

USSOCOM

POSTURE STATEMENT 2007



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United States Special Operations Command



2007 Posture Statement

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Air Force Special Operations Command advisors pose with members from the Chadian Air Force.



Executive Summary

The United States Special Operations Command (USSOCOM) will celebrate its 20th Anniversary in April, 2007.

The impetus for the Command's creation was the failed rescue attempt of American hostages in Iran in 1980. Congress recognized that the capabilities and equipment required to conduct joint special operations could not be fragmented throughout the Services and be successful. This vision established a joint Special Operations headquarters, with service-like responsibilities, that could provide the organization, training, and equipment required for complex special operations. USSOCOM remains the only Combatant Command established by Congress with the passing of the Nunn-Cohen Amendment to the Goldwater-Nichols Act in 1986. Throughout 2007, the Command will celebrate this landmark event while continuing to focus on synchronizing the Global War on Terror (GWOT) and supporting Special Operations Forces (SOF) Warriors.

USSOCOM is uniquely qualified to lead the GWOT for the Department of Defense (DOD). The types of missions and capabilities mandated by Congress for USSOCOM enable the unconventional, irregular, and adaptive actions that are best suited to engage the global asymmetric threat of terrorist organizations. USSOCOM is synchronizing DOD's GWOT efforts, aggressively collaborating with other government agencies and our international partners to build a global network to combat terrorism. The strategic campaign plans USSOCOM developed have created an

unprecedented infrastructure and methodology to synchronize the complex requirements of the GWOT. As an inherently joint and globally focused Combatant Command, USSOCOM was working with the interagency and partner nations well before 9/11, and has greatly expanded this collaboration in the past six years. Today, when a DOD leader is critical for quickly implementing coordinated GWOT actions, USSOCOM, with its unique structure, authorities, and capabilities, is poised to take on this role through increased authority and responsibility.

USSOCOM has three simple and enduring priorities: Winning the Global War on Terror; Ensuring the Readiness of Special Operations Forces; and Posturing SOF for the Future. The key to USSOCOM's success in each of these areas is the individual SOF Warrior. Empowered by a streamlined acquisitions process and an innovative culture, today's SOF Warriors are better trained and equipped than ever before. Their global performance in combat and non-combat areas has proven the value of a mature, culturally attuned, properly equipped, adaptive Special Operations Force. The growth directed by the 2006 Quadrennial Defense Review has furnished the capacity to implement USSOCOM's GWOT strategy, realizing the SOF Warrior's potential now and in the future.

USSOCOM's growth, although important to the GWOT, must be tempered with an understanding of the SOF Truths. These four principles define the tenets of Special Operations that preserve the quality and capabilities required for success.

USSOCOM Core Tasks

- Synchronize DOD GWOT efforts
- Counterterrorism
- Unconventional Warfare
- Direct Action
- Special Reconnaissance
- Foreign Internal Defense
- Civil Affairs
- Information & Psychological Operations
- Counterproliferation of WMD

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

The Strategic Environment

The nature of the terrorist threat in 2007 has evolved into a global insurgency of state and non-state actors with similar ideologies.

Government instability and failed states have become the catalyst for the spread of international terrorism. Besides the problems of poverty, corruption, porous borders, and ineffective national security structures, today's environment has state and non-state actors fostering instability and political chaos across numerous geographic regions of the world. Some nation-states leverage this instability to strengthen their influence while undermining international efforts at every opportunity. At the same time, non-state actors, particularly al-Qaida, instigate fear, chaos and sectarian violence to undermine national governments and the international community. The resulting instability creates an accessible population of disaffected youth that can be motivated and nurtured into willing fighters, then skillfully used by militant groups to manipulate large portions of the populace. Their success hinges on promoting and sustaining a clash of civilizations.

An Expanding Global Enemy

The primary terrorist threat today is a transnational movement of extremist organizations, networks, and individuals that use terrorism as a means to achieve their geopolitical and ideological ends. Since 9/11, the United States and our partner nations have inflicted considerable damage on the leadership of this transnational threat – specifically the al-Qaida network and the associated global terror movement. However, al-Qaida remains the preeminent danger to the Homeland and to U.S. interests abroad. Principal al-Qaida leaders are adaptive and resilient – able to survive and persist operationally even after significant losses in Afghanistan, Pakistan, and Iraq.

Due to the successful proliferation of violent extremist ideology, primarily from al-Qaida, the global terror movement is broadening in scope to include other affiliated, independent, and emerging terrorist groups. The movement is adapting to worldwide counterterrorism efforts that have eroded much of the operational capability of al-Qaida and others. This movement aspires to establish an oppressive, pan-Islamic extremist federation that stretches from Spain to Indonesia,

spreading geographically as its members grow in number.

Trends/Outlook

The global terror movement has become more decentralized – a trend likely to continue. Terrorist groups merge with al-Qaida, when convenient, to pursue a more expansive global goal. In addition, new terrorist networks, groups, and even individuals possessing entrenched anti-Western or anti-globalization agendas are increasingly likely to materialize. What unites these emerging groups is a convergence of a shared world view that a radical, fundamentalist Islamic caliphate is required to restore dignity and respect to Islam. The advantage of dispersed resources will make it more challenging to defeat the transnational terrorism threat in the future.

Terrorists fighting today in Iraq, Afghanistan, and elsewhere will be the battle-hardened terrorist leaders of tomorrow, and they will increasingly use the internet to communicate, recruit, train, and gain financial support. In the information age, radicalization and recruitment of terrorists and dissemination of successful tactics is occurring more quickly, more widely, and more anonymously than ever before.

For militant Islamic terrorists, there can be no peaceful coexistence with those who do not subscribe to their world view. There will be no compromise and no consideration of conflicting viewpoints – creating the need for our resolve and commitment in the long war.



An al-Qaida website image claiming responsibility for attacks in Kenya and the United States.

Synchronization of the Global War on Terror

Understanding the strategic environment underscores the requirement for a synchronized effort to effectively counter the global terrorist threat. The GWOT involves not only the vital interests of the U.S., but the vital interests of many of our closest allies and economic partners around the world. Countering global terrorism requires an integrated and multidimensional approach by the Departments and agencies of the U.S. Government as well as partner nations, international organizations, and even the business community. This will be the greatest threat to our enemies.

The GWOT forced a change in the way the Department of Defense plans, synchronizes, and conducts operations across the globe among and between the Geographic Combatant Commanders (GCC). As directed by the 2006 Unified Command Plan, USSOCOM is the lead Combatant Command for planning, synchronizing, and as directed, executing global operations against terrorist networks in coordination with the other Combatant Commanders.

As a result, USSOCOM developed the DOD GWOT campaign plan. This plan and

the GCCs' supporting regional war on terror campaign plans are dynamic and will evolve as the operational environment changes over time. Today, USSOCOM leads a global collaborative planning process that leverages other Combatant Command capabilities and expertise to develop a coherent approach to winning the war on terrorism. USSOCOM integrates the regional counterterrorism planning efforts, leading the larger effort of synchronizing DOD's execution of the overall GWOT plan.

Synchronization Efforts

USSOCOM is synchronizing global operations against terrorist networks in coordination with other Combatant Commands, U.S. Government agencies, and international partners through collaboration and the employment of national-level systems to maximize these combined effects. The authority to synchronize enables USSOCOM to arrange global military actions to ensure the optimum employment of force. This unprecedented and complex effort is maturing rapidly and all parties, both within and outside of DOD, are becoming accustomed to the process.

