UNITED STATES

Special Operations Forces

Posture Statement 2000

Providing Unique Solutions for a Changing World

FOREWORD

Brian E. Sheridan
Assistant Secretary of Defense
(Special Operations/Low-Intensity Conflict)

General Peter J. Schoomaker
Commander in Chief
U.S. Special Operations Command

In the next century, the spread of information, the development of and access to new technologies, and an increasing recognition of global problems will present vast opportunities for economic growth, regional integration, and global political cooperation. Yet for all of this promise, the world remains a complex, dynamic, and dangerous place. It will continue to be an uncertain security environment, one for which U.S. special operations forces (SOF) are uniquely suited, offering the capabilities to avert emerging threats and providing unprecedented opportunities to address the challenges in ways that advance U.S. interests.

Our national military strategy challenges us to "shape the international environment and respond to crises while preparing now for an uncertain future." No small feat, but SOF are doing that right now. In 1999, SOF conducted engagement operations in over one hundred countries. When crisis response scenarios developed, SOF were already on the ground in many of those situations. SOF were shaping the environment by their presence, providing regionally and culturally trained forces to facilitate the theater commander's response. Unique SOF abilities give our National Command Authorities expanded options, tailored to task, that are not available elsewhere.

Some of America's most dedicated men and women are at the core of these unique capabilities. They are mature officers and enlisted personnel, drawn from the military services, trained in the special skills unique to their mission, and then seasoned with real-world operations. We must continue to focus on selecting the right people and training them for the demanding tasks that SOF perform.

In addition, as we prepare for an uncertain future, we must continue a robust modernization program, leveraging technology, to enhance the human dimension. We express the concept simply as "equipping the man, not manning the equipment." Merging technology with the human dimension will improve the SOF warrior's survivability, lethality, mobility, and ability to access and use all relevant information sources.

We look forward to meeting the security challenges of this new century as we work to ensure that America's SOF remain the most carefully selected, most fully prepared, and best-equipped and trained special operations fighting force in the world. Our country deserves no less.

CONTENTS

INTRODUCTION

Special Operations

Special operations have been a part of our military history since the colonial era. In every conflict since the Revolutionary War, the United States has employed special operations tactics and strategies to exploit an enemy's vulnerabilities. These operations have always been carried out by specially trained people with a remarkable inventory of skills.

More recent history has caused the United States to maintain specialized forces capable of performing extremely difficult, complex, and politically sensitive missions on short notice, in peace and war, anywhere in the world. In 1987, Congress mandated the creation of the U.S. Special Operations Command (USSOCOM) with the responsibility to prepare and maintain combat-ready special operations forces (SOF) to successfully conduct special operations, including civil affairs (CA) and psychological operations (PSYOP).

Characteristics and Capabilities

U.S. SOF provide unique capabilities not found in other elements of the U.S. armed forces or those of other nations. While other U.S. military units can conduct special operations, and some other nations have special operations capabilities, no other force in the world has our range of capabilities, which include land, air, and maritime forces that can be employed either as joint- or single-service units.

Today's SOF are the product of an evolutionary process. The lessons learned from past operations and events, as well as the requirements of current

Courtesy: Robert Genat, Zone Five & NAVSPECWARCOM

SEALs operate in the most unforgiving environment, water.

missions and operations, have brought about a unique force with distinctive characteristics, capabilities, and limitations.

The characteristics of SOF personnel are shaped by the requirements of their missions and include foreign language capabilities; regional orientation; specialized equipment, training, and tactics; flexible force structure; and an understanding of the political context of their mission. These characteristics make SOF unique in the U.S. military

SOF Characteristics

- Mature professionals with leadership abilities
- Specialized skills, equipment, and tactics
- Regional focus
- Language skills
- Political and cultural sensitivity
- Small, flexible, joint-force structure

Members of the U.S. 22nd Special Tactics squadron and members of the United Kingdom Combat Control team perform a high altitude, low opening (HALO) jump.

and enable SOF personnel to work as effectively with civilian populations as they do with other military forces to influence situations favorably toward U.S. national interests. Because of these characteristics, SOF can be formed into small, versatile, self-contained units that have a number of important capabilities. They can:

- organize quickly and deploy rapidly to provide tailored responses to many different situations
- gain entry to and operate in hostile or denied areas
- provide limited security and medical support for themselves and those they support
- communicate worldwide with unit equipment
- live in austere, harsh environments without extensive support
- survey and assess local situations and report these assessments rapidly
- work closely with host nation military and civilian authorities and populations
- organize indigenous people into working teams to help solve local problems
- deploy at relatively low cost, with a low profile and less intrusive presence than larger conventional forces

Across the Spectrum of Conflict

Based on these capabilities, SOF provide the nation with rapidly deployable and flexible joint task forces for both war and peacetime activities. In peacetime, SOF can assist a nation in creating the conditions for stable development — thereby reducing the risk of or precluding armed conflict. By training indigenous forces to provide their own security, and using integrated CA and PSYOP programs to strengthen government infrastructures, small teams can help prevent local problems from developing into threats to internal and international stability. SOF work closely with the host nation government, military forces, and population to assist them in resolving their own problems. Their efforts to resolve or contain regional conflicts or respond to natural disasters may preclude, in some cases, the need to deploy large conventional forces.

301st PSYOP Company soldier passes out flyers to citizens of Brcko, Bosnia.

These same SOF teams often forge strong links with the military establishment and civilian groups with whom they come in contact. This can be of inestimable value to U.S. forces if they have to work later with these same organizations, either as coalition partners, or in localized combat operations. SOF contact with foreign military hierarchies is also an effective, low-cost means of cultivating respect for human rights and democratic values.

In war, SOF conduct operational and strategic missions that directly or indirectly support the joint force commander's (JFC's) campaign plan. SOF missions originate with the JFC – often with the advice of the joint force special operations component commander (JFSOCC) – and are directed toward exactly the same ends as the operations of conventional forces. It is as an integrated part of a joint or combined force that SOF prove of greatest assistance to the conventional commander.

SOF can help the JFC seize the initiative, reduce risk, facilitate maneuver, and achieve decisive results by attacking operational and strategic targets. SOF also can carry out PSYOP to deceive and demoralize the enemy. As force multipliers, SOF work with indigenous forces to increase their contribution to the campaign plan, and conduct coalition support to help integrate multinational forces into a cohesive, combined task force to carry out coalition goals. Additionally, CA and PSYOP can contribute directly to the commander's maneuverability by reducing the number of civilians on or near battlefield areas.

Additionally, SOF play a vital role in post-conflict operations. Many of the talents used in pre-conflict situations are applicable after fighting has ceased, and are directed toward establishing (or re-establishing) the infrastructure required for a peaceful, prosperous society. SOF training skills, coupled with CA and PSYOP expertise, help speed the return to normal conditions, thereby allowing conventional forces to quickly re-deploy.

SOF also can conduct stand-alone operations in situations where a small, discreet force provides the nation's leaders with options that fall somewhere between diplomatic efforts and the use of high-profile conventional forces. Moreover, the relatively small size and the capabilities of highly trained, joint SOF units enable them to react rapidly and provide the United States with options that limit the risk of escalation, which otherwise might accompany the commitment of larger conventional forces. Unconventional warfare, direct action, and special reconnaissance missions, such as insurgency, counterterrorism, counterdrug activities, surgical counterproliferation, and counterinsurgency, may be handled best by such a force.

A Ranger from the 75th Ranger Regiment leads other Rangers in small-unit movement drills.

Counterproliferation of weapons of mass destruction (WMD) is USSOCOM's highest operational priority. SOF can enhance the effectiveness of U.S. military, other government agencies, and international organizations in deterring proliferation of WMD and reacting appropriately should deterrence measures fail.

Against a growing security challenge, SOF also offer a wide variety of skills to combat terrorism. One area of focus includes defensive antiterrorism measures, such as training and advising of security techniques, procedures, and systems that reduce vulnerability. The other major element of SOF operational capabilities centers on offensive counterterrorism measures directed at preventing, deterring, and vigorously responding to terrorist acts against U.S. interests, wherever they occur.

Limitations

As with any highly specialized capability, it is equally important to understand the limitations of SOF. Some points to bear in mind are:

- SOF operators require extensive training, often years in duration. They cannot be replaced quickly and their capabilities can not be expanded rapidly. Squandering scarce SOF resources on inappropriate missions or inordinately dangerous tasks, runs the risk of depleting the SOF inventory early in a conflict.

- SOF are not a substitute for conventional forces; they provide different capabilities that expand the options of the employing commander. SOF should not be used for operations whenever conventional forces can accomplish the mission.

Courtesy: Robert Genat, Zone Five & NAVSPECWARCOM

SOF operators require specialized equipment and extensive training.

- SOF are not the solution to peacetime operations. SOF have a role to play in peacetime operations, just as they have a role to play in war. Peacetime operations almost always require an integrated, interagency approach to solve the problems encountered. SOF alone cannot do this.

- SOF logistics support is austere. A large number of SOF units generally cannot maintain themselves for extended periods of time without significant support from the conventional support structure.

Missions and Activities

Special operations are characterized by the use of small units in direct and indirect military actions focused on strategic and operational objectives. These actions require units with combinations of specialized personnel, equipment, training, and tactics that go beyond the routine capabilities of conventional military forces. The enduring, overarching purposes of SOF are derived from historical experience, congressional legislation, and the evolving security environment. In support of the national military strategy, SOF are currently organized and trained in nine principal mission areas. Based on their unique capabilities, SOF are also frequently tasked to participate in other activities that are not principal SOF missions. These collateral activities tend to shift in response to the changing international environment. The principal missions and collateral activities of SOF are listed in the following charts and are further described in Appendix A.

Principal Missions

- **Counterproliferation (CP)**
- **Combating terrorism (CBT)**
- **Foreign internal defense (FID)**
- **Special reconnaissance (SR)**
- **Direct action (DA)**
- **Psychological operations (PSYOP)**
- **Civil affairs (CA)**
- **Unconventional warfare (UW)**
- **Information operations (IO)**

Collateral Activities

- **Coalition support**
- **Combat search and rescue (CSAR)**
- **Counterdrug (CD) activities**
- **Humanitarian demining (HD) activities**
- **Humanitarian assistance (HA)**
- **Security assistance (SA)**
- **Special activities**

The Role of SOF in National Defense

"The mere absence of war is not peace."

John F. Kennedy
1963 State of the Union Address

In the largest sense, this is a period of strategic opportunity for the United States. The threat of global war has receded and the core U.S. values of representative democracy and market economics are embraced in many parts of the world, creating new opportunities to promote peace, prosperity, and enhanced cooperation among nations.

304th PSYOP Company soldier hands out DC Superman comics outlining mine awareness to children at a refugee camp in Bosnia-Herzogovina.

While the United States is taking full advantage of this period of strategic opportunity and positive change, the world remains a complex, dynamic, and dangerous place. The United States likely will continue to face several significant security challenges including regional coercion or aggression, proliferation of potentially dangerous weapons and technologies, terrorism and international crime, threats to the homeland, failed states and humanitarian disasters, asymmetric challenges, and "wild card" or unpredictable scenarios.

A Posture of Global Engagement

Globalization – the process of accelerating economic, technological, cultural, and political integration – means that, more and more, we as a nation are affected by events beyond our borders. Our strategic approach to the increasing interdependence brought about by globalization recognizes that we must be involved in a leading role abroad in order to influence security at home.

The president's *National Security Strategy for a New Century* stresses the "imperative of engagement" and enhancing our security through integrated approaches that allow the nation to **Shape** the international environment; **Respond** to the full spectrum of crises; and **Prepare Now** for an uncertain future. Our strategic approach uses all appropriate instruments of national power to influence the actions of other states and non-state actors, exert global leadership, and remain the preferred security partner for the community of states that share our interests.

The Military Challenge

Our national military strategy is based on the concept that the United States will continue to deploy its armed forces globally and will remain engaged to influence the shaping of the global environment, creating favorable conditions for

An MH-53J Pave Low helicopter is winched toward a C-5B Galaxy cargo plane at RAF Mildenhall, England.

U.S. interests and global security. It emphasizes that our armed forces must respond to the full spectrum of crises in order to protect our national interests. It further states that as we pursue shaping and responding activities, our armed forces must also take steps to prepare now for an uncertain future.

Today our armed forces prepare for and conduct operations in environments ranging from peacetime to global war. Moreover, both peacetime operations and war could take place either in high-technology industrial states or in lesser-developed parts of the world. The military challenge is to field forces that can fight and win against threats ranging from the modern high-technology nation-state, with its complex infrastructure, to such non-state entities as terrorists, ethnic factions, religious radicals, and criminal cartels.

Visit of U.S. Civil Affairs soldiers to Turkish refugee camp in Albania brings a smile to young refugee.

These diverse and contradictory environments require flexible and versatile forces that can function effectively, with speed and precision, across the full range of military operations anywhere in the world. These forces must have a keen sense of the political implications of their actions, and must be able to adapt quickly to changing rules of engagement, with decisive and appropriate action.

Relevance of SOF

SOF have an important and growing role in addressing challenges to U.S. interests and global security. First, SOF provide significant capabilities in support of the core national objectives through a combination of each of their nine principal missions. Second, SOF have the unique capability to provide additional support through application of their collateral activities.

But to remain effective, SOF must also be prepared to adapt to changing missions, technology, and security environments. To these ends, and in support of the national "shape, respond, and prepare now" strategy, USSOCOM provides an array of unique SOF flagship capabilities. Chief among these are:

- **Ubiquitous Presence.** Combat-ready SOF units are routinely deployed around the world to support peacetime engagement and to prevent conflict. Should conflict arise, these "global scouts" can quickly transition to combat operations and spearhead a decisive victory.

- **Strategic Agility.** SOF will provide greater strategic and operational agility through the development of a more flexible and responsive force structure. The key elements to this structure are maintaining an unparalleled national mission capability and developing more robust theater special operations commands (SOCs).

- **Global Access.** Although theater engagement provides SOF access to most parts of the world, SOF must retain the capability to go where U.S. forces are unwelcome. The capability to conduct

clandestine operations anywhere in the world in support of the National Command Authorities (NCA) or theater CINCs is one of the defining attributes of SOF.

- **Information Dominance**. The information age has opened up a wide range of new opportunities, seemingly endless possibilities, and significant vulnerabilities for all military forces, SOF included. Accordingly, USSOCOM is examining new ways to enhance SOF capabilities to ensure uninterrupted information exchange, reduce an adversary's ability to use information, and influence situations to support mission accomplishment.

In sum, USSOCOM's mission is to provide full spectrum SOF that are ready and capable of successfully conducting global special operations throughout the strategic operational continuum in support of the NCA, geographic CINCs, U.S. ambassadors, and other government agencies. Indeed, SOF are ready for today's mission, relevant for tomorrow's challenges — continuously evolving to meet the needs of the nation and seize the opportunities brought about by change.

Personnel and Readiness

Force readiness is the SOF top priority and crucial to mission success. USSOCOM's FY 2001 president's budget request is predicated on maintaining and sustaining readiness as the top priority.

A Ranger negotiates the horizontal rope slide during jungle operations training.

SOF must maintain a consistently high state of readiness. People and training are key factors that help to determine SOF current readiness posture.

People — The Most Important Resource

SOF are made up of some of America's most dedicated men and women from the Army, Navy, and Air Force — from active, national guard, and reserve units. These men and women are mature, high-caliber professionals with intelligence, stamina, problem-solving skills, mental toughness, flexibility, determination, integrity, and extraordinary strength of character and will.

Assessment and Selection

A vigorous and extensive selection process ensures that only mature, dependable, and self-reliant individuals join SOF. The selection and retention of high-quality, motivated, and dedicated personnel are most important because SOF operate in circumstances where the reputation of the United States may rest on the successful completion of the mission.

Given the unique nature of special operations and the often isolated environments, it takes a discriminating selection and assessment process and hard work to find the right person. But it is important to learn up front whether a person has the qualities and the will necessary to perform to highly demanding standards.

SOF Development

After selection, personnel are trained extensively in the individual combat skills, foreign languages, and technical specialties required for their profession. Next, they join a SOF aircrew, team, or squad and participate in extensive unit training. Finally, they are cross trained in essential, special skills, and advanced techniques. SOF training places great emphasis on individual and team professional

Physical conditioning is emphasized for potential SEAL candidates.

development. An essential part of all training and education is the building of teams who work well together; who know the strengths, capabilities, and weaknesses of each member of the team; and who share a common doctrine that allows precise communication with minimal ambiguity.

Physical Fitness. Special operations are often extremely physically demanding. The body and mind are the fundamental operating system, and their capability to withstand stress is enhanced by high levels of physical fitness. Special operators require a high level of physical fitness because missions often take place in harsh climates, over extended periods of time, far from conventional support, and frequently with little time to adjust to climatic changes. A unit that stresses top physical condition for its members — all of the time — can count on them being ready for any contingency.

Regional Orientation. Regional orientation has grown in importance over the past few years and requires SOF to maintain proficiency in a number of languages. Regional orientation, however, is much more than language training. It is not enough to speak the language. To communicate effectively, one must know the culture and customs, to include the subtleties of non-verbal communications. For example, foreign internal defense and unconventional warfare operations have as their focus preparing foreign forces, either military or paramilitary, to conduct operations on a wide range of tasks from combat to internal development, in peace as well as in war. Successful conduct of these operations relies on the ability of SOF teams to establish rapport with and positively influence those they train. As such, these operations place a high premium on not only knowing the language of the people being taught, but in having a thorough understanding of the culture and the area where these operations take place. Units that conduct these operations invest a great deal of time and energy in language proficiency, cultural awareness, regional orientation, cross-cultural communications, and negotiation within the context of culture.

SF soldier discusses how to obtain a tight shoot group to Malian soldiers during African Crisis Response Initiative training.

Training

SOF require a combination of basic military training and specialized skills training to achieve operational proficiency. Training and education are the twin pillars of special operations professional development. Training is designed to produce individuals and units that have mastered the tactics, techniques, and procedures through which units accomplish their missions. Through education, individuals learn the art and science of war and peacetime operations, and develop military judgment necessary to apply initiative and creativity to the solution of problems and challenges. Training and education can be

A SEAL team member fast ropes from a helicopter to an awaiting Zodiac inflatable boat during insertion training in the frigid waters of Tokyo Bay.

effective only in an environment that encourages innovation and allows — in fact, demands — subordinates to exercise independent judgment, and builds trust and confidence among all leaders in a unit. The SOF training system encompasses three processes: institutional training, component training, and joint training.

Institutional Training. There are two types of institutional training: joint and common institutional training and service special operations training. USSOCOM has oversight of joint and common institutional training; ensuring programs of instruction adhere to joint doctrine and reflect current tactics, techniques, and procedures. Institutional special operations training, conducted by USSOCOM's service component schools, develops SOF-unique abilities through intensive training at the John F. Kennedy Special Warfare Center and School at Fort Bragg, North Carolina; the Naval Special Warfare Center at Coronado, California; and the Air Force Special Operations School at Hurlburt Field, Florida. Courses cover a broad range of topics and scenarios from doctrine and foreign policy to mission-specific skills to cross-cultural communications skills and language training.

Component Training. The focus of this training is to ensure units are capable of performing assigned wartime missions through the accomplishment of individual and collective tasks. Component training, managed by the USSOCOM service component commands, is governed by the doctrine of the military departments and primarily driven by mission requirements identified in the various geographic regions by the theater SOCs.

U.S. SF soldier works with Thai Special Forces soldiers during exercise Cobra Gold conducted in Thailand.

Joint Training. Although each of these processes is important, SOF places great emphasis on joint training with conventional forces. SOF joint training is primarily accomplished through participation in exercises sponsored by the chairman, Joint Chiefs of Staff (CJCS)/ CINC and USSOCOM's joint/combined exchange training (JCET) events. Through SOF participation in over 60 CJCS exercises annually, geographic CINC needs are met. Additionally, SOF are able to train to meet the regional, cultural, and language demands of each theater. Furthermore, SOF participation in JCETs has averaged 200 events annually. These events are conducted overseas with host nation forces. JCETs focus on SOF tasks that are essential for mission accomplishment and also provide valuable forward presence in support of the geographic CINC's strategic

objectives. JCETs provide SOF access to areas that may not typically be open to larger conventional forces. In this respect, JCETs open doors — politically, diplomatically, and militarily — for U.S. forces to train with foreign military forces. Joint training provides Army, Navy, and Air Force special operators the opportunity to train as a joint team, performing tasks and activities that span the entire range of military operations.

As SOF prepare to execute missions and conduct activities in the international security environment of the future, training priorities will reflect shifting emphasis among missions. The future environment, characterized by regional instability and transnational dangers, will mandate increasing attention to training in non-lethal techniques and support of humanitarian assistance and disaster relief operations. SOF conduct joint/combined, no-notice deployments ensuring that the training is vigorous, realistic, and focused on preparing SOF to meet the entire spectrum of future demands.

SOF must remain combat ready to meet the challenges of the international security environment. SOF personnel, who have been properly selected, trained, and professionally developed throughout their careers, will be instrumental in meeting future challenges. The return on the SOF human resource investment is a high-quality force ready to serve the nation.

Pride and Professionalism: Special tactics team members stand inspection during a change-of-command ceremony.

Quality of Life

The term "quality of life" is used to encompass the entire package of compensation, benefits, and work and living environments for military personnel. Because SOF rely on the military departments for most aspects of quality of life, the SOF community continues to work closely with the military departments to provide for the basic needs of SOF personnel and their families. Quality-of-life improvements are needed to sustain healthy levels of recruitment, retention, and morale that are necessary to maintain a ready, high-quality fighting force. The overall objective is to protect the commitment to service members through quality-of-life enhancements and to maintain currently provided benefits. To this end, the SOF community and the military departments share the following quality of life concerns:

- adequate pay and allowances
- adequate access to quality and timely medical care
- adequate retirement benefits
- adequate housing and quarters for military families and single personnel
- adequate community support facilities

Retention and Morale

In general, retention rates for SOF personnel outpace their service counterparts with few exceptions. Increasing requirements, personnel loss, management dynamics, and high training-pipeline attrition contribute to low inventories in some SOF-specific skills; however, USSOCOM, in coordination with components and the services, is undertaking a number of initiatives to address these issues. Realistic training and deployments on significant missions are positive contributors to SOF retention rates. SOF are proud of their contributions to the nation, and this sense of pride bolsters morale that is reflected in the overall retention of quality SOF personnel.

ORGANIZATION OVERVIEW

USSOCOM

USSOCOM, one of nine unified commands in the U.S. military's combatant command structure, is composed of Army, Navy, and Air Force SOF. USSOCOM's mission is to support the geographic CINCs, ambassadors and their country teams, and other government agencies by preparing SOF to successfully conduct special operations, including CA and PSYOP.

The commander in chief of USSOCOM (USCINCSOC) has two roles. In his capacity as a supporting CINC, he provides trained and ready SOF. In his role as a supported CINC, the USCINCSOC must be prepared to exercise command of selected special operations missions when directed by the NCA.

Congress mandated the creation of USSOCOM in 1987 to correct serious deficiencies in the ability of the United States to conduct special operations and engage in low-intensity conflict activities. The command was assigned many service-like responsibilities, including training, ensuring combat readiness, monitoring personnel promotions and assignments, and developing and acquiring SOF-peculiar equipment. USSOCOM was also given responsibility for managing a separate major force program (MFP), MFP-11, which ensures the SOF program has visibility at the Department of Defense and congressional levels.

Tail gunner on MH-53J Pave Low helicopter employs suppressive fire support tactics with 7.62mm minigun.

These last two tasks give USSOCOM great flexibility in training, equipping, and employing its forces. USCINCSOC is the sole unified commander with responsibility for planning, programming, and budgeting of military forces. In addition, he has the authority similar to that of a service chief for the development and acquisition of special operations-peculiar equipment, materials, supplies, and services. In short, he is the only CINC with a checkbook.

Under the same legislation that created USSOCOM, Congress also established the Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)) as the policy and resource focal point for all special operations and low-intensity conflict activities of the Department of Defense. Aided by these reforms, enormous improvements in the readiness and capabilities of our nation's special operations forces were made.

USSOCOM's mission can be effectively accomplished only with the support of the Army, Navy, and Air Force who provide quality personnel, common equipment, base operations support, logistical sustainment, and core skills training. This support allows USCINCSOC to focus on SOF-specific training and equipment, as well as the integration of SOF into the entire range of military operations.

A Ranger from the 75th Ranger Regiment takes aim during training.

With only 1.3 percent of the Department of Defense budget, SOF provide the United States with a combat-ready, highly-capable, and flexible force — a force that is structured, manned, equipped, and trained to meet current and future security challenges in support of national defense objectives.

Service Component Commands

The geographic CINCs identify the forces necessary to accomplish the missions assigned within their areas of responsibility (AOR). These requirements provide the guidance that drives the development capabilities and force structure. All active and reserve Army, Navy, and Air Force SOF based in the United States are assigned to USSOCOM.

USSOCOM's service component commands are the U.S. Army Special Operations Command, the Naval Special Warfare Command, and the Air Force Special Operations Command. The Joint Special Operations Command is assigned as a sub-unified command of USSOCOM. Component command organization and force structure are presented in detail in Appendix B.

The U.S. Army Special Operations Command (USASOC). The U.S. Army Special Operations Command, headquartered at Fort Bragg, North Carolina, commands active and U.S. Army Reserve special operations forces. USASOC is responsible to USSOCOM for the readiness of Special Forces (SF), Rangers, and special operations aviation, CA, and PSYOP units for deployment to unified combatant commands around the world.

The Naval Special Warfare Command (NAVSPECWARCOM). The Naval Special Warfare Command, located in Coronado, California, is responsible to USSOCOM for the readiness

An AFSOC combat controller uses a motorcycle for high-speed mobility on a drop zone.

of active and reserve naval special warfare (NSW) forces. NSW Group ONE and Special Boat Squadron ONE in Coronado, California and NSW Group TWO and Special Boat Squadron TWO in Little Creek, Virginia, are the major operational components of NAVSPECWARCOM.

The U.S. Air Force Special Operations Command (AFSOC). The Air Force Special Operations Command, located at Hurlburt Field, Florida, is responsible to USSOCOM for the readiness of active, Air Force Reserve, and Air National Guard SOF for worldwide deployment. Three special operations wings, two special operations groups, and one special tactics group are assigned to AFSOC.

The Joint Special Operations Command (JSOC). The Joint Special Operations Command was established in 1980 and is located at Fort Bragg, North Carolina. JSOC is a joint headquarters designed to study special operations requirements and techniques; ensure interoperability and equipment standardization; plan and conduct joint special operations exercises and training; and develop joint special operations tactics.

Theater Assets

Theater Special Operations Commands. The theater special operations command (SOC), established as a sub-unified command of the combatant unified commands, is the geographic CINC's source of expertise in all areas of special operations, providing the CINC with a separate element to plan and control the employment of joint SOF in military operations. Theater SOCs normally exercise operational control of SOF (except civil affairs and psychological operations) within each geographic CINC's area of responsibility. Additionally, the SOCs can provide the nucleus for the establishment of a joint special operations task force (JSOTF) or joint task force when formed.

The theater SOC commander is responsible to the geographic CINC for planning and

A SEAL team member talks with locals after training at the Takama Waterfront, Guyana, in support of exercise Tradewinds 99.

conducting joint special operations in the theater, ensuring that SOF capabilities are matched to mission requirements, exercising operational control of SOF for joint special operations, and advising the CINC and component commanders in theater on the proper employment of SOF. While the USCINCSOC provides funding and personnel for the SOCs, each SOC reports directly to the geographic CINC.

Operational experience, both in peace and war, indicates that SOF are most effective when closely integrated into campaign plans. The SOCs' efforts have paid great dividends in this regard. The result is the full integration of SOF into theater and country peacetime plans, as well as the geographic CINCs' war plans. The key role of the theater SOCs and the recent accomplishments of SOF in the theaters are highlighted in the next section of this document.

CA and PSYOP Support to Geographic CINCs. CA and PSYOP are SOF principal missions, but their functional command and control relationships are structured to support

both special operations and conventional forces. USSOCOM provides forward-deployed CA and PSYOP support to the geographic CINCs to accomplish planning and coordination for forward presence, peacetime support, contingency, and wartime operations.

CA support provided to combatant commanders comes from both the active and reserve components. Although the reserve component comprises approximately 90 percent of the total CA force, the support offered by all CA forces is integrated into theater engagement and contingency and operational planning.

PSYOP support to geographic CINCs is vital to attaining theater objectives. Normally located on the geographic CINC's staff, PSYOP forward liaison detachments (FLDs) are an important resource in planning politically sensitive, yet invaluable, PSYOP. Currently the only PSYOP group in the active component force structure, the 4th PSYOP Group (Airborne), provides FLDs to USEUCOM, USPACOM, USSOUTHCOM, and United Nations Command (Korea).

