



ARSOF 2022

U.S. ARMY SPECIAL OPERATIONS COMMAND

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By order of the Secretary of the Army:

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/// FROM THE COMMANDER

The relevance of Army Special Operations Forces has never been greater than it is today. As a force, we are the cornerstone of the joint forces fighting our nation's wars — maintaining alliances, building partner-nation capacity, developing surrogate capabilities and conducting multilateral or unilateral special operations with absolute precision. As long as belligerent nations and non-state actors continue to employ nonconventional means against the United States and its allies, and terrorist networks continue their efforts to strike at our homeland and interests abroad, ARSOF will remain an indispensable partner to the joint and interagency team.

While our success over the past decade of conflict highlights our relevance, both in and out of declared theaters of war, we cannot afford to become complacent or maintain the status quo. As a force, we must continuously learn, anticipate and evolve in order to defeat an adaptive enemy and the uncertain threats of the 21st century. Without question, over the next decade, we will face complex challenges that will test the mettle of our force. To ensure that we can find, fix and finish tomorrow's enemy, the U.S. Army Special Operations Command is moving forward with a deliberate plan, *ARSOF 2022*, to recover and revitalize our force.

ARSOF 2022 is a blueprint for change. It describes precepts and imperatives that will enable ARSOF to thrive in a future operating environment that is characterized by uncertainty. The first half of the document provides the intellectual framework for the ARSOF 2022 vision, including a synopsis of the envisioned future operating environment and strategic guidance. Building on these external drivers, the document describes a maturation of foundational precepts including SOF Operational Art, the Human Domain, the 7th Warfighting Function, Special Warfare and Surgical Strike, while also defining the six enabling concepts that provide the framework to achieve the ARSOF 2022 vision.

In the coming decade, ARSOF will be called upon to provide balanced and fully integrated special operations capabilities to the nation. Our force must maintain its high degree of professionalism complemented by cutting-edge training, world-class education and the balanced use of state-of-the-art and indigenous equipment. Our formations must be organized, postured and networked in a manner that enables them to anticipate and prevent or rapidly respond to regional contingencies or threats to the stability of our allies.

Ultimately, we must provide senior decision makers with innovative ideas and viable options to better defend our homeland and achieve our national-security objectives. It is my intention that this document will serve as the azimuth to move ARSOF forward.

CHARLES T. CLEVELAND
LIEUTENANT GENERAL, USA
COMMANDING

Over the next decade, Army special operations forces will remain actively engaged in protecting our homeland and our national-security interests abroad.

Our force will be called upon to face a number of threats occurring in multi-dimensional, hybrid-operating environments. It is imperative that our force understands not only the threats that may develop over the next decade, but also the changing environment in which we will be called to operate.

Future Operating Environment. As we project beyond Iraq and Afghanistan, we will face a challenging security environment. We are not returning to a pre-9/11 era of operations nor the Cold War-era where competing superpowers created a fairly predictable, if tenuous, world order. Instead, this new world will be characterized by an irregular balance of power between both state and non-state actors. It will present a dynamic operating environment that is characterized by uncertainty. The shift in the nation's tolerance away from large-scale joint operations, coupled with the complexity of the future operating environment, create a growing gap between national action and inaction — this changing dynamic could give our adversaries broader freedom of action and encourage increased instability. The reality of this changing paradigm requires USASOC and the

U.S. Special Operations Command to build new strategic options for the nation.

Future threats will range from standing conventional and unconventional forces to irregular militias and paramilitaries to terrorist groups, criminal elements and any number of hybrids. The interaction of several variables within the environment, including human behavior, assures both fog and friction.

We will increasingly act in multi-dimensional, hybrid operating environments, which will require the force to operate within, and seamlessly shift between, ethnic enclaves in the center of sprawling megacities and austere rural villages. These diverse operating environments will also test support elements, including logistics, intelligence and communications. While the rise of non-state and

FUTURE THREATS >

Over the next decade, the ARSOF Soldier will be called on to put all of his training to the test in ungoverned and under-governed parts of the world, as well as in urban centers. As borders become more porous and threats evolve and build, the problem set confronting the force can be divided into three subsets:

PERSISTENT CHALLENGES

Throughout the international community, there are persistent strategic challenges: acquisition and allocation of natural resources, the balance of population between urban and rural communities and the establishment of communications. How our allies deal with these strategic challenges will ultimately shape the world in which ARSOF operates.

EMERGING CHALLENGES

In an era of constrained budgets and limited resources, ARSOF must take a realistic look at the emerging challenges of today to prepare for the world of 2022. Asymmetric threats and pre-emptive cyber attacks from both state and non-state actors will characterize regional challenges in the next decade.

UNCONVENTIONAL CHALLENGES

The combination of unconventional challenges ranging from transnational terrorism, dispersion and access to weapons of mass destruction, organized criminal networks and the privatization of force could expose the United States to serious threats within the undergoverned regions of the world.



transnational actors will serve to complicate U.S. government actions throughout under-governed nations, we cannot afford to discount the actions of state-sponsored actors who operate much like other violent extremists organizations, only with the state's direction and support. Countries where state-sponsored, non-state and transnational actors operate typically have weak and corrupt central governments, high unemployment, exorbitant poverty levels, limited internal infrastructure, deep ethnic and religious divisions and a history of humanitarian issues. It is in these regions of the world that ARSOF units will be the force of choice.

Several aggravating factors will influence the way we operate:

- » **Geopolitical Constraints:** Our battlespace will contain agile state actors and non-state actors operating across borders of sovereign nations and outside of declared combat zones.
- » **Policy Limitations:** Forward presence will be affected by a reduced budget and national reluctance to act overtly and unilaterally.
- » **Hostile nation states:** These states will be more capable and want more resources, but still will be unable to match U.S. forces.
- » **Threat networks:** These networks (comprised of both state-sponsored and non-state terrorist groups) will remain active; their

attacks will have greater impact; they will use more sophisticated techniques; and they will retain freedom of maneuver.

Conditions across the strategic environment indicate future conflict will not be confined to one category. It will range in scope from major conventional conflicts to humanitarian support and nation-building missions. Very capable adversaries will continue to challenge U.S. interests globally, while rising military powers will work to advance their regional and global interests. Enemies will seek to exploit their asymmetric advantages wherever possible; USASOC's training; education, capabilities and concept development must reflect this reality.

The momentum of human interaction is reaching unprecedented levels; enabled by generational leaps in personal communication technologies and an associated social-media explosion, with little to no state control of those technologies and applications.

We must be prepared to conduct special operations in more restrictive areas than those that we have experienced in Iraq and Afghanistan over the past decade. As the challenges for access and placement increase, infiltration and exfiltration options will be reduced and ARSOF will become the more subtle option for decision makers to affect desired change and meet future threats.

DEVELOPMENT IMPLICATIONS >

Leader Development

Leaders must be able to deal effectively with the complexity and uncertainty of potential operating environments, be culturally aware, understand the information environment, master consequence management and be prepared to conduct decisive actions.

Training Development

Training venues must reflect an understanding of the influence of various cultures and actors present in potential operating environments including the use of cultural and language role players.

Capabilities Development

Capabilities development must anticipate the operational needs of commanders and incorporate the adaptability inherent in commercial off-the-shelf technology to support the near future.

Concepts Development

Accounting for adaptive adversaries requires scenario-based concepts that are informed by collaboration from ongoing operations but look well beyond the current fight.



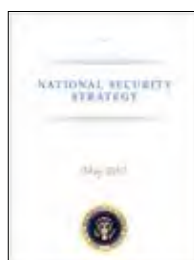
It is imperative that our plans are guided by and nested within those of our national leaders and our higher headquarters. The following guidance has defined our role as a force. Using this guidance, we have developed a strategic framework for our way forward.

DEFENSE STRATEGIC GUIDANCE



"Whenever possible, we will develop innovative, low-cost and small-footprint approaches to achieve security objectives, relying on exercises, rotational presence and advisory capabilities."

2010 NATIONAL SECURITY STRATEGY



"We will continue to rebalance our military capabilities to excel at counterterrorism, counterinsurgency, stability operations and meeting increasingly sophisticated security threats, while ensuring our force is ready to address the full range of military operations."

SOCOM 2020



- » “The Global SOF Enterprise will become a globally networked force of special operations forces, services, interagency, allies and partners able to rapidly or persistently address regional contingencies and threats to stability.”
- » “SOCOM must not only continue to pursue terrorists wherever we may find them, we must rebalance the force and tenaciously embrace indirect operations in the Human Domain — the totality of the physical, cultural and social environments that influence human behavior in a population-centric conflict.”
- » “We must think differently, seek greater understanding of local, regional and global contexts and strengthen trust through interagency and partner cooperation.”
- » “While SOF is designed to contribute to or support efforts in every domain of warfare, the vast majority of SOF expertise lies in the Human Domain of competition, conflict and war. The Human Domain is about developing understanding of, and nurturing influence among critical populaces. Operating in the Human Domain is a core competency for SOF and we are uniquely suited for successful operations or campaigns to win population-centric conflicts.”

US ARMY 2012 STRATEGIC PLANNING GUIDANCE



- » “Vision: The Army is globally engaged and regionally responsive; it is an indispensable partner and provider of a full range of capabilities to combatant commanders in a joint, interagency, intergovernmental and multi-national environment. As part of the joint force and as America’s Army, in all that we offer, we guarantee the agility, versatility and depth to prevent, shape and win.”
- » “Army units will be increasingly focused on preparing for missions within specific geographical combatant commands. This regional alignment ...will be further enhanced by increasing the integration of conventional and special operations forces.”

THE U.S. ARMY CAPSTONE CONCEPT



“The Army must achieve SOF and conventional force interdependence to lock in the advances of the last decade of conflict, more effectively counter future threats and shape the operational environment. The Army must establish a range of personnel, training and command and support relationships between SOF and CF.”

“In order to prepare for the future threat environment of the next decade, ARSOF will need to be capable of facing a variety of political and military challenges within a complex operating environment.”



Vision Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint-force commanders worldwide.

WHAT WE HAVE LEARNED

Over the past decade, USASOC built a robust capability to target terrorist networks and an unmatched capacity for counterinsurgency operations. At its peak, the level of support to joint-force headquarters in the U.S. Central Command area of operations was the largest sustained effort in our history. As a force, our Soldiers have performed magnificently during two of the nation's longest wars while executing a wide range of demanding and high-risk operations in hostile environments. As the nature and extent of our engagements in the Middle East change, it is critical to review the lessons learned over the past decade, assess our current situation and explore requirements for the future force.

Perhaps the most significant change of the past decade is the evolution of the Human Domain. During World War I, aerial platforms were used as a means of fire and observation in land combat. By the end of World War II, airspace had evolved into a distinct domain because its control became recognized as a key to success in the war. National leadership directed the establishment of a separate department of the Air Force in order to develop the required and unique doctrine,

organization, training, materiel, leadership, personnel and facilities solutions needed to dominate this newly, contested space. A similar appreciation for influencing populations now suggests the need for establishment of a Human Domain.

Wars among the people that emphasize influencing population groups rather than an exclusive emphasis on battle is an ancient concept. Since the early 1950s, ARSOF have been specifically designed to work in this Human Domain. The emergence of the Human Domain demands the armed forces and other U.S. government security agencies analyze what it takes to win wars among the people, including defeating terrorist and other VEOs. Evidence of this new domain can be found in the number and type of ad hoc structures and significant repurposing of traditional Land Domain tools.

Based on lessons learned, the Army is updating its concept framework to reflect the work done to advise, assist and influence foreign security forces, governments and people. Adding the 7th Warfighting Function to the other six Warfighting functions will leverage the Army's recent war-time experiences and help ensure the hard-

learned lessons are not forgotten. The establishment of a 7th Warfighting Function addresses the related tasks and systems that influence the behaviors of a people (friendly, neutral, adversary), security forces and governments and enables the prioritization and synchronization of efforts to achieve strategic effects.

The importance of SOF interdependence with Army conventional forces also became evident. Across the battlefields of Iraq and Afghanistan, we forged relationships with the conventional force that resulted in operational effectiveness unparalleled in our history. By improving interdependence, we enabled seamless and consistent application of combat power across the full range of military operations.

The need for special operations campaigns that tie SOF tactical capabilities to U.S. regional or national objectives became apparent. Efforts over the past decade focused on building partner-nation capacity, advising partner forces and conducting some unilateral activities to safeguard U.S. interests outside of declared theaters of armed conflict. To support the development of these operational-level efforts, theater special operations commands required individuals with competency to design plans. These campaigns, many of them SOF-centric, consisted of multiple lines of effort developed and synchronized by the TSOCs to achieve discrete outcomes in support of the geographic combatant commanders' overall strategy. We will increasingly need special operations campaign designers and planners who understand the full range of special operations capabilities and can weave their operations together over time to achieve U.S. objectives.

Operations Enduring Freedom and Iraqi Freedom required USASOC to primarily focus on developing the manpower, equipment and command structures necessary to ensure operational success in mature combat theaters. As the war in Afghanistan transitions to an Afghan-led effort, a large segment of our force will be remissioned to other strategic and theater problem sets. Future operations and SOF campaigns will require persistence, distributed command and control, low-visibility operations and small-scale, non-standard logistics support. The current force structure, manpower and equipment are not optimized for this dispersed operational footprint. Therefore, we must develop and validate flexible, scalable and responsive distributed command and control structures. Our regionally expert forces will be called upon to provide continuous, proactive and responsive support to their respective joint-force commands — whether in country or deployed.

WHERE WE WANT TO GO

ARSOF 2022 Objective: In 2022, ARSOF provide joint-force commanders scalable nodes, with unmatched levels of tactical skill and language and cultural expertise, which establish persistent and distributed networks that provide the nation precise and nuanced asymmetric capability. Skilled SOF operational planners and leaders routinely mesh special warfare and surgical strike capabilities to conduct SOF campaigns in support of joint and interagency efforts. As a force, we are uniquely prepared to succeed in the most uncertain conditions and offer solutions to the nation's most difficult and sensitive problems.

“The ability to assess and understand a situation from multiple points of view and to intuitively adapt operations as necessary requires mature Soldiers who have the ability to combine their education and experience to solve a problem.”

PRIORITIES >

USASOC PRIORITIES

- » Win the Current Fight
- » Strengthen the Global SOF Network
- » Further Army SOF/CF Interdependence
- » Preserve the Force

SOF TRUTHS

- » Humans are more important than hardware.
- » Quality is better than quantity.
- » Special operations forces cannot be mass produced.
- » Competent special operations forces cannot be created after emergencies occur.
- » Most special operations require non-SOF support.

ARSOF CRITICAL CAPABILITIES >

SPECIAL WARFARE:

The execution of activities that involve a combination of lethal and non-lethal actions taken by specially trained and educated forces that have a deep understanding of cultures and foreign language, proficiency in small-unit tactics, subversion, sabotage and the ability to build and fight alongside indigenous combat formations in a permissive, uncertain or hostile environment.

SURGICAL STRIKE:

The execution of activities in a precise manner that employ SOF in hostile, denied or politically sensitive environments to seize, destroy, capture, exploit, recover or damage designated targets, or influence threats.

ARSOF CRITICAL CAPABILITIES: SPECIAL WARFARE AND SURGICAL STRIKE

USASOC provides the nation with forces capable of executing two different, but mutually supporting forms of special operations: special warfare and surgical strike. Joint-force commanders leverage ARSOF's ability to execute these capabilities in the development and execution of their special operations campaigns. Understanding the differences will illuminate how special warfare and surgical strike can best be utilized to achieve strategic effects in support of regional or national objectives.

Previous attempts to describe our force included descriptions such as "black/white," "national/theater" and "direct/indirect." These terms, which describe the force by the nature of the funding, command and control structures, authorities or operational approach have limited utility. The terms special warfare and surgical strike more accurately describe our force based on its capabilities.

Special warfare and surgical strike are distinguished by how they address uncertainty. Our

SOF CORE ACTIVITIES >

10 Title X Core Activities as enumerated by the U.S. Congress:

1] Direct Action: Short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied or diplomatically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover or damage designated targets.

