

RIGHT PLACE, RIGHT TIME, RIGHT ADVERSARY

POSTURE STATEMENT 2006

United States Special Operations Command



USSOCOM Vision Statement

“To be the premier team of special warriors, thoroughly prepared, properly equipped, and highly motivated:
at the right place, at the right time, facing the right adversary,
leading the Global War on Terrorism, accomplishing the strategic objectives of the United States.”

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EXECUTIVE SUMMARY

United States Special Operations Command (USSOCOM) has undergone an unprecedented transformation in the last three years: from a force provider to a combatant command with global responsibilities leading the War on Terrorism. Enabled by Congressional and Department of Defense support, USSOCOM has increased resources, manning, training, and capability. These increases, coupled with four years of combat experience and an imaginative vision, have created the most lethal and agile Special Operations force in history. Focused on developing the specific skills required for the Global War on Terrorism, USSOCOM shifted funding from large programs to enhanced training and equipment for the **SOF Warrior**: Global scouts with specialized skills to locate, identify, and defeat our adversaries. This remarkable transformation shaped the Command into a Combatant Headquarters uniquely capable and postured to lead the Department of Defense in the Global War on Terrorism, while producing the most capable Special Operations Forces ever.

Special Operations Forces (SOF) are in Afghanistan and Iraq defending our Nation against terrorism on a daily basis. However, it is Special Operations' unique, but less visible, ability to help establish the conditions to counter and defeat terrorism through **Unconventional Warfare, Psychological Operations, Foreign Internal Defense, Special Reconnaissance, and Civil Affairs** that will become increasingly vital to our long-term success in the Global War on Terrorism (GWOT). USSOCOM recognizes that the United States is engaged in an extended, global campaign that requires the unique skills of special operations, as well as the strengths of our conventional military forces, government agencies, and our international partners. As a combatant command with a worldwide mission, USSOCOM's perspective is not constrained by geography. The Command's strategic campaign plan incorporates all Department of Defense (DoD) capabilities and recognizes the need for extensive interagency and partner nation participation to achieve final victory.

The **SOF Warrior** is the key to Special Operations' tremendous success both now and in the future. The human being is SOF's primary weapons system and the focus of USSOCOM's resources. Specially assessed and selected, mature, innovative, regionally oriented, and culturally attuned special operators are the best force to take on the Global War on Terrorism across the full spectrum of conflict. Enabled by unparalleled training and a dynamic acquisitions process that provides world class equipment, the **SOF Warrior** is a dominant force on today's battlefield.

To understand special operations it is imperative to start with its tenets: the four **SOF Truths**. These truths provide the guiding principles for the Command.❖

SOF TRUTHS

- > Humans are more important than hardware
- > Quality is better than quantity
- > Special operations forces cannot be mass produced
- > Competent special operations forces cannot be created after emergencies occur



LEADING THE GLOBAL WAR ON TERRORISM

In 1986, Congress created the United States Special Operations Command, a uniquely qualified, joint force, to deal with emerging terrorist threats. In doing so Congress established a command with the specialized skills and global perspective the United States would need 15 years later to defeat a threat on a global battlefield on a scale unimaginable at the time. Today, USSOCOM is a leader in DoD's efforts in the Global War on Terrorism, defending our freedom and way of life far forward, and helping to ensure the security of the United States and its allies.

A Global Enemy

Organizations, and in some cases individuals, with global reach have established diverse, worldwide networks, with links to other terrorist groups, state sponsors, criminal enterprises, and organizations willing to provide support. These networks are self organizing and dispersed, comprising formal, informal, family, and cultural associations tied by varied and sometimes near-invisible links. They exploit the vulnerabilities of free, open, and democratic societies and find safe haven by taking advantage of seams in nation states' policies and infrastructures. Networked cells are led by motivated, well-trained, yet easily replaced, leadership and operatives. They rely on robust communications through cellular phones, the internet, and courier networks and receive financing through legitimate and illicit businesses and charities.

However, terrorist groups are not invincible; they have vulnerabilities that can be used to defeat them. Their ability to move undetected around the globe is decreasing as they leave "trails" that can be tracked.

U.S. SPECIAL OPERATIONS COMMAND PRIORITIES

1. Global War on Terrorism
2. Readiness
3. Building SOF's Future

Terrorist financial and communications networks can be disrupted and exploited. Their power to motivate and recruit new zealots can be reduced or eradicated by addressing the underlying conditions that make individuals susceptible to terrorist recruitment.

Critical to the United States' success in the GWOT is the ability to find, fix, and finish terrorists, disrupt or destroy their networks, and deny them sanctuary and new recruits. To do this, all facets of the terrorist threat must be understood: their ideologies, their leaders, their organizations, their methods of communication, their supporters and those who finance terrorist activities, and the emerging terrorist organizations of

tomorrow. Within DoD, SOF have the unique skills and cultural understanding to effectively engage today's primary and most dangerous terrorist threat—transnational terrorism, particularly the al-Qaida network. USSOCOM has developed a list of high priority and priority countries to precisely employ limited SOF assets and focus regional intelligence, planning, and DoD operations to most effectively defeat this threat.

Taking the Lead

After the terrorists attacks of September 11, 2001 USSOCOM took the lead for DoD in defeating the Taliban in Afghanistan. In 2004, the President and Secretary of Defense gave USSOCOM the lead in the Global War on Terrorism. Today, al-Qaida is significantly weaker with its key leaders captured or killed, and its remaining leadership physically isolated as a result of the integration of DoD and interagency efforts and the might of the U.S. military, including SOF's unique skills.

To meet the challenge of leading DoD's efforts, USSOCOM transformed the headquarters' focus from primarily resourcing into a combatant command with a strategic global perspective. Within the structure of the National Counterterrorism Center's National Implementation Plan, and the National Military Strategic Plan for the War on Terrorism,



the Command developed a comprehensive plan addressing terrorism on a global scale, which today serves as the foundation for DoD's effort in the GWOT. In addition, USSOCOM developed new organizations such as the Joint Psychological Operations Support Element, the Joint Intelligence Operations Center, and a robust exercise program to promote interoperability, coordination, and communication between all levels of government. USSOCOM's leadership, vision, and initiative in prosecuting the GWOT was validated most recently by retired General Wayne Downing's November 2005 Special Operations Assessment as well as by five other major studies since September 11, 2001.

After 9/11 the President and the Secretary of Defense directed significant expansion of USSOCOM's authorities to enhance the Command's ability to employ its forces. In order to implement these new responsibilities, USSOCOM established the **Center for Special Operations (CSO)** which blends the functions of intelligence, operations, and long-range planning and strategy into a single directorate to eliminate stove pipes and capitalize on the natural synergy created when these functions are collocated under a single director. The CSO's joint staff, augmented with interagency liaisons, was designed to exercise command and control of USSOCOM's war on terrorism operations.

The President further expanded USSOCOM's responsibilities in the 2004 Unified Command Plan (UCP), to "serving as the **lead combatant commander** for planning, **synchronizing**, and as directed, executing global operations against terrorist networks in coordination with other combatant commanders." The addition of **synchronization** responsibility enables USSOCOM to arrange military actions to ensure the optimum employment of force. This authority

SYNCHRONIZATION: The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time.

Joint Publication 1-02

combined with USSOCOM's global mission makes USSOCOM a combatant command able to affect military action on a global scale, across all geographic boundaries. USSOCOM then redirected its Center for Special Operations to develop a global perspective on terrorism, serve as the Command's link to other government agencies, coordinate USSOCOM's efforts with the overall U.S. strategy. Its crowning achievement is the creation of a DoD global campaign plan to defeat terrorism with significant interagency involvement. This plan is being used as the overall U.S. military strategy to combat terrorism and has the potential to serve as the framework for assigning resources (people, equipment, and money) for the long-term fight to defeat terrorism globally.

In this new GWOT role, USSOCOM's specific responsibilities include:

- > Integrating Department of Defense strategy, plans, intelligence priorities, and operations against terrorist networks designated by the Secretary of Defense
- > Planning campaigns against designated terrorist networks
- > Prioritizing and synchronizing theater security cooperation activities, deployments, and capabilities supporting campaigns against designated terrorist networks in coordination with the Geographic Combatant Commanders (GCCs)

USSOCOM MISSION:

- > USSOCOM leads, plans, synchronizes, and, as directed, executes global operations against terrorist networks.
- > USSOCOM trains, organizes, equips, and deploys combat-ready special operations forces to combatant commands.
 - > Exercising command and control of operations in support of selected campaigns, as directed
 - > Providing military representation to U.S. national and international agencies for matters related to U.S. and multinational campaigns against designated terrorist networks, as directed by the Secretary of Defense
 - > Planning Operational Preparation of the Environment (OPE); executing OPE or synchronizing the execution of OPE in coordination with the Geographic Combatant Commanders

These new responsibilities for **synchronizing** the Department of Defense's effort for the Global War on Terrorism are in addition to USSOCOM's unique legislated responsibilities as a combatant command to train, organize, equip, and provide combat-ready SOF to the Geographic Combatant Commands. Consequently, USSOCOM is the only combatant command that can directly adjust its training, reorganize its units, and directly provide the **SOF Warrior** with the necessary equipment to be successful in response to changing world events. This unique combination of authorities allows USSOCOM the flexibility to tailor its force to meet emerging threats whether emphasizing **Unconventional Warfare** today or shifting emphasis to provide specialized skills in support of conventional forces in the future.

