

**STATEMENT OF
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COMMANDER, UNITED STATES-REPUBLIC OF KOREA COMBINED FORCES
COMMAND;
AND COMMANDER, UNITED STATES FORCES KOREA
BEFORE THE
HOUSE ARMED SERVICES COMMITTEE**

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1. INTRODUCTION

Mr. Chairman and distinguished members of the Committee, I am honored to testify as the Commander of the multinational United Nations Command (UNC), the combined United States– Republic of Korea (ROK) Combined Forces Command (CFC), and the joint United States Forces Korea (USFK). Thank you for your support of our Service Members, Civilians, Contractors, and their Families who serve our great nation and the U.S.-ROK Alliance. The Asia-Pacific region is critical to our nation’s security and prosperity, and the U.S.-ROK Alliance is indispensable to the stability that enables the region to thrive despite serious threats and challenges. The men and women of this Command are committed every day to each other, our mission, and our nation’s calling. We are very proud of our partnership with the Republic of Korea and of our contributions to stability and prosperity in Korea and the region. The U.S.-ROK Alliance is one of history’s most successful alliances, and we are confident that we can further enhance it to serve both of our nations.

Last year, I testified that the Alliance is strong, but that we would not become complacent in our daily mission to deter and defend against the North Korean threat. I also stated that we would face challenges and opportunities in adapting the Alliance to that threat. Mr. Chairman and distinguished members, I report to you that the Alliance is even stronger today due to our accomplishments in 2014. In 2015, we will build on that momentum based on four guiding Command priorities.

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

2. ALLIANCE ACCOMPLISHMENTS IN 2014

In 2014, the United States and the Republic of Korea took significant steps to improve our overall

readiness and the strength of the Alliance. We started the year with the annual KEY RESOLVE exercise in February-March, followed by the ULCHI FREEDOM GUARDIAN exercise in August. These annual exercises, along with my personal visits to ROK and U.S. units throughout South Korea, helped me confirm our strengths and note some areas we must improve. The Command's greatest strength rests in the close, collaborative, and cooperative working relationship with not only our ROK ally, but with the larger United Nations Command team.

The strength and importance of the Alliance were highlighted last April by our two Presidents' first visit to CFC. President Park praised the close relationship of the Alliance in the steadfast defense of the Republic of Korea. President Obama called the Alliance "special, forged on the battlefield" and commented that we are "more than allies – we are friends." He also noted that it is "this foundation of trust ... that allows both our nations to thrive economically and socially."

In 2014, we made progress on two initiatives against the growing North Korean missile threat. We further developed our comprehensive Tailored Deterrence Strategy (TDS) to counter the North Korean missile and WMD threats. We also concluded the "Concepts and Principles for Comprehensive Alliance Counter-Missile Operations," with a "4D Strategy" to detect, defend, disrupt, and destroy North Korean missiles. This important step will help us gain important synergies and efficiencies, not only in terms of the capabilities each nation develops, but how we use these capabilities operationally.

Over the past year, our drive to strengthen the Alliance has improved our combined readiness. For example, the U.S. Army began and the U.S. Air Force continued to deploy forces to Korea on a rotational basis. This added commitment complemented units based in Korea, improving overall readiness. Additionally, the ROK Army and Air Force participated in National Training Center and Red Flag exercises in the United States. These challenging exercises improved the Alliance's interoperability and transformed air crews into seasoned veterans.

South Korea made progress in enhancing future warfighting and interoperability capabilities by taking steps toward procuring Patriot Advanced Capability missiles, F35 Joint Strike Fighters, and RQ-4 Global Hawk Surveillance Aircraft. Once integrated into our Alliance force structure, these systems will enhance the capabilities of our Alliance.

We also agreed to establish a U.S.-ROK Combined Division in wartime with a functioning combined staff during Armistice. Once in place later this year, the division will enhance our combined combat posture at the tactical level.

We signed the five-year Special Measures Agreement which established the sharing of costs for stationing U.S. forces in South Korea. ROK contributions through the SMA help maintain the Alliance's readiness and infrastructure to support U.S. forces.