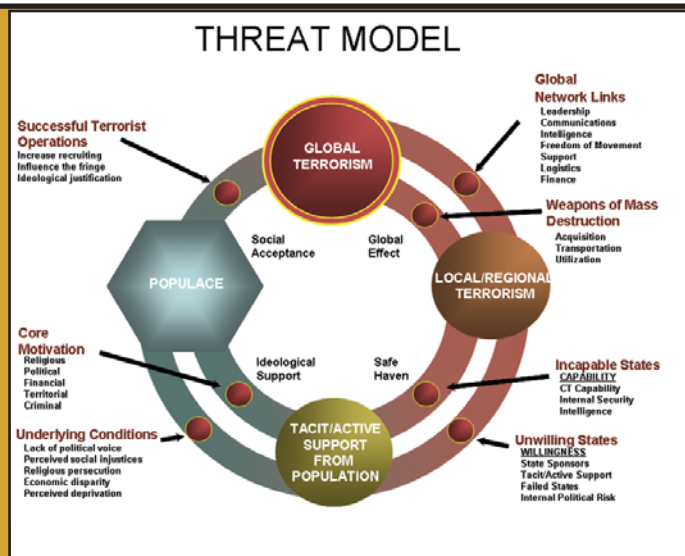
USSOCOM's Center for Special

The Threat Model

This model shows how violent extremist organizations can use terrorism as a circle that operates around four critical components:

- (1) A **populace** from which extremists have the potential to draw support
- (2) The **tacit and/or active support** given to the extremists by that sympathetic populace
- (3) **Local/regional terrorism** as a result of unwilling or incapable states to counter violent extremists and
- (4) **Global terrorism** that results from global network links built upon popular support and the inability of states to control local and regional extremist networks

The cycle is completed when successful terrorist operations (at the global or local/regional level) reinforce ideological justification and influence that portion of the populace that is susceptible to the extremist ideology



Operations (CSO) is the fusion point for DOD GWOT synchronization efforts, combining operations, intelligence, and long-range planning and strategy. The CSO provides a venue for regular meetings, briefings, and conferences with each of the GCCs, the interagency, and partner nations. This consistent dialogue is the catalyst for ongoing planning and situational understanding that simply did not exist even a year ago. The continuous collaboration is augmented with a USSOCOM sponsored semi-annual Global Synchronization Conference. Participants include DOD commands and representatives from other U.S. government agencies and international partners. The conference provides a consolidated, common threat picture, a detailed review of GWOT-related plan development, and prioritizes GWOT operations, actions, and activities for near- and long-term objectives.

Many Global War on Terror activities are not limited to the DOD. In fact, most GWOT tasks require actions by other government agencies and international partners. USSOCOM's task to coordinate DOD GWOT efforts with the interagency and partner nations is an intricate one that requires the development of relationships through continuous liaison partnerships, a supporting technical infrastructure, and information sharing policies.

USSOCOM does not control GWOT operations within GCCs' areas of responsibility, but synchronizes their activities at the global, strategic level. This ensures unity of effort and allows USSOCOM to look "between the seams" as terrorists move, communicate, finance, and operate between regions.

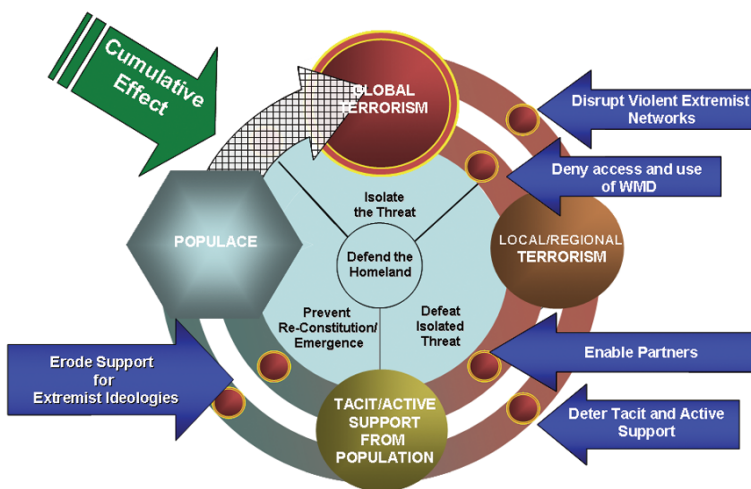
The Integrated Approach

DOD's GWOT campaign plan focuses on two essential approaches – direct and indirect. These approaches are mutually supporting and integrate the need to disrupt violent extremist organizations operating today and to influence the environment in which they operate to erode their capability and influence in the future. The goal of both the direct and indirect approaches is to establish an environment inhospitable to terrorism.

The direct approach involves the immediate goals of pursuing those responsible for terrorism and defending the homeland. Through persistent pressure on terrorist networks, these actions provide time for the more challenging indirect approach. While most direct military actions now occur in the Central Command area of responsibility, the direct approach may also be used globally to disrupt violent extremist organizations that have the capability and intent to attack U.S. interests at home and abroad. Most terrorists are not going to change their ideology or goals – they must be fought and defeated today and in the near future. To maintain this kind of constant pressure, the direct approach is not limited to physical attacks on known terrorists, but includes attacking terrorist resources and their support infrastructure through a variety of means.

The indirect approach comprises those actions taken to attack the roots of terrorism and eliminate its further growth. In the long war, it is the indirect approach that will prove decisive. The focus is to enable our foreign partners, deter support to terrorists, and erode extremist ideologies. The indirect approach diminishes the underlying global conditions that allow extremist

THE METHOD



The Method

The method addresses each of the critical components on the Threat Circle with 5 lines of operation that address both the direct and indirect approach:

- Erode Support for Violent Extremist Ideology
- Enable Partners to Combat Violent Extremist Organizations.
- Deter Tacit and Active Support for Violent Extremist Organizations
- Disrupt Violent Extremist Organizations
- Deny Access and / or Use of Weapons of Mass Destruction (WMD) by Violent Extremist Organizations

The desired effects of these lines of operations are to:

- Defeat the Threat
- Isolate the Threat
- Prevent re-constitution / emergence
- Defend the Homeland

The cumulative goal of the campaign plan is an environment inhospitable to terrorism.

organizations to originate, gain support, flourish, and operate. This approach enables international partners to better control their borders and more effectively identify and reduce internal threats. Increasing partner nation capabilities can reduce terrorism from a global threat to a regional, and eventually local, level. Simultaneously, programs that address governmental corruption, poverty, unemployment, illiteracy, and basic human needs build confidence in unstable and fledgling governments. This kind of engagement can reduce popular support to terrorist groups by increasing a weak government's ability to provide for the populace. Another effort that must be undertaken for success in the long war is that of eroding violent extremist ideology. The terrorists' application of hate and violence as means of political change must be countered and eliminated to affect their capability to rally support from the population. By reducing or addressing these factors, the indirect approach increases the legitimacy of threatened governments and reduces the influence and effectiveness of extremist organizations. DOD and USSOCOM's efforts in the indirect approach are only part of the overall interagency and partner nation effort, as this long term approach must be applied through all elements of national power.

As part of the DOD GWOT effort, USSOCOM is

committed to integrating both approaches throughout the globe from the strategic to the tactical level. Both approaches are inherent in the SOF Core Tasks – the Direct Action and Counterterrorism capabilities address direct approach requirements; Unconventional Warfare, Foreign Internal Defense, Civil Affairs, and Psychological Operations are the key military capabilities applicable to the indirect approach. Vital to the success of short-term and long-term objectives in the GWOT is SOF's ability to manage both approaches to harness their complementary effects. For example, Operation Enduring Freedom-Trans Sahara, a European Command initiative, is designed to use both the direct and indirect approaches to build partner nation counterterrorist and intelligence capabilities in the region while simultaneously countering violent extremist propaganda and recruiting. The objective is to apply persistent pressure to violent extremist organizations to degrade their ability to attack while eroding ideological support for their methods.

Continuing the Initiative

Expanding on its synchronization responsibilities and success, USSOCOM continues to develop programs and initiatives that add to and complement the GWOT Collaborative Planning Environment. Interagency relationships continue to thrive and grow, with over 120 U.S. Government agency and Combat Support Agency

SOF Integrated Approach:

In Operation Iraqi Freedom SOF integrate the direct and indirect approaches on a daily basis. SOF are conducting continual direct action missions to disrupt insurgents and al-Qaida network terrorists, killing or capturing those responsible for committing violence against Iraqis and the Coalition. At the same time, SOF conduct Foreign Internal Defense missions to train and advise the Iraqi Special Operations Forces (ISOF) Brigade and other Iraqi security forces. In fact, the majority of U.S. Army Special Forces (Green Berets) and U.S. Navy SEALs (SEa, Air, and Land forces) in Iraq are partnered with Iraqi units, fighting side-by-side with them, increasingly with Iraqis in the lead, to better enable them to take over all aspects of their country's



security in the future. Simultaneously, Civil Affairs Psychological Operations units are engaged in construction, infrastructure rebuilding, and information dissemination operations that positively influence the populace and address the underlying conditions of terrorism and the insurgency.

representatives embedded with USSOCOM staff. In September 2006, the Chairman of the Joint Chiefs of Staff approved USSOCOM's plan to provide SOF GWOT representatives to several of the key national agencies to enhance liaison and coordination. Also within the last year, the U.S. Agency for International Development (USAID) joined the GWOT synchronization working group, and USSOCOM began furthering collaborative efforts by participating in the National Counterterrorism Center's monthly Interagency Coordination Groups. USAID, in fact, has started an Office of Military Affairs to better coordinate the development of defense linkages, which has been successful. USAID supports the thrust of USSOCOM's efforts to foster interagency coordination and utilize each agency's unique capabilities in support of the GWOT. In recognition of the need for closer coordination and synchronization, USAID has placed a Senior Developmental Advisor on the USSOCOM staff as well as embedding a USSOCOM liaison on the USAID staff. This adds to USAID's ability to deconflict and synchronize activities with USSOCOM as well as the GCCs.

