S. AIR FORCE PHOTO/SENIOR MASTER SGT. ADRIAN CADIZ

“North Korea is an up close, dangerous, and continuing threat to the security of the Peninsula and the region. But together, we will meet that threat. Together, we will stay ready to fight tonight and we will ensure that the strength of our Alliance remains ironclad and we will continue to stand shoulder to shoulder here in the Republic of Korea.”

– U.S. Secretary of Defense Ash Carter, November 1, 2015

COMMANDER'S PRIORITIES

1. Sustain and Strengthen the Alliance.
2. Maintain the Armistice. Be Ready to “Fight Tonight” to Deter and Defeat Aggression.
3. Transform the Alliance.
4. Sustain the Force and Enhance the UNC/CFC/USFK Team.

ROK Minister of National Defense Han Min-koo and U.S. Secretary of Defense Ashton Carter reinforced this partnership by signing the “Conditions-based Operational Control (OPCON) Transition Plan” (COTP) in order to ensure a progressive wartime OPCON transition. With these achievements, the Alliance has grown even stronger as the U.S. maintains its robust military presence and continues to commit critical resources to this vital region.

Forged during the Korean War and solidified by our shared values for more than 60 years, today's ROK-U.S.

Alliance remains ironclad. Its strength, coupled with the determined efforts of the UNC Sending States, underpins stability on the Korean Peninsula and promotes economic prosperity for the region and international community. The U.S. commitment to the Republic of Korea and the region is personified everyday by our Service Members, Civilians, Contractors, and Families serving here. It is an honor to lead them, and I am grateful for their service, sacrifice, and commitment, which are collectively represented in the pages of this year's Strategic Digest.

THE STRATEGIC ENVIRONMENT

The Asia-Pacific region is of vital importance to U.S. national interests, and is critical to global stability and prosperity. The world's three largest economic powers are Asian powers – the United States, China, and Japan. Three of the world's most influential capitals in diplomacy, finance, and culture – Beijing, Tokyo, and Seoul – sit within 1,308 miles of each other, the distance between New York City and Oklahoma City. This region also contains a high concentration of military power with five of the world's six largest militaries. At the center of this complex and dynamic regional security situation, the Korean Peninsula is Northeast Asia's strategic key terrain.

REGIONAL UNCERTAINTY

Uncertainty and tension in the region stem from factors including complex interdependence (for example, South Korea's reliance on the United States for security and on China for economic growth), a lack of Northeast Asian institutions to prevent conflict, lingering historical animosities, and uncertainty about how China will use its increasing national power. This uncertainty is exacerbated by North Korea's continued truculence and the military threat it presents to its neighbors and the United States. The interconnected nature of modern societies and economies means that a crisis on the Korean Peninsula, even short of large-scale military conflict, can quickly have regional and global impacts.

GROWING OPPORTUNITIES

Despite the region's complexity and challenges, there are tremendous opportunities for nations to constructively partner to advance Asian stability and prosperity. The United States, along with its allies and partners, is poised to benefit greatly from its continued engagement and presence in the region. Through the continued implementation of the U.S. rebalance to Asia, the United States is preserving and enhancing a dynamic that has proven indispensable to the region's stability and prosperity. The United States serves as the constant that has enabled the security and prosperity of those who have opted to participate in the international system and embrace international norms.

THE U.S. PRESENCE

America's enduring military presence in South Korea is critical in this regard. The U.S. military serves as a foundational and visible element of U.S. leadership and commitment in Asia. In the Republic of Korea, forward-deployed American forces stand together with their South Korean counterparts to demonstrate unwavering resolve in the face of the growing North Korean asymmetric threat. The U.S. military contributes to an overall comprehensive whole-of-government approach that serves American interests, those of U.S. allies and partners, and the broader international community.



RUSSIA

Russia has increased its focus on the Asia-Pacific, through its military presence, economic investment, and diplomatic engagement, in a reassertion of its strategic interests.

CHINA

China is continuing on a comprehensive military modernization program that is prompting concern among many nations in the region. China's ties with South Korea are expanding and China's long-term intent seems to be to expand its influence in Asia. China's relations with North Korea are stressed, but China continues to support the regime. China values stability in the Korean Peninsula and the prevention of spillover of North Korea's issues into China.

I A

NORTH KOREA



North Korea presents a serious threat to stability with its demonstrated willingness to engage in coercion and military aggression. Unfortunately, North Korea continues to invest in a range of asymmetric capabilities that increase its ability to threaten its neighbors and undermine global security. North Korea's asymmetric capabilities include weapons of mass destruction, missile forces, cyber warfare capabilities, and special operations forces, all of which add to the significant conventional threat North Korea presents to South Korea, the United States, and the region.

JAPAN



Japan is moving to take a more active role in its defense and that of its allies and in advancing global security. While many around the region and the world see this as a positive development, some in China, South Korea, and North Korea see this as a matter of significant concern due to historical animosities.

Pacific Ocean

Shenyang

Vladivostok

○ PYONGYANG

○ SEOUL

• Busan

○ TOKYO

• Osaka

Shanghai

SOUTH KOREA



South Korea sees the ROK-U.S. Alliance as critical to its security and continues to further develop its formidable military to not only address the North Korean threat, but also make contributions to regional and global security. South Korea is trying to manage positive relations with both the United States and China, and a fundamental part of its strategy is to maintain a strong ROK-U.S. Alliance.

OTHER NATIONS

Other nations, including the United States and key regional partners like Australia, remain committed to contributing to regional stability and the security of allies and partners, to include the development and maintenance of robust military commitments and capabilities.



SOUTH KOREA:

THE HISTORY AND FUTURE OF A MIRACLE

Nightscape of Seoul viewed from Namhansan-seong, September 20, 2015.

SUNG-JIN KIM PHOTO/WWW.SJKIMPHOTOS.COM

South Korea is a dynamic nation of 51 million people in a region critical to U.S. interests and global stability. Many know South Korea through its world-class industry and its popular culture. Unfortunately, we also hear of South Korea in times of crisis with North Korea. However, looking at just one side of South Korea – its economy, culture, or the North Korean threat – obscures the rich, powerful, and compelling story of a stalwart American ally that has achieved one of the most amazing national success stories in history.

In just over three decades, South Korea rose from the tragedies of colonization and war to achieve an economic success story referred to as the “Miracle on the Han.” Today, South Korea boasts the world’s 13th largest economy, providing its citizens with a prosperous and stable society.

ENDURING ALLY: SHARED VALUES AND NEW FRONTIERS

This strong success story is built in part on the foundation of the ROK-U.S. Alliance, which has provided the stability required for this rapid ROK growth. The ROK-U.S. Alliance is based on common values and shared interests, not narrowly defined national objectives. Few other alliances in history can make such a claim, and few alliances have been nearly as successful. The two nations have earned and maintained deep support among both peoples. This enduring partnership is looking forward to “New Frontiers” as envisioned by our two Presidents.

During the presidential summit in Washington, D.C., in October 2015, President Barack Obama and President Park, Geun-hye reaffirmed their shared vision for the Alliance. The presidents declared that the two countries have reached new levels of achievement, and that our strong Alliance serves as the linchpin of peace and security on the Korean Peninsula and in the Asia-Pacific region. They proclaimed that the Republic of Korea and the United States are committed to advancing their partnership into “New Frontiers

of Cooperation” working together on cyber, space, climate change, and global health to make the world safer, healthier, and more prosperous. Considering the remarkable achievements of the ROK-U.S. Alliance over the past 60 years, there is a bright and promising future.

FORWARD-LOOKING VISION AND LEADERSHIP

South Korea has also positioned itself in recent years as a global leader in advancing security, economic, and diplomatic cooperation in Asia and beyond.

- **On the Korean Peninsula,** President Park’s administration, drawing on the shared security provided by the ROK-U.S. Alliance, has worked to reframe the way that the Republic of Korea approaches North-South unification. Through her concept of “Trustpolitik,” President Park has emphasized the need to build trust and take pragmatic steps toward a peaceful unification. South Korea is taking this approach without compromising on defense, as was demonstrated in the response to North Korean provocations in August 2015, including a landmine ambush that maimed two South Korean Soldiers. Through a principled and measured approach, South Korea brought North Korea into negotiations leading to de-escalation, family reunions, and the resumption of inter-Korean dialogue.
- **In the region,** President Park, in close coordination with the United States, is attempting to enhance stability and prosperity by exercising leadership as a “middle power.” One of her administration’s signature initiatives is the Northeast Asia Peace and Cooperation Initiative (NAPCI), a process through which South Korea persistently engages nations around the region to build common understanding and trust. This initiative has resulted in extensive ROK engagement in bilateral and multilateral meetings in

▶ REPUBLIC OF KOREA AS A WORLD LEADER



OVERVIEW

- Area: 99,720 sq km (about the size of Indiana).
- Population: 51 million (about the population of California, Virginia, and Maryland).



ECONOMY

- GDP (Purchasing Power Parity): \$1.784 trillion.
- ROK has the 13th largest world economy by Gross Domestic Product (GDP).¹



INDUSTRY

- ROK is 4th globally in business climate.²
- ROK has the #1 company for smartphones (Samsung Electronics with 24.5% share) ... #2 is Apple (14.8%).³
- ROK is the world's #1 producer of flat-screen TVs (36% of the world market).⁴
- ROK is the world's #1 shipbuilder with 4 of top 5 companies (Daewoo Shipbuilding and Marine Engineering dominating the market).⁵



DIPLOMACY

- ROK was the first Asian country and non-G8 nation to host G20 Summit (Nov 2010).



CONNECTIVITY

- ROK is one of the world's most wired countries (82% connected); has world's fastest internet.⁶
- ROK is the world's #1 in 4G LTE speed and coverage, and #1 in spending for 5G development.⁷



TRAVEL AND TOURISM

- Incheon Airport has been the world's #1 airport for 10 straight years.⁸
- ROK has the world's largest indoor theme park, Lotte World.⁹



SPORT

- ROK has 5 of the top 10 women professional golfers in the world.¹⁰
- South Korea's national soccer team consistently ranks in top 25% of FIFA world rankings.

SOURCES

- | | | |
|---|--------------------------|-----------------------------------|
| 1. International Monetary Fund (IMF), the World Bank, and CIA | 3. Nippon Keizai Shimbun | 7. OpenSignal |
| 2. World Bank | 4. Statista.com | 8. Airports Council International |
| | 5. Nippon Keizai Shimbun | 9. Guinness World Record |
| | 6. CNN | 10. Rolex Golf Rankings |

▶ ROK SECURITY STRATEGY

In 2014, the Republic of Korea promulgated a national security strategy, "A New Era of Hope," taking a holistic approach to providing its people security, stability, and prosperity. The strategy acknowledges the critical role played by the ROK-U.S. Alliance. Peaceful unification is another pillar of the strategy, with the strategy setting forth a framework for substantive preparations for unification, while not losing sight of the necessity of a robust defense posture and development of future-oriented capabilities. The strategy also looks outward in terms of enhancing the ROK's relations with other nations and contributing to what the strategy calls "the co-prosperity of humankind."

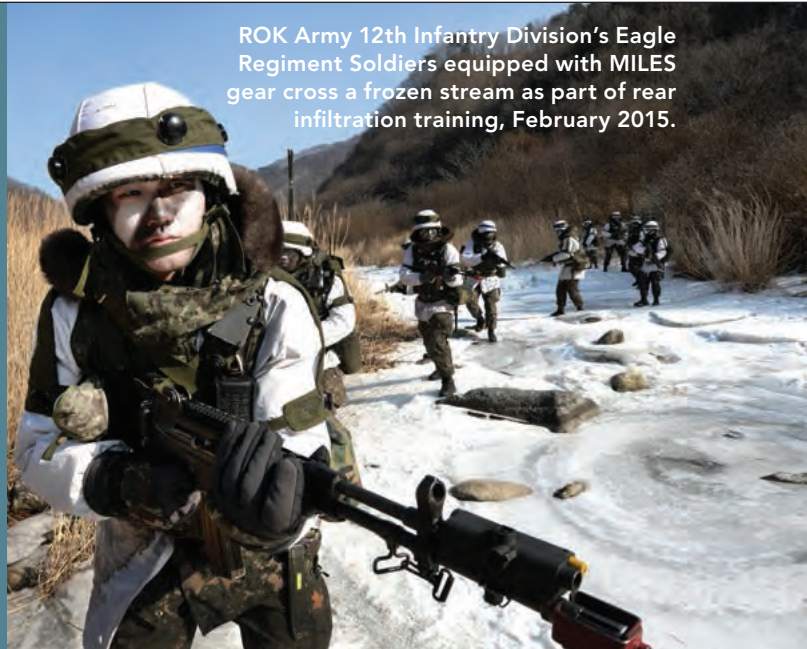
which it increasingly sets agendas that serve international norms. South Korea is also stepping up its security activities in the region, to include participation in exercises, as well as humanitarian assistance and disaster relief.

- **Around the globe,** South Korea is partnering with the United States, United Nations, and other governmental and non-governmental organizations to pursue an array of goals that tackle increasingly complex problems. Initiatives span some of the world's most daunting problems, including non-proliferation, counter-proliferation, women's issues, international development, global health security, international health regulations, climate change, cyber security, civil-nuclear cooperation, civil space cooperation, anti-piracy, peacekeeping, and education. The Republic of Korea is leading many positive and proactive initiatives designed to create a better world.



