

**SUMMARY OF MAJOR CHANGES TO
DOD 7000.14-R, VOLUME 11A, CHAPTER 9
“SUPPORT OF INTERNATIONAL MILITARY ACTIVITIES”**

All changes are denoted by blue font

Substantive revisions are denoted by a * preceding the section,
paragraph, table, or figure that includes the revision.

Hyperlinks are denoted by *underlined, bold, italic, blue font*

PARA	EXPLANATION OF CHANGE/REVISION	PURPOSE
Table 9-1	Adds/updates support organization names, locations and designated administrative agents in accordance with European Command and Joint Staff review.	Add
Table 9-1	Provides administrative updates based on extensive North Atlantic Treaty Organization restructure.	Update

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CHAPTER 9

SUPPORT OF INTERNATIONAL MILITARY ACTIVITIES0901 OVERVIEW

090101. Purpose. This chapter:

A. Establishes administrative arrangements, reimbursement, and billing procedures, and identifies a method to compute the dollar value of credits due the United States (U.S.) for the support of international military activities.

B. Assigns responsibilities for the support of international organizations, and identifies reimbursable and nonreimbursable support.

C. Identifies the support that DoD Components can expect to receive from international military organizations and whether such support is on a reimbursable or nonreimbursable basis.

D. Establishes policies for financing the U.S. contributions to and the receipt of credits from the international military organizations in which the U.S. participates.

E. Establishes policies for paying U.S. personnel employed by international military organizations, and for verifying the credits received from the organizations for such personnel.

F. Does not apply to the provision of intelligence or cryptologic support provided under authorities other than those cited herein.

090102. Terms. The term, "Military Service," as used herein, refers to the Army, Navy, Air Force, and Marine Corps.

0902 GENERAL

090201. The Department of Defense (DoD) provides nonreimbursable support to international military organizations in two forms: (1) through a financial contribution to the budget of the international organization, or (2) by assignment of U.S. military elements to the international organization under the terms of international treaties or agreements (see [DoD Directive 5530.3](#), "International Agreements"). The U.S. military elements may be assigned either on a long-or short-term basis.

A. Typically, short-term assignments would be for the purpose of participating in a joint exercise or maneuvers conducted under the auspices of the international organization.

B. Long-term assignments typically involve filling an existing billet on the staff of an international organization.

C. Support under paragraphs 090201.A. and B., above, are not reimbursable to DoD. As an exception to this policy, support by members of a U.S. military element who provide services that were included in the budget of the international organization (e.g., a U.S. military member who occupies an international civilian billet) shall be reimbursable (see section 0904, below).

090202. All other support provided to the international military organization and to military elements of participating foreign countries is reimbursable to the performing DoD Component, and must be provided under one of the authorities described in paragraphs 090402, 090403, or 090404 of this chapter.

090203. The U.S. military element of an international military organization shall be supported by the international organization and the administrative agent on a nonreimbursable basis. The administrative agent must ensure support provided to the U.S. military elements of an international organization is equal in scope and quality to all organizations which it supports at a comparable location. Other military units in the area, including units of the administrative agent, also may receive support from the international organization, but on a reimbursable basis. When those military units receive support, a support agreement shall be drawn up between the Military Department concerned and the international organization.

0903 RESPONSIBILITIES

090301. Under Secretary of Defense (Comptroller) USD(C). The USD(C) shall designate the administrative agent responsible for arranging support to U.S. military elements at an international military organization. Geographic proximity to existing support infrastructure and mission compatibility is the primary criteria used to assign administrative agent duties. Current designations are provided in Table 9-1 of this chapter. The Military Services shall request updates to this table as needed to reflect changes in available support infrastructure within a geographic area.

090302. Secretaries of the Army and the Air Force

A. The Secretary of the Army shall program and budget the annual U.S. contributions to the various North Atlantic Treaty Organization (NATO) bodies in the Army Operations and Maintenance (O&M) appropriation, with one exception, as identified in subparagraph 090302.B, below.

B. The Secretary of the Army also shall program and budget for the annual U.S. contributions to other recognized multinational headquarters, such as the Reaction Forces and the NATO sub-Principal Subordinate Commands in which the U.S. participates.