In April 2006, USSOCOM stood up an interagency task force to enhance operational effectiveness in the GWOT. This is a dedicated operations and intelligence planning team comprising DOD and interagency

intelligence and operations planning specialists and a robust information collection capability. All of the major interagency partners are represented in the task force as well as the Combat Support Agencies.

The interagency task force searches for and identifies new, developing, and emerging counterterrorism opportunities to attack the al-Qaida Network and other terrorist organizations and networks worldwide. The task force further develops actionable intelligence into operational courses of actions and plans against the emerging targets. Throughout this process, the interagency and Combat Support Agency liaison partners provide the direct conduit for the flow of operational information and intelligence between USSOCOM and their parent organizations. This model is based on battlefield proven teams formed in Afghanistan and Iraq where operators informally adopted effective interagency relationships in the field. USSOCOM formalized this process to support future counterterrorism missions at the tactical, operational and strategic levels. Central to the task force's success is its ability to overcome traditional structures, policies, and procedures. This enables the rapid sharing of counterterrorism intelligence, coordination, and synchronization of operational plans and missions.

A unique USSOCOM contribution to creating a global antiterrorist environment involves its strategic Psychological Operations (PSYOP) capabilities. Strategic PSYOP are those actions or activities designed to promote the truth and influence foreign audiences in support of U.S. Government objectives. This capability is used in areas or situations that are particularly sensitive, require a large degree of senior-level oversight, or have significant impact on the governance of foreign nations and populations. USSOCOM's Joint Psychological Operations Support Element (JPSE) is a key component for conducting trans-regional PSYOP in support of the GWOT. USSOCOM established the JPSE to address an identified shortcoming of a strategic PSYOP capability within DOD following the attacks on 11 September 2001. It focuses on denying safe-haven to terrorists abroad and countering global terrorist ideology and influence with strategic and trans-regional PSYOP prototypes and activities. Trans-regional PSYOP are conducted under the authorities of USSOCOM or the GCCs, and are always in coordination with local U.S. Ambassadors and the interagency.



Strategic communications, in contrast, are the U.S. Government's focused efforts to understand and engage key audiences in order to create, strengthen, or preserve conditions favorable for the advancement of U.S. interests, policies, and objectives. A highly effective USSOCOM strategic communications initiative is the Sovereign Challenge Program. This program is a collaborative USSOCOM/U.S. Strategic Command (USSTRATCOM) project which focuses on the sovereignty of independent nations, the ways in which

terrorism violates that sovereignty, and how these nations can assist each other in combating terrorism. The program is based on the premise that each nation has a responsibility, in its own self-interest, to develop programs which counter or prevent terrorism, while supporting and cultivating its national interests, cultures, and citizens. In October 2005, USSOCOM hosted a Foreign Military Attaches' Conference attended by 82 foreign representatives from 51 countries, in an effort to gain a better understanding of the terrorist threats facing those countries. The feedback from this conference was the impetus for the Sovereign Challenge program, leading to a second conference hosted by USSTRATCOM in 2006, attended by 65 foreign representatives from 52 countries.

Along with the specific initiatives developed by the participating nations, USSOCOM launched a Sovereign Challenge website in October of 2006 as a collaborative, information-sharing web portal. The website encourages and supports continuing dialogue among senior international military leaders and their civilian counterparts around the world on issues of global terrorism.

The International Engagement Program (IEP) is an initiative developed by USSOCOM in 2006 with plans for implementation in 2007. The IEP will engage partner nations with a strong GWOT awareness, regional influence, and a desire to engage in combating terrorism efforts with other nations by assigning SOF officers to willing partner nations to work with military decision makers. The thrust of the IEP is not tactical, nor is it a security assistance program, but rather a strategic placement of SOF professionals at the Planning Staff, Chief of Staff, or Ministerial level depending on the host country's desire. The purpose of the IEP program is to assist partner nations in organizing their planning elements to fight terrorism by identifying shortfalls, coordinating with appropriate agencies to assist, resolve, and enhance their counterterrorism capabilities, and increase overall information sharing. IEP representatives will help the host country synchronize counterterrorism efforts with the U.S. Government and other partner nations as part of a global combating terrorism network. The IEP will be coordinated with the GCCs, the local U.S. Ambassadors, and the interagency, and will directly support their ongoing programs and goals.

Strategic initiatives by sovereign nations supported by SOVEREIGN CHALLENGE include:

- Development of projects to counter terrorist financing based on country-specific threat
- Creation of programs to prevent/prohibit terrorist travel and disrupt/exploit terrorist communications within and through borders
- Establishment of programs to monitor and prevent the ability of terrorists to establish temporary or permanent safe haven/residence within a host country's borders
- Development of an means of preventing the establishment of terrorist training facilities and active recruiting
- Development of programs to disrupt and ultimately prevent a terrorist attack within a nation's borders
- Development of programs to counter terrorist ideologies consistent with a country's own national values, cultures, and perceptions of the threat
- Development of programs to counter terrorist objectives in the virtual realm

The Geographic Combatant Commanders maintain the best regional focus and knowledge of their areas of operation. They continue to execute operations, including SOF-unique missions, as the supported commanders in their theaters, with USSOCOM in a supporting role. USSOCOM provides a sub-unified command, the Theater Special Operations Commands (TSOC), to ensure SOF are fully integrated into GCC collective security plans and contingency operations. The TSOCs are primarily manned and principally funded by USSOCOM and have grown considerably in the last few years. Each TSOC is focused on planning and conducting joint special operations, ensuring SOF capabilities are matched to mission requirements, and advising their GCC on the proper employment of SOF. The TSOCs maintain operational command and control over all SOF when they are in theater and link SOF to conventional forces.

Global Success and Proven Capability

Throughout 2006, SOF were at the forefront of the GWOT, deployed throughout the globe in combat operations, theater security cooperation events, and training with partner nations to foster those relationships necessary for success in the future. The majority of deployed SOF in 2006 remained in the Central Command area of responsibility, focused on the terrorist threats in Afghanistan and Iraq. However, SOF

also conducted GWOT activities in other regions of the world, staying engaged with partner nations through training and counterterrorism initiatives. In almost all deployments SOF work side-by-side with conventional forces and other government agencies, continuing the strong relationships that have been built over the last six years.

In Iraq, U.S. Army Special Forces and U.S. Navy SEALs have significantly expanded Foreign Internal Defense (FID) operations. Training and advising the Iraqi Special Operations Forces is still a main focus of SOF's efforts, but in 2006 several other regular Iraqi army and security forces were included as well. For example, SEALs trained approximately 1500 Iraqi army and police personnel within the past year, executing over 400 combined combat operations. Mentorship of Iraqi units has matured to the point that they have increasingly conducted unilateral operations without the presence of U.S. advisors. SEALs and Special Forces also played a key role in tribal engagement efforts in Al Anbar province, establishing relationships with tribal sheiks that resulted in the recruitment of 300 local tribesmen into the Iraqi police. These successes culminated in 2006, but they did not happen overnight. They are the result of patience and persistence over months and years, demonstrating the generational aspect required of the indirect approach in



A U.S. SOF-trained Iraqi special operations forces advisor oversees training of his fellow countrymen at a training compound.

winning the GWOT.

Special Forces continued FID training and operations with the Afghan National Security Forces (ANSF), most notably in three highly successful operations in late 2006. These operations disrupted Taliban command and control, resulted in the death or capture of hundreds of Taliban fighters, returned security to these regions, and made it possible to conduct hundreds of humanitarian assistance operations in areas previously controlled by the Taliban. The provincial Afghan government was integral to the planning, coordination, and execution of each of these operations. Additionally, the integration of the direct and indirect approaches by Special Operations Task Forces was instrumental in influencing and gaining the support of numerous local nationals, who previously supported or were influenced by the Taliban. Special Forces improved the security situation in Afghanistan by enabling the ANSF to plan, command, control, and execute combat operations and their ability improves daily. This continued progress increases the confidence of the Afghan national government, fosters goodwill among the populace, and postures these forces for continued success against insurgents seeking to undermine the sovereignty of this emerging nation state.