CAPABILITIES OF THE REPUBLIC OF KOREA

ARMED FORCES



ROK Army 12th Infantry Division's Eagle Regiment Soldiers equipped with MILES gear cross a frozen stream as part of rear infiltration training, February 2015.

ROK ARMED FORCES PHOTO/CHO SUNG SOO

The ROK Armed Forces are capable of deterring aggression on the Korean Peninsula and carrying out peacebuilding and post-conflict reconstruction missions in conflict areas around the world. As of September 2015, 1,096 ROK personnel are executing their missions in UN peacekeeping operations, peace operations with multinational forces, and defense cooperation activities in 13 nations around the world.

ROK JOINT CHIEFS OF STAFF

ROK Joint Chiefs of Staff (JCS) assist the Minister of National Defense on military command, and carry out joint operations by executing operational command over joint units and operational commands. Before its establishment in 1963, the JCS was preceded by the "Combined Staff Council" (1948), "Joint Staff Council" (1954), and "Combined Staff Bureau" (1961), which were established as non-permanent organizations within the Ministry of National Defense (MND). The JCS operates under the Chairman and Vice Chairman with four chief directorates and four executive offices to reinforce the staff's task performance system to build the joint support and integration of the ROK Army, Navy, and Air Force.

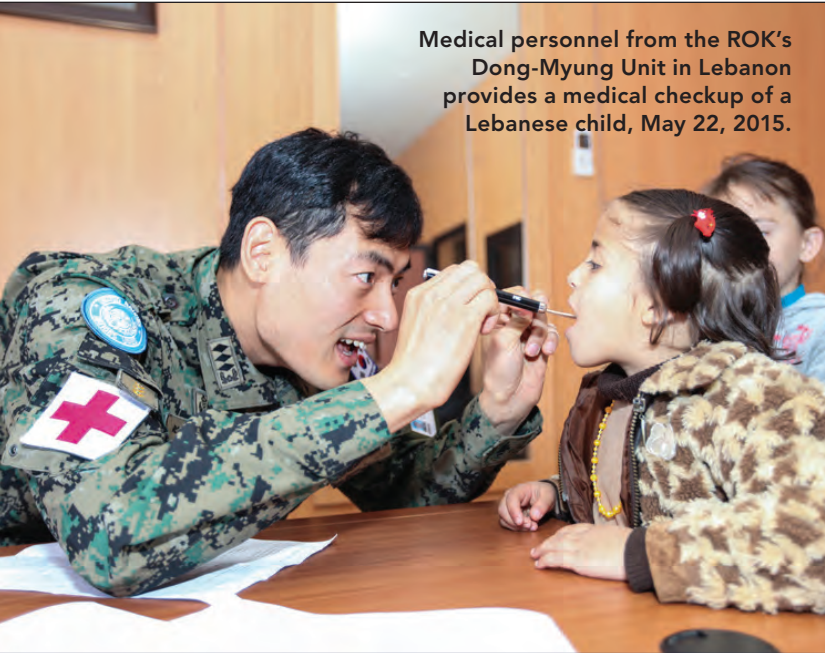
ROK ARMY

The ROK Army is the core force for deterring and winning a war in defense of the nation. The ROK Army leads operations in Armistice and wartime, and continues to strengthen its combat capacity. The ROK Army has 495,000 troops; 5,000 tanks and armored vehicles; and 5,800 field artillery pieces and multiple-launch rocket systems. The Army's reorganization plan marks a shift towards corps-oriented operations that will enhance the ROK Army's combat power. It is now acquiring a variety of new assets in order to maximize the efficiency of its existing forces while also

building its capacity to carry out joint operations with all ROK military services. Moreover, in order to foster a strong Army equipped with the "capability and posture of complete victory," the Army conducts realistic training that is carried out by focusing on training with weapons simulation equipment, the Battle Command Training Program, and simulator training. Along with these, to maximize the integrated combat capability of battalion and below units, the ROK Army reinforces cooperative training and performs combined training with the U.S. armed forces in chemical, biological, radiological, nuclear high explosive operations, counter-fire operations, air assault operations, and counter-terrorism operations.

ROK NAVY

The ROK Navy, the first of the three services to be established, deters aggression, and contributes to global maritime stability through its naval strength. The Navy has 70,000 Sailors, including 29,000 Marines; 160 naval vessels; and 50 helicopters. The ROK Navy continues its development of a three-dimensional force that integrates surface, underwater, and air capabilities to be able to respond to a full range of threats. As part of this effort, the Navy plans to upgrade its submarine flotilla to become the Submarine Command and will reduce the number of small surface combatants while reinforcing middle- and heavy-class ships to develop a robust blue water maritime task force. The Navy carries out realistic maritime training that takes into account the battlefield environment of the waters around Korea. For cooperative and joint training, the ground, naval, and air forces participate to exercise integrated combat power, and such training can be divided into component training and maritime training. Among the various training missions, cruise training continues for



Medical personnel from the ROK's Dong-Myung Unit in Lebanon provides a medical checkup of a Lebanese child, May 22, 2015.



ROK Marine Corps Command - 2015 SSANG YONG Exercise, March 2015.

ROK ARMED FORCES PHOTO/DONG-MYUNG UNIT PAO

ROK ARMED FORCES PHOTO/CHO YONG HAK

90 to 120 days by dividing the world into four area-based navigation routes, alternating each route every year to cover over 12 nations, so that the ROK Navy can broaden its military cooperation.

ROK AIR FORCE

As the force protecting South Korea's skies, the ROK Air Force is defending the Republic of Korea, strengthening its aerospace capabilities, and contributing to international stability. The ROK Air Force has 65,000 airmen and 700 aircraft. The ROK Air Force plans to build next generation capabilities to enhance deterrence. Moreover, through its reorganization plan, the ROK Air Force will develop its ability to conduct effects-based offensive air and space operations and maximize its contributions to joint operations. In line with this effort, the Air Force works to achieve air superiority by acquiring the next-generation fighter (F-X) for which the F-35A fighter jets were selected in 2014, and the development of next-generation Korean fighter (KF-X), a ROK advanced fighter jet by mid-2020. The Air Force strengthens realistic training to train "elite warriors" centered on combat missions. Major training includes defensive counter-air training, offensive counter-air training, air interdiction training, and close air support training. The Air Force performs a combined large-scale air training exercise domestically and also participates in the RED FLAG exercise in the United States and the PITCH BLACK exercise in Australia, which are multilateral and combined tactical training exercises to secure air superiority by operating offensive air power in enemy territory.

ROK MARINE CORPS

The ROK Marine Corps, as a multipurpose rapid response force, carries out missions to enable friendly

forces to seize objectives by conducting amphibious operations in the enemy's rear area. The Marine Corps executes three major missions. The Marine Corps HQ executes wartime amphibious operations as its main mission, the Northwest Islands Defense Command carries out peacetime security and defense missions in and around the Northwest Islands, and the newly established Jeju-based 9th Marine Corps Brigade ensures the safety of Korea's southern island area. To be able to fulfill its mission in diverse operational environments, the Marine Corps participates in overseas combined training such as the COBRA GOLD and RIMPAC exercises. In the near future, the Marine Corps will be developed into a marine-air-ground task force capable of conducting various types of missions, such as the defense of strategic islands and multi-dimensional high-speed amphibious operations.

RESERVE FORCES

South Korea counts 2,970,000 reservists, organized into local reserve units in town, township, neighborhood, and workplace reserve units. ROK MND manages reservists to enable a nation-wide defense in the event of conflict, with a focus on maintaining the appropriate number of reservists and differentiating training and management methods for reservists according to the number of years since their active service. Several improvements are under way. Old personal firearms and crew-served weapons owned by homeland defense reservists will be replaced with new models by 2017. By 2020, communications equipment will be improved with new models to make it possible to execute integrated civilian-government-military-police operations, enhancing homeland defense capabilities of the homeland defense reserve forces.

THE NORTH KOREAN

THREAT



KCNA PHOTO

For the foreseeable future, North Korea will remain an isolated and unpredictable state willing to use violence to advance its interests, gain recognition as a nuclear power, and secure the regime's continuation. The ROK-U.S. Alliance remains concerned about the potential for a localized, violent act against South Korea, which could start a cycle of response and counter-response, possibly leading to an unintended escalation to a wider conflict. The U.S. Alliance with South Korea continues to be the critical linchpin to deter North Korean aggression and maintain stability.

Through provocations in 2015, North Korea has demonstrated why it continues to be a significant threat to the security and prosperity of the Republic of Korea, as well as stability in the region. Despite sanctions from the United Nations, North Korea continues its nuclear weapons technology development and proliferation, alongside its long-range ballistic missile programs and cyberspace attacks. Additionally, North Korea has demonstrated a willingness to use kinetic force to seek international legitimacy or to demand aid while continuing to deny its citizens the most basic human rights. Recognizing its own shortcomings and inability to re-unify the Korean Peninsula with its large, but aging, conventional military, North Korea has refocused its attention on evolving its asymmetric capabilities. North Korea could use its asymmetric arsenal to provoke or attack South Korea, with regional and global consequences. Therefore, the Command's readiness and "Fight Tonight" mindset are paramount for deterrence and the continual defense of South Korea.

NORTH KOREA'S INTERNAL SITUATION

A critical characteristic of North Korea's totalitarian dictatorship is Kim Jong Un's position as the unchallenged,

singular leader of the country. As the Chairman of the Korean Workers Party, the Supreme Commander of the North Korea People's Army (KPA), and the leader of the National Defense Commission, Kim exercises absolute control over state and military decision-making. An extensive and capable internal security apparatus addresses any perceived challenges to his rule, and replacement of top military leaders with those closer to his age solidifies his authority for the near future. Nevertheless, the regime is challenged by long-term struggles with the inefficiencies of a command economy and the population's increasing exposure to external information – threats the regime must constantly address.

NORTH KOREA'S STRATEGY

While the unrealistic goal of unifying the Korean Peninsula remains a domestic rallying cry and a source of regime legitimacy, Pyongyang's primary goal is the survival of the ruling Kim family regime. This is made clear by Kim Jong Un's focus on internal security, development of a nuclear deterrent, and the coercive conduct of its international relations aimed primarily at countering the external threat of regime change and compelling the international community to acknowledge North Korea as a nuclear power.

North Korea's coercion, however, has left it diplomatically and economically isolated. North Korea recognizes the strength of the ROK-U.S. Alliance and regards the Alliance as its greatest threat. As a result, it seeks to fracture the Alliance in order to deal with the United States and South Korea separately on its own terms, as it perceives that such a fracture may allow the North to one day have a greater chance of success in reunifying the Peninsula under conditions more favorable to the Kim regime.



KCNA PHOTO

Kim Jong Un

FACING PAGE: A missile training exercise at North Korea's No. 851 Unit.

RIGHT: Civil servants work at a farm in Mangyongdae, North Korea.



KCNA PHOTO

NORTH KOREA'S MILITARY FOCUS

Since assuming control four years ago, Kim Jong Un has taken a number of confrontational steps. The regime launched a space launch vehicle in December 2012 and conducted its fourth nuclear test in January 2016 – both violated United Nations Security Council Resolutions 1718 (2006), 1874 (2009), 2087 (2013), and 2094 (2013). In 2015, North Korea continued to develop its ballistic missile program, conducting a multitude of tests of its KN09 developmental multiple rocket launch system, as well as no-notice Scud and No Dong missile tests from a variety of locations throughout North Korea. Upgrades to the west coast Taepodong intercontinental ballistic missile (ICBM) launch facility and development of a submarine-launched ballistic missile (SLBM) and vessel continued throughout the year.

To date, North Korea has conducted four nuclear tests – in 2006, 2009, 2013, and 2016. It continues to prepare its test facility and could conduct another test at any time. In recent years, North Korea has continued to develop its asymmetric capabilities such as several hundred ballistic missiles, a sizeable long range artillery force, one of the largest chemical weapons stockpiles in the world, a biological weapons research program, the world's largest special operations force, and an active cyber warfare capability. These forces can be employed in concert or individually with minimal warning and could cause great damage to South Korea.

The March 2013 cyberspace attacks on South Korea's banks and television broadcasting stations are believed to have been conducted by North Koreans operating from China, and the November 2014 cyberattack on Sony Pictures is also attributed to North Korea.

South Korea's Northwest Islands, where fishing vessels from North and South Korea operate, are closely monitored by both countries' navies, because it remains a potential

hotspot between the two countries. Tensions have flared between the two countries in this area, resulting in casualties on both sides – most significantly North Korea's sinking of South Korea's Cheonan naval ship, and the North's shelling of military and civilian targets on South Korea's Yeonpyeong Do (or YP-Do, "Do" in Korean means "Island"), in March and November 2010, respectively. Of late, North Korea has renewed an aggressive posture in the Northwest Islands with their naval vessels and coastal artillery, and has begun construction for future emplacement of troops and weapons on Kal Do, an island less than three miles from Yeonpyeong Do.

The KPA is the fourth-largest military in the world. About three-quarters of its ground forces and half of its air and naval assets are within 60 miles of the demilitarized zone (DMZ), posing a direct and significant threat to South Korea and the region. Seoul sees no choice but to counter this threat with a large conventional military of its own, thus creating an atmosphere with the potential for a confrontation to spin out of control.