C. The Secretary of the Air Force shall budget for the NATO Airborne Early Warning Program Management Agency (NAPMA).

090303. Administrative Agent. The administrative agent shall:

A. Budget for the U.S. contributions to designated non-NATO international military organizations. When the Army is not the administrative agent for a NATO body, or other multinational headquarters, the designated agent shall provide the Army with program and budget information on the annual contribution for inclusion in the Army's O&M appropriation. Budgeting for the NAPMA constitutes an exception to this policy.

B. Coordinate with appropriate U.S. representatives at the international military organizations to ensure that effective procedures and controls are prescribed for budgeting, obligating, disbursing, and receiving credits incident to administering the U.S. contributions.

C. Program and allocate resources in a manner that will provide the international organization with the highest possible level of support under section 0902 and paragraphs 090402, 090403, or 090404 of this chapter consistent with financial constraints that may be imposed through the normal program and budget process.

D. Support U.S. military elements attached to the designated international military organization on a nonreimbursable basis, unless the support is an international budget cost or is a budget responsibility of another Military Department (see paragraph 090304). The standards and directives of the administrative agent shall govern the level and type of support furnished. The level and type of support will be consistent with the highest possible level of support allowable under this chapter while not violating those same governing standards and directives. Support requirements based upon input provided by the U.S. military element shall be included in the administrative agent's annual budget. In carrying out this support responsibility, the administrative agent shall obtain support from the most efficient and economical source while ensuring that no parallel support facility is established when the support may be performed economically by local sources (see [DoD Instruction 4000.19](#), "Interservice and Intragovernmental Support").

E. Provide U.S. military elements, which are Table of Organization and Equipment (TO&E) or equivalent units, with replacement issues of consumable and nonconsumable material, obtaining peculiar items when necessary from supply systems of the parent Military Service on a reimbursable basis.

F. Provide U.S. military elements, which are table of distribution or equivalent units, both with initial and replacement issues of consumable and nonconsumable material.

G. Establish table of allowances, unit allowance lists, base allowance lists, and other authorization documents for U.S. military elements attached to the international military organization.

H. Budget for the cost of civilian employees of the U.S. Government assigned to positions in international military organizations. These employees shall retain their status as U.S. employees and be paid from U.S. funds at the appropriate U.S. scale of pay and allowances, subject to subparagraph 090303.I, below. However, since such employees are filling international positions, their pay and allowances at the appropriate international pay scale shall be budgeted by the international military organization to which they are assigned. A sum equal to the amount of

such pay and allowances at the international scale shall be collected from the international organization and reflected in the reimbursable portion of the DoD budget. The DoD direct budget shall absorb any differences.

I. The U.S. civilians who occupy positions in international military organizations on a direct hire basis (not as U.S. Government employees), as provided for by [DoD Directive 5210.60](#), “Security Clearance Program for U.S. Citizens Employed Directly by NATO” will be governed by the provisions of that order and other applicable U.S. Government regulations that deal with such employment. They shall be remunerated by the international military organization concerned at the applicable international pay scale and shall have no entitlement to pay and allowances or benefits of U.S. Government employees.

090304. Secretary of a Military Department. The Secretary of a Military Department with military personnel assigned to a U.S. military element shall:

A. Budget and fund for personnel costs of military personnel of that Component included in the U.S. military element.

B. Budget and fund for personally assigned equipment provided to military personnel of that Component included in the U.S. military element.

C. Make initial issuance to TO&E or equivalent units of that Component assigned or attached to U.S. military elements.

D. Budget and fund component-peculiar requirements, such as flying qualifications, medical examinations, personnel training and development, and social actions, for military personnel of that Component.

E. Support other requirements. Costs shall be chargeable to the administrative agent on an interservice (reimbursable) basis.

F. Provide appropriate support to foreign military elements or to international military organizations in accordance with paragraphs 090402, 090403, or 090404, herein, unless identified in this chapter as items of nonreimbursable support.

090305. Head of a U.S. Military Element. The Head of a U.S. military element shall support the international military organization on a nonreimbursable basis, except for the costs of a military member who is assigned to an international civilian position, or when such support requires augmentation of the element’s normal manpower, equipment, or other resources from other U.S. sources.

090306. Head of a DoD Component. The Head of a DoD Component shall support the international military organization and participating foreign countries on a reimbursable basis, in accordance with the Arms Export Control Act or NATO Mutual Support Act, unless otherwise specified in this chapter.

090307. Commander of a Unified Combatant Command. The Commander of a Unified Combatant Command shall coordinate the activities of the administrative agents concerned in implementing this chapter within the command theater of operations.