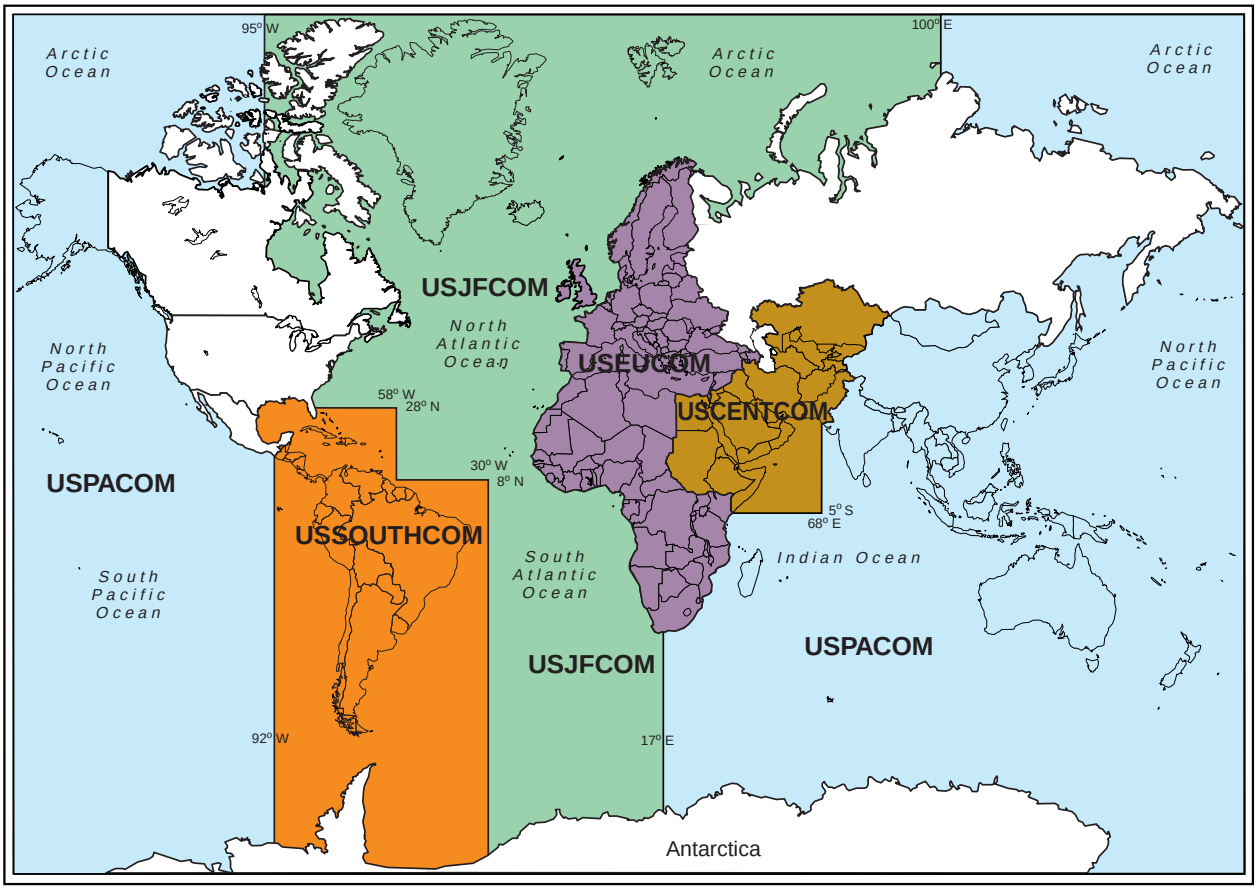
Soldier from 96th Civil Affairs Battalion passes out candy to refugee children at a Greek refugee camp in Albania.

CURRENT OPERATIONS

SOF Around the World

U.S. SOF are conducting more missions, in more places, and under a broader range of conditions than ever before. In FY 1999, SOF units deployed to 152 countries and territories — a figure that does not include classified missions or special access programs. In any given week, 5,000 SOF operators are deployed in approximately 60 countries worldwide.

Operations conducted during FY 1999, and numerous joint/combined exercises in the United States and overseas, continue to reinforce two key principles. First, SOF provide complementary capabilities that, when used in conjunction with conventional forces, expand the military options of a JFC. Second, SOF are most effective when they are fully integrated into a JFC's campaign plan. The theater SOCs, highlighted in this section, ensure that SOF capabilities are considered throughout the entire planning process and that SOF are fully integrated into both peace and wartime plans.



Geographic CINCs' Area of Responsibility (AOR) Map

United States Joint Forces Command and Special Operations Command Joint Forces Command (SOCJFCOM)

On October 1, 1999, the Unified Command Plan (UCP 99) redesignated the U.S. Atlantic Command (USACOM) the U.S. Joint Force Command (USJFCOM), fully asserting its mission as the joint force provider, trainer, and integrator. UCP 99 depicts the evolution from USACOM, a geographic CINC with some functional roles, toward a functional unified command performing joint force training, integrating, and force-providing functions while retaining some geographic unified command responsibilities.

Special tactics pararescueman, inserted by AFSOC MH-53M, conducts rescue of a downed pilot during combat search and rescue training.

In concert with UCP 99, CINCUSJFCOM's strategic vision is to lead the transformation of U.S. armed forces to the capabilities envisioned in Joint Vision 2010. CINCUSJFCOM maximizes America's present and future military capabilities through joint training, total force integration, and the provision of ready CONUS-based conventional forces to support other CINCs, the Atlantic theater, and domestic requirements. Toward this end, USJFCOM has been established as the center of excellence for training, training support, and integration of U.S. forces and our allies in preparing to conduct the full spectrum of joint, multinational, and interagency operations in order to protect and defend national interests.

The change to USJFCOM has significantly changed the focus of SOCJFCOM. SOCJFCOM, a sub-unified command of USJFCOM, located in Norfolk, Virginia, further enhances USJFCOM's center of excellence by providing the capability to fully integrate SOF operations in its joint, multinational, and interagency training and integration program. SOCJFCOM also assists in CINCSOC's joint SOF training responsibilities through its JSOTF, Joint Psychological Operations Task Force (JPOTF), and Joint Civil-Military Operations Task Force (JCMOTF) training charter.

In September 1999, CINCUSJFCOM approved a new SOCJFCOM mission statement to underscore this changing role.

> *SOCJFCOM conducts worldwide joint SOF training and facilitates joint integration to enhance the effectiveness and interoperability of special operations forces in joint, multinational, and interagency environments.*

Rangers practice breaching a target building during training for military operations in urban terrain (MOUT).

Additionally, as a theater SOC, SOCJFCOM will conduct special operations as directed by CINCUSJFCOM.

From this mission statement, SOCJFCOM has derived four essential tasks:

- conduct worldwide joint SOF training to enhance SOF effectiveness within the joint, multinational, and interagency environment in support of USJFCOM's training program; focus training on CINC staffs and JTF commanders and staffs (the mission employers of SOF), and the identified training needs of the JSOTF, JPOTF, JCMOTF commanders and staffs (the doers)

- improve JTF to JSOTF and JSOTF to JTF component interoperability through participation in the USJFCOM Joint Exercise Program

- facilitate joint integration, to include concept development and experimentation, to enhance SOF effectiveness within the joint, multinational, and interagency environment

- conduct special operations in support of USJFCOM, which encompasses:

  – being prepared to form a JSOTF to conduct special operations in support of USJFCOM;

  – conducting regional surveys; and

  – being prepared to deploy a Humanitarian Assistance Survey Team within 24 hours of notification.

As USJFCOM continues to spearhead the improvement of the joint combat capability of U.S. military forces worldwide, SOCJFCOM will facilitate this evolution by its focus on joint SOF training and integration that enhances the effectiveness and interoperability of SOF in joint, multinational, and interagency operations.

Soldier from 528th Special Operations Support Battalion bounds off the wall during rappel training descent.

United States Southern Command and Special Operations Command, South (SOCSOUTH)

The AOR of the U.S. Southern Command (USSOUTHCOM) encompasses the land mass and surrounding waters of Latin America south of Mexico, the Caribbean Sea, and the Gulf of Mexico. This area contains 32 independent countries and 15 dependencies including French, British, Dutch, and U.S. territories — 12.5 million square miles or approximately one-sixth of the world's land area. Every country, except Cuba, conducts national elections and employs a representative form of government. Economically, the region is vital to our Nation's continued prosperity. Nearly 40 percent of the crude oil consumed in the United States comes from the Caribbean Basin. Brazil is the world's eighth largest economy, equal to China and larger than Canada. Argentina's gross domestic product (GDP) is approximately the same as the GDP of Australia, Russia or India. Over 400 million people of the area speak seven official languages: English, Spanish, Dutch, Portuguese, French, Quechua, and Aymara. Extreme differences in geography, topography, prosperity, stability, and ethnicity characterize the theater.

SOCSOUTH, is the Southern Command's subordinate unified command for special operations. It is responsible for all SOF in the theater, except CA and PSYOP forces. Forward based at Naval Station Roosevelt Roads, Puerto Rico, SOCSOUTH is comprised of a joint headquarters with three forward-based operational units: C Company, 3rd Battalion, 7th Special Forces Group (Airborne); Naval Special Warfare Unit FOUR; and D Company, 160th Special Operations Aviation Regiment (Airborne). CONUS-based SOF from USSOCOM, in support of the USSOUTHCOM Theater Engagement Plan, continuously augment the command. This assistance can be expanded to the full range of SOF capabilities required for contingency response. SOCSOUTH supports the USSOUTHCOM Strategy of Cooperative Regional Peacetime Engagement by providing SOF capabilities that assist in shaping the theater's security environment, while ensuring appropriate forces are postured to respond when U.S. interests are threatened. Toward this end, SOCSOUTH manages over 200 SOF deployments annually, averaging 42 missions in 16 countries at any given time.

SOCSOUTH contributes to the accomplishment of USCINCSOUTH theater objectives by:

- assisting U. S. agencies in training host-nation forces to target drug production and trafficking, and supporting interagency efforts to interdict the flow of drugs in the transit zone
- enhancing regional stability by assisting friendly nations in dealing with internal and external threats to their security, while fostering professionalism and respect for human rights
- building military-to-military contacts that generate mutual trust, improve collective military capabilities, and promote democratic ideals
- staying ready to conduct special operations in conflict and peace in support of U.S. interests

Challenges. Many of the region's democracies remain fragile, their basis undermined by widespread economic, sociological and political problems. They face security problems that are multidimensional and localized. Latin America has the most uneven distribution of income and wealth of any region, where the poorest 40 percent of the population receives only 10 percent of the income. Poverty is widespread. Rapid population growth, proliferating transnational threats, international drug trafficking, organized crime, terrorism, environmental degradation, illegal migration, the proliferation of land mines,

and extra-legal paramilitary forces challenge the well-being and moral fiber of every country in the Western Hemisphere, including the United States. Domestic crime threatens U.S. economic interests and the security of our citizens abroad — one-half of the world's abductions occur in Colombia alone. The region's porous borders, the expanding influence of insurgent organizations, and the symbiotic relationship between the illicit drug industry and insurgent forces vastly increase the complexity of the challenge.

Army, Navy, and Air Force SOF assisted in the rescue of over 900 Honduran civilians in the aftermath of Hurricane Mitch.

The emphasis of the region's military forces is moving away from traditional roles. The concepts of balance of power, deterrence, and collective defense against extra-hemispheric threats are fading. Regional security considerations now include threats to the domestic order that challenge a state's ability to hold the country together and to govern. Today, many regional militaries focus on issues that garner the support of the people for the government, including response to natural disasters and their aftermath; domestic threats; and dealing with non-state actors including terrorists, organized crime, and paramilitary groups.

To assist in the U.S. effort to meet these challenges, SOCSOUTH provides a flexible means of accomplishing a wide range of missions. As the theater's only rapid response force, SOCSOUTH is commonly called upon to handle emergencies requiring immediate military assistance. When Hurricane Georges struck the Dominican Republic, SOF helicopters and soldiers were the first U.S. forces in the country. As Hurricane Mitch was devastating Honduras, SOCSOUTH deployed forces that rescued over 900 people on the day of their arrival.

After the lifesaving efforts were complete, SOF language and communications skills were employed to coordinate the initial multinational relief efforts in Honduras, El Salvador, Guatemala and Nicaragua. In one case, SEALs and SOF helicopters recovered a fisherman with a life-threatening disorder from a ship off the coast of Costa Rica when other U.S. assets were forced to turn back due to bad weather. In another instance, SOF helicopters, SF soldiers, and special tactics team airmen employed their unique skills to recover human remains and sensitive equipment from exceptionally rugged terrain when a U.S. Army Reconnaissance Low-level aircraft crashed in the Andes Mountains of Colombia.

In December 1999, severe flooding in Venezuela resulted in the deaths of an estimated 30,000 people. Within hours of notification, a task force from SOCSOUTH deployed to the disaster area to assist in rescue efforts. The nature of operations rapidly shifted and SOCSOUTH was tasked to provide the command and control element for a Humanitarian Assistance operation that remained in place for an extended period.

SOF MH-60L, soldiers, and STT airmen in position for hoist insertion to crash site in the Andes Mountains.

Counterdrug support is a major area of focus in the Southern Command. Deployed on a continuous basis throughout the source and transit zones, SOF supports interagency and host-nation land-, riverine-, sea-, and air-interdiction efforts to disrupt the production, cultivation, and movement of illegal drugs. The presence of NSW Patrol Coastal ships plays a vital role in detection and monitoring efforts. SEALs and Special Boat Unit personnel are constantly engaged in training missions to assist participating nations in controlling their coastlines and waterways. Air Force SOF provide critical training that help host nations develop counterdrug aviation operational and logistical support infrastructures. Army SF teams are continuously training host-nation counter-narcotics forces in a wide range of relevant skills.

The Colombian Government is making substantial efforts to neutralize those organizations responsible for illicit drug activities in its country and requested U.S. assistance in training and equipping an Army Counterdrug Brigade. The outcome of this joint endeavor will be a force that is capable of day or night operations in all weather and terrain; a highly professional force that operates within the rule of law and respects universal human rights. Currently, SOCSOUTH is the USSOUTHCOM executive agent for the training. The initial Colombian Army Counterdrug Battalion attained operational capability in December 1999.

C Company, 3rd Battalion, 7th Special Forces Group (Airborne) hosts the annual SOF Counterterrorism Tactics and Techniques Symposium (CTTTS). This USSOUTHCOM traditional CINC activity brings security forces from throughout the region together in friendship to exchange ideas and foster dialogue on the common issue of combating terrorism. Additionally, SOCSOUTH deployed forces on numerous occasions to improve force protection for U.S. units and enhance the safety of U.S. citizens and interests during periods of internal strife in several nations of the region.

U.S. and regional security forces participate in the Counterterrorist Olympics, part of the annual Counterterrorism Tactics and Techniques Symposium.

SOCSOUTH is dedicated to providing SOF expertise to the USSOUTHCOM exercise program. It serves as executive agent for two JCS exercises, and co-executive agent for a third. Cabanas is a joint and combined field training exercise with South American countries that focuses on peacekeeping operations skills. Tradewinds, for which SOCSOUTH is executive agent for the ground phase, is an annual opportunity for the defense and police forces of the Caribbean Regional Security System and the Caribbean Community to conduct interoperability and skills training from the individual to battalion staff level. These exercises serve to promote regional stability. Ellipse Echo is an annual contingency response event that provides superb training in warfighting and planning skills to U.S. SOF. Additionally, SOCSOUTH participates in a variety of other exercises designed to enhance U.S. joint interoperability, such as Blue Advance, Unified Endeavor, and Fuertes Defensas.

In the Southern Command, SOF truly exerts a ubiquitous presence, postured to shape, and if required, prepared to respond, at a moments notice.

United States European Command and Special Operations Command, Europe (SOCEUR)

The U.S. European Command (USEUCOM) is the second largest geographic AOR in the unified combatant command structure. Spanning three continents and encompassing 89 countries, its geographical area encompasses 13 million square miles and is home for more than one billion people. EUCOM is a dynamic *theater in conflict*. Within this vast AOR, USEUCOM stands ready to promote peace and stability and to defeat adversaries. To accomplish these theater objectives, the commander in chief, USEUCOM, relies heavily on SOCEUR to provide him with timely unconventional military options.

As a sub-unified command for special operations, COMSOCEUR provides operational direction and control of special operations, CA, and PSYOP forces in the USEUCOM AOR. Comprised of Army, Air Force, and Navy SOF stationed in Europe, the SOC routinely receives augmentation from continental U.S.-based forces to accomplish its assigned tasks. From these varied assets, COMSOCEUR forms task forces capable of executing special operations as well as conducting assessments and response to crises throughout the USEUCOM AOR. COMSOCEUR also functions as Director, Special Operations Directorate of the EUCOM staff to provide theater strategic input and advice to the theater commander concerning special operations.

Host-nation locals watch from a hill outside the perimeter fence as an MC-130P takes off from Brazzaville Airport, Republic of Congo.

Promote Peace and Stability, and Defeat Adversaries. SOCEUR's operations and activities reflect the USEUCOM strategic objectives to *Promote Peace and Stability, and Defeat Adversaries*. SOCEUR plays an important role in promoting peace and shaping the international environment in the EUCOM area of responsibility by reducing the conditions that lead to conflict. Key SOCEUR engagement activities include JCET events, the Joint Contact Team Program (JCTP), the African Crisis Response Initiative (ACRI), and humanitarian demining operations.

JCETs are training activities that fulfill SOF unit training and CINCEUR engagement needs in countries throughout the theater. This combination of training and engagement allows SOF units to perform mission-essential tasks and regionally focused training while simultaneously establishing U.S. presence and influence in priority engagement countries.

The JCTP is a USCINCEUR initiative to provide greater U.S. military interaction with former Warsaw Pact countries and Soviet client states; SOF units provide excellent models for these nations to emulate in their evolving militaries.

ACRI is a Department of State initiative to develop the capabilities of selected African countries to respond to regional crises with capable, professional, indigenous military forces. Humanitarian demining is a joint venture between the Departments of State and Defense. This program continues to save hundreds of lives each year throughout

the EUCOM AOR by training host-nation personnel in demining and in educating the public on the dangers of landmines and unexploded ordnance.

Readiness to respond to crises is SOCEUR's highest priority as reflected by its motto — *Semper Preparate* (Always Prepared). SOCEUR sustains its unique warfighting capabilities to successfully respond to the full spectrum of crisis — from transnational threats, through the myriad forms of smaller-scale contingencies, to major theater war.

The Security Environment. SOCEUR's AOR exhibits the full range of human conditions and the strategic environment is correspondingly diverse. In many cases, U.S presence is welcomed on a bilateral, or more often multilateral, basis. U.S. presence is minimal in many cases — particularly in Sub-Saharan Africa — due to the size of the theater. U.S. relationships in the AOR over the past 50 years have formed a foundation for U.S. leadership, participation, and collective action against threats to regional security. SOCEUR manages its engagement programs on a country-by-country basis and follows the EUCOM lead by dividing its AOR into several regions for easier manageability.

- **Western Europe/NATO.** Western Europe will continue to be the stable anchor within the AOR. The template for stability and cooperation in the region is NATO. U.S. SOF train with NATO air, land, and sea special operations forces in all climates and terrain, from the frozen fjords of Norway to the sweltering deserts of Africa. Interoperability, combined command and control, and the exchange of methods and tactics ensure the United States and its allies are ready to conduct combined or coordinated special operations anywhere in the theater. SOCEUR has been in the forefront of integrating new member nations into the NATO alliance — assessing, training, and exercising with host-nation SOF assets. SOF can be a relatively inexpensive option to countries looking to make a viable but affordable contribution to NATO's force structure.

Soldier from the 301st PSYOP Company poses with school children after handing out copies of a monthly magazine designed to promote good relations between Bosnians and members of the Stabilization Force.

- **Central Europe.** Central Europe is experiencing a new wave of nationalism and, to a lesser degree, ultra-nationalism. The end of communism has revealed long-suppressed internal and external security issues involving intractable ethnic/religious hatreds and old boundary disputes rooted in modern history. Political opportunists are seizing on these issues to acquire national leadership positions. The risk of political instability within the developing central European democracies — particularly the Balkan states — will remain high through the next several years.

  To counter these threats, SOCEUR has joined former Warsaw Pact forces to develop SOF that meet NATO standards for interoperability. JCETs conducted in Central Europe provide unique training opportunities for each of SOCEUR's component forces. They also serve to demonstrate the strengths and capabilities of the U.S. military, as well as the benefits of a responsible and well-trained, professional NCO corps — a capability normally lacking in Soviet-modeled forces. In the recent Balkans conflict, joint SOF, under the direction of COMSOCEUR, were employed to expand the range of military options available to USCINCEUR. Most notable were two

successful combat recoveries of American pilots downed by enemy fire over Serbia. Additionally, CA and PSYOP forces provided immeasurable assistance in the ever-evolving process of modern day warfare. The Balkans have historically demanded world attention and SOF will continue to play a central role in this volatile region.

- **New Independent States.** With their emergence as sovereign nations, the New Independent States (NIS) simultaneously began the process of changing their institutions from authoritarian to democratic and from provincial to national. While some have successfully taken their place on the world stage as democracies, others have tended to revert to authoritarianism, and a few are split by severe ethnic divisions. This is an emerging region for USEUCOM and SOCEUR. Initial efforts in this area have focused on regional assessments and teaching these nations the role of the military in a democracy.

  SOF play a key role in the NIS by providing the CINC with U.S. eyes and ears in a region still plagued by uncertainty and instability. In 1998, SOCEUR sponsored the first NIS SOF conference held offsite in Stuttgart, Germany. This benchmark event brought military personnel from Moldova, Georgia, and the Ukraine together to view U.S. SOF demonstrations and discuss opportunities for future JCET and JCTP events. International interest and tensions in the region are expected to dramatically increase as resident deposits of oil and minerals are developed. Accordingly, development of SOF familiarity and experience in the region is becoming a high priority.

- **Africa.** Africa is a complex and diverse region with many countries evolving into clusters of stability and instability. While some are prosperous and semi- or fully democratic, others are stagnating under non-democratic military or civilian leaders, and a few are consistently chaotic due to coups, civil wars, or lack of a strong, central government. SOF represent the greatest percentage of American "boots on the ground" in this vast continent. Conduct of ACRI and humanitarian demining training under the auspices of SOCEUR has had a demonstrable stabilizing influence in this unstable part of the world. Likewise, port visits and coastal maritime engagement programs maintain a critical presence in areas where other U.S. forces either cannot or will not go. A very active JCET program permits each of the three SOF components to routinely train in an environment that has recently precipitated four responses to crises by SOCEUR forces.

SF soldier discusses an airfield security mission with a Ghanaian paratrooper training with foreign counterparts in Cote d'Ivoire.

Conclusion. The projected future strategic environment for EUCOM is one in which there will be fewer "wars," but more conflict. Failed states, transnational threats, humanitarian crises, and rogue states that seek to leverage instability are certain to result in the increased employment of U.S. SOF in the future. SOCEUR will continue to provide the "point of the spear" for operations throughout the theater — whether to engage to prevent conflict, thwart terrorism, stem the proliferation of weapons of mass destruction, or to respond to crises with precision and strength to restore peace and stability.

United States Central Command and Special Operations Command, Central (SOCCENT)

The Central Region is one of the most dynamic and diverse areas of the world. It is an area that has been, and will continue to be, vitally important to the United States. The Central Region is the birth place of three of the world's major religions; has a population of over 428 million people; and consists of 17 different ethnic groups, six major languages, hundreds of dialects, varied forms of government, and a wide range of per capita incomes.

CENTCOM's strategy of "Shaping the Central Region for the 21st Century" seeks to integrate the efforts of U.S. Central Command with those of other U.S. government agencies, non-governmental/private volunteer organizations, and our friends in the region to obtain the shared goal of a peaceful, stable, and prosperous Central Region. Implementing this strategy involves the full spectrum of engagement, including warfighting and contingency planning, combined and bilateral exercises, United Nations (UN) sanctions enforcement and monitoring, and security assistance and demining operations. SOCCENT plays an integral part in all these activities.

SEALs fast rope to the deck of USS Enterprise during exercises as ship transits through the Gulf of Aden toward the Persian Gulf.

Forward Presence. SOCCENT implements the command's theater strategy through numerous initiatives and programs. SOCCENT's culturally sensitive forces provide a direct link to host-nation counterparts and work to formalize coalition operations procedures, agreements, and doctrine for coalition warfare. SOCCENT has several forward-positioned command and control (C2) elements. SOCCENT Forward exercises C2 for all SOF forces within the AOR. SOCCENT Forward is located in Bahrain. Naval Special Warfare Unit THREE (NSWU-3), also located in Bahrain, provides C2 and support for all Naval Special Warfare forces in theater. The SOC Coordination Element (SOCCE) Kuwait is primarily dedicated to providing SOF C2 for Operation Desert Spring. SOCCE Qatar provides logistic and administrative assistance in preparation for the SOCCENT headquarter's relocation into the AOR.

Headquarters Structure. SOCCENT headquarters is currently located at MacDill Air Force Base, Florida. The command is organized similar to other joint commands with responsibilities divided among six directorates: personnel, operations, plans, intelligence, logistics, and communications. Command manning is heavily reliant upon individual mobilization augmenties (IMAs).

Recent Operations. SOCCENT is committed to support the CENTCOM's regional strategy through a variety of initiatives that reflect the National Security Strategy elements of shaping the international environment, responding to the full spectrum of crises, and preparing now for an uncertain future. Some recent operations and initiatives conducted by SOCCENT forces are described below.

An airman directs the crew of an EC-130 out of its parking spot towards the runway for takeoff and another mission over Southwest Asia during Operation Southern Watch.

- **Desert Fox.** In December 1998, Operation Desert Fox was executed in response to reported Iraqi non-compliance with the United Nations Special Commission (UNSCOM). SOCCENT deployed special operations liaison elements and a SOCCE augmentation force in anticipation of extended hostilities.

- **Maritime Interception Operations (MIO).** SOCCENT supported UN sanctions enforcement through MIO conducted in support of UN Security Council Resolution 687 that imposed international trade and economic sanctions against Iraq. NSWU-3 in Bahrain provided both assets and personnel for this effort.

- **Desert Spring.** In August 1999, all Iris Gold exercises were incorporated under Operation Desert Spring. The original purpose of the exercise remains the same: to provide combat support units to the Kuwaiti Brigades for terminal guidance of close air support liaison to Combined Task Force (CTF) Kuwait. Operation Desert Spring has expanded to include up to nine SF teams and a special operations C2 element.

- **Demining.** SOCCENT forces plan, establish, and conduct humanitarian demining operations to provide a self-sustaining, indigenous humanitarian capability. Training is performed to locate, identify, and create databases for mine locations; eliminate the threat of land mines and unexploded ordnance (UXO); reduce the risk to life, livestock, and property; return land to productive use; and train and maintain the indigenous force in demining techniques. Demining operations have been conducted in Yemen and Jordan and are planned for Ethiopia and Eritrea. The partnership established through the demining program has become the prototype for all other demining programs throughout the world.

- **Counterdrug.** SOCCENT conducts Counterdrug operations in support of Presidential Decision Directive 44. During 1999, SOF forces provided light infantry and mountaineering training for Turkmenistan's state border service. In addition, SOF forces conducted a Warrant Officer Leadership and Development Course with 30 Turkmen participants. Additional counterdrug training operations are planned in Egypt and Kenya.

- **Integrated Survey Program (ISP).** SOCCENT forces conduct surveys of U.S. facilities, including embassies and consulates, within the AOR on a recurring basis. These surveys support State Department emergency action plans (EAP) for each post. In addition, surveys provide planning information for Non-Combatant Evacuation Operations (NEO).

  In August 1998, while conducting a survey in Nairobi, Kenya, ISP personnel were inside the U.S. embassy when the terrorist bomb exploded. The team quickly formed a defensive perimeter around the embassy to prevent pedestrian interference and potential follow-on attack. In addition, several members of the team established a first aid triage center treating injured embassy personnel. Their quick decisive actions were critical in saving additional lives. Nine SF personnel and one

member of the Air Force special tactics squadron were awarded the Soldier's Medal for their actions.

- **Central Asian States.** USCENTCOM recently assumed responsibility for all military activities for the five countries in the Central Asian Region: Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan, and Tajikistan. SOCCENT's inherently small footprint and culturally sensitive forces play a critical role in nurturing CENTCOM's relationships in this region.

- **JCS and JCET Exercises.** SOCCENT's joint and combined exercise and training programs are vital peacetime engagement tools that support the CINC's theater strategy. Two primary goals of these programs are to enhance SOF's warfighting capability through maintaining combat readiness and to maintain access and presence in the AOR. The exercises also provide the principal means by which to improve coalition warfighting capabilities while simultaneously building strong military-to-military relationships. During 1999, SOCCENT forces conducted over 15 JCET and eight JCS exercises with 15 countries.

Rangers conduct weapons training in the Egyptian desert.

United States Pacific Command and Special Operations Command, Pacific (SOCPAC)

"Even with the downsizing of U.S. Armed Forces, the demand for SOF forces, to support almost every contingency, will continue to increase. . . not decrease. For that reason, our Army, Navy and Air Force special operations forces continue to be our most precious commodity. We must, as leaders, evaluate our missions and objectives to ensure that we do not overtask or mis-task our subordinate commands and staffs and thus abuse our SOF personnel. We must evaluate our tasks to ensure all actions support USCINCPAC objectives as well as his holistic 'Strategy to Task' campaign. There is no doubt that SOCPAC's mature, professional, and culturally aware SOF personnel continue to stand ready, underwriting our commitment throughout the Pacific region and irrefutably supporting USCINCPAC strategy."

Brigadier General Jack R. Holbein
Commander, SOCPAC

SOCPAC, located at Camp H. M. Smith, Oahu, Hawaii, is a sub-unified command and serves as the SOF component command for the U.S. Pacific Command (USPACOM). The AOR of the commander in chief, U.S. Pacific Command (USCINCPAC), represents the largest geographic area of the unified commands. It covers over half of the earth's surface with over 105 million square miles and nearly 60 percent of the world's population. Distance, diversity, and change characterize the PACOM AOR.