The KPA retains the capability to inflict serious damage on South Korea and to support the regime's coercive attempts to manipulate its neighbors through both threats and acts of violence. However, the KPA likely understands it is not capable of defeating the ROK-U.S. Alliance and reunifying the Korean Peninsula by force, despite its propaganda to the contrary.

STRATEGIC MESSAGING

North Korea's missile launches and nuclear tests serve a dual purpose: further research and development of each program as well as messaging internal and external audiences, on the power of the regime and state. These events can occur with little or no warning.

Americans in Korea: EXPLORING NEW FRONTIERS

U.S. EMBASSY PERSPECTIVE

Each day Seoul residents awake to a skyline different from the day before. The Republic of Korea is a nation in constant transformation and modernization. For the nearly 200,000 U.S. citizens residing in South Korea, this constant evolution isn't some abstraction, merely observed from afar. They're part of it.

Today's expats may well be living a golden age of ROK-U.S. relations. In 2015, a Pew Research Center Poll found 84% of South Koreans view the United States favorably. Americans are positive too – the Chicago Council on Global Affairs has found in successive polls in 2014 and 2015 the highest levels of American support for the ROK-U.S. Alliance since they started polling in the 1970s. This strong showing indicates that common values are intersecting with shared hopes to foster a unique partnership across the Pacific and globally. In this era, five groups of Americans are working hand-in-hand today with Koreans to build a better future for both countries.

THE INVESTORS

American businesses in South Korea are investing in shared prosperity. 3M Korea uses U.S. technology to manufacture cutting-edge films and chemicals in Korea that

are crucial to Samsung, LG, and other Korean customers building world-class flat-panel displays and other high-tech products for export. Joint projects between tech companies fuel innovation; for example, Google Android serves as a top platform on Samsung smartphones. Seventy-five percent of South Korea's aircraft, parts, and component imports are from the United States, and enter duty-free under the Korea-U.S. Free Trade Agreement (KORUS FTA). Overall, U.S. investment in the Republic of Korea is up 25% since KORUS FTA was implemented in 2012.

THE EXPERIMENTERS

Korean-American chefs, artisans, and performers are experimenting in South Korea with new innovations in global culture. In May 2015, Secretary of State John F. Kerry visited Vatos Urban Tacos in Seoul's Itaewon neighborhood, where three Korean-American chefs from California and Texas are mastering a unique brand of Korean-Mexican fusion cuisine. This spirit of creativity keeps the Alliance looking forward into "New Frontiers" as described by our two Presidents during their recent summit in October 2015. These are new areas of partnerships such as cyber, space, climate change, and global health.

THE DIPLOMATS

Ambassador Mark Lippert and the Embassy team work each day with the ROK Government to advance security and prosperity globally – along the way, expanding Korea's global diplomatic impact. On security issues, South Korea has contributed to the International Security Assistance Force in Afghanistan, provided ships to combat piracy in Somalia, and joined the international coalition to combat



U.S. Secretary of State John Kerry takes a "selfie" with Sid Kim, Juweon Jonathan Kim, and Kenny Park, co-owners of Vatos Urban Tacos in the Itaewon section of Seoul, South Korea, as he arrives for lunch at a restaurant started by the Korean-Americans with a "Kickstarter" funding for overseas projects, Seoul, South Korea, May 18, 2015.

U.S. ARMY PHOTO/SGT. CHOI, HO-GYU



An English teacher with Korean students.

PHOTO BY KAI HENDRY

UNC/CFC/USFK Command Sergeant Major John Troxell conducts a patrol near the Demilitarized Zone with ROK Infantry Soldiers. In December 2015, he became the Senior Enlisted Advisor to the Chairman of Joint Chiefs of Staff.

ISIL. The two countries work together to prevent nuclear weapons proliferation and to promote nuclear safety and security. The countries' development agencies provide healthcare and energy assistance to communities in Africa and Southeast Asia, and ROK President Park, Geun-hye recently committed \$200 million to empower women and girls in developing countries.

THE EDUCATORS

American teachers are educating tomorrow's Korean leaders in English and more, while they are also learning about Korea. English is a global means of communication, and the *Wall Street Journal* reported that English-hungry South Koreans receive on average 20,000 hours of training in English from kindergarten to university. Over 15,000 U.S. citizen English teachers serve this need each year in Korea's schools and educational institutions.

THE DEFENDERS

About 28,500 American Service Members are defending democracy at "Freedom's Frontier" in South Korea. The United States is enhancing the combined ROK-U.S. defense posture on the Korean Peninsula by putting its best people

here and bringing the most advanced military capability and equipment to the region. Together, U.S. and ROK leaders are enhancing our capacity to implement our strategy together – updating plans, doctrine, and exercises.

The U.S.-ROK partnership, though, isn't one-way, and it isn't confined to South Korea or Asia. It is mutual and global. Half a world away, South Korean business leaders in the United States are expanding prosperity in American cities. K-Pop singers and actors perform for American audiences, sparking new, uniquely Korean branches of a global music culture. And, Korean-Americans serve the American public as teachers, diplomats, soldiers, and more. Daily flights into the world's best airport* (Incheon Airport) offer quick connections for the approximately 200,000 unofficial American ambassadors who live in Korea, and the almost 600,000 who visit each year. In all walks of life, through hard work, creativity, and shared vision, they each play their critical part in Korea's daily transformation and the American-Korean ties that bring us closer together each year.

*Source: Airports Council International

THE ROK-U.S. ALLIANCE:

A PROVEN PARTNERSHIP



REPUBLIC OF KOREA GOVERNMENT PHOTO

A key strength of the ROK-U.S. Alliance is its proven adaptability, and a significant and sometimes turbulent 2015 provided an opportunity for the Alliance to showcase its strength and depth. Few alliances in history have proven as effective and enduring as that of the ROK-U.S. partnership. Since its inception, the Alliance has been tested often, and has just as often come together to overcome adversity. Even the trying challenges and threats of 2015 were successfully navigated. In August, tensions rose to their highest levels in years after two ROK Soldiers conducting routine patrol operations were severely injured by recently emplaced North Korean land mines on the southern edge of the Demilitarized Zone (DMZ). In response to this provocation, South Korea activated loudspeakers along the DMZ to broadcast messages that highlighted the differences between the two sides. These messages included a mix of defector testimonies, illustrations of South Korea's economic prosperity, and even K-Pop (Korean pop music), which angered North Korea. The North Korean response was to put its forces on the highest state of military readiness. Eventually,

the two sides met at the truce village of Panmunjom in the DMZ and reached a compromise after North Korea agreed that the injuries were regrettable. The Alliance successfully resolved this crisis and emerged stronger from it.

Following the August Crisis, the Alliance held its annual Security Consultative Meeting in Seoul, where the U.S. Secretary of Defense and the ROK Minister of National Defense reaffirmed the commitment of the U.S. and ROK Presidents to continue to build a comprehensive strategic Alliance of bilateral, regional, and global scope based on common values and mutual trust. They also reaffirmed that the scope and level of Alliance cooperation should continue to broaden and deepen by strengthening the combined defense posture in the Republic of Korea and enhancing cooperation for regional and global security in the 21st century. Additionally, the Alliance signed the "Conditions-based Operational Control (OPCON) Transition Plan" (COT-P). This document will guide the Alliance toward South Korea's assumption of wartime operational control of its forces.

Hyundai Motor Manufacturing Alabama (commonly called HMMA) is an automobile factory in Montgomery, Alabama. The success of the HMMA plant and the availability of local suppliers led Hyundai to invest over \$1 billion in a new Kia Motors plant in West Point, Georgia.



HYUNDAI MOTOR MANUFACTURING ALABAMA LLC



Hyundai Sonata in paint booth.

HYUNDAI MOTOR MANUFACTURING ALABAMA LLC



U.S. DEPARTMENT OF AGRICULTURE

FACING PAGE: Presidents Park and Obama converse during a summit between the United States and the Republic of Korea in Washington, D.C., October 16, 2015.

RIGHT: Foreign Agricultural Service Associate Administrator Janet Nuzum shakes hands with Korea's Minister for Food, Agriculture, Forestry, and Fisheries Chang, Tae-Pyong.

The modern ROK-U.S. partnership continues to extend well beyond defense to encompass diplomatic, economic, cultural, and educational components. The nations support one another diplomatically on a range of issues around the globe. The bilateral trade relationship is one of the most vibrant in the world. With the implementation of the Korea-U.S. Free Trade Agreement (KORUS FTA) in 2012, free trade has provided tangible benefits to both economies with increases in goods, services, and investments. With respect to culture and education, we enrich one another with deep relationships between the people of our two nations.

The Alliance has emerged from 2015 stronger than it has ever been and stands ready to "Fight Tonight" if required. This strength is echoed through both U.S. and ROK public support for the Alliance, which remains at a high point. The accomplishments of the Alliance over the past 65 years have formed a strong foundation that enables the two nations' current success. This foundation enables the ROK-U.S. Alliance to remain poised to defend the Republic of Korea and maintain security and prosperity in Northeast Asia.

U.S.-ROK COOPERATION BEYOND THE KOREAN PENINSULA

The United States and the Republic of Korea have continued to join in common causes beyond the Korean Peninsula. South Korea is among America's most steadfast allies, having deployed forces to fight in the Vietnam War, the Gulf War, Afghanistan, and Iraq. In recent years, the Alliance has cooperated on a wide array of global security challenges of mutual interest, including peacekeeping activities, stabilization and reconstruction efforts, humanitarian assistance, and disaster relief. South Korea continues its endeavor of promoting stability in the international community with counter-piracy efforts in the Gulf of Aden, UN peace-keeping missions in Lebanon and South Sudan, and Korea Disaster Relief Team activities combating Ebola in Sierra Leone. In total, there are over 1,096 South Koreans serving overseas in 13 nations.



COMMANDER'S FOUR PRIORITIES

The UNC/CFC/USFK Commander's priorities focus the concerted efforts of the multinational, combined, and joint personnel on efforts that best strengthen the defense of the Republic of Korea and advance stability and prosperity in the Asia-Pacific region.

1

SUSTAIN AND STRENGTHEN THE ALLIANCE

U.S. and ROK leaders agree that a strong Alliance serves as the linchpin of stability and security on the Korean Peninsula and across the Asia-Pacific region. In order to strengthen the Alliance, the Commander meets regularly with South Korean leaders including the ROK Chairman of the Joint Chiefs of Staff and the Minister of National Defense, and groups from across South Korean society. The Commander emphasizes Alliance coordination, collaboration, and teamwork – captured in the ROK-U.S. Combined Forces Command's motto, "Katchi Kapshida," which means "We Go Together."

Together, the United States and the Republic of Korea had significant achievements in 2015. This year, the 2nd Infantry Division (2ID) was reborn as a transformed Combined Division that integrates ROK Army officers into the 2ID headquarters. This new organization exemplifies the values of the Alliance – mutual trust, respect, combined decision-making, and open communication.

2

MAINTAIN THE ARMISTICE. BE READY TO "FIGHT TONIGHT" TO DETER AND DEFEAT AGGRESSION

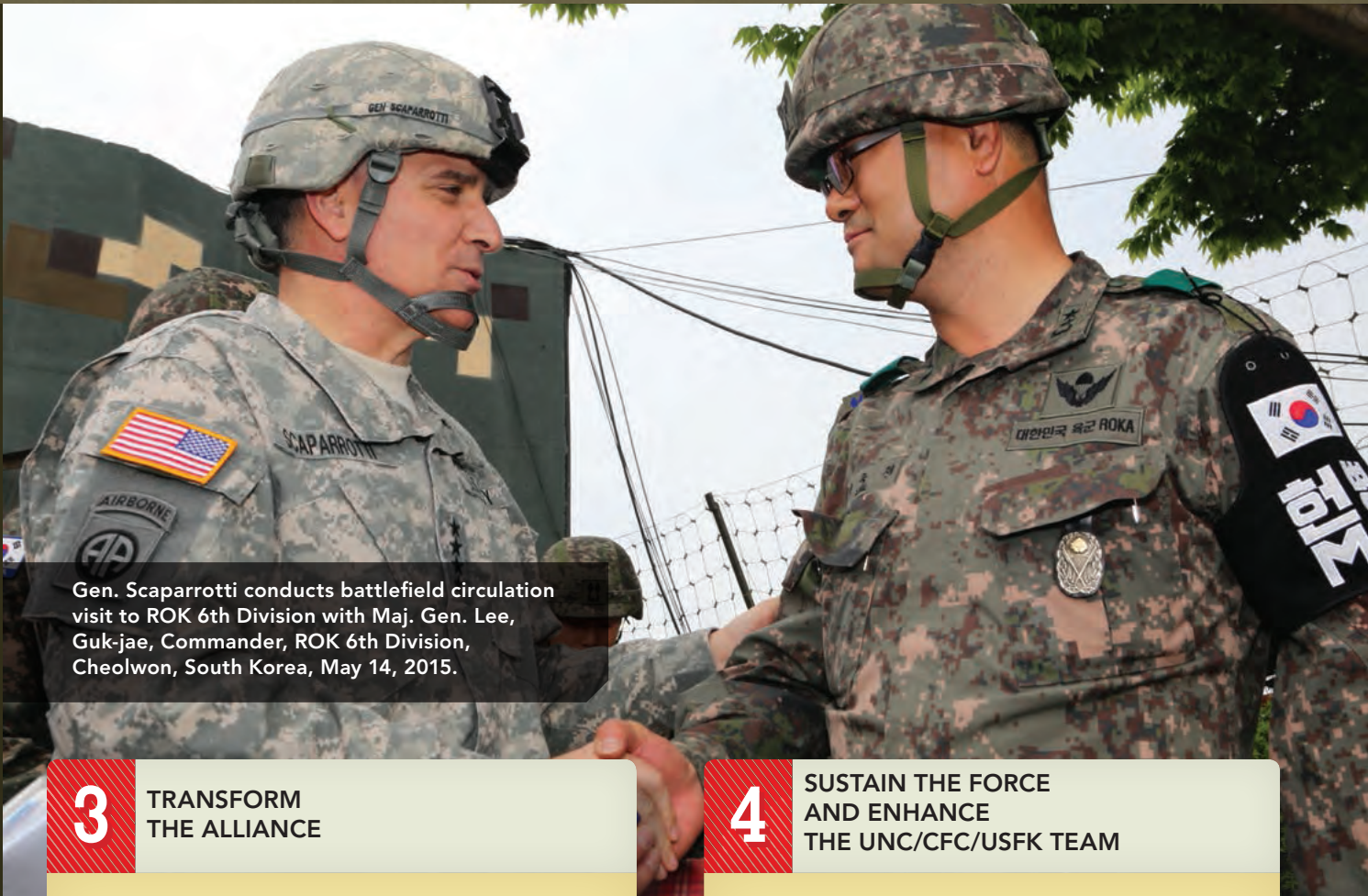
To maintain stability on the Korean Peninsula, the Commander must ensure that our forces maintain the Armistice and are ready to deter and defeat aggression. One of the important ways the Command enhances readiness each year is through its three annual multinational, combined, and joint exercises – KEY RESOLVE, FOAL EAGLE, and ULCHI FREEDOM GUARDIAN. KEY RESOLVE and ULCHI FREEDOM GUARDIAN are annual, computer-simulated command post exercises that focus on crisis management and test the Alliance's readiness to defend the ROK. FOAL EAGLE is an annual field training exercise to ensure operational and tactical readiness.