2] Strategic Reconnaissance: Reconnaissance and surveillance actions conducted as a special operation in hostile, denied or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces.

3] Unconventional Warfare: Activities conducted to enable a resistance movement or insurgency to coerce, disrupt or overthrow a government or occupying power by operating through or with an underground, auxiliary and guerrilla force in a denied area.

4] Foreign Internal Defense: Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism and other threats to its security.

5] Civil Affairs Operations: Those military operations conducted by civil affairs forces that (1) enhance the relationship between military forces and civil authorities in localities where military forces are present; (2) require coordination other interagency, intergovernmental and nongovernmental organizations, indigenous populations and institutions and the private sector,

(3) involve application of functional specialty skills that normally the responsibility of civil government to enhance the conduct of civil-military operations.

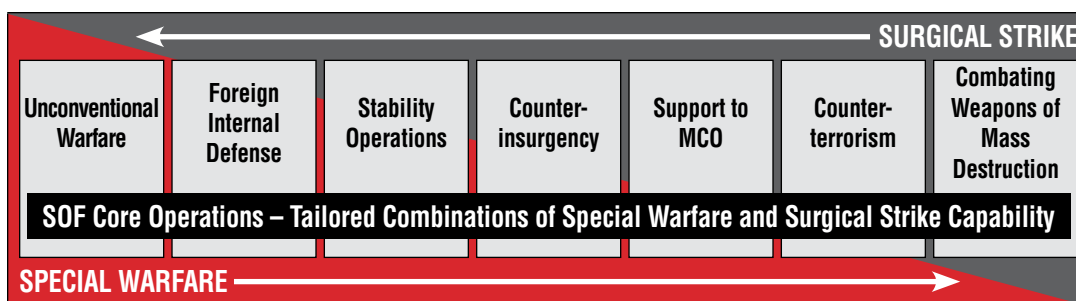
6] Counterterrorism: Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks.

7] Military Information Support Operations: 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.

8] Humanitarian Assistance: Programs conducted to relieve or reduce the results of natural or man made 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. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided 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.

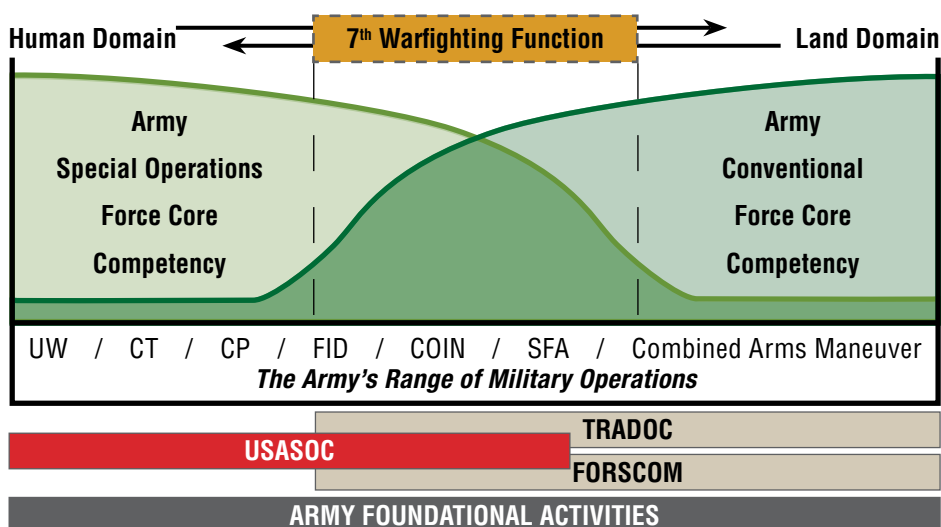
9] Theater Search and Rescue: Employment of specialized SOF aircraft and uniquely qualified SOF air crews for the rescue of personnel from enemy territory or denied areas whenever conventional combat search and rescue techniques and capabilities are inadequate.

10] Activities Specified by the President or SECDEF



< **USASOC** generates the **ARSOF critical capabilities of special warfare and surgical strike to conduct these special operations missions.**

USASOC is the proponent for a segment of the U.S. Army's Range of Military Operations



special warfare capability mitigates uncertainty by providing the nation a self-contained force that is designed to accomplish its mission through and with indigenous surrogates and partners. Special warfare Soldiers possess expertise in tactics, combat-adviser skills, military deception, sabotage and subversion, expertise in foreign language, relationship-building skills, cultural understanding, adaptive decision making and cognitive problem solving. This unique skill set is necessary to enhance survivability for our force over extended periods of time in hostile, austere and denied environments. Surgical strike reduces uncertainty through detailed analysis and pinpoint accuracy. Key knowledge, skills and attributes for employment of surgical strike include the execution of robust

intelligence fusion, leveraging high-tech collection systems, management of deliberate targeting cycles and the ability to discriminate and engage threat targets with minimal collateral damage.

In August 2012, the U.S. Army published Army Doctrinal Publication ADP 3-05, *Special Operations*. Although doctrine will evolve over time, the introduction of these terms in ADP 3-05 represents a maturation of special operations concepts. By describing special operations in these two different forms, USASOC's ability to generate, sustain and articulate ARSOF capabilities is enhanced. Further, this approach highlights the synergy possible through the combination of special warfare and surgical strike capabilities at the operational level.

SPECIAL WARFARE

Since 1952, the term special warfare has been key to the conduct of special operations. At that time, the term described the conduct of unconventional warfare, counterinsurgency and Psychological Operations. In 1956, to reflect the evolution and focus of special operations, the PSYWAR Center, now the JFK Special Warfare Center and School, changed its name to the Special Warfare Center. In 1961, President John F. Kennedy made special operations the center of his strategic policy, naming the first Special Assistant to the Secretary of Defense for COIN, Special Activities and Special Warfare. Between 1952 and 1962, special warfare became the commonly accepted term to discuss UW, COIN and PSYWAR, although it was not codified into doctrine until the publication of ADP-3-05, *Special Operations* in 2012.



From the Office of Strategic Service's operational groups and the exploits of Filipino guerillas led by Russell Volckmann in World War II to the Montagnard Civilian Irregular Defense Groups of Vietnam to support to counterinsurgency operations in El Salvador, the United States has a rich history of special warfare.

More recently, our force led the U.S. overthrow of the Taliban regime in Afghanistan in the days following 9/11 and have provided essential contributions to the successful efforts against violent extremists organizations in Colombia and the Philippines.

Special Warfare is that form of special operations in which the United States government defends its interests through training, material or even direct combat support to indigenous people and friendly governments whose interests coincide with those of the United States. Special Warfare includes foreign internal defense, counterinsurgency and unconventional warfare. Unconventional warfare became a mission for the U.S. Army in 1952 with the activation of the 10th Special Forces Group at Fort Bragg, N.C. A couple of years later, in response to the French defeat at Dien

Bien Phu, counterinsurgency and foreign internal defense were added to the Special Warfare mission set.

As with conventional warfare, the Army has developed special warfare maneuver units, whose mission includes closing with and destroying the enemy. These are the five active duty and two National Guard Special Forces Groups. Selected, trained and organized to work with indigenous forces, possessing area expertise and language proficiency, exceptional small-unit fighting skills and the ability to operate in uncertain or denied areas for extended periods, Special Forces units are designed to operate in complex and uncertain environments. Also essential to the conduct of Special Warfare are Civil Affairs and Military Information Support Operations units, particularly enabled by their capability to analyze, segment, and



ultimately influence populations in ways desired by the supported commanders. Each of these Special Warfare units (CA, MISO, SF) has an assigned area of responsibility that corresponds to their supported geographic combatant command.

Typically long in duration, special warfare campaigns are conducted in a temporal context that differs from many military activities and is most effectively conducted through a persistent forward presence. Once viewed as separate and isolated operations, the operating environment may change rapidly, resulting in what may begin as a foreign internal defense operation transitioning to a UW operation, or vice versa, as conditions change in the country due to time or disruptive events such as coups d'états. Therefore, it is important, and more accurate, to view FID, COIN and UW as a range of special warfare capabilities that are similar in that they cultivate relationships with partner forces and seek shared security interests.

The most critical gap in ARSOF special warfare capability exists in the UW mission set; our ability

to conduct UW in denied areas for extended periods of time. As the Department of Defense and U.S. Special Operations Command lead for UW, USASOC must focus on building such a capacity over the next decade. Over the next 10 years, USASOC will make a concerted effort to address this critical gap and others by rebalancing the force and developing an enhanced ARSOF capability to conduct special warfare in concert with joint and interagency partners. For many in our force and our Army, this will require a paradigm shift and an assessment of the historic role of SOF versus the more publicized role our force assumed over the past decade. The Soldiers in our special warfare units must recognize that their value lies not only in their lethality, but in the fact that they are trained, educated, led, equipped and organized in unique ways to meet the demands of an uncertain future. Our force will possess unparalleled special warfare capabilities that will enable them to support long-duration special operations campaigns in the most sensitive, austere and denied environments to achieve strategic U.S. objectives.

SURGICAL STRIKE

World War II, Vietnam, Laos and Cambodia were military conflicts that resulted in major collateral damage to the areas in which the battles were waged as well as significant loss of life. As the Vietnam War wound down, international and American public opinion was outraged by widespread bombing campaigns that resulted in the loss of innocent lives. The “slash and burn” bombing campaigns of the first half of the century were outdated, and in its place, the Department of Defense introduced the term surgical strike in the first Gulf War to describe a new way of waging war that included “one bomb, one target,” which greatly limited collateral damage and loss of innocent lives. Today, ARSOF has honed that capability in order to act with precision against threats to our national security.



Throughout our nation’s history, Army special operations forces have conducted sensitive military-strike operations to achieve some of our most critical strategic objectives.

Our surgical strike capability has been forged from the daring exploits of the 1st Special Service Force and Ranger Battalions of World War II to the Son Tay Raid deep inside enemy territory in Vietnam. This legacy continues today with the relentless pursuit of our nation’s enemies across the globe.

The modern ARSOF surgical strike requirement was born from our experiences in Operation Eagle Claw in 1979. From this failed rescue attempt of U.S. hostages in Iran, the U.S. was determined to improve its capability to rapidly and surgically conduct sensitive, scalable and unilateral direct-action missions against adversaries anywhere in the world. The conduct of hostage rescue or other unilateral sensitive operations requires special airlift, intelligence and support assets that utilize cutting-edge technologies to ensure success. ARSOF surgical strike maneuver units include a

special mission unit, Special Forces Commander’s In-extremis Forces and the 75th Ranger Regiment.

Executed unilaterally or collaboratively, surgical strike extends operational reach and influence by engaging global targets discriminately and precisely. Strike operations are not always intended to be an isolated activity; they are executed to shape the operational environment or influence selected target audiences in support of larger strategic interests. Although the actual strike is short in duration, the comprehensive planning process and affiliated influence efforts frequently require interagency and host-nation partnerships to develop an understanding of the threat network and facilitate post-operation activities.

ARSOF possess a highly scalable and versatile suite of surgical strike capabilities, ranging from clandestine small-unit raids to overt, regimental-



sized forcible-entry operations. Our elements support enduring, decisive, counterterrorism requirements outside designated theaters of armed, active conflict and maintain a forward presence in order to support and/or conduct precise counterterrorism operations in politically sensitive environments. These operations are conducted with pinpoint precision and minimal collateral damage. Our force is uniquely designed to infiltrate austere, remote locations and rapidly mass combat power to seize, destroy, capture or recover designated targets and exfiltrate in a single period of darkness. The 75th Ranger Regiment has the ability to seize heavily defended airfields for a wide variety of purposes, including non-combatant evacuation operations, precious cargo transfers and establishing a lodgment for conventional or special operations forces.

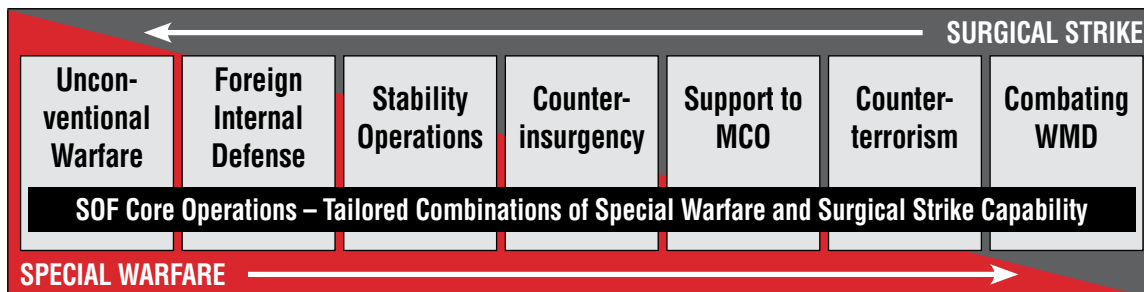
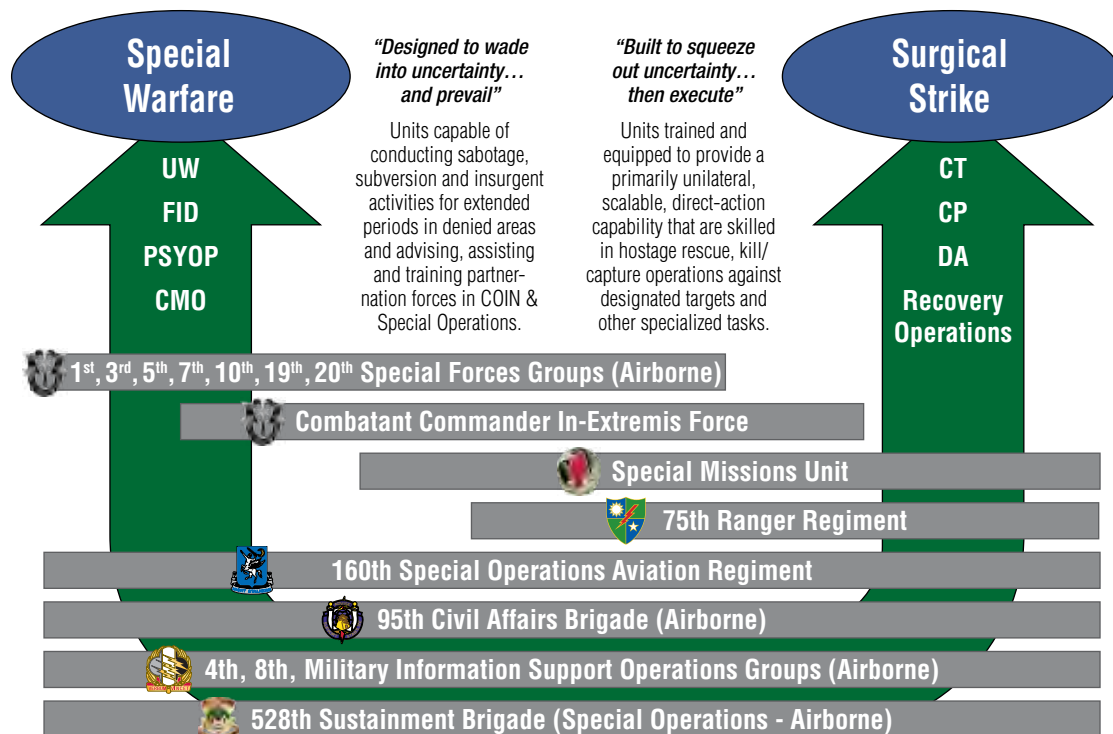
To enhance our surgical strike capability we must develop innovative means to increase organic ARSOF capability to conduct the find, fix, finish,

exploit, analyze and disseminate (F3EAD) targeting cycle regardless of the austerity or complexity of the environment. ARSOF must possess surgical strike capability across a wide spectrum of threats, ranging from sophisticated nation states with advanced anti-access, cyber and defensive capabilities to VEOs operating inside failed nation states. To meet this challenge, USASOC must maintain a robust research and development capability and aggressive experimentation process that continues to identify opportunities to enhance our partnerships and methodologies and leverage cutting-edge technology.