We ended the year with the signing of a much needed trilateral information-sharing arrangement between the United States, South Korea, and Japan. Under this arrangement, our two closest allies in the region can share classified information related to the nuclear and missile threats posed by North Korea. Our strategic and military initiatives in 2014 comprise what we call a "Quality Alliance." We continue to use this concept to focus on military qualities and capabilities, and to provide a framework and context to align senior leadership decision-making.

3. STRATEGIC ENVIRONMENT

Our accomplishments last year advanced U.S. security and prosperity, which are inextricably linked to stability in the Asia-Pacific region. In the 21st century, the Asia-Pacific region is expected to serve as an engine of the global economy, grow in political influence, and remain the focus of a variety of complex security challenges. The troubled history of the region, combined with the dynamic regional security situation, render strong alliances and partnerships critical to our nation's ability to defend our interests. In the face of strategic changes and security threats, and lacking regional security institutions,

the United States serves as the constant that provides presence, stability, and a framework for conflict avoidance and resolution. The United States has taken a vital role in Asia, as it has worldwide, in promoting international cooperation and the effectiveness of international rules and norms. This role is supported by America's enduring military presence, which serves as a foundational and visible element of U.S. leadership and commitment in Asia. In South Korea, forward-deployed American forces stand together with our ROK ally and demonstrate unwavering resolve in the face of the growing North Korean asymmetric threat.

A. CHINA, RUSSIA, AND JAPAN

China is continuing on a comprehensive military modernization program, at times acting assertively to press its interests in the region. China remains North Korea's most significant supporter, even though the relationship has been strained since Kim Jong-un assumed control of North Korea. Russia has increased its focus on the region, including military presence and engagement, in a reassertion of its strategic interests. Meanwhile, Japan is adapting its strategy to allow it to exercise collective self-defense. This change constitutes a natural evolution in Japan's defense policy, and its alliance with the U.S. should reassure the region that by accepting increased defense responsibilities it will contribute to regional and global security and enable a more effective defense of the Korean Peninsula.

B. NORTH KOREA

An unpredictable North Korea remains a significant threat to American interests, the security and prosperity of South Korea, and the stability of the international community. North Korea is willing to use coercion, continue development of nuclear weapons technology and long-range ballistic missile programs, engage in proliferation of arms, missiles and related materiel and technologies, and conduct cyber attacks, all while continuing to deny its citizens the most basic human rights. Due to the strength of the U.S.-ROK Alliance, North Korea lacks the ability to unify the Korean Peninsula by force with its

large but aging conventional military. Recognizing this, North Korea has opted for an asymmetric strategy capable of little to no notice provocations and limited attacks. North Korea's strategy is designed to ensure the survival of the Kim regime, with options to disrupt peninsular, regional, or global security. To achieve this, Kim Jong-un must maintain internal security and a strong military deterrent. North Korea's nuclear program serves both objectives by enhancing domestic regime legitimacy and threatening neighbors and the United States.

What's Changed Since Last Year? North Korea has placed significant emphasis and resources into its asymmetric capabilities, especially its missiles and cyber threats. In 2014, North Korea conducted a series of long-range artillery, rocket, and ballistic missile tests with very little to no notice. During the summer training period, North Korea military units conducted more realistic training and increased activities along the Demilitarized Zone and in the North West Islands region. The North West Islands region - where North and South Korea actively monitor fishing vessels operated by both countries and by China - remains the primary hotspot on the Korean Peninsula. In November, North Korea sought to intimidate and pressure the U.S. media and entertainment industries by projecting its cyber capabilities against Sony Pictures. This was a significant action that demonstrated North Korea's willingness to use cyber-attacks in defiance of international norms.