The Campaign Strategy

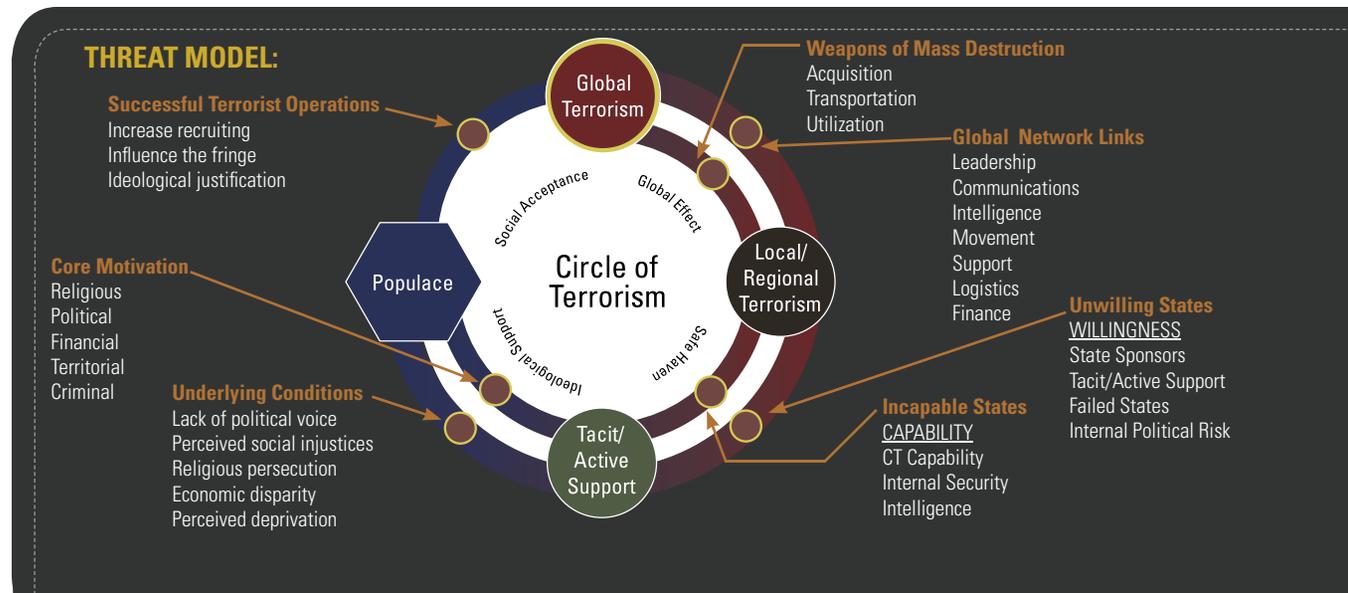
It is no longer the Command's intent to deploy, fight, and win "any place, any time." This concept did not reflect the need to judiciously use limited assets in a global conflict. Rather, the new vision expresses a need for low density, high demand SOF assets to be postured with a "**presence for purpose**", to be at the "right place, at the right time, facing the right adversary." To achieve this posture, USSOCOM is developing a strategy to position SOF for an extended campaign.

Forward engagement with foreign governments and their militaries remains crucial to accomplishing this vision. Transnational terrorist organizations plan globally, resource regionally, and act locally. USSOCOM has enhanced SOF presence forward at key locations around the globe to work in unison with **Partner** and **Host Nation** militaries and their security forces to locate, identify, and defeat threats to their and our homelands. When terrorists attempt to exploit a seam and find sanctuary, SOF and their partners will be poised to act. This does not mean SOF need to be permanently forward deployed or based, but only that there is "presence for purpose":

SOF engaged in key locations, for the right amount of time, to accomplish the desired mission.

Incorporating the "**presence for purpose**" concept, the Command crafted a campaign strategy as part of an integrated national strategy that, in coordination with other government agencies and coalition partners, provides the framework for the DoD's GWOT strategy. This plan is the foundation of the DoD's synchronized, comprehensive, and continuous global campaign that contributes to both the defeat of violent extremist organizations as well as the establishment and maintenance of a global environment inhospitable to violent extremism. This includes marginalizing extremist thought, providing a vision of hope, and creating conditions favorable to peaceful and just societies. USSOCOM's strategy has four guiding principles:

- > Preventing the emergence of new terrorist threats
- > Isolating terrorist threats from their support bases
- > Defeating or destroying terrorist threats
- > Preventing the reconstitution of threats once they are defeated



USSOCOM's strategy addresses the requirement to generate both short-term and long-term effects on adversaries and the operational environments in which they are found. Efforts to generate these effects, both long- and short-term, must be undertaken simultaneously and with close international and interagency cooperation and coordination. Fundamental to executing this strategy is **preventing** the emergence/reconstitution of terrorist threats and SOF's unique capabilities are instrumental in this role. SOF's innate ability to conduct **Unconventional Warfare (UW)** (working with, by, and through indigenous or surrogate forces), its ability to build partner nations' counterterrorism capability through **Foreign Internal Defense (FID)** (training host nation forces to deal with internal and external threats), and SOF's robust interagency cooperation within the U.S. Government all place Special Operations Forces at the forefront of the GWOT. There is no "silver bullet" for success, and—like the Cold War—it will take a sustained, national effort over many years to achieve victory.

The Short-Term Fight

The highest priority for SOF will continue to be preventing adversaries from attacking the United States, its citizens and interests, and its allies and friends. As threats emerge, SOF are poised to intercept, defeat and destroy them through skillful direct action operations at the precise locations and times required. Along with the Defense Department, the Department of Homeland Security, the Department of State, the Department of Justice, the Intelligence Community, other federal agencies, and international partners, USSOCOM is taking resolute actions to accomplish three interrelated objectives for the short-term fight:

- > **FIRST**, SOF must prevent terrorist organizations from obtaining the resources and access necessary to carry out attacks. These actions must be oriented on the network infrastructure and leadership that provide our adversaries global access and connectivity.
- > **SECOND**, SOF must target the critical resources and capabilities our adversaries need to plan, resource, and execute attacks. SOF's main effort in this regard is to deny them the ability to acquire, develop, sell, or use Weapons of Mass Destruction (WMD).
- > **THIRD**, SOF must disrupt the ability of terrorist organizations to operate effectively by attacking the support base upon which they depend, using both lethal and non-lethal means. SOF must remove not only their ability to execute successful terrorist operations now, but also their ability to generate additional support and sustain their organization.

Instrumental in achieving these three objectives is the creation of stability within Iraq and Afghanistan. U.S. Central Command, through the conventional military and special operations, is helping build the strong indigenous military forces needed for long-term stability. In the last year, SOF have significantly contributed to Iraq's future stability and security by building a highly effective counterterrorist capability from scratch. Under U.S. SOF guidance, the Iraqi Special Operations Forces are steadily moving towards autonomy as they start to train their own forces, stand up their own intelligence capability, and begin to operate at the battalion and brigade level with increasingly less U.S. oversight. Ultimately an

indigenous counterterrorist force in Iraq will provide a means for the U.S. to reduce its presence and shift focus to the broader global network while still maintaining long-term security not only in Iraq, but throughout the region.

On average in 2005, more than 85 percent of deployed SOF was in Central Command's area of responsibility, leaving few special operators to pursue long-term operations in other areas such as the Philippines and the Trans Sahara region of Africa. Ultimately we have to be victorious in Afghanistan and Iraq to defeat terrorism, but the Global War on Terrorism will not be won in just Afghanistan and Iraq. Beyond these immediate conflicts lies the long-term fight.



The Long-Term Fight

USSOCOM is aggressively preparing for the future while fighting on today's battlefields and maintaining a presence and access in many places where there is no sound of guns. Realizing this is a long, global campaign, USSOCOM is looking beyond the immediate conflicts in Iraq and Afghanistan, posturing the Command for the long-term, to help ensure the continued security of the United States. Simply killing terrorists and repeatedly disrupting an ever-changing network poses a perpetual challenge and ultimately will not win the war. As we have seen over the last few years, new individuals fill vacant leadership positions and, even more troubling, new terrorist organizations continue to form and exploit conditions that are tolerant of extremism. In conjunction with conventional forces, SOF's actions on the battlefield today are keeping terrorism at bay and provide the room the U.S. Government needs to focus **all instruments of national power** on eliminating the underlying conditions which allow terrorism to prosper.

Long-term success rests on the ability of the United States and our allies to deny terrorist organizations

the sources of power that enable them to sustain their efforts. **Unconventional Warfare** and **Foreign Internal Defense** are SOF capabilities critical to defeating terrorism today and, even more importantly, to eliminating it in the future. Also important to eliminating support for terrorists is improving key foreign infrastructures through robust **Civil Affairs** work and using **Psychological Operations** to promote truthful information and erode extremist ideologies. Our international partners have the cultural and historical understanding that—when coupled with U.S. technology, intelligence, and training—will allow them to defeat and prevent terrorism within their borders. SOF's key role in the long-term fight will be conducting UW and FID to build foreign capabilities that deny terrorist organizations the ability to sustain their efforts.