The intense operations in Afghanistan in the fall of 2006 also highlighted the capabilities of SOF fixed-wing aircraft. AC-130H and MC-130H aircraft and Special Tactics Air Commandos were instrumental to the overwhelming success of these operations against Taliban forces. During 12 days of operations, a small number of highly-specialized aircrew and support personnel flew 47 time-critical sorties, almost three times the average aircraft use rate. In hostile and extreme conditions, the MC-130H aircraft infiltrated more than 150 U.S. and Coalition SOF and some 290,000 pounds of war material, conducted three emergency airland resupply missions, and three emergency airdrop missions into objective areas surrounded by enemy forces. AC-130H gunships found, fixed, and finished high value and other targets in support of maneuvering coalition forces, providing lethal firepower on select objective areas to minimize collateral damage. The precision and capabilities of these aircraft and crews

play a vital role in SOF's joint and combined combat operations.

SOF rotary-wing assets, combining superior air mobility and fire support platforms, are crucial to sustaining the high operational tempo of complex special operations missions. In 2006, the U.S. Army 160th Special Operations Aviation Regiment (SOAR) executed more than 1,000 combat air assaults in both Afghanistan and Iraq, while simultaneously supporting Army, Navy, and Marine SOF in multiple training exercises. The 160th SOAR continues to transform by growing a fourth battalion, and modernizing its helicopter fleet with the fielding of upgraded versions of current air frames.

In support of European Command, SOF deployed to Africa numerous times in 2006 in support of Operation Enduring Freedom Trans Sahara (OEF-TS) and the Trans Sahara Counterterrorism Initiative. Leveraging an indirect approach, SOF employed a wide range of joint elements to all nine OEF-TS partner nations. The focus was to provide training and assistance to the host countries to develop their indigenous capacity to combat terrorism and create a more secure and stable environment. A highlight for OEF-TS in 2006 was the deployment to Chad of two Foreign Military Training Units (FMTU) from the Marine Corps Forces Special Operations Command (MARSOC). For six weeks, the FMTUs formed, trained, equipped, and assessed a battalion from the Chadian anti-terrorism regiment on a broad range of individual and unit skills, to include officer tactical planning and leadership courses. The trained anti-terrorism battalion is now capable of



A MH-60 from the 160th Special Operations Aviation Regiment (Airborne) conducting operations over Iraq.

SOF Support in Lebanon:

As part of Joint Task Force Lebanon in the summer of 2006, AFSOC's 352d Special Operations Group (SOG) aided in the assisted departure of U.S. citizens from Beirut, Lebanon. Directly responsible for evacuating 520 U.S. citizens and 413 foreign nationals, the 352 SOG also provided the only DOD medical capability during the first 72 hours of the evacuation effort, evaluating 4,200 evacuees and treating over 70. The 352 SOG was also responsible for establishing the Beirut Air-Bridge. Utilizing MH-53 helicopters, they created a life-line that sustained the



U.S. Embassy in Beirut throughout the instability and provided immediate evacuation capability for all remaining embassy personnel. These flights served as a key facilitator for the diplomatic component of crisis resolution providing transportation for key State Department personnel to include the Secretary of State, Assistant Secretary of State, Congressional delegations and numerous embassy personnel.

conducting border security operations, raids, and other counter-terrorism operations.

Another example of European Command's use of the indirect approach as part of OEF-TS has been the employment of Civil Affairs. While Civil Affairs units have been critical to operations in Afghanistan and Iraq since the beginning of both operations, their capabilities have been used to great extent in many other locations. In both Mauritania and Mali, Civil Affairs teams conducted Civil Military Support Element (CMSE) operations in support of U.S. and local national government objectives. In conjunction with the U.S. Ambassadors' plans in both countries, the Civil Affairs teams performed humanitarian assistance projects in multiple provinces, in support of both DOD and other interagency departments. These projects, including the construction of health clinics, water wells, and schools, were coordinated through and approved by the U.S. Embassies and local national governments. This coordination included publicized "Grand Openings" that were attended by representatives from the U.S. Embassy, local and national governments, and local press. In Mauritania, these positive results led to an official agreement with the U.S. Embassy and the Ministries of Health, Education, and Hydrology for all

future humanitarian projects. Civil Affairs projects such as these deter support to terrorists by legitimizing the existing governments and fostering a more positive opinion of the U.S.

SOF operations in the Philippines continued to be successful in 2006. Using the indirect approach, SOF employed joint elements working by, with and through their Philippines Security Forces counterparts. Special Forces, SEALs, Special Boat Team operators, and Aviation FID units advised and assisted Philippine Security Force counterparts, building their capacity to combat terrorism and creating a secure and stable environment. Civil Affairs units facilitated Philippines Government-led civil military operations in the form of engineering, medical, dental, and veterinarian programs to improve the quality of life for its citizens. By enhancing government control of the region through increased Philippine Security Force capacity and decreased local support for terrorists, SOF efforts succeeded in helping the Philippine forces deny terrorists sanctuary and the use of vital sea lanes in Mindanao and the Sulu Archipelago.

Psychological Operations support to SOF operations in the Philippines has been in the form of a Military Information Support Team (MIST). MIST activities

assist their Philippine counterparts in performing Information Operations to emphasize the Philippine government's successes in spreading security and stability and improving the quality of life for its citizens. PSYOP is essential in setting the conditions necessary to prevent and mitigate terrorist operations throughout the Philippine archipelago through face-to-face interaction with the local population and by the dissemination of PSYOP products via radio, print, and television programs. MIST activities are crucial to the success of SOF and the Filipino forces in the fight against Southeast Asian terror networks, principally

from the Philippines and Indonesia.

SOF are a high-demand force in the GWOT and are deployed globally in support of each GCC's specific needs. However, over 85 percent of SOF deployments were to the Central Command's area of responsibility in 2006, leaving few special operators to pursue long-term operations in others areas of the world. Ultimately, we must be victorious in Afghanistan and Iraq to defeat global terrorism, but the long term GWOT will not be won in these two conflicts. To fully engage in the increased responsibilities of SOF in the GWOT, growth in the force and its capabilities is required.

Aviation Foreign Internal Defense with the Philippine Air Force

The Air Force Special Operations Command's 6 Special Operations Squadron (SOS) specializes in aviation Foreign Internal Defense (FID) in which they assess, train, advise, and assist foreign aviation forces in airpower employment, sustainment, and force integration. In 2006, the 6 SOS culminated several years of training with the Philippine Air Force when the Filipino crews began flying their first night vision-enabled tactical combat and casualty evacuation operations. The 6 SOS instruction of the Philippine Air Force to fly under the cover of darkness significantly improved the Philippine Armed Forces' ability to engage the Abu Sayef terrorist organization in combat operations by allowing night-capable infiltration and exfiltration capability. Additionally, this competence increased the Philippine soldiers' morale, instilling confidence that if wounded they would not have to wait until daylight for evacuation. The aviation training provided by the 6 SOS



compliments other ground and maritime FID training provided by SOF, with the cumulative effect of empowering the Philippine Armed Forces' counterterrorism capability within their borders. The 6 SOS is doubling in size to afford increased coalition, joint, and interagency options to assist partner nations' counterterrorism efforts.



SOF Growth and its Effect on the Force

Special Operations Forces transformed significantly over the last six years. This transformation encompassed all facets of special operations – personnel and force structure growth, budget, training, equipment and acquisitions, operations, and education – and will continue into the near future. SOF are trained, organized and equipped to conduct missions conventional forces are not designed to do. To that end, all of USSOCOM’s transformation and growth has one purpose: to enable the SOF Warrior, now and in the future.

Quadrennial Defense Review Growth – In line with the DOD GWOT Plan

The 2006 Quadrennial Defense Review (QDR) directed growth in both the size and capabilities of SOF, allowing USSOCOM to accomplish its increased missions and responsibilities of synchronizing the Global War on Terror as both a supported and supporting command. This QDR-directed growth will occur over a span of five years. This includes increasing the number of U.S. Army Special Forces, Rangers, and Special Operations aviation; growing the number of active duty U.S. Army Civil Affairs and

Psychological Operations forces; increasing SEAL Team force levels; establishing the MARSOC as a Marine Corps component of USSOCOM; and creating a SOF unmanned aerial vehicle (UAV) squadron. This growth, while large by SOF standards, is occurring over enough time to recruit, select, train, and equip the right people to maintain the high quality of SOF.

In Fiscal Year (FY) 2007 USSOCOM will complete the transfer of all Reserve Civil Affairs and Psychological Operations units to the U.S. Army Reserve Command. However, USSOCOM will retain all Active Duty Civil Affairs and Psychological Operations units. Overall, QDR-directed increases for USSOCOM total over 13,000 new positions and transfers over 9,000 existing Reserve Civil Affairs and Psychological Operations billets from USSOCOM to the U.S. Army Reserve Command. The result is a net gain of over 4,000 billets to USSOCOM’s force structure endstrength.