090308. Head of an International Military Organization. The Head of an International Military Organization shall support U.S. military elements on a nonreimbursable basis for those support areas set forth in the scope of the budget for international military headquarters and agencies (see Table 9-1).

0904 POLICY AND PROCEDURES

090401. Reimbursements Due the United States from International Military Organizations for U.S. Personnel (Military or Civilian) Occupying International Civilian Positions

A. A sum equal to the pay and allowances established for the occupied positions at the international scale shall be credited to the United States as an offset to the U.S. contribution to the international organization.

1. The administrative agent shall determine the amount of credit due and initiate a quarterly SF 1080, "Voucher for Transfer Between Appropriations and/or Funds," to transfer funds from the U.S. contribution to the international budget to the applicable financing DoD appropriation.

2. As an exception to this offset credit procedure, international military organizations located in the continental U.S. (CONUS), to which contributions are made in U.S. dollars, shall make direct reimbursement of the international pay and allowance equivalent to the administrative agent for any U.S. personnel assigned to international civilian positions.

B. The administrative agent shall screen the personnel administration and payroll computations for U.S. employees, as performed by the international organization, to ensure the accuracy and sufficiency of data and credits granted.

090402. Reimbursements Due the United States from International Military Organizations for Reimbursable Support Provided Pursuant to the Arms Export Control Act (AECA). When DoD services are performed, articles delivered from inventory or new procurement initiated under the authority of Public Law 90-629, "Arms Export Control Act," as amended ([Title 22, United States Code, section 2751](#)), the pricing and billing shall be in accordance with Volume 15 of this Regulation.

090403. Reimbursements Due the United States from International Military Organizations for Reimbursable Support Provided Pursuant to the NATO Mutual Support Act. When DoD services are performed or articles delivered from inventory under the authority of the NATO Mutual Support Act, pricing shall be in accordance with Chapter 8 of this volume and billing shall be in accordance with the international agreement negotiated in accordance with [DoD Directive 2010.9](#), "Acquisition and Cross-Servicing Agreements."

090404. Reimbursements Due the United States from International Military Organizations for Reimbursable Support Provided Under Authorities Other than the Arms Export Control Act or the NATO Mutual Support Act of 1979

A. Leases of real and personal property are authorized by [Title 10, United States Code, section 2667](#) and shall be priced in accordance with Volume 2 of this Regulation. Property with a life expectancy of less than 3 years or a value of less than \$1,000 will not be leased, but must be provided on a sales basis under paragraphs 090402 or 090403, above. In the event that DoD services or materiel are provided under authorities other than Public Law 90-629 (AECA), Public Law 96-323 (Acquisition and Cross-Servicing Agreements) or this Regulation, the DoD Component providing that support shall obtain a legal opinion supporting the use of such other legal authority before providing the service or materiel. The legal opinion shall be retained for audit verification.

B. The designated official of the DoD Component furnishing the support shall:

1. Originate promptly and in detail an SF 1080 to bill the administrative agent or the designated coordinating agent.

2. Prepare the invoice for reimbursable support on the basis of constructive delivery.

3. Distribute the SFs 1080 as follows:

a. Submit two copies of the SF 1080, with supporting detail, to the international military organization receiving the services or materiel for verification of the charge.

b. Forward the original (disbursement SFs 1080) and the collection copy (SF 1080), without supporting detail, to the administrative agent or the designated coordinating agent.

c. Retain the additional copies, with supporting detail as may be required by the billing office, pending receipt of executed vouchers.

C. The administrative agent or the designated coordinating agent shall (1) request the comptroller of the NATO command or the appropriate international organization concerned to provide a monthly listing of charges that have been accepted, and (2) ensure that such charges are reflected as offset credits to the U.S. in the call up of contributions to the international budgets.

D. The coordinating agent shall match the monthly listing of accepted charges with outstanding SFs 1080, and process the SFs 1080 for accepted charges as payments to the billing office. Upon receipt of the validated SFs 1080, the billing office shall process the collection.

E. The designated coordinating agent shall verify that the offset credits are applied to the U.S. contributions to the international organization through a reconciliation of individual SF 1080 billings to the monthly list of accepted charges.