In addition to training partner nation forces overseas, the U.S. Army Special Operations Command has created the **International Special Forces Training Course**, a specialized training program tailored to the requirements of foreign special operations personnel. However,



BEYOND AFGHANISTAN AND IRAQ

SOF Warriors are active around the globe conducting missions that are essential to winning the Global War on Terrorism over the long term. For example in Pacific Command's theater, SOF are working closely with the Filipinos to train their forces to provide better security in the southern islands. In addition, special operators conducted the first ever medical civic action program at an elementary school in Sirawi, Philippines. Some 1,030 patients were treated for both medical and dental needs. Also in the Pacific, Civil Affairs troops with Special Operations Command-Pacific worked closely with Indonesian forces to rebuild two schools and a bridge on Nias Island that were destroyed in a March earthquake. These projects are the first military-to-military cooperation since the U.S. Government lifted restrictions on defense cooperation with Indonesia.



building **partner nation capability** extends beyond just training and includes creating international networks to improve communication. In light of this, USSOCOM hosted special operators and military representatives from 58 countries at its first-ever international SOF week in June 2005. The theme of the event was “Partners in International Security.” The conference focused on local and regional security issues with a proactive stance to identify real solutions to growing security threats. A second initiative was the first-ever counterterrorism workshop in October 2005, hosting 80 foreign military representatives from 50 countries. The intent of the workshop was to define communication strategies for partner nations to inform their public on known terrorists with the ultimate goal of building an integrated global anti-terrorist campaign to delegitimize terrorism. The success of these programs rests on the total integration of our partner nations’ capabilities to build a global environment where terrorism cannot thrive.

Equally important in the long-term fight is USSOCOM’s ability to **coordinate and integrate** efforts with other agencies within the U.S. Government. Terrorists rely on freedom of action defined in large part by their ability to garner active or tacit support from the population in which they live and the states from which they operate. Over the long term, USSOCOM, in support of the larger U.S. Government and international effort, will undertake operations designed to deny or restrict the enemy’s freedom of action, whether physical or virtual.

USSOCOM, as the supported combatant command for planning and synchronizing the military effort in the GWOT, is engaged in a war that will take many years to win. It will require patience, persistence, and a comprehensive strategy. Military force alone will not be sufficient to achieve victory.



Although USSOCOM can synchronize DoD efforts in the GWOT, the U.S. Government, utilizing all facets of national power, must continue efforts to erode the attraction of the extremist ideology that inspires our most dangerous enemies. Success will rely heavily on close cooperation and integration of all instruments of national power and the combined efforts of the international community.

Pushing Forward

Recognizing the need for integrated U.S. government and coalition coordination, the Center for Special Operations broadened its organization to include allies and other members of the interagency as full partners in the effort. USSOCOM built the foundation for a **Collaborative Planning Environment (CPE)** which provides the processes and technical tools to rapidly synchronize plans and operations among the combatant commands, DoD agencies, other government agencies, and partners. The CSO continues to expand the CPE into a global planning network to stay ahead of the terrorist threat. Additionally, USSOCOM led a series of annual SOF Deployment Conferences to prioritize employment of limited SOF assets and



provide a “**presence for purpose**”; global targeting conferences to focus planning and intelligence collection on our high priority and priority GWOT countries; and Time-Sensitive Planning exercises to rehearse rapid planning and execution processes. The net effect has been to lay the foundation for a cooperative architecture necessary to establish and maintain the U.S. Government’s desired end state in the GWOT: an environment inhospitable to terrorism.

The CSO is developing strong **interagency relationships** with more than 100 interagency representatives



tightly incorporated into USSOCOM's GWOT efforts. Additionally, the Command works very closely with the national agencies to foster new initiatives that better support the war fighters. For example, to enhance USSOCOM's interaction with the National Security Agency, the two organizations entered into a partnership which will significantly enhance USSOCOM's access to signals intelligence, aiding SOF's ability to execute global missions. Another successful **interagency initiative** is the officer exchange program with the U.S. Agency for International Development (USAID) to begin in 2006. USSOCOM has been coordinating and conducting conferences with USAID in recognition of the clear link between the two agencies' emphasis on diminishing the underlying conditions that foster recruitment and support of terrorism. Increased interagency collaboration significantly supports the goal to "find, fix and finish" the terrorist threat today as well as the long-term

objective to prevent the re-emergence of terrorists and to counter ideological support for terrorism.

Additionally, USSOCOM has encouraged the collaboration crucial to winning the Global War on Terror through the global integration of SOF operations with the Geographic Combatant Commanders, other governmental agencies, and our partner nations. USSOCOM's initiatives include developing the first exercise to evaluate the Command's integration into the government's counterterrorist response plan which the National Counterterrorism Center has adopted as the Nation's plan to further develop and refine their processes. USSOCOM, through a robust exercise series, continues to refine interoperability, coordination, and communications to fulfill its UCP-directed role to "synchronize" global operations against terrorist networks. USSOCOM also uses the

INTERAGENCY

The Department of State's "Rewards for Justice" program is a successful interagency initiative which led to the capture or killing of several terrorist leaders through essential information obtained from the local populace. USSOCOM advertises all U.S. government Rewards Programs through the Rewards Information Program which works like an international version of "America's Most Wanted." Working closely with the FBI, the Rewards Information Program passes information to the public through the mass media about terrorists in the hopes someone will have relevant information which would lead to their capture. This program is particularly successful in areas where Special Operations Forces attained the trust of the local population. This is most evident in the Philippines, where over the past four years the program has directly contributed to the removal of nine senior terrorist leaders in the Philippines including paying \$1 million for the capture of Hamsiraji Sali, a top Abu Sayyaf Group leader. Again in January 2006, Toting Hanno, another Abu Sayyaf terrorist involved in the 2001 kidnapping of 20 tourists—three of whom were American—was captured using a tip from a local informant.



Joint National Training Capability (JNTC) program to facilitate SOF and conventional force integration through key joint training and JNTC exercise venues, especially mission rehearsal exercises. Ultimately, this training and exercise profile significantly improves DoD's ability to defeat terrorists at all levels.

A key USSOCOM contribution to creating a global antiterrorist environment involves the use of its **Psychological Operations (PSYOP)** capabilities. PSYOP forces disseminate **truth and facts** to influence behavior and to erode the attraction of extremist ideologies to foreign audiences, counter propaganda that inspires our most dangerous enemies, and help to influence allied, friendly, and neutral audiences to support the GWOT. The cultural acuity and linguistic skills of SOF PSYOP personnel enhance their ability to influence target audiences by gaining their trust and confidence. The Command's ability to conduct small-footprint, flexible, and adaptive activities offers a unique means for gaining access to otherwise denied information and geographical areas. As part of this effort USSOCOM established the **Joint Psychological Operations Support Element (JPSE)** within the CSO. The JPSE plans, coordinates, integrates, and, under the command of the Geographic Combatant Commander, executes trans-regional PSYOP to promote U.S. goals and objectives. These units develop their strategy in close collaboration with the local U.S. Ambassadors' priorities to advance mission goals and objectives by nurturing democracy, promoting tolerance, and targeting the military, youth, and other groups vulnerable to extremist messages. In building their campaign, the JPSE works with an array of U.S. Government and host nation agencies and develops solid links for future collaboration in the Global War on Terrorism.



The Secretary of Defense directed the Combatant Commanders to organize, train and equip a standing **Joint Task Forces Headquarters**. USSOCOM established, exercised and validated a Joint Task Force that allows for seamless planning and execution of operations that span the spectrum of crisis and conflict.

The Geographic Combatant Commanders continue to execute operations, including SOF-unique missions, as the **supported commanders** in their theaters, with USSOCOM in a **supporting role**. The GCCs maintain the best regional focus and knowledge of their areas of operation and have conducted numerous successful operations since the war on terrorism began. USSOCOM provides each GCC a Theater Special Operations Command (TSOC), a sub-unified command, primarily manned and principally funded by USSOCOM. The TSOCs ensure SOF are fully integrated into GCC collective security plans and contingency operations. Due to the increased demand for SOF since 9/11, TSOCs have grown considerably and in most cases are now

commanded by two-star general officers. The TSOC commanders plan and conduct joint special operations, ensuring SOF capabilities are matched to mission requirements and advise their GCC on the proper employment of SOF. Additionally, the TSOCs provide the core element for establishing a Joint Special Operations Task Force, a SOF organization that can respond immediately to regional emergencies for the GCC.

Creating Success on the Battlefield

Throughout 2005, SOF remained at the forefront of the GWOT through extensive combat operations, security cooperation events and joint training with partner nations, and continued development of GWOT plans and interagency relationships. Much of SOF's success has been side-by-side with conventional forces, sharing information and assets to capitalize on the strengths of both forces. Whether working together in the Trans Sahara area of Africa or



training the new forces in Iraq, the relationship between conventional forces and SOF is better than it has ever been, and continues to mature and improve every day. Like our conventional counterparts, today's SOF operator conducts more combat operations in a week than many of his pre-9/11 predecessors would have done in a career.

Illustrative of the change in complexity and tempo are the missions of **160th Special Operations Aviation Regiment (SOAR)** in Afghanistan. The 160th SOAR provided helicopters to insert and extract Special Operations Forces, and when necessary, provide fire support for numerous objectives in a single mission. Due to their extensive training, familiarity with the high altitudes and extreme terrain,

as well as immersion in a joint environment, the crews were able to seamlessly conduct multiple operations in a single night, any one of which would have been the highpoint of a career. These operations were complete successes and have led to discovering significant links to additional al-Qaida members.