Together, these exercises are essential to improve crisis management, combat readiness, interoperability, and ROK-U.S. partnership at the strategic, operational, and tactical levels. For KEY RESOLVE, 6,750 U.S. forces came from off-Peninsula to participate with 10,000 ROK forces. For FOAL EAGLE, 3,700 personnel from U.S. Army Pacific, U.S. Pacific Fleet, Pacific Air Forces, and Marine Corps Forces Pacific participated, along with 280,000 ROK forces. During ULCHI FREEDOM GUARDIAN, various ROK and U.S. forces representing all the services participated. The enduring emphasis on

realistic training highlights the Command's commitment to the combined defense of the Republic of Korea.

Another way the Command improved readiness is through rotational units. In 2015, the U.S. Army began rotating Brigade Combat Teams (BCTs) into South Korea for nine-month tours. The first BCT to deploy was 2nd BCT, 1st Cavalry Division, from Fort Hood, Texas. By rotating whole units instead of deploying Soldiers on individual tours, the Army provides forces that are mission ready and culturally attuned.

The rotation of top Army units is only one part of the U.S. military's important rotational presence in Korea. The U.S. Air Force has regularly rotated both Active and Reserve Component fighter squadrons to air bases in Korea, while U.S. Marines have deployed both companies and battalions of air-ground teams to exercise and train on interoperability with the ROK Marine Corps. U.S. Pacific Fleet destroyers, guided missile cruisers, carrier battle groups, and aircraft routinely exercise in the waters surrounding the Korean Peninsula as part of their regular rotation around the Pacific Ocean. Together, these combat-ready forces enhance the effectiveness of the U.S. contribution to the defense of South Korea.



Gen. Scaparrotti conducts battlefield circulation visit to ROK 6th Division with Maj. Gen. Lee, Guk-jae, Commander, ROK 6th Division, Cheolwon, South Korea, May 14, 2015.

3 TRANSFORM THE ALLIANCE

As the Alliance becomes stronger and more capable, we are executing plans to transform the Alliance for the future. In 2014, South Korea and the United States agreed to a conditions-based approach to the transition of wartime operational control (OPCON) from the ROK-U.S. Combined Forces Command (CFC) to a new yet-to-be-formed ROK-led combined defense command. The conditions-based approach ensures that the Republic of Korea will assume wartime OPCON when critical ROK and Alliance military capabilities are secured and the security environment on the Korean Peninsula and in the region is conducive to a stable OPCON transition. In 2015, South Korea and the United States signed the "Conditions-based Operational Control Transition Plan" (COT-P) that creates a defined pathway to implement a stable wartime OPCON transition.

Another transformation initiative is the relocation of U.S. forces. The Command made progress towards relocating the majority of U.S. forces in Korea to two enduring hubs south of Seoul – a Central Hub around the cities of Osan and Pyeongtaek, and a Southern Hub around the city of Daegu. CFC headquarters will remain at its current Yongsan Garrison location in Seoul until wartime OPCON transition takes place.

4 SUSTAIN THE FORCE AND ENHANCE THE UNC/CFC/USFK TEAM

In order to sustain the force and enhance the Command team, the Commander has emphasized the importance of a healthy Command climate. The foundations of a high performance organization consists of effective communication, trust, and teamwork. Leaders must empower their teams and maintain high standards in the fundamentals – discipline, fitness, values, and security. The Command provides regular training on prevention of sexual harassment, sexual assault, and suicides. The U.S. Service Members and Civilians of this Command are good and respectful guests in South Korea – in fact, over 99.4% of our people demonstrate their discipline and desire to be good neighbors in Korea each day.

The Command also continues to enhance the team through greater integration of multinational officers. For example, during the ULCHI FREEDOM GUARDIAN 2015 exercise, the Command had 89 participants from seven UNC Sending States (Australia, Great Britain, Canada, New Zealand, Colombia, Denmark, and France). The Command also encourages the integration of foreign exchange officers, like the Australian Air Commodore, a one-star general, who serves as the Deputy Director of UNC Strategy, Plans, and Policy and leads the effort to revitalize the United Nations Command.



UNITED NATIONS COMMAND

The United Nations Command (UNC) carries on the legacy of the men and women of 21 countries who came to the aid of the Republic of Korea after UNC was established on July 8, 1950. The Command's mission has evolved – from fighting aggression to maintaining the Armistice Agreement – but today, UNC forces remain determined to preserve stability and defend the Republic of Korea.

Recent North Korean provocations remind the world of the necessity of the UNC and its importance in maintaining the Armistice and providing international support to South Korea. This shared commitment rests on a long history of international partnership. In 1950, the United Nations Security Council passed a series of resolutions in response to the North Korean invasion of South Korea, all of which remain in effect today. UN Security Council Resolution 84 requested the United States to establish a unified command and appoint a commander to lead UN forces to repel the North Korean attack and restore peace and security. Within days of General of the Army Douglas MacArthur being appointed as the Commander, South Korean President Syngman Rhee placed ROK forces under the control of the UNC.

The UNC fought North Korea and later the Chinese People's Volunteers in a three-year war to maintain the freedom and independence of the South Korean people. The Armistice Agreement signed by military leaders in July 1953 was intended to serve as a temporary ceasefire to allow for a diplomatic peace. However, the 1954 Geneva Peace Talks stalled, and then collapsed. As a result, no formal peace treaty was signed, and the war is technically still in effect under the Armistice Agreement.

Today, in addition to enforcing the terms of the Armistice Agreement for all friendly forces south of the Military Demarcation Line, UNC stands as a visible and multinational deterrent to North Korean aggression. It also provides a standing multinational framework for the reception and integration of UN forces into military operations should such operations become necessary to defend South Korea. UNC members participate in multilateral military exercises in South Korean territory as well as throughout the region. In addition to activities in Korea, the UNC also maintains important logistical infrastructure at seven key UN-designated bases in Japan.

There are 17 United Nations Command Sending States in Korea to help maintain stability and security – including South Korea, there are 18 UNC Member States. UNC Member State officers are currently serving in the UNC Military Armistice Commission (UNCMAC) Secretariat at Yongsan, Panmunjom, and the Western Transportation Corridor that links North and South Korea. Recently, UNC welcomed a foreign exchange flag officer and field grade officers on the UNC staff who work on behalf of their governments and the United States Government to support UNC operations.

Monthly UNC activities engage all UNC Sending State participants, including the UNC Staff Working Group, the UNC Strategic Communications Working Group, the UNC Strategic Shaping Group, the UNC Ambassadors Roundtable, and the UNCMAC Advisory Group. UNC Sending States also participate in regular multinational logistics conferences, senior level table top exercises, multinational special operations conferences, and various military specialty symposiums.



USFK PHOTO

Air Commodore McCormack and Lt. Col. Peter Kouri discuss UNC revitalization, Seoul, South Korea, December 22, 2015.

AUSTRALIAN AIR COMMODORE McCORMACK

“As the first Australian Foreign Exchange Officer to USFK, I found it took my ROK and U.S. colleagues a while to get used to seeing a different uniform in the Headquarters and also getting used to hearing English (and some Korean) with an Australian accent. But the welcome was warm and in no time I was integrated into the combined team. What has impressed me the most has been the strength of the ROK-U.S. Alliance and the level of teamwork and cooperation I have witnessed. As we revitalize UNC and continue to strengthen the Command as a multinational force, I believe that Korea, the ROK-U.S. Alliance, the region, and the international community will all benefit from our work here to ensure stability in this part of the world.”



U.S. ARMY PHOTO/SGT RUSSELL YOUNG

Lt. Gen. Terrence O'Shaughnessy, Deputy Commander, UNC and USFK, commemorates the 62nd Anniversary of the Korean War Armistice Agreement at Panmunjom, South Korea, on July 27, 2015.



U.S. ARMY PHOTO

Gen. Lee, Soon-jin, Commander of the ROK Army 2nd Operational Command, greets the Deputy Director of the Multi-National Coordination Center during Exercise KEY RESOLVE, March 11, 2015. In October 2015, Gen. Lee became ROK Chairman of the Joint Chiefs of Staff.



U.S. ARMY PHOTO/SGT BRIAN GIBBONS

The UNC Honor Guard, Knight Field, U.S. Army Garrison-Yongsan, Seoul, South Korea, October 21, 2013.



COMBINED FORCES COMMAND

The Combined Forces Command's motto – “Katchi Kapshida” or “We Go Together” – is more than a rhetorical assurance that American and Korean Service Members “go together” toward their common mission. It is a statement of purpose for the combined U.S.-ROK entity that carries out the Alliance's military responsibilities on a day-to-day basis – the Combined Forces Command (CFC).

The security of the United States and the Republic of Korea continue to benefit from one of modern history's most successful and long standing active alliances. Since the signing of the Armistice Agreement in 1953, both nations have remained steadfast in their commitment to the defense of South Korea through unified bilateral cooperation and a common vision of stability, security, and prosperity within the region. This commitment was forged during the Korean War, solidified in the 1953 ROK-U.S. Mutual Defense Treaty, and has been consistently reinforced through the annual capstone consultative defense meetings, the Military Committee Meeting and Security Consultative Meeting.

An inconspicuous plaque in front of the CFC headquarters commemorates a momentous event in ROK-U.S. history. On November 7, 1978, the ROK-U.S. Combined Forces Command was established on the Yongsan Army Garrison's parade field as the bilateral warfighting command. Before that date, the United Nations Command (UNC) was the sole organization responsible for both the enforcement of the 1953 Armistice Agreement and the defense of South Korea. With the establishment of CFC, UNC was committed to the maintenance of the Armistice Agreement as an international coalition, while CFC-led deterrence and preparations for the defense of South Korea.

The U.S.-ROK relationship has evolved over the years to adjust to changes that have occurred within each nation. The establishment of CFC reflected the continuing maturation of the U.S.-ROK relationship, and recognized South Korea's emerging economic growth and expanding defensive capabilities. CFC has continued to evolve over the decades. The members of the 24th Security Consultative Meeting in October 1992 agreed to support a plan to transfer peacetime operational control (OPCON) to South Korea and, in December 1994, ROK forces in Armistice were formally placed under the operational control of the ROK Joint Chiefs of Staff. The next significant change in the Alliance will be the transfer of wartime OPCON to South Korea, which has long been a goal of both countries. Completion of this transfer will also bring South Korea one step closer to the goal of ROK-led defense of its nation.

CFC operates under a unique consultative system that ensures that its Commander executes his duties under direction and guidance from senior military and political leadership of both nations. The CFC Commander, General Curtis M. Scaparrotti, receives instructions from the bilateral Military Committee led by the Chairmen of both the U.S. and ROK Joint Chiefs of Staff, as well as from the Security Consultative Meeting led by the U.S. Secretary of Defense and the ROK Minister of National Defense. This system ensures that the U.S. and ROK work from a common understanding of and vision for the security environment in chartering defense plans. It also provides a critical node enabling the leadership of both nations to work together to develop solutions on critical defense issues.