Provocation and Engagement. North Korea's strategy involves combining provocation and engagement in what is often characterized as coercive diplomacy to pursue objectives that enhance regime survivability. This includes initiatives to compel international acceptance of its nuclear program, play regional actors, including the U.S., against one another, and split alliances, particularly the ROK-U.S. Alliance. North Korea recognizes the strength of the ROK-U.S. Alliance as its greatest threat, so it tries to fracture the Alliance in order to deal with each nation separately on its terms. The North Korean People's Army (KPA) retains the capability to inflict heavy costs on South Korea. However, KPA

senior leaders likely understand it is not capable of defeating the Alliance, despite its propaganda to the contrary. North Korea's asymmetric strategy and capabilities enable limited objective military actions, which have the risk of miscalculation and escalation.

Asymmetric Capabilities. North Korea has conducted three nuclear tests -- in 2006, 2009, and 2013. It continues to prepare its test site and could conduct another test at any time. In recent years, North Korea has continued to develop its asymmetric capabilities including several hundred ballistic missiles, a sizeable long range artillery force, one of the world's largest chemical weapons stockpiles, a biological weapons research program, the world's largest special operations forces, and an active cyber warfare capability. These capabilities can be employed with minimal warning, and threaten South Korea and potentially the United States and Japan.

Since assuming power three years ago, Kim Jong-un has taken a number of confrontational steps to solidify his control over the North Korean people, military, and political apparatus. The regime conducted a satellite launch in December 2012 and conducted its third nuclear test in February 2013, in defiance of United Nations Security Council Resolutions 1718 (2006), 1874 (2009), 2087 (2013), and 2094 (2013). In 2014, North Korea continued to develop its ballistic missile program, conducting no-notice Scud and No Dong missile tests from several launch locations, all violations of UN Security Council resolutions.

These asymmetric capabilities, along with the fourth largest military in the world that is 70-75% forward deployed within 60 miles of the DMZ, challenges the Alliance to assess potential indications of a North Korean provocation or attack.

What Are We Doing to Address the Threat? The Alliance is constantly using readiness, vigilance, and cooperation to counter the North Korean threat. All three Commands – United Nations Command, Combined Forces Command, and U.S. Forces Korea – in close coordination with the ROK military train

and posture our forces and capabilities to deter and defend against North Korea. We continue to press ahead on tailored deterrence, counter-missile capabilities, improving plans, and adding rotational forces and Intelligence, Surveillance, and Reconnaissance (ISR). We have also taken steps to enhance the United Nations Command to increase multinational influence. A strong Alliance and ready military posture continue to provide the opportunity for further diplomatic, political, and economic engagements. The military dimension of national power is fully integrated into larger national efforts to address the North Korean threat, and more broadly to meet U.S. national security objectives in the region.

C. REPUBLIC OF KOREA

The ROK is a dynamic nation of 50 million people in a region critical to U.S. interests, as well as regional and global stability. The ROK's success, the "Miracle on the Han River," is truly remarkable considering that less than 60 years ago it was one of the poorest nations in the world. Emerging from the destruction of the Korean War, the ROK is among the most vibrant democracies and economies in the world. The drive and spirit of the Korean people along with the security provided by our Alliance forces have helped the Korean people propel their country to become an increasingly important and prominent player in the international community and one of America's closest allies.

Politically and economically, the ROK provides an example for other nations seeking to improve the lives of their citizens. Today, South Korea boasts the world's 12th largest economy. With world-class universities and research and development centers, the ROK is also a leader in science and technology, with the world's fastest average internet connection speed. As a nation with growing influence, South Korea is increasing its role in setting the international agenda, to include establishing a series of free trade agreements and hosting international defense talks.

D. UNITED NATIONS COMMAND: THE INTERNATIONAL COALITION IN KOREA

In response to North Korea's invasion of South Korea in 1950, the United Nations Security Council

(UNSC) called for members to provide military forces to South Korea under the leadership of the United States. The UNSC chartered the United Nations Command (UNC) to repel the attack and restore peace and security. In 1953, the UNC, North Korea, and China agreed to an Armistice to halt hostilities. Today, the 18 nation UNC remains an international coalition that maintains the Armistice and contributes to deterrence. If hostilities resume, UNC provides a multinational enabler to ensure broad international support to defend the ROK.