F. When materiel or services are furnished to international military organizations that are located within the CONUS and to which contributions are made in U.S. dollars, the U.S. military activity providing the support shall be responsible for billing the international military organization directly, and obtaining reimbursement in U.S. dollars.

0905 SCOPE OF BUDGET FOR INTERNATIONAL MILITARY HEADQUARTERS AND AGENCIES

The international budget shall include the types of costs, except as limited by exclusions in the following paragraphs, in such order and form as may be determined by the appropriate financial reviewing authorities. The following subparagraphs are illustrative of the types of costs accepted by the NATO Military Budget Committee as an international charge. The comptroller of the international military organization concerned and the U.S. representative shall be consulted if there is doubt whether the cost of any article or service is properly an international charge.

090501. Civilian Personnel, Administrative Staff. Pay and authorized allowances of personnel employed by an international headquarters for the performance of international functions, including secretarial, clerical, or technical assistance. For U.S. military and civilian personnel, see paragraph 090401 of this chapter.

090502. Civilian Personnel, Operational Staff. Pay and authorized allowance of personnel locally hired for custodial, industrial, or operational purposes, including upkeep of the premises and fixed or movable equipment used by the headquarters or its support units or fixed installations, supervision or operation of headquarters' fixed and movable equipment other than office equipment, and operation of headquarters enlisted mess facilities.

090503. Rents and Maintenance. Rental of office space, barracks, warehouses, and other commercial-type buildings, including taxes; cost of utilities, liquid and solid fuels, sewage and garbage disposal service; supplies and material for janitorial and hygienic services (national support unit barracks excluded); and supplies, material, and contractual expenses for maintenance, repair, and minor alterations to buildings and facilities, including replacement of minor installations and fixed equipment when damaged or worn beyond repair.

090504. Operation of General Services. Stationary and general office supplies for the headquarters and all units assigned in direct support; rental of office equipment required to supplement available equipment in accordance with internationally approved standards; printing, binding, and reproduction; purchase of maps, charts, and terrain models for peace time use; newspapers, periodicals, and library supplies; photo supplies and photographic processing; and drugs and other expendable medical supplies for first aid stations.

090505. Communications. Procurement and installation of switchboards, radio transmitters and receivers, telephone exchanges, and mobile communications equipment including related signal vehicles; rental of commercial-type equipment for additional requirements; repair and maintenance of communications equipment, including supplies and spare parts; cost of commercial communications, including installation and reinstallation charges for leased or other use of local, national, and international telephone, telegraph, and teletype circuits; and postage and postal fees.

090506. Transportation. Rental or purchase of passenger and cargo vehicles; petroleum, oil, and lubricant products for such vehicles and other equipment used in direct support of international headquarters; supplies and spares required for organizational maintenance of vehicles and related equipment; commercial freight, local hauling, and express charges for internationally procured supply and equipment items, including shipping charges for contribution-in-kind from member nations to place of receipt.

090507. Travel of International Staff

A. Civilian Personnel. Transportation and per diem costs of temporary duty travel on official business.

B. U.S. Military Personnel. When traveling on official business under travel orders issued by an authorized international headquarters that directs payment to be charged to international funds, the costs of such travel are payable as follows:

1. From International Funds. Cost of transportation furnished by Military Airlift Command and/or a common carrier, to include taxi fares and privately owned conveyances under previously approved conditions.

2. From U.S. Appropriated Funds. Per diem and other expenses authorized by U.S. travel regulations.

090508. Exercises and Maneuvers. When directly related to an allied command training exercise, the cost of commercial communication services and facilities provided solely to fill a requirement of the exercise on behalf of the participating nations; civilian labor hired in connection with the exercise by the interallied headquarters and not specifically for any one nation; temporary installations for interallied field headquarters not available from organic equipment of participating troops or the headquarters and not properly chargeable to the host nation; rental of additional commercial transportation required at interallied headquarters for the exercise; utilities costs for interallied headquarters if at a place other than an existing military post; and reproduction of photographs and film strips, required by the directing staff for subsequent international training or critique purposes, when source of production is other than a military unit.

090509. Representational and hospitality expenses of the Supreme Commanders for international purposes.

090510. Contingencies. Claims for losses by fire, theft, and other damages; and costs to employ legal representation in civil court actions.

090511. Construction. Design and new construction of buildings and facilities, including housing, structures, utilities, modification, and alteration of existing buildings and facilities, including fixed equipment, sewage, gas, water, and electrical supply systems, roads, and approaches.