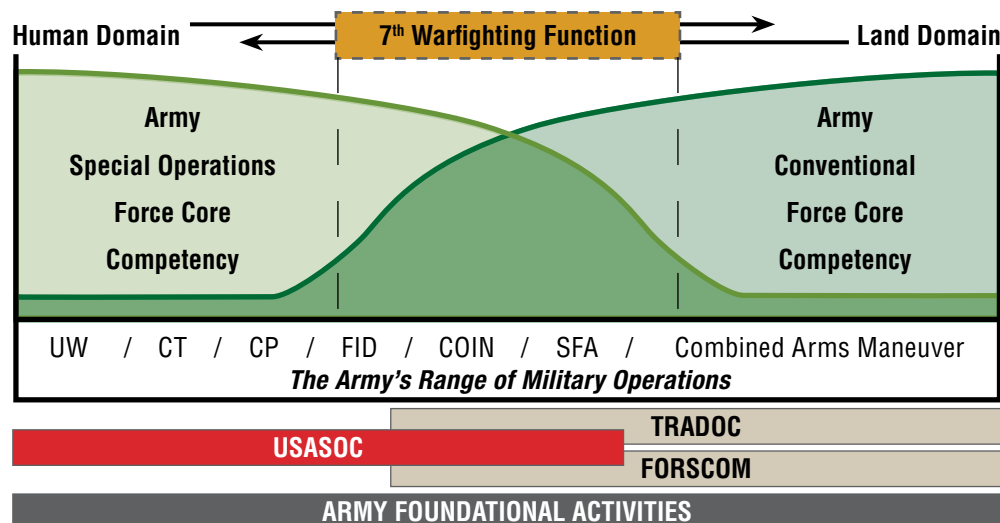
Over the next 10 years, ARSOF will continuously evolve to provide decision makers an ever-increasing range of sophisticated SOF strike options. ARSOF will remain a lethal and agile strike force, capable of projecting discreet, precise and scalable force, without notice, anywhere in the world.

FOUNDATIONAL CONCEPTS FOR ARSOF >

USASOC generates two different but mutually supporting forms of special operations



USASOC is the proponent for a segment of the U.S. Army's Range of Military Operations



ARSOF 2022 PRIORITIES >

INVEST IN HUMAN CAPITAL

USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers capable of addressing uncertainty.

OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.

OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.

DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL

USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.

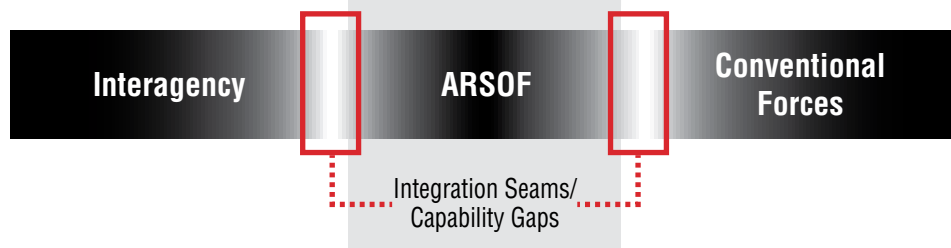
FACILITATE SOF MISSION COMMAND

ARSOF have developed and validated flexible, scalable and responsive distributed command and control structures.

OPTIMIZE RESOURCING AND COMMODITY AREAS

USASOC will rebalance its portfolio while getting better, not bigger.

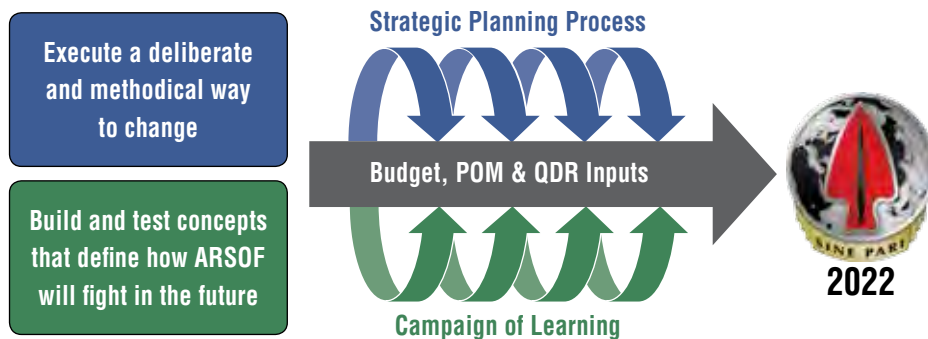
ARSOF 2022 USASOC Commander's Vision Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint-force commanders worldwide.



Commander's Intent

USASOC matures the Army SOF profession, addresses capability gaps and improves integration at the 'seams' to better enable seamless application of combat power across the spectrum of responsibility.

FUTURE FORCE DEVELOPMENT PROCESS



USASOC develops the future force through mutually supporting processes that are fully integrated into broader Army and USSOCOM processes.



SOF CAMPAIGN OF LEARNING

- >> Develop ARSOF concepts, validate through robust experimentation
- >> Inform CBA and POM processes
- >> Integrate with Army and USSOCOM
- >> Execute workshops, seminars and other learning events
- >> Link science & technology efforts
- >> Partner with industry & academia

STRATEGIC PLANNING PROCESS

- >> Provide operational focus and prioritize required capabilities
- >> Identify gaps and mitigation strategies, balance portfolios and S&T investment opportunities
- >> Integrate and allocate resourcing guidance to put capabilities in the hands of the operator

ARSOF 2022 PRIORITIES

In order to focus our efforts over the next decade, we have prioritized our requirements into six categories, which are the enabling concepts that will allow us to direct and shape the future development of the force:

1. Invest in Human Capital
2. Optimize SOF/Conventional Force/JIIM Interdependence
3. Operationalize the CONUS base
4. Develop SOF Capabilities at the operational level
5. Facilitate SOF Mission Command
6. Optimize Resourcing and Commodity Areas

In the following pages, each of these enabling concepts is described in greater detail, including a brief description of their challenges, vision and possible solutions in the near, mid and far-term.

1. INVEST IN HUMAN CAPITAL

Our force is the best educated, trained and equipped special operations formation in the world. Our Soldiers are capable of succeeding in the increasing uncertainty of the 21st century battlefield.

The ARSOF Soldier is our center of gravity. To ensure that our operators will succeed in the future operating environment, we will recruit, assess, select, train, educate and retain only those Soldiers with the knowledge, skills and attributes to thrive in the most demanding conditions. To retain a decisive advantage over our adversaries, we will seek a variety of solutions to optimize our human capital, including: enhanced education and training and increased diversity of human capital. To ensure the health of our force, our focus will continue to be on the preservation of our force and their families.

1A. ENHANCED EDUCATION AND TRAINING

CHALLENGE: Success in the future operating environment places a premium on the mastery of problem solving and highly specialized technical skills; for the special warfare units this includes foreign language and cultural expertise.

2022 VISION: ARSOF will be the most well-educated and well-trained force within the Department of Defense.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Activate the U.S. Army John F. Kennedy Special Warfare Center and School's Special Warfare Education Group (Airborne) as a centrally selected O6 command (FY13).
- » Identify SOF assignments that require Defense Language Institute or other advanced language training.
- » Send selected Soldiers to the Defense Language Institute for training en route to assignments and TDY.
- » Formalize and resource the SOF lifelong-learning model, including expansion of SWCS's education initiatives to enable Soldiers to obtain an associate's degree through its qualification courses and to provide opportunities for Soldiers to earn bachelor's, master's and doctorate degrees. (Prioritize ARSOF Education Program in FY 15-19 POM.)
- » Broaden the range of special operations aviation-related individual training and education including unmanned-aerial systems.
- » Develop a SWCS SOF Sustainment curriculum and doctrine for sustainment professionals assigned to USASOC.
- » Develop required training and education programs to improve asymmetric and unconventional-warfare capabilities.
- » Improve cross-command recruitment and assignments.

MID-TERM

- » Implement innovative approaches to language and cultural-immersion education.
- » Codify and resource SOF doctorate requirements in key/influential positions across the Department of Defense and throughout the U.S. Government.
- » Develop a UW Capabilities Manager who supports SWCS's role as the U.S. Army Special Operations Center of Excellence and USASOC's role as the DoD lead for UW, including a comprehensive program of UW education, doctrine and leader development.

- » Establish a SWCS-enhanced UW operator training program and expand the content of UW curriculum in the ARSOF qualification courses and Army Professional Military Education.
- » Develop a Special Actions Program Manager at SWCS to support SWCS's role as the U.S. Army Special Operations Center of Excellence and USASOC's role as the DoD lead for ASO, including a comprehensive program of ASO, PE and Special Activities education, doctrine and leader development.
- » Develop advanced Military Information Support Operations education and training.
- » Implement regional and in-country resident language programs.
- » Implement overseas internships with industry for selected SOF operators and special operations intelligence personnel.
- » Implement a Joint/Interagency SOF Sustainment Course in conjunction with the Joint Special Operations University, which prepares mid-career ARSOF sustainment professionals to provide support to SOF operations.
- » Develop and promulgate U.S. Army and SOCOM personnel policies that promote the development of SOF operators with the expertise required to execute clandestine UW operations.
- » Develop SOF capabilities at the operational level and educate a cadre of SOF campaign planners.
- » Create and implement a Military Government (38G) Area of Concern within the Army.

LONG-TERM

- » Consolidate selection and assessment courses across the force.

1B. INCREASED ADVANTAGE THROUGH HUMAN CAPITAL DEVELOPMENT

CHALLENGE: The wide array of knowledge, skills and attributes necessary for success in the future operating environment requires USASOC to expand the cultural and ethnic backgrounds of the force.

2022 VISION: USASOC units will represent and capitalize on the nation's broad range of ethnic and cultural composition in order to enhance ARSOF capability to succeed in the Human Domain.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Actively recruit the widest ethnic and cultural range of U.S. citizens, including first-generation Americans with innate foreign-language capability and cultural knowledge.
- » Expand the Military Accessions Vital to National Interest program with a focused effort to improve recruitment of foreign-born U.S. residents into ARSOF special warfare units.
- » Continue to execute Cultural Support Team training to meet joint-operational requirements.
- » Develop a collaborative system that encourages and facilitates cross-command identification assessment, selection, training and retention of ethnically and culturally diverse personnel within USASOC formations.
- » Develop innovative ways to expand the pool of ARSOF candidates.
- » Support U.S. Army and SOCOM initiatives to expand service opportunities for women.
- » Explore concepts to enhance female support to SOF operations.

MID-TERM

- » Explore recruitment and assessment strategies to increase the number of personnel who enter the ARSOF qualification courses with foreign-language proficiency above the 1/1 level.
- » Build a core of 3/3 and native foreign-language speakers in all critical languages and dialects.
- » Recruit 25 percent of special warfare operators from target populations.
- » Implement policies and authorities for recruitment of civil-sector experts to conduct civil-military operations and enhance stability operations.

LONG-TERM

- » ARSOF possess a diverse range of low-visibility, culturally astute means to access populations and operate in denied areas regardless of the nature of the human population.
- » ARSOF and U.S. allies have capabilities required to conduct nuanced and effective inform and influence activities and cyber-electromagnetic activities in targeted regions.
- » Maximize career opportunities for special operators between USASOC maneuver units.

“If you know your enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.”

— Sun Tzu

“We cannot win the current fight without preserving the force and its families.”

—Adm. William H. McRaven,
Commander, USSOCOM

1C. PRESERVATION OF THE FORCE AND FAMILIES

CHALLENGE: The challenging nature of special operations, including repeated overseas deployments in austere conditions, places an extraordinary demand on the physical, emotional and spiritual well being of ARSOF Soldiers and their families. ARSOF operational tempo is expected to remain at high-levels for the next decade.

2022 VISION: ARSOF Soldiers and families will understand that they are the number one priority to sustaining a vital and capable force. It is imperative that our force knows that they have access to any and all programs that contribute to the health of their families. Behavioral health is a necessary and integral aspect of overall Soldier fitness. The ARSOF community will be aware of and encouraged to utilize behavioral health services for operators and families in the same way that Tactical Human Optimization Rapid Rehabilitation Reconditioning, or THOR3, enables physical health and recovery. The high demands that SOF operations place on Soldiers and families are effectively mitigated with a healthy incorporation of preventative maintenance in the same way that prevention is the preferred method to counter physical injury.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Continue to invest in programs including the THOR3 Program, Strong Bonds, Gold Star Family Program, Operator Resiliency Program and Unit Ministry Programs.

MID-TERM

- » Develop DOTMLPF solutions to institutionalize ARSOF Human Performance Optimization, including improvement and management of: USASOC THOR3 Program, Special Operations Center for Enhanced Performance, Human Dynamics and Operator Resiliency Programs.
- » Ensure relationships/programs are in place to react immediately to negative stressors on SOF families.

LONG-TERM

- » Lead the Army in innovative, proactive programs that offset the demanding and sometimes harmful effects of sustained SOF operations.

2. OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power.

CHALLENGE: ARSOF must bridge the critical seams of SOF-Conventional Force and SOF-Interagency relationships to effectively contribute to unified action in the 21st century by partnering with the Army to meet its Title 10 collective training responsibilities. We must facilitate the interdependence of SOF, the interagency and conventional forces in support of unified action and unified land operations through the Mission Command Training Program.

2022 VISION: ARSOF will create an integrated training environment to improve USASOC's ability to provide trained and ready operational-level SOF to ground combatant commanders worldwide, while promoting increased SOF/CF interdependence.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Nest the efforts of SOF and Army regionally-aligned forces and SOF and the interagency.
- » Embed SOF doctrine in all Army Professional Military Education.
- » Reestablish the Military Assistance Training Advisor Course and reconsider the reestablishment of the Institute of Military Assistance at SWCS.
- » Develop/implement concepts to increase 75th Ranger Regiment inclusion in TSOC plans, exercises and operations.
- » Partner with U.S. Army, Marine Corps and SOCOM in the establishment of a Strategic Landpower Task Force that explores and develops means to increase U.S. strategic landpower.
- » Develop a concept, in partnership with Combined Arms Center-Training, for a new Mission Command Training Program Operations Group to design and execute integrated operational level collective training for Joint SOF Operational elements

MID-TERM

- » Partner with the Army to explore the consolidation of the Army's Active and Reserve Military Information Support Operations and Civil Affairs forces under a single multicomponent command.

- » Expand institutional support to JIIM relationships.
- » Mature SWCS's role as the U.S. Army Special Operations Center of Excellence as the advocate for all aspects of ARSOF capabilities (special warfare and surgical strike)
- » Leverage Army and joint theater-logistics capabilities.
- » Establish the Institute for Military Support to Governance to strengthen partnerships with interagency and further leverage the other '5th Forces Providers' such as academia, non-governmental organizations and civil enterprises.
- » As a part of MCTP establish an operations group that facilitates the collective training requirements of ARSOF.
- » Explore assignment of the Army's Information Operations capability to MISOC.

LONG-TERM

- » Facilitate the blending of capabilities between the Department of Defense and the interagency into one uninterrupted spectrum of options for U.S. policy makers, while acting as the Army lead for SOF/CF interdependence.

3. OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive support to forward deployed forces.

CHALLENGE: There is an under utilized operational capacity in CONUS-based regionally expert forces. This capacity is vital to mission success and cannot remain untapped. By establishing mechanisms and leveraging technology, we can harness CONUS-based capacity to better support OCONUS deployed forces. Like Artillery in major combat operations, regionally expert forces should not be "left in reserve" in the conduct of special operations.