The ROK-U.S. Combined Forces Command is the powerful warfighting command that deters North Korean aggression and leads U.S.-ROK forces in the defense of South Korea. CFC enables us to organize, plan, and exercise U.S. and ROK forces so that the Alliance is ready to “Fight Tonight.”

U.S. Forces Korea, as a sub-unified command of U.S. Pacific Command, is responsible for organizing, training, and equipping U.S. forces on the Peninsula to be agile, adaptable, and ready to support CFC and UNC.

4. ADVANCING SECURITY ON THE KOREAN PENINSULA: PRIORITIES FOR 2015

In the context of the strategic environment I described above, I have four priorities for the Command: first, to sustain and strengthen the Alliance; second, to maintain the Armistice, while remaining ready to “Fight Tonight” to deter and defeat aggression; third, to transform the Alliance; and, finally, to sustain the force and enhance the UNC/CFC/USFK Team. I would like to describe the progress we’ve made over the last year on each of these priorities, and then conclude by looking ahead to how we will continue to build on these successes.

A. Sustain and Strengthen the Alliance

Our national leaders have established the ROK-U.S. Alliance as the linchpin of our common defense of South Korea. Our efforts on this priority have borne much fruit in this last year. We are increasing activities and communications, so that we keep the Alliance at the center of the Command’s actions. By

putting the Alliance first, we will be better able to address Alliance issues to find Alliance solutions.

Strong Relationships. The U.S.-ROK Alliance is based on common values and interests, as well as strong relationships. Taken together with the national security strategies of both of our nations, presidential statements, and legislation, the U.S. is set to continue to be an indispensable strategic partner to the ROK, and the ROK is well poised to be an enduring and increasingly important ally to the U.S. We have shared an uncommon level of trust that has been central to the defense of South Korea, and key to addressing the regional and global implications of North Korea's disruptive behavior. But the Alliance is about much more than North Korea. Together we are working to address a broad range of security challenges, and to also create new opportunities, mechanisms, and initiatives for an enduring peace, stability, and prosperity. Going forward together, we are poised for a shared future of growth and prosperity.

ROK National Security Strategy. The ROK recently promulgated a new national security strategy titled "A New Era of Hope." The strategy seeks to build on the foundation provided by the ROK-U.S Alliance to pave the way toward peaceful unification and an enhanced international leadership role. The strategy provides a framework for making substantive civil and economic preparations for unification, but keeps in sharp focus the necessity of maintaining a robust defense posture and developing 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."

Republic of Korea Military: A Formidable Force. The ROK military is a modern and capable force with superb leaders. Considering all that is at stake on the Korean Peninsula, we are fortunate to have such a capable ally to tackle challenges and pursue common objectives. In line with the ROK military's growing capabilities, it is proving to be an increasingly valuable partner that contributes to disaster relief, anti-piracy, and non-proliferation operations worldwide. Since South Korea joined the

United Nations in September 1991, it has deployed 40,000 troops all around the world in peacekeeping and assistance missions. In 2014, the ROK military deployed to more than 15 countries in various operations, including an Ebola relief team to West Africa.

- **Military Strategy.** The ROK military strategy continues to call for a rapid and firm response to North Korean provocations, believing such a response is essential to deterrence and self-defense. As I testified last year, I remain concerned about the potential for miscalculation and escalation, so an Alliance response based on timely consultation is the best way to maintain the Armistice and stability.

- **Manning and Budget.** The South Korean military has an active duty force of 639,000 personnel and 2.9 million reservists. South Korea plans to offset a force reduction to 517,000 in the 2020s with better and more high-tech capabilities. In December, the ROK Ministry of National Defense submitted a budget of \$37.09 billion, a 4.9% increase from last year and representing about 2.5% of its GDP.

- **Capabilities and Force Improvement.** South Korea continues to prioritize capabilities and training based on the North Korean threat, but it is also considering other factors such as the defense of sea lines of communication and maritime exclusive economic zones, and building its domestic defense industries.