Although the Asian-Pacific Rim has recently experienced an economic slowdown, over the last decade Asia's economic growth rate was twice that of the world as a whole. This growth has increased competition for both natural resources and markets. Thirty-six percent of U.S. merchandise trade is within the region and over three million American jobs are linked to Asian export markets. Sovereignty claims to areas such as the Spratly Islands have become important due to the resource potential of the surrounding seas.

Economic growth has fueled an expansion of military technologies and capabilities. The six largest armed forces in the world operate in the Pacific AOR. Military capabilities in the region are increasingly modern due to technical development and economic growth. This enhanced military capability has resulted in several nations possessing the capability to build and deliver weapons of mass destruction (WMD). Other regional nations also have the economic and technical sophistication to develop WMD capabilities on short notice, should they believe a threat exists.

SF medic works with Royal Thai marine during a medical capabilities exercise.

The political challenges are also changing. Asian-Pacific nations are proud of their cultures and sensitive about issues of independence and sovereignty. These nations are strikingly diverse in size, population, culture, and history. The 43 nations, 20 territories, and 10 U.S. territories represent 75 official languages and over 20 distinct religions. Security concerns and threats, such as the Korean peninsula, Indo-Pakistani border, and Indonesia, remain USCINCPAC concerns. Local insurrection, territorial disputes, religious and ethnic conflicts, and illegal drug trafficking have economic, political, and military implications for USCINCPAC and all theater service components.

USCINCPAC's strategy harmonizes employment of military resources with the other elements of national power. This strategy recognizes contributions made, both directly and indirectly, by military forces in shaping the international

SF instructors train Laotian deminers in mine injury related first aid and medical treatment.

environment through activities that promote peace and stability. The strategy focuses on continued military presence in the region — demonstrating U.S. commitment, developing trust, and deterring aggressors.

Shaping the Environment. SOCPAC supports USCINCPAC's shaping strategy through operations such as demining activities, counterdrug operations, bilateral/multilateral exercises, JCET program activities, Pacific Situation Awareness Teams (PSATs), and the annual Pacific Area Special Operations Conference (PASOC). Engagement seeks to: demonstrate continued American intent and capability; reassure allies and friends; promote regional stability, cooperation and trust; deter potential regional aggressors; build force inter-operability; and maintain access to host-nation support and facilities.

Landmines continue to inflict hundreds of civilian casualties per month. Additionally, the mine threat removes arable land from production and reduces the flow of commerce. Various factions laid these mines over the last 40 years. SOF, in cooperation with the host nation and U.S. government agencies, have designed and managed a training program to improve mine awareness, detection and recovery, and the treatment of casualties. SOCPAC conducted four demining operations in Laos in 1998 and again in 1999. Additionally, two initial demining assessments were conducted in Thailand in 1999, with four demining operations scheduled during 2000. Other countries plagued by landmines are looking at ways to participate in the program.

Southeast Asia remains one of the world's largest drug-producing areas. SOF assist host nations in improving their capability to deal with this significant problem. Specifically, SOF conduct training to improve planning, expertise, and small-unit tactics of host-nation military and law enforcement agencies to increase their ability to battle narco-criminals. Thailand and Malaysia were participating countries in 1999. Laos, Cambodia, Thailand, and Malaysia are scheduled participants during 2000. This training benefits both host nation

and U.S. forces as they share techniques, sharpen skills, and improve operational effectiveness.

One of the cornerstones of the shaping element is the SOCPAC-managed JCET program. This program fulfills SOF training requirements and allows the sharing of skills between SOF elements and their host-nation counterparts. These activities include airborne and air mobile patrolling, lifesaving, reconnaissance, and small-unit tactics. JCET activities improve SOF and host nation capabilities, and also demonstrate USCINCPAC's commitment to constructive engagement.

In addition, humanitarian and civic action projects, done in conjunction with JCET events, provide tangible benefits for the host-nation civilian population. During 1999, SOCPAC conducted 37 JCET events in 12 countries. Participants include in-theater and CONUS units from both active and reserve components. USCINCPAC uses this cornerstone program for initial military-to-military contact, annually demonstrated through presence in some of the smaller countries, and as part of an ongoing military program in many of the larger nations.

USCINCPAC deployed its Pacific Situation Assessment Team (PSAT), consisting of SOCPAC personnel, during 1998 and 1999. PSAT enhances coordination between USCINCPAC and the U.S. Chief of Mission's country team by providing on-site advice regarding the suitability and feasibility of the application of military forces and resources in support of U.S. government responses to crisis situations.

The annual PASOC is another forum that supports USCINCPAC's theater engagement program. This week-long conference, comprising over 200 delegates — including 26 flag officers — from 22 countries, provides USCINCPAC and COMSOCPAC with an "azimuth check" for U.S. peacetime engagement. In addition, PASOC provides a unique opportunity to develop, in a multilateral setting, senior foreign military contacts that will facilitate the conduct of future exercises, crisis response, and other operations within the AOR.

COMSOCPAC exchanges mementos with the Thai delegation during PASOC 99 closing ceremonies.

Responding to Crises. SOCPAC provides USCINCPAC with a highly capable crisis response force. Crisis response is USCINCPAC's top SOF priority and is provided by USCINCPAC's rapidly deployable Joint Task Force-510 (JTF-510). With SOCPAC as the nucleus, JTF-510 is specifically structured for, and capable of, timely response to special contingencies, humanitarian assistance, disaster relief, noncombatant evacuation operations (NEO), and other crises. With a secure, mission-tailored, highly mobile, reliable communications package, JTF-510 is usually the first to deploy in real-world crises and in each major exercise.

Conclusion. SOCPAC serves as the SOF focal point for the most expansive and diverse geographic area of the world. In an AOR that is characterized by distance, diversity and change, SOCPAC fulfills a key role in harmonizing the use of military resources in the region with other elements of national strategy. The presence of this command and its deployed service members serves to demonstrate U.S. commitment, develop trust among Pacific nations, and deter aggression throughout the region.

United Nations Command
ROK/U.S. Combined Forces Command
United States Forces Korea and
Special Operations Command, Korea
(SOCKOR)

SOCKOR, located at Camp Kim in Yongsan, Korea, is the theater SOC responsible for special operations on the Korean peninsula and, when established, the Korean Theater of Operations (KTO). The KTO and SOCKOR exist because there has never been a peace treaty officially ending the Korean War. Military forces on the Korean Peninsula maintain a heightened state of readiness to respond to the resumption of hostilities with little or no warning. The KTO achieves unity of effort through a complex web of command relationships comprised of three military elements with different but complementary missions, all commanded by a single CINC. The KTO is unique because the CINC in Korea is not a U.S. unified commander. As the commander in chief, United Nations Command (CINCUNC), he is the international commander responsible for maintaining the armistice that has existed in Korea since 1953.

An MC-130H aircraft prepares to make a practice airdrop, Republic of Korea.

As the commander in chief, Republic of Korea (ROK)/U.S. Combined Forces Command (CINCCFC), he is a bi-national commander who supports CINCUNC by deterring North Korean aggression and, if necessary, defeating a North Korean attack. As the commander of U.S. Forces, Korea (COMUSKOREA), he is the subordinate unified commander of USPACOM responsible for providing U.S. forces to CINCUNC/CFC.

Deterrence and Readiness. Because of the unique command relationships in Korea, SOCKOR is the only theater SOC that is not a subordinate unified command. Established in 1988 as a functional component command of U.S. Forces, Korea (USFK), SOCKOR is the principal organization responsible for the integration of U.S. SOF in Korea. Its primary mission focus is simple: be ready to employ U.S. SOF and win, should war resume in Korea. During armistice, SOCKOR is responsible to CINCUNC/CFC and COMUSKOREA for SOF war planning, targeting, training, and participation in exercises and contingency operations on the Korean peninsula. SOCPAC supports SOCKOR in these responsibilities and routinely demonstrates its capability to reinforce SOCKOR rapidly during a crisis. During armistice, contingencies, and hostilities, SOCKOR exercises operational control of the U.S. Army Special Forces Detachment, Korea (SFD-K), which is the longest continuously serving SF unit in Asia. This organization is key to ensuring

U.S. SF and ROK soldiers conduct long-range movement at the conclusion of a JCET.

inter-operability between ROK and U.S. SOF. The SF liaison NCOs of SFD-K live, train, and work with the ROK Special Forces Brigades on a daily basis, and thus play a critical role in the shaping of ROK and U.S. SOF operations to support CINCUNC/CFC.

Warfighting. Should war resume in Korea, SOCKOR will combine with the Republic of Korea Army Special Warfare Command to establish the Combined Unconventional Warfare Task Force (CUWTF). As the special operations component of CFC, the CUWTF will plan and conduct joint and combined special operations throughout the KTO in support of CINCUNC/CFC, exercising operational control of all assigned and attached U.S. and ROK SOF. Additionally, SOCKOR will function as the Special Operations Command, UNC, integrating all third-country SOF committed to CINCUNC. When fully reinforced with U.S. forces, SOCKOR comprises the largest JSOTF in the world.

Engagement. SOF helps to shape the strategic environment by contributing directly to CINCUNC/CFC's deterrence efforts through long-term deployments of SOF, such as AC-130 gunships, during critical periods. Through the integration of ROK and U.S. SOF in combined exercises, SOCKOR assists in expanding allied SOF capabilities to respond to the spectrum of threats as well as to ensure that there is post-reunification relevance for ROK SOF. Although not under the operational control of SOCKOR, U.S. CA and PSYOP forces have also assumed significantly greater roles in support of CINCUNC/CFC through the newly established Combined Civil Affairs Task Force (CCATF) and Combined Psychological Operations Task Force (CPOTF). The U.S. SOF elements apportioned to the CCATF and CPOTF are helping to shape the combined capabilities of CFC to execute CA and PSYOP missions across the full range of military operations.

ROK and U.S. SOF personnel exchange information on communications capabilities.

Contingencies. To add to the challenge posed by a return to hostilities, there are a number of "wild card scenarios" that may occur, including North Korean terrorist actions, direct military confrontations, threats of the use of WMD, missile launches, and other forms of provocation to gain political and economic concessions. Other potential crises include massive refugee flow, natural or manmade disasters, transfer of or loss of control of WMD, the outbreak of civil war within North Korea, and collapse of the North Korean state. Therefore, as U.S. SOF train for war, they must also prepare for the uncertainty and complexity of post-hostilities and a wide range of potential crises requiring swift and skilled military intervention. This is a uniquely human

endeavor and while advanced technology will have important applications in these scenarios, it is the human element which is key to success. The cultural awareness and language abilities of SOF units will play a critical role in influencing the North Korean population and assisting allied forces in the transition to a reunified Korean Peninsula.

Conclusion. ROK and U.S. SOF have an important role to play in supporting CINCUNC/CFC. It is highly likely that the entire range of special operations missions will be conducted in some form should hostilities resume or other crisis occur. Therefore, SOCKOR and U.S. SOF must remain focused on their ability to execute the full spectrum of special operations in Korea.

SHAPING TOMORROW'S SOF

The Emerging Environment

As the Cold War came to a close in the early 1990s, few people predicted the degree to which the ancient problems of ethnic hatred, religious intolerance, and nationalist extremism would undermine the world's prospects for international stability. Though some observers argued that the changing political environment, combined with far-reaching advances in communications technology, would herald an era of unprecedented advancement and economic growth, it now appears that this prediction was overly optimistic.

SF soldier works with a Lithuanian soldier on individual movement techniques.

Sweeping political, economic, demographic and technological changes are shaping the international environment in ways that we cannot predict, and since these changes are taking place at different rates around the world, they are exacerbating the already profound differences in the relative dispersion of economic and political power. Without doubt, those seeking power will attempt to exploit these disparities to their advantage — creating numerous challenges for the United States. The most difficult problems facing policymakers will be deciding whether and when political and military engagement will best support our nation's interests.

Evolving Capabilities

In this rapidly changing international environment, it may be difficult to clearly picture the role of SOF in support of U.S. national security requirements. Indeed, many of the problems that the United States will face in the future will not be amenable to military solutions. However, it is inevitable that some international problems will require a military response. In these situations, SOF, because of their unique skills, regional expertise, cultural sensitivity, and operational experience, may be the force of choice for meeting the strategic requirements of the NCA or regional decisionmakers. In the future, SOF will perform three important roles in support of the National Security Strategy.

SEALs conduct a fast-rope exercise onto the hull of a fast-attack submarine.

Surgical Strike and Recovery

First, they will be called upon to perform those "special missions" that can neither fail nor leave the perception of failure. These surgical strike and recovery missions, ranging from rescuing hostages to preventing terrorist use of WMD, will be operations in which national decision-makers rely upon SOF unique capabilities to do high-risk, high-payoff tasks no other force can accomplish. Maintaining the ability to perform these missions will be SOF's highest priority; not because these missions will be frequent, but rather, because no other forces at the NCA's disposal will be equipped and trained to perform these missions within an acceptable level of risk.

SEALs conduct training exercise using underwater digital camera that sends real-time digital images to decisionmakers.

Special Reconnaissance

Second, SOF will be called upon to perform special reconnaissance to support the strategic and operational requirements of decisionmakers and operational commanders. Because of the development of revolutionary reconnaissance and surveillance capabilities that appear to obviate the need for the "man on the ground," SOF has had to re-evaluate its role as the eyes and ears of the theater commander. Military commanders will be extremely reluctant to employ SOF or other ground forces to perform these kinds of missions when they can be adequately performed by unmanned reconnaissance platforms. USSOCOM welcomes these new technologies. Emerging reconnaissance equipment will reduce operational risk to SOF and allow USSOCOM to concentrate on developing new concepts and capabilities that integrate advanced methods, personal judgment, and on-site analysis. This human/technological synergy will enhance SOF reconnaissance of enemy capabilities and, perhaps more importantly, the determination of enemy intentions.

Political-Military Operations

Third, SOF will be called upon to perform missions that fall in the nexus between political and military operations. These missions, which include foreign internal defense, psychological operations, civil affairs, and humanitarian assistance, will provide a low-cost means of promoting the long-term strategic goals of the United States. At the same time, SOF will be called upon to support regional contingencies, including responding to natural disasters, assisting in the evacuation of U.S. and allied nationals in the event of regional hostilities, and operating as a vanguard for conventional military forces. Although these tasks are not very different from what SOF do today, the utility of SOF to the geographic CINCs will be greatly enhanced by emerging transportation and communications capabilities.

Soldier from the 360th Civil Affairs Brigade passes out crayons to the school children of Visegrad, Bosnia during Operation Joint Endeavor.

Future Requirements

In the future, SOF must remain operationally unique and strategically relevant to retain their utility to national decisionmakers. To accomplish this, SOF must maintain their technological edge and continue to invest in the quality and skills of their operators. These two absolutes have served SOF well in the past and must remain fundamental commitments in order to meet the nation's security needs in the future.

People

The importance of having the right people in SOF will grow in the future as they are employed against difficult problems in increasingly hostile and challenging environments. Operating independently, SOF personnel will need to have exceptional character and integrity. Operating in arduous environments, SOF personnel will need to maintain the highest levels of fitness. Since they will be called upon to make critical on-scene decisions, they will need to be knowledgeable and self-disciplined. In addition to all of this, SOF personnel will need to be highly intelligent to operate increasingly sophisticated equipment and to perform operations in a technologically advanced threat environment, while remaining masters of the low- and no-technology environments.

Technology

Although people are undoubtedly SOF's most important asset, maintaining and improving material capabilities remains SOF's most difficult challenge. SOF must keep its equipment up to date, while keeping the costs for sustaining its war-fighting systems under control. Failing this, SOF will not have the resources required to be able to develop the truly revolutionary hardware solutions needed to maintain SOF as an effective and readily useful instrument for supporting or implementing our nation's policy objectives.

Computer-generated imagery system allows planners and crews to prepare flight routes and missions in three-dimensional target areas prior to mission execution.

SOF will depend on leading-edge technology to provide the critical advantage and to support participation in a growing number of technologically complex and challenging missions and operations. One of the cornerstones supporting all 21st century operations will be the effective use of information. SOF will also look to emerging, leading-edge technologies in such areas as mobility, sensing and identification, miniaturization, secure communications, advanced munitions, stealth, human enhancements, and robotics to increase the efficiency and effectiveness of its operators and platforms.

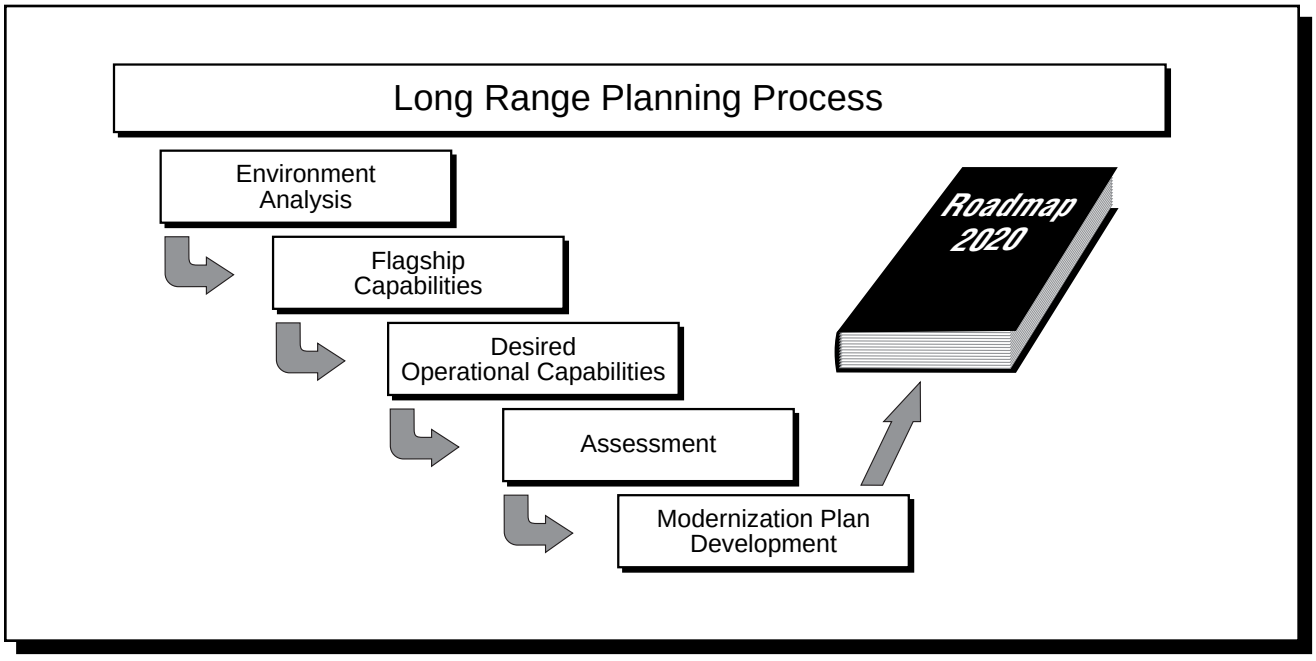
The Future Concepts Working Group

The challenges of preparing for the future require that USSOCOM develop a process that allows for purposeful change to be ready for an uncertain future. Therefore, USSOCOM is institutionalizing a process to implement the vision described in *SOF Vision 2020* and its supporting detailed guidance, *The Way Ahead*. To meet this challenge, USSOCOM has established a Future Concepts Working Group (FCWG) to develop a comprehensive process for new concept development, validation, and long-range planning. The FCWG uses a structured long-range planning process designed to facilitate development of new concepts into SOF future capabilities.

When delivered, the CV-22 will provide deep-penetration infiltration and exfiltration mobility with vertical-lift capability.

The Long-Range Planning Process

The Long-Range Planning Process is a disciplined and systematic approach to identify, refine, and present concepts and initiatives related to future capabilities and requirements. It provides USSOCOM with a vehicle to identify future desired operational capabilities and requirements for programmatic and resource consideration. This enables SOF to provide an array of enhanced options to the NCA and geographic CINCs while maintaining the strategic economy of force that further defines the relevance of SOF. As the process develops solution sets, which define the roadmap for 2020 and beyond, only SOF's core values (integrity, creativity, competence, and courage) are permanent and non-negotiable. Force structure, organizations, and legacy programs will be assessed. This five-phase approach provides USSOCOM with a vehicle to analyze the future environment and identify future capabilities that will support SOF flagship capabilities. This capability-based approach is illustrated below.



Evolving to Meet Future Challenges

USSOCOM has initially identified eight flagship capabilities for SOF that support operational concepts outlined in the CJCS's *Joint Vision 2010*. These flagship capabilities also provide the foundation for more detailed operational capabilities necessary for the development of solution sets designed to create the SOF of the future. These capabilities include strategic agility, global access, ubiquitous presence, regional expertise, information dominance, continuous secure connectivity, self-sufficiency in austere environments, and full-spectrum integrated operations.

Desired Operational Capabilities

The next step in achieving the flagship capabilities is the development of Desired Operational Capabilities (DOCs). DOCs provide the means to carryout the objectives of the flagship capabilities. They are operational level capabilities that will lead to the identification of specific initiatives and programs. The current DOCs are briefly described in the following chart.

Desired Operational Capabilities

- **Personnel survivability** – improve the survivability of personnel operating in hostile areas
- **Counter WMD** – improve the capability to perform SOF counterproliferation missions
- **Mobility in denied areas** – improve the capability to conduct undetectable ground, air, sea, and (possibly) space mobility operations in areas conventional forces are denied
- **Recruitment and leader development** – improve the capability to recruit, select, assess, train, and retain SOF leaders with strong legal, ethical and moral foundations
- **Information avenues** – improve effective use of information technologies across a wide range of SOF capabilities
- **Sensory enhancements** – improve capability to augment human sensory systems to provide increased performance
- **Organizational design** – improve the ability of the SOF organizational structure to integrate, operate, and sustain activities with DoD forces, and national and international agencies
- **Space and UAV utilization** – improve capability to fully interface and operate within the space surveillance network
- **Remote reconnaissance** – improve the capability to utilize advances in technology for remote reconnaissance and mission situational awareness
- **Versatile weapons** – improve multi-role/multi-purpose weapons with target discrimination and broader range of effects

Relevant for the Future

In the future, SOF must be ready to deal equally with the demands of both its peacetime and warfighting roles. To prepare for this future, today's SOF are focusing on both traditional activities and emerging missions, while developing a strategy and structured process to build the integrated, combat-ready force necessary to face the challenges that lie ahead.

To achieve this, USSOCOM must continue its structured transformation, while maintaining readiness required to shape and respond to today's security challenges. The goal is to identify the changes that will best enable SOF to achieve its Desired Operational Capabilities in support of *SOF Vision 2020*, the Chairman's *Joint Vision 2010*, and the geographic CINC and NCA requirements.

Artist's conception of Advanced SEAL Delivery System during underwater operations.

Resource Overview

Background

The Nunn-Cohen Amendment to the legislation that created USSOCOM gave its commander in chief (USCINCSOC) direct control over the majority of the fiscal resources necessary to pay, train, equip, and deploy SOF through the establishment of a separate major force program (MFP), MFP-11. USCINCSOC's control of SOF fiscal resources provides several significant benefits. First, SOF funding may now be debated solely on its own merits and not in relationship to the military departments' much larger programs. Second, a separate MFP for SOF also ensures visibility of the SOF program by the Department of Defense (DoD) and the Congress. Third, informed decisions are based on analyses of comprehensive, joint SOF data that balance the competing needs of all SOF instead of submitting separate justifications individually to each military department.

A Powerful Investment

Although SOF resources constitute a small portion of the overall defense budget, direct management of SOF through MFP-11 is an extremely important means of ensuring that our nation's SOF are prepared to meet a myriad of operational requirements. At present, SOF stand ready to perform a host of missions spanning the entire spectrum of conflict. By dedicating approximately 46,000 personnel and 1.3 percent of the defense budget to MFP-11, decisionmakers have provided the United States with a ready, highly capable and flexible joint SOF.

Mark V craft practices high-speed operations.

The FY 2001 president's budget request enables USSOCOM to support national interests worldwide. All DoD components contribute to meeting these requirements, but SOF are the single, near-term, joint force that can immediately provide an acceptable means of access, by regionally-attuned forces, across the complete spectrum of military operations. SOF provide an array of options to the NCA which, despite a relatively static funding profile, are increasingly being exercised.

A Disciplined Fiscal Process

The USSOCOM Strategic Planning Process drives decisionmaking related to resourcing, acquisition, sustainment, and modernization. It is a continuous process with a biennial cycle that facilitates the shaping of the strategic direction of SOF.

The USSOCOM Strategic Planning Process has four phases: guidance development, capability assessment, program assessment, and integration/resourcing. These phases contain activity related to the creation of guidance, the assessment of capabilities, and the prioritization of an integrated capabilities list to guide Program Objective Memorandum (POM) development. USSOCOM service component staff, theater SOC, and OASD(SO/LIC) participation is significant during all phases of the process. They serve as members of an integrated concept team and provide subject matter expert inputs prior to the completion of each phase of the process. Additionally, component commander participation, as members of the USSOCOM Board of Directors, which is co-chaired by the USCINCSOC and the ASD(SO/LIC), occurs throughout the process.

The starting point for the biennial cycle may be driven by actual or forecasted changes in the planning environment or by DoD or USCINCSOC directive. The cycle ends with the approval of the next POM that includes the approved resource-constrained listing of capability-based programs. The POM serves as the basis for the development of the annual president's budget submission.

The USSOCOM Strategic Planning Process has been designed to provide a list of capability-based programs, over a range of constraints, that allows POM decisionmakers to satisfy SOF mission needs and proactively guide development, acquisition, and employment of SOF resources in the future.

Military Department Support to SOF

The military departments also have a significant role in the resourcing of SOF. Title 10, Chapter 6, United States Code (U.S.C.), defines and apportions responsibilities between the military departments and the combatant commands, including USSOCOM. Title 10, U.S.C. Section 165, charges the military departments with the responsibility for providing administration and support for forces assigned by the respective military departments to the combatant commands, subject to the authority of the respective CINCs.

DoD Directive 5100.1, "Functions of the Department of Defense and Its Major Components," requires the military departments to develop, garrison, supply, equip, and maintain bases and other installations, including lines of communications, and to provide administrative and logistics support for all forces and bases, unless otherwise directed by the Secretary of Defense. DoD Directive 5100.3, "Support of the Headquarters of Unified, Specified, and Subordinate Joint Commands," makes clear this broad support responsibility also extends to USSOCOM and its subordinate headquarters.

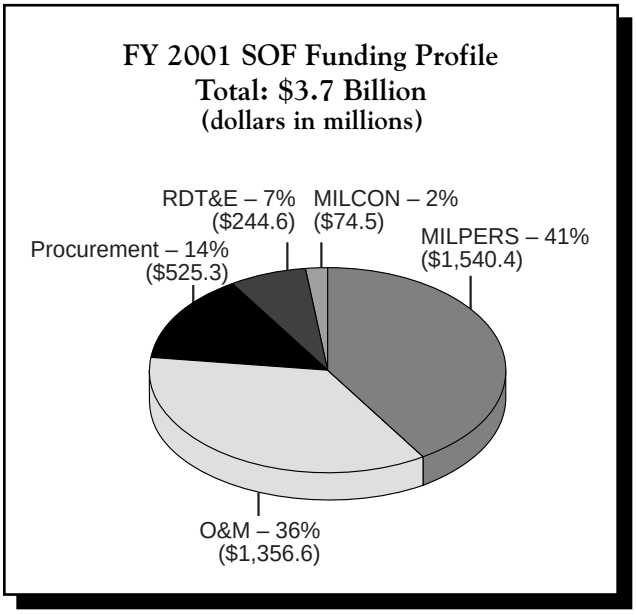
Additional DoD guidance further defines military department support responsibilities. MFP-11-related programs funded in the appropriations accounts of the military departments (SOF Support Programs), but not identified as MFP-11, will consist of programs that support other users in addition to SOF. Programs in this category, such as base operating support, are programmed, budgeted, and executed by the military departments with input from USCINCSOC.

AFSOC's newest aircraft, the AC-130U gunship, combines precision fire support with unmatched, all-weather sensor systems.

SOF Funding Profile

The SOF budget request for FY 2001 is approximately $3.7 billion, including military pay and allowances. The MFP-11 budget supports the SOF primary mission — maintaining the readiness and sustainability of current forces to support the geographic commanders in chief, U.S. ambassadors and their country teams, and other government agencies.

The following appropriation display of the FY 2001 president's budget for MFP-11 illustrates the SOF funding profile. Detailed budget data are contained in Appendix D.



Military Personnel (MILPERS) includes the basic salaries for all active and reserve component (RC) military personnel assigned to USSOCOM, as well as the RC military pay necessary for additional schools and training days necessary for RC SOF. SOF manpower data are displayed in Appendix D (Table D-2).

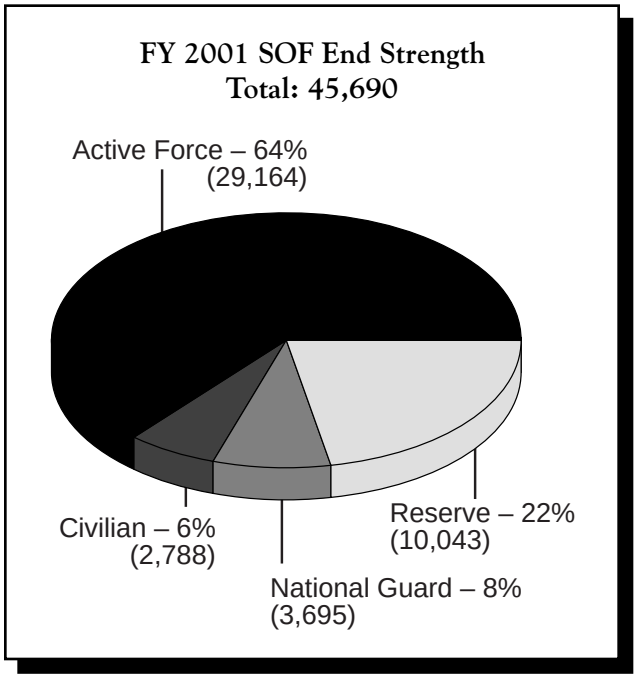
Operation and Maintenance (O&M) is the heart of maintaining SOF operational readiness. O&M includes: civilian pay; services for maintenance of equipment, real property, and facilities; fuel; consumable supplies; spares; and repair parts for weapons and equipment. Additional information is contained in Appendix D (Table D-3).