In Iraq, **Army Special Forces** teams and **Navy SEALs** (SEa, Air, and Land forces) have trained and advised Iraqi Special Operations Forces (ISOF) since late 2003. The focus in 2005 was on building a brigade headquarters over the already successful 36th Commando Battalion and the Iraqi Counterterrorist Force. The ultimate goal is for the ISOF to have a stand-alone capability for counterterrorist operations. Special Forces Soldiers also recruited, trained, and built the foundation of a Support Battalion for the ISOF with communicators, mechanics, medical personnel and general support services. Special Forces Soldiers and the SEALs advised several ISOF-led brigade-level operations against insurgent forces incorporating Air Force Special Operations Close Air Support, Combat Controllers, rotary wing aircraft; DoD Intelligence, Surveillance, and Reconnaissance platforms; Iraqi Special Operations teams; and Regular Iraqi Army units. In one operation, some 900 Iraqi soldiers conducted reconnaissance missions and raids, all at night, including heliborne and ground assault operations. These operations resulted in hundreds of insurgents captured or killed, but more importantly demonstrated the ISOF's ability to operate successfully in battalion- and brigade-sized operations, leading the way for the Iraqi armed forces to secure safe elections and take responsibility within their borders.

In Afghanistan, **Special Forces** units conducted extensive FID training and operations with the Afghanistan National Army (ANA) to project combat power into a known al-Qaida sanctuary, the



Cahar Cineh Valley. This operation enhanced ANA collective capabilities, discredited the al-Qaida influence over the local population, and promoted Afghanistan's government and the army's capabilities prior to the parliamentary elections. By combining offensive and information operations, the ANA and Special Forces units were able to set the conditions for a continued Afghan Army presence in this hotly contested area. Successful information operations ensured the local populace was fully aware of the government's capabilities to improve their quality of life and the national plans for elections. This pivotal operation signified a turning point for the ANA, as it was the first operation planned and executed by an Afghan battalion-sized element under the direct command and control of Afghan leadership.



Psychological Operations were essential in facilitating the democratic elections in both Afghanistan and Iraq during 2005 and will continue to play critical roles in the stabilization of both countries by disseminating critical information to affected populations. The **193rd Special Operations Wing**, a Pennsylvania Air National Guard unit that flies the specially modified EC-130E/J **Commando Solo** aircraft, provided airborne PSYOP broadcasts on commercial AM, FM, short-wave, worldwide television, and military communication bands. Dissemination of truthful information to approved foreign audiences in support of U.S. policy and national objectives is a vital part of the SOF effort to secure peace and diminish radical extremism around the globe. Culturally oriented and linguistically capable PSYOP units are supporting commanders and other U.S. government agencies in operations ranging from humanitarian assistance to combat operations.

Civil Affairs (CA) teams were also critical to the Afghan and Iraqi elections and continue to play a vital role in the stabilization and reconstruction process. They developed, coordinated, and facilitated the repairing of wells, provided food to hungry children, brought medical care to families, and helped rebuild school systems that will counter radical thought through education. Beginning in 2006, USSOCOM, in coordination with the Department of the Army, will begin reassignment of Army Reserve CA and PSYOP from USSOCOM to U.S. Joint Forces Command. Shifting Army Reserve CA and PSYOP forces to the Army better aligns the requirements of conventional forces with the units that will provide them direct support in the long-term fight against terrorism. Similarly, USSOCOM will retain the active Army CA and PSYOP units that provide direct support for SOF units. In addition to the active units, USSOCOM will continue to



have responsibility for proponenty and training standards for all Army CA and PSYOP units.

Beyond Iraq and Afghanistan, USSOCOM kept focused “**presence for purpose**” in dozens of high priority countries across the globe that are key to winning the long-term GWOT. SOF engaged with host-nation forces in several critical countries through UW and FID, improving their capacities and enhancing their abilities to address national, regional, and global security threats. In the Philippines and the Pacific Rim, SOF are working closely with and training partner nations’ military forces to locate, track, and neutralize terrorist threats within their borders. In South America, SOF is helping key friends and allies bring order to areas long infected by illicit drug activities and narco-terrorism, breeding grounds for our adversaries in the GWOT. Furthermore, in the Trans Sahara region of Africa, SOF work alongside



conventional forces to train and assist our partners to deny terrorists freedom of movement and sanctuary.

Special Forces teams and Navy SEALs are conducting extensive FID in the Philippines and Pacific Rim countries to support and train local militaries as they fight a localized war on terrorism. SOF operators instruct Philippine soldiers on small unit tactics, weapons skills, communications, and medical training designed to help them defeat the enemy. Additionally, USSOCOM continues to support GCC regional engagements and humanitarian efforts by incorporating CA construction initiatives, medical and dental care for small villages, and veterinary services. The USSOCOM-funded High Speed Vessel (HSV), leased from the U.S. Army, has significantly improved access to expansive and remote areas with few basing opportunities and has proven highly effective in the GWOT. The HSV will return to commercial service at the end of FY 2006,

however, the requirement for a SOF-controlled, high-speed afloat forward staging base remains.

Civil Affairs forces were also engaged in Colombia. The training and support provided by USSOCOM CA Soldiers to the Colombian military enabled them to execute numerous medical and veterinary civic-action events, expanding the Colombian government's legitimacy and influence in previously ungoverned areas. By increasing the professionalism of the Colombian military and specifically their special operations capabilities, USSOCOM built a stronger democratic partner in the U.S. Southern Command area of responsibilities.

The 6th Special Operations Squadron of Air Force Special Operations Command (AFSOC), deployed

CIVIL AFFAIRS

To defeat terrorism in the long term, it is necessary to erode extremist ideologies and strengthen local environments to eliminate tacit support for terrorists and their illegal activities. Civil Affairs units are helping to create this environment through a variety of projects including digging wells for fresh water, building roads and bridges, and providing medical, dental, and veterinary support to vulnerable populations. In Afghanistan, a team from the 96th Civil Affairs Battalion took to the mountains where they discovered a school destroyed by the Taliban. With the approval of the village leadership, the CA team rebuilt the school and in the process, formed a positive relationship with these locally influential people. The village children, tomorrow's leaders, are continuing their education with a new perspective on Americans. The goal of Civil Affairs is to impact peoples lives and leave a strong, positive message for the future.

Rebuilt by SOF.



Taliban destroyed school.



to the Trans Sahara region of North Africa, conducted training with several high priority countries focused on specialized flight operations, air base defense, and medical support. SOF worked with security forces from several African countries to enhance their counterterrorist capabilities by training with indigenous forces, focused on weapons, communications, and logistics. These critical efforts significantly bolstered the host-nation's ability to defend against terrorist threats and ultimately assist in the GWOT. The Sahara and Trans Sahara regions span an area as large as the continental United States, making this initiative vital in denying the region as a haven for al-Qaida linked terrorist groups.

Support at Home

In response to **Hurricanes Katrina and Rita**, SOF provided critical support to victims and first responders. **U.S. Army National Guard Special Forces Soldiers** provided command and control, search and rescue, and mission support to Alabama, Florida, Louisiana, and Mississippi. An **Air Force Reserve Special Operations Wing and AFSOC Special Tactics teams**, comprised of aircrews, Combat Controllers, SOF weathermen, and Pararescuemen, provided direct support by flying Helicopter Airborne Refueling, air-land supply/resupply, and rescue operations. Special Tactics operators were instrumental in the opening and initial operations of the New Orleans International Airport, allowing thousands of tons of cargo and relief workers to deliver aid to where it was most needed. **Naval Special Warfare teams** led an entire task group to support the rescue efforts, including combatant-craft crewman employing the Special Operations Craft-Riverine specifically designed for shallow waterways—going house-to-house along



the river, checking on residents whose homes were only accessible by boat. USSOCOM's **Reserve PSYOP Soldiers** also provided public information dissemination support to the relief efforts. These Soldiers broadcast much-needed information to the population as civilian media organizations rebounded from the disaster. The face-to-face communications, loudspeaker broadcasts, and various print media provided by SOF Soldiers were invaluable to the hurricane victims and their families throughout the United States.❖





**SOF
READINESS**

The **SOF Warrior** is USSOCOM's number one resourcing priority. SOF's core philosophy centers on the human as the most critical capability in special operations and as the foundation of USSOCOM's success in meeting the daunting challenges of defeating global terrorist networks. Specially assessed and selected individuals receive world class training and education before joining their team on the global battlefield. The success of the **SOF Warrior** is underpinned by three critical pillars of support: Training and Education, SOF-unique Equipment, and Experience through Retention.

People

In 2005, USSOCOM grew by nearly 1,600 military and civilian positions, most in direct support of the Command's new role as the DoD lead in the GWOT. USSOCOM will continue to strengthen its ability to shape the environment and carry out operations around the world by growing another 1,400 personnel in 2006. The formation of the **Marine Corps Special Operations Command (MARSOC)** will add almost 2,600 personnel to USSOCOM's end strength, with initial billet resourcing starting in FY 2006. The MARSOC adds to USSOCOM a Foreign Military Training Unit, increased direct action and special reconnaissance capacity, and the necessary support personnel to form a highly capable team.