People – the Core of SOF

USSOCOM’s total authorized manpower for FY 2007 is 47,911 personnel, with roughly thirteen percent

	ACTIVE	RESERVE	NATIONAL GUARD	MILITARY TOTAL	CIVILIANS
ARMY	19,091	399	2,904	22,394	1,715
NAVY	6,328	1,030	0	7,358	734
AIR FORCE	10,629	996	825	12,450	1,780
MARINE CORPS	1,470	1	0	1,471	9
SUBTOTALS	37,518	2,426	3,729	43,673	4,238
		FY 2007 USSOCOM TOTAL		47,911	



of SOF military personnel coming from the Reserve and National Guard. This total manpower number is lower than FY 2006 because of the transfer of U.S. Army Civil Affairs and Psychological Operations Reserve personnel. Funding for SOF military personnel is included in each of the Services individual accounts.

With few exceptions the personnel readiness of SOF in FY 2006 was excellent and continues to equal or exceed Service averages in all areas. USSOCOM expects and needs this positive trend to continue. The programmed enhancements to USSOCOM's capability through FY 2011 focus on our most valuable resource – our people. In addition to standing up the MARSOC and the added capabilities that component brings to prosecuting the GWOT, USSOCOM will selectively recruit, assess, and train sufficient Soldiers, Sailors, and Airmen over the next five years to add over 3000 personnel.

USSOCOM studied and modeled the impact of balancing experience levels within our force. The results suggest some experience shortfalls as we continue to grow. The risk can be mitigated by retaining experience in the most critical career fields while the force grows. USSOCOM Components took steps to maximize the number of

graduates from the training pipelines while maintaining quality in the process. The U.S. Army Special Operations Command (USASOC) showed large gains in FY 2006 after increasing instructors and totally redesigning the Special Forces Qualification Course curriculum. A phased plan was implemented to grow from a historic average of 400-450 active duty enlisted graduates per year to 750 for FY 2006. USASOC exceeded this goal, with 762 active duty enlisted Special Forces Soldiers graduating in FY 2006. The Naval Special Warfare Command (NAVSPECWARCOM) is still facing challenges filling SEAL billets, but the Chief of Naval Operations' commitment to SEAL recruitment as a top Navy priority is helping enormously. Additionally, NAVSPECWARCOM introduced several initiatives to their training programs to increase output while maintaining current standards. Air Force Special Operations Command (AFSOC) heavily revised its training pipeline over the last few years, which began to pay significant dividends as evidenced by increasing numbers of newly qualified operators. Based on current production, AFSOC should reach its required manning levels by FY 2009. Our newest component, MARSOC, continues to grow as planned and will be fully manned by FY 2008.



Naval Special Warfare personnel assigned to Naval Small Craft Instruction and Technical Training School train personnel from the Iraqi Riverine Police Force on special boat maneuvers and weapon handling.

Adding more special operators to the structure cannot be done at the expense of current force quality and readiness. SOF will maintain demanding standards, retaining the best and most experienced personnel and continuing to care for our families. SOF are generally a more mature and experienced force, requiring tailored methods to maintain readiness. The Department of Defense continues to work with USSOCOM to develop creative ways to use the force management tools available to maintain current personnel readiness levels. USSOCOM Component training pipelines have been maximized to the greatest extent possible while maintaining quality in the process. The Services have been briefed on the increase in requirements and they have pledged their fullest support. However, we cannot simply overpopulate the force with junior personnel to meet aggregate numbers and simultaneously strive to maintain required personnel readiness. To meet this challenge, USSOCOM identified the need for retention incentive bonuses. In FY 2005, the Undersecretary of Defense for Personnel and Readiness approved the SOF Retention Initiative enabling us to provide focused incentives to SOF throughout their careers. In the first year, we guaranteed an inventory of 671 senior SOF with 19 or more years of experience. By the end of FY 2006, we added another 440 experienced operators to that cadre. Most will stay with SOF through 24 years of service.

Retention incentives, the expansion of our training base, and ongoing efforts to improve recruiting are the pillars on which we will maintain and grow the force. Overall, our SOF populations are healthy in the areas of inventory, promotions, training, command opportunity, and active component retention. USSOCOM is confident that we will maintain readiness and successfully grow while continuing the high standards vital to SOF. USSOCOM has commissioned a study on compensation that is intended to provide options to enhance the force and continue to take care of our people.

USSOCOM's Care Coalition has matured significantly over the past year, helping SOF wounded warriors and their families identify and receive a full spectrum of support by coordinating with DOD, government, and non-government organizations. The Care Coalition is a unique organization that provides support to all casualties, regardless of severity of injury, illness, or wound, and provides this support for life. The Coalition has successfully advocated for SOF casualties and families by providing rapid, personal service of matching their needs with the means of government and non-government organizations. The priority is direct resolution of casualty issues through close relationships with the Office of the Secretary of Defense, the Joint Staff, Service staffs, TRICARE, Veteran's Affairs, numerous government agencies, and always with USSOCOM's Components. Problems that cannot be resolved through government channels are usually resolved by non-government organizations, hundreds of which have the singular mission of supporting military casualties and families. The USSOCOM Care Coalition has developed relationships with many benevolent organizations whose support to SOF



USSOCOM Care Coalition assists wounded SOF Warriors and their families throughout the recovery process and beyond.



Pararescue trainees carry a heavy training log during the pararescue indoctrination-training course.

wounded warriors includes rental vehicles, airline travel, guide and companion dogs, home improvements, lodging, and legal support.

In 2007, the USSOCOM Care Coalition will pilot unique programs focused on improving casualty recovery and long-term success. The Warrior Wellness Program is a congressionally funded pilot program linking SOF casualties and families to mentors of similar age and injuries who have been successful in the recovery process. The core of our direct casualty support is our network of special operations hospital liaisons that supervise, support, and adopt SOF casualties to ensure their hospitalization is as worry free as possible. Special operations casualties continually astound medical experts by their rapid recovery times. The USSOCOM Care Coalition, by improving total force quality of life, significantly contributes to SOF operational readiness.

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 training for Navy SEALs, Special Forces Assessment and Selection 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. MARSOC conducted a pilot assessment and selection course in 2006 and will have their full process up and running by May 2007. This process will recruit and screen all MARSOC Marines and Sailors, and assess and select all specialties going to operational billets to determine if they has the right skill sets required to perform MARSOC core tasks. A relative few possess the essential combination of maturity, character, mental agility, physical strength, and motivation necessary for selection as a SOF Warrior. Consequently, attrition rates are high, making growth a challenge.

The special operations initial training that follows assessment and selection teaches candidates the unique skills required of SOF today – direct action capabilities, regional and cultural orientation, and the ability to operate in denied or sensitive areas sometimes by, with, and through indigenous forces. Today's special operations successes can be attributed directly to the quality of the SOF operator and his nearly two years of initial training. USSOCOM's Components have taken steps to maximize the number of graduates from

their respective training pipelines to the greatest extent possible while maintaining quality in the process. The prospects are encouraging, but it will take time, as initial training output can only grow in concert with other aspects of force structure growth, such as recruiting and selection.

Language capability and cultural knowledge remain essential to the successful and timely accomplishment of many SOF missions. USSOCOM focuses training resources on regionally oriented units and individuals to ensure these finite resources build and then enhance regional expertise. USASOC was first to integrate language and culture into SOF qualification training pipelines and then assign those Soldiers to regionally oriented teams. MARSOC is using a similar concept to staff its Foreign Military Training Unit and AFSOC is planning pipelined training to address the growth of their Aviation FID Squadron. However, initial training is only the beginning and many SOF are further assigned to regionally oriented units where robust sustainment and enhancement training programs at the unit level reinforce language and culture skills. The units build on the solid foundation provided by the training institutions by placing select personnel with the right aptitude into programs that combine classroom training with deployments to build expertise.

Beyond initial training, professional military education is vital to SOF's continued success.

Joint Special Operations University mission is to:

- Develop SOF and SOF Enablers for strategic and operational leadership,
- Educate military and civilian professionals on the employment of SOF in a joint, interagency, and multinational environment, and
- Research and publish on national security issues critical to the SOF community

USSOCOM has several programs in development or underway which match individual SOF Warriors to specific needs of the command. For 2007 USSOCOM is developing a SOF Interagency Fellow's program which will match mid-to-senior level SOF to positions of advanced degree or research programs at traditional and non-traditional academic institutions. The follow-on utilization tours are intended to match the graduates' new knowledge to positions at interagency organizations or other institutions where SOF expertise can leverage, and be leveraged, for missions assigned to USSOCOM and those partnering organizations.