2022 VISION: ARSOF will be capable of providing regional expertise to the TSOCs from CONUS-based regionally expert forces. By physically and virtually synchronizing the capacity of regional experts from across the U.S. government, academia and industry, ARSOF will leverage the nation's CONUS-based regional expertise for continuous support to global special operations mission requirements.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Develop the capability of the Military Information Support Operations Command to synchronize the U.S. government's global MISO efforts, providing an influence. This capability is realized through the establishment of the MISOC Effects Group and the UW Social Theory Academy.
- » Develop the capability of the 95th Civil Affairs Brigade CONUS-based headquarters to leverage the U.S. government's civil-sector expertise through the establishment of the Civil Military Advisory Group with global CMOC capability.
- » Conduct experimentation to determine the optimal balance of forward- and CONUS-based forces.
- » Develop CONUS-based capability to provide enhanced UW capability to TSOCs including tailored packages to habitually and routinely support GCCs and interagency special activities requirements.

MID-TERM

- » Develop CONUS-based capability to enhance partner-nation rotary-wing capability (ARSOAC).
- » Develop CONUS-based capability to develop partner-nation SOF doctrine, training and education institutions (SWCS).
- » Man and resource the MEG and UWSTA appropriately as stand-alone organizations under the MISOC. Enable the MEG to integrate and synchronize the expected long-duration, whole-of-government influence efforts in support of GCCs objectives. UWSTA continues research, theory development and testing and policy formulation for the use of the Internet, social media and emergent means of singular and mass communication technologies and capabilities.

LONG-TERM

- » Explore the development of CONUS-based force packages that can be deployed as tailorable Special Warfare Task Forces and capability to execute support to national-level influence strategy operations.

“Like Artillery in Combined Arms maneuver, regionally expert forces should never be in reserve — even in CONUS, they need to continue to support the fight.”

—Lt. Gen. Charles T. Cleveland,
Commander, USASOC

**“People sleep
peaceable
in their beds
at night only
because rough
men stand
ready to do
violence on
their behalf.”**

—George Orwell

4. DEVELOP SOF CAPABILITIES AT THE OPERATIONAL LEVEL

CHALLENGE: SOF must improve its capability to design and plan long-duration, low-visibility, SOF-centric contributions to campaigns that bridge tactical SOF capability to strategic objectives.

2022 VISION: ARSOF capability will be seamlessly integrated into campaign plans and routinely leveraged to achieve campaign goals.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Implement a Special Operations Campaign Planners curriculum at SWCS to educate selected officers to effectively integrate SOF capability into campaign plans.
- » Establish a Special Operations Campaign, Design and Theory Office at SWCS, which will partner with School of Advanced Military Studies and other advanced schools for military operational art.

MID-TERM

- » Assign ARSOF Operational Artists to Joint, Army and SOF operational headquarters, including TSOCs, in order to enhance the campaign-planning capability.
- » Enhance ARSOF Liaison Elements in direct support of each TSOC by the realignment of sustainment planners who ensure Army Service Component Commands fulfillment of ARSOF requirements in low-signature campaigns and named operations.
- » Develop and Assign operational-level CMO/stability operations planners at TSOCs.

LONG-TERM

- » Foster the development of ARSOF operational and strategic planners with the requisite experience and education to contribute in positions of increasing influence in Joint, Army, Interagency and SOF operational headquarters.

5. FACILITATE SOF MISSION COMMAND

CHALLENGE: The greatest single challenge facing SOF today is outdated command and control structures. Over the last decade, there have been numerous and diverse efforts to address this critical gap. This includes the establishment of hybrid C2 nodes, such as TSOCs-Forward in Yemen, Lebanon and Pakistan and Joint Special Operations Task Force-Philippines, JSOTF-Trans-Sahel and JSOTF-Caribbean Central America. Ad hoc in nature and insufficiently resourced, these efforts have yielded disparate effects, resulting in missed opportunities to effectively integrate SOF capabilities. In addition, some national security challenges increasingly require SOF-centric solutions that require unique combinations of SOF/CF capability and SOF operational level mission command.

2022 VISION: ARSOF will possess a wide array of scalable and deployable C2 nodes, capable of projecting SOF mission command in the most austere and politically sensitive environments, with the requisite level of expertise, experience and architecture to plan, integrate and synchronize SOF operations and SOF campaigns at any echelon of joint command, in an interagency country-team environment or with partnered indigenous forces of any size, including SOF operational headquarters above the TSOC level that are designed to conduct SOF-centric campaigns.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Conduct a thorough review of our existing organizations, formations and mission-command paradigms, all the way down to the detachment level.
- » Conduct experimentation with alternative forms of SOF C2 nodes.
- » Develop tailored packages to provide a mission command plug to TSOCs for the conduct of special activities including advanced special operations, military source operations and unconventional warfare.

MID-TERM

- » Explore hybrid SOF-conventional force command structures that build on legacy efforts, such as the 1960s-era Special Action Forces, which will leverage the inherent strengths of SOF and CF formations.
- » Experiment with operational- and divisional-level headquarters for the conduct of special warfare to include a Joint Special Warfare Command capable of conducting global SW missions in support of TSOC and national objectives.
- » Develop an agile mechanism to routinely reassign units and personnel within USASOC to build hybrid teams comprised of special warfare and surgical strike capabilities to meet global mission requirements.
- » Enable Army Special Operations Aviation forces to execute mission command of joint capabilities in support of ground forces.

LONG-TERM

- » Experiment with hybrid (SOF/CF) corps-level headquarters with organic interagency and intergovernmental plug-ins designed to conduct COIN, humanitarian assistance, FID and limited combined arms maneuver.
- » Develop an integrated ARSOF architecture that incorporates, analyzes and displays a common operating picture from SF, CA, PSYOP, etc.

6. OPTIMIZE RESOURCING AND COMMODITY AREAS

OVERVIEW: The current resource allocation reflects a significant commitment to the U.S. Central Command combat theaters. While national policy and SOF requirements regarding Afghanistan will solidify in the coming months, we anticipate that we must begin to realign resources in FY15 in order to better meet our global-mission requirements. Our forces must be equipped to operate in any environment in the world for extended periods in a low-visibility and clandestine fashion. Instead of taking a one-size-fits-all approach, we must equip our formations to meet the specific needs of their assigned missions and area of operations, especially our regionally aligned special warfare units. We should embrace an approach to resourcing that is highly agile and encourages our regionally aligned forces to be as varied and unique as their areas of operations and missions require, including leveraging COTS solutions and improved mechanisms to locally procure equipment that is indigenous to the area of operations.

6A. MOBILITY SYSTEMS

CHALLENGE: The ARSOF mobility fleet is not properly balanced to meet SOF global-mission requirements, including over investment in expensive to maintain and unwieldy platforms such as MRAPs and GMVs.

2022 VISION: ARSOF will possess a wide range of mobility platforms that are able to penetrate denied areas clandestinely by air, sea or land, including the use of stealth technologies. These platforms are designed to allow the force to operate for extended periods of time in denied areas.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Field the commercially available four-seat variant of the Lightweight Tactical All-Terrain Vehicle.
- » Improve management of individual vehicles such as ATVs, snowmobiles and motorcycles to provide more agility to meet specific mission requirements.
- » Consolidate aerial-delivery capability within sustainment mission command in order to provide robust delivery options in limited-access environments.
- » Invest in non-standard commercial vehicles that provide a low-visibility and survivable platform that is sustainable in austere environments around the world through locally available parts and service.

MID-TERM

- » Replace the legacy GMV fleet one for one with the GMV 1.1, which will offer greater mobility and internal air transportability via CH-47. The GMV 1.1 is scheduled for incorporation into the operational fleet FY15.
- » Utilize a pooling strategy to maintain a wartime contingency fleet of MATVs utilizing Army sustainment and storage.

LONG-TERM

- » Leverage new science and technology initiatives including but not limited to lightweight armor, stealth technology, unmanned capabilities and decreased fuel consumption with added range.
- » Field Regional MISO Task Forces capable of leading and executing high-end UW and other politically sensitive missions.





6B. AVIATION

CHALLENGE: Maintain pace in modernization of platforms and force structure to provide comparative advantage to execute precision aviation missions in the future operating environment.

2022 VISION: ARSOF will possess a fully functional SOF Aviation Enterprise that synchronizes efforts to generate the world's premier special operations aviation capability.

POTENTIAL SOLUTIONS:

SHORT-TERM

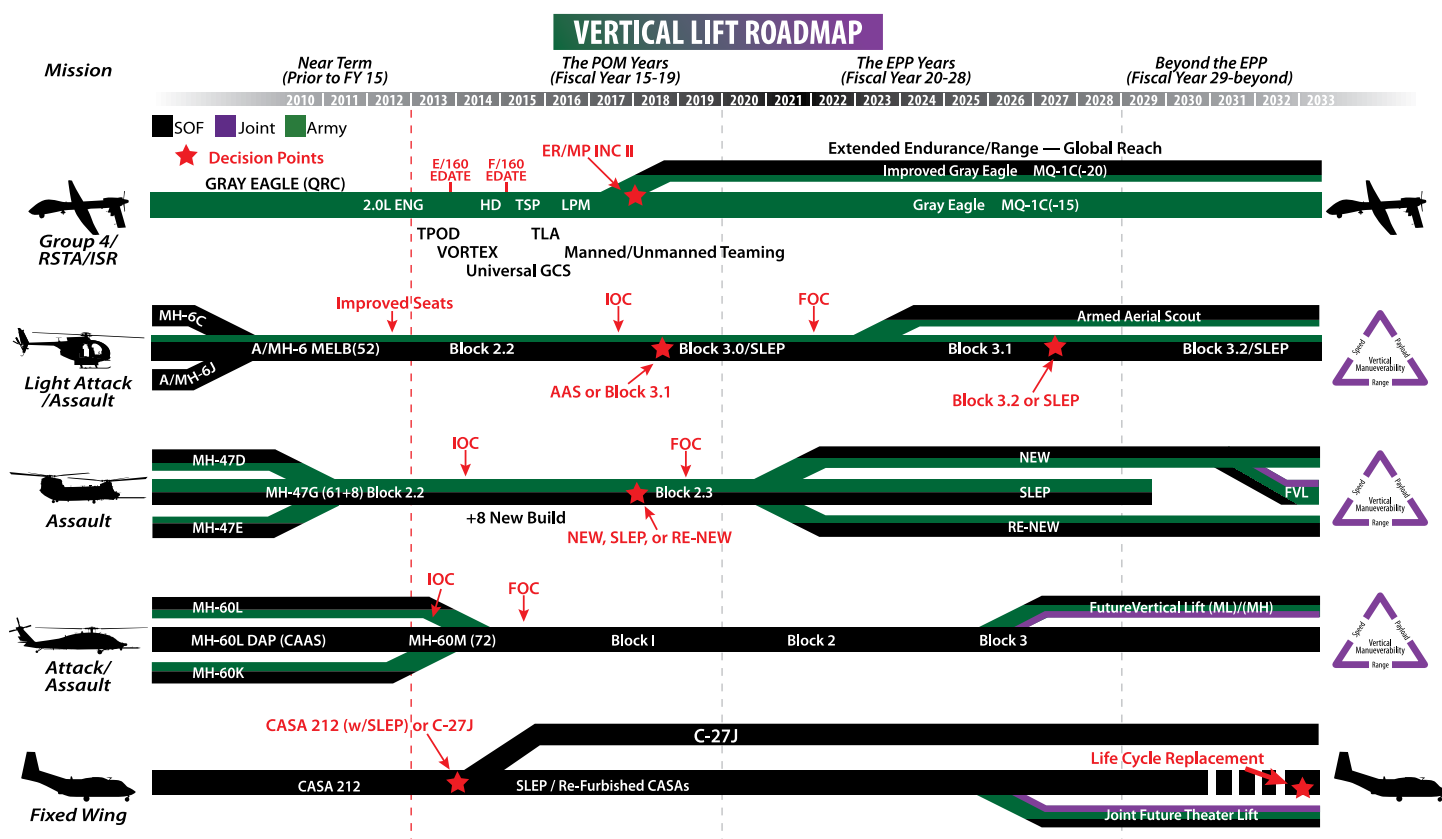
- » Field approved modernization for the mission-enhanced Little Birds.
- » Field approved modernization of MH-60M Blackhawks.
- » Improve Army unmanned aerial-system programs of record (Raven, Shadow and Gray Eagle) to meet joint expeditionary tactics, techniques, procedures, forward-based networking and sensor requirements.
- » Retain flexibility within the acquisition process to explore potential non-program of record solutions to support ground-force reconnaissance and fires requirements.

MID-TERM

- » Evaluate operational and maintenance costs in the Heavy Assault (MH-47G) fleet, which has been the preferred platform of SOF operators. Ensure these high-demand, low-density aircraft meet SOF requirements through the 2030s.
- » Research replacement options for MELB that will extend the capabilities required by Joint SOF customers.

LONG-TERM

- » Develop SOF Mission Equipment Packages to ensure ARSOF aviation maintains an advantage in command and control, survivability, navigation and targeting.



6C. TARGET ENGAGEMENT

CHALLENGE: Many problems in the future will require a different set of lethal and non-lethal options with varying levels of discrimination, feasibility and acceptance.

2022 VISION: ARSOF will leverage emerging technology to continue to develop innovative, low-visibility means and when required, non-attributable materiel solutions, that enable new means for ARSOF to discriminately engage the most sensitive targets around the globe.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Field visual augmentation systems (PVS-31), weapons systems and munitions that are critical to the success of ARSOF in ongoing combat operations.
- » Focus USASOC research, development, test and evaluation on innovative solutions and maximize the utility of other advancements made throughout the Department of Defense and the interagency.
- » Collaborate with SOCOM, Naval Post Graduate School and the Defense Intelligence Agency on development of social-media mapping capabilities.

MID-TERM

- » Continue investments in RDT&E in advanced digital multi-spectral night-vision goggles with color, thermal and wide-field-of view capability and precision sniper rifle.
- » Employ initial social-media mapping capabilities that enable predictive behavioral analyses and both precision and mass-target engagement in support of special warfare and surgical strike via non-attributable or delayed attribution mean.

LONG-TERM

- » Rebalance the target-engagement portfolio including a wide array of scalable, precision lethal- and nonlethal-weapons systems and munitions that better enable the SOF operator to conduct all aspects of unconventional warfare.

6D. COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

CHALLENGE: Technological advances and operational paradigms continue to drive increased requirements for secure and non-secure, real-time communications leveraging multimodal, cloud-based mesh-network technology.

2022 VISION: ARSOF will be equipped with innovative systems that provide low-visibility, reliable, secure and seamless video, data, imagery and voice services that provide integrated, on the move, timely and relevant information to enable SOF C2 in any environment with any echelon of joint command or partner force.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Build agility into existing systems to better facilitate distributed SOF C2, including real-time secure and non-secure communications that enables SOF tactical formations to communicate with GCCs and TSOC headquarters.

MID-TERM

- » Increase forward presence of 528th Sustainment Brigade (SO) (A) signal detachments in each TSOC in order to provide satellite on the move, individual high-definition video and enhanced executive communications support.
- » Utilize a versatile combination of COTS and joint systems.
- » Develop a wide variety of technologies characterized by their simplicity, durability and disposability.
- » Develop an enhanced capability for multiple secure communications via satellite, wireless and WiFi systems for irregular forces, including long range communications to support widely distributed operations.

LONG-TERM

- » Develop interoperable, scalable and tailorable net-centric information infrastructures that support flexible information sharing across organizations and cultures, including instantaneous reach back to government and non-government sources of cultural and other expertise.

“One need not
destroy one’s
enemy. One
need only
destroy his
willingness to
fight.”

—Sun Tzu

“The leaner Army, seasoned by a decade of war, will bring added emphasis to cyber security and special operations.”

—Gen. Ray Odierno, Chief of Staff, United States Army

6E. SOLDIER SYSTEMS

CHALLENGE: Over the last 10 years, ARSOF have focused Soldier system program investments in combat survivability, including body armor and other personal protective equipment. The future operating environment requires non-overt, clandestine, scalable Soldier systems.

2022 VISION: The ARSOF operator will be equipped to infiltrate, operate and survive in denied areas for extended duration in a low-visibility fashion, with a minimal burden of equipment bulk, weight and mass.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Rebalance the Soldier-systems portfolio toward operations outside major combat theaters, including increasing anti-access/area-denial capability with the introduction of the high-glide canopy.
- » Develop a wide variety of technologies characterized by their simplicity, durability and disposability.