CFC continues to adjust to challenges and adapt to existing and emerging threats. CFC has recently implemented several key initiatives to improve its bilateral



U.S. ARMY PHOTO/SFC STEVEN HITCHCOCK

CFC PERSPECTIVE

Combined Forces Command (CFC) provides an opportunity for ROK and U.S. forces to work together on a daily basis, fully integrated within every staff division across the combined command. ROK-U.S. forces shape policies, plans, and continuously assess the readiness of the combined force to defend against aggression. Additionally, each member of CFC who works alongside their counterpart benefits from a unique experience; not only are both working together to shape a stable security environment while ensuring the ROK-U.S. bilateral force is prepared to “Fight Tonight,” each member also shares a unique cultural immersion experience that further strengthens the ROK-U.S. common values that form the foundation of our Alliance.

A Korean Augmentation To the U.S. Army (KATUSA) Soldier (left) conduct battle drill movements with U.S. Army Soldiers, assigned to 1st Battalion, 27th Infantry Regiment, 2nd Stryker Brigade Combat Team, 25th Infantry Division, on Warrior Base, Georgia Range, South Korea, March 11, 2015.

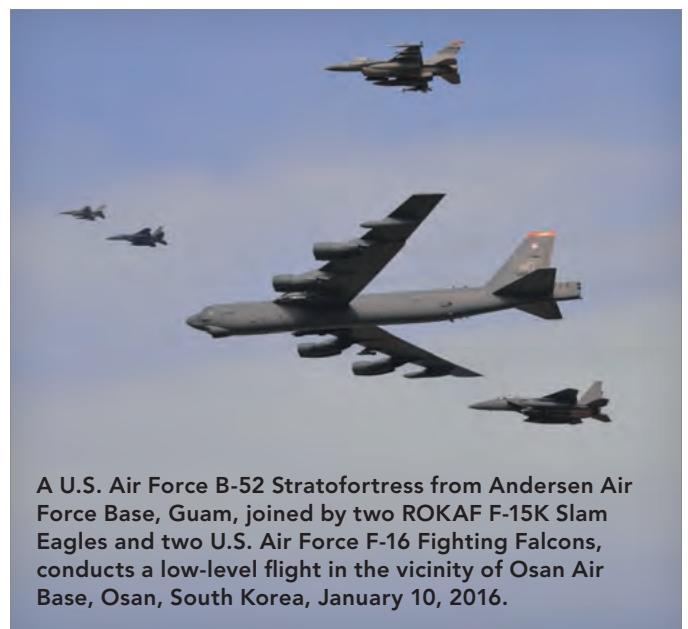


U.S. ARMY PHOTO/SGT RUSSELL YOUNG

Republic of Korea Minister of National Defense Han, Min-woo visits CP TANGO, Seoul, South Korea, August 26, 2015.

capabilities to deter threats. In 2015, CFC refined its concept for tailored deterrence of North Korea. It worked to improve Alliance counter-missile capabilities against a growing threat and developed new operational plans and concepts to keep up with the evolving North Korean threat.

Through these pathways, CFC leaders, both Korean and American, will continue to enhance the Command’s bilateral capabilities to deter threats and increase and maintain the highest readiness capabilities to “Fight Tonight.” The combined air show of force that the Alliance conducted in response to North Korea’s nuclear test in January 2016 demonstrated the strength of the ROK-U.S. Alliance and the resolve of both nations to maintain stability and security on the Korean Peninsula.



U.S. AIR FORCE PHOTO/STAFF SGT BENJAMIN SUTTON

A U.S. Air Force B-52 Stratofortress from Andersen Air Force Base, Guam, joined by two ROKAF F-15K Slam Eagles and two U.S. Air Force F-16 Fighting Falcons, conducts a low-level flight in the vicinity of Osan Air Base, Osan, South Korea, January 10, 2016.



▶ From left to right: U.S. Chairman of the Joint Chiefs of Staff Gen. Joseph F. Dunford Jr. salutes alongside U.S. Secretary of Defense Ash Carter, ROK Minister of Defense Han, Min-koo, and ROK Chairman of the Joint Chiefs of Staff Gen. Lee, Sun-jin, during an honor guard ceremony at the ROK Joint Chiefs of Staff headquarters in Seoul, South Korea, November 2, 2015.



U.S. NAVY PHOTO/PETTY OFFICER 2ND CLASS DOMINIQUE A. PINERO



UNITED STATES FORCES KOREA

COMMAND MISSION

The mission of United States Forces Korea (USFK) is to provide trained and ready forces to the United Nations Command (UNC) and the ROK-U.S. Combined Forces Command (CFC) for the defense of the Republic of Korea.

ROLE OF USFK

USFK supports the ROK-U.S. Mutual Defense Treaty of 1953 by providing a U.S. presence in Korea to enable the two countries to act together to deter armed attack and, if needed, to defeat aggression against the Alliance. USFK trains Soldiers, Sailors, Airmen, and Marines on the Korean Peninsula to ensure they are ready to “Fight Tonight.” The Command also provides forces to UNC for a myriad of Armistice maintenance functions. As a sub-unified command of U.S. Pacific Command (PACOM), USFK is an integral part of the deep U.S. commitment and presence in the Asia-Pacific region – one of the most important regions for U.S. vital interests.

Over the past year, USFK has worked aggressively to strengthen the readiness of the forces it provides to the Combined Forces Command and the United Nations Command. Focus areas included improving interoperability between ROK and U.S. systems; upgrading Command, Control, Communications, and Intelligence (C4I) infrastructure; preparing to relocate thousands of U.S. personnel to bases south of Seoul; and setting conditions to transfer wartime operational control of ROK-U.S. forces to the leadership of the Republic of Korea. To improve readiness, USFK also supported its on-Peninsula forces with fully trained and manned rotational combat units. Finally, USFK worked diligently with the South Korean military to establish and activate a ROK-U.S. Combined Division.



Rangers from 2nd Battalion, 75th Ranger Regiment conduct Full Mission Profile (FMP) Training in South Korea, March 26, 2015.

U.S. ARMY PHOTO PHOTO/SPC CODIE MENDENHALL

The net effect of these changes was to bolster the defense of South Korea and to strengthen the bonds between the Republic of Korea and the United States.

COMMAND'S IMPORTANCE

The Service Members of United States Forces Korea have stood side-by-side with their ROK and UNC Sending State partners for more than 60 years. Together, these forces maintained the Armistice that set the conditions for stability and prosperity in South Korea. Their contributions have helped the Republic of Korea grow into a prosperous, peaceful, and democratic nation. The continued presence of U.S. forces helps ensure the people of South Korea, including more than 51 million Koreans and nearly 200,000 Americans living and working in Korea, are protected from real and present threats from North Korea, to include long range artillery, ballistic missiles, nuclear weapons, special operations forces, and cyber-attacks.

COMMAND COMPONENTS

United States Forces Korea is a sub-unified command of U.S. Pacific Command and a force provider for Combined Forces Command with an Armistice manning of 28,500 Soldiers, Sailors, Airmen, and Marines. There are four service components and one functional command located in the Republic of Korea.



EIGHTH U.S. ARMY

- Commander: LTG Vandal
- Headquarters: Yongsan, South Korea
- Authorized approximately 20,000 Soldiers



SEVENTH AIR FORCE

- Commander: Lt Gen O'Shaughnessy
- Headquarters: Osan, South Korea
- Authorized approximately 8,000 Airmen



U.S. NAVAL FORCES KOREA

- Commander: RDML Byrne
- Headquarters: Busan, South Korea
- Authorized approximately 300 Sailors



U.S. MARINE CORPS FORCES KOREA

- Commander: MajGen Hedelund
- Headquarters: Yongsan, South Korea
- Authorized approximately 100 Marines



SPECIAL OPERATIONS COMMAND KOREA

- Commander: BG Deedrick
- Headquarters: Yongsan, South Korea
- Authorized approximately 100 Service Members
- A functional component command tasked to plan and conduct special operations on the Korean Peninsula

U.S. AIR FORCE PHOTO/STAFF SGT. MAESON L. ELLEMAN

U.S. ARMY PHOTO/SPC. STEVEN HITCHCOCK



A U.S. Air Force F-16 Fighting Falcon from the 35th Fighter Squadron at Kunsan Air Base, Kunsan, South Korea, refuels from a U.S. Air Force KC-135 Stratotanker, August 19, 2015.



U.S. Army Soldiers conduct air assault sling load training on Warrior Base, New Mexico Range, South Korea, during Exercise FOAL EAGLE, March 18, 2015.



Marines prepare for training at the Story Live Fire Range Complex, Paju, South Korea, during KOREAN MARINE EXCHANGE PROGRAM 15-19, June 2, 2015.

U.S. MARINE PHOTO/LANCE CPL. ROBERT WILLIAMS JR.



The USS Fort Worth (LCS 3) transits to conduct Exercise FOAL EAGLE, March 11, 2015.

U.S. NAVY PHOTO/MC2 DANIEL M. YOUNG



U.S. ARMY PHOTO/PFC. SAMANTHA VAN WINKLE

EIGHTH ARMY

SHAPING THE OPERATIONAL ENVIRONMENT
FOR A MORE PREDICTABLE FUTURE

Eighth Army and its South Korean partners have stood together as a critical deterrent to the unpredictable, lethal threat posed by North Korea for more than six decades. During that time, readiness through tough, realistic training has remained the core element of our combined defense posture.

ENDURING ALLIANCE

Eighth Army has a long history of working with the ROK Army to help build their capacity and capabilities, beginning with the Korea Military Advisory Group during the Korean War. As the South Korean military evolved into a modern, highly trained defense force, the U.S. focus has shifted from security force assistance to the goal of integrating our combined warfighting capabilities.

In 2015, Eighth Army took a positive step toward integration with the establishment of the first-ever ROK-U.S. Combined Division, comprised of elements from both the U.S. 2nd Infantry Division and the Third ROK Army. The 2nd Infantry Division serves as the core of the Combined Division, with a functioning integrated staff under Armistice

conditions that becomes fully integrated in wartime. Also, a ROK Army mechanized brigade will habitually train with the newly formed Combined Division's subordinate units to develop shared capabilities.

The 2nd Combined Infantry Division displayed enhanced interoperability in October 2015 as the combined staff completed its first major training together during the biennial, computer-based, Warfighter mission control exercise.

In the coming year, Eighth Army will continue to implement transformational initiatives to strengthen interoperability within Combined Forces Command. One such initiative will establish a Combined Ground Component Command with a headquarters in Yongin, South Korea.



U.S. NAVY PHOTO/MC1 KORI MELVIN



U.S. ARMY PHOTO/SGT. SAMUEL NORTHROP

FACING: U.S. Army Soldiers from 2nd Battalion, 11th Field Artillery Regiment, 2nd Stryker Brigade Combat Team, conduct a live fire exercise with an M777 Howitzer with ROK Soldiers, March 15, 2015.

ABOVE: U.S. Army divers conduct diving operations to clear sea channels during the build-up to exercise COMBINED JOINT LOGISTICS OVER-THE-SHORE (CJLOTS) 2015, at Anmyeon Beach, South Korea, June 27, 2015.

PREPARING FOR THE FUTURE

This is an exciting time to serve in Eighth Army as it prepares for the most profound changes to the Alliance since the Korean War. On-going theater transformation initiatives will further modify the force structure by consolidating U.S. forces at two primary hubs: U.S. Army Garrison-Humphreys and U.S. Army Garrison-Daegu.

This re-stationing effort will create a less intrusive geographic presence, while positioning U.S. forces to gain better efficiencies by reducing the number of camps in South Korea – all to enhance readiness. Once transformation is complete, Eighth Army will be better postured to support the Alliance with efficient, sustainable support to carry on our enduring mission of local, regional, and global scope for well into the future.

Once established, the Combined Ground Component Command will improve the bilateral structure of the primary ground component command of the Alliance and enhance training, planning, ground force synchronization, and operations between ROK and U.S. forces.

SUSTAINABLE READINESS THROUGH ROTATIONS

The U.S. Army is introducing several new programs across the force as it moves toward a vision of being regionally engaged to sustain combat readiness in a time of reduced resources. One such program, the Regionally Aligned Forces (RAF) initiative, rotates forces into strategic locations to operationalize the strategic land power concept and fulfill the Army’s vision of becoming globally responsive.

Eighth Army welcomed the first brigade-sized unit to deploy to Korea under RAF in June 2015 when the 2nd Armored Brigade Combat Team (BCT), 1st Cavalry Division arrived from Fort Hood, Texas. The 2nd BCT quickly demonstrated the culturally attuned, scalable, mission-prepared capabilities that can be expected under RAF. Within just two months after the unit arrived, they were able to integrate with the ROK Army to conduct a combined, joint exercise at Nightmare Range in Pocheon, South Korea.

The seamless integration of rotating units with local U.S. and ROK components serves as a force multiplier for the Alliance, supports the Army’s long-term strategic objectives, and provides tailored flexibility for the future force structure in South Korea.

“ Neither a wise nor a brave man lies down on the tracks of history to wait for the train of the future to run over him.”

*Dwight D. Eisenhower,
Former General of the Army and
34th President of the United States*

CONCLUSION

As Eighth Army continues to evolve to defend against an emerging, asymmetric North Korean threat, setting the stage for the future is vital. By continuing to seek out new ways to increase combined and integrated warfighting capabilities, Eighth Army will be able to consolidate gains among functional combatant commands, achieve sustainable security outcomes in support of the Alliance, and be in a better position to shape outcomes and provide a level of predictability in this increasingly unpredictable and complex operating environment.