090512. Furniture and Equipment. Office furniture and equipment procured within internationally approved standards for the direct support of international headquarters and agency activities; equipment for maintenance of kitchens, shops, heating electrical plants; and furniture used in barracks, messes, recreation rooms, and dining rooms and clubs.

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements

Headquarters or Agency	Administrative Agent
A. NATO	
1. NATO Headquarters	
a. International Military Staff (IMS) (Brussels, BE)	Army
b. U.S. Delegation to the Military Committee (Brussels, BE)	Army
c. Canada-US Regional Planning Group (Brussels, BE)	Army
2. Allied Command Operations (ACO)	
a. Supreme Headquarters Allied Powers Europe (SHAPE) (Mons, BE)	Army
b. Joint Force Command (JFC) HQ Brunssum (Brunssum, NL)	Army
(1) Maritime Command HQ Norwood (Northwood, UK)	Air Force
(a) High Readiness Force (Maritime) UK (Portsmouth, UK)	Air Force
(2) Component Command – Air HQ Ramstein (Ramstein, GE)	Air Force
(a) Combined Air Operations Center #2 (Kalkar/Uedem, GE)	Air Force
(3) Force Command – HQ Heidelberg (Heidelberg, GE)	Army
(a) Allied Rapid Reaction Corps (ARRC) (Gloucester, UK)	Air Force

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)

Headquarters or Agency	Administrative Agent
(b) NATO Rapid Deployable Corps - GE/NL (Munster, GE)	Army
(c) Multinational Corps Northeast (MNC-NE) (Szczecin, PL)	Army
c. Joint Force Command (JFC) HQ Naples (Naples, IT)	Navy
(1) Maritime Command HQ Naples (Naples, IT)	Navy
(a) High Readiness Force (Maritime) SP (Rota, SP)	Navy
(b) High Readiness Force (Maritime) IT (Taranto, IT)	Navy
(c) Striking and Support Forces NATO (Naples, IT)	Navy
(d) Maritime Air Allied Naval Forces Naples (MARAIRNAPLES) (Naples, IT)	Navy
(e) Submarines Allied Naval Forces South (SUBSOUTH) (Naples, IT)	Navy
(2) Component Command – Air HQ Izmir (Izmir, TU)	Air Force
(a) Combined Air Operations Center #5 (Poggio Renatico, IT)	Army
(b) Combined Air Operations Center #7 (Larissa, GR)	Navy
(3) Force Command – HQ Madrid (Madrid, SP)	Navy

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)

Headquarters or Agency	Administrative Agent
(a) NATO Rapid Deployment Corps - TU (Istanbul, TU)	Air Force
(b) NATO Rapid Deployment Corps – IT (Milan, IT)	Army
(c) NATO Rapid Deployment Corps – SP (Valencia, SP)	Navy
d. Joint Force Command (JFC) HQ Lisbon (Lisbon, PO)	Navy
e. Other Staff and Commands Responsible to SACEUR	
(1) Joint Air Power Competence Center (JAPCC) (Kalkar, GE)	Air Force
(2) Immediate Reaction Forces (Maritime)	Navy
(3) Standing NATO Maritime Group 1 (SNMG 1) (Northwood, UK)	Navy
(4) Standing NATO Maritime Group 2 (SNMG 2) (Naples, IT)	Navy
(5) Allied Command Operations Counter Intelligence (ACO-CI) (Mons, BE)	Army
(6) Intelligence Fusion Centre (IFC) (Molesworth, UK)	Air Force
(7) NATO SOF Headquarters (NSHQ) (Mons, BE)	Army
(8) HQ Allied Submarine Command (ASC) Norfolk, VA	Navy
3. Allied Command Transformation (ACT)	
a. Headquarters, Supreme Allied Command Transformation (SACT) (Norfolk, VA)	Navy

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)