Procurement provides vital modernization and recapitalization in areas such as mobility, weapons and munitions, communications, and intelligence equipment. Detailed information is provided in Appendix D (Table D-4).

Research, Development, Training, and Evaluation (RDT&E) is a significant request in each budget cycle, since technological advances will continue to provide critical advantages for special operations. Many of the benefits of RDT&E efforts will also accrue to conventional forces. RDT&E funding is discussed in greater detail in Appendix D (Table D-10).

Military Construction (MILCON) allows USSOCOM to provide unique facilities necessary for the training, housing, or deployment of SOF. MILCON projects are displayed in Appendix D (Table D-12).

Manpower



As the chart portrays, the SOF total end strength for FY 2001 is about 46,000 with approximately one-third of their military personnel in reserve component units. Although the active force is largely responsible for meeting the demands of regional crises and conflicts and providing overseas presence, USSOCOM relies on reserve component units to augment and reinforce the active force. U.S. Army Reserve SOF personnel, for example, provide a variety of essential skills, particularly in the areas of CA and PSYOP. Additionally, about 2,800 civilians join SOF active and reserve military personnel as partners in defense. Detailed information regarding SOF end strength is depicted in Appendix D (Table D-2).

Conclusion

A dynamic and uncertain security environment has drastically increased the theater requirements for SOF. Special operations forces provide critical capabilities needed to meet future national security demands. Adequate funding is essential if SOF are to maintain their current capability and prepare to meet the future's challenges.

A SEAL conducts training using a tracking device to send both mission status and precise longitude and latitude.

APPENDIX A
MISSIONS AND ACTIVITIES

SOF Principal Missions – SOF are organized, trained, and equipped specifically to accomplish their assigned roles, as described below, in nine mission areas:

- **Counterproliferation (CP)** – combat proliferation of nuclear, biological, and chemical weapons across the full range of U.S. efforts, including the application of military power to protect U.S. forces and interests; intelligence collection and analysis; and support of diplomacy, arms control, and export controls. Accomplishment of these activities may require coordination with other U.S. government agencies.
- **Combating terrorism (CBT)** – preclude, preempt, and resolve terrorist actions throughout the entire threat spectrum, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter, and respond to terrorism), and resolve terrorist incidents when directed by the NCA or the appropriate unified commander or requested by the Services or other government agencies
- **Foreign internal defense (FID)** – organize, train, advise, and assist host-nation military and paramilitary forces to enable these forces to free and protect their society from subversion, lawlessness, and insurgency
- **Special reconnaissance (SR)** – conduct reconnaissance and surveillance actions to obtain or verify information concerning the capabilities, intentions, and activities of an actual or potential enemy or to secure data concerning characteristics of a particular area
- **Direct action (DA)** – conduct short-duration strikes and other small-scale offensive actions to seize, destroy, capture, recover, or inflict damage on designated personnel or materiel
- **Psychological operations (PSYOP)** – induce or reinforce foreign attitudes and behaviors favorable to the originator's objectives by conducting planned operations to convey selected information to foreign audiences to influence their emotions, motives, objective reasoning, and, ultimately, the behavior of foreign governments, organizations, groups, and individuals
- **Civil affairs (CA)** – facilitate military operations and consolidate operational activities by assisting commanders in establishing, maintaining, influencing, or exploiting relations between military forces and civil authorities, both governmental and non-governmental, and the civilian population in a friendly, neutral, or hostile area of operation
- **Unconventional warfare (UW)** – organize, train, equip, advise, and assist indigenous and surrogate forces in military and paramilitary operations normally of long duration
- **Information operations (IO)** – actions taken to achieve information superiority by affecting adversary information and information systems while defending one's own information and information systems

SOF Collateral Activities – Based on their unique capabilities, SOF are frequently tasked to participate in the following activities:

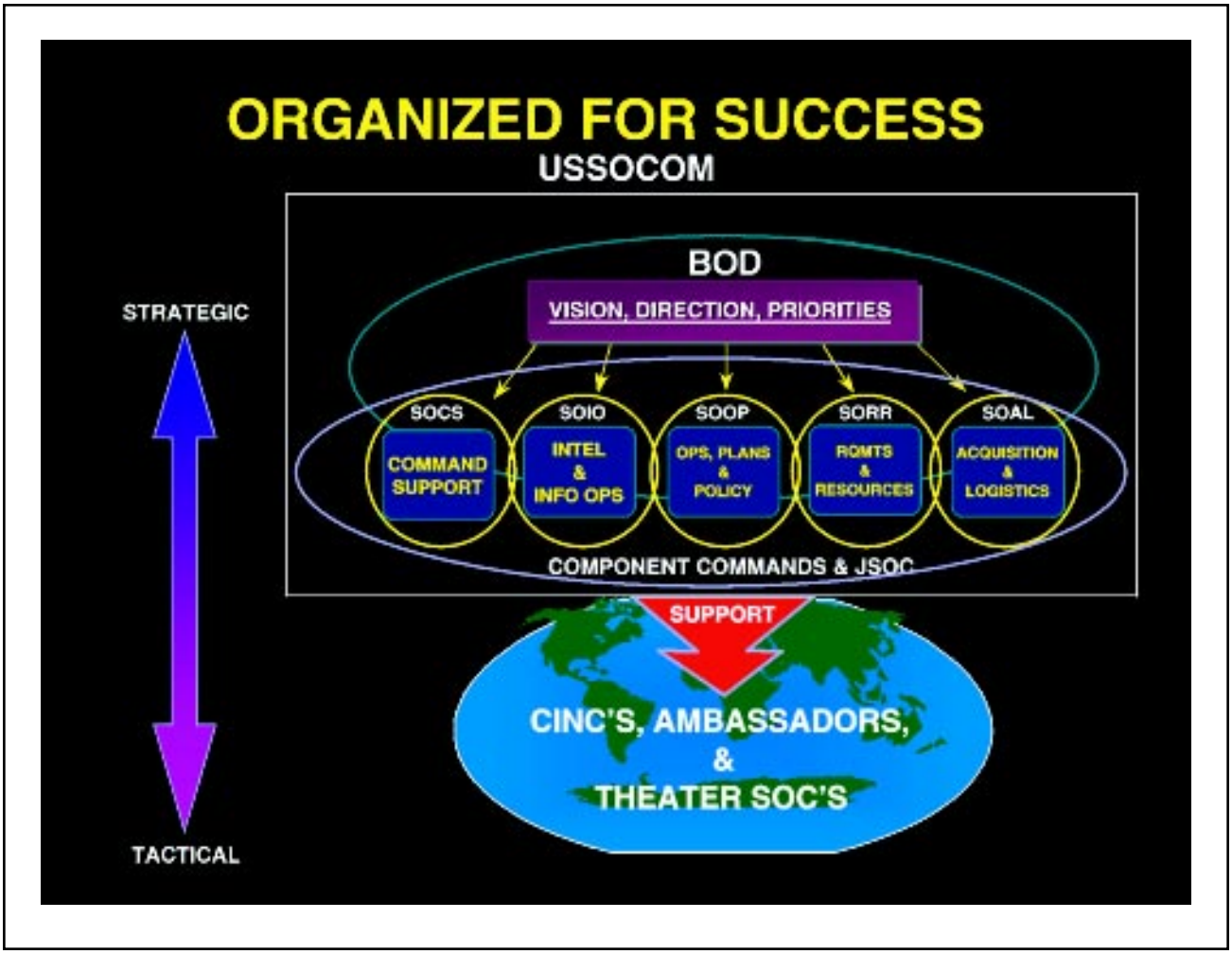
- **Coalition support** – integrate coalition units into multinational military operations by training coalition partners on tactics and techniques and providing communications
- **Combat search and rescue (CSAR)** – penetrate air defense systems and conduct joint air, ground, or sea operations deep within hostile or denied territory, at night or in adverse weather, to recover distressed personnel during wartime or contingency operations. SOF are equipped and manned to perform CSAR in support of SOF missions only. SOF perform CSAR in support of conventional forces on a case-by-case basis not to interfere with the readiness or operations of core SOF missions.
- **Counterdrug (CD) activities** – train host-nation CD forces and domestic law enforcement agencies on critical skills required to conduct individual and small-unit operations in order to detect, monitor, and interdict the cultivation, production, and trafficking of illicit drugs targeted for use in the United States
- **Humanitarian demining (HD) activities** – reduce or eliminate the threat to noncombatants and friendly military forces posed by mines and other explosive devices by training host-nation personnel in their recognition, identification, marking, and safe destruction; provide instruction in program management, medical, and mine-awareness activities
- **Humanitarian assistance (HA)** – provide assistance of limited scope and duration to supplement or complement the efforts of host-nation civil authorities or agencies to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to, or loss of, property
- **Security assistance (SA)** – provide training assistance in support of legislated programs which provide U.S. defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies or objectives
- **Special activities** – subject to limitations imposed by Executive Order and in conjunction with a presidential finding and congressional oversight, plan and conduct actions abroad in support of national foreign policy objectives so that the role of the U.S. government is not apparent or acknowledged publicly

APPENDIX B
ORGANIZATION

USSOCOM, formally established as a unified combatant command at MacDill Air Force Base, Florida, on April 16, 1987, is commanded by a four-star flag or general officer with the title of commander in chief, U.S. Special Operations Command (USCINCSOC). All SOF of the Army, Navy, and Air Force, based in the United States, were eventually placed under USCINCSOC's combatant command. USSOCOM's three service component commands are the Army Special Operations Command, the Naval Special Warfare Command, and the Air Force Special Operations Command. The Joint Special Operations Command is a sub-unified command of USCINCSOC.

Headquarters, U.S. Special Operations Command (HQ USSOCOM)

In November 1998, USCINCSOC reorganized the USSOCOM headquarters staff from a standard J-staff configuration to five functional centers. This action strengthens USSOCOM's ability to support its customers by ensuring a flexible command structure adaptable to future challenges. An overview of the new organization is shown below.

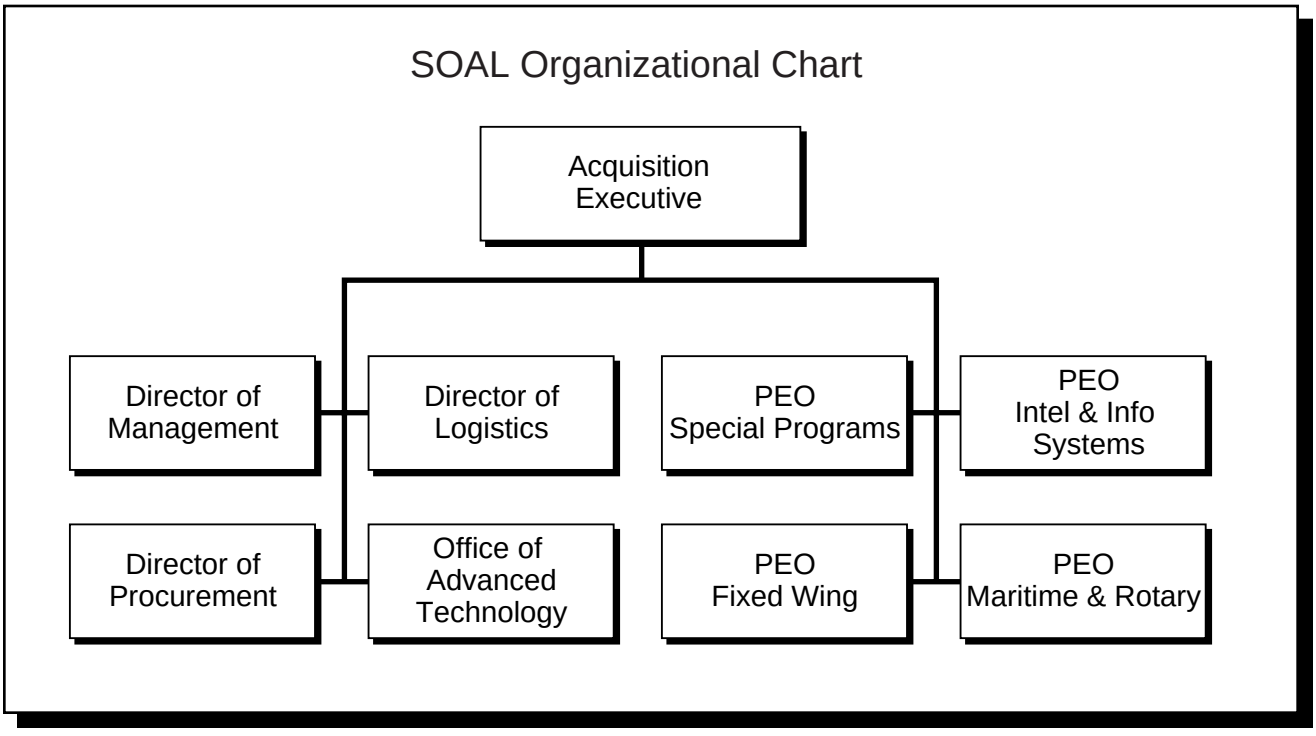


Special Operations Acquisition and Logistics (SOAL) Center

The SOAL combines the acquisition function of the command and the logistics functions of the J-4 staff to provide research, development, acquisition, and logistics support to USCINCSOC. The SOAL plans, directs, reviews, and evaluates materiel development, procurement, and sustainment for USSOCOM; conducts liaison with USSOCOM components to ensure operational requirements are met by developmental programs; develops and promulgates USSOCOM acquisition and logistics policies and procedures; and manages a select group of special operations-peculiar programs.

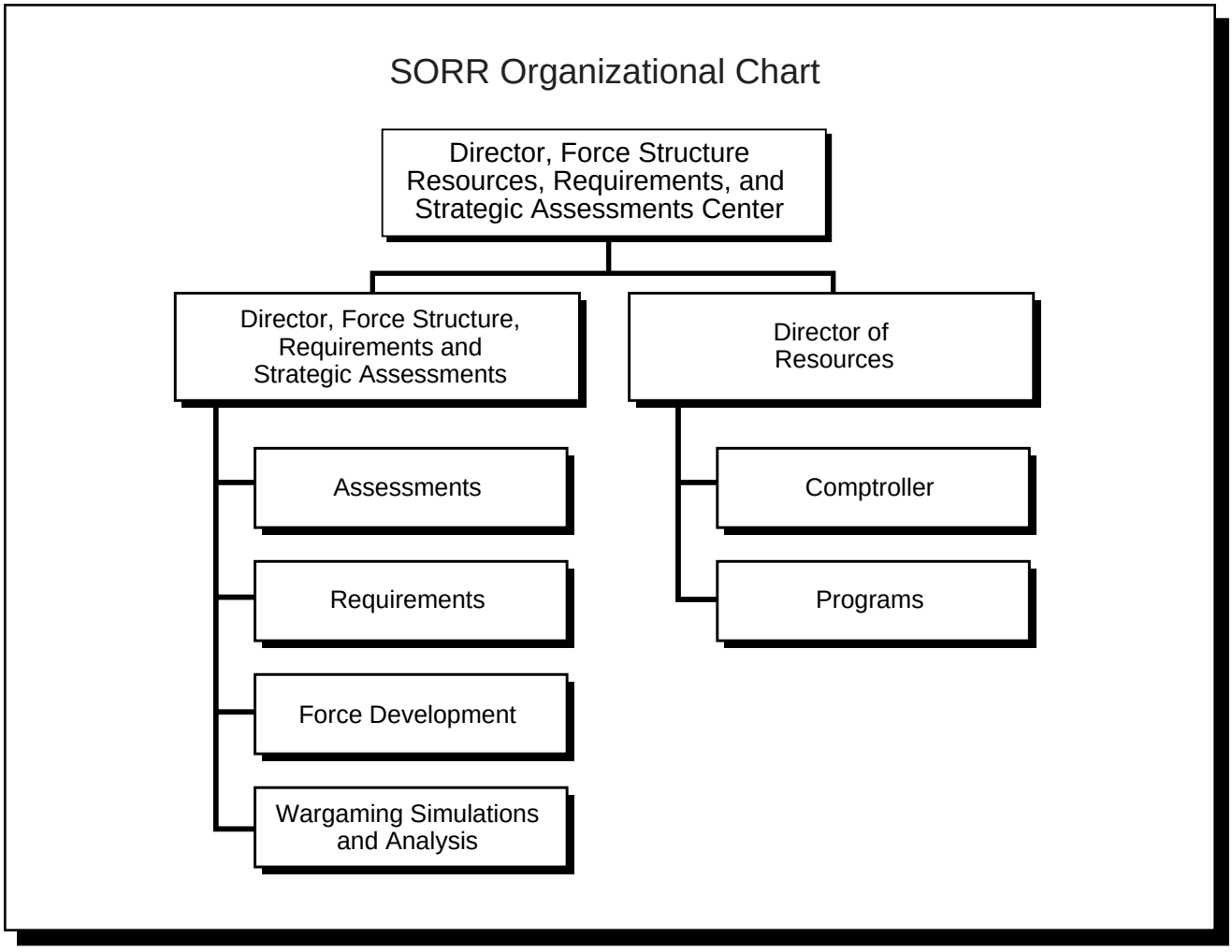
Benefits derived from this organization include:

- cradle-to-grave management of SOF-related systems
- improved life-cycle cost management
- portfolio and materiel management
- elimination of organizational stove pipes or barriers to collaboration
- worldwide logistic support of SOF



Special Operations Requirements and Resources (SORR) Center

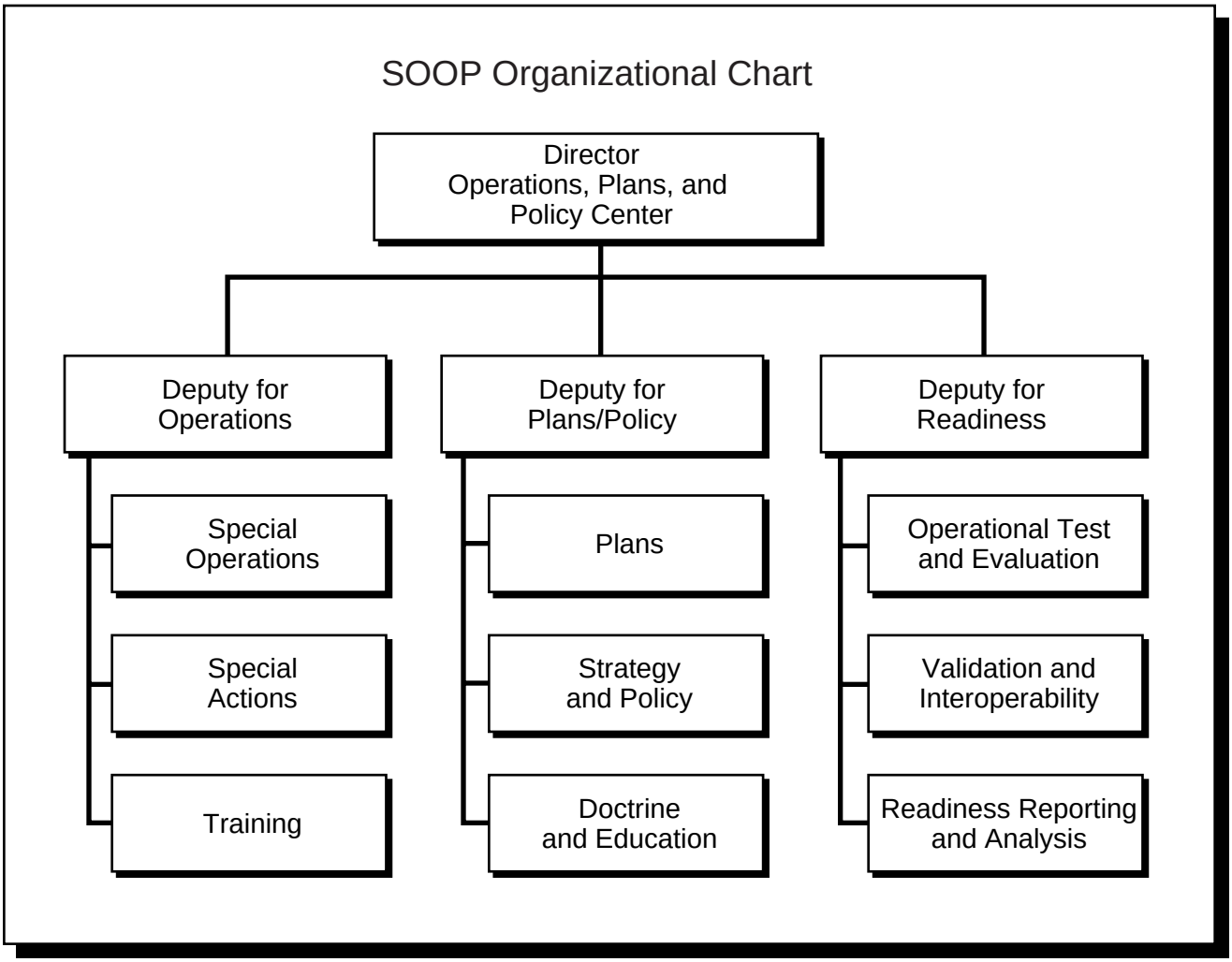
The SORR combines the planning (J-5 and J-7) and resourcing (J-8) functions, to include the USSOCOM Strategic Planning Process. The mission of the SORR is to support SOF through the development of resourcing, operational mission and force structure analysis, strategic assessments, and requirements reviews.



Special Operations Operations, Plans, and Policy (SOOP) Center

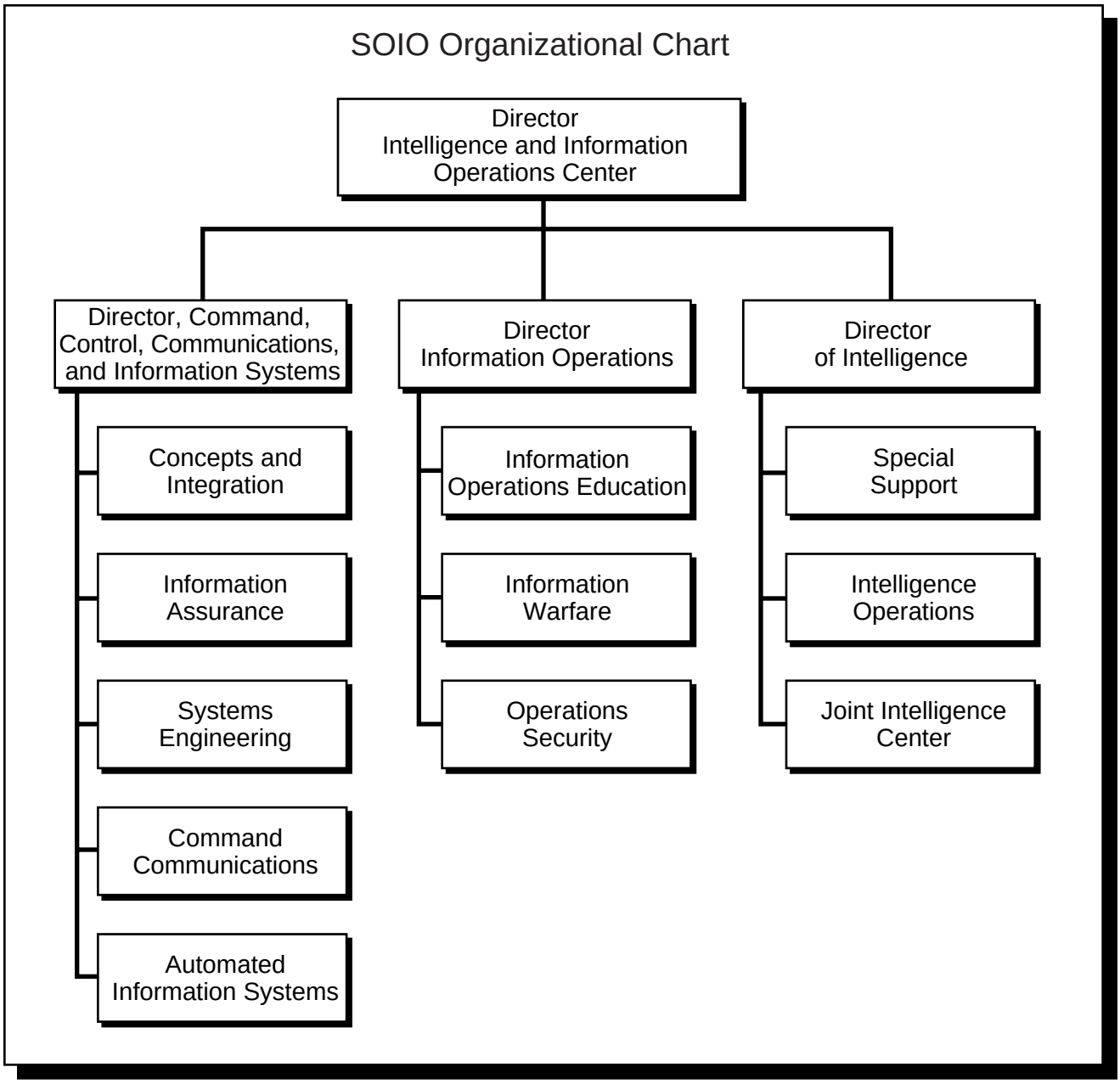
The SOOP combines the J-3 and the J-5 staffs to provide focused operational support in the areas of doctrine, plans, policy, operations, training, and special actions. Its mission is to ensure all special operations deployments and plans supporting the NCA, regional CINCs, and Ambassadors are tailored to mission requirements, reflect current force capabilities, and are consistent with USCINCSOC Title 10 responsibilities and core missions. In support of these objectives, the SOOP oversees SOF doctrine, education, tempo, and remediation, as well as the training and exercise programs, in order to optimize force readiness and SOF relevance.

The SOOP also develops joint plans, policy, strategic assessments, and force structure, and directs deployment, employment, and readiness of approximately 46,000 Army, Navy, and Air Force SOF worldwide, including sensitive special mission units; validates operational requirements; and manages training resources, humanitarian programs, joint training exercises, and operational testing.



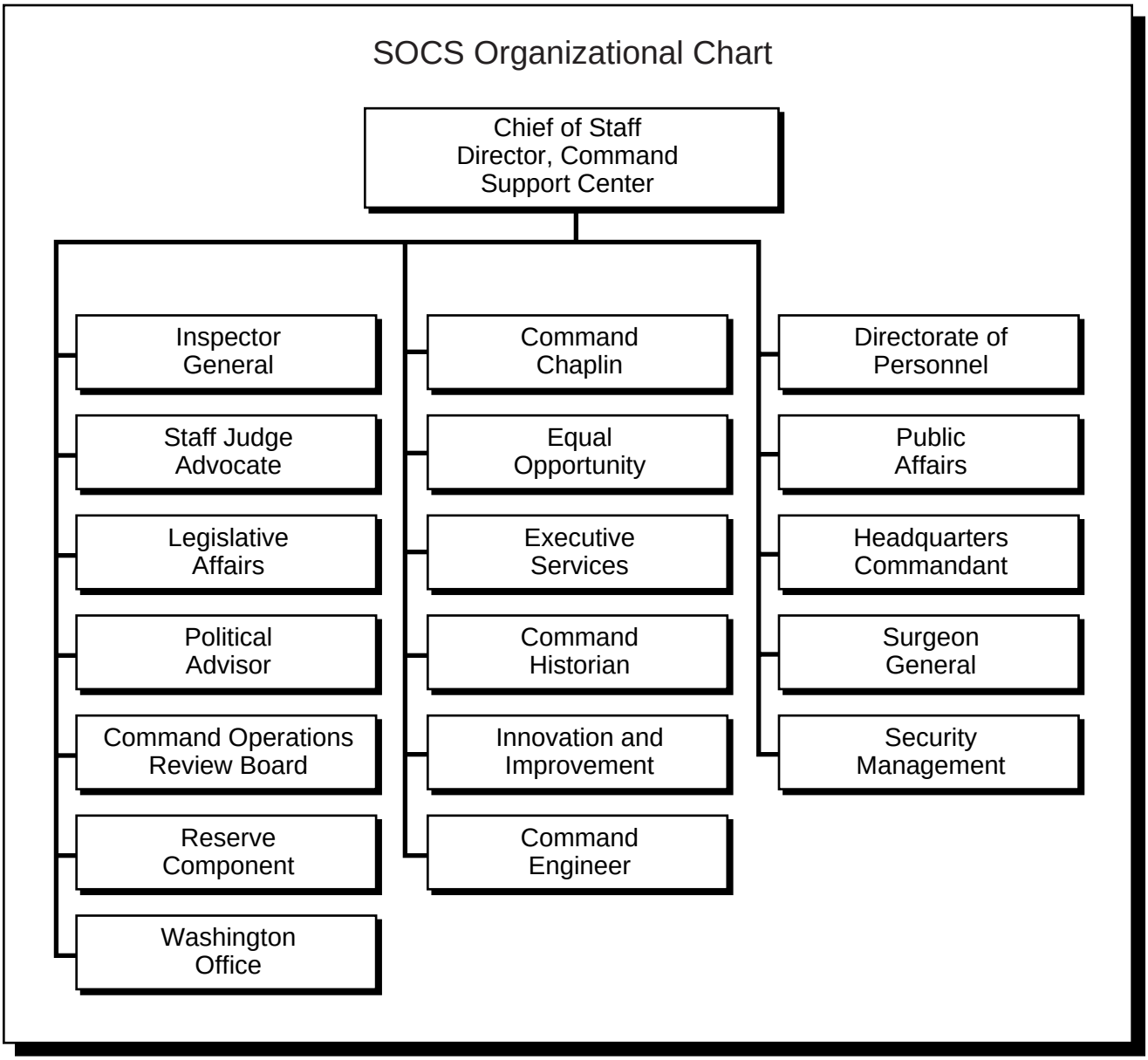
Special Operations Intelligence and Information Operations (SOIO) Center

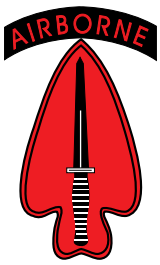
The SOIO combines the J-2 and J-6 staff functions to provide for integrated information management in intelligence, communications, information protection, network management, and audio/visual support. SOIO integrates command and control, communications, computer, intelligence, surveillance, and reconnaissance (C4ISR), and information operations (IO) to gain information superiority throughout the spectrum of engagement and conflict. The SOIO validates requirements and develops special operations C4ISR and IO training, doctrine, and procedures.