USSOCOM's total authorized manpower for 2006 is 52,846 personnel. Roughly one-third of SOF military personnel are from the Reserve or National Guard (see Table 1).

	ACTIVE	RESERVE	NATIONAL GUARD	MILITARY TOTAL	CIVILIANS
ARMY	18,079	9,754	2,904	30,737	1,644
NAVY	5,636	1,013	0	6,649	481
AIR FORCE	9,860	996	825	11,681	1,575
MARINE CORPS	79	0	0	79	0
SUBTOTALS	33,654	11,763	3,729	49,146	3,700
FY 2006 USSOCOM TOTAL 52,846					

Table 1

Training and Education

Assessment and Selection is the critical initial process by which candidates with the necessary aptitude and attitude are identified for entry into the Special Operations community. It is Basic Underwater Demolition/SEAL (BUD/S) training for Navy SEALs, the Special Forces Qualification Course (SFQC) for Army Green Berets, the initial selection phase for Air Force Combat Controllers and Pararescuemen, the special selection for the Army's Special Operations Aviators, and initial training teams—the “Green Team”—for many other units. It is the common starting point for all SOF warriors, including most support personnel. A relative few possess the essential combination of maturity, unflinching character, mental

agility, physical strength, and an endless internal drive necessary for selection and future success as a **SOF Warrior** on the battlefield. Consequently, attrition rates are high, making growth a challenge.

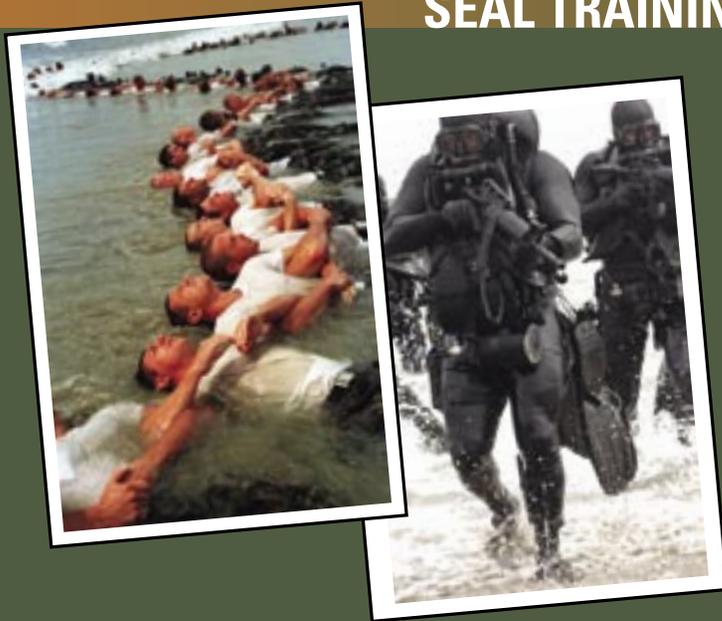
In order to meet authorized future growth, USSOCOM and its components completely overhauled SOF accession schools, significantly increasing throughput capacity while maintaining the same high standards. In the case of the SFQC, a phased plan to increase Special Forces graduates was initiated in 2002 to grow from a 10-year average of 350 active duty enlisted graduates per year to 750 for FY 2006. However, in FY 2005 the SFQC produced 790 new Green Berets—exceeding the goal a year early. For the first few years, most of these additional Green Berets will go to fill vacant billets, returning Army Special



Forces units to full strength. However, USSOCOM is now postured for additional future growth.

Special operations training takes mature SOF students and teaches them the unique skills to become regionally oriented, culturally attuned, and uniquely capable of operating in denied or sensitive

SEAL TRAINING



Unique to Special Operations is an assessment and selection process. It identifies those with the physical capacity and mental toughness, innovation, and character necessary to be successful while conducting a night-time direct action raid or meeting with the head of a foreign military while training his forces. For Naval Special Warfare, candidates are assessed during Basic Underwater Demolition / SEAL (BUD/S) training. A SEAL candidate will experience the ultimate physical and mental stresses during this 6-month course and will:

- > Run 1,310 miles in sand wearing boots
- > Swim 150 miles in the ocean
- > Complete a 1/2 mile obstacle course 39 times
- > Spend 57 hours submerged in cold water
- > His class will fire 850,000 rounds and detonate 5,500 pounds of explosives
- > Of the 166 men who start, only 35 will graduate

Only after completing these grueling phases will he earn the privilege of joining his team. Success comes from character — now he will have to employ these skills in combat.

areas as well as by, through, and with foreign militaries. Today's special operations successes can be attributed directly to the quality of the SOF operator and his nearly two years of initial training. Programs center on modular training that builds core skills with particular emphasis on foreign-language and cultural training. This innovative modular design leverages technology to improve the quality and effectiveness of the instruction while enabling more efficient use of time and resources.

Language capability remains essential to the successful and timely accomplishment of many SOF missions. The U.S. Army Special Operations Command (USASOC) recently raised language graduation standards, restructured the training methodology and reduced the number of languages taught. The tighter focus and use of new technology resulted in a 98 percent graduation rate at the higher standard and a throughput of 974 students, an increase of 50 percent since 2002. Naval Special Warfare Command (NAVSPECWARCOM), USSOCOM's naval component, added a language program to SEAL Qualification Training, ensuring each new SEAL is language qualified before reporting to their first operational command.

To bring critical language instruction to geographically dispersed SOF personnel, USSOCOM is experimenting with technology such as PC-based teleconferencing. Initial success in using the PC-based teleconferencing as a training conduit produced results comparable to those at USASOC in the same amount of time. USSOCOM is also partnered with the Defense Advanced Research Projects Agency (DARPA) in developing the **Tactical Iraqi Trainer**, which uses voice recognition and PC game technology to train language and culture. The Command is moving towards providing institutional



language training to all operators before they arrive at their unit and then following with sustainment and enhancement training that seamlessly fits the operator's schedule, location, and training needs.

Another force multiplier for SOF has been the increased emphasis on advanced SOF skills. USSOCOM increased Advanced Special Operations Technique (ASOT) training capacity 67 percent since FY03, increasing the Army SF and Navy SEAL ASOT graduates by 83 percent in the last two years. This training investment nearly doubled a critical, yet unique, SOF capability essential on today's global asymmetric battlefield. Refined focus on training requirements, higher and tiered standards, transformed training, and smarter use of technology continue to multiply the success of our SOF warriors around the globe.

Beyond training, **Professional Military Education** at all ranks is vitally important to the continued success of SOF. The **Joint Special Operations University** provides a wide range of tailored educational services to the joint SOF community. In 2005, the Command completed its first comprehensive study of SOF educational requirements and developed a strategic plan for continued improvement over the next decade. The Command has direct links at every service school to ensure there is an accurate and complete special operations curriculum so that future leaders across the spectrum will understand the capabilities and limitations of SOF. The **SOF Education Strategic Plan** focuses on the development of joint SOF leaders at every level and their continued improvement through a broad array of intellectual engagement and research initiatives.

SOF Warrior Systems

Once a **SOF Warrior** is assessed, selected, trained, and ready to engage in the GWOT, individual equipment is central to accomplishing his mission and achieving success. In 2004, USSOCOM placed critical personal equipment under a single resource area, **SOF Warrior Systems**, and gave it resourcing priority. SOF Warrior Systems aggregate over 90 individual systems and pieces of equipment to ensure important, but relatively low-cost items, are not overlooked or under funded. Equipment that provides enhanced capabilities for the individual **SOF warrior** includes: night vision and optical devices, individual weapons, body armor, targeting systems, GPS, and environmental clothing. In October 2005, USSOCOM established the SOF Warrior Systems program office to allow single point oversight and improve equipment development and acquisition timelines. This ensures



operators will receive the best equipment available to them in a timely manner.

Retention

The sustained high operational tempo of the past four years has put a strain on SOF. Adding to the strain is a healthy economy and a high demand by corporate America for people with the same skills, character, and abilities as the **SOF Warrior**. As USSOCOM continues to grow in support of the long-term GWOT campaign, it is imperative that we retain our highly qualified and experienced operators.

However, **SOF personnel management** has always presented unique challenges. Under Title 10 USC, Section 167, USSOCOM is responsible for the readiness of SOF and for monitoring SOF personnel management. The Command worked separately with each Armed Service, the Joint Staff, and the Office of the Secretary of Defense (OSD) to get the U.S. Special Operations Forces Retention Incentive Initiative for SOF operators approved in December 2004. Excellent support from the Services on this initiative was fundamental to its implementation. However, each of the Services have separate policies for retention including different metrics, different mandatory retirement dates, different re-enlistment bonus programs, different special pays, and separate data bases. This complicated and delayed this initiative, creating inequities between SOF operators. Personnel retention remains an essential element to SOF operational readiness.

Last year was the first full year of the **Special Operations Forces Retention Incentive Initiative** for SOF operators with 19 or more years of service and it has proven to be successful, exceeding the projected acceptance rate. It was a great first step. To continue

USSOCOM VALUES

- > **INTEGRITY:** A force that can be relied upon to operate to the highest moral standards, protect the Nation's values and conduct its most sensitive missions
- > **COURAGE:** Uncompromising moral and physical courage under all conditions
- > **COMPETENCE:** Maintaining the highest levels of tactical and technical competence—continuous improvement is our trademark
- > **CREATIVITY:** Using innovative, imaginative solutions to accomplish complex, demanding challenges

this momentum, USSOCOM is working to identify additional specialties and key periods of service for future Retention Incentive Initiatives. Additionally, we will continue to identify non-monetary incentives including education, family quality of life, career profiles, and post-career benefits to encourage the SOF operator to remain “SOF for life.”