MID-TERM

- » Increase aerial-delivery capability, including low-visibility equipment.
- » Develop means to defeat advanced biometric identification/verification technologies.

LONG-TERM

- » Leverage existing technology such as freeze-dried plasma and emerging technology such as signature management/reduction technology to better enable the SOF operator in any environment.
- » Increase organic medical capability including the establishment of deployable, scalable surgical teams modeled after the Joint Medical Augmentation Unit.

6F. CYBER OPERATIONS

CHALLENGE: Mastery of the Cyber Domain will require Army Special Operations to have training in cyber operations, knowledge of supporting systems and organizations and the ability to utilize cyberspace to enable operations while mitigating the inherent security risks.

2022 VISION: ARSOF personnel will be prepared to utilize the Cyber Domain to enhance operations both with internal means and external support.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Formalize cyber synchronization, manning, training and capability development across USASOC echelons and units.
- » Coordinate with SOCOM and Army Cyber Command to ensure ARSOF-unique cyber requirements are included in emerging doctrine, manning and capabilities development.
- » Establish support relationships to enable ARSOF formations with expertise and means.

MID-TERM

- » Identify and certify ARSOF personnel through cyber training and education from previously established external organizations.
- » Introduce cyber experts into ARSOF organizations to enable operations.
- » Establish support structures that facilitate operations between the lowest level through combatant command and national organizations.
- » Nest ARSOF requirements and Title 10 responsibilities for cyber within all service and joint governing documents and regulations.

LONG-TERM

- » Normalize cyber operations as part of operational planning, experimentation and operations.
- » Train and certify ARSOF personnel in appropriate cyber skills as part of their MOS initial training.

6G. MISO SYSTEMS

CHALLENGE: Proliferation of smart phones, mobile devices and social media present unprecedented opportunities for both adversary and U.S. MISO efforts.

2022 VISION: ARSOF will be the strategic nexus for all Department of Defense influence activities and recognized as the partner of choice for influence campaigns.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Develop and implement training and education in military deception, SLE and other advanced MISO skills to develop master MISO practitioners.
- » Develop innovative tactics, techniques and procedures for use of social media and other tools to influence foreign target audiences in support of special warfare and surgical strike efforts.

MID-TERM

- » Develop innovative methods of subversion to support enhanced ARSOF UW capability.
- » Invest in high-end communication and influence practices and technologies, including establishment of the Social Theory Academy at SWCS.
- » Reinvigorate the Cultural Intelligence Element including subject-matter experts in marketing, persuasive and traditional communication, use of social media and other cyber-based tools.

LONG-TERM

- » Explore next generation ground-based and flyaway broadcast systems, social media and leaflet delivery system.
- » Increase advanced technology and tools and substantially increase intelligence support, executing mass and precision influence missions in all environments.

6H. INTELLIGENCE SENSORS AND SYSTEMS

CHALLENGE: Intelligence systems are currently weighted to support current combat operations, enemy-focused collection and kinetic targeting.

2022 VISION: ARSOF tactical elements will have an unprecedented level of organic and tactical exploitation of national capability, regardless of the austerity or sensitivity of their environments.

POTENTIAL SOLUTIONS:

SHORT-TERM

- » Invest in technical-collection systems, identity-operations systems and intelligence support systems.

MID-TERM

- » Explore emerging technologies to enhance ARSOF organic F3EAD capability.
- » Develop capabilities focused on providing enhanced cultural intelligence to globally deployed SOF, both in real time and leveraging reach back to CONUS expertise, including Department of Defense, U.S. government agencies and academia.

LONG-TERM

- » Enable SOF to tactically exploit national intelligence capacities including space-related technologies, better clandestine tagging, tracking and locating, cyber and social-media capabilities.



“**MILCON is a long-duration, sustained effort over time, to provide the finest, modernized facilities to support our forces...**”



61. MILITARY CONSTRUCTION

CHALLENGE: Currently our nation's premier special operations units are housed in a variety of facilities ranging from dilapidated World War II-era structures and temporary modular facilities to 30-year-old legacy facilities. Some units are just now starting to see the benefits of the robust SOCOM MILCON investment program, which began in 2008. At the current rate of MILCON investment, existing USASOC facilities requirements will not be built until 2028.

2022 VISION: USASOC will continue to modernize our infrastructure, including sustained investment in the institutional force to realize the SWCS Campus vision and provide world-class facilities for our operational units that fully support the mission requirements and capabilities of ARSOF 2022, with a vision to build to the same standards as the new 7th Special Forces Group (Airborne) facilities in Florida.

POTENTIAL SOLUTIONS: MILCON is a long-duration, sustained effort over time, to provide the finest, modernized facilities to support our forces including unique ISR, mobility, training and operational requirements. We will synchronize our facility modernization efforts with ARSOF 2022 rebalancing and restructuring efforts within existing resourcing levels without deferring the replacement of sub-standard existing facilities

SHORT-TERM

- » Conduct holistic review of current MILCON program to ensure as we move forward we are meeting ARSOF 2022 priorities and capitalizing on opportunities to share common support and maintenance facilities.
- » Assess current facilities, with an emphasis on barracks, to ensure sustainment, restoration and modernization requirements are included in all ARSOF Installation Annual Work Plans.
- » Complete hangar facilities for Grey Eagle Fielding.

MID-TERM

- » Conduct facility compatibility studies to ensure existing and programmed facilities are adequate and optimized to meet mission requirements.
- » Improve our ability to compete for Army P2 funding and develop a facilities recapitalization strategy to anticipate future resourcing requirements and compete in the MILCON POM process.
- » Develop engineering master plan to facilitate generating and operational force requirements across the USASOC Aviation Enterprise.

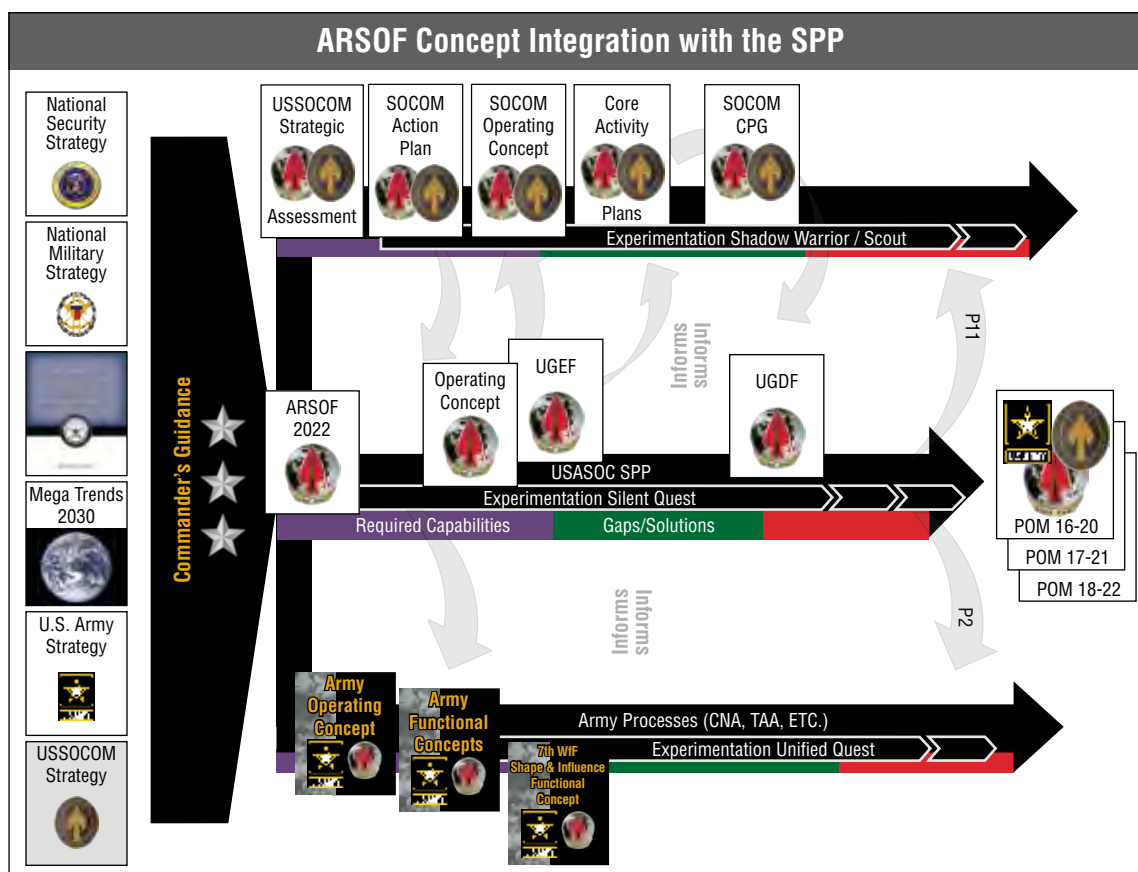
LONG-TERM

- » Modernize existing facilities to meet evolving equipment, power and C2 requirements.
- » Develop, in partnership with SOCOM, a long-range, steady-state funding profile for MILCON.



ARSOF 2022 articulates the USASOC commander's vision to provide the nation an unprecedented range of SOF capability and strategic options. It is an ambitious articulation of the commander's transformational roadmap over the next 10 years.

The USASOC Strategic Planning Process will implement this guidance and translate it into action. It will inform ARSOF Operating Concepts that influence and are further developed in conjunction with the USASOC and U.S. Army Resourcing and Planning Documents. The SPP develops a capabilities-based, mission-focused plan to inform effective resource allocation and an investment strategy across the enterprise.



“This is another type of war, new in its intensity, ancient in its origins — war by guerrillas, subversives, insurgents, assassins; war by ambush instead of combat; by infiltration instead of aggression, seeking victory by eroding and exhausting the enemy instead of engaging him. It requires — in those situations where we must encounter it — a whole new kind of strategy, a wholly different kind of force, and therefore, a new and wholly different kind of military training.”

— President John F. Kennedy,
1962



EXPERIMENTATION/ CAMPAIGN OF LEARNING

THE ROLE OF EXPERIMENTATION IN THE CAMPAIGN OF LEARNING

Experimentation supports the USASOC Campaign of Learning through the conduct of live, virtual and constructive experiments to determine current and future capability vulnerabilities, test/validate functional concepts and shape the development of DOTMLPF solutions.

USASOC Experimentation priorities are found in the ARSOF Concepts Research Experimentation Guidance, which is a part of the USASOC concepts and capabilities development plan used to identify concept and capability vulnerabilities for both the current and future force.

Experiments culminate in the transition of their results through event reports, observations, findings and recommendations that can be readily used to facilitate decision-making. The results will be standardized and made available through a supporting IT system and will directly lead to a DOTMLPF solution to eliminate the current vulnerabilities or best prepare the future force to meet the challenges of the operating environment.

ENDSTATE: Given a future operational environment, determine what capabilities and capacities are required to meet strategic, operational and tactical challenges that ARSOF can expect to encounter in 2022 and for which existing doctrine and concepts are inadequate.

USASOC will host its own exercise series called SILENT QUEST and participate in TRADOC and SOCOM experiments.

THE SILENT QUEST SERIES VISION:

SILENT QUEST is a biannual, commandwide exercise that builds on future operating environment concepts. While normally projected against environments beyond the POM years, selected DOTMLPF findings may be brought forward earlier. The exercises will:

- » Be the culmination of our SOF Campaign of Learning to support and inform concept development and future SOF design initiatives.
- » Identify and validate SOF concept development for SOF campaigns and operations and the Army's full range of military operations.
- » Produce outcomes that generate input for DOTMLPF and the POM to support ARSOF 2022 initiatives.
- » Identify gaps and overlaps in USASOC's current and future capabilities.



CONCLUSION

For more than 60 years, Army Special Operations Forces have been at the tip of the spear in the defense of our nation. While the way we fight may change, our core tenets have not. We remain in contact with the enemy, making significant contributions to the nation through extraordinary sacrifice from our regiments and our families. Yet, even while in the fight, we must become students of not only our adversaries but also of our past to build on lessons learned from previous engagements; and of the future, in order to develop the techniques and strategies necessary to remain the force of choice for decision makers. It is imperative that we are prepared to meet these challenges head on, and the way we do that will be through preparation. As your commander, I can prepare you for these threats in no better way than by planning for your success. That's why this map of our way forward is so important.

The future of Army Special Operations Forces is built upon the foundation of past experience, customs, traditions and proven employment concepts among the diverse organizations that make up USASOC. ARSOF have always functioned as a strategic bridging force, serving as connective tissue among indigenous forces and populations and within our military and the interagency community. While that cannot change, we are not content to maintain the status quo, because failure is not an option.

We must posture ourselves to meet and sustain the growing demands for increased cultural access and enhanced mobility required in support of national and theater strategies.

By embracing the changes outlined within ARSOF 2022, we will be prepared to thrive in the complex operating environment of the 21st century. By honing our special warfare and surgical strike capabilities and matching them with state-of-the-art technology used by educated and culturally savvy Soldiers we can ensure the defense of our nation and help to shore up that of our partners.

Without action, the words here are just that, words. It is imperative that our entire force inculcates these changes into the way they do business. If we move forward in a connected, reasoned manner, we will be able to face the uncertainty of the next decade and emerge a stronger force. It is in your hands.

“History teaches us that the nations that grow comfortable with the old ways and complacent in the face of new threats, those nations do not long endure. And in the 21st century, we do not have the luxury of deciding which challenges to prepare for and which to ignore. We must overcome the full spectrum of threats – the conventional and the unconventional; the nation state and the terrorist network; the spread of deadly technologies and the spread of hateful ideologies; 18th century-style piracy and 21st century cyber threats.”

—President Barack H. Obama,
2009



ARSOF 2022

U.S. ARMY SPECIAL OPERATIONS COMMAND

ARSOF 2022

PART II



CHANGING THE INSTITUTION
U.S. ARMY SPECIAL OPERATIONS COMMAND

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Official distribution is limited to active and reserve special operations units.

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1416304

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/// FROM THE COMMANDER

The U.S. Army Special Operations Command is celebrating its 25th anniversary. An important milestone, it reminds us that the command, while relatively young, is seasoned by our experience in sustained combat operations over the past decade. Well before the establishment of the command, U.S. Army special operations units brought great honor to the nation, the Army and our profession by their remarkable service during World War II and the numerous conflicts that followed. In 1989, the United States Army Special Operations Command was established to bring coherence and greater synergy to this already outstanding set of special operations units. Twenty-five years later, we continue to mature our profession in our nation's defense.

Last year, we took a major step forward through the introduction of *ARSOF 2022* as our blueprint for the future. *ARSOF 2022* clarified the narrative for Army special operations forces, providing direction to the force and establishing a process for future force development that leads to better support of joint force commanders. It set in motion a number of changes primarily focused on the tactical aspects of our business and became the impetus behind the new focus on SOF operational art.

Throughout this past year, USASOC conducted studies and explored concepts that would allow our force to take yet another critical, but necessary step in maturing the ARSOF profession. These actions focused on the challenging effort to reshape the force at the institutional-level and to develop new mission command capabilities, which will address contemporary and future operational requirements. The initial results are discussed here. We have also provided a status update on the proposed solutions to issues that came to light in last year's publication. Additionally, we have added several additional tasks as part of the strategic planning process.

It is essential that we learn, anticipate and evolve to defeat an adaptive enemy and the complex threats of the 21st century. As the nation learned more than 25 years ago, change is necessary when our special operations capabilities are no longer optimized to address the threats and requirements we face. As your commander, I recognize change can be difficult, exposing additional, unforeseen challenges. However, I firmly believe these changes are necessary to ensure USASOC provides senior decision makers with the full suite of options to better defend our homeland and achieve our national-security objectives.