B. Maintain the Armistice. Be Ready To “Fight Tonight” To Deter and Defeat Aggression

To advance this priority, we must expedite the completion of our plans, enhance BMD posture, and maximize training and exercise opportunities. In order to do those things, we have to provide the combined and joint force in Korea with the best capabilities the Alliance can muster.

U.S. Rotational Forces: Delivering Better Capabilities in Korea. Rotational assets are modular, multi-functional, and operational across the full range of military operations. They enhance our ability to sustain a diverse mix of rapidly deployable capabilities and adapt to a broader range of requirements to defend the Republic of Korea.

The movement of U.S. Air Force fighters into the Pacific has been a routine and integral part of U.S.

Pacific Command's combat capable air forces and regional force posture since March 2004, as has the forward stationing of Air Force bomber assets in the Pacific under the Continuous Bomber Presence initiative. These have maintained a prudent deterrent against threats to regional security and stability.

Eighth Army was among the first units to receive an Attack Reconnaissance Squadron in October 2013, and it will continue to support routine rotational deployments as part of the U.S. rebalancing efforts in the Asia-Pacific region. The decision to rotate units to South Korea represents the Army's commitment to provide mission-ready and culturally attuned capabilities to the region. The rotational deployments to Eighth Army also expose more Army units to the Korean Peninsula, while providing the Alliance with an improved ability to conduct bilateral exercises and improve readiness. These rotations have already achieved results. The 4-6th Attack Reconnaissance Squadron, 16th Combat Aviation Brigade, rotated to Korea from Joint Base Lewis-McChord, WA (October 2013 to June 2014). In nine months, they increased their combat readiness by exercising close combat attack, reconnaissance, and security operations as air and ground forces worked together in a combined arms live-fire environment.

The first brigade-sized unit to support Eighth Army will arrive in June 2015 when the 2nd Armored Brigade Combat Team (ABCT), 1st Cavalry Division from Fort Hood, TX arrives to replace the 1st ABCT, 2nd Infantry Division. This brigade is scheduled to inactivate in July after 50 years of proud service on the Korean Peninsula.

Missile Defense: Countering Growing North Korean Capabilities. The ROK-U.S. Alliance endeavors to strengthen our ability to counter North Korea's growing ballistic missile threat. At the October 2014 Security Consultative Meeting (SCM), the ROK Minister of National Defense and U.S. Secretary of Defense endorsed "Concepts and Principles for Comprehensive Alliance Counter-Missile Operations" or the "4D Strategy." This strategy will posture the Alliance to detect, defend, disrupt, and destroy North Korean ballistic missile threats. This will not only improve Alliance defenses, it will

bolster efforts to deter North Korean WMD and missile use. Further, it will guide operational decision-making, planning, exercises, capability development, and acquisitions. The capabilities include the ROK's "Kill Chain" and Korean Air and Missile Defense System (KAMD), as well as U.S. capabilities on and off Peninsula. The Alliance continues to pursue upgrades and improvements to existing ballistic missile defense capability to include increasing interoperability in systems and procedures.

Tailored Deterrence: Influencing North Korean Decision-Making. The bilateral Tailored Deterrence Strategy (TDS) was created in 2013 to outline a range of Alliance options to influence the North Korean regime's decision making. The strategy focuses on options that raise the cost of North Korean WMD or ballistic missile use; deny the benefits of their use; and encourage restraint from using WMD or ballistic missiles. The strategy provides bilaterally agreed upon concepts and principles for deterring North Korean WMD use and countering North Korean coercion.

Exercises: Enhancing Readiness. Exercising our combined and multinational force is an important component of readiness and is fundamental to sustaining and strengthening the Alliance. Combined Forces Command and ROK Joint Chiefs of Staff (JCS) conduct three annual joint and combined exercises: KEY RESOLVE (KR), FOAL EAGLE (FE), and ULCHI FREEDOM GUARDIAN (UFG). KR and UFG are computer-simulated, theater-level command post exercises that ensure our readiness to respond to provocations, attacks, and instability. UNC routinely invites participation from its 18 Sending States to strengthen Coalition interoperability, while observers from the Swedish and Swiss Delegations of the Neutral Nations Supervisory Commission promote an independent and internationally credible assessment of the defensive nature of these exercises.