USSOCOM, along with the Services, must take care of America's injured SOF warriors, fallen comrades, and their families. The **USSOCOM Care Coalition** was established to help SOF casualties and their families identify and receive a full spectrum of support by coordinating with DoD, government, and non-government organizations. From its inception,



USSOCOM CARE COALITION MISSION

Provide Special Operations Warriors and their families a model advocacy program in order to enhance their quality of life and strengthen special operations readiness.

the Care Coalition worked directly with the Services to ensure each SOF component has a robust family support and readiness program at each unit to help with day-to-day issues. If a **SOF Warrior** is injured, USSOCOM Care Coalition representatives contact the SOF member and his or her family to provide immediate assistance and offer advocacy if required. With great support, many injured SOF return to active duty and even combat. For SOF leaving the military, the Care Coalition remains engaged for as long as their needs exist. In the unfortunate event that a **SOF Warrior** is seriously injured or killed, the Care Coalition is there for the family to advocate to the Service for their entitlements and reach beyond the government to help families, with their concurrence, identify those non-profit organizations that provide additional support, such as scholarships for surviving children. The Care Coalition, by improving total force quality of life, significantly contributes to operational readiness and ultimately, mission success.

Budget, Acquisition, Technology, and Logistics

When Congress created USSOCOM in 1986 they provided the Commander, under U.S. Code Title 10, Section 167, budget and acquisition authority for special operations-peculiar equipment. This authority is analogous to that of the Secretaries of the Military Departments. Using this authority, USSOCOM has fielded numerous special operations-peculiar systems instrumental in today's fight and is executing programs to rapidly address the emergent needs of SOF in combat.

The individual **Special Operations Warrior** is at the core of special operations capabilities, a fact made clear in USSOCOM's budget and acquisition strategies. USSOCOM's Strategic Planning Process (SPP), the best in DoD, is capabilities-based and

designed to focus on the needs of the **SOF Warrior** to accomplish the mission, rather than being platform-centric. USSOCOM's current budget and pending requests reflect this unique philosophy. Tied to the SPP is the Long Range Planning Process that looks at future threats and emerging technologies to ensure SOF remains ahead of its adversaries.

Budget

Prior to September 11, 2001, the USSOCOM budget remained constant at just under \$4 billion per year. The events of that fateful day dramatically increased the requirement for special operations as witnessed in Operations Enduring Freedom and Iraqi Freedom. The Command's budget has grown to \$6.4 billion in FY 2005 allowing modest growth and improving USSOCOM's ability to acquire SOF-specific equipment and support. Supplemental appropriations to support ongoing military operations in Iraq, Afghanistan, and other regions worldwide added another \$1.6 billion to the overall total. The Operation and Maintenance (O&M) account was funded at more than \$3.1 billion to support numerous overseas deployments, expand training capabilities, and sustain warrior systems such as body armor, lightweight protective uniforms, night vision devices, and protective helmets. As USSOCOM assumes greater responsibility in planning and executing the GWOT, its overall budget authority has increased proportionately.

- > The FY 2006 budget request of approximately \$7.4 billion is balanced to meet USSOCOM's top three priorities: GWOT; Readiness; and the Future. However, supplemental funding remains vital to sufficiently support SOF operating on the battlefield. USSOCOM's FY 2006 budget



is divided into five major categories: Military Personnel; Operation and Maintenance (O&M); Procurement; Research, Development, Testing and Evaluation (RDT&E); and Military Construction.

- > Nearly \$2.6 billion is earmarked for our largest account, Military Personnel. This account is programmed by USSOCOM, but executed by the Services.
- > The O&M account of \$2.7 billion maintains SOF operational readiness and provides for maintenance of equipment, fuel, consumable supplies, civilian salaries, spare parts, and repair of weapons and equipment.
- > The budget also includes \$1.3 billion for Procurement, which allows USSOCOM to fund vital SOF-unique modernization and recapitalization in mobility, weapons and munitions, communications, and intelligence equipment.
- > Nearly \$630 million is allotted to RDT&E, which provides for technological advances and modernization for Special Operations Forces.
- > Completing the portfolio, USSOCOM programs

just under \$200 million in Military Construction to build unique operational facilities necessary for SOF training and deployment.

Service contributions are critical and significantly augment USSOCOM's budget and acquisitions. For example, the Air Force acquires "slick" (i.e., unmodified) C-130s for delivery to USSOCOM, which then receive USSOCOM-funded SOF-unique modifications. Similarly, the Command does not pay for "HumVees" (HMMWVs, High Mobility Multi-purpose Wheeled Vehicles) or "slick" helicopters that are acquired by the Army for USSOCOM modification and SOF use. However, USSOCOM does procure all of its own maritime mobility platforms, such as the MK V, the Special Operations Craft–Riverine, and the USSOCOM funded High Speed Vessel supporting GWOT operations in the Pacific Command's area of responsibility.

The FY 2007 President's Budget request for USSOCOM is \$8.0 billion and includes specific additions directed by the Quadrennial Defense Review process. This request will continue the effort

of investing in capabilities to improve SOF warrior systems, advance force operations, promote specialized and institutional training, explore and exploit leap-ahead technology, and refine force structure and manpower to support the Command's most important asset: the **SOF Warrior**.

Quadrennial Defense Review

USSOCOM, with its service-like responsibilities to train, organize, and equip forces, participated fully in this year's Quadrennial Defense Review (QDR). The results of the QDR recognize USSOCOM's new authorities, judicious growth, significant contributions on the battlefield, and SOF's unique skills that will be necessary for the Global War on Terrorism in the future.

USSOCOM's strategic approach to the 2005 QDR process was to focus on SOF-peculiar capabilities, not on platform-centric resource solutions. The QDR provided the resources to ensure future SOF will be **rapidly deployable, agile, flexible and tailorable** to successfully perform the most demanding and





...today's **special operators** are **well equipped** and **confident** in their aircraft, maritime craft, intelligence and information systems, and individual equipment.

sensitive missions worldwide. SOF will continue to be the Nation's premier team to conduct tailored raids and assaults against the most challenging targets, but will increasingly conduct UW and FID activities on a global scale. Increasing regional language and cultural proficiency skills in key GWOT operational areas (Africa, Latin America, the Middle East, and Asia) remains a top priority. Longer duration operations in support of the GWOT will emphasize building personal relationships with foreign military and security forces and other indigenous assets to achieve common objectives. The QDR specifically facilitates the following SOF initiatives:

- > Increase SOF capability and capacity to conduct low-visibility, persistent presence missions and a global Unconventional Warfare campaign.
- > Increase (starting in FY 2008) active-duty Special Forces Battalions by one-third.
- > Grow active and reserve Psychological Operations and Civil Affairs units by about 3,600 personnel to provide Active Component support to SOF operations and Reserve Component support to the Army's modular forces.
- > Establish a Marine Corps Special Operations Command (MARSOC) composed of about 2,600 Marines and Navy personnel to train foreign military units and conduct direct action and special reconnaissance.
- > Increase SEAL Team force levels.
- > Establish a SOF Unmanned Aerial Systems Squadron to provide an organic capability and capacity to locate and track high value targets.

- > Enhance capabilities to support SOF insertion and extraction into denied areas.

Equipment Advances and Initiatives

USSOCOM is the only combatant command that manages the entire materiel acquisition life-cycle process for special operations-peculiar equipment employed by its forces. USSOCOM processes are similar to those used by the Joint Staff, OSD, and the Services, but with the unique advantage of defining the missions its forces conduct as a supported Commander. USSOCOM has its own **acquisition workforce** with embedded contracting, legal, and oversight staffs, all in one location. Subject to the same overarching statutes and policies that apply across DoD, the Command's Program Executive Officers utilize the inherent freedom and flexibility of the 5,000 series directives and instructions to streamline acquisition processes and documentation, while benefiting from a proximate decision chain. This team, with exceptional support from Congress, the Secretary of Defense, the Joint Chiefs of Staff, the Military Departments, and industry partners, has built a superb capability to provide rapid and focused technology, acquisition, and logistics support to SOF Warriors. As a result, today's special operators are well equipped and confident in their aircraft, maritime craft, intelligence and information systems, and individual equipment.

The Command's **Urgent Deployment Acquisition (UDA)** process provides rapid acquisition and logistics support in response to emergent requirements submitted through **Combat Mission Needs Statements (CMNS)** from SOF deployed on the global battlefield. Advanced technology systems are acquired and fielded in as little as seven days from CMNS approval, with most capabilities delivered to

combat forces in less than six months. Recent UDAs include: target video downlink capability from AC-130, A-10, and AV-8B close air support aircraft; mobile electronic-warfare jammers; anti-structural grenades; MH-53 helicopter ballistic protection; and various unmanned aerial systems. In 2006, Congress established a separate CMNS budget line, allowing USSOCOM to meet urgent battlefield requirements without disrupting existing programs, significantly improving responsiveness while minimizing impact on future systems.