U.S. AIR FORCE PHOTO/STAFF SGT. NICK WILSON

SEVENTH AIR FORCE

As tensions between South Korea and North Korea increased in August, the Korea Airpower Team was ready to deter aggression, maintain the Armistice, and defeat any attack against the Alliance.

Readiness is, without question, the critical ingredient to maintaining a credible deterrent on the Korean Peninsula. The Korea Airpower Team focused its efforts in 2015 on ensuring crews, aircraft, and all Airmen have the training, readiness posture, and procedures in place to “Fight Tonight.”

The Korea Airpower Team took significant steps forward in maintaining combat readiness this year through more focused, realistic exercises. The ROK Air Force (ROKAF) and Seventh Air Force participate in more than 30 bilateral exercises every year, covering a wide variety of mission sets including tactical-level base defense, combat search and rescue, and combat sortie generation. Airmen hone strategic to operational command and control competencies through Exercises ULCHI FREEDOM GUARDIAN and KEY RESOLVE. Traditionally, exercises for the Korea Airpower Team have separated the tactical and strategic levels of operation. This year, the inaugural Exercise

VIGILANT ACE provided the missing training piece as we shifted our focus to testing our ability to generate combat airpower while validating and exercising real-world planning factors, as well as developing and strengthening operational-to-tactical linkages.

VIGILANT ACE spanned eight bases in Korea and included U.S. flying units based in Japan, Guam, and the United States. More than 21,000 U.S. and ROK Service Members participated, to include U.S. Airmen, Soldiers, Sailors, Marines, and Air National Guardsmen. Approximately 230 USAF and ROKAF aircraft participated from the Peninsula, and approximately 50 aircraft and 1,000 Service Members deployed to the South Korea to generate combat airpower from contingency locations. Overall, more than 2,200 combat sorties were generated, providing realistic training and helping validate the Korea Airpower Team’s ability to fly and sustain the preplanned air tasking order in simulated combat conditions with little or no warning.

Exercise VIGILANT ACE also strengthened the ROK-U.S. Alliance. It increased our interoperability and our presence as a combined airpower team that can deter

FACING: An F-16 Fighting Falcon takes off at Jungwon Air Base during Exercise BUDDY WING 15-6 to enhance U.S. and ROKAF air combat capability, July 8, 2015.

RIGHT: Senior Airman Allen Avery III loads 20-mm rounds into AN F-16 during the VIGILANT ACE 16 exercise on Osan Air Base, Osan, South Korea, November 2, 2015.



U.S. AIR FORCE PHOTO/SENIOR AIRMAN KRISTIN HIGH



Members of the U.S. and ROK militaries man the operations floor in the Hardened Theater Air Control Center during the first day of Exercise ULCHI FREEDOM GUARDIAN, Osan, South Korea, August 16, 2015.

U.S. AIR FORCE PHOTO/AIRMAN 1ST CLASS JOHN LINZMEIER

aggression in the region. The ROK Air Force flew sustained 24-hour simulated combat operations, which is a tremendous logistical feat that marks another milestone as they continue to advance into one of the most technologically capable air forces in the world. Many planning assumptions were tested during VIGILANT ACE, and subsequent iterations will make us a more capable, responsive Korea Airpower Team.

Within the Korea Airpower Team, intelligence, surveillance, and reconnaissance (ISR) professionals maintain readiness and provide senior leaders with timely information to create decision space and maneuver space over potential adversaries. Seventh Air Force, as the supported command for airborne ISR on Peninsula, maintains a constant state of readiness. The air component drives a global ISR enterprise capability against the North Korean military, and this constant readiness requires a combination of robust ISR capabilities and capacities, as well as an agile tasking process ready for collection, processing, exploitation, and dissemination at all times.

In 2015, the Korea Airpower Team initiated the design for a new Korea Air Operations Center (KAOC) and Korean Combat Operations Intelligence Center, which will support current and future ISR technologies. Today's KAOC was built in 1983, and has served our command and control and intelligence-gathering community well over the decades. However, technological advances in the 21st century are outpacing the KAOC's capacity.

The new operations center is designed to further integrate ROK and U.S. ISR capabilities, thus achieving a level of interoperability unsurpassed in any other coalition alliance. The new facility will enable capabilities that are

not in use today. The ROKAF plans to integrate a new high-altitude unmanned aerial vehicle capability with the USAF's standing fleet of U-2s, allowing us to overlap the advantages of both platforms to further enhance an already superb intel-gathering program and feed directly into the global ISR enterprise.

With evolving threats in Northeast Asia, interoperable ISR between the U.S. and our ROK counterparts is more critical to airpower than ever before. The synergistic effects achieved through sharing our ISR capabilities allow us to find, fix, track, and target significantly better than we would separately. The new KAOC will allow us to continue seeking innovative ways to improve our combat effectiveness through ISR capabilities.

Readiness is critical for the Korea Airpower Team as a whole, but to maintain a credible deterrent force, readiness must be maintained at the individual level as well. Korea is a very demanding place to serve, and each Airman needs to perform at his/her very best for the unit to succeed. To that end, Seventh Air Force is completely dedicated to maintaining a healthy work environment that promotes peak mental, physical, and emotional fitness for every Airman. Seventh Air Force is committed to eliminating sexual harassment, sexual assault, bullying, and any other workplace factor that can divide the focus of Airmen, Civilians, and their Dependents.

The ROK-U.S. Alliance has produced the most potent bilateral airpower team in history. Working together, we are constantly improving our readiness, interoperability, and combat capabilities to maintain a strong deterrent presence in the skies over Korea. Together, we will continue to do our part to preserve stability in Northeast Asia.



U.S. NAVY PHOTO / MC3 CHRIS CAVAGNARO

COMMANDER U.S. NAVAL FORCES KOREA

Commander, U.S. Naval Forces, Korea (CNFK) is the U.S. Navy's representative in the Republic of Korea and provides leadership and expertise in naval matters that support the UNC/CFC/USFK Commander's mission. CNFK works closely with the ROK Navy to improve institutional and operational effectiveness and to strengthen collective security efforts in the Korean Theater. Both Navies coordinate multilateral participation in several combined exercises and events each year designed to sustain and strengthen the Alliance, maintain the Armistice, and transform and sustain the force.

Throughout the year, the U.S. and ROK Navies work together in more than 20 bilateral and multilateral exercises including the command post exercises ULCHI FREEDOM GUARDIAN (UFG) and KEY RESOLVE (KR). Along with UFG and KR, CNFK also participates in the field training exercise FOAL EAGLE, enabling both U.S.

and ROK Navies to exercise the full spectrum of maritime operations from anti-submarine warfare, joint tactics and maneuvering, salvage operations, mine warfare, and harbor recovery operations.

To improve interoperability among combined forces and maintain the Armistice by being ready to "Fight Tonight," the U.S. and ROK Navies join their Marine Corps counterparts to conduct Exercise SSANG YONG (which means "Twin Dragons" in Korean). The exercise demonstrates the combined Naval and Marine forces' ability to rapidly execute a full range of military operations and contingencies in the Republic of Korea. The Bilateral Anti-Submarine Warfare Cooperation Committee, co-chaired by the commanders of the ROK Fleet and U.S. 7th Fleet, was established in 2014 to synchronize the numerous efforts of both Navies spanning three domains (surface, subsurface, and aviation) to improve capability in this crucial warfare area.

FACING: The Military Sealift Command dry cargo and ammunition ship USNS Matthew Perry (T-AKE 9) prepares to pull alongside the Nimitz-class aircraft carrier USS George Washington (CVN 73) during a replenishment-at-sea.

RIGHT: Lt. Nicholas Gall, a shooter aboard the Nimitz-class aircraft carrier USS George Washington (CVN 73), launches an F/A-18F Super Hornet from the "Diamondbacks" of Strike Fighter Squadron (VFA) 102 from the ship's flight deck, August 7, 2015.

U.S. NAVY PHOTO/MASS COMMUNICATION SPECIALIST CLEMENTE A. LYNCH



U.S. NAVY PHOTO/MASS COMMUNICATION SPECIALIST PATRICK DIONNE

U.S. Navy presence in the Republic of Korea helps maintain the Armistice. U.S. Naval Forces help encourage dialogue, promote growth, and ensure the free flow of trade. Routine ship visits, including the only forward-deployed U.S. aircraft carrier USS Ronald Reagan (CVN 76), help foster relationships through theater security cooperation engagements and community outreach events.

The U.S. and ROK Navies join together to help revitalize the United Nations Command (UNC) through an annual combined Mine Warfare (MIW) event aimed at improving proficiency and enhancing capabilities across the full spectrum of maritime MIW operations. CNFK hosts the annual UNC Naval Component Commander Mine Countermeasures Symposium, and ROK Navy Flotilla 5 hosts the multi-national MIW exercise CLEAR HORIZON.

In an ongoing effort to both transform the Alliance and sustain the force, CNFK relocated the majority of headquarters staff from the U.S. Army Garrison-Yongsan in Seoul to the ROK Navy base in Busan to work shoulder-to-shoulder with the ROK Navy on a daily basis. This is the only U.S. headquarters located on a ROK base. CNFK is still preparing to relocate a portion of the staff to U.S. Army Garrison-Humphreys near Pyeongtaek in the following years. The headquarters move and ongoing relocation initiative facilitate transitioning of wartime operational control for contingencies on the Korean Peninsula and the end-state will ensure CNFK is better positioned to support the ROK Navy in maintaining stability in the region.



U.S. NAVY PHOTO/MCZ CHRISTIAN SENYK

1. Sailors heave a mooring line as the Arleigh Burke-class guided-missile destroyer USS Fitzgerald (DDG 62) arrives in Busan, South Korea, May 1, 2015.

2. Senior Chief Fire Controlman Clayton Smith stands watch aboard the Arleigh Burke-class guided-missile destroyer USS Mustin (DDG 89) during bilateral training with the ROK Navy, October 27, 2015.



U.S. MARINE CORPS PHOTO/PFC. CEDRIC R. HALLER II

MARINE FORCES KOREA

Marine Forces Korea (MARFORK) is the Marine service component headquarters assigned to United States Forces Korea to advise the USFK Commander on the employment of Marines and amphibious forces on the Korean Peninsula. As the Command representative of the U.S. Marine Corps, MARFORK upholds the USFK Commander's priorities by maintaining a close relationship with the ROK Marine Corps, aiding in the coordination and planning of U.S. Marine units' training on the Korean Peninsula, advocating for friendly nations to prepare their amphibious forces to operate if necessary on the Peninsula, and developing bonds with the Korean people.

MARFORK understands the necessity of maintaining a strong partnership with our brothers and sisters in the ROK Marine Corps and that is evident in our very close relationships. Communications between MARFORK and ROK Marine Headquarters occurs daily to discuss planning, combined training, and integration. ROK Marines continue to improve and enhance their Corps, from

developing new training facilities to integrating an aviation element into their overall structure – and MARFORK is proud to assist as true Alliance partners. Furthermore, general officers from both services convene on a scheduled and recurring basis to ensure their operational goals are synchronized.

One of MARFORK's priorities during its day-to-day operations is how to support U.S. Marine units' training in South Korea. This is accomplished through the Korean Marine Exercise Program (KMEP), a year-round program that, in accordance with the UNC/CFC/USFK Commander's priorities, maximizes training for both U.S. and ROK Marines in a combined environment. In 2015, MARFORK, in conjunction with the III Marine Expeditionary Force from Okinawa, Japan, coordinated and executed 19 KMEP training events, which ranged from platoon to battalion-level training and covered the full spectrum of military operations. These events took place in various locations throughout South Korea, enhancing U.S. Marines' familiarization of the Korean



U.S. MARINE CORPS PHOTO/SGT. JUSTIN A. BOPP



31st Marine Expeditionary Unit (MEU) participates in the KOREAN MARINE EXCHANGE PROGRAM in the waters to the east of the Korean Peninsula, March 29, 2015.

U.S. NAVY PHOTO/MC3 SCOTT BARNES

ABOVE: A U.S. Marine with 1st Platoon, Fox Company, posts security during a patrol during the MILITARY OPERATIONS IN URBAN TERRAIN (MOUT) and patrolling portion of KOREAN MARINE EXCHANGE PROGRAM 15-8 in Pohang, South Korea, as a part of PENINSULA EXPRESS 15, July 2015.

FACING: U.S. Marine 1st Lt. Taylor L. Paul, center, points out an enemy position during the KOREAN MARINE EXCHANGE PROGRAM at the Cham Sae Mi Close-Quarters Battle Training Facility in Pohang, South Korea, February 10, 2015.

RIGHT: U.S. and ROK Marines train on explosive ordnance detection methods at Camp Mujuk, South Korea, during KOREAN MARINE EXCHANGE PROGRAM 15-9, June 8, 2015.



U.S. MARINE CORPS PHOTO/CPL. JOEY S. HOLEMAN, JR.

Peninsula while simultaneously developing the kind of faith and trust between our forces that can only be established through rigorous and realistic training.

Should the need arise for other nations to send forces to South Korea, MARFORK stands ready to advise the UNC Commander on the integration of these nations' amphibious units in the critical early hours and days of a crisis. As the UNC Marine Component, MARFORK advocates for other allied forces to participate in exercises as well as serves as the integrator of these forces for UNC during a time of crisis into the Combined Marine Component Command. This includes not just Marine forces but also other allied service units, aviation and ground, designated to be employed with that command.