C. Transform the Alliance

To achieve transformation, we must synchronize, transform, and re-station the force. We also need to advance theater C4I and cyber capabilities.

Conditions-based Wartime Operational Control Transition. At the 2014 SCM, in light of the evolving security environment in the region including the enduring North Korean nuclear and missile threat, the ROK Minister of National Defense and U.S. Secretary of Defense agreed to implement a conditions-based approach to the transition of wartime operational control (OPCON) from the U.S.-led Combined Forces Command (CFC) to a new ROK-led combined defense command. This will ensure our combined defense remains strong while the ROK develops or acquires the critical military capabilities necessary to assume the lead in its defense.

As a result of this decision, CFC will retain its wartime leadership until the Alliance agrees conditions are met and are conducive for a stable OPCON transition. We will continue to refine our strategy to create adaptive, agile plans and field combined forces that deter and defeat an enemy's provocations, deter aggression, and if deterrence fails, to fight and win.

Additionally, the CFC headquarters will temporarily remain in its current location in Yongsan and maintain the personnel and infrastructure required to command and control the combined force until OPCON transition occurs. Similarly, USFK will keep the U.S. 210th Field Artillery Brigade north of the Han River until the ROK fields a comparable capability.

U.S. Force Relocation: Posturing to Enhance Readiness. To posture forces in support of U.S. and ROK national interests, both governments agreed to consolidate USFK into two enduring hubs south of Seoul near the cities of Pyeongtaek and Daegu. USFK will enhance readiness, improve efficiencies, and further augment Alliance capabilities through two major plans: the Yongsan Relocation Plan (YRP) and the Land Partnership Plan (LPP).

YRP is funded by the ROK government to relocate USFK and UNC from Seoul to U.S. Army Garrison-Humphreys (USAG-H) in Pyeongtaek. LPP consolidates forces from north of Seoul to USAG-H south of Seoul, while still providing access to northern training areas and ranges. The majority of

relocations involves U.S. Army units and supports the Army's Force Generation rotational plan.

The YRP/LPP's \$10.7B transformation program, which includes over 600 facilities, is well underway with over \$1B in construction. The construction at USAG-H has tripled the garrison size. Key construction projects include unit headquarters, motor pools, barracks, family housing, medical facilities, communication centers, a "Midtown Community" complex, schools, installation service facilities, and underground utilities systems. In 2013 and 2014, ROK and U.S. funded projects completed an elementary school, a high school, family housing towers, a child development center, the waste water treatment plant, an airfield operations building, and supporting land fill for garrison expansion. In these efforts, we are particularly attentive to housing needs – to meet our goal of 40% command-sponsored families living on post, so we can maintain readiness and ensure quality of life.

Along with Eighth Army, the Marine Corps Forces Korea (MARFORK) headquarters located in Yongsan will relocate to USAG-H. Commander, U.S. Naval Forces Korea (CNFK) will relocate its headquarters to co-locate with the ROK Fleet Headquarters at Busan in 2015. This will strengthen day-to-day cooperation in the combined naval component, while leveraging the capabilities of nearby Commander Fleet Activities Chinhae, the only U.S. Navy base on the Asian mainland.

For Seventh Air Force at Osan Air Base, USFK will return real estate hosting dilapidated munitions storage areas to the ROK, and in turn the ROK will grant a larger parcel of land to construct new storage facilities which will enhance safety. Also, while not a YRP/LPP initiative, planning has advanced for a new Combined Air and Space Operations Center at Osan, to be funded in large part with host-nation funds, which will ensure a survivable, capable command and control capability for Airpower.

D. Sustain the Force and Enhance the UNC/CFC/USFK Team

To sustain U.S. forces in Korea, we will continue to focus on proper command climates, enforcement of discipline, and comprehensive fitness and wellness. Particularly in the areas of

preventing crime, sexual harassment, and sexual assault, we have been taking proactive steps that have led to a downward trend in incidents. To prevent sexual harassment and sexual assault, the Command Sergeant Major and I conduct regular sensing sessions that provide insights on what leaders need to be more aware of for effective prevention strategies. We are committed to this priority, so we can build trust and readiness to prevail in armistice and the crucible of war.

