HEADQUARTERS, UNITED STATES FORCES, KOREA
UNIT #15237
APO AP 96205-5237

REPLY TO
ATTENTION OF

FKCC 03 February 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Commander's Intent

1. **Purpose**: This Commander's Intent is for all members of the United States Forces Korea (USFK) team; Soldiers, Sailors, Airmen, and Marines, Civilians and our magnificent Family Members. As part of the assumption of command process, I am issuing this USFK intent to ensure clarity of purpose in achieving the command's goals and both long- and short-term objectives. Consequently, this serves as my initial intent and I recognize that it will require periodic review as missions and conditions evolve. It describes my initial priorities for the command and sets the foundation for achieving a transformed USFK.

2. **Priorities**: This is my bottom line: United States Forces Korea remains committed to the success of both United Nations Command (UNC) and Combined Forces Command (CFC). It will be a trained and ready command, correctly focused, disciplined, dedicated, and serving selflessly, while caring for its members and competently and confidently looking to the challenges ahead. We will be flexible and capable of executing multiple complex tasks simultaneously to standard. Our members serve as American ambassadors in the Republic of Korea, and our behavior must continuously adhere to established values and ethical standards of conduct, on and off duty. We must always conduct ourselves in a manner compatible with and respectful of the culture and laws that define our host nation.

I want us to focus our energies on four broad priorities. We have published orders, plans, policies, directives, regulations, circulars, and pamphlets that codify the requirements and procedures that USFK members will follow to achieve success for both the US and the ROK-US alliance. I expect all USFK leaders to read and understand the documents applicable to these priorities. My four priorities are as follows:

- Ensure peace and stability on the Peninsula.
- Strengthen the Republic of Korea (ROK)-United States (US) alliance through transformation.
- Enhance warfighting readiness.
- Improve force well-being.

An important theme common to each priority is the necessity for us, as members of an American military command, to live and work harmoniously with our ROK allies, comrades, and hosts. We, as professionals, will ensure that we remain objective and fixed upon mission

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accomplishment in a combined ROK-US forces environment. "We Go Together" is more than a catchy phrase; it is a requirement for success.

3. **Ensure peace and stability on the Peninsula.** The importance of peace and stability on the Peninsula and the region cannot be overstated. Both as an ally and as example of democratic reform and economic strength, the ROK is critical to American interests and to the well-being of Northeast Asia. UNC enforces the armistice on the Peninsula; and CFC deters, and if necessary defeats, any aggression against the ROK. In both these pursuits, USFK is a key enabler to these commands in accomplishing their missions. All USFK activities and objectives will support this priority.

USFK can best contribute to peace and stability by ensuring our own readiness and by effectively partnering, training and exercising with our ROK allies and partners in the region. Through the conduct of daily joint and combined operations on peninsula, with our Pacific Command partners and with other U.S. combatant commands, we will continue to build on the joint and combined capabilities required to guarantee the security of the ROK.

An essential aspect of our partnership within this alliance is directly linked to the personal conduct of all USFK personnel. Individuals who engage in positive exchanges with ROK citizens advance and strengthen the alliance; those who place the US in embarrassing situations through illegal activities or culturally insensitive actions and words put an unnecessary strain on ROK-US relations. In recent years, this command has significantly enhanced the alliance's ability to ensure peace and stability through our aggressive cultural orientation, personal conduct training programs and our Good Neighbor Program. I will continue to promote sensitivity to cultural issues within the command through these and other programs. Additionally, I will emphasize the enduring requirement for the chain of command to enforce behavior standards and discipline within our ranks, while aggressively promoting a values based environment, both on and off duty.

4. **Strengthen the ROK-US Alliance through transformation.** The ROK-US alliance is prepared to honor its commitments, provide peace and stability, deter conflict, and fight and win if it must. The alliance is united in its resolve and is stronger than ever. Some may see changes to the alliance as indicators of a developing gap between longtime allies. This is simply wrong. Change within an alliance is both normal and healthy, and is a sign of an alliance's continued maturation and vibrancy. Given its over fifty-year history, and the development of both of its members, it is only proper that the alliance should evolve. In this, both the United States and the ROK are in agreement, and USFK will play a critical role in helping the alliance continue to adapt as we proceed in transformation.