While USASOC's first 25 years were distinguished by the extraordinary performance of its tactical-level formations during their operations and activities, I believe the next 25 years will showcase ARSOF's ability to provide the nation with an unparalleled operational-level capability; one that optimizes its tactical assets — and when necessary — those of the Army's conventional force and others to implement the nation's security strategy.

CHARLES T. CLEVELAND
LIEUTENANT GENERAL, USA
COMMANDING



ARSOF 2022 is a three-phase approach to maturing the ARSOF profession. *ARSOF 2022* introduced the vision, further clarified the SOF narrative and functioned as a blueprint for changes that were primarily focused at the tactical level. *ARSOF 2022, Part II* focuses on institutional change to increase efficiency, improve alignment of operational and force-generation capabilities within the U.S. Army and the U.S. Special Operations Command, while creating new, operational-level capabilities. The next iteration titled *ARSOF Next* is a return to first principles, with a focus on universal truths of the ARSOF Soldier, units and our promise to the nation.

FOUNDATIONAL CONCEPTS

ARSOF 2022 is built upon key foundational concepts: 1) a clear command vision and desired end state; 2) the two critical capabilities we provide the nation — *special warfare* and *surgical strike*; 3) an understanding of the operational environment in which ARSOF primarily operates; and 4) a commander's assessment of our current gaps and seams.

COMMAND VISION AND END STATE

The USASOC commander's vision is to *"Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint force commanders worldwide."* The vision forced the command to consider its global competition, how it develops tactical and operational capabilities for both special warfare and surgical strike to support strategic effects and how to best organize to leverage the capabilities and resident expertise throughout the force.

CRITICAL CAPABILITIES

In 2012, Army Doctrine Publication 3.05 formally introduced into doctrine the two complementary capabilities of ARSOF: *special warfare* and *surgical strike*. By describing Army special operations in these two unique and disparate forms, USASOC moved away from descriptions such as "black/white," "national/theater" and "direct/indirect," which describe the force by the nature of the funding, command-and-control structures, authorities or operational approach, all of which have limited utility. The terms *special warfare* and *surgical strike* more accurately describe our force based on its capabilities and enhance USASOC's ability to generate, sustain and articulate those capabilities. *ARSOF 2022*

further described these capabilities and reinforced their importance in clarifying the SOF narrative.

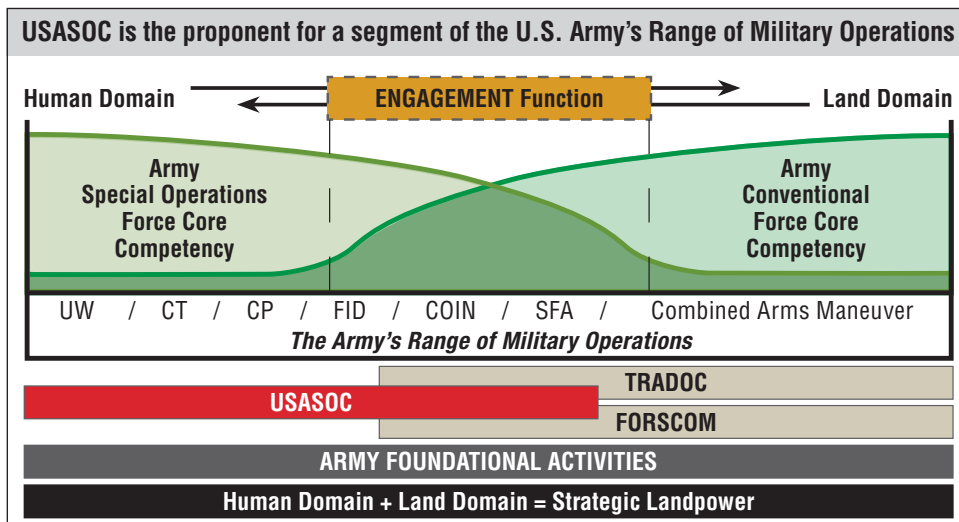
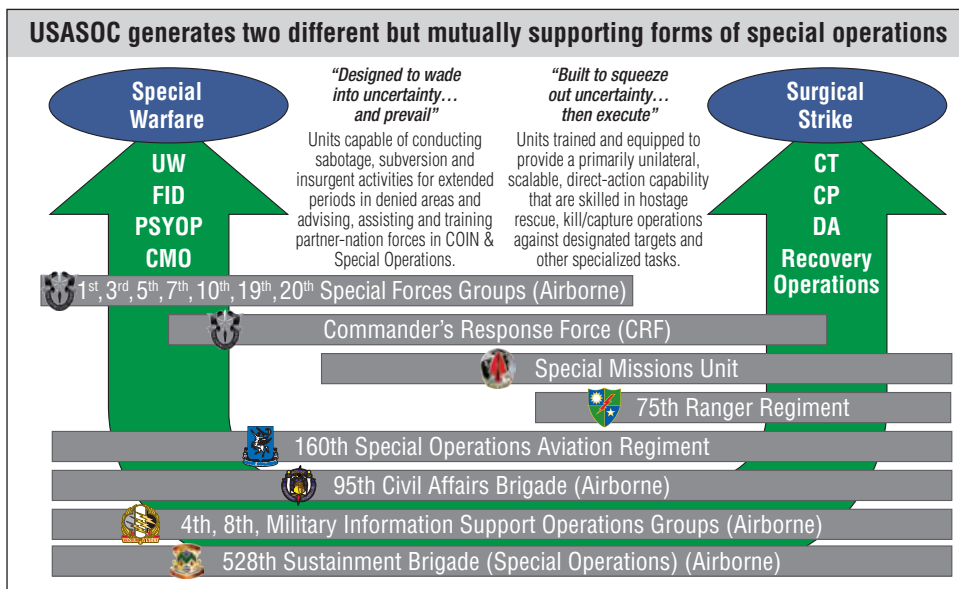
ARSOF OPERATIONAL ENVIRONMENT

ARSOF 2022 also introduced the concept of the Human Domain to the force and highlighted how SOF are uniquely assessed, selected, trained, educated and equipped to affect and influence human behavior to enhance stability or fight and defeat adversaries. Also addressed were several key implications for USASOC as a stakeholder in the U.S. Army's Range of Military Operations. USASOC's responsibilities range from Secretary of the Army directed activities, in support of 10 U.S. Code § 3013, to the U.S. Special Operations Command-directed operational and joint-training matters, as derived from 10 U.S. Code § 167.

COMMANDER'S ASSESSMENT

Upon arriving at USASOC, the commander conducted an assessment that revealed three specific areas in which USASOC required improvement to better enable seamless application of combat power across the spectrum of conflict: (1) addressing the capability gap; (2) developing SOF at the operational level; and (3) improving coordination, synchronization and integration of SOF at the 'seams' between interagency partners and conventional forces.

In support of USASOC's requirements and to address the shortfalls noted by the commander, *ARSOF 2022*



introduced six priorities with associated challenges and numerous proposed solutions. *ARSOF 2022* brought together several processes including a revised strategic-planning process to execute a deliberate and methodical way to implement change in line with the U.S. Army's and USSOCOM's processes and the new ARSOF Campaign of Learning, which is focused on building and testing concepts that define how ARSOF fights in the future.

WAY AHEAD

In summary, *ARSOF 2022* is the blueprint for our efforts to mature the Army SOF profession, address capability gaps and reinforce interdependence with our unified action partners. It details many of the actions necessary to support the Army and USSOCOM's

vision for 2020 and develops a force fully capable of operating seamlessly across the entire spectrum of responsibility given SOF by law. In short, *ARSOF 2022* provided direction for future force development as the command navigates the challenges of the past year, while building on that foundation by introducing the vision and intent for enabling SOF campaigns and providing an update on the command's efforts to execute *ARSOF 2022*.

Just as *ARSOF 2022* outlined shortcomings, *ARSOF 2022, Part II* updates the progress of the subordinate commands to move the command forward, as well as addressing new tasks that became apparent over the past year through the campaign of learning and strategic planning process.

ARSOF 2022 PRIORITIES >

INVEST IN HUMAN CAPITAL

USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers who are capable of addressing uncertainty.

OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.

OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.

DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL

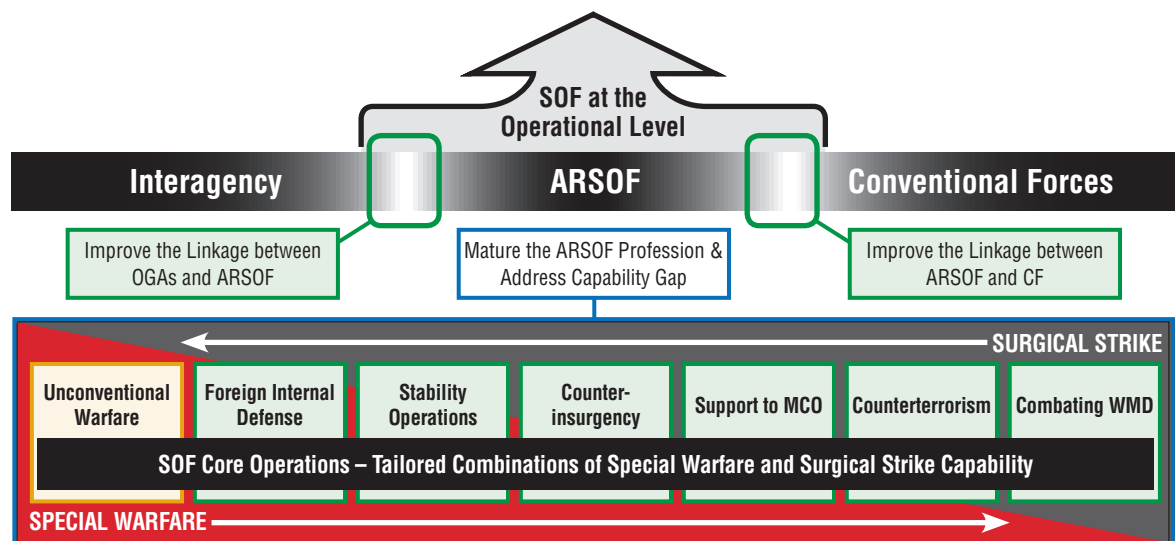
USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.

FACILITATE SOF MISSION COMMAND

ARSOF have developed and validated flexible, scalable and responsive distributed command and control structures.

OPTIMIZE RESOURCING AND COMMODITY AREAS

USASOC will rebalance its portfolio while getting better, not bigger.



USASOC's collective efforts in support of the six ARSOF 2022 priorities had a significant impact in mitigating critical capability gaps at the operational level; integration of the seams between USASOC, the conventional force and the interagency. These areas, as identified in the commander's assessment, are of particular importance in enabling seamless application of combat power across the spectrum of conflict.

THE UW GAP

The conduct of sustained UW in denied areas is a primary focus of the command's renewed focus on specialized training, purposeful talent management and improved force structure. A key component of that structure is the Office of Special Warfare, under the direction and command of the U.S. Army Special Forces Command, which was developed and organized to be the focal point for USASOC's UW capabilities. The OSW provides long-term purposeful management of specially trained personnel and provides support to Special Force planning elements attached to the theater special operations commands. A result of its organization is the 4th Battalion Redesign, which is a deliberate investment by USASFC(A) to build an enhanced, full-spectrum UW capability in support of the TSOC and joint force commanders.

MATURING SOF AT THE OPERATIONAL LEVEL

Second, USASOC experimented with new concepts, introduced new curriculum and developed new products to build SOF at the operational level. USASOC utilizing the Silent Quest exercise series, developed ARSOF's ability to plan and operate in multi-year campaigns in politically sensitive environments. These campaigns

employ multiple lines of effort, incorporate our unified action partners, focus on working with and through host nation or friendly nation security forces. Silent Quest, mirroring the Army's Unified Quest series, serves as a platform for the command to experiment with new organizational structures, operational concepts and planning methodologies for such campaigns. An outcome of last year's Silent Quest is the USASOC Planner's Handbook (Generation 1) for SOF Operational Design. This handbook is USASOC's first attempt to describe the nuances and complexities of operational design in the future operating environment.

Over the past year, the U.S. Army John F. Kennedy Special Warfare Center and School, the U.S. Army's Special Operations Center of Excellence, has updated or established several courses to address training and education requirements of SOF operational design. These courses include the Special Warfare Operational Design Course and the Special Operations Campaign Artist Program. The SWODC integrates Civil Affairs, Psychological Operations and Special Forces personnel into one course to provide an advanced education in the unique operational design requirements for special warfare. SOCAP, an 18-week course, was created in conjunction with the SOF Cell

at the U.S. Army Combined Arms Center at Fort Leavenworth, Kan. The course improves a planner's ability to translate strategic policy into operational plans and tactical action, with a particular emphasis on operational-level special warfare campaign planning in support of TSOCs and joint force commanders' objectives.

SOF-CF INTERDEPENDENCE

USASOC continues to pursue several efforts — from new doctrine to optimized combined training at the Joint Readiness Training Center and National Training Center — to improve interdependence between ARSOF and the conventional force. Since the release of ADP 3.05 in 2012, the USAJFKSWCS continues to make significant contributions to Army future concepts and capability development. The new U.S. Army Functional Concept for Engagement is now published as U.S. Army Training and Doctrine Command Pamphlet 525-8-5 (24 Feb. 2014). The Engagement Warfighting Function is defined as the related tasks and systems that influence the behaviors of a people, security forces and governments.

The Army Concept Framework was expanded to adequately account for all of the work the Army has done to advise and assist regional partners, host-nation foreign security forces, governments and people during the last 12 years of war. Adding the seventh Army Warfighting Function, Engagement, will leverage the Army's recent wartime experiences in ways that are critical for the future force and develop required capabilities and institutionalize them into Army doctrine, training, education and leader development.

This concept is now a component of the Army Concept Framework and supports the Army Capstone Concept and Army Operating Concept. Another recent accomplishment is the approval of the Special Operations Task Force 13-1 (SOTF 13-1) formation by the U.S. Army Training and Doctrine Command. USASOC also provided qualified ARSOF personnel to establish and lead Operational Detachment

Juliet in support of the Mission Command Training Program at Fort Leavenworth. This ensures training of the Army's division and corps-level staff includes a SOF perspective and ensures it can better test SOF tools and the force in the future. The USASOC G4 partnered with the Sustainment Center of Excellence at Fort Lee, Va., to develop the Army's understanding of ARSOF sustainment challenges and SOF/CF interdependence along three lines of effort: capabilities and concept integration, doctrine and Professional Military Education integration and the campaign of learning.

The U.S. Army Special Operations Aviation Command's aviation foreign internal defense initiative will allow for five regionally-aligned aviation mobile training teams focused on priority partner nations for each TSOC. This effort is synchronized with increased emphasis on conventional force partnerships for rotary-wing security force assistance. This two-pronged approach to rotary-wing AvFID is focused on a results-based end state; assisting partner nations with establishing special operations aviation task units while simultaneously supporting individual TSOC campaign plans. USASOAC paved the way for the rewrite of USSOCOM Directive 525-8, *Joint Special Operations Aviation Component*, establishing the ARSOAC as an integral component within the mission command of a JSOAC. Finally, the 75th Ranger Regiment partnered with the Army's Global Response Force to share an en route mission command capability, as well as joint forcible entry tactics, techniques and procedures.

Combined, these represent a significant advancement in meaningful ARSOF interdependence with the Army's Conventional Forces.