MARFORK not only brings the Marine Corps' esprit de corps and amphibious technical expertise to the Korean Peninsula, but also its traditions and commitment to social responsibility. One of the main ways it does this is through its annual "Toys for Tots" program,

an initiative started by the U.S. Marine Corps Reserve over 65 years ago. In December 2015, the Marines of MARFORK collected over 1,300 toys that were subsequently delivered to community centers, children's hospitals, and orphanages across the Korean Peninsula. Through "Toys for Tots" and other community efforts, MARFORK continues to strengthen the bonds between Service Members and our Korean neighbors.

Although a small presence when compared with other service components on the Korean Peninsula, MARFORK nevertheless assumes a large responsibility during both Armistice and contingency operations. Whether it is building goodwill with the Korean people to sustain the Alliance or vigorously training with the ROK Marines through the Korean Marine Exercise Program, the Marines of MARFORK work professionally to facilitate a combined amphibious fighting force able to respond to any challenge it may face and support the priorities of the UNC/CFC/USFK Commander to "Fight Tonight."



U.S. MARINE SPECIAL OPERATIONS (MARSOC) PHOTO

SPECIAL OPERATIONS COMMAND KOREA

Special Operations Command Korea (SOCKOR) is a sub-unified command of Pacific Command (PACOM), under the operational control of United States Forces Korea. As the Theater Special Operations Command, SOCKOR provides the USFK Commander a Joint Special Operations crisis response capability to deter or defeat North Korean asymmetric capabilities and maintain the Alliance.

SOCKOR is an operationally focused headquarters, responsible for planning and conducting special operations. SOCKOR is the only Theater Special Operations Command stationed and training in a complex operating environment in which we may be called upon to fight with little to no warning. Nested with U.S. Special Operations Command (USSOCOM), it maintains reach-back capability to U.S. interagency and intergovernmental partnerships. SOCKOR, integrated with its ROK partners, is prepared to execute the full spectrum of special operations to support warfighting capabilities and maintain stability in Northeast Asia.

During Armistice, crisis, and war, SOCKOR provides Special Operations Forces (SOF) to counter and defeat emerging North Korean threats, develops supporting plans, and coordinates with the Republic of Korea (ROK) Special Warfare Command, ROK Navy Special Warfare Flotilla, ROK Air Force 255 Special Operations Squadron, and United

Nations Command (UNC) Sending States SOF in support of the UNC/CFC/USFK Commander. In the event of hostilities, SOCKOR will task-organize as a Special Operations Joint Task Force, aligning U.S. and UNC Special Operations Forces into functional task forces. The SOCKOR Commander also serves as the Deputy Commander of the ROK-U.S. Combined Unconventional Warfare Task Force (CUWTF), one of the six warfighting components of the Combined Forces Command.

The transformation to an operationally focused headquarters enabled SOCKOR to affect a paradigm shift in three key areas – mission command of rotational SOF forces, training tempo, and ROK partner engagements. This shift was vital to ensuring that SOCKOR provides USFK with unique capabilities and strategic special warfare options. The investment by USSOCOM and the strength of its partnership with Special Operations Command Pacific (SOCPAC), coupled with its innovative and committed ROK and UNC special operations partners are advancing multinational special operations interoperability and warfighting capabilities. The U.S. SOF Posture Plan greatly increased rotational Special Operations Forces into Korea from all USSOCOM components. During the FOAL EAGLE exercise in 2015, over 900 U.S. Special Operations Forces trained on the Korean Peninsula including the 75th Ranger Regiment, 1st and 19th Special Forces



SOCKOR PHOTO



ROK MILITARY PHOTO/KIM NAM YONG

ROK Army Special Warfare Forces conduct cold weather training, January 8, 2015.

ABOVE: An M-240 machine gun team from 1st Special Forces Group (Airborne) sets up a suppressive base of fire during urban warfare training, Exercise FOAL EAGLE, March 2015.

FACING: Elements from U.S. Marine Special Operations and Navy SEALs conduct a Low Level Static Line (LLSL) water jump in the waters off South Korea.

participated in FOAL EAGLE and the two annual command post exercises, KEY RESOLVE and ULCHI FREEDOM GUARDIAN, on the UNC Special Operations Command (UNCSOC) and CUWTF staffs. UNC SOF partnerships are critical to SOCKOR for their combat-proven experience and specialized expertise. Additionally, their presence further strengthens the ROK-UNC SOF partnership while their contributions develop and shape strategic options for countering asymmetric threats to the Alliance. In 2016, U.S., ROK, and UNC SOF partners will enhance combined special operations adaptability, interoperability, and flexibility.

Due in part to the forward vision of ROK special operations leadership, SOCKOR partner engagements are no longer the periodic engagements of the past, but are instead sustained, targeted partner engagements. This new approach demonstrates a resolve by ROK and U.S. leaders to advance combined special operations capabilities. Building sustained relationships of this nature fosters both enduring relationships between combined forces and enables institutional leader development. Developing the next generation of combined Special Operations Forces under this concept is imperative to respond to emerging asymmetric threats to the region.

Groups, USAF 353rd Special Operations Group, and Navy Special Warfare Group 1.

The tempo and complexity of special operations training also increased during 2015 with U.S. and ROK forces conducting 10 diverse and challenging Joint Combined Exchange Training exercises. The combined full mission profile training events exceeded previous years in number, diversity, and the integration of special and conventional forces and platforms. In 2015, UNC Sending State partners

The strong relationship between SOCPAC and SOCKOR is evident in operationally focused achievements over the last year. Command Arrangement Agreements, collaborative planning, and expanded training opportunities, particularly for U.S. and Combined Maritime Special Operations Forces, have markedly improved U.S. and combined SOF readiness. Both Commands are better postured to deter, counter, or defeat the complexity of challenges and threats in the Pacific and on the Korean Peninsula.

SOCKOR is committed to its ROK partners. This enduring relationship spans more than 60 years and is paramount to both sides' ability to support the Alliance. Both staffs work together daily and U.S. Army, Navy, Marine, and Air Force SOF elements liaise and train regularly with ROK SOF units. Special Forces Detachment-39 and active and reserve Special Forces Groups partner with the ROK Special Warfare Command brigades. U.S. Air Force Special Operations maintain monthly training with both the ROK Air Force 255th Squadron and ROK Special Forces. The Joint Special Operations Liaison Element coordinates with the U.S. Seventh Air Force and ROK Air Force Operations Command to ensure both Special Operations Forces and conventional air platforms are available. A rotational U.S. Navy SEAL liaison element is co-located with the ROK Naval Special Warfare Flotilla and two combined comprehensive training events in 2015 were the first of their kind to occur in Korean waters.

SOCKOR secured new authorities and agreements, enhanced U.S. SOF force posture and mission command on the Peninsula, and redefined its ROK partner engagements. The presence of rotational Special Operations Forces underpins the Alliance's ability to maintain the combined crisis response capability and ensures sustained engagements with ROK ground, maritime, and aviation partners. The ability to leverage a crisis response capability with operational Special Operations Forces or employ unique combined special operations capabilities provides U.S. military and national leaders with strategic options to deter or defeat North Korean asymmetric threats.



FORCE RELOCATION

U.S. ARMY PHOTOS/CLINT STONE

After years of close coordination and hard work between the United States and the Republic of Korea, the program to move the majority of U.S. forces from Seoul and north of Seoul, to areas in the southern half of South Korea is nearing completion. Referred to as the United States Forces Korea Relocation Program, it consists of two ROK-U.S. bilaterally agreed upon plans: the Yongsan Relocation Plan and the Land Partnership Plan. Overall, the relocation program enhances ROK-U.S. Alliance readiness for stability on the Korean Peninsula.

This program consolidates U.S. forces into two enduring hubs: a Central Hub around the cities of Osan and Pyeongtaek, and a Southern Hub around the city of Daegu. Stationing the majority of U.S. forces into these two hubs improves operational readiness and efficiencies. In addition, it enhances the quality of life for our personnel with the construction of new and modern offices, operational and support facilities, and housing. The result is some of the newest and most modern facilities that the U.S. military has around the world.

The \$10.7 billion relocation program is a tremendous commitment and undertaking for the Alliance. Since 2006, thousands of trucks have placed over 14 million cubic yards of dirt to raise the former rice paddies above the flood plain. The Humphreys Garrison has tripled in size to nearly 3,500 acres. Currently, at the peak of construction, workers are constructing 655 new buildings and remodeling or demolishing 340 existing

ABOVE: Future home of Eighth Army and USFK HQ with Family Housing in the background, aerial tour of U.S. Army Garrison Humphreys, Pyeongtaek, South Korea, August 27, 2015.

buildings to accommodate the increase in population from approximately 12,000 to more than 36,000 Service Members, Families, Civilian employees, Contractors, and Korean Augmentees to the U.S. Army (KATUSAs). At the end of 2015, approximately 65% of the program was done. Key facilities completed to date include an elementary school, a high school, family housing high rises, a child development center, waste water treatment plant, an airfield operations building, an area distribution node, a medical brigade headquarters, a barracks project, and two dining facilities. This year, the Garrison expects to complete a Televideo center, railhead, dental clinic, vehicle maintenance facilities, additional barracks, a communication center, new headquarters for the Eighth Army and USFK, a PX and commissary, chapel, post office, library, training facilities, and an additional child development center. With few exceptions, the majority of new construction at Humphreys will be complete by the end of 2016, and the majority of unit relocations will occur from 2016 through 2018.

Although the majority of the program is focused on U.S. Army Garrison-Humphreys, 64 additional projects



Family housing, aerial tour of U.S. Army Garrison Humphreys, Pyeongtaek, South Korea, August 27, 2015.



Newly built barracks with motor pools in the background, aerial tour of U.S. Army Garrison Humphreys, Pyeongtaek, South Korea, August 27, 2015.



Morning Calm Conference Center, U.S. Army Garrison Humphreys, Pyeongtaek, South Korea, March 31, 2015.

throughout Korea were resourced between 2007 and 2015. Highlights include: a runway replacement at Osan Air Base, a consolidated communications facility in Chinhae, a new CNFK (Commander Naval Forces Korea) Headquarters on the ROK Navy compound in Busan, a consolidated

Battalion Headquarters and one Unaccompanied Enlisted Personnel Housing (UEPH) at Daegu, and Hardened Aircraft Shelters at Kunsan Air Base.

The relocation program is well on its way to realizing its goal of modernizing the warfighting Command in Korea, a key milestone in the Command's efforts to implement a vital element of the enduring commitment between the United States and the Republic of Korea.

USFK COMMUNITIES AND COMMUNITY RELATIONS WITH OUR KOREAN NEIGHBORS

USFK COMMUNITIES

USFK Communities sustain strong partnerships with our South Korean hosts through thriving and energetic families and communities on all of our installations across the Korean Peninsula. Numerous base and community organizations and recreational activities sustain the Command's families and military force. Whether it is youth sports, clubs, church groups, or any of myriad recreational activities available to Service Members, Civilian employees, and Families, or unique cultural experiences with our Korean partners, service in South Korea represents some of the best opportunities in the Department of Defense.

EIGHTH ARMY PHOTO/PFC. DONGKWON SUH



Residents of Seoul show their support to the International Peace Marathon Festival in Seoul, South Korea.

From Jinhae in the south to Dongducheon near the DMZ, our strong military and civilian USFK communities engage every day with their vibrant Korean neighbors.

This is a two-way exchange, as many Korean groups work to deepen the links between USFK and Korean society. Friendship associations like Korean American Friendship Association and People to People, Korea demonstrate a commitment to maintaining strong bonds, while most South Korean people support the Alliance (84% of South Koreans see the United States favorably, according to a recent poll).

Inside USFK's bases, community-building not only supports Service Members, but also extends to their families. Students have access to world-class education – Seoul American Middle School and the Chinhae CT Joy Elementary School are National Blue Ribbon Schools of Excellence. Over 40% of the senior classes at Seoul American High School and Humphreys High School earned a 3 or higher on one or more Advanced Placement tests, double the national average. New schools opened in 2013 at Camp Humphreys and two more will open in 2016. Two schools in Daegu and one at Osan are also scheduled to be modernized.

Sports, recreation, and leisure are also a major component of life in USFK communities. There are golf courses and driving ranges in Camp Red Cloud, Camp Casey, Camp Walker, Sungnam, Yongsan, Osan, and Pyeongtaek. There are ten bowling centers on bases across the Peninsula. Sports programs support flag football, soccer, softball, Tae Kwon Do, skiing, track and field, and more. Also, there are 15 recreation centers that offer pool tables, table games, and audiovisual entertainment.

USFK communities have a robust support network for families. Family Readiness Groups, a network of family members, volunteers, and Service Members provide mutual support and assistance. The Family Employment Readiness Program assists family members in acquiring professional skills such as networking and resume writing.



U.S. ARMY PHOTO



U.S. ARMY PHOTO

TOP: Independence Day Celebration, USAG Red Cloud, Uijeongbu, South Korea, July 4, 2015.

BOTTOM: International Marathon, Daegu, South Korea, April 6, 2015.

The Financial Readiness Program assists Service Members and their family members with their financial affairs. Child, Youth, and School Services provide quality child and youth development options for families.

The Command's Better Opportunities for Single Soldiers (BOSS) program identifies well-being issues and concerns by recommending improvements through the chain of command. BOSS encourages and assists single Service Members in identifying and planning recreational and leisure activities, as well as community service opportunities.