To enhance the international team in Korea, we have also made important progress. We are expanding UNC participation in exercises. For example, participation during the annual exercise ULCHI FREEDOM GUARDIAN increased from three countries and seven officers in 2009 to seven countries and 153 officers in 2014. Multinational officers also play a critical role on the UNC staff, to include shaping UNC strategy, strategic communication, and other critical functions. This increasingly impactful and visible multinational presence is a clear message from the international community of continued international support for the defense of South Korea and for stability in the region.

5. WHAT WE MUST ACHIEVE

With the progress I have described, there is still much work to do. I am proud to testify that, as a result of the progress we have achieved on the Command's four priorities, our defense is capable and better prepared to respond effectively to any provocation, instability, or aggression.

Our top concern is that we could have very little warning of a North Korean asymmetric provocation, which could start a cycle of action and counter-action, leading to unintended escalation. This underscores the need for the Alliance to maintain a high level of readiness and vigilance, and to do so together.

Critical Capabilities. During the recent SCM, our national leaders reaffirmed their commitment to strengthening the combined defense of South Korea. They also confirmed several critical capabilities the Alliance must improve to ensure continued readiness to respond. These are:

- Intelligence, Surveillance, and Reconnaissance, or ISR.
- Command, Control, Communications, Computers, and Intelligence, or C4I.
- Ballistic Missile Defense, or BMD.
- Critical Munitions.

We must continue to pursue ISR capabilities. The Alliance's ability to distinguish the indications and warnings associated with an impending North Korean asymmetric or conventional attack directly impacts the Alliance's decision space. Investments here can mitigate the risk of miscalculation and escalation by providing a more accurate and timely picture of North Korean actions.

During this past year, South Korea began to invest in new tactical equipment that will comprise a reliable C4I architecture. We must maintain this momentum in improving C4I capabilities and interoperability, so we can communicate from tactical to strategic levels and between units in the field.

Due to the nature of the evolving threat, particularly ballistic missiles, it is critical for the Alliance to build a layered and interoperable BMD capability. Each nation has unique contributions to make to missile defense. While the U.S. has an existing layered BMD capability, the ROK is moving forward in the development of its KAMD and "Kill Chain." It is essential that we work together to ensure interoperability of Alliance BMD capabilities.

In the early phases of hostilities, we will rely on a rapid flow of ready forces into the ROK. During this time, we will rely on U.S. and ROK Air Forces to establish air superiority to defeat North Korean threats which could inflict great damage on Seoul. In order to ensure maximum Alliance capability and interoperability, we will also work closely with the Republic of Korea to ensure it procures the appropriate types and numbers of critical munitions for the early phases of hostilities.

Force Relocation Plans. We will continue executing the Yongsan Relocation Plan and the Land Partnership Plan, and as required, we will work together to refine relocation plans to support the

conditions-based OPCON transition.

Operational Plans. Finally, with CFC retaining its wartime leadership role, we will expedite updating our operational plans. Executable plans will ensure an effective Alliance response to a crisis.

6. CLOSING

2014 was a positive year for the ROK-U.S. Alliance in many respects, even in the face of unpredictable North Korean asymmetric actions. We have been fortunate and thankful for the strong support of all our partners and the priority of resources that allow us to carry out what our Alliance demands of the Command. In 2015, I am looking forward to working with senior U.S. and ROK civilian and military leaders, Ambassador Mark Lippert, ADM Locklear, and the new PACOM Commander as we maintain stability in Korea and the region. The men and women of this multinational, combined, and joint warfighting Command are very thankful for the support from this Committee and the American people which is so crucial in maintaining our readiness against the North Korean threat. We will never lose sight of the fact that we are at “Freedom’s Frontier” defending one of our most important allies and vital American interests. Thank you, and I look forward to our discussion.