The mission of USSOCOM's Joint Special Operations University (JSOU) is also growing. For 2007 the university has developed several priorities, the first of which is to continue build upon a series of certificate programs to ensure mastery of the USSOCOM key capabilities.

For example, the Joint Special Operations Warrior Certificate is already underway, which defines and prioritizes the competencies that SOF mid-level grades should have to focus on the operational level of warfare. This certificate program focuses on current missions, joint doctrine, SOF capabilities, interoperability, planning, and similar operational issues facing the joint SOF operator and SOF enabler. A USSOCOM Staff Operations certificate to prepare non-SOF personnel to operate as effective members of the various SOF command staffs



Marine Corps Forces Special Operations Command Marines participate in linguistic training.

worldwide will begin development in early 2007.

Congruent with the certificate programs, JSOU will continue to offer courses to SOF and non-SOF populations that cover topics of importance to joint SOF that are either not taught elsewhere in the military education system, or are not provided at career points as required by SOF personnel. Some newer examples include the Joint Special Operations Medical Officers Orientation course, the Special Operations Combating Terrorism course, and the SOF Interagency Collaboration Course. For 2007 several new courses are in development to provide interagency personnel and non-SOF General/Flag Officers a greater understanding of SOF and their interaction with special operations in the long war. With these new and expanded courses and programs, JSOU is operating at an unprecedented level of efficiency and experience, but it will never reach its full potential until moved to a new facility at MacDill Air Force Base, Florida in FY 2014.

Budget, Acquisition, and Logistics

When Congress created USSOCOM in 1986 it provided the Commander budget and acquisition

authorities for Special Operations-peculiar equipment under U.S. Code Title 10, Section 167. Under this authority USSOCOM fielded numerous Special Operations-peculiar systems instrumental in today's fight, and is currently executing programs to rapidly address the emergent needs of the SOF Warrior in combat.

The individual SOF Warrior is at the core of Special Operations capabilities, a key factor in USSOCOM's budget and acquisition strategies. USSOCOM's Strategic Planning Process (SPP) develops resourcing requirements and is capabilities-based rather than platform-centric, focusing on the mission needs of the SOF Warrior. USSOCOM's past and current budgets reflect this unique philosophy. The Long Range Planning Process (LRPP) is tied to the SPP, and looks at future threats and emerging technologies to ensure SOF remains ahead of potential adversaries. The LRPP uses the same capabilities-based planning process to balance near-term capabilities with long-term requirements. It couples acquisition strategy to the development of capabilities that are essential for executing future SOF operations.

Budget

The FY 2007 funding received by USSOCOM – approximately \$6.2 billion - is focused on meeting USSOCOM's top three priorities: GWOT; Readiness; and the Future. These resources are initiating fundamental changes necessary to expand USSOCOM's capabilities to lead, plan, and synchronize global operations against transnational terrorist networks while improving established capabilities to respond to a wide range of national threats. The FY 2007 funding includes the initial requirements to implement the results of the Quadrennial Defense Review. USSOCOM's FY 2007 budget is divided into four major categories: Operations and Maintenance (O&M); Procurement; Research, Development, Test and Evaluation (RDT&E); and Military Construction.

- Nearly \$3.7 billion was received for our largest account, O&M, which maintains SOF operational readiness and provides for maintenance of equipment, fuel, consumable supplies, civilian salaries, spare parts, and repair of weapons and equipment.
- Over \$1.6 billion was received for Procurement,



U.S. Army Special Operations medical personnel unload medical supplies during a U.S./Iraqi medical civil-military operation in Ash Sharqat, Iraq.

which allows USSOCOM to fund vital SOF-unique modernization and recapitalization efforts in force protection, mobility, weapons, munitions, communications, and intelligence equipment.

- Over \$556 million was provided for RDT&E, which provides technological advances and modernization for SOF.
- Completing the portfolio, USSOCOM requested just under \$347 million in Military Construction to build unique headquarters and operational facilities necessary for SOF growth, training, and deployment.

The FY 2008 President's Budget request for USSOCOM is \$ 6.159 billion and includes specific additions directed by the Quadrennial Defense Review process. This request will continue investing in capabilities to improve SOF warrior systems, promote specialized and institutional training, explore and exploit leap-ahead technology, and refine force structure. This submission also represents a change from previous years in that it does not include Military Personnel costs. USSOCOM was previously required to program for those costs, but the individual Services actually executed Military Personnel funding. As a result, those funds are no longer included in USSOCOM's overall submission.

Equipment Advances and Initiatives

USSOCOM is the only Combatant Command that manages the entire materiel acquisition life-cycle process for the systems and equipment employed by its forces. USSOCOM processes are similar to those of the Joint Staff, the Office of the Secretary of Defense, the Military Departments, and the Services, but with the unique advantage of

defining both its operational requirements and 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, regulations, and policies that apply across DOD, the Command's Program Executive Officers utilize the inherent freedom and flexibility of the Command's acquisition process to streamline their acquisition efforts and associated 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 operations personnel are well equipped and confident in their aircraft, maritime craft, intelligence and information systems, communication systems, weaponry, and individual equipment.

Two new Program Executive Offices (PEO) complete a transformation and vision for the future of USSOCOM's acquisition structure and methodology. The PEO for SOF Warrior manages the development, acquisition and sustainment of systems specifically designed to enhance the capabilities of the SOF Warrior as an integrated system. This includes force protection equipment, individual weapons, ammunition, demolitions, individual clothing and personal equipment, night vision and electro optics, and ground mobility systems. The PEO for Mission Training and Preparation Systems (PEO-MTPS) is the other new



The RQ-1 Predator taxis in after one of its sorties at sunset.

Urgent Deployment Acquisition

An example of the success of this rapid acquisition process in 2006 is the SOF Deployable Node-Medium (SDN-M). The SDN-M is a deployable, lightweight, multi-channel Satellite Communications assembly that is easily transported, set up and operated by one person. SDN-M is structured to provide secure and non-secure voice, data, collaboration and video services to small, deployed teams of SOF personnel in any environment. On 24 Jun 05 the USSOCOM Acquisition Executive signed an Acquisition Decision Memorandum that formally initiated an Urgent Deployment Acquisition to expeditiously field SDN-M systems to the Special Operations Command Europe and



the U.S. Army Special Operations Command. These systems were continuously fielded throughout 2006 and several SDN-M systems have been now been delivered and forward deployed to satisfy immediate operational missions.

PEO, which manages the development, acquisition and sustainment of Special Operations-peculiar mission training and preparation systems. PEO-MTPS is using a system-of-systems approach to integrate SOF air, ground, and sea simulators into a common environment, and provide a seamless architecture to conduct SOF training and mission rehearsals.

The Command's Urgent Deployment Acquisition 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.

USSOCOM's Unmanned Aerial Systems (UAS) are powerful force multipliers for SOF GWOT activities. UAS are diverse in size, from the very small or micro, to the long-endurance Predator class systems. These platforms provide critical force protection to small SOF units and aid in the identification and tracking of individual targets and items of interest. USSOCOM maintains a UAS roadmap designed to reduce costs and improve

capability with the flexibility to quickly capitalize on the many advances in this key technology area.

Today's SOF are better equipped than ever. Nonetheless, specific shortfalls in Intelligence, Surveillance, and Reconnaissance (ISR) capability continue. Persistent airborne ISR is a critical supporting element to USSOCOM's prosecution of the GWOT. ISR must be ever present, and must also rapidly disseminate operational information to key elements on the battlefield. USSOCOM has been rapidly equipping SOF with ISR capabilities within the overall constraints of our budget and our Special Operations-unique responsibilities. Through mission analysis and lessons learned, we have determined a combination of manned and unmanned airborne ISR is required to provide the flexibility to support the dynamic SOF mission set. We have modified existing SOF equipment where available, procured additional dedicated ISR equipment, and partnered with the Services to cooperatively field additional airborne ISR equipment in support of USSOCOM missions.

USSOCOM continues to face the mounting challenges of sustaining the low-density, high-demand SOF C-130 fleet while simultaneously satisfying roadmaps for modernization. Ongoing

operations in support of the GWOT have stressed the SOF C-130 fleet at ever-increasing rates. MC-130H and AC-130U Center Wing Box aircraft structures have aged prematurely. In addition to SOF equipment obsolescence and diminishing manufacturing sources issues, USSOCOM continues to monitor the U.S. Air Force's Avionics Modernization Program and is developing strategies to fill gaps in the SOF C-130 avionics architecture until those upgrades are available. Combat losses and additional capacity are being addressed by conversion of older "slick" (i.e., unmodified) C-130s for the SOF mission.