This transformation will occur along three distinct, but complementary, axes. The first will involve enhancing the alliance's capabilities through the provision of advanced warfighting materiel and battle command systems. The second entails the shaping of roles and missions for both ROK and US forces. The final axis deals with aligning forces on the Peninsula, thus

consolidating U.S. forces into fewer but more effective hubs. This process is already underway and will require the command's continued emphasis and commitment for several years to come.

5. **Enhance warfighting readiness**. Maintaining the highest state of warfighting readiness at all times is imperative to maintaining a credible deterrent. USFK provides a significant portion of the alliance's deterrence capability, and it is this capability that we must sustain and improve. As a supporting command to both UNC and CFC, USFK must provide daily support to maintaining the armistice, while preparing, if required, to transition, along with our ROK ally, to fight tonight and win. Despite all the changes on the Korean peninsula over those years, this requirement has not lessened; to the contrary, we must maintain readiness at its highest level, as it is only through this readiness that USFK can support ensuring peace and stability on the Peninsula.

Our purpose for being stationed in the Republic of Korea is to assist the ROK in maintaining peace and stability, while being ready to defeat any aggressor in combined military operations. Inherent within enhancing warfighting readiness is a dedication to training excellence and leader development. We will execute well-planned, organized, resourced, tough, realistic, battle-focused training—always conducted to standard. As American servicemembers demonstrate every day throughout the world, a ready Soldier, Sailor, Airman, or Marine is the product of thorough training. Nowhere is it more important to maintain this training and readiness focus than on the Korean Peninsula.

Training of individuals and units can only come about through the efforts of leaders. We do not inherit leaders; we raise them. Every interaction with a subordinate is a leader-development opportunity. Make the time to develop our leaders through drills, coaching, teaching, and mentoring.

6. **Improve force well-being**. Our business is people. We will be steadfast in our focus on the human dimension as it applies to our servicemembers, civilian employees, contractors, and their families. The current pace of operations here in Korea and worldwide is stressful, and this pace will not reduce for some time. As a result, it is imperative that we understand our real warfighting capability comes from our joint and combined warriors, and for those who are married, the support they receive from their families. The family is not just a combat multiplier; it is part of our combat team. If we take care of families, whether they reside on the Peninsula or back in the States, our servicemembers will take care of the mission. Taking care of equipment is interesting and important; but taking care of servicemembers and families is vital and is one of our most solemn charges. I intend to take care of the well-being of our force, including our families. In this, I will need your help and dedication.

Our well-being is also a function of safe training and safe personal conduct. While we recognize that we operate in a hazardous military environment, units that aggressively embrace risk management and personal intervention with their servicemembers routinely have superb safety records. Further, the majority of serious accidents, incidents and deaths occur during off-duty periods. This fact requires the chain of command to aggressively engage with its individual servicemembers and positively impact on their personal behavior. I call this process "Under the

Oak Tree Counseling" through which first line supervisors gain a verbal behavior contract with their subordinates before each lengthy off-duty period (weekends, holidays, etc.). More on this as we move forward, but it is my intent that servicemembers behave safely off-duty, and safely accomplish their missions on-duty. I want commanders to empower subordinates while holding them accountable for the safety of their servicemembers, crews, teams, and other small units.

7. **End state**: At end state, I want a USFK that is a fully transformed command. It will be a command that enables both the United States and the Republic of Korea to achieve their respective national goals and objectives in harmony. USFK will remain ready to fight and win tonight, if necessary. USFK personnel will be fully respectful of and will operate and conduct activities in harmony with the Korean people and their culture. The alliance will be measurably strengthened, thus ensuring peace and stability on the Peninsula. American Soldiers, Sailors, Airmen, and Marines, and their Family Members will view Korea as a great opportunity to serve both nations, and will continue to view Korea as an assignment of choice.

B. B. BELL
General, USA
Commander

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