INTERAGENCY

USASOC also established several venues and forums to facilitate our interdependence efforts with unified action partners. The USAJFK-SWCS is harnessing expertise and capabilities across the U.S. Government and academia to

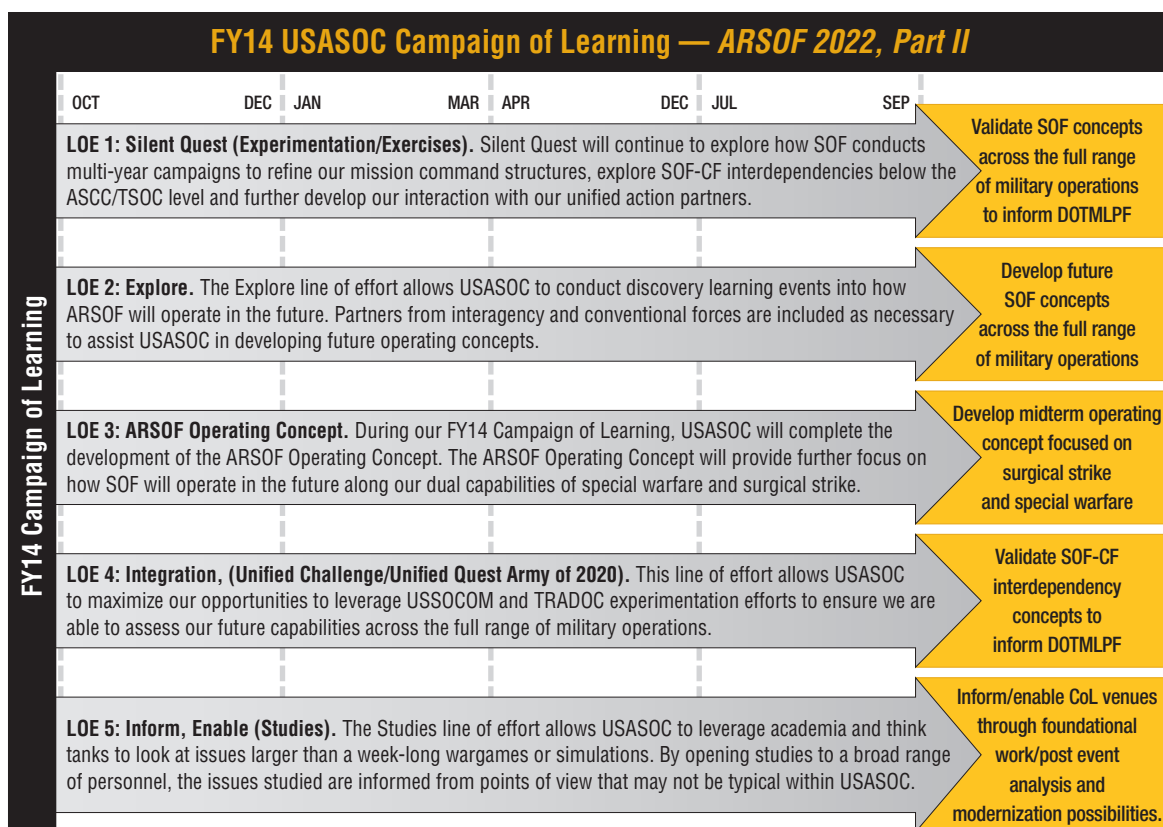
provide SOF and our Global SOF Network with the knowledge, skills and abilities required to operate together around the globe. The Military Information Support Operations Command Effects Group operationalizes the CONUS-based information-related capabilities and influence activities to increase the range of capabilities and choices available to the ground combatant commanders and TSOCs.

The 95th Civil Affairs Brigade established the Civil-Military Advisory Group an operationalized concept that provides an ARSOF capability to share information, collaborate with and leverage the resources and capabilities of a network of UAPs to provide reach-back support to ground combatant commanders and ARSOF commanders. At its core, the CMAG serves to build and sustain the readiness of standing partnerships and a community of action. This network of UAPs includes non-military, interagency, academia, think tanks, corporate entities, international and nongovernmental organizations and other non-military forces that directly aid in successful completion of missions in special warfare campaigns.

The Institute for Military Support to Governance is a nascent effort within the USAJFK-SWCS that will manage the provision of civil sector expertise across the range of military operations to support U.S. Government obligations under international law and to promote stability. The IMMSG will also support the TSOC, transitional military authorities and support to civil-administration operations as appropriate. Instrumental to the IMMSG is the Civil Sector Expert program, MOS 38G, which will enable the U.S. Army to leverage operational practitioners for critical civilian sector skill sets.

CONCLUSION

Although this is only a partial list of the many initiatives undertaken in support of ARSOF 2022, the impact and affect of the collective effort is clear — USASOC elements are determined to mature the ARSOF profession and provide the nation with ever-increasing capabilities.



ARSOF CAMPAIGN OF LEARNING

The USASOC FY14 Campaign of Learning comprises five lines of effort that are depicted in the graphic above. The insights from the FY13 Campaign of Learning, especially the two Silent Quest events, played a central role in the development and focus of the FY14 Campaign of Learning.

During FY14, LOE 1, Silent Quest will continue to explore how SOF conducts multi-year campaigns to refine our mission command structures, explore tactical SOF-CF interdependencies and further develop our integration with our unified action partners. Silent Quest meets a significant requirement for USASOC as it provides a means to test the force and amplify its intellectual underpinnings for future ARSOF development.

The CoL will use LOE 2 to further develop concepts with specific focus given to UW and sustainment in support of special warfare. This LOE will also be used to further develop subjects identified from the SQ facilitated wargame series. LOE 3 is solely dedicated to the completion of the ARSOF Operating Concept, which will define how ARSOF operates in the future operating environment from a standpoint of both special warfare and surgical strike.

The Campaign of Learning devotes an entire line of effort, LOE 4, to participation in TRADOC and USSOCOM learning venues to integrate ARSOF learning demands and properly inform their events with the ARSOF narrative. Our collaboration during FY13 with the Army's Capabilities Integration Center and the Army's Centers of Excellence resulted in multiple opportunities to not only participate in experimentation, but also partner in various events with respect to event design, develop shared learning and desired event outcomes. The USASOC G4 participates in the Globally Responsive Sustainment ROC Drill that integrates into the Army's Campaign of Learning. In FY14, the command will continue this trend with participation in the Unified Challenge/Unified Quest (Army) and Shadow Warrior (USSOCOM) series of experiments.

LOE 5 will focus efforts on the completion of studies that add analytic rigor to our concepts and ideas concerning how ARSOF should operate in the future. Through the Army Studies Program and thesis topics assigned to future ARSOF leaders attending Professional Military Education, we will address tough problems that require extensive study and critical thinking to develop new approaches to solving intractable problems.



STRATEGIC PLANNING PROCESS

STRATEGIC CONSIDERATIONS

ARSOF 2022 is nested with both the U.S. Army and the USSOCOM commanders' visions and priorities. The USASOC mantra "better, not bigger" persists in a fiscally constrained environment as the Budget Control Act of 2011 will have a greater impact on budget reductions than planned. The rigor of the FY 2015-2019 Alternative Program Objective Memorandum discussions, coupled with *ARSOF 2022* guidance, provided the clarity and incentive necessary to address our most significant capability gaps (primarily in special warfare).

OPERATIONAL IMPACTS

USSOCOM was directed to reduce its budget by \$4 billion in the FY 15-19 Program Objective Memorandum. As part of this effort, USASOC will reduce approximately 1,700 personnel from existing and future programmed force structure. This net reduction includes:

- » Special Forces: ~970 Personnel (including active duty and Army National Guard)
- » Rangers: ~370 Personnel
- » Aviation: ~340 Personnel

REMAINING EFFORT

USASOC, in coordination with USSOCOM, will continue to work with the U.S. Army to quickly and effectively document all ARSOF changes. As we document *ARSOF 2022* redesign efforts and Amended POM adjustments, our intent is to minimize future grade plate adjustments by harvesting the appropriate grades and MOSs now. Moreover, with the impending conventional U.S. Army force structure reductions, the ARSOF recruiting pool will effectively be reduced thus requiring ARSOF to implement innovative recruitment techniques to maintain its strength.

USASOC GUIDANCE FOR DEVELOPMENT OF THE FORCE

The USASOC Guidance for Development of the Force is an annual force development document that forms the foundation for translating ARSOF 2022 proposed solutions into actual capabilities. Many of the proposed solutions were approved by the commander for immediate implementation and status reporting. The remaining solutions are assigned for further analysis and for inclusion in future POM cycles. The UGDF also included additional solutions to compete for FY16-20 POM funding and implementation. All solutions are tracked and reported by line-of-effort owners as part of USASOC's SPP.

USASOC GUIDANCE FOR EMPLOYMENT OF THE FORCE

The biennial USASOC Guidance for Employment of the Force provides operational focus and priorities that are derived from national strategies and theater campaign plans to identify and prioritize ARSOF's required capabilities in the mid-term (3 to 7 years) and far-term (8 to 20 years). The UGEF provides guidance to each ARSOF formation based on its doctrinal application and regional alignment. The UGEF describes ARSOF's operational contributions based on analysis and of and direction from national strategies, the U.S. Secretary of Defense Guidance for Employment of the Force, national mission plans, the Global Campaign Plan-Special Operations, GCC Campaign Plans, TSOC Campaign Support Plans and the ARSOF Operating Concept. The UGEF also informs the development of other USASOC products; the Special Operations Force Generation process, the annual Sourcing Conference input and the USASOC Commander's Training and Education Guidance. The UGEF will be published in 3rd QTR FY15.

What is the Strategic Planning Process (SPP)?

The Strategic Planning Process is the commanders' tool to ensure that ARSOF are properly organized, trained, educated and equipped to provide our capabilities to the nation. The commander-driven SPP aligns campaign actions and ensures continuity of message by utilizing a unified strategy to drive capability development and focus all resourcing actions. The SPP's governance process, shown in gold, is driven by the USASOC Commander's Council and ensures the necessary process discipline and mechanisms are in place to assess progress toward meeting the commander's priorities. The SPP is executed through five interdependent segments titled *Strategic Guidance, Capability Analysis and Solution Development, Resourcing and Integration, Capability Delivery and Capability Delivery Assessment*.



As the primary force provider of ARSOF, USASOC seeks to strengthen the Global SOF Network by:

- » Addressing emerging operational requirements and closing identified capability gaps
- » Creating a more optimized and efficient USASOC force structure
- » Updating instructional and evaluation opportunities for the force
- » Meeting the demand for a command and control structure that can achieve joint, scalable mission command
- » Providing responsive and tangible benefits to the TSOCs and Joint Force Commanders

... with the intent to better enable joint force commanders in their conduct of SOF campaigns.

To meet our nation's current and future requirements, USASOC must update its SOF mission-command construct, and strengthen its deployed formations through a concerted effort to provide campaign development support, interaction and regional and functional expertise through reach back to a properly configured CONUS SOF structure.

Since 1989, USASOC has provided capable and proficient ARSOF, particularly at the tactical level to joint force commanders worldwide in support of their operational requirements. Given their extraordinary capabilities, the tactical actions of these forces often generate strategic effect. However, as we have learned over the past decade of persistent conflict, ARSOF now has increased responsibilities, particularly at the operational level regarding force development and capability delivery and, even arguably, its own emerging operational art.

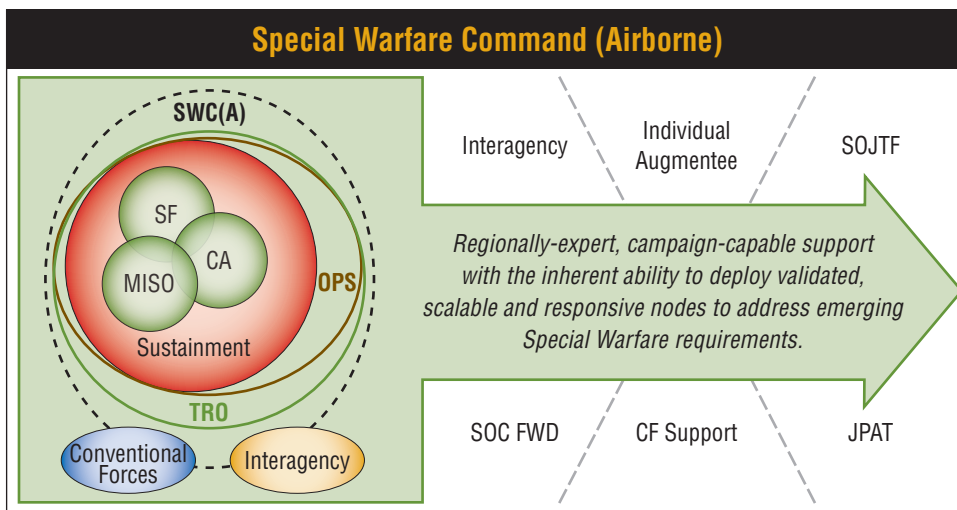
Long-duration special operations campaigns demonstrate the need for mission-specific command elements and a different cognitive approach to these problems. Our collective reaction to these challenges has been to develop and employ ad hoc solutions. Looking to the future operating environment, it's likely these

operational-level requirements will remain making it imperative we create sustainable processes.

To that end, USASOC participates in both Army and USSOCOM force development and resourcing processes. However, as those processes have matured over time, the corresponding ARSOF force structure has remained nearly the same. USASOC is developing a deployable, operational-level capability and redesigning the headquarters and supporting components to better address our responsibilities for force generation.

Throughout this past year, USASOC and its components — often advised by outside expertise — conducted studies and explored concepts to take a significant step to mature the profession. These efforts focused on the institutional-level and the potential for new mission-command capabilities to address current and projected requirements. The need for such a change is not new; in fact more than half a dozen headquarters staff-oriented studies in the past decade identified ways to gain staff efficiencies and procedural effectiveness.

This year marks the first enterprise-wide effort in 25 years to optimize and synchronize operating and generating force functions through two fully



Special Warfare Command

The Special Warfare Command (Airborne) is the merging of the Army's regionally expert forces, (SF, CA, MISO) and the 528th Sustainment Brigade, into a single division-size command of more than 22,000 Soldiers, whose mission is to provide training, readiness and oversight to the Army's special warfare units.

interdependent objectives: development of a Special Warfare Command and generating force structure capable of developing comprehensive special operations doctrine, conducting predictive analysis to meet the operational needs of the joint force commanders requirements and delivering ARSOFs platform — the Soldier as a system.

The command's redesign effort focused on three key aspects. First, alignment of USASOC's functions with those of USSOCOM and the U.S. Army to ensure our sections are better nested with our higher headquarters and working collaboratively to develop optimized solutions. Second, increased organizational effectiveness and efficiency within the command by better clarification and delineation of roles. Finally, improved surgical strike and special warfare synergy by appropriately consolidating core functions and sub-functions to ensure Doctrine, Organization, Training Materiel, Leadership, Personnel, Facilities and Policy analysis and solutions are complementary from their inception.

REDESIGN LINES OF EFFORT

Four redesign lines of effort are prescribed that will allow for successful execution over the next 12 months. The first LOE is the development of an implementation plan to assign staff entities

with specified roles and responsibilities for the transition. The second LOE is focused on the process mapping of both the Special Warfare Command and the generating force functions and the development of USASOC PAM10-10 and update to USASOC Reg 10-5 to articulate the overall process as one synchronized effort. These documents will assign roles and responsibilities and define key and supporting processes, membership and timelines for delivery of products to feed the succeeding segments. The third LOE is focused on the ongoing and continual line of effort to communicate and educate existing and incoming staff. To that end, USASOC is developing a series of educational workshops and briefings to provide information on the overarching construct, followed by a deep-dive education and learning curriculum for integrating new staff members. The final LOE is dedicated to efficient and effective process management.

SPECIAL WARFARE COMMAND

Over the past decade of persistent conflict and competition for influence, SOF mission-command solutions relied on various ad hoc constructs, which proved to be insufficient. The Special Warfare Command is the merging of the Army's regionally expert forces, (SF, CA, MISO) and the 528th Sustainment Brigade, into a single command, whose

mission is to provide training, readiness and oversight to the Army's special warfare units. Establishing a Special Warfare Command within USASOC will provide immediate and tangible benefits to the TSOCs and joint force commanders through the provision of campaign-capable support from the Special Warfare Command during steady-state operations and, when the global situation dictates, the inherent capability to deploy a responsive and scalable joint headquarters to address emerging requirements.