The MC-130W specialized air refueling aircraft and an additional four AC-130U Gunships with dual 30mm guns are scheduled to be deployed this year. Despite over forty years of prominence, the mounting sustainment costs of USSOCOM's MC-130E Combat Talon I and MC-130P Combat Shadow fleets now outweigh the costs of recapitalization. USSOCOM is partnering with the U.S. Air Force to procure new SOF medium-lift aircraft.

Increasing the inventory and capabilities of USSOCOM specialized rotary wing aircraft remains a priority and modernization plans for these aircraft will maintain the Command's ability to project SOF capabilities worldwide in the GWOT. Procurement of additional MH-47G Chinook helicopters combined with the ongoing fleet modernization to the G-model configuration adds critical rotary wing capability and capacity, while streamlining logistics and maintenance.



A CV-22 Osprey flies a mission over New Mexico.



SOF personnel prepare a simulated patient to be loaded onto a MC-130 aircraft during a rescue exercise on Camp LeMonier, Djibouti.

Overall, USSOCOM continues to modernize and extend the service life of the rotary wing fleets with a focus on survivability modifications to protect SOF aircraft and crews. Examples include the Joint Terrain Following/Terrain Avoidance Radar, a suite of infrared countermeasures, the MH-60L Blackhawk modernization programs, and the procurement of seventy-two new, highly modified MH-60M aircraft.

The CV-22 is a priority USSOCOM aircraft program that will provide increased vertical lift capacity with significantly improved speed and range, allowing long-range vertical lift missions to be performed in a single period of darkness. Three of the first four production CV-22s delivered to date have already conducted an Operational Utility Evaluation. CV-22 training will continue with an Initial Operational Test & Evaluation period before Initial Operational Capability is reached.

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. As some of these platforms near the end of their service life, 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. USSOCOM is working with DOD to obtain a solution for

its Afloat Forward Staging Base requirement, which has proven to be very effective in the littorals, enabling SOF access to key GWOT nations and geographically remote areas.

SOF's Tagging, Tracking, and Locating (TTL) capabilities are influencing the battlefield by providing location and intent of hostile forces. Furthermore, by integrating TTL and ISR capabilities, SOF is enhancing its ability to conduct persistent surveillance and collect and extract information from denied areas. USSOCOM TTL programs are being worked side by side with interagency partners to develop synchronized TTL capabilities for future applications in the GWOT.

Acquisition Logistics

In the logistics support and sustainment area, USSOCOM continues to enhance the capabilities of the Special Operations Forces Support Activity (SOFSA) to meet the needs of the Theater Special Operations Commands and Components in the execution of the GWOT. SOFSA is a government owned, contractor-operated facility that is the Command's Logistics Center of Excellence providing:

- The modernization, maintenance, and modification of SOF rotary wing assets.
- A Joint Service Inventory Control Point with the capability of ensuring SOF receive dedicated supply support for special operations-peculiar equipment.
- A conduit for in-theater Special Operations-peculiar logistics support for SOF which enables USSOCOM to rapidly support the fielding, supply, maintenance, refurbishment, and reset of Special Operations-peculiar equipment in direct support of combat operations.
- A USSOCOM Joint Operational Stock capability which stocks, maintains, and loans mission critical equipment to support TSOCs, Components, and SOF units.

Science and Technology

The USSOCOM Science and Technology (S&T) strategy addresses emerging and advanced technologies for potential integration into current and future SOF concepts and requirements. The S&T strategy is to invest and leverage available resources with DOD and other agency laboratories, academia, and industry for the purpose of

maximizing SOF warfighting capabilities. Key to the long term success of these programs is the recent development and implementation of the Strategic Technology Evaluation Process. This process will ensure a uniform and comprehensive approach to the identification and prioritization of SOF capability gaps that might be solved by the appropriate application of technology.

The Special Operations Technology Development (SOTD) program conducts studies and develops laboratory prototypes for applied research and advanced technology development. SOTD projects attempt to link Basic and Exploratory research to SOF-specific fieldable items. Research and development is underway in the areas of advanced night vision devices, sensors, better mobility, improved communications, and enhanced training.

The Special Operations Special Technology (SOST) program demonstrates and evaluates emerging and advanced technologies in relevant SOF environments. SOST projects are oriented towards the development of more mature technologies and prototypes to mitigate or eliminate capability gaps. Efforts are focused on a



A Scan Eagle unmanned aerial vehicle sits on a launch sled during USSOCOM sponsored Tactical Network Topography 07-1 experiment at Camp Roberts, Calif.

wide range of capabilities to include advanced sensors, diving equipment, power sources, and improved ammunition.

The USSOCOM Small Business Innovation Research (SBIR) program aggressively pursues technology solutions via the largest sector of the nation's industrial base, the small business. The SBIR program invests in a wide range of technology areas to meet the needs of the warfighter. Currently, the program is managing 84 contracts with a total dollar value of approximately \$22 million, consistent with USSOCOM's long term average of 80 contracts. Topic areas include sensors, communications, weapons, and mobility.

The USSOCOM Medical Technology program seeks to improve techniques and procedures for advanced SOF Tactical Combat Casualty Care. The Medical Technology program also strives to provide medical methodologies to improve SOF Warrior performance and training effectiveness. The Biomedical Initiatives Steering Committee provides the command with a single consolidated source of medical expertise and technical advice on medical S&T issues.

SOF Communications and Networks

USSOCOM fields numerous systems providing the Command and SOF units with a variety of communications and network capabilities ranging from inter-team communications to large bandwidth networks supporting mission planning and execution. USSOCOM continues to mature these systems' capabilities by enhancing the technology to provide secure network access to deployed SOF teams.

As the Command supports current operations and the GWOT, its communications and network capabilities need to transform into net-centric

enabled systems. By enabling net-centric warfare, SOF will maintain and increase their edge in information superiority and networking. This will enhance operations by creating better and faster actionable intelligence, reduce logistics by moving electrons instead of personnel and equipment, and provide improved command and control across the battlespace. USSOCOM's net-centric enabling environment is called SOFNet and will be SOF's portion of the Global Information Grid (GIG). SOFNet will not only fully interoperate with the GIG, but it will also have enhanced capabilities supporting SOF's unique mission requirements.

USSOCOM's net-centric approach will tie SOF networks together into a single, cohesive electronic operational environment, providing the necessary capabilities and information to SOF forces whether in garrison or deployed. USSOCOM will provide SOFNet capability to SOF operational forces in a spiral process that will bring enhanced capabilities online as they are certified operational.



MARSOC Marines from the Foreign Military Training Unit set up their satellite system.



Into the Future

Maintaining Global SOF Pressure and Presence for Purpose

USSOCOM's implementation of the GWOT campaign plan, and the ability to adequately provide both direct and indirect approach capabilities, is enabled by two factors. The first is SOF growth, which was addressed by the 2006 Quadrennial Defense Review. This growth is being programmed and executed by USSOCOM at a manageable rate to maintain quality. The second enabling factor is global SOF posture. USSOCOM is developing a Global SOF Posture (GSP) plan designed to better enable global force management of SOF. This plan will provide more SOF capacity to the Geographic Combatant Commanders and allow SOF to maintain a continuous presence in accordance with theater and strategic needs. SOF will be sourced globally through a training and deployment cycle that tailors joint SOF to fulfill the special operations requirements of the GCCs' regional war on terror plans.

Key elements of the USSOCOM GSP concept are: planned growth in the force, joint SOF training, and integration of SOF global force management to support U.S. global objectives:

- Growth. Growth in SOF is a critical enabler to the USSOCOM GSP concept. It fosters increased capability to perform priority missions at the current levels. When operations in Central Command's area of responsibility eventually diminish in size and scope, programmed SOF growth will reduce stress on the force, allow for improved training, and provide long term sustainability for continuing GWOT requirements worldwide.

- SOF Training Program. The SOF Training Program enables special operations deployment, recovery, training, and preparation cycles. It will deliver

versatile special operations task forces to U.S. objectives at the right time and place and allow SOF to be balanced, flexible, and sustainable.

- SOF Global Force Management. The key to successful implementation of the USSOCOM GSP is intensive and continuous management of SOF. Based on global requirements, USSOCOM will be able to provide mission-ready SOF to support planned or emerging needs and will be able to operate for as long as necessary. The net impact of this deployment framework will be more SOF capacity with increased capability for longer periods of time.