Special Operations Command Support (SOCS) Center

Created from the remaining command functions, the SOCS is a process-oriented support center that provides personnel and special staff support to the headquarters and its components. The SOCS includes public affairs, executive services, medical, chaplain, historian, equal opportunity, security, quality integration, engineering, protocol, headquarters command, and joint secretariat support services. The USSOCOM chief of staff directs the center.





U.S. Army Special Operations Command (USASOC)

Army special operations forces (ARSOF) include active, Army National Guard, and U.S. Army Reserve forces consisting of Special Forces, Rangers, special operations aviation, civil affairs (CA), psychological operations (PSYOP), and combat- and service-support units. These units are assigned to USASOC located at Fort Bragg, North Carolina.

- Five active and two Army National Guard (ARNG) Special Forces groups totaling 15 active and six ARNG battalions
- One active Ranger regiment with three battalions
- An active special operations aviation regiment with one detachment in Puerto Rico
- Four reserve CA commands, seven reserve CA brigades, and one active and 24 reserve CA battalions
- One active and two reserve PSYOP groups totaling five active and eight reserve PSYOP battalions
- One active special operations support command composed of one special operations signal battalion, one special operations support battalion, and six special operations theater support elements
- Two active and two reserve chemical reconnaissance detachments (CRD)
- The John F. Kennedy Special Warfare Center and School

Rangers — *Rangers Lead the Way*. Providing a responsive strike force and fighting primarily at night, Army Rangers rely on elements of surprise, teamwork, and basic soldiering skills to plan and conduct special missions in support of U.S. policy and objectives. Having taken part in every major combat operation in which the U.S. has been involved since the end of the Vietnam War, they are capable of deploying rapidly by land, sea, or air to conduct direct-action operations.

Aviation — *Night Stalkers*. The 160th Special Operations Aviation Regiment employs state-of-the-art equipment to provide extremely accurate heliborne lift and attack capabilities in a wide range of mission profiles, including force insertion and extraction, aerial security, armed attack, electronic warfare, and command and control support. These soldiers' ability and performance exemplify their motto *"Night Stalkers Don't Quit."*

Special Forces (SF) — *De Oppresso Liber*. Special Forces soldiers receive training in a variety of individual and special skills. These skills include operations, intelligence, communications, medical aid, engineering, and weapons. SF soldiers train, advise, and assist host-nation military or paramilitary forces in a variety of conventional and unconventional warfare techniques. SF soldiers are highly skilled operators, trainers, and teachers. Regionally oriented, these soldiers are specially trained in their respective area's native language and culture.

Civil Affairs (CA) — *By Sword, Deed, and Word*. Civil affairs units support the commander's relationship with civil authorities, and the civilian populace, by promoting mission legitimacy and thereby enhancing military effectiveness. U.S. Army Reservists, comprising 97 percent of the force, bring civilian job skills to support civil military operations and civil administration. Some of these specialized skills

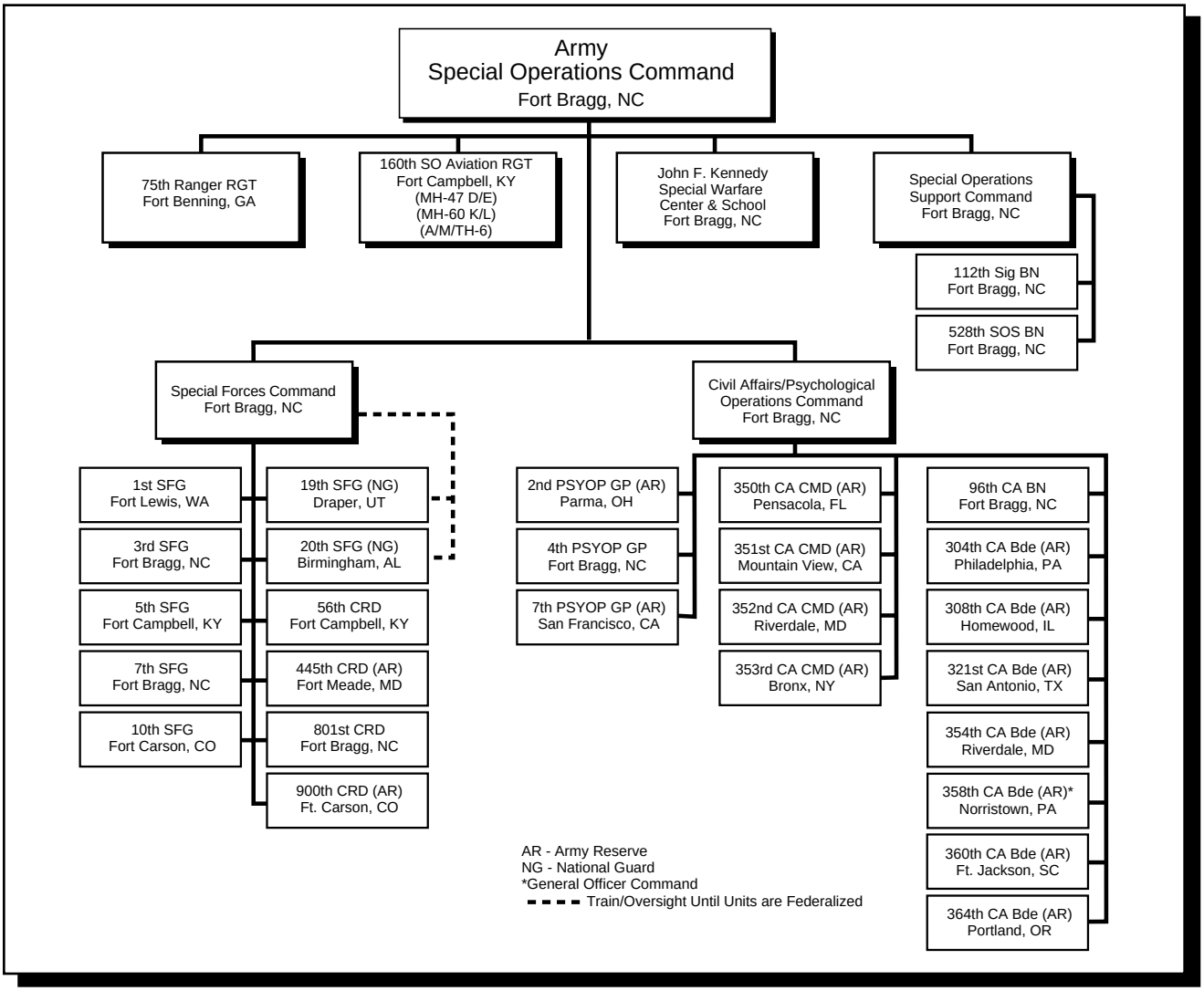
include: public safety, agriculture, finance, economy, and support of dislocated civilian operations.

Psychological Operations (PSYOP) — *Persuade, Change, Influence*. PSYOP units support operations across the operational continuum to induce or reinforce attitudes and behaviors favorable to U.S. national goals in selected foreign-target audiences. Intense cross-cultural and language training provide PSYOP personnel with an invaluable regional orientation.

Special Operations Chemical Reconnaissance Detachment (CRD). CRDs conduct chemical reconnaissance in permissive, semi-permissive, and denied areas for special operations force commanders and theater CINCs. These special detachments are the only CRDs with this mission within the U.S. Army.

Special Operations Support Command (SOSCOM) — *Assured Support*. SOSCOM provides combat service support, combat health support, and signal support to Army special operations forces. To support this complex and demanding mission, the command's subordinate units (the 528th Support Battalion and the 112th Special Operations Signal Battalion) provide the necessary connectivity to sustain and support ARSOF around the world.

The John F. Kennedy Special Warfare Center and School — *Truth and Liberty*. The John F. Kennedy Special Warfare Center and School — the Army's special operations university — is responsible for special operations training, leader development, doctrine, and personnel advocacy. The center and school's Training Group conducts the complete spectrum of special operations training.



Naval Special Warfare Command (NAVSPECWARCOM)

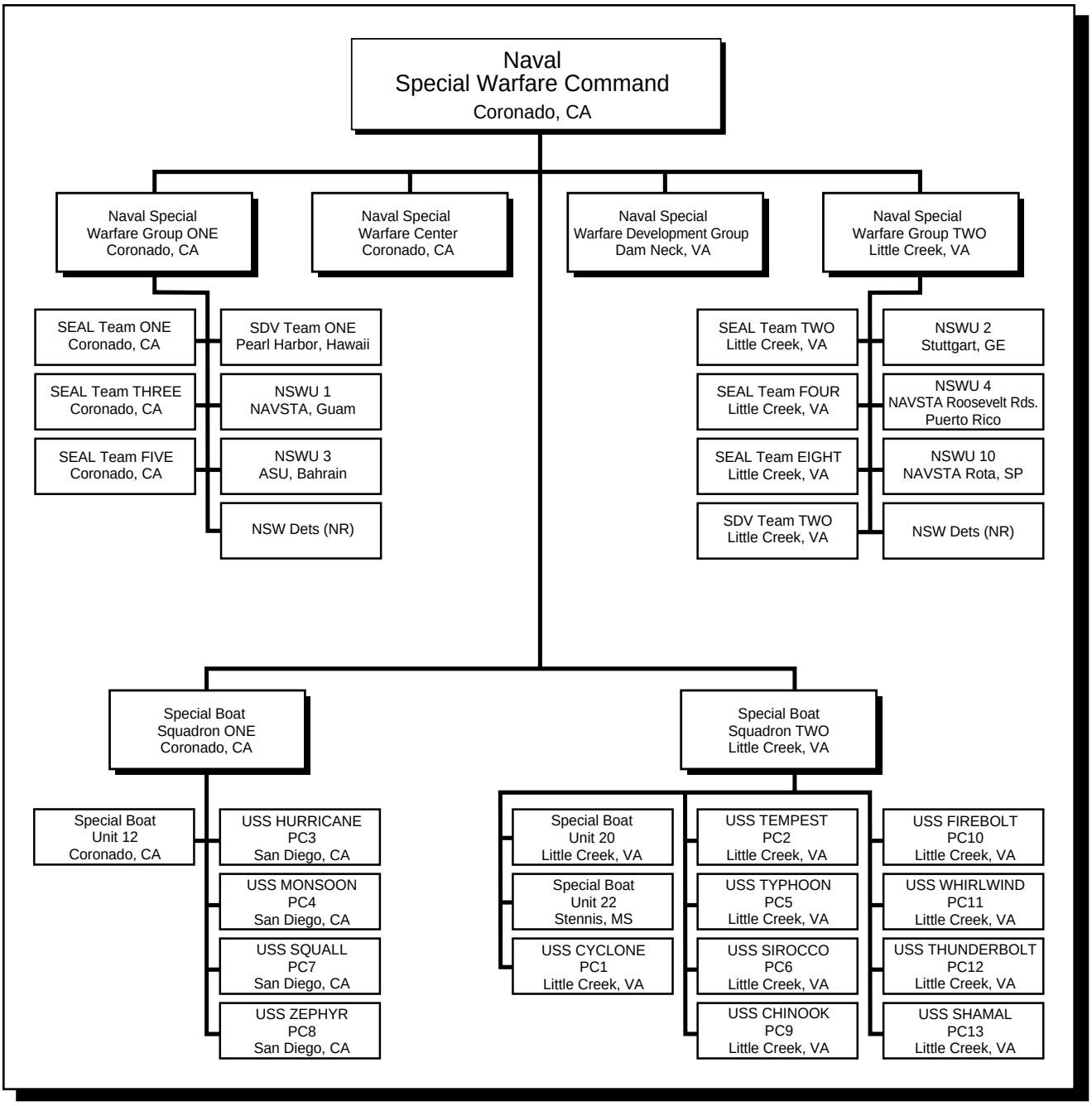
Naval special warfare (NSW) forces are organized to support naval and joint special operations within the theater unified command. These forces are organized, equipped, and trained to be highly mobile and quickly deployable. Forces are assigned to NAVSPECWARCOM which is located in Coronado, California.

- Two active NSW groups
- Five active NSW units stationed overseas
- Two active special boat squadrons
- Thirteen active patrol coastal ships
- Three active special boat units
- Two active sea, air, land (SEAL) delivery vehicle (SDV) teams
- Six active SEAL teams
- The Naval Special Warfare Development Group
- The Naval Special Warfare Center

Sea, Air, Land (SEAL) Teams. SEAL teams are maritime, multipurpose combat forces organized, trained, and equipped to conduct a variety of special operations missions in all operational environments. Operating mainly in 16-man platoons from sea-based platforms, SEALs primarily conduct clandestine ground and waterborne reconnaissance and direct action missions in a maritime, littoral, or riverine environment in support of joint and fleet operations. Today's SEALs trace their history from the elite frogmen of World War II. Their training is extremely demanding, both mentally and physically, and produces the best-trained combat swimmers in the world.

SEAL Delivery Vehicle (SDV) Teams. SDV teams are specially-trained SEALs and support personnel who operate and maintain SDVs and dry deck shelters (DDS). SDVs are wet submersibles designed to conduct clandestine reconnaissance, direct action, and passenger delivery missions in maritime environments. DDSs deliver SDVs and specially trained forces from modified submarines. When teamed with their host submarines, SDV and DDS platoons provide the most clandestine maritime delivery capability in the world.

Special Boat (SB) Squadrons and Units. SB squadrons and units are composed of specially trained naval personnel. They are responsible for operating and maintaining a variety of special operations ships and craft, such as rigid inflatable boats and patrol coastal ships, to conduct coastal and riverine interdiction and support naval and joint special operations. These specialized units have great strategic mobility and can respond to crises worldwide. They provide the Navy's only riverine operations capability and small-craft support for SOF.


Naval
Special Warfare Command
Coronado, CA
Naval Special Warfare Group ONE Coronado, CA
Naval Special Warfare Center Coronado, CA
Naval Special Warfare Development Group Dam Neck, VA
Naval Special Warfare Group TWO Little Creek, VA
SEAL Team ONE Coronado, CA
SEAL Team THREE Coronado, CA
SEAL Team FIVE Coronado, CA
SDV Team ONE Pearl Harbor, Hawaii
NSWU 1 NAVSTA, Guam
NSWU 3 ASU, Bahrain
NSW Dets (NR)
SEAL Team TWO Little Creek, VA
SEAL Team FOUR Little Creek, VA
SEAL Team EIGHT Little Creek, VA
SDV Team TWO Little Creek, VA
NSWU 2 Stuttgart, GE
NSWU 4 NAVSTA Roosevelt Rds. Puerto Rico
NSWU 10 NAVSTA Rota, SP
NSW Dets (NR)
Special Boat Squadron ONE Coronado, CA
Special Boat Squadron TWO Little Creek, VA
Special Boat Unit 12 Coronado, CA
USS HURRICANE PC3 San Diego, CA
USS MONSOON PC4 San Diego, CA
USS SQUALL PC7 San Diego, CA
USS ZEPHYR PC8 San Diego, CA
Special Boat Unit 20 Little Creek, VA
Special Boat Unit 22 Stennis, MS
USS CYCLONE PC1 Little Creek, VA
USS TEMPEST PC2 Little Creek, VA
USS TYPHOON PC5 Little Creek, VA
USS SIROCCO PC6 Little Creek, VA
USS CHINOOK PC9 Little Creek, VA
USS FIREBOLT PC10 Little Creek, VA
USS WHIRLWIND PC11 Little Creek, VA
USS THUNDERBOLT PC12 Little Creek, VA
USS SHAMAL PC13 Little Creek, VA

Air Force Special Operations Command (AFSOC)

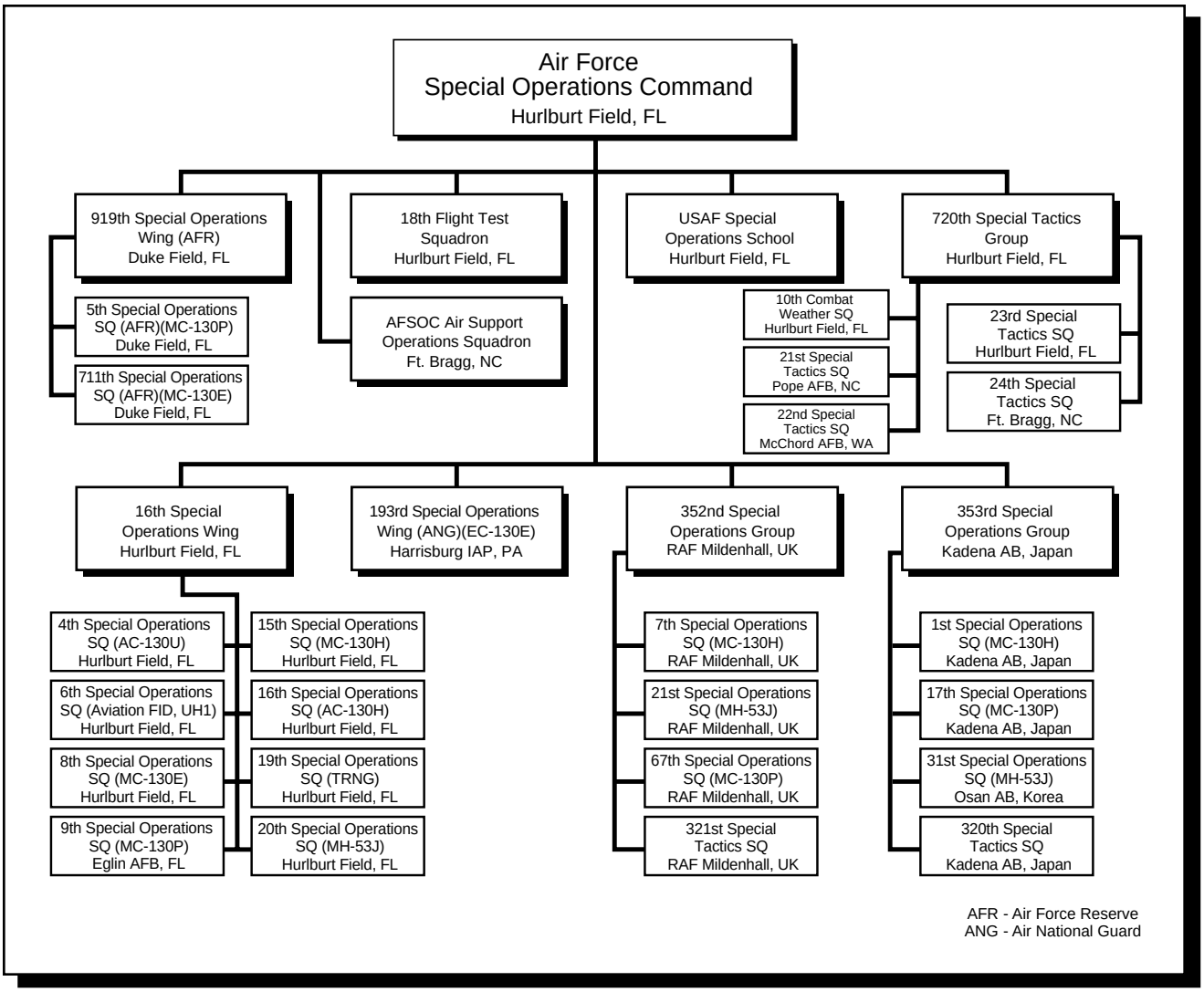
Air Force special operations forces (AFSOF) are comprised of highly trained, rapidly deployable airmen who are equipped with highly specialized, fixed- and rotary-wing aircraft. AFSOC's *quiet professionals* deliver the nation's specialized air power to provide: SOF mobility, forward presence and engagement, precision employment/strike, and information operations. The command is located at Hurlburt Field, Florida and has the following active, Air National Guard (ANG), and Air Force Reserve units assigned:

- One active special operations wing with eight special operations squadrons; squadrons include five fixed-wing, one rotary-wing, an aviation foreign internal defense (FID) unit, and a fixed-wing training squadron
- Two active overseas-based special operations groups; each theater-oriented group is comprised of two fixed-wing and one rotary-wing special operations squadron, and a special tactics squadron
- One AF Reserve special operations wing with two fixed-wing special operations squadrons
- One ANG special operations wing with on fixed-wing special operations squadron
- One active special tactics group with four special tactics squadrons and a combat weather squadron
- One active flight test squadron
- The Air Force Special Operations School

"***Anytime, Anywhere***" epitomizes AFSOF's commitment to stay a step ahead in a changing world. AFSOF's unique active, ANG, and AF Reserve units provide a global ability to conduct special operations missions ranging from precision application of firepower, to clandestine infiltration, exfiltration, resupply, and refueling of SOF operational elements. Unique capabilities include airborne radio and television broadcast for psychological operations, as well as aviation FID to provide other governments military expertise for their internal development. Special tactics squadrons combine combat control, weather, and pararescue personnel to ensure air power is integrated and operable with special operations and conventional ground forces.

USAF Special Operations School — *"Success is the human element…"*

The USAF Special Operations School's (USAFSOS) mission is to educate U.S. military and other personnel in the missions and functions of special operations. Since special operations forces routinely interact with foreign militaries and our allies, cross-cultural issues and communications are taught in regional orientation courses. Operational courses include aviation FID, crisis response management, joint PSYOP, joint planning and staff officer courses, and revolutionary warfare.



Joint Special Operations Command (JSOC)

The Joint Special Operations Command (JSOC) was established in 1980 and is located at Fort Bragg, North Carolina. It is a joint headquarters designed to study special operations requirements and techniques; ensure interoperability and equipment standardization; plan and conduct special operations exercises and training; and develop joint special operations tactics.

APPENDIX C
KEY PROGRAMS & SYSTEMS

USSOCOM's unique responsibilities include providing SOF with specialized equipment to perform their worldwide missions. As a result, USCINCSOC is the only unified commander charged by law with acquisition responsibilities similar to those of the services to develop, acquire, and field equipment. To accomplish this, USSOCOM has its own special operations acquisition executive, with responsibilities and authorities equal to service acquisition executives, and a Special Operations Acquisition Center that supports USSOCOM program management and oversight of MFP-11 acquisition funding. The following pages highlight some of the key SOF programs and systems.

AIR MOBILITY

CV-22 Osprey

Mission

Conduct long-range, night and adverse-weather infiltration, exfiltration, and resupply missions; medical evacuation, and selected rescue and recovery missions

Description

- Variant of USMC MV-22 tiltrotor aircraft
- Capabilities include:
  - Aerial refueling
  - Terrain following/terrain avoidance radar
  - Precision navigation
  - Defensive suite upgrades
  - Vertical/short takeoff or landing (V/STOL)
- OCONUS self-deployment from U.S.

Status

- Fifty aircraft planned for procurement
- Now in engineering and manufacturing phase of development

- First flight: FY 2000
- Production decision: FY 2001
- Required assets available: FY 2003
- Initial operational capability (IOC): FY 2004
- Last delivery: FY 2009

Contractors

- Bell Helicopter Textron; Fort Worth, Texas
- Boeing Helicopter; Philadelphia, Pennsylvania

AC-130H/U Spectre Gunship

Mission

Provide precision fire and other support for special operations and general purpose forces, including close air support, armed reconnaissance, interdiction, convoy/helicopter escort, surveillance, and search and rescue

Description

- AC-130Us modified to include:
  - Side-firing 105mm howitzer, 40mm cannon, and 25mm gatling gun
  - Fire control computers
  - Dual fire control channels that allow simultaneous attack on two targets with two independent sensor/gun combinations
  - Electronic countermeasures
  - All-weather targeting
  - Extensive navigation and sensor suites
- Eight Vietnam-era AC-130Hs upgraded with improved sensors, fire control, and navigation suite
- Completed modification program for replacing AC-130H center-wing boxes to extend aircraft service life
- Upgraded defensive avionics systems on AC-130Hs
- Continued development of more effective ammunition that enables the AC-130 to fire from beyond the range of anti-aircraft weapons

- Installed AAQ-26 FLIR upgrade to provide increased range, resolution, and additional field of view

Status

- Thirteen AC-130Us delivered
- IOC: April 1996
  Full operational capability (FOC): FY 2001
- Extensive AC-130H/U flight deck modernization planned via USAF C-130 Avionics Modernization Program to include Enhanced Situational Awareness modification on AC-130U

Contractors

- AC-130H – Lockheed Martin; Palmdale, California
- AC-130U – Boeing Corporation; Palmdale, California

MC-130E/H Combat Talon

Mission

Accomplish low-level, long-range, night, adverse-weather infiltration and exfiltration of SOF personnel and equipment; resupply military operations in hostile or denied areas; and refuel SOF rotary-wing aircraft

Description

- Extensively modified C-130s
- MC-130H carries 52 SOF personnel
- 2800 NM range
- Airdrops up to 26 troops
- Terrain following/terrain avoidance (TF/TA) radar
- Aerial refueling system
- Precision navigation equipment
- Defensive avionics systems
- MC-130Es developed during Vietnam War

Status

- Twenty-four MC-130Hs delivered
- IOC: June 1993; FOC: FY 2000
- MC-130H communications/navigation upgrades funded through FY 1999;

scheduled completion: FY 2001
- Fourteen MC-130Es operational
- Center-wing box replaced on MC-130E aircraft to extend service life
- MC-130E/H flight deck modernization planned via USAF C-130 Avionics Modernization Program to include improved terrain-following capability and enhanced situational awareness on MC-130H
- Foreign comparative test of aerial refueling pod and variable speed drogue

Contractors

- MC-130E – Lockheed Martin; Palmdale, California
- MC-130H – Lockheed Martin Federal Systems; Owego, New York

EC-130E Commando Solo

Mission

Provide broadcasting capabilities primarily for PSYOP missions; support disaster relief operations; and perform communications jamming electronic attack/information operations in military spectrum and intelligence gathering.