To effectively employ SOF's unique skills in the future of GWOT, USSOCOM requires a **family of Unmanned Aerial Systems (UAS)** that range from the very small or micro UAS to long-endurance Predator class systems. Platforms fielded in Afghanistan and Iraq provide critical security to small SOF units and aid in the identification and tracking of terrorist

leadership. USSOCOM recently created a UAS road-map designed to consolidate ten limited UAS's into five robust platforms, reducing costs and improving capability. The rucksack portable UAS is being developed jointly by USSOCOM and the Army as a service-common solution to a joint requirement. Additionally, USSOCOM, working with the Air Force, has established a Predator Squadron within the AFSOC that will significantly improve SOF access to timely information on a global scale

Increasing the inventory and capabilities of USSOCOM **specialized aircraft** remains a priority. The CV-22 SOF Osprey will transform the Command's ability to project SOF capabilities worldwide in the GWOT. The CV-22 will provide leap-ahead capability in speed and range, allowing long-range vertical lift missions to be performed in a single period of darkness. Additionally, limited growth of the AC-130

gunship and MC-130H Combat Talon platforms started in FY 2005, improving fire support and SOF access to denied areas. Procurement of additional MH-47G Chinook helicopters combined with the ongoing modernization of the fleet to the G-model configuration adds needed rotary wing capability and capacity, while streamlining logistics and maintenance. Overall, USSOCOM continues to modernize and extend the service life of the C-130 and rotary wing fleets with a focus on survivability modifications to protect SOF aircraft and warriors. Examples include the Joint Terrain Following/Terrain Avoidance Radar, a suite of infrared countermeasures, the EC-130 Commando Solo and MH-60L Blackhawk modernization programs, and the C-130 center wing box replacement program.

USSOCOM continues to sustain and enhance **maritime mobility systems** including the MK V



Special Operations Craft, the Rigid-hulled Inflatable Boat, the Special Operations Craft–Riverine, the SEAL Delivery Vehicle, and the Advanced SEAL Delivery System. Among several initiatives, USSOCOM upgraded the MK V crew seats with improved shock mitigation to protect boat crews and SOF operators from the pounding induced by high-speed travel on rough seas; developed and fielded a common forward-looking infrared sensor for combatant craft; and improved survivability of the Special Operations Craft–Riverine with advanced armor protection and smoke generators. As these platforms near the end of their service lives, USSOCOM is utilizing the joint process to analyze future SOF maritime mobility requirements to identify the next generation of surface and subsurface platforms needed to support the **SOF Warrior**. Incremental in the process is the USSOCOM-funded Afloat Forward Staging Base Proof of Concept utilizing the High Speed Vessel

(HSV) to test emerging strategies and technology to fight the GWOT. The HSV is proving very effective in the littorals, enabling SOF access to key GWOT nations and geographically remote areas. This vessel will return to commercial service at the end of FY 2006, however, the requirement for a SOF-controlled, high-speed afloat forward staging base remains.

USSOCOM continues to ensure SOF Warriors are equipped with effective and interoperable **intelligence and information systems**. Communications, global and local network service, and improved sensors provide persistent intelligence and situational awareness to SOF Warriors engaged in the GWOT. Ongoing enhancements to SOF radio systems; the Joint Threat Warning System; Tactical Local Area Networks; Special Reconnaissance Capabilities; and Tagging, Tracking, and Locating systems remain critical to interoperability with interagency and partner nations, as well as finding and fixing terrorist threats.

Science and Technology

The ability to stay ahead of a technologically adept and rapidly adapting enemy depends upon our SOF operators becoming faster, stealthier, more lethal, more survivable, more precise and synchronized, and easier to sustain. The focus for USSOCOM's Science and Technology investment strategy is to effectively apply and invest available resources to maximize SOF warfighting capabilities with an eye towards the future. Our technology development activities are focused on a number of capability areas. These areas include: command and control; tagging, tracking and locating; **SOF Warrior** lethality, survivability, and sustainability; power and energy; and psychological operations. Specific science and technology programs at USSOCOM include: an airborne tactical laser, small unmanned aerial system payloads and networking; signature reduction; advanced night vision devices; night vision windshields; psychological operations products and broadcasting mechanisms; unattended sensors and sensor networks; and advanced mobility concepts. Moreover, our science and technology programs leverage advances made in the Military Departments and other government laboratories by using experimentation and advanced concept technology demonstrations to evaluate the utility of emerging technologies prior to transitioning these technologies into USSOCOM acquisition programs of record.

Technology development is especially important in SOF communications and networks as DoD pursues the expansion of the Global Information Grid (GIG) and refines concepts and architectures for Net-Centric Warfare (NCW). The Command is fielding numerous communication systems and network services providing SOF with a variety



of adaptive capabilities. These range from inter-team communications to network applications and services for collaborative planning and information management. The overarching objective is to enable USSOCOM to synchronize mission planning and mission execution among SOF, conventional forces, and coalition partners. In 2005, the Command developed an evolutionary software-defined radio that meets most of the Joint Tactical Radio System specifications and is becoming standard across DoD. To meet SOF requirements for increasingly smaller devices with greater performance, the Command is deploying the **SOF Deployable Node-Medium**, an integrated, Internet Protocol (IP)-based, man-portable satellite terminal. This system extends broadband command, control, communications, computer, intelligence, surveillance, and reconnaissance (C4ISR) services down to the deployed tactical SOF unit.

USSOCOM will continue to pursue emerging technologies that demonstrate a potential benefit to the **SOF Warrior** and his unique skills and missions. However, SOF will rely on the Services to develop the next generation of basic aircraft, helicopters,

and vehicles which USSOCOM will then tailor to SOF-unique missions. The CV-22, procured by the Air Force and modified by USSOCOM, is an example of this critical process.

Acquisition Logistics

In the logistics support and sustainment area, USSOCOM established the **Special Operations Forces Support Activity (SOFSA)** and is leading efforts to establish a SOF Logistics Data Warehouse for special operations-peculiar equipment. SOFSA is a contractor-operated facility that functions as the Command's Logistics Center of Excellence. Maintenance and modification of SOF rotary wing assets are two examples of the many essential logistics capabilities this depot-like activity provides for SOF.

Ongoing efforts to expand SOFSA's joint Contractor-Inventory Control Point capabilities will ensure SOF receives priority supply support for special operations-peculiar equipment while using standard supply automation systems. SOFSA in-theater logistics support to SOF for operations in Afghanistan and



Iraqi enables USSOCOM to rapidly support the fielding, supply, maintenance, refurbishment, and reset of SOF equipment in direct support of combat operations. The data warehouse initiative will enable end item visibility for special operations-peculiar equipment and will be directly linked to Service common supply and accountability systems, providing a real-time view of this equipment worldwide.❖

HSV: HIGH SPEED VESSEL

The 313-foot USSOCOM-modified High Speed Vessel (HSV) Joint Venture is a revolutionary concept developed to effectively employ Special Operations in the full spectrum of War on Terrorism missions. Operating in the Asia-Pacific region in support of Special Operations since July 2005, the HSV's shallow draft and non-military appearance allows it access to most of this expansive and remote littoral region. The vessel can support a Task Group of Navy SEALs, including boats, mini-submarines, helicopters, unmanned aerial vehicles, and HMMWV's, and spends over 30 percent of its time cruising at over 30 knots to provide rapid mobility and forward basing in an area that covers millions of square miles of ocean. Conducting port visits to Malaysia, Indonesia, and the Philippines in support of regional engagement and humanitarian efforts, the Joint Venture is successfully demonstrating what can be accomplished with long-term sea-based SOF mobility.





BUILDING SOF'S FUTURE

Over the next 10-20 years, Special Operations Forces (SOF) will continue to operate against non-traditional, non-state, unconventional, and transnational enemies in complex, uncertain, and dynamic environments. Anti-access and area denial will proliferate. Failed states, friendly states, and our own homeland are potential havens for hostile, non-state threats. USSOCOM is likely to face major international challenges that differ significantly from those encountered by SOF in Iraq today. The magnitude and speed of change resulting from a globalizing world, the changing geopolitical landscape, emerging powers, and the potential for catastrophic terrorism will be defining features of the world over the next two decades.

In support of the Global War on Terror, situational awareness and stability operations will become more significant as increased actions in non-combat areas require the need to address partner nation capability and surrogate operations. As we move into more low-visibility, non-combat area operations and activities, there will be an increasing demand for special operations UW and FID capabilities.

USSOCOM's transformation goals identify and develop those capabilities SOF will need to ensure the highest level of current readiness while providing the resources for long-term force recapitalization. SOF will remain a **full-spectrum, multi-mission force**, capable of conducting **tactical operations with strategic impact**, while continuing to operate effectively in **joint, combined, and interagency environments**. Transformation is not just about equipment, but is a holistic approach to solving tomorrow's, and in some cases today's, problems through doctrine, training,

organizational structure, and technology. Transformation will require USSOCOM to remain focused on people and their unique skills.

The Way Ahead

USSOCOM will continue **transforming** to meet the demands of the GWOT, while simultaneously conducting SOF missions as a supported command for planning, synchronizing, and executing global operations against terrorist networks. As Afghanistan and Iraq are able to provide their own stability and security, conventional U.S. military operations will decrease. For SOF, it will mean refocusing assets towards a different commitment, but the same high operational tempo. A majority of Special Operations will remain involved in the GWOT, but with less visible combat operations and reduced emphasis on the Central Command's area of responsibility

as focus shifts to finding and defeating a dangerous global enemy.