It is imperative that SOF have access to forward areas to conduct global operations. The USSOCOM GSP strategy leverages existing theater facilities that will serve as hubs through which rotational SOF units will deploy. The plan includes establishing a robust network of Forward Operating Sites and Cooperative Security Locations that enable persistent presence of SOF in priority countries and regions.

Employing innovative concepts such as the Afloat Forward Staging Base will also enhance SOF ability to assure access and sustainability. Associated military construction costs will continue to be revised over time to meet emerging requirements. The USSOCOM funded military construction is associated with SOF-unique construction, including equipment and facilities to support SOF-unique operations, training, storage and maintenance.

The GSP plan ensures USSOCOM can deploy the right forces with the proper skill sets to meet the GCCs' planned and emergent requirements more efficiently, with more capacity and better flexibility. USSOCOM has programmed for GSP to start in FY 2009 and the end-state is an

enhanced SOF posture with improved operational agility, increased SOF capability and capacity, and rotational SOF deployments as needed.

Capstone Concept for Special Operations

USSOCOM's strategic look toward the future begins with the Capstone Concept for Special Operations (CCSO). The CCSO describes the application of SOF's functional capabilities within the future operating environment and reflects USSOCOM's implementation of the GWOT and the Global SOF Posture plan. Additionally, the CCSO expresses the challenges we are facing and at the same time defines how SOF will look past the Future Years Defense Plan (currently FY 2008-2013). This concept demonstrates how and why we must strengthen SOF for the future, and delineates a concept of operations with intended solutions. Perhaps most notably, the CCSO establishes an active management architecture for future SOF expeditionary employment.

USSOCOM's strategic goal of continuing to transform SOF to meet the challenges of the long war are not attainable without applying the lessons learned from past, current and future operations

supporting the GWOT. Effectively integrating USSOCOM's lessons learned and those of our joint, multinational, interagency, intergovernmental, and Coalition special operations partners is crucial to countering and defeating international terrorism threats. The current Lessons Learned program at USSOCOM is shifting its emphasis from passive collection and archiving lessons observed to a new, more aggressive paradigm. This evolution centers around robust active collection with detailed analysis that is integrated throughout the Command's Strategic Planning Process, the resourcing process, the USSOCOM Long Range Planning Process, and many other processes with resolution of issues and dissemination to SOF and joint communities as the primary goals. The difference in a lesson observed and a lesson learned is the application of corrective action and resourcing to effect change of a process, a piece of equipment, or the manner in which personnel are trained. As lessons learned must be incorporated into the allocation of dollars they must also be considered when developing the operational concepts for future SOF concepts.



Persistent engagement with our partner nations is key to success in the long war.



Special Forces conduct a night-time operation in Iraq.

At the heart of the CCSO are three strategic objectives for the future that USSOCOM will continue to pursue: GWOT Lead, Global Presence, and Global Expeditionary Force. The document establishes five key capability areas that are essential to achieve the three strategic objectives.

- The Joint Expeditionary SOF Concept structures and reorganizes future SOF for maximum employment.

- The Joint Special Operations Warrior Concept is a program for joint SOF Warrior development to produce more capable and diverse SOF through new concepts for selection, training, education, and career development.

- The Joint Special Operations Command, Control, Communications, Computers, and Information (C4I) Concept integrates disparate communications into a seamless, global, fully interoperable C4I infrastructure.

- The concept for Joint Special Operations Logistics, Acquisition, and Resourcing describes changes necessary for meeting responsibilities of

global persistent presence and rapid global expeditionary employment.

- The concept for Joint Special Operations Intelligence outlines transformation to a globally distributed intelligence system that unifies the entire SOF community

Developing these key capability areas enables USSOCOM to identify needed capabilities and subsequent capability gaps, and then determine possible solutions. The CCSO is critical because it guides the Command's transformation process and serves as the foundation for the Long Range Planning Process, which balances near-term capabilities with long-term requirements. In this process, future SOF operating concepts are developed and refined through wargaming and experimentation, and will undergo Capabilities Based Analysis in order to identify necessary SOF capabilities for programming. The CCSO and Long Range Planning Process create a infrastructure to lead USSOCOM to its desired future and required capabilities.

Conclusion

United States Special Operations Command understands that the strategic environment facing the United States today requires many capabilities, several of which are not traditional areas of military expertise, and reside outside of Department of Defense. Accordingly, USSOCOM's development and continued maintenance of the DOD GWOT Campaign Plan facilitates the required integration between the various U.S. Government agencies and international partners, as well as the integration of required capabilities, both direct and indirect. USSOCOM is synchronizing these efforts and operations with Geographic Combatant Commanders, other government agencies, and partner nations, on an unprecedented global scale.

Key to success in the long-term GWOT is our ability to focus and facilitate international partners on a cooperative, integrated strategy, and USSOCOM is leveraging SOF capabilities to do just that. In the end, the goal is to develop a global environment that is inhospitable to terrorism. This can only be accomplished by enabling our partner nations to reduce terrorist threats to regional and eventually local levels, which they can successfully address through their own security and justice systems. Some of our SOF activities such as Foreign Internal Defense and Unconventional Warfare enable our international partners through training, equipping, and advising them regarding counterterrorism operations. Less visible but equally important are Civil Affairs and Psychological Operations that address deterring support to terrorists and eroding extremist ideologies. USSOCOM initiatives such

as the Joint Psychological Operations Support Element, the International Engagement Program, Civil Military Support Elements, and the Sovereign Challenge Program reinforce and expand upon these efforts. These core SOF capabilities require synchronization with other ongoing interagency and partner nation actions, and USSOCOM ensures this synchronization to harness the expertise of all participants.

The SOF Warrior is crucial to the Global War on Terror. SOF's growth supports the GWOT Campaign Plan, USSOCOM's implementation of the GWOT plans, and the future Global SOF Posture plan. This very deliberate growth is happening at a pace that USSOCOM and its components can sustain without compromising the essential high standards of the SOF Warrior. All USSOCOM processes – from acquisition to resourcing to futures – are focused on supporting and enabling the SOF Warrior, today and in the future. At the core of these processes is a driving passion to be outstanding stewards of the resources USSOCOM has been provided. As a result of proactive management oversight, USSOCOM's Internal Control Program Statement of Assurance was recognized as second best of 34 reporting agencies in the Department of Defense.

As USSOCOM celebrates its 20th Anniversary this year, the Congressional actions that created the Command have been thoroughly validated. USSOCOM was established to synchronize the irregular warfare and counterterrorism capabilities scattered throughout the Department of Defense. These very capabilities are what make USSOCOM so uniquely suited to lead the Global War on Terror today.



Glossary

AFSOC: Air Force Special Operations Command
ANSF: Afghanistan National Security Forces
C4I: Command, Control, Communications, Computers, and Information
CCSO: Capstone Concept for Special Operations
CMNS: Combat Mission Needs Statement
CMSE: Civil Military Support Element
CSO: Center for Special Operations
DOD: Department of Defense
FID: Foreign Internal Defense
FMTU: Foreign Military Training Unit
FY: Fiscal Year
GCC: Geographic Combatant Commanders
GIG: Global Information Grid
GSP: Global SOF Posture
GWOT: Global War On Terrorism
IATF: Inter-Agency Task Force
IEP: International Engagement Program
ISOF: Iraqi Special Operations Forces
ISR: Intelligence, Surveillance and Reconnaissance
JPSE: Joint Psychological Operations Support Element
JSOU: Joint Special Operations University
LRPP: Long Range Planning Process
MARSOC: Marine Corps Forces Special Operations Command
MIST: Military Information Support Team
MTPS: Mission Training and Preparation Systems
NAVSPECWARCOM: Naval Special Warfare Command
O&M: Operation and Maintenance
OEF-TS: Operation Enduring Freedom Trans Sahara
PEO: Program Executive Office
PSYOP: Psychological Operations
QDR: Quadrennial Defense Review
RDT&E: Research, Development, Testing, and Evaluation
S&T: Science and Technology
SBIR: Small Business Innovation Research
SEAL: Sea, Air, and Land forces
SOAR: Special Operations Aviation Regiment
SOF: Special Operations Forces
SOFSA: Special Operations Forces Support Activity
SOST: Special Operations Special Technology
SOTD: Special Operations Technology Development
SPP: Strategic Planning Process
TSOC: Theater Special Operations Command
TTL: Tagging, Tracking, and Locating
UAS: Unmanned Aerial System
UAV: Unmanned Aerial Vehicle
USAID: U.S. Agency for International Development
USASOC: U.S. Army Special Operations Command
USSOCOM: U.S. Special Operations Command
USSTRATCOM: U.S. Strategic Command
WMD: Weapons of Mass Destruction





United States Special Operations Command