Description

- Modified C-130Es
- Capabilities include:
  - Reception, analysis, and transmission of various electronic signals to exploit electromagnetic spectrum for maximum battlefield advantage
  - Secondary capabilities include jamming, deception, electronic attack, and manipulation techniques
  - Broadcasts in frequency spectrums including AM/FM radio, short-wave, television, and military command, control, and communications channels

  - Unrefueled range of 1500 NM
- Rivet Rider modifications include:
  - Worldwide color TV
  - Infrared countermeasures
  - Vertical trailing-wire antenna
  - Fire-suppressant foam in fuel tank
  - Radar warning receiver
  - Self-contained navigation system

Status

Six aircraft modified

Contractor

Lockheed Martin; Palmdale, California

MH-60K Blackhawk

Mission
Conduct medium-range, night, and adverse-weather infiltration/exfiltration; resupply operations in hostile areas; selected rescue and recovery missions; and medical evacuation

Description
- Aerial refueling and extended-range fuel tanks
- Precision navigation equipment and TF/TA radar
- Integrated cockpit and mission management system
- Enhanced weapons and defensive countermeasures systems
- Forward-looking infrared equipment
- Upgraded communications
- Alternate C2 platform

Status
- Twenty-three MH-60K fielded; incorporation of U.S. Army basic airframe/aircraft modifications to allow use of common repair parts
- Aircraft survivability equipment modifications and avionics upgrades planned: FY 2000 and beyond

Contractors
- Sikorsky Aircraft; Stratford, Connecticut
- Lockheed Martin Federal Systems; Owego, New York

MH-47E Chinook

Mission
Conduct medium-range, night, and adverse-weather infiltration/exfiltration; resupply operations in hostile areas; selected rescue and recovery missions; and refuel aircraft

Description
- Modified CH-47D Chinook helicopter
- Precision navigation equipment
- Integrated cockpit and mission management system with multimode radar
- Forward-looking infrared
- Defensive countermeasure systems
- Upgraded communications
- Enhanced weapons
- Aerial refueling and extended-range fuel tanks
- Moving map display
- Alternate command and control platform

- Ballistic Protection System (BPS) for aircraft components, crews, and passengers

Status
- Twenty-five MH-47E fielded
- Aircraft systems modifications, avionics system upgrades, and aircraft survivability equipment modifications planned: FY2000 and beyond

Contractor
Boeing Helicopter; Philadelphia, Pennsylvania

MH-53J/M Pave Low III/IV

Mission

Perform medium-range, low-level, night and adverse-weather infiltration/extraction; resupply SOF in the field; and pathfinder operations. Unique capabilities permit selected personnel recovery operations

Description

- TF/TA radar
- Forward-looking infrared (FLIR) equipment
- Precision navigation instruments; improved mission computers
- Armor protective systems for aircraft components, crew, and passengers
- Fuel range extension systems; aerial refueling capability
- Alternate command and control platform
- Moving map displays
- Upgraded engines; automatic blade fold and tail folding for shipboard operations
- Significantly improved aircraft safety, reliability, and maintainability
- Six of the older MH-53Js will be de-modified to TH-53Bs and used exclusively for training
- Improved weapons and defensive avionics systems

- Completed shipboard compatibility and enhanced gross-weight upgrades and Service Life Extension Program (SLEP) (completes renovation of the structural, electrical, and hydraulic systems)

Status

Twenty-five aircraft to be upgraded with Interactive Defensive Avionics System/ Multi-Mission Advanced Tactical Terminal (IDAS/MATT) and redesignated as M models

Contractor

IDAS/MATT: Lockheed Martin Federal Systems; Owego, New York

A/MH-6 Mission Enhancement Little Bird (MELB)

Mission

Conduct and support short-range, infiltration/ exfiltration, resupply operations in hostile areas, and selected personnel recovery missions; provide surgical-point and small-area target destruction/ neutralization with provisions for close-air fire support; includes shipboard, platform, over-water, and urban operations

Description

- Highly modified 530 series commercial helicopter
- Increased Max Gross Weight to 4,700 LBS
- Upgraded 6-bladed Main and 4-bladed Tail Rotor System
- FLIR equipment
- Improved light-weight plank system
- External Conformal Auxiliary fuel tanks
- Weapons: Mini Gun, Hellfire, Stinger, 2.75 inch rockets

Status

- Production begins: FY 2000; total of 40 MELBs will be procured
- Aircraft survivability equipment modifications and avionics upgrades planned: FY 2000 and beyond

Contractor

Boeing Helicopter; Mesa, Arizona

Maritime Mobility

Cyclone Class Patrol Coastal (PC)

Mission

Provide a long-range, high-speed craft capability for coastal patrol/interdiction and to support SEAL teams and other SOF

Description

- Current configuration: 170-feet long
  8-foot draft, 25-foot beam
  PC-14 configuration: 180-feet long
  8.5-foot draft, 25-foot beam
- Range: 2860 nautical miles
  Maximum speed: 35 knots
- Crew of four officers and 24 enlisted personnel
- Support for 25-man embarked SEAL detachment
- PC-14 stern ramp permits launch/recovery of NSW RIB while underway
- PC-14 incorporates reduced RCS, EO/VIS, and IR signatures
- Backfit of stern ramp and reduction in signatures planned for existing PCs
- Two 25mm chain guns, two .50 caliber mounts, and two Stinger stations (PC-14 will have a four-pack, rail-mounted Stinger based on the standard, vehicle-mounted launcher.)

Status

Thirteen ships delivered; one vessel (PC-14) due to deliver: March 2000

Contractor

Bollinger Shipyards; Lockport, Louisiana

Mark V Special Operations Craft (SOC)

Mission

Perform medium-range, adverse-weather infiltration and exfiltration of SOF and limited coastal patrol and interdiction

Description

- High performance combatant craft sized to permit air deployment aboard C-5 aircraft when mated to organic transporter and in company with other support equipment
- Range in excess of 600 nautical miles
- Sustained top speed in excess of 40 knots
- Each craft manned by a crew of five and can carry 16 SOF personnel
- Each detachment consists of two craft, two transporters, two prime movers, two five-ton trucks, and four 5/4 ton trucks, plus the containerized deployment package (maintenance/repair parts, weapons, etc.)
- Armed with multiple, rapid-fire, minor-caliber weapons (40mm, .50 cal., 25mm, 7.62mm)
- Space, weight, and power reservations for future capabilities improvements

Status

- Ten Mark V SOC detachments (20 craft) funded
- Twenty craft (ten detachments) built and delivered as of March 1999

Contractors

- Craft: Halter Marine; New Orleans, Louisiana
- Transporter subcontractor: Martinez and Turek; Riverside, California
- Engines and waterjets subcontractor: Detroit Diesel/MTU; Detroit, Michigan
- Prime movers: Freightliner; Portland, Oregon

Advanced SEAL Delivery System (ASDS)

Mission

Provide clandestine undersea mobility for SOF personnel and their mission support equipment

Description

- Manned, dry-combatant mini-submarine
- Operates in a wide range of environmental extremes and threat environments
- Provides increased range and payload capacity, robust communication, loiter capability, and diver protection from the elements
- Ample, dry habitable environment for SOF personnel and equipment
- Rapid lock-out/lock-in capability
- Transportable by sea, air, and land

Status

- ASDS contract awarded in FY 1994 for design, construction, and testing of the lead ASDS vehicle, a Land Transport Vehicle, host submarine conversion, and options to construct up to five follow-on production units
- First ASDS constructed and undergoing testing; Delivery scheduled: FY 2000

Contractor

Northrop Grumman Corporation; Annapolis, Maryland

Submarine Conversion

Mission
Provide long-range, clandestine undersea mobility for SOF personnel and their mission support equipment

Description
- Modifies selected submarines to function as a host platform for the Dry Deck Shelter (DDS)
- DDS is a diving system attached to modified submarines to conduct SEAL Delivery Vehicle (SDV) and lock-out/lock-in operations
- Converting a submarine to function as a DDS host requires significant internal and external modifications to the submarine. Diving safety and submarine safety issues levy extensive quality assurance and certification requirements on the submarine/DDS system

Status
- Five 688 class submarines are being modified to be DDS host platforms; all 688 conversions will be complete: FY 2001; SSN 23 will be the sixth DDS host platform
- 688 class submarines selected as DDS hosts to replace retiring 637 class submarines
- Submarine conversions are done in conjunction with the U.S. Navy ship alteration program managed by NAVSEA and the supervisor of shipbuilding

Contractor
Newport News Shipbuilding and Drydock Company; Newport News, Virginia

Patrol Boat Light - Counter Drug (PBL-CD)

Mission
The Patrol Boat Light (PBL) is a maritime platform used for training host nation forces in Counterdrug exercises in riverine environments.

Description
Each PBL detachment consists of two PBLs with trailers and prime mover, all of which are transportable on standard C-130 or larger military aircraft.
- Hull: 25 feet, Guardian, foam-filled fiberglass
- Engines: two 150 hp outboards
- Fuel capacity: 173-gallon
  Range: 280 km
- Maximum speed: up to 40 knots
- Three 50 caliber mounts, one 7.62mm mount
- No ballistic protection
- Crew of four to five operators and six passengers

Status
- Sixteen PBLs located at SBU-22
- Sustainment program is in place

Contractors
- Hull: Boston Whaler Inc.; Edgewater, Florida
- Engines: Outboard Motor Corporation; Waukegan, Illinois

Naval Special Warfare Rigid Inflatable Boat (NSW RIB)

Mission

NSW RIB detachments are deployed on USN amphibious ships to conduct ship-to-shore insertion and extraction of SOF forces, coastal surveillance missions, and coastal resupply missions

Description

Each NSW RIB detachment consists of two NSW RIB's with trailers, Detachment Deployment Packages (DDPs), and prime movers (if land based), all of which are transportable on standard C-130 or larger military aircraft.

- Crew: three combatant craft crewmen
- Passengers: eight combat-equipped SOF personnel with cargo
- Hull: 36 feet, cored, Kevlar deep-vee hull with inflatable sponsons
- Engines: two 470 hp Caterpillar diesels
- Waterjets: two Kamewa FF280 waterjets
- Fuel capacity: 187 gallons
- Full-load range: over 200 NM
- Full-load cruise speed: 33 knots
- Full-load maximum speed: 45 knots
- One 50 caliber mount forward, one 40mm mount aft
- Radar, GPS, depth sounder
- IFF, SATCOM, UHF, VHF, HF
- Prime movers: Ford F800, 4x4 trucks
- DDP spare parts contained in two ISU-90 containers

Status

- Thirty-six NSW RIBs delivered to SBUs in San Diego and Norfolk: October 1999
- NSW RIB program to build 40 more systems for delivery: through 2002
- Airdrop capability undergoing operational testing

Contractors

- United States Marine Inc.; New Orleans, Louisiana
- Caterpillar Inc.; Peoria, Illinois

GROUND MOBILITY

Light Strike Vehicle (LSV)

Mission

Provide a highly mobile, rugged platform to support five primary missions (special reconnaissance, direct action, unconventional warfare, foreign internal defense, and combating terrorism) and other secondary missions (personnel recovery)

Description

- Greater mobility than HMMWV
- Carry and fire crew-served weapons (a primary and a secondary weapon
- Provide for 3000 lb. payload/10-day mission
- CV-22, MH-47D internal transportable (plus all fixed wing)
- Provide space for four to six crew members
- Range of operation: 450 miles
- Common platform capable of being reconfigured to meet a variety of warfighting needs

Status

- Joint program with USMC
- Forty-four vehicles planned for procurement; USSOCOM may increase quantity to 50 vehicles to match CV-22 Acquisition Objective
- 2000+ vehicles planned for procurement (USMC)
- PDRR Phase: FY 2000
- E&MD Phase: FY 2003-2004
- IOC: FY 2004

Contractor

TBD: Open competition

COMBAT EQUIPMENT, MUNITIONS & ARMAMENT

SOF Personal Equipment Advanced Requirements (SPEAR)

Mission

Provide SOF operators with state-of-the-art equipment that improves operator survivability, mobility, lethality, and endurance

Description

SPEAR acquires individual operator equipment in nine functional areas including:

- Lightweight environmental protective (LEP) clothing
- Body armor/load carriage system (BALCS)
- Modular integrated communications helmet (MICH)
- Modular target identification and acquisition (MTIA)
- Team/platoon command, control, communications, computer and intelligence (C4I)
- Laser/ballistic eye protection
- Lightweight NBC protection equipment
- Signature reduction
- Physiological management

Status

LEP has been fielded to the majority of the force. Follow-on LEP fielding to remaining units began in the fourth quarter FY 1999. BALCS began production in June 1999; fielding began in fourth quarter FY 1999. MICH commenced operational testing during the first quarter FY 2000, with IOC scheduled for March 2000.

Heavy Sniper Rifle (HSR)

Mission

Provide the SOF sniper with a capability to engage materiel targets such as wheeled vehicles, light-armored vehicles, parked aircraft, ammo and fuel storage facilities, radar, and C4I equipment

Description

HSR is a .50 caliber anti-materiel weapon that weighs less than 27.5 lbs., is effective out to 1,500 meters, fires a variety of specialized ammunition (including explosive incendiary rounds), and can cycle a minimum of six rounds in one minute.

Status

- Joint USSOCOM-U.S. Army acquisition effort following a COTS/NDI acquisition strategy
- Contract awarded during the third quarter FY 1999 following competitive down select

- Operational testing to begin in second quarter FY 2000 with follow-on fielding to NAVSPECWARCOM and USASOC

Contractor

Barrett Firearms Manufacturing; Murfreesboro, Tennessee

Lightweight Machine Gun (LMG)

Mission
Provide the SOF operator with a reliable, belt-fed, man-portable system capable of addressing area targets at distances up to 600 meters using existing 5.56mm ammunition. System must be fully compatible with components of the SOPMOD M4 Accessory Kit

Description
Rugged, highly reliable, corrosion resistant, lightweight (less than 13 lbs.) with a threshold barrel life of 10,000 rounds, and a threshold service life of 50,000 rounds; supplied with a spare barrel, detachable/adjustable sling, bipod, blank-firing adapter, and cleaning kit

Status
- Final solicitation published: first quarter FY 2000, with follow-on down select
- Full safety and reliability testing begins: early FY 2001
- First Unit Equipped scheduled: third quarter FY 2001

Contractor
To be determined

M4A1 Carbine w/Accessory Kit

Mission
Allow SOF operators to configure the M4A1 carbine based on mission-specific requirements; kit items increase weapons effectiveness through improved target acquisition and fire control in close-quarters battle and out to ranges of 500 meters, both day and night

Description
Kit items include:
- Rail interface system
- Four-power telescopic day scope
- Close-quarters battle/reflex sight
- Infrared and visible laser-aiming device
- Signature suppressor
- Modified M203 grenade launcher
- Improved night scope
- Visible light illuminator
- Back-up iron sight
- Forward hand grip
- Storage case

Status
All kit items currently fielded or in production with the exception of the Mini Night Vision Sight (MNVS). Operational testing completed on MNVS in the third quarter FY 1999, with fielding to follow. Beginning work now on supplemental requirements to SOPMOD Generation II, which begins R&D efforts in FY 2000 and FY 2001. Generation II SOPMOD will concentrate on consolidation of current devices and new capabilities designed to enhance the lethality of the SOF operator.

Contractors
- Trijicon Incorporated; Wixom, Michigan
- Knight's Armament Co.; Vero Beach, Florida
- Colt Manufacturing, Incorporated; Hartford, Connecticut
- Litton Industries; Dallas, Texas
- Insight Technologies; Londonderry, New Hampshire

SOF Demolition Kit

Mission

Provide the capability to custom build, attach, and waterproof, as required, demolition charges based on specific targets and operational scenarios

Description

- Utilizes various state-of-the-art inert war heads, fixtures, attaching materials and equipment, and waterproofing items and compounds
- Replaces unreliable, field-improvised items and methods

Status

First unit equipped: fourth quarter FY 1999

Development Agency

Armament Research, Development and Engineering Center; Picatinny Arsenal, New Jersey

INTELLIGENCE & INFORMATION SYSTEMS

PRIVATEER
Early Warning System

Mission
Provide threat warning and situational awareness aboard SOF maritime craft, including the PC and MK-V SOC

Description
- Permanently installed communication, radar intercept and direction-finding sub-systems
- Access to national intelligence resources via Briefcase-Multi-Mission Advanced Tactical Terminal (B-MATT) for Integrated Broadcast System (IBS) component broadcasts (Tactical Information Broadcast Service (TIBS), Tactical Related Applications Data Dissemination System (TDDS), and Tactical Data Information Exchange System Broadcast (TADIX-B)
- Operated by Naval Security Group personnel
- System components make use of existing government and commercial products while ensuring commonality and interoperability within the SOF, DoD, and national community
- Adheres to Joint Maritime Command Information System/Joint Deployable Intelligence Support System (JMCIS/JDISS), Maritime Command Architecture/Joint Airborne Signals Intelligence Architecture (MCA/JASA), Joint Technical Architecture (JTA) and Defense Information Infrastructure (DII) Common Operating Environment (COE) standards

Status
- Evolutionary acquisition program
- Production initiated: FY 1996 for PCs (13 systems)
- Modified version: FY 1998 for MK-V (20 systems)
- OT&E completed: FY 1995 for PC configuration
- OT&E completed: FY 1998 for MK-V
- Upgrading to BOBCAT ELINT threat warning systems (installation schedule: 13 PCs in first quarter FY 2000; 20 MK-Vs in second and third quarters FY 2000)
- Part of SOF-wide system migration strategy under the Joint Threat Warning System
- Designated by the Office of Assistant Secretary of the Navy (RD&A) for migration into the mainstream Navy system cryptologic architectures

Contractors
- Technical developer: Space and Naval Warfare (SPAWAR) Systems Center; Charleston, South Carolina
- Supported by: Systems Resources Corp. (SRC), EWA, Science Applications International Corp. (SAIC), and MILCON
- Vendors: SWRI, Hewlett-Packard, SENSYS, Watkins-Johnson, Cubic, and Allied Signal

SILENT SHIELD
Early Warning System

Mission
Provide threat warning and situational awareness aboard fixed- and rotary-wing SOF aircraft

Description
- Carry-on/carry-off communications intercept and direction-finding system
- Access to national intelligence resources via BMATT for IBS-component broadcasts, TIBS, TDDS, and TADIX-B
- Operated by Air Intelligence Agency (AIA) personnel
- System components make use of existing government and commercial products
- Adheres to JMCIS/JDISS, MCA/JASA, JTA, and DII COE standards

Status
- Evolutionary acquisition program
- DT&E completed: December 1998
  Final OT&E completed: December 1999
- Full production planned: FY 2000
- Part of SOF-wide system migration strategy under the Joint Threat Warning System

Contractors
- Technical developer: SPAWAR Systems Center; Charleston, South Carolina
- Supported by: SRC, Innovative Logistics Techniques Inc. (INNOLOG), and EWA
- Vendors: Watkins-Johnson, TechComm, Hewlett-Packard, Morrow Technologies, Carlo Gavazzi, AMREL, Raytheon E-Systems, and SBS Avionics Technologies

SOF Signal Intelligence Manpack System (SSMS, AN/PRD-13(V)2)

Mission
Provide near-real-time force protection, and target identification and location

Description
- Lightweight (28 lbs.), man-portable communications intercept and direction finding (DF) system
- One low-profile DF antenna used for fixed operations; handheld antenna gives quadrant DF for mobile operations
- Only unit of its kind providing a broadband search, monitor, and DF capability (one DF receiver and two monitor receivers)

Status
- One hundred and sixty-six Version 1 systems fielded
- Version 2 upgrade FOC: second quarter FY 2000
- Improved SSMS successfully completed OT&E: November 1997
- Part of SOF-wide system migration strategy under Joint Threat Warning System

Contractor
Delfin Systems; Santa Clara, California

Multi-Mission Advanced Tactical Terminal (MATT)

Mission
Provide near-real-time operational intelligence information from national and tactical sources, enabling SOF to effectively avoid, defeat, or destroy enemy threat systems, and to support routine and crisis mission planning

Description
A four-channel UHF receiver capable of simultaneous reception, decryption, and processing of up to four intelligence broadcasts. MATT provides near-real-time intelligence, threat avoidance, and target acquisition data for display on a tactical data processor, thereby streamlining dissemination of broadcast data directly to combat forces. The MATT design will migrate to be the airborne variant of the Joint Tactical Terminal (JTT(A)).

A man-transportable, two-channel briefcase variant, identified as B-MATT, is also available.

Status
- First deliveries and fielding: FY 1995
- Initial, fully-integrated MH-53J flight test conducted: FY 1996
- MATT operationally deployed with JSOTF in stand-alone configuration
- Current MATT integration efforts include MH-53M, SOF-IV, CV-22, and PC

Contractor
Raytheon Systems Center; Baltimore, Maryland

Integrated Survey Program (ISP)

Mission
Support JCS contingency planning in conducting surveys on facilities where U.S. interests may be at risk

Description
- Merges several existing survey projects into a single acquisition program — standardizes procedures and equipment
- Data collection systems include still/video cameras, desktop, laptop computers, laser range finders, portable and laser jet printers, and global-positioning system receivers fielded to theater CINCs' regional survey teams and specialized survey teams
- ISP Central Production Branch, comprising multi-media production system, established within the USSOCOM Joint Intelligence Center
- Survey dissemination via on-line and digital media
- Evolutionary acquisition program

Status
- ISP has been designed as a migration system by the Assistant Secretary of Defense (Command, Control, Communications, and Intelligence)
- Prototype/integration contract awarded: August 1995
- Operational test and evaluation conducted: June 1996-September 1997
- Fielded all production and data collection systems
- Post Milestone 3 and in sustainment

Contractor
Intergraph Corp.; Huntsville, Alabama

Special Operations Tactical Video System (SOTVS)

Mission

Execute special reconnaissance missions by SOF in support of national and theater CINC war-fighting requirements

Description

- Digital system to capture and transfer tactical ground imagery between forward areas and operating bases, with capability to operate in diverse and rugged operational environments
- Validated requirement for 477 Mission Kits that includes one of three Imaging Apparatus (a splashproof still camera, a waterproof still camera, or a splashproof video camera) and a Field Computing Device (FCD), including image compression/manipulation software
- FCD will annotate the digital images (both still and video) and interface with existing secure radios to support transmission to higher command echelons; no communication gear or radios of any kind will be procured as part of this program

Status

- SOTVS has been declared by the USSOCOM Acquisition Executive as an Acquisition Reform Pilot Program
- Initial contract award for test articles scheduled: third quarter FY 2000
- Combined Development Test/Operational Test (DT/OT) scheduled: first quarter FY 2001
- IOC: third quarter FY 2001

Special Mission Radio System (SMRS)

Mission

Provide reliable, secure C2 communications via voice and data over varying distances

Description

- A low-power, high-frequency radio set
- Features automatic link establishment, embedded COMSEC, and internal modem
- Frequency range of 1.6-60.000MHz
- Transmitter power selectable up to 10 watts
- Improved weight/size and power consumption over AN-PRC-70, AN/PRC-74, and AN/PRC-104 systems (rucksack load reduction over PRC-70 from 46.8 lbs. to 10 lbs.)
- Provides reliable communications for C2 by reducing dependency on availability of limited UHF satellite channels

Status

- Initial production: 1995-98; upgrade planned for 1001 systems: FY 2000
- Evolutionary program; IOC: June 2000

Family of Loudspeakers (FOL)

Mission
Provide high-quality loudspeaker broadcast system to target areas in support of SOF and conventional forces when deployed by mobile PSYOP forces

Description
- System of loudspeakers mounted on wheeled vehicles, maritime combatant craft, rotary-wing aircraft, and dismounted version for manpacked ground operations; provides enhanced, high-quality recorded live audio, dissemination, and acoustic-deception capabilities
- Replaces obsolete loudspeaker systems

Status
- U.S. Army Communications and Electronics Command (USACECOM) awarded basic contract for delivery of Production Qualification Test (PQT) articles with negotiated production options: March 1996
- DT/OT was performed at Aberdeen Test Center and National Institute of Standards and Technology
- The Manpack variant received a Milestone III decision: December 1998
  Began fielding: October 1999
- The Vehicle/Watercraft variant received a Milestone III decision: April 1999
  First Article Testing scheduled: April 2000

Contractor
Raytheon Systems Center; St. Petersburg, Florida

CONDOR

Mission
Provide the capability to rapidly transmit and receive secure voice and data/messages from deployed elements to higher authority via tactical hand-held and/or mobile and semi-fixed unit facilities

Description
- Hand-held cellular telephone system operates in the terrestrial cellular mode or with commercial personal communications system (PCS) satellite services
- Based on commercial standards with removable NSA approved Type I communications security card
- Portable cellular site will provide local subscriber service for the forward support base, forward operating base, SF operational base, or intermediate support base
- Mobile Satellite Service (MSS) gateway will provide an interface between CONDOR and the public switched telephone network, defense red switched network, or other Government and commercial networks at the JSOTF

Status
- Operational Requirements Document approved: May 1997
- Completed feasibility studies to determine applicability of emerging GOTS and COTS technologies
- Established Memorandum of Agreement with Joint Tactical Radio System (JTRS) program office

Miniature Multiband Beacon (MMB)

Mission

Provides a dual-band portable radar transponder beacon that can be hand emplaced and oriented; in-flight navigation or pathfinder functions guide aircraft to remote targets during periods of poor visibility and can also serve as a direction aid for naval gunfire; augments drop zone (DZ) marking (multiple DZs with discrete codes) so that supply/personnel/heavy equipment drops can be made at precise ground points during resupply missions; provides both identification and location of austere assault zones for fixed- and rotary-wing aircraft and positive point of reference and identification for close air support missions; provides the controller with a means for accurate radar offset weapons delivery

Description

- MMB is a hand-held, dual-transponding (I and K bands) beacon that will replace several existing single-band beacons
- MMB will weigh less than two lbs. with battery and measure no more than 35 cubic inches.

Status

- Small Business Innovative Research (SBIR) program
- Phase I SBIR effort completed.
- Brassboard delivered and tested.
- Request for Information (RFI) for existing MMB systems resulted in no responses for COTS system.
- Request for Proposal (RFP) for SIBR Phase II FSD requested.
- Upon successful test of Full-Scale Development (FDS) systems, Small Business Innovative Research Phase III is expected for production.

Contractor

Sierra Monolithics; Redondo Beach, California

Leaflet Delivery System (LDS)

Mission

Provide accurate and reliable dissemination, from both short- and long-standoff ranges, of large quantities of PSYOP material into denied areas across the spectrum of war and peacetime operations.

Description

- Family of LDS variants to allow platform flexibility based on the operational scenario
- Two short-range variants are Wind Supported Air Delivery System (WSADS) and Precision Guided Canister Bomb (PGCB)
- Long-range standoff is greater than 750 miles; short-range standoff is 10-750 miles
- Long-range accuracy 500-750 meters circular error probability (CEP); short-range accuracy 250-500 meters CEP
- Long-range payload: 500-1000 pounds; Short-range payload: 75-150 pounds

Status

- Now in Concept Exploration Phase 0
- No viable long-range system available
- Two short-range Non-Developmental Items (NDI) systems will be acquired
- Foreign Comparative Test (FCT) funds approved for program testing
- WSAD MS I/II scheduled: December 1999
- PGCB MS I/II projected: second quarter FY 2001

Special Operations Forces Tactical Assured Connectivity System (SOFTACS)

Mission

Integrated suite of communication systems designed to provide high-capacity, digital, secure, interoperable transmission and switching requirements of emerging SOF C4I systems; provides assured connectivity and significantly increased information-transfer capability to deployed SOF C2 elements

Description

- Super-high-frequency (SHF), tri-band (X, C, Ku) tactical satellite terminal with integrated digital Satellite Communications (SATCOM) switching and equipment capabilities as reflected in the Army Warfighter Information Network (WIN) and DoD joint technical architecture
- Operates over military and commercial satellite space segments and provides high-capacity communications links to support voice, data, imagery, and video teleconferencing throughout the deployed SOF community
- Variant of the Army SHF Tri-band Advanced Range Extension Terminal (STAR-T) being procured for the Army, Marine Corps, and Joint Communications Support Element (JCSE)
- Interoperable with the Defense Information Systems Network (DISN), TRI-TAC, Mobile Subscriber Equipment (MSE), Ground Mobile Forces (GMF) SATCOM terminals, SCAMPI, and other service/agency tri-band SHF ground terminals
- Evolutionary technology program with the following technological insertions: Secure Telephone Equipment (STE); Tropospheric-Satellite Support Radio (TSSR); Message Gateway System (MGS); Tactical Local Area Network (TACLAN); External Tri-band Antenna (ETA) and Remote Trunking System (RTS)
- Heavy High-Mobility Multi-Wheeled Vehicle (HHV) mounted and transit case configurations

Status

- Four specifications-compliant, vehicle-mounted SOFTACS have been acquired and are being tested as low-rate initial production units
- Production decision for follow-on SOFTACS procurement expected: second quarter FY 2001

Contractor

Raytheon Systems Center; Marlborough, Massachusetts

Downsized Deployable Satellite Terminal (DDST)

Mission

Provides a lightweight, easily transportable satellite communications system to support C2, intelligence, logistics, and the mission-support functions of the theater SOC's deployed elements during the initial phase of an operation

Description

- SHF tri-band (X, C, Ku) 2.4 meter tactical satellite terminal
- Operates over military and commercial satellite space segments to provide a reach-back capability for deployed units and to provide common-user voice, data, and message service
- Comprised of a lightweight antenna with a satellite tri-band radio frequency unit, traveling wave tube assembly, tactical satellite signal processor, satellite communications modem, and three feedhorn assemblies
- Transported in 13 transit cases
- Total weight: approximately 1,150 pounds
- Connectivity to the Defense Satellite Communications System (DSCS) and SCAMPI satellite assets, and the SOF Intelligence Vehicle

Status

- Ten DDSTs were fielded to the theater SOCs and the 112th Signal Battalion: 1997
- Market survey underway to investigate possibilities for the next generation, enhanced DDST

Contractor

SSE Technologies; Vienna, Virginia

Special Operations Media System (SOMS) B

Mission

Provide enhanced tactical television and radio capabilities to produce, broadcast, record, and transmit programming material in support of PSYOP and CA missions

Description

- Tactical, mobile, deployable radio and television broadcast systems for production and dissemination of PSYOP products to audiences worldwide
- Rack-mounted broadcast and editing equipment configured in two independent subsystems: Mobile Radio Broadcast System (MRBS) and Mobile Television Broadcast System (MTBS)
- MRBS produces, broadcasts, records, and monitors commercial AM/FM/SW products over commercial frequencies from fixed locations using broadband directional and omni-directional antenna systems
- MTBS, with electronic news gathering (ENG), produces and broadcasts commercial VHF-TV broadcast-quality products, and has capability to record and monitor off-air VHF area broadcasts
- MTBS, with the Digital Video Distribution System (DVDS), adds the capability to transmit and receive broadcast-quality video up to 9.3 Mbps via the DDST
- Each MRBS/MTBS is C-130 deployable with drive-on/drive-off capability
- SOMS B replaces the transportable, amplitude-modulated transmitter 10 KWatt (TAMT-10), PSYOP air mobile dissemination system (PAMDIS), and AN/TSG-171 (ENG portion only)

Status

- Operational testing conducted: Joint Interoperability Test Center, Ft. Huachuca, Arizona, March-April 1997
- Full Rate Production Decision for MTBS approved: September 1997
  Full Rate Production Decision for MRBS: October 1997
- First unit equipped: 17th PSYOP Bn, Joliet, Illinois, August 1997
- As of December 1999, all six core configuration SOMS Bs have been delivered to 4th PSYOP Group, Ft. Bragg, North Carolina and 7th PSYOP Group, Joliet, Illinois and Los Alamitos, California
- Evolutionary acquisition program with planned technology insertions: FY 1999-2003

Contractor

Naval Air Warfare Center Aircraft Division, Special Communications Requirements Branch; St. Inigoes, Maryland

Deployable Print Production Center (DPPC)

Mission

To provide a rapidly deployable, self-contained, shelter-mounted system for creating, editing, and producing PSYOP print products in forward-deployed locations