The individual **SOF Warrior** will remain at the core of special operations. In keeping with the first SOF Truth, “humans are more important than hardware,” USSOCOM will ensure the **SOF Warrior** remains the centerpiece of the 21st-Century special operations capability. To meet increasing requirements for SOF capabilities, USSOCOM needs to **grow forces**, but will do so carefully, ensuring we retain quality in our accessions and training. USSOCOM will continue to develop agile and adaptive leaders through specialized training and a robust special operations professional military education program to enable success in all areas. USSOCOM will retain experienced operators by employing the force in appropriate roles, by applying incentives to retain their critical skills and experience, and by improving management of our personnel.

USSOCOM will continually improve **SOF Warrior** capabilities through more efficient training, better

education, increased experience, and focused equipment acquisition. The commander of USSOCOM put into effect the first **Mission Training and Preparation Systems (MTPS)** roadmap in July 2005, which centralized the management and execution of SOF simulation, mission rehearsal, and mission planning capabilities. This “system-of-systems” approach integrates all SOF simulators into a common environment to provide a seamless architecture to conduct all SOF training and mission rehearsals. The MTPS roadmap will significantly improve training efficiency while enhancing SOF aircrew and operator capabilities and extending platform lifetimes.

USSOCOM’s resourcing focus is to invest in those capabilities that further improve the SOF Warriors’ ability to find, fix, and finish the enemy. Improved **Intelligence, Surveillance, and Reconnaissance (ISR)** capabilities provide critical information for the planning and execution of USSOCOM GWOT operations. The Command has initiated a multi-faceted

strategy for improving these capabilities and achieving persistence surveillance. Key elements of this strategy are the development of an overarching global sensor network; establishment of a USSOCOM Unmanned Aerial Systems Squadron; and the continual upgrade of intelligence collection, reporting, and analysis systems. USSOCOM is partnering with multiple national agencies to develop specific technologies to fill identified ISR requirements and enhanced interoperability with National ISR architectures. The Command’s intelligence center has collaborated with the other combatant commands and specific DoD and non-DoD agencies to create a comprehensive Joint Capabilities Document that lays the foundation for future ISR developments and procurements. These initiatives will ensure that SOF warfighters have the most robust and responsive ISR architecture possible to meet the challenges of the future.

CHARACTER

U.S. Army Special Forces Captain Robert Eldridge is a true example of the character and drive of a Special Forces Operator. After enlisting in the Army, he successfully completed Special Forces training and spent 11 years as a team medic. An avid runner and leader looking for additional responsibility, he was selected for officer training and later returned to Special Forces. While on patrol in Iraq with the 7th Special Forces Group, his HMMWV was hit by an Improvised Explosive Device and he was severely injured, requiring the amputation of his leg. However, Captain Eldridge was a survivor and vowed to recover. With SOF support and through unyielding determination, Eldridge recovered through surgeries and physical therapy, finally being fitted with an artificial leg. Just nine months after the injury, he was back in uniform as he took command of the Headquarters support company of the 7th Special Forces Group. Today he continues to run, often far ahead of his younger peers at a 6:30 minute pace.



Additionally, the way ahead must include two key elements: **building foreign capability** to defeat terrorism and **highly integrated** application of all **instruments of national power**. USSOCOM's focus on UW, FID, and interagency cooperation will continue to increase to win the long-term fight against terrorists. An increasing global presence and focus, enhanced **SOF Warrior** capabilities, and growing international and interagency coordination all combine to form SOF's direction for the future.

Conclusion

United States Special Operations Command is the lead combatant command for planning, **synchronizing**, and, as directed, executing global operations against terrorist networks. As such, USSOCOM created the Center for Special Operations which developed the **first strategic campaign plan** for countering terrorism. This plan forms the foundation of DoD's effort and is being considered as the **long-term framework** for assigning resources to the GWOT. The CSO breaks down traditional barriers by bringing operations, intelligence and planning together under a single director, capitalizing on the natural synergy to push beyond traditional ways of thinking. At the same time, USSOCOM capitalized on its **unique role** among combatant commands as a **force provider** to efficiently tailor its organization, training, and equipping to meet the demands of the war on terrorism.

In conjunction with the Geographic Combatant Commanders, allies, and our interagency partners SOF will continue to protect U.S. citizens and interests as well as those of our allies by attacking terrorist networks, eliminating their capability, and capturing or killing their leaders. At the same time USSOCOM understands that this is a long, global campaign and

is posturing the Command for the long-term fight to help ensure the continued security of the United States. **Unconventional Warfare, Foreign Internal Defense, Civil Affairs, and Psychological Operations** are all capabilities that SOF brings to the battlefield that directly impact the underlying conditions that support terrorism.

Beyond just implementing SOF's capabilities, USSOCOM is in a unique position to further international cooperation and to strengthen interagency relationships within the U.S. Government. Realizing GWOT requires international engagement, USSOCOM is leveraging SOF's capabilities to help partner nations defeat terrorism within their own borders through targeted PSYOP and CA projects as well as using FID to build critical counterterrorism capabilities. **UW** and **FID**, now and in the future, will remain the keys to building environments inhospitable to terrorists. An interagency and international endeavor, USSOCOM will ensure its efforts are coordinated and synchronized with all partners in the GWOT.

USSOCOM is encouraging the interagency to expand and improve relationships that **enhance information sharing** to better focus all instruments of national power against terrorists. Creation of **Military Liaison Elements**, a **Collaborative Planning Environment**, and the **Joint Psychological Support Element** are examples of USSOCOM's ongoing efforts to improve SOF, DoD, and interagency coordination, cooperation, and collaboration. Recent agreements with U.S. government agencies, and focused events with partner nations such as International SOF Week are important first steps in developing a fully integrated and interoperable world-wide antiterrorist network. USSOCOM will continue to identify and create new partnerships to enhance the **SOF Warrior's** ability to locate and eliminate terrorist threats before they can act.

USSOCOM TRANSFORMATION GOALS

- > USSOCOM will enhance the individual and collective skills, abilities and talents of the SOF Warrior.
- > USSOCOM will harness a global network where collaboration and synchronization across command lines will play a dramatically larger role.
- > USSOCOM will develop and integrate the capabilities needed to find and fix terrorists anywhere on earth.
- > USSOCOM will develop leaders with the education, experience and aptitude to apply SOF capabilities at the operational and strategic levels.

The **SOF Warrior**, specially assessed and selected with world-class training and equipment, supported by a quality civilian workforce and an outstanding acquisition process, are instrumental to success on the battlefields of Iraq and Afghanistan. Through tailored growth, creation of specialized skill sets, enhanced training, and development of advanced equipment, USSOCOM is aggressively preparing special operations to skillfully engage in the long-term global campaign to defeat terrorism in the future. USSOCOM will ensure SOF remains manned, equipped, and trained to conduct operations...**at the right place...at the right time...with the right force** in the Global War on Terrorism. With the continued exceptional support of the U.S. Government and the American people, the **SOF Warrior** will continue to apply innovative thinking, energy, focus, skill, courage, and determination to defeat worldwide terrorism and prepare for the future.❖

GLOSSARY

AFSOC: Air Force Special Operations Command

ANA: Afghanistan National Army

ASOT: Advanced Special Operations Technique

BUD/S: Basic Underwater Demolition/SEAL

C4ISR: Command, Control, Communications, Computer, Intelligence, Surveillance, and Reconnaissance

CA: Civil Affairs

CMNS: Combat Mission Needs Statement

CPE: Collaborative Planning Environment

CSO: Center for Special Operations

DARPA: Defense Advanced Research Projects Agency

DOD: Department of Defense

FID: Foreign Internal Defense

GCC: Geographic Combatant Commanders

GIG: Global Information Grid

GWOT: Global War On Terrorism

HMMWV: High-Mobility Multipurpose Wheeled Vehicle

HSV: High Speed Vessel

IP: Internet Protocol

ISOF: Iraqi Special Operations Forces

ISR: Intelligence, Surveillance and Reconnaissance

JPSE: Joint Psychological Operations Support Element

MARSOC: Marine Corps Special Operations Command

MTPS: Mission Training and Preparation Systems

NAVSPECWARCOM: Naval Special Warfare Command

NCW: Network-Centric Warfare

O&M: Operation and Maintenance

OPE: Operational Preparation of the Environment

OSD: Office of the Secretary of Defense

PSYOP: Psychological Operations

QDR: Quadrennial Defense Review

RDT&E: Research, Development, Testing, and Evaluation

SEAL: SEa, Air, and Land forces

SFQC: Special Forces Qualification Course

SOAR: Special Operations Aviation Regiment

SOF: Special Operations Forces

SOFSA: Special Operations Forces Support Activity

SPP: Strategic Planning Process

TSOC: Theater Special Operations Command

UAS: Unmanned Aerial System

UCP: Unified Command Plan

UDA: Urgent Deployment Acquisition

USAID: U.S. Agency for International Development

USASOC: U.S. Army Special Operations Command

USSOCOM: U.S. Special Operations Command

UW: Unconventional Warfare

WMD: Weapons of Mass Destruction