U.S. ARMY PHOTO/TERESE TOENNIES



U.S.A. Football Camp at U.S. Army Garrison Humphreys, Pyeongtaek, South Korea, May 3, 2015.

COMMUNITY RELATIONS

Our community relations efforts further strengthen the ROK-U.S. Alliance through a variety of programs designed to increase positive engagement between the people of U.S. Forces Korea (USFK) and the Korean people. These programs help cultivate personal interactions and create a more positive image of the United States and the American military as we meet Koreans across the Peninsula.



Commander, Headquarters and Headquarters Company, USAG Yongsan, Cpt. Kim and Soldiers dig a hole before planting a tree, April 8, 2015.

U.S. ARMY PHOTO/SGT. MOON HYUNGJU



Navy Petty Officer 2nd Class Isabel P. Ralston, a boatswain's mate, performs the hula hoop with Chong, Sun-Young at the Miewon Orphanage, August 22, 2015.

U.S. NAVY PHOTO/GRADY T. FONTANA

Near the Demilitarized Zone (DMZ), the United Nations Security Battalion-Joint Security Area runs a robust Good Neighbor Program sponsoring the elementary school in the village of Taesong Dong, located within the DMZ and less than one mile from North Korea. This unique relationship, built over the past 60 years, continues to thrive as our Soldiers work hand-in-hand with the school and faculty to support activities for the students. Soldiers of the battalion regularly engage with the students through sporting events, English classes, and various holiday events.

Students from the Seoul area get a chance to visit the DMZ as part of the Student Security Education Program conducted on U.S. Army Garrison-Yongsan. The students arrive on base each Saturday morning for a lesson on the Korean War, the current security situation, and an explanation of the roles of the United Nations Command, Combined Forces Command, and U.S. Forces Korea. Afterward, they are taken to the DMZ observatory and an old North Korean invasion tunnel before getting a firsthand look at North Korea at the Joint Security Area in Panmunjom. One student remarked she knew that the U.S. military was in Korea but did not know why until she participated in this program.

At Osan Air Base, south of Seoul, Seventh Air Force Airmen are given the unique opportunity of participating in the Korean language and cultural orientation program known as the Korea Indoctrination Program (KIP). The nearby City of Pyeongtaek and Pyeongtaek University co-host this two-day training in which Airmen learn about the Korean language, music, etiquette, and culture. They also visit the DMZ, attend Korean cooking classes, and tour key areas of interest in Seoul. More than 1,000 Airmen participate in this program annually. Additionally, Airmen and local citizens come together for the annual Korean-American Friendship Festival hosted by the Songtan Chamber of Commerce where Airmen are introduced to different Korean foods and provided an opportunity to view Korean cultural performances.

University students will be the future leaders of South Korea and their perceptions of the U.S. military in Korea can be shaped by early contacts with our Service Members. The U.S. Army Garrisons at both Humphreys and Daegu have established intern programs in cooperation with nearby universities. Between the two garrisons, they are able to accommodate about 150 students per year from 11 universities working in various garrison offices, military units, and Department of Defense Education Activity schools. Each

CONTINUED AFTER TEAR OUT COMMAND INFORMATION SHEET



UNITED NATIONS COMMAND
COMBINED FORCES COMMAND
UNITED STATES FORCES KOREA

COMMANDER
GENERAL CURTIS M. SCAPAROTTI

Mission

- To defend the Republic of Korea against external aggression and maintain stability in Northeast Asia
- Combined Forces Command's readiness is essential to deter aggression and preserve stability

Priorities

1. Sustain and Strengthen the Alliance
2. Maintain the Armistice. Be Ready to "Fight Tonight" to Deter and Defeat Aggression
3. Transform the Alliance
4. Sustain the Force and Enhance the UNC/CFC/USFK Team



Strategic Environment

NORTHEAST ASIA

- Fastest growing region in the global economy
- About 20% of the world's economic output
- Four of the world's six largest militaries
- 25% of all U.S. trade



REPUBLIC OF KOREA

The Republic of Korea is a modern democracy with 3,000 years of distinct national identity. It is the world's 13th largest economy and a global leader in technology, including automobiles, cellphones, ships, and computers. Its military, the sixth largest in the world, is a highly trained and professional force that is ready to defend its nation. Since South Korea joined the United Nations in 1991, it has deployed over 40,000 troops throughout the world in peacekeeping and assistance missions. In 2015, the ROK military deployed over 1,000 personnel to 13 countries, including an Ebola relief team to West Africa.



The North Korean military, the fourth largest in the world, is 70% forward deployed, can attack with little-to-no notice, and remains highly lethal. North Korea continues to focus on asymmetric capabilities with development and deployments of new ballistic missile systems, nuclear tests, cyber threats, and increased emphasis on specialized light infantry and special operations forces. Despite North Korean aggression, the ROK-U.S. Mutual Defense Treaty enables the Alliance to deter war.

Commands



UNITED NATIONS COMMAND (UNC)

(MULTINATIONAL COMMAND)

MISSION

- Carry out terms of 27 July 1953 Armistice Agreement
- Assist the Republic of Korea in its defense
- Execute functions as directed by U.S. through the U.S. Joint Chiefs of Staff

FUNCTIONS

- Armistice maintenance and investigations
- Receive and control forces when provided by 18 Member States
- Multinational HQ UNC (Rear) enables support from seven bases in Japan
- Enforce Armistice Rules of Engagement



COMBINED FORCES COMMAND (CFC)

(COMBINED ROK-U.S. COMMAND)

MISSION

- Defend the Republic of Korea
- Deter external provocation
- Maintain stability on Korean Peninsula

FUNCTIONS

- Wartime Operational Control of ROK-U.S. Forces
- Support UNC in response to NK Armistice violations
- Conduct exercises to validate readiness
- Comply with Armistice Agreement



UNITED STATES FORCES KOREA (USFK)

(U.S. JOINT SUB-UNIFIED COMMAND)

MISSION

- Support UNC and CFC
- Control of U.S. forces, as directed by U.S. PACOM

FUNCTIONS

- Support ROK-U.S. Mutual Defense Treaty of 1953
- Train U.S. Forces in the Republic of Korea
- Provide quality of life that supports readiness

An Enduring and Adaptive Alliance

2009 JOINT VISION FOR THE ALLIANCE OF THE UNITED STATES OF AMERICA AND THE REPUBLIC OF KOREA

- The U.S.-ROK Alliance ensures a peaceful, secure, and prosperous future for the Korean Peninsula, the region, and the world
- The countries will maintain a robust defensive posture, backed by Alliance capabilities that support both nations' security interests

2013 JOINT DECLARATION TO COMMEMORATE THE ALLIANCE'S 60TH ANNIVERSARY

- The countries continue to strengthen and adapt the Alliance to serve as a linchpin of peace and stability in the Asia-Pacific and to meet the security challenges of the 21st century
- The United States remains firmly committed to the defense of the Republic of Korea, including through extended deterrence and the full range of U.S. military capabilities



2015 U.S.-ROK ALLIANCE JOINT STATEMENT AND JOINT FACT SHEET

- The countries noted they are working together to manage a range of complex issues on the Peninsula, in the region, and around the world
- The governments advanced their partnership into New Frontiers of Cooperation – issues of increasing importance in the 21st century – such as cyber, space, climate change, and global health
- The U.S. and ROK continue to modernize the Alliance by ensuring it fields the best combined capabilities; collaborates on innovative, combined, and effective operational plans; and trains and equips our personnel to the highest levels of combined readiness
- The Alliance remains committed to countering the threat to peace and security posed by North Korea's nuclear and ballistic missile programs as well as other provocations
- The two countries oppose any actions by North Korea that raise tensions or violate UN Security Council resolutions

Organization

United States Forces Korea is a sub-unified command of U.S. Pacific Command and a force provider for Combined Forces Command with an Armistice Manning of 28,500 Soldiers, Sailors, Airmen, and Marines. There are four service components and one functional command located in the Republic of Korea.



EIGHTH U.S. ARMY

- Commander: LTG Vandal
- Headquarters: Yongsan, South Korea
- Authorized approximately 20,000 Soldiers



SEVENTH AIR FORCE

- Commander: Lt Gen O'Shaughnessy
- Headquarters: Osan, South Korea
- Authorized approximately 8,000 Airmen



U.S. NAVAL FORCES KOREA

- Commander: RDML Byrne
- Headquarters: Busan, South Korea
- Authorized approximately 300 Sailors



U.S. MARINE CORPS FORCES KOREA

- Commander: MajGen Hedelund
- Headquarters: Yongsan, South Korea
- Authorized approximately 100 Marines



SPECIAL OPERATIONS COMMAND KOREA

- Commander: BG Deedrick
- Headquarters: Yongsan, South Korea
- Authorized approximately 100 Service Members
- A functional component command tasked to plan and conduct special operations on the Korean Peninsula



ABOVE: Cheonan High School students and Airmen from Osan Air Base in Cheonan, South Korea, July 10, 2015.



LEFT: Sgt. Steven L. Christian and Youn, Ki Jung smile inside a Pohang Hospital room during a scheduled visit March 23. On March 14, Christian and a group of Marines came upon Youn's wrecked vehicle and saved his life. Christian was the first responder and provided Youn with first aid. Christian, a Brooklyn native, is an imagery analyst with 3rd Intelligence Battalion, III Marine Expeditionary Force Headquarters Group, III MEF. Youn, Ki Jung is a local farmer.

U.S. MARINE CORPS PHOTO/CPL. MATT S. MYERS

internship lasts for a semester during which the students work full-time in exchange for full academic credit from their school. Many interns have reported learning about the U.S. Army, American culture, and about the American work environment. They also improved their skills in listening, reading, writing, and speaking English. The students gain an appreciation for American culture and a true insight into how the U.S. Army supports the ROK-U.S. Alliance in their day-to-day missions and thus the seeds of friendship are planted in the next generation of South Korean leaders. The program educates them on why the ROK-U.S. Alliance is essential for stability on the Korean Peninsula, East Asia, and the world.

Camp Mujuk, a small Marine Corps installation near Pohang on the southeast coast, is the only U.S. Marine installation in the Republic of Korea. The Marines have a strong connection with the cities of Pohang and Ocheon where they work and live. The Marines and Sailors assigned to Camp Mujuk support city activities and also benefit from the cities' generosity in helping them attend local events and understanding the culture. Camp Mujuk has continuing relationships with two local schools and two children's centers where Marines and Sailors help teach English and engage in cultural exchange and sports activities with the students. As a testimony to the high

level of cooperation and friendship over the years, both the City of Pohang and Camp Mujuk have been recognized as USFK Good Neighbor Award recipients.

The Commander, Fleet Activities Chinhae (CFAC) Project Good Neighbor program dynamically provides the structure and opportunities for Sailors to promote and foster mutually beneficial relationships with our Korean neighbors on the southern coast. For many decades, CFAC Sailors have partnered with several orphanages including the Jinhae Hope Home, Masan AeYukWon Orphanage, Goseung AeYukWon Orphanage, and the Busan Sung Ae Won Orphanage. CFAC Sailors also have a special relationship with the Aikwangwon Home, a facility for handicapped children and adults. Additionally, CFAC Sailors are invested in teaching English to Korean students at the Jinhae Middle School ("Jinhae" can also be spelled "Chinhae").

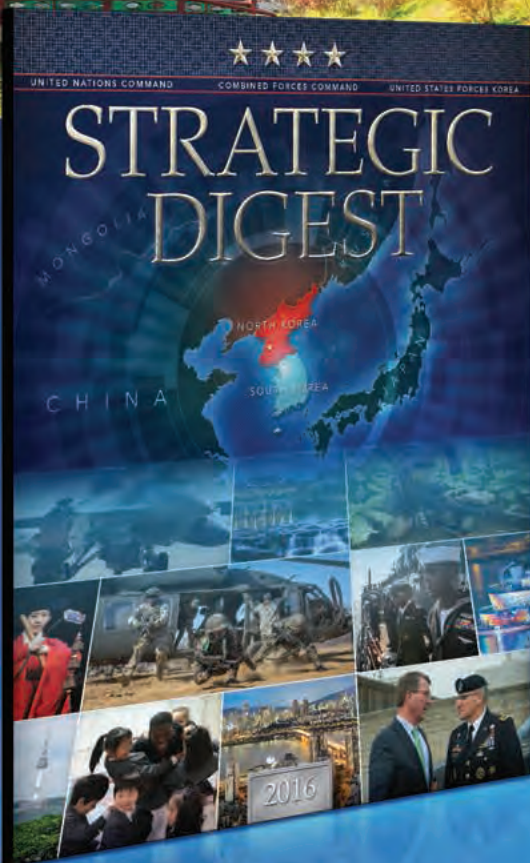
Through our outreach activities and the Good Neighbor Program, we have made tens of thousands of new friends and colleagues who better understand American culture and the importance of the ROK-U.S. Alliance. These positive and meaningful engagements with Korean communities and future leaders of Korea have proven effective and provide our Service Members with a more enriching and rewarding tour of duty in the Republic of Korea.

KOREA

AN ASSIGNMENT OF CHOICE



SUNG-JIN KIM PHOTO/WWW.SJKIMPHOTOS.COM



STRATEGIC DIGEST

YOUR KEY TO THE COMMAND



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