Description

- Rapidly deployable, 1497B-Shelterized system mounted on a heavy HMMWV with C-130 roll-on/roll-off capability
- Consists of a computerized PSYOP product development workstation with multiple input sources (graphics, motion and still video, color scanner, etc.), desktop publishing, high-speed digital color duplicator, and paper cutter

Status

- Developmental testing (transportability, environmental, and safety) conducted: Aberdeen Test Center, September-December 1997
- Operational Testing conducted: Ft. Bragg, North Carolina, January-February 1998

- First unit equipped: 4th PSYOP Group, Ft. Bragg, North Carolina, June 1998
- Completed fielding: Five DPPCs fielded to 4th PSYOP Group, Ft. Bragg, North Carolina and 7th PSYOP Group, Joliet, Illinois and Los Alamitos, California, September 1999

Contractor

Naval Air Warfare Center Aircraft Division, Special Communications Requirements Branch; St. Inigoes, Maryland

Psychological Operations Broadcast System (POBS)

Mission

Provide strategic, wide-area, multi-media radio and television production, distribution, and dissemination capability in support of theater CINCs

Description

- Comprised of six interfacing systems that can stand alone or interoperate with other PSYOP systems as determined by mission requirements
- POBS includes the tactical SOMS B; the PSYOP Product Distribution System (PDS) that provides PSYOP inter- and intra-theater distribution capability for product edit and approval; the fixed-site Media Production Center (MPC) at Ft. Bragg, NC; a deployable Theater Media production Center (TMPC); and deployable flyaway packages consisting of any combination of AM, FM, SW, and TV transmitters

Status

- Fielding of SOMS B core configuration systems completed: December 1999
- Fielding of initial PSYOP PDS scheduled: January 2000 following user evaluation (November 1999)
- TMPC configuration design is in process, with developmental testing at Aberdeen Test Center planned: FY 2001
- As of December 1999, four of six POBS Operational Requirements Documents (ORDS) approved by USSOCOM
- POBS is an evolutionary acquisition program with planned technology insertions for all variants

Tactical Radio System (TRS)

Mission

Provides NSW combatant craft with critical intra-craft communications and an exterior command-and-control link to SOF base station, tactical aircraft, SOF and conventional U.S. and allied maritime platforms, and other SOF and conventional forces; enables crew members to communicate internally, boat-to-boat, or via tactical radios

Description

- Consists of four subsystems: radio control/interior (RC/I), drop-in communications package (DICP), communications helmet, and a single, multi-band antenna
- The multi-band antenna will consolidate existing HF, VHF, UHF, LOS, and UHF SATCOM antennas into a single antenna

Status

- Developmental and operational testing completed; 70 complete systems produced
- Multi-band antenna technology is pending development
- Forty-eight systems installed on the NSW RIB and 30-Ft. RIB
- Remaining systems to be installed on NSW RIB concurrent with NSW RIB production

Contractor

Naval Air Warfare Center, Aircraft Division; St. Inigoes, Maryland

Joint Base Station (JBS)

Mission

Provide a deployed SOF commander the ability to establish and maintain mobile- and fixed-combat, contingency, training, and administrative communications from any level within a theater of operations

Description

- Family of deployable base stations encompasses three component commands and theater SOC requirements
- Core capability (NSW Task Unit Van), Variant 1 (USASOC SF Base Station), Variant 2 (AFSOC Special Operations Communications Package, theater SOC and NSW Modular Communications), and Variant 3 (NSW Fixed-Base Station)
- Transportable, roll on/off, self-contained communications systems provide high data rate and continuous, reliable, long- and short-range communications
- Provides ability to rapidly transmit data between infiltrated elements and higher headquarters

Status

- Seven core production units completed and delivered to NAVSPECWARCOM: January 1997
- Two V1 low-rate initial production (LRIP) vehicular systems and one V1 LRIP transit case system fielded to USASOC
- Fifteen additional V1 vehicular systems and four V1 transit case systems in production
- Six Variant 2 (V2) systems fielded: AFSOC (4); three V2 systems in production for SOCSOUTH, SOCKOR, and SOCPAC
- Six legacy NSW MODCOM systems being upgraded to the V2 configuration
- Three new V2 systems in production for NAVSPECWARCOM
- Nine Variant 3 (V3) upgrades in production

Contractor

Naval Air Warfare Center, Aircraft Division; St. Inigoes, Maryland

Active Noise Reduction (ANR)

Mission

ANR is built into the headsets and helmets used by aircraft crew members and uses electronic noise canceling to reduce the noise level; the system detects the ambient noise signal, reverses the phase, matches the amplitude, and reinserts the signal into the ear cup to cancel high-amplitude noise levels in aircraft cockpits and cargo bays; reduces temporary and permanent hearing loss

Description

A "variable family" nomenclature for the ANR system has been established and designated as "headset electrical," active noise reduction, PRU-57(V)/P. The versions currently nomenclatured are:

- HGU-55/P fixed-wing helmet version preliminarily designated as PRU-57(V)1/P
- Headset version preliminarily designated as PRU-57(V)2/P
- SPH-4AF helicopter helmet version, which is yet to be assigned an official nomenclature

Status

- 1563 Bose ANR headsets have been delivered to AFSOC
- Currently an additional requirement for 370 SPH-4AF helicopter helmets

Contractors

- Headset: Bose Corporation; Framingham, Massachusetts
- HGU-55/P Helmet: TBD

Multi-Band Multi-Mission Radio (MBMMR)

Mission

Provide reliable, secure voice and data communications across the VHF and UHF bands with a single manpack radio

Description

- Frequency range: 30-512 MHz
- Features demand access multiple assignment (DAMA), embedded Type 1 COMSEC, SINCGARS, and HAVEQUICK II
- Transmitter power selectable up to 20 watts
- Reduces combat load by replacing numerous single-banded manpack radios currently used (i.e., AN/PRC-85, AN/PRC-113, AN/PRC-117, AN/PRC-119, AN/PSC-3, AN/PSC-5, LST-5B/C, and HST-4A) with one full-range/band radio system

Status

- Competitive acquisition strategy for NDI procurement
- Request for proposals released: February 1999
- Anticipate contract award: early FY 2000
- Test article delivery scheduled: mid FY 2000
- Full production decision: late FY 2000

Multi-Band Inter/Intra Team Radio (MBITR)

Mission

Provide reliable, secure voice and data communications on a user-selected frequency from 30-512 MHz utilizing a single, hand-held radio

Description

- VHF and UHF/LOS Simplex/Half Duplex hand-held radio
- Frequency range: 30-512 MHz, AM and FM
- Features embedded Type 1 COMSEC, SINCGARS SIP, and HAVE QUICK II
- Transmitter power selectable up to five watts
- Improved weight/size and power consumption by replacing numerous multi-frequency/ banded, hand-held radios currently used (i.e., AN/PRC-68, AN/PRC-126, MX-300, MX-300S, and MZ-300R) with one full range/band radio
- Immersible to 20 meters
- Operable to 30,000 feet

Status

- Contract awarded for test articles: March 1997
- Test articles available for testing: first quarter FY 1999
- Production planned for about 4,050 systems
- Milestone 2 completed; preliminary test report under review prior to initiation of Milestone 3

Contractor

Racal Communications Inc.; Rockville, Maryland

SCAMPI
Telecommunications System

Mission

Provide Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) communications services to SOF elements and garrison deployed through the SCAMPI Wide Area Network (WAN); DoD common-user services are provided to the SOF Component Commands, theater SOC, major subordinate SOF units, and other government agencies directly associated with the SOF community

Description

- Uses a meshed, dedicated hub and spoke network between four hubs and 35 nodes
- Gateways to DoD common-user (e.g., SIPRNET, JWICS, DRSN, Defense Red Switch Network) and SOF networks are located at the hubs and shared with subordinate SOF operational forces that do not have connectivity into the common-user networks
- Extension of SCAMPI Special Operations Services are extended to deployed SOF via tactical SCAMPI Gateways and satellite entry points; this gateway can handle eight simultaneous deployed nodes
- Bandwidth management is accomplished using Integrated Digital Network Exchange (IDNX) Time Division Multiplexers (TDM)
- Information is provided to SOF-deployed and fixed commands at two separate levels of security categories, Sensitive Compartmented Information (SCI) and Collateral Information (TOP SECRET and SECRET)
- Levels of security are separated and partitioned to take advantage of bandwidth share provided by the IDNX

Status

- SCAMPI projected to grow to 39 nodes and three deployable nodes: FY 2000
- Conversion from IDNX to ATM will begin Phase one of four: FY 2000
- Deployed SCAMPI will transition from IDNX to ATM: FY 2001

Special Operations Force Intelligence Vehicle (SOF IV)

Mission

Extends JDISS-SOCRATES to the tactical level as a single laptop or as a multiple-client server environment and ensures interoperability with Theater Intelligence Data Handling Systems; provides the warfighter with "leading-edge-technology" capabilities including near-real-time operational intelligence, imagery and video handling, intelligence production and dissemination, operator-to-operator interaction, mapping, message processing, connection to co-located assets, mission planning, and reach-back access to theater and national databases

Description

- System evolved from a HHMMWV/shelter/tent to scaleable equipment packages
- Message and data connectivity to national, theater, and command databases
- SCI system connectivity to the Joint Worldwide Intelligence Communications System (JWICS)
- Collateral access connectivity to SIPRNET
- Receipt and processing of national broadcasts through integration of MATT
- Receipt and processing of Automated M22 Broadcast through the S-band tactical automated receive (STAR) terminal
- Receipt and processing of broadcast from the Global Broadcast System (GBS)

Status

- Twelve systems fielded for two years; vehicle-mounted systems fielded: FY 1996
- FOT&E conducted on Evolutionary Block 2/3 Upgrades
- Approaching Milestone Decision in June with anticipated fielding of the Migration System: early FY 2000

Contractors

- Technical developer: BTG Inc.; Fairfax, Virginia
- Technical support: SAIC; McLean, Virginia

Joint Deployable Intelligence Support System-Special Operations Command Research, Analysis, and Threat Evaluation System (JDISS-SOCRATES)

Mission

Provides unprecedented access to both national and specially focused intelligence products using a wide-area, network-based, multi-functional intelligence system for USSOCOM headquarters, its component commands, and operating forces worldwide

Description

- Provides the warfighter with near-real-time operational intelligence, imagery and video handling, intelligence production and dissemination, operator-to-operator interaction, mapping, message processing, and access to theater and national databases
- Provides intelligence support to SOF worldwide, across the spectrum of conflict, and potentially to any SOF mission
- Provides intelligence, message, and data connectivity between the SOF community, national agencies, Department of State, and theater SOCs
- Provides SOF access to extensive intelligence databases already developed to support operations against likely targets, as well as the ability to quickly develop and tailor new databases to unexpected threats
- Compatible with Department of Defense Intelligence Information System (DODIIS) and JDISS national standards
- Compatible with national, service, and theater intelligence, data-handling systems

Status

JDISS-SOCRATES currently deployed at 32 sites, supporting more than 1,700 users

Contractors

- Integration management support: Technautics Inc.; Falls Church, Virginia
- Technical developer: Sverdrup Technology Inc.; Tullahoma, Tennessee

Command, Control, Communications, Computers, and Intelligence Automation System (C4IAS)

Mission

Provides a wide range of services from C4ISR capabilities to office automation tools; provides the conduit for various systems such as the Global Command and Control System (GCCS) to connect the SOF warfighter to the global infosphere

Description

- Consolidated nine previously separate automation programs and incorporated numerous local area networks into one centralized SOF-wide corporate information network
- Supports worldwide data transfer via the Non-secure Internet Protocol Routing Network (NIPRNET), the worldwide web, the Secret Internet Protocol Routing Network (SIPRNET), and SCAMPI
- Facilitates C2 throughout SOF
- Uses commercial-off-the-shelf/government-off-the-shelf (COTS/GOTS) hardware and software for minimal user training and standardization
- Uses standardized software applications such as Microsoft Office and Windows NT to facilitate interoperability across SOF
- Provides the SOF backbone for accommodating and interfacing automation systems, future architectures, and other requirements
- Provides support for the evolutionary acquisition of emerging technologies

Status

Currently fielded to USSOCOM headquarters and its component commands

Contractor

Program management support: Booz-Allen and Hamilton Inc.; McLean, Virginia

JSOFC2-MPARE MISSION

Mission

JSOFC2-MPARE is a USCINCSOC flagship program that integrates all special operations mission planning, analysis, rehearsal, execution, and C2 capabilities to achieve SOF and joint interoperability

Description

- Develops and guides the integration and use of commercial information and decision support tools, C2 systems, constructive simulations, and computer-based operational tools to enhance SOF daily management and combat capability during training, exercises, education, and military operations
- Will provide a common focus for all USSOCOM and component programs and systems to ensure fully integrated, continuously improving joint SOF C2 capabilities in the 21st century (JSOFC2 – XXI)

Status

- The Joint Special Operations Mission Planner (JSOMP), an MPARE concept within the theater, has been provided for evaluation to SOCCENT headquarters and units as proof of principle
- During FY 2000, SOC requirements will be identified as a basis for development of an operational capabilities to all SOCs by FY 2002. Priorities will be as follows: SOCEUR, SOCKOR, SOCSOUTH, SOCPAC, and SOCJFC. The goal is to have full operational capabilities for SOF at all levels of operations by 2010. The JSOFC2 – XXI requirement process will continue to be reviewed and updated every two years.
- JSOFC2-MPARE acquisition program initiation planned for FY 2001 with an evolutionary strategy to provide a coordinated set of DII/COE-compliant tools and applications for SOCOM headquarters, its component commands, and operating forces worldwide

Contractors

Technical developer: Naval Air Warfare Center, Training Simulation Division, Orlando, Florida; and Booz-Allen and Hamilton, Inc., McLean, Virginia

MISSION SUPPORT

Special Operations Forces Support Activity (SOFSA)

Mission

Provide joint SOF with options for dedicated logistics support capability worldwide

- The "cornerstone" for executing USSOCOM's special operations-peculiar logistics responsibilities to joint SOF worldwide
- The Center of Excellence for designated logistics commodities in the areas of SOF aviation and specified unit support

Description

- Cost Plus Award Fee contract
- Award fee provides incentives for contractor performance and cost control
- Customers have direct input on Award Fee determination
- Competitively awarded five-year USSOCOM logistics support contract; provides responsive and customized, tailored logistics support
- Customers pay only for work performed

SOFSA Core Capabilities (Extract)

- Fixed- and rotary-wing aircraft modifications
- Specialized aviation engineering support
- SOF communications-electronics repair
- SOF aviation parts storage and shipping work center
- SOF night-vision optics repair
- SOF weapons modification and repair program
- Specialized vehicle and maintenance work center
- Customized welding and specialized machine work centers
- Fabric and textile production work centers
- Secure compartmented maintenance facility, SCIF, and storage

Storefront Service Center

Mission

The Storefront Service Center serves as a one-stop entry point for SOF logistics support and provides logistics pipeline management for special operations-peculiar equipment

Description

- Provides SOF customers with assistance in supply information, repair and return information, and technical information
- Serves as on-site special operations-peculiar equipment customer service center at selected locations
- Provides support for logistics issues that affect special operations readiness
- Provides special operations-peculiar equipment support to deployed SOF warfighters
- Operates as a government-owned, contractor-operated operation; on-site Storefronts staffed with two personnel

Status

- USSOCOM tested this initiative by establishing a Storefront Service Center at Hurlburt Field, Florida: April 1999
- Based on the success of the proof-of-concept test, Storefront operations are being expanded to other locations
- Storefront Central operation within USSOCOM headquarters opened: April 1999
- Fort Bragg Storefront Service Center opened: September 1999
- NAVSPECWARCOM Storefront Service Center scheduled to open: early 2000

SOF Sustainment, Asset Visibility, and Information Exchange

Mission

The SOF Sustainment, Asset Visibility, and Information Exchange (SSAVIE) provides responsive and cost-effective logistics materiel support to maximize readiness and sustainability for SOF worldwide

Description

- Single customer-focused access for SOF logistics
- Integrated web-based logistics infrastructure
- Centralized materiel management
- Rules of engagement (business rules)
- SOF total asset visibility

Core Capabilities

- SOF logistics information management system
- On-line data access provides:
  - Web pages for programs and status
  - Fielding schedules
  - Supply and repair sites
  - Technical publications library
  - Life-cycle sustainment database
  - Special Operations-peculiar catalog
- Trouble center help desk

APPENDIX D
BUDGET AND MANPOWER

The SOF Budget

The FY 2001 budget request for SOF is approximately $3.7 billion. The SOF budget request by appropriation is shown in Table D-1.

Table D-1
SOF Budget ($ Millions)

Appropriation	FY 2000	FY 2001
MILPERS*	$1,502.0	$1,540.4
O&M	1,295.9	1,356.6
Procurement	729.1	525.3
RDT&E	237.7	244.6
MILCON	54.8	74.5
Totals	**$3,819.5**	**$3,741.4**

* Funded in the MILPERS accounts of the military departments

Personnel

Funding for military personnel is included in the military personnel accounts of the military departments. Table D-2 depicts the manpower end strength data for FY 2001.

Table D-2
Manpower End Strength

Category	FY 2000	FY 2001
Active Military		
Officer	5,353	5,389
Enlisted	23,867	23,775
Total Active	**29,220**	**29,164**
National Guard		
Officer	705	705
Enlisted	2,990	2,990
Total National Guard	**3,695**	**3,695**
Reserve		
Officer	2,737	2,735
Enlisted	7,308	7,308
Total Reserve	**10,045**	**10,043**
Civilian		
U.S. Direct Hire	**2,781**	**2,788**
Totals	**45,741**	**45,690**

Operation and Maintenance

The Operation and Maintenance (O&M) appropriation covers the costs of operating and maintaining SOF and related support activities. This includes civilian pay; services for maintenance of equipment, real property and facilities; fuel;

consumable supplies; spares; and repair parts for weapons and equipment. Table D-3 details the FY 2001 funding for O&M budget activity (BA) areas.

Table D-3
Operation and Maintenance Budget ($ in Millions)

Budget Activity	FY 2000	FY 2001
Operating Forces	$1,204.6	$1,263.6
Training	49.4	49.1
Administrative	41.9	43.9
Totals	**$1,295.9**	**$1,356.6**

- **Operating Forces** — BA 1 includes necessary resources for SOF tactical units and organizations, including costs directly associated with unit training, deployments, and participation in contingency operations. Resources support civilian and military manpower, SOF-peculiar and support equipment, fielding of SOF equipment, routine operating expenses, and necessary facilities. BA 1 is divided into two activity groups: special operations operational forces and special operations operational support.

- **Training** — BA 3 includes resources for O&M costs directly attributable to supporting the component special operations schools. USSOCOM operates the John F. Kennedy Special Warfare Center and School at Fort Bragg, North Carolina; the Naval Special Warfare Center at Coronado, California; and the Air Force Special Operations School at Hurlburt Field, Florida. Also included are training development and support activities. The schools and centers provide mobile training teams to support the operational forces as required. SOF aircrew training and training at the joint readiness training center (JRTC) are directly related to SOF Operational Forces. The SOF medical training center at Fort Bragg, North Carolina provides modularized qualification, advanced enhancement, and limited sustainment medical training for joint SOF.

- **Administrative** — BA 4 provides resources for O&M costs supporting SOF-peculiar acquisition programs being developed or procured. Funding is executed by the SOAL. Funds acquisition program management, engineering, and logistical support for SOF tactical acquisition programs. Support includes funding for travel, operational testing and evaluation support, and related supplies and equipment. Funds civilian program management and general contractor support for SOAL to include support equipment, necessary facilities, SOAL civilians, and costs associated with the management of SOAL.

Procurement

The FY 2001 Procurement budget allocates funds for mobility, ammunition, communications, intelligence, and miscellaneous programs as shown in Table D-4.

Table D-4
Procurement Budget ($ in Millions)

Program	FY 2000	FY 2001
Mobility	$272.8	$196.2
Ammunition	53.5	62.6
Comm Equip & Electronics	84.0	74.4
Intelligence	20.0	32.3
Miscellaneous	298.8	159.8
Totals	**$729.1**	**$525.3**

- **Mobility** programs, the largest mission area in procurement, includes funds for completion of major aircraft and maritime procurement programs.

- The **Ammunition** budget will be used primarily to procure munitions for training, operations, and war reserve stocks.

- **Communications Equipment and Electronics** programs will continue to procure lighter, more reliable communications equipment that will be an improvement over current systems.

- **Intelligence** programs are consolidated into one SOF budget line item. This consolidation emphasizes the importance of effective management in an area that is critical and essential to special operations.

Mobility Programs

Table D-5 depicts the FY 2001 budget for Mobility programs.

Table D-5
Mobility Programs ($ in Millions)

Program	FY 2000	FY 2001
Rotary-Wing Upgrades	$81.6	$68.5
SOF Training Systems	2.1	2.4
MC-130H Combat Talon II	16.8	10.4
CV-22 SOF Modifications	3.6	8.5
AC-130U Gunship Acquisition	26.6	13.9
C-130 Modifications	103.1	26.2
Aircraft Support	1.7	2.2
Advanced SEAL Delivery System	15.4	48.0
Submarine Conversion	3.3	1.6
SOF Combatant Craft Systems	18.6	14.5
Totals	**$272.8**	**$196.2**

- **Rotary-Wing Upgrades and Sustainment** funding provides for a variety of critical improvements to the A/MH-6, MH-60L/K, MH-53J, and MH-47D/E aircraft. These aircraft must be capable of operating at extended ranges under adverse weather conditions to infiltrate, provided logistics for, reinforce, and exfiltrate SOF. This program provides ongoing survivability, reliability, maintainability, and operational upgrades as well as procurement appropriation sustainment costs for fielded rotary-wing aircraft and subsystems to include forward basing of MH-47E helicopters.

- Funds for the **SOF Training Systems** will integrate and support MH-47E/MH-60K aircraft simulator with upgrades, including avionics 15.0, aircraft survivability equipment, and integrated aircraft systems.

- The **MC-130H Combat Talon II** is a production and sustainment program in which a specialized avionics suite has been integrated into a C-130H airframe. Its mission is to conduct night, adverse-weather, low-level, long-range operations in hostile, politically denied/sensitive, defended areas to infiltrate, resupply, or exfiltrate SOF and equipment. All MC-130H aircraft were procured in prior years; ongoing efforts focus on meeting operational requirements in the System Operational Requirements Document by establishing organic intermediate- and depot-level maintenance capability on the APQ-170 Radar, Nose Radome, and AP-102A Mission Computer.

- The **CV-22 SOF Modification** program provides for SOF modifications to the V-22 vertical-lift, multi-mission aircraft. The Navy is the lead service for the joint V-22 program and is responsible for managing and funding the development of all V-22 variants, including the CV-22. The Air Force will procure and field 50 CV-22 aircraft and support equipment for USSOCOM, conduct Initial Operational Test and Evaluation, and provide Type I training. USSOCOM funds the procurement of SOF-peculiar systems, e.g., terrain-following radar, electronic warfare suite, etc. The Air Force will fund 85 percent of the procurement cost for CV-22 training systems; USSOCOM funds 15 percent.

In addition, FY 2001 funds incorporate Pre-planned Product Improvements into the first CV-22 production lot.

- The FY 2001 **AC-130U Gunship** program provides a reduced level of interim contractor support and piece part spares procurement, completes procurement of depot-level-peculiar support equipment, and begins a reliability and maintainability assessment of system line-replaceable and shop-replaceable units. The program also continues software integration laboratory support, post-production support, and test program set modifications.

- The **C-130 Modification** program provides for numerous modifications to various models of the C-130 aircraft. The FY 2001 program includes: completion of interim contractor support (ICS) on the 85-185L(A); auxiliary power unit upgrade on the MC-130H and AC-130U aircraft; procurement of final data and ICS for AC-130H Low Light Level TV (LLLTV) program; completion of communications system upgrade for AC-130U; completion of the AC-130U radar upgrade for higher resolution and improved projectile impact prediction; procurement of production installs for the Gas Turbine Compressor; installation of the first four ALE-47s; upgrade of AC-130U All Light Level TV laser illuminator; complete retrofit of AC-130U fleet with the ALR-69 radar warning receiver; and funding of field-requested minor modifications required to maintain operational capabilities of SOF C-130 aircraft.

- The **Aircraft Support** program continues procurement of avionics to enhance C-17 capabilities for USSOCOM special operations low-level missions and the continuation of EC-137 communications upgrades and other airworthiness requirements as directed by the Federal Aviation Administration.

- Funding for the **Advanced SEAL Delivery System (ASDS)** provides engineering and planning yard support, government-furnished equipment, host submarine conversion and support equipment, peculiar support equipment, ASDS alterations, and long lead-time material for major subcomponents of Vehicle No. 2. The ASDS is a manned combatant mini-submarine used for the clandestine delivery of SEAL personnel and weapons and will provide the requisite range, endurance, payload, and other capabilities for operations in a full range of threat environments.

- The **Submarine Conversion** program modifies Submarine Ship Nuclear (SSN) 688 class submarines to host dry deck shelters (DDS) and ASDS. FY 2001 funding completes the fit-up of one SSN-688 Class Submarine and updates logistics support.

- The **SOF Combatant Craft Systems** program provides a short-range surface mobility platform for SOF insertion and exfiltration. The program supports the procurement of craft, trailers, prime movers, deployment packages, contractor logistics, and engineering support.

Ammunition Programs

Table D-6 presents the FY 2001 Ammunition budget request.

Table D-6
Ammunition Programs
($ in Millions)

Program	FY 2000	FY 2001
Ordnance Replenishment	$37.6	$36.6
Ordnance Acquisition	15.9	26.0
Totals	**$53.5**	**$62.6**

- Funding for **Ordnance Replenishment** provides replenishment munitions to support Navy SOF peacetime expenditures, combat reserve quantities, and training ammunition required to maintain AC-130 Gunship crew mission-related readiness skills.

- The **Ordnance Acquisition** program includes funds to meet the inventory objectives for war reserve and training on a variety of items developed and modified for SOF. This includes selectable lightweight attack munition (SLAM), SOF demolition kit, 40mm refuze, remote activated munitions system (RAMS), IMP 105, multi-purpose anti-armor/anti-personnel weapons system (MAAWS), and improved limpet mine (ILM).

Communications Program

SOF units require communications equipment that will improve their warfighting capability without degrading their mobility. The SOF Communications Program represents a continuing effort to procure lightweight and efficient SOF C4 capabilities. Table D-7 shows the distribution of funds for this program. USSOCOM has developed an overall strategy to ensure that C4 systems continue to provide SOF with the required capabilities into the 21st century. This integrated network of systems provides positive C2 and the timely exchange of intelligence and threat warning to all organizational echelons. The C4 systems that support this new architecture will employ the latest standards and technology by transitioning from separate systems to full integration with a multitude of existing and projected national C4 assets.

Table D-7
Communications Programs
($ in Millions)

Program	FY 2000	FY 2001
SMRS	$4.2	$3.9
NSW Tactical Radio	0.9	0.0
MBMMR	5.7	16.5
MBITR	11.7	3.4
CONDOR	0.3	0.0
Miniature Multiband Beacon	0.0	1.0
SOFTACS	14.6	22.3
Joint Base Station	19.9	4.0
SO Comm Assemblage IMP	3.5	2.9
SOF C4IAS	17.0	10.7
SCAMPI	4.7	8.8
VTC	1.2	0.3
HQ C4I Systems	0.3	0.3
MPARE	0.0	0.3
Totals	**$84.0**	**$74.4**

Intelligence Programs

USSOCOM consolidates Intelligence programs in one budget line item to emphasize the importance of effective management in an area that is critical and essential to special operations. Table D-8 shows the distribution of funds for these programs. Funds for Silent Shield, the airborne subset of an evolutionary Joint Threat Warning System (JTWS), will provide 27 communications surveillance systems, 21 tactical data receivers, engineering change orders, and initial spares. Funds for PRIVATEER, the maritime subset of JTWS, will procure the standards compliance evolutionary technology insertion (ETI) for 20 MK-Vs and seven PCs, the modern-modes exploitation ETI for 20 MK-Vs and seven PCs, and the SATCOM antenna ETI for seven PCs. The SOTVS program, which will provide a capability to forward digital/video imagery near-real time via current or future communication systems, will procure four low-rate, initial production, splashproof, single-frame video grab (SVIB)

cameras; 101 splashproof, still digital (SVIA) cameras; 35 splashproof, single-frame video grab cameras; 46 SV2s; software and data controllers; initial cadre training; and initial spares. The Joint Deployable Intelligence Support System/SOC Research, Analysis, and Threat Evaluation System (JDISS/SOCRATES) program will provide enhancements to intelligence preparation of the battlefield, joint intelligence fusion, collection asset management, automated language translation, and meteorological and oceanographic system capabilities.

Table D-8
Intelligence Programs ($ in Millions)

Program	FY 2000	FY 2001
MATT	$ 2.1	$ 0.0
Silent Shield	1.8	11.0
PRIVATEER	0.5	2.5
SOTVS	0.6	7.0
JDISS/SOCRATES	11.4	11.8
JTWS	1.0	0.0
SOF IV	2.6	0.0
Totals	**$20.0**	**$32.3**

Miscellaneous Programs

The FY 2001 budget for Miscellaneous programs is displayed in Table D-9.