Headquarters or Agency	Administrative Agent
b. ACT Staff Element Europe (SEE) (Mons, BE)	Army
c. Joint Warfare Center (JWC) (Stavanger, NO)	Air Force
d. Joint Analysis and Lessons Learned Center (JALLC) (Monsanto, PO)	Navy
e. Joint Force Training Center (JFTC) (Bydgoszcz, PL)	Army
f. NATO Undersea Research Center (NURC) (La Spezia, IT)	Navy
g. Center of Excellence - Defense Against Terrorism (COE DAT) (Ankara, TU)	Air Force
4. Other NATO Command and Staff Organizations	
a. NATO Airborne Early Warning and Control (NAEW&C) Force Command (Mons, BE)	Army
(1) NATO Airborne Early Warning and Control (NAEW&C) E-3A Component (Geilenkirchen, GE)	Air Force
(2) NATO Airborne Early Warning and Control Program Management Organization (NAPMO) (Brunssum, NL)	Army
b. NATO Maintenance and Supply Agency (NAMSA) (Luxemburg)	Army
c. NATO Hawk Management Office (Ruell-Malmaison, FR)	Army
d. NATO Standardization Agency (NSA) (Brussels, BE)	Army
e. NATO ACCS Management Agency (NACMA) (Brussels, BE)	Army
Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)	

Headquarters or Agency	Administrative Agency
f. NATO Communications, Command and Control Agency (NC3A) (Brussels, BE)	Army
g. NATO Communications and Information System (CIS) Services Agency (NCSA) HQ (Mons, BE)	Army
(1) NCSA Sector Mons (Mons, BE)	Army
(a) NCSA Squadron Stavanger Stavanger, NO	Air Force
(b) NCSA Squadron Northwood Northwood, UK	Air Force
(2) NCSA Sector Brunssum (Brunssum, NL)	Army
(a) NCSA Squadron Heidelberg (Heidelberg, GE)	Army
(b) NCSA Squadron Ramstein (Ramstein, GE)	Air Force
(c) NCSA Detachment Uedem (Kalkar/Uedem, GE)	Air Force
(3) NCSA Sector Naples (Naples, IT)	Navy
(a) NCSA Squadron Izmir (Izmir, TU)	Air Force
(b) NCSA Detachment Poggio Renatico (Poggio Renatico, IT)	Army
(4) NCSA Sector Lisbon (Lisbon, PO)	Navy

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)

Headquarters or Agency	Administrative Agent
(a) NCSA Squadron Madrid (Madrid, SP)	Navy
(5) NSCA Sector Norfolk (Norfolk, VA)	Navy
(6) NSCA CIS Logistics Depot (CLD) (Brunssum, NL)	Army
(7) 1 st NATO Signal Battalion (NSB 1) (Wesel, GE)	Army
(8) 2 nd NATO Signal Battalion (NSB 2) (Naples, IT)	Navy
(9) NATO Signal Regiment (Brunssum, NL)	Army
(10) NATO Programming Center (NPC) (Glons, BE)	Army
(11) NATO Communication and Information Systems School (NCISS) (Latina, IT)	Navy
h. NATO Research and Technology Agency (RTA) (Paris, FR)	Air Force
i. NATO Defense College (NADEFCOL) (Rome, IT)	Navy
j. The NATO School (Oberammergau, GE)	Army
k. NATO Joint Electronic Warfare Core Staff (JEWCS) (Royal Air Force Station Yeovilton, UK)	Air Force
l. U.S. Mission to NATO (Brussels, BE)	Army

Table 9-1. International Military Headquarter and Related Agencies and Administrative Agents Responsible for Their Support and for Support to U.S. Elements (cont'd)

Headquarters or Agency	Administrative Agent
m. United States National Military Representative (USNMR) to SHAPE (Mons, BE)	Army
n. EUROCORPS HQ (Strasbourg, FR)	Army
o. Rapid Reaction Corps (RRC) – France (Lille, FR)	Army
p. High Readiness Force (Maritime) - FR (Toulon, FR)	Navy
q. Center of Excellence – Command and Control (C2 COE) (Utrecht, NL)	Army
r. Center of Excellence - Military Engineering (MILENG COE) (Ingolstadt, GE)	Army
s. Center of Excellence – Human Intelligence (HUMINT COE) (Oradea, RO)	Army
t. NATO Airlift Management Agency - Capellen (Luxemberg)	Army
u. NATO Airlift Management Agency - Papa (Papa, HU)	Air Force
B. Inter-American Defense Board (IADB)	Army
C. Joint Mexican-United States Defense Commission (JMUSDC)	Army
D. Permanent Joint Board on Defense, Canada-United States (PJBD)	Air Force
E. U.S.-Spanish Combined Military Coordination and Planning Staff (CMCPS)	Air Force
F. Republic of Korea/United States Combined Forces Command (ROK/US)	Army
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