- **Small Arms and Weapons** provides small arms and combat equipment in support of SOF and procures a variety of weapons and equipment to include: MK93 tri-purpose M60/40MM/.50 CAL boat gun mounts; SOF-peculiar modification to the M4 carbine (SOPMODM-4) accessory kit items; lightweight, environmental protective handwear and headgear to meet the inventory objectives and additional body armor/load carriage systems; improved night/day observation/fire control devices; heavy sniper rifles to meet war reserve and training inventory objectives; and 5.56 lightweight machine guns to meet inventory objectives.

- **Maritime Equipment Modifications** provide for PC and MK-V maritime modifications. The FY 2001 program includes the PC upgrade of existing integrated bridge system (IBS) to incorporate evolving technologies including a complete electronic chart display information system, visual line of bearing integration, radar overlay capability, operator interface improvements and hardware upgrades for faster processing, display, and dissemination of IBS data, as well as installation of main propulsion diesel engine noise reduction.

- The **Spares/Repair Parts** program finances both initial weapon system and aircraft modification spares for SOF fixed- and rotary-wing aircraft. Initial weapon system spares include new production spares, peculiar support equipment spares, and updates to existing spares required to support initial operations of new aircraft and increases in the inventory of additional end items. Aircraft modification spares include new spare parts required during the initial operations of modified airborne systems. These funds reimburse the Air Force Stock fund for SOF initial spares provisioned with Air Force Stock fund obligation authority.

Table D-9
Miscellaneous Programs ($ in Millions)

Program	FY 2000	FY 2001
Small Arms/Weapons	$25.1	$11.8
Maritime Equipment MODS	2.2	0.9
Spares/Repair Parts	27.8	11.8
SOF Maritime Equipment	4.9	5.8
Miscellaneous Equipment	10.0	14.4
SOFPARS	2.4	2.0
Op Force Enhancements	214.9	105.5
PSYOP Equipment	11.6	7.6
Totals	**$298.9**	**$159.8**

- **SOF Maritime Equipment** provides necessary equipment to enable NAVSPECWARCOM to meet specific requirements for the execution of special operations and fleet support missions as the Naval Component of USSOCOM. Numerous items of equipment, such as small craft, open- and closed-circuit scuba equipment, and mine countermeasure equipment are required for the NSW component to execute their unique, special operations missions.

- **Miscellaneous Equipment** provides for various types of low-cost procurement equipment that do not reasonably fit in other USSOCOM procurement line categories. Examples include: joint operational stocks, a USSOCOM managed stock of materiel designed to provide joint SOF access to immediately available equipment, such as night vision devices and optics, weapons, communications, personnel protection, and bare base support; civil engineering support equipment; and NSW sustainment equipment.

- The **SOF Planning and Rehearsal System (SOFPARS)** is an integrated family of mission planning systems supported by intelligence databases and imagery that will be used by planners within the SOF command structure worldwide to plan and preview SOF missions. FY 2001 funds procure 193 laptop mission planning systems, four deployable planning cells, and continues life-cycle replacement.

- The **PSYOP Equipment** budget procures equipment designed to induce or reinforce foreign or hostile attitudes and behavior favorable to U.S. national objectives. The FY 2001 program will procure 7 wind-supported air delivery systems, continued evolutionary technology insertions for the mobile radio broadcast system and the mobile television broadcast system, and various components of the PSYOP broadcasting system.

Research, Development, Testing & Evaluation (RDT&E)

Modern technology provides the essential advantage for many special operations. Consequently, resources are requested for SOF RDT&E each year. Most of the funds requested for FY 2001 will be used to improve current systems, components, and subsystems. Table D-10 shows how RDT&E funds will be budgeted for FY 2001.

Table D-10
RDT&E Budget ($ in Millions)

Program	FY 2000	FY 2001
Sml Bus Innovative R&D	$ 4.9	$ 0.0
Tech Base Development	6.9	7.3
Adv Tech Development	7.7	7.8
Intelligence Systems	5.1	3.0
Medical Technology	3.9	2.1
SOF Oper Enhancements	61.8	87.1
Tactical Sys Development	147.4	133.5
Spec Recon Capability	0.0	3.8
Totals	**$237.7**	**$244.6**

- The **Technology Base Development** program targets initiatives designed to advance technologies that meet critical SOF needs. These include reduced electronic signature of SOF aircraft, lightweight power sources, and innovative weapons. Technology programs of other DoD and non-DoD organizations are reviewed to identify opportunities to cooperatively exploit emerging technologies and avoid duplication of effort. This approach of leveraging SOF funds maximizes the return on investment of SOF technology base dollars.

- The **Advanced Technology Development** program adapts available technology to rapidly develop prototype equipment to fulfill key SOF and low-intensity conflict (LIC) requirements. In FY 2001, the program consists of the special operations special technology (SOST) project. The SOST project focuses on meeting requirements that are special mission, time sensitive, and SOF peculiar.

- The **Intelligence Systems Development** program funds are used to develop and test selected special operations equipment that provides timely intelligence support to deployed forces.

- The **Medical Technology** program provides basic and exploratory research and development funds for SOF-unique medical requirements. Funds will be used in the seven following areas of investigation: combat casualty management, decompression procedures for SOF diving operations, exercise-related injuries, inhaled gas toxicology, medical sustainment training techniques, mission-related physiology, and thermal protection.

- The **Tactical Systems Development** program develops, tests, and integrates selected specialized equipment to meet SOF-unique requirements. Projects under this program normally apply available technologies. Table D-11 details use of funds for the program.

Table D-11
Tactical Systems Programs ($ Millions)

Program	FY 2000	FY 2001
Aircraft Defensive System	$ 11.6	$ 19.0
AC-130U	1.3	1.3
PSYOP Adv Dev	0.8	0.3
SOF Aviation	7.2	13.4
Underwater Sys Adv Dev	43.3	10.4
SOF Surface Craft Adv Sys	4.6	1.8
SOFPARS	3.1	3.3
Wpns Sys Adv Dev	0.9	0.9
SOF Training Systems	9.2	8.7
Comm Adv Dev	2.7	3.6
Munitions Adv Dev	4.7	11.8
SOF Misc Equip Adv Dev	0.3	0.5
Aviation Sys Adv Dev	17.4	18.0
CV-22	32.2	40.5
SOF Oper Enhancements	8.1	0.0
Totals	**$147.4**	**$133.5**

- The **Aircraft Defensive Systems** project identifies hardware and software enhancements for each SOF aircraft that will reduce detection, vulnerability, and threat engagement from threat radars, thereby increasing the overall survivability of SOF assets. The FY 2001 program will include DT/IOT&E of the C-130 engine infrared suppression system and continued support of the UK/US developmental production program for directional infrared countermeasures (DIRCM) for C-130 aircraft.

- **AC-130U** activities include completion of the system integration laboratory rehost effort; continued development of the cooperative effort with Air Force laboratory to analyze and demonstrate gunship-related emerging technologies; continued verification/validation of technical orders; and continued annual software flight test operations and support.

- The **PSYOP** project integrates and tests evolutionary technology insertions for the SOMS-B program.

- **SOF Aviation** continues MH-47/MH-60 and A/MH-6 projects, including continuation of the combined integrated infrared countermeasures, prototype testing of the MELB, rehost of integrated avionics system software onto new mission processor, and modification of the Army aircraft C2 antenna pack to conform to existing SOF-unique configuration.

- **Underwater Systems Advanced Development** projects include continuing development of the ASDS, NSW very-shallow-water mine countermeasures, swimmer transport device, and SEAL delivery system electronics.

- **SOF Surface Craft Advanced Systems** provides for conversion of a commercial prototype into a combatant craft and operational testing.

- **Special Operations Forces Planning and Rehearsal System (SOFPARS)** is an automated mission planning capability to support SOF and consists of the SOF version of the Air Force mission support system (AFMSS) and the SOF portable computer flight planning system (PFPS). The FY 2001 program provides continued development of software architecture interfaces to service/component mission planning, rehearsal, and execution systems.

- **Weapons Systems Advanced Development** provides development and testing of specialized, lightweight individual weapons, and combat equipment to meet the unique requirements of SOF. FY 2001 funding provides M4 modifications kits to increase lethality and enhance target acquisition and fire control, both day and night, in close quarters combat, and out to 500m range. In addition, the Lightweight Environmental Protection provides SOF operators with wet-weather handwear, headgear, and footwear.

- **SOF Training Systems** funds analysis, development, testing, and integration of SOF training and mission rehearsal systems and upgrades. Funding is provided for the AC-130U gunship aircrew training device/testbed, the Light Assault Attack Reconfigurable Simulator (LASAR for the MELB), and High-Level Architecture (HLA) development.

- The **Communications Advanced Development** project includes several important communications items, such as improved radios, message entry devices, and antennas. FY 2001 funds will be used for initial testing and evaluation of a special mission radio system vehicle kit; continued test and evaluation of new technologies in support of evolutionary technology insertions (ETIs) for all variants of the joint base station; test-bed operations for block 3ETIs and market research for block 4ETIs for SOF tactical-assured connectivity; and continued development and integration of the mission planning, analysis, rehearsal, and execution system.

- **Munitions Advanced Development** projects provide specialized munitions for unique SOF requirements. For FY 2001, these include the improved limpet mine, the SOF demolition kit, and time-delay firing device.

- **Miscellaneous Equipment Advanced Development** provides development and testing of miscellaneous equipment items.

- The **Aviation Systems Advanced Development** investigates the applicability of already developed and maturing technologies that have great potential for direct application to the development and procurement of specialized equipment to meet unique SOF aviation requirements. The FY 2001 program begins development of AC-130U P3I, and continues aviation engineering analysis, MC-130H air refueling ground and flight testing, and the common avionics architecture for penetration.

- The **CV-22** acquisition program delays the incorporation of some operational capabilities until the completion of block 10 improvements. Block 10 consists of integrating directional infrared countermeasures, troop commander situational awareness connections, ALE-47 control relocation, 2nd forward-firing chaff and flare dispenser, AVR-2A laser detection, AAR-54 warning sensor upgrade, hover couple altitude to 5 feet, and dual digital map. The FY 2001 program continues development of RAA block 10 changes; begins development

of post-initial operational capability block 10 changes; begins risk reduction for Suite of Integrated Radio Frequency Countermeasures and CV-22 JASS software integration; and continues program office support for the block 10 program.

Military Construction

Table D-12 details funding for the SOF Military Construction program.

Table D-12
MILCON Budget ($ Millions)

Location - Project	FY 2000	FY 2001
NAB Coronado, California		
SOF NSW Command and Control Addition	$ 6.0	
SOF Applied Instruction Facility		$ 4.3
NAS North Island, California		
SOF Small Craft Berthing Facility		1.3
Eglin Auxiliary Field 9, Florida		
SOF Airfield Readiness Improvements		3.0
SOF Hot Cargo Pad		7.3
SOF Corrosion Control Facility		8.1
SOF AGE Maintenance/Dispatch Complex		4.8
Fort Benning, Georgia		
SOF Regimental Command and Control Facility	8.9	
Fort Campbell, Kentucky		
SOF Flight Simulator Facility		5.4
SOF Tactical Equipment Complex		6.4
SOF Equipment Maintenance Complex		4.5
MS Army Ammunition Plant, Mississippi		
SOF Small Craft Training Complex	9.0	
Ft. Bragg, North Carolina		
SOF Battalion Operations Complex	16.7	
SOF Deployable Equipment Facility	1.5	
SOF Media Operations Complex		8.6
Fleet Combat Training Center-atlantic, Dam Neck, Virginia		
SOF Mission Support Facility	4.7	
SOF Operations Support Facility		5.5
Naval Air Station, Oceana, Virginia		
SOS Operations Support Facility		3.4
Naval Amphibious Base, Little Creek, Virginia		
SOF Air Operations Facility		5.4
Naval Station, Roosevelt Roads, Puerto Rico		
SOF Boat Maintenance Facility		1.2
Taegu Air Base, Korea		
SOF Tactical Equipment Maintenance Complex		1.5
Planning and Design	5.7	3.8
Minor Construction	2.3	
Totals	**$54.8**	**$74.5**

APPENDIX E
GLOSSARY

Air Force special operations forces (AFSOF) – those active and reserve component Air Force forces designated by the secretary of defense that are specifically organized, trained, and equipped to conduct and support special operations (Joint Pub 1-02)

antiterrorism (AT) – defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military forces (Joint Pub 1-02)

area oriented – personnel or units whose organization, mission, training, and equipping are based on projected operational deployment to a specific geographic or demographic area (Joint Pub 1-02)

armed reconnaissance – a mission with the primary purpose of locating and attacking targets of opportunity (i.e., enemy materiel, personnel, and facilities, in assigned general areas or along assigned ground communications routes) and not for the purpose of attacking specific briefed targets (Joint Pub 1-02)

Army special operations forces (ARSOF) – those active and reserve component Army forces designated by the secretary of defense that are specifically organized, trained, and equipped to conduct and support special operations (Joint Pub 1-02)

campaign plan – a plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space (Joint Pub 1-02)

civil administration – an administration established by a foreign government in (1) friendly territory, under an agreement with the government of the area concerned, to exercise certain authority normally the function of the local government, or (2) hostile territory, occupied by U.S. forces, where a foreign government exercises executive, legislative, and judicial authority until an indigenous civil government can be established (Joint Pub 1-02)

civil affairs (CA) forces – military units, detachments, or other military organizations that are designated as "civil affairs" organizations and are mission oriented and trained to plan, direct, and conduct civil affairs activities; also includes personnel who are trained and qualified in civil affairs and meet the qualifications of civil affairs as determined by their service (Joint Pub 3-57)

civil-military operations (CMO) – the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and non-governmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate and achieve U.S. objectives. Civil military operations may include performance by military forces of activities and functions normally the responsibility of local, regional, or national governments. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated CA forces, by other military forces, or a combination of CA forces and other forces. (Joint Pub 3-57)

civil-military operations center (CMOC) – an ad hoc organization, normally established by the geographic combatant commander, to assist in the coordination of activities of engaged military forces, and other U.S. Government agencies, nongovernmental organizations, private voluntary organizations, and regional and international organizations; there is no established structure, and its size and composition are situation dependent (Joint Pub 1-02)

clandestine operations – an operation sponsored or conducted by governmental departments or agencies in such a way as to assure secrecy or concealment; differs from a covert operation in that emphasis is placed on concealment of the operation rather than on concealment of the identity of the sponsor. In special operations, an activity may be both covert and clandestine and may focus equally on operational considerations and intelligence-related activities. (Joint Pub 1-02)

combat search and rescue (CSAR) – a specific task performed by rescue forces to effect the recovery of distressed personnel during war or military operations other than war (Joint Pub 1-02)

combat weathermen – Air Force personnel who provide specialized meteorological, environmental, and oceanographic services for worldwide employment of joint special operations forces. As an ancillary mission, combat weathermen also have the capability to deploy forward to provide meteorological and oceanographic data in data-denied areas.

combating terrorism (CBT) – all actions, including *antiterrorism* (defensive measures taken to reduce vulnerability to terrorist acts), *counterterrorism* (offensive measures taken to prevent, deter, and respond to terrorism), *terrorism consequence management* (preparation for and response to the consequences of a terrorist incident/event), and *intelligence support* (collection and dissemination of terrorism-related information) taken to oppose terrorism throughout the entire threat spectrum, to include terrorist use of WMD and/or high explosives.

command and control warfare (C2W) – the integrated use of operations security, military deception, psychological operations, electronic warfare, and physical destruction, mutually supported by intelligence, to deny information to, influence, degrade, or destroy adversary command and control capabilities, while protecting friendly command and control capabilities against such actions. Command and control warfare is an application of information warfare in military operations and is a subset of information warfare. Command and control warfare applies across the range of military operations and all levels of conflict. (Joint Pub 1-02)

contingency – an emergency involving military forces caused by natural disasters, terrorists, subversives, or required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response, and special procedures to ensure the safety and readiness of personnel, installations, and equipment. (Joint Pub 1-02)

counterdrug (CD) activities – those active measures taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs (Joint Pub 1-02)

countermine operation – in land mine warfare, an operation to reduce or eliminate the effects of mines or minefields (Joint Pub 1-02)

counterproliferation (CP) – the activities of the Department of Defense across the full range of U.S. government efforts to combat proliferation of nuclear, biological, and chemical weapons, including the application of military power to

protect U.S. forces and interests; intelligence collection and analysis; and support of diplomacy, arms control, and export controls. Accomplishment of these activities may require coordination with other U.S. government agencies.

counterterrorism (CT) – offensive measures taken to prevent, deter, and respond to terrorism (Joint Pub 1-02)

covert operation – an operation that is so planned and executed as to conceal the identity of or permit plausible denial by the sponsor; differs from a clandestine operation in that emphasis is placed on the concealment of the identity of the sponsor rather than on concealment of the operation (Joint Pub 1-02)

deployment – the relocation of forces and materiel to desired areas of operation; encompasses all activities from origin or home station through destination, specifically including intra-continental United States, inter-theater and intra-theater movement legs, staging, and holding areas (Joint Pub 1-02)

direct action (DA) – short-duration strikes and other small-scale offensive actions by special operations forces to seize, destroy, capture, recover, or inflict damage on designated personnel or materiel. In the conduct of these operations, SOF may employ raid, ambush, or direct-assault tactics; emplace mines and other munitions; conduct stand-off attacks by fire from air, ground, or maritime platforms; provide terminal guidance for precision-guided munitions; and conduct sabotage. (Joint Pub 1-02)

dry deck shelter (DDS) – a shelter module that attaches to the hull of a specially configured submarine to provide the submarine with the capability to launch and recover special operations personnel, vehicles, and equipment while submerged; provides a working environment at one atmosphere for the special operations element during transit and has structural integrity to the collapse depth of the host submarine (Joint Pub 1-02)

employment – the strategic, operational, or tactical use of forces (Joint Pub 1-02)

force multiplier – a capability that, when added to and employed by a combat force, significantly increases the combat potential of that force and thus enhances the probability of successful mission accomplishment (Joint Pub 1-02)

foreign internal defense (FID) – participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency (Joint Pub 1-02)

guerrilla warfare – military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces (Joint Pub 1-02)

host nation – a nation which receives the forces and/or supplies of allied nations and/or NATO organizations to be located on, to operate in, or to transit through its territory (Joint Pub 1-02)

humanitarian assistance (HA) – programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions, such as human pain, disease, hunger, or privation, that might present a serious loss of life or that can result in great damage or loss of property. Humanitarian assistance provided by U.S. forces is limited in scope and duration. The assistance is designed to supplement or complement the efforts of the host-nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. (Joint Pub 1-02)

humanitarian demining (HD) – a humanitarian and civic assistance mission aimed at assisting host nations to reduce or eliminate landmines. HD includes activities related to furnishing of education, training, and technical assistance with respect to the detection and clearance of landmines. (10 USC §401(e)(5))

infiltration – 1. the movement through or into an area or territory occupied by either friendly or enemy troops or organizations; movement is made, either by small groups or by individuals, at extended or irregular intervals; when used in connection with the enemy, it infers that contact is avoided. 2. In intelligence usage, placing an agent or other person in a target area in hostile territory; usually involves crossing a frontier or other guarded line. (Joint Pub 1-02)

information operations (IO) – actions taken to affect adversary information and information systems while defending one's own information and information systems

information superiority – the capability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same

information warfare (IW) – information operations conducted during time of crisis or conflict to achieve or promote specific objectives over a specific adversary or adversaries

insurgency – an organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict (Joint Pub 1-02)

joint force commander (JFC) – a general term applied to a combatant commander, a subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force (Joint Pub 1-02)

joint special operations air component commander (JSOACC) – the commander within the joint force special operations command responsible for planning and executing joint special air operations and for coordinating and deconflicting such operations with conventional nonspecial operations air activities; normally will be the commander with the preponderance of assets and/or greatest ability to plan, coordinate, allocate, task, control, and support the assigned joint special operations aviation assets. The JSOACC may be directly subordinate to the joint force special operations component commander or to any nonspecial operations component or joint force commander as directed. (Joint Pub 1-02)

joint special operations task force (JSOTF) – a joint task force composed of special operations units from more than one service, formed to carry out a specific special operation or prosecute special operations in support of a joint force commander's campaign or other operations; may have conventional nonspecial operations units assigned or attached to support the conduct of specific missions (Joint Pub 1-02)

joint task force (JTF) – a joint force that is constituted and so designated by the secretary of defense, a combatant commander, a subunified commander, or an existing joint task force commander (Joint Pub 1-02)

low-intensity conflict (LIC) – political-military confrontation between contending states or groups below conventional war and above the routine, peaceful competition among states; frequently involves protracted struggles of competing principles and ideologies. Low-intensity conflict ranges from subversion to the use of armed force. It is waged by a combination of means employing political, economic, informational, and military instruments. Low-intensity conflicts are often localized but contain regional and global security implications. (Joint Pub 1-02)

military operations other than war (MOOTW) – operations that encompass the use of military capabilities across the range of military operations short of war; these military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war (Joint Pub 1-02)

mine warfare – the strategic and operational use of mines and their countermeasures. Mine warfare is divided into two basic subdivisions: the laying of mines to degrade the enemy's capabilities to wage land, air, and maritime warfare; and the countering of enemy-laid mines to permit friendly maneuver or use of selected land or sea areas. (Joint Pub 1-02)

National Command Authorities (NCA) – the president and the secretary of defense or their duly deputized alternates or successors (Joint Pub 1-02)

Naval Special Warfare (NSW) – a specific term describing a designated naval warfare specialty and covering operations generally accepted as being unconventional in nature and, in many cases, covert or clandestine in character; these operations include using specially trained forces assigned to conduct unconventional warfare, psychological operations, beach and coastal reconnaissance, operational and deception operations, counterinsurgency operations, coastal and river interdiction, and certain special tactical intelligence collection operations that are in addition to those intelligence functions normally required for planning and conducting special operations in a hostile environment (Joint Pub 1-02)

Naval Special Warfare forces (NSW or NAVSOF) – those active and reserve component Navy forces designated by the secretary of defense that are specifically organized, trained, and equipped to conduct and support special operations (Joint Pub 1-02)

naval special warfare group (NSWG) – a permanent Navy echelon III major command to which many naval special warfare forces are assigned for some operational and all administrative purposes. It consists of a group headquarters with command and control, communications, and support staff; sea-air-land teams; and sea-air-land delivery vehicle teams. The group is the source of all deployed naval special warfare forces and administratively supports the naval special warfare units assigned to the theater combatant commanders. The group staff provides general operational direction and coordinates the activities of its subordinate units. A naval special warfare group is capable of task-organizing to meet a wide variety of requirements.

naval special warfare unit (NSWU) – a permanent Navy organization forward based to control and support attached naval special warfare forces (Joint Pub 1-02)

overt operations – an operation conducted openly without concealment (Joint Pub 1-02)

paramilitary forces – forces or groups which are distinct from the regular armed forces of any country, but resembling them in organization, equipment, training, or mission (Joint Pub 1-02)

poststrike reconnaissance – missions undertaken for the purpose of gathering information used to measure results of a strike (Joint Pub 1-02)

psychological operations (PSYOP) – planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of PSYOP is to induce or reinforce foreign attitudes and behaviors favorable to the originator's objectives. (Joint Pub 1-02)

raid – an operation, usually small scale, involving a swift penetration of hostile territory to secure information, confuse the enemy, or to destroy installations; operation ends with a planned withdrawal upon completion of the assigned mission (Joint Pub 1-02)

Rangers – rapidly deployable, airborne light infantry personnel organized and trained to conduct highly-complex, joint, direct-action operations in coordination with, or in support of, other special operations units of all services; Rangers can also execute direct action operations in support of conventional, non-special operations missions conducted by a combatant commander and can operate as conventional light infantry when properly augmented with other elements of combined arms (Joint Pub 1-02)

recovery operations – operations conducted to search for, locate, identify, rescue, and return personnel, sensitive equipment, or items critical to national security (Joint Pub 1-02)

sabotage – an act or acts with intent to injure, interfere with, or obstruct the national defense of a country by willfully injuring or destroying, or attempting to injure or destroy, any national defense or war material, premises, or utilities, to include human or natural resources (Joint Pub 1-02)

sea-air-land (SEAL) team – a naval force specially organized, trained, and equipped to conduct special operations in maritime, littoral, and riverine environments (Joint Pub 1-02)

security assistance – group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or related statutes by which the United States provides defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of national policies and objectives (Joint Pub 1-02)

special activities – activities conducted in support of national foreign policy objectives which are planned and executed so that the role of the U.S. government is not apparent or acknowledged publicly; they are also functions in support of such activities, but are not intended to influence U.S. political processes, public opinion, policies, or media and do not include diplomatic activities or the collection and production of intelligence or related support functions (Joint Pub 1-02)

special boat squadron – a permanent Navy echelon III command to which many naval special warfare forces are assigned for some operational and all administrative purposes; consists of a squadron headquarters with command and control, communications, and support staff, special boat units, and patrol coastal (PC class) ships. The squadron is the source of many deployed naval special warfare forces and supports the forward deployed naval special warfare units by providing personnel and craft for unilateral and SEAL support operations. The squadron staff provides general operational direction and coordinates the activities of its subordinate units. A special boat squadron is capable of task-organizing to meet a wide variety of requirements. Also called Specboatron.

special boat units (SBU) – those U.S. Navy forces organized, trained, and equipped to conduct or support naval special warfare, riverine warfare, coastal patrol and interdiction, and joint special operations with patrol boats or other combatant craft designed primarily for special operations support (Joint Pub 1-02)

Special Forces (SF) – U.S. Army forces organized, trained, and equipped specifically to conduct special operations. Special forces have five primary missions: unconventional warfare, foreign internal defense, direct action, special reconnaissance, and counterterrorism. Counter-terrorism is a special mission for

specially organized, trained, and equipped special forces units designated in theater contingency plans. (Joint Pub 1-02)

Special Forces Group (SFG) – a combat arms organization (Army) capable of planning, conducting, and supporting special operations activities in all operational environments in peace, conflict, and war; consists of a group headquarters and headquarters company, a support company, and special forces battalions. The SFG can operate as a single unit, but normally the battalions plan and conduct operations from widely separated locations. The group provides general operational direction and synchronizes the activities of subordinate battalions. Although principally structured for unconventional warfare, SFG units are capable of task-organizing to meet specific requirements. (Joint Pub 1-02)

special operations (SO) – operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or psychological objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted during war and operations other than war, independently or in coordination with operations of conventional or other non-special operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low-visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. (Joint Pub 1-02)

special operations command (SOC) – a subordinate unified or other joint command established by a joint force commander to plan, coordinate, conduct, and support joint special operations within the joint force commander's assigned area of operations (Joint Pub 1-02)

special operations forces (SOF) – those active and reserve component forces of the military services designated by the secretary of defense and specifically organized, trained, and equipped to conduct and support special operations (Joint Pub 1-02)

special operations-peculiar – equipment, material, supplies, and services required for special operations mission support for which there is no broad conventional force requirement; often includes nondevelopmental or special category items incorporating evolving technology, but may include stocks of obsolete weapons and equipment designed to support indigenous personnel who do not possess sophisticated operational capabilities

special operations wing (SOW) – an Air Force special operations wing (Joint Pub 1-02)

special reconnaissance (SR) – reconnaissance and surveillance actions conducted by SOF to obtain or verify, by visual observation or other collection methods, information concerning the capabilities, intentions, and activities of an actual or potential enemy or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area; includes target acquisition, area assessment, and post-strike reconnaissance (Joint Pub 1-02)

special tactics teams – an Air Force team composed primarily of special operations combat control and pararescue personnel. The team supports joint special operations by selecting, surveying, and establishing assault zones; providing assault zone terminal guidance and air traffic control; conducting direct-action missions; providing medical care and evacuation; and coordinating air, ground, and naval fire support operation. (Joint Pub 1-02)

subordinate unified command – a command established by commanders of unified commands, when so authorized through the chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. A subordinate unified command may be established on an area or functional basis. Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified commands and exercise operational control of assigned commands and forces within the assigned joint operations area. Also called sub-unified command. (Joint Pub 1-02)

subversion – action designed to undermine the military, economic, psychological, or political strength or morale of a regime (Joint Pub 1-02)

unconventional warfare (UW) – a broad spectrum of military and paramilitary operations, normally of long duration, predominately conducted by indigenous forces who are organized, trained, equipped, supported, and directed, in varying degrees, by an external source; UW includes guerrilla warfare and other direct-offensive, low-visibility, covert, or clandestine operations, as well as the indirect activities of subversion, sabotage, intelligence activities, and evasion and escape (Joint Pub 1-02)

unified command – a command with a broad continuing mission under a single commander, composed of significant assigned components of two or more military departments, and which is established and so designated by the president, through the secretary of defense, with the advice and assistance of the chairman of the Joint Chiefs of Staff (Joint Pub 1-02)

weapons of mass destruction (WMD) – in arms control usage, weapons that are capable of a high order of destruction and/or of being used in such a manner as to destroy large numbers of people; can be nuclear, chemical, biological, and radiological weapons, but excludes the means of transporting or propelling the weapon where such means is a separable and divisible part of the weapon (Joint Pub 1-02)

7th SFG soldiers training Colombian Army Counternarcotics Battalion.

ACKNOWLEDGMENTS

With appreciation to Mr. Robert Genat, Zone Five, and other individuals
whose photographs appear in this document.

World Wide Web Information Access
The 2000 Special Operations Forces Posture Statement
may be accessed on the DefenseLINK at **http://www.defenselink.mil/pubs/sof/index.html**

To provide comments or obtain additional information, contact:
Office of the Assistant Secretary of Defense
(Special Operations/Low-Intensity Conflict)
Office of the Deputy Assistant Secretary of Defense for Special Operations Policy and Support
2500 Defense Pentagon
Washington, DC 20301-2500
(703) 693-5222