By developing institutional and permanent SOF capabilities at the operational level in the form of the Special Warfare Command, USASOC increases the capacity of the TSOCs through an augmentation of regionally-expert personnel as well as by providing a more responsive organizational structure. There remains a clear demand for a hybrid command and control structure that can achieve scalable SOF/CF mission command up to the two-star general officer level, resulting in seamless and persistent special operations support to GCCs, TSOCs and joint force commanders. The development of a Special Warfare Command within USASOC will enable USSOCOM to better assist in the conduct of SOF campaigns and provide senior decision makers with another viable option to achieve our national-security objectives.



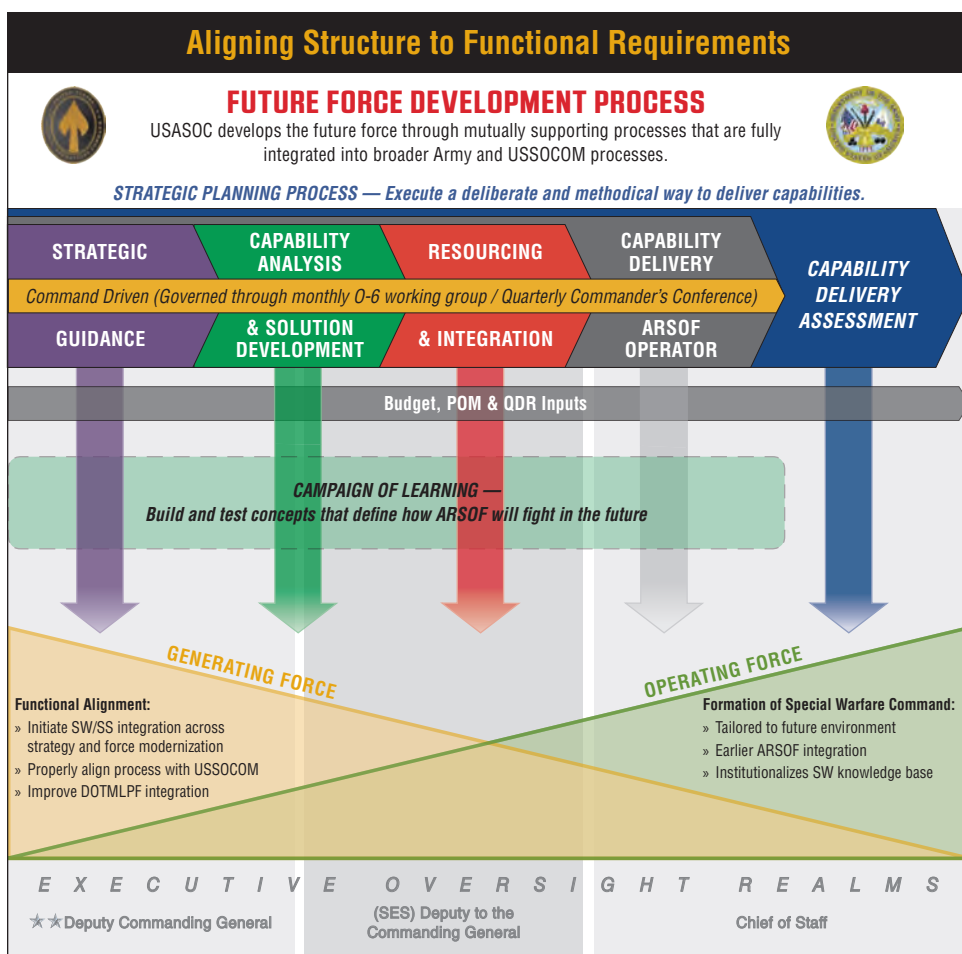
USASOC participates in both the Army and USSOCOM's force development and resourcing processes to deliver ARSOF capabilities to the joint force commander. As the operational environment changes and resource constraints increase, USSOCOM and the U.S. Army have evolved their processes accordingly. USASOC's process had not evolved to ensure full integration in the resourcing dialogue. The necessary changes are complicated by the differences in structure and processes used by USSOCOM and the U.S. Army. Past redesign studies have looked at bridging these differences to improve USASOC's structure and processes; however, changes and improvements have been limited.

The studies did result in two overarching themes, with the first general theme pointing out that the current organizational design results in a divided force management and development function. The second broad theme pointed to a lack of governance to ensure

functional and process integration. These two themes underscore the current challenges we face with sub-optimal alignment and/or an ad hoc decentralization of functions across the enterprise. Despite these challenges, the command has invested time, manpower and other resources to mitigate the issues, work through the inefficiencies and deliver the best ARSOF capability possible. As the resourcing environment continues to change and become more constrained, the need to reassess our current structure and processes has increased. If we are to continue to deliver the world's premier special operations capabilities, we need to adopt a more efficient and effective generating force construct.

FORCE MANAGEMENT

To address the first key issue of split force management and development functions, the redesign study team followed two key sequential steps. The first step was to identify and align directed functions and sub-functions to the core components of capabilities-based



planning and the segments of the strategic planning process. Understanding what the SPP is, subsequently pinning appropriate functions to the segments and then determining organizational alignment were key to this step. As the SPP is a command-driven process, it must align actions through a unified strategy that drives capability development and focuses resourcing. This was accomplished in the second step, which recommends appropriate forms (key staff and organizations) to facilitate these actions, and then finally underpins each segment with analytical tools that make resourcing recommendations, objectively threading the analysis to strategy as a defensible resourcing recommendation.

PROCESS INTEGRATION

Aligning appropriate form to function ensures the SPP is operationally connected,

doctrinally grounded and transparent. Coupled with an analytically sound methodology, this facilitates connectivity of its interdependent segments. As previously stated, our SPP process must nest with the USSOCOM and Army processes to ensure appropriate advocacy for our requirements. The key understanding of this framework is realizing USSOCOM has placed determination of operational requirements with the TSOCs and Joint Special Operations Command, while force development of identified requirements remain with the components. This naturally posits the authorities for capability analysis and DOTMLPF-P solution development with the components, with the primary roles of resource sponsorship and integration remaining at USSOCOM. Consequently, it is paramount to redesign the generating force

to ensure each segment of the SPP has both a functional owner and a process owner to ensure integration of functions across the generating force enterprise.

In support of this framework and to mitigate the sub-optimization of a split force management and development function, the generating force redesign was structured to appropriately align form to function in support of USASOC's SPP. The ability to determine required capabilities in the application of special warfare and surgical strike and to analyze those required capabilities against existing and planned inventory of DOTMLPF-P programs of record, must be seamless, efficient and effective. It must be structured to robustly and proactively influence the Army and USSOCOM staff during the conduct of resourcing and integration functions through a collective voice tied to the USASOC commander's priorities

Functional alignment of USASOC's structure will identify operational force requirements in support of joint force commanders and translate them to the Army and USSOCOM staff for resourcing and integration. A robust force-development structure that maps the commander's strategy to program through an efficient, effective, functional alignment of organizations will facilitate this. Given our need to operate within both the U.S. Army and USSOCOM structures and processes, our approach is hybrid in nature and uniquely articulates our resourcing requirements to USSOCOM and facilitates execution of USASOC's resourcing responsibilities through the Army and its other major commands.



The challenges of the future operating environment will result from an increasingly urbanized world population, with cities that hug coastlines and whose inhabitants enjoy a connectedness that is exponentially increasing. Our adversaries dwell and operate in crowded spaces, fusing their operations with those of criminal organizations in the employment of shared resources and mechanisms through symbiotic relationships. These conditions can negate our technological overmatch, create freedom of action for state and non-state actors and require different competencies to identify and affect the enemy. These complexities require deep understanding of the Human Domain and the tools necessary to prevail in this environment — capabilities that our special warfare and surgical strike units are designed to provide though not in themselves sufficient for this emerging global challenge.

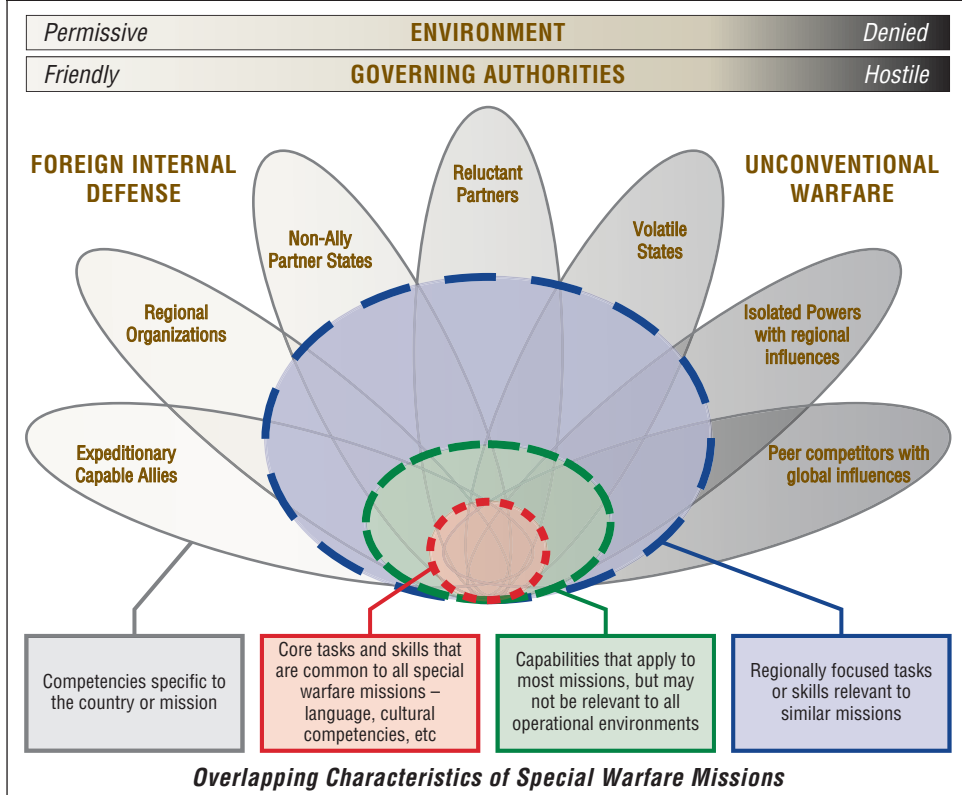
Knowing the changing nature of the environment, USASOC recognizes the increased demand from TSOCs and joint force commanders for operational-level capabilities in support of long-duration, regionally-focused campaign plans. To meet both the scope and scale of this demand, TSOCs and joint task force commanders require our ARSOF formations to provide a combination of responsive reach-back support and scalable, tailored command and control options in situations ranging from steady state to crisis.

Campaign-capable forces that can conduct special warfare and incorporate surgical strike must inherently maintain situational awareness, have a greater degree of adaptability and be able to plan and conduct long-term operations. These forces must also be able to collaborate with other designated stakeholders in support of regional plans as well as integrate knowledge found in academia and other government and non-government institutions. Ultimately, SOF must apply these capabilities in a coherent manner in support of our national interests as we form the foundation of the Global SOF Network and a Global Landpower Network — a confederation of allies, partners and surrogates.

TALENT MANAGEMENT

Critical to the design and conduct of these long-duration campaigns is the inherent requirement to manage the talent, resources and depth of knowledge necessary to succeed in the effort. These competencies take time to develop and cannot be created and employed immediately after a crisis occurs, as stated in the SOF Truths. As USSOCOM continues to evolve in the interest of providing SOF options to national decision-makers, much of the operational knowledge gained in the building of enduring networks and key relationships must be identified and incorporated. The proper capture, maintenance and delivery of tacit and explicit regional knowledge in a cohesive manner will facilitate better

The Spectrum of Special Warfare



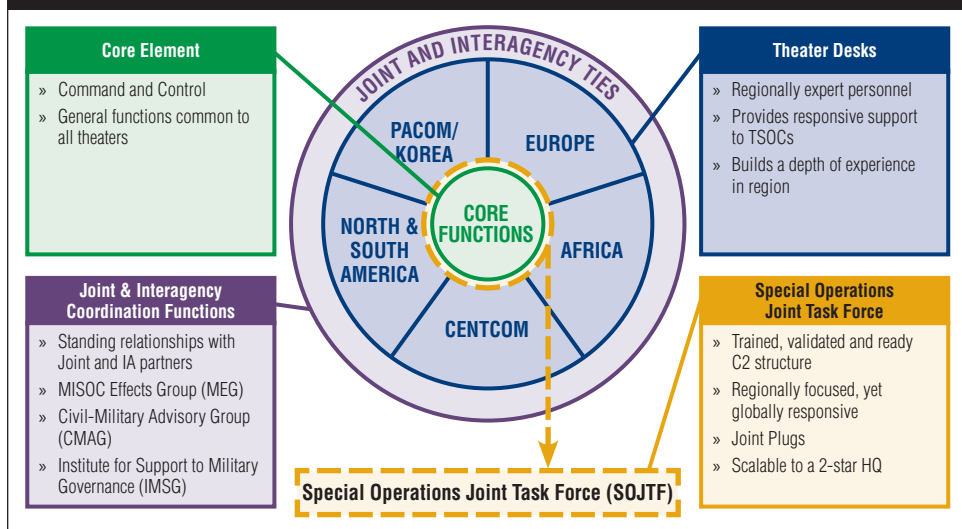
surgical strike and remain the world's finest capability, the redesign effort focused on the formations with the primary responsibility for the conduct of special warfare.

What we found is that there is an advantage in consolidating special warfare competencies into a single command focused on operationalizing the CONUS base of special-warfare capabilities and delivering appropriately blended special-warfare and surgical-strike capabilities from each of the various, subordinate elements. Such an organization would keep pace with current and future requirements, provide the campaign-capable forces and responsive support and provide comprehensive knowledge management in support of all functions in the greater organization while also gaining significant efficiencies.

By fusing special-warfare capabilities into one entity, training and readiness is further optimized. The Special Warfare Command can maintain greater situational awareness as a force provider; manage the regional knowledge and expertise of the force and better support the TSOCs and joint force commanders in the development, execution and sustainment of their campaign plans by building regionally expert, campaign-capable SOF planners. The Special Warfare Command could also provide the logical place to form the core of a deployable operational C2 node to meet requirements beyond those organic to the TSOC.

By aligning USASOC functionally and unifying the regionally-expert formations under the Special Warfare Command, USASOC will enable its warfighters within the tactical formations, while also providing support to the TSOCs and joint force commanders in the form of regional expert, responsive reach-back capability and scalable regionally expert SOF mission command when required.

Core + Regionally Expert Elements that leverage standing Joint and Interagency ties to provide responsive, informed C2 options to the Joint Force



training, improve doctrine development and enhance campaign planning.

SPECIAL WARFARE DEVELOPMENT

Is there a better way to conduct protracted SOF campaigns? Does ARSOF need to change to remain the nation's force of choice for special warfare and surgical

strike? These questions are not easy to answer and require careful consideration. After publishing *ARSOF 2022*, USASOC put these questions under a microscope, initiating an internal study to determine what opportunities exists to address shortfalls or inefficiencies. Largely satisfied with USASOC's collective ability to conduct

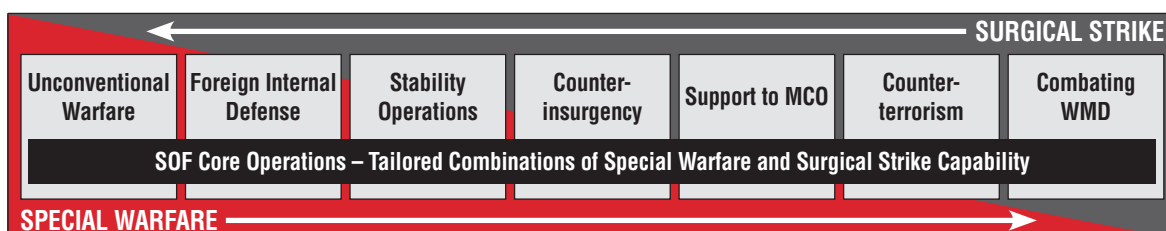
ARSOF 2022 USASOC Commander's Vision

Provide our nation the world's premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint-force commanders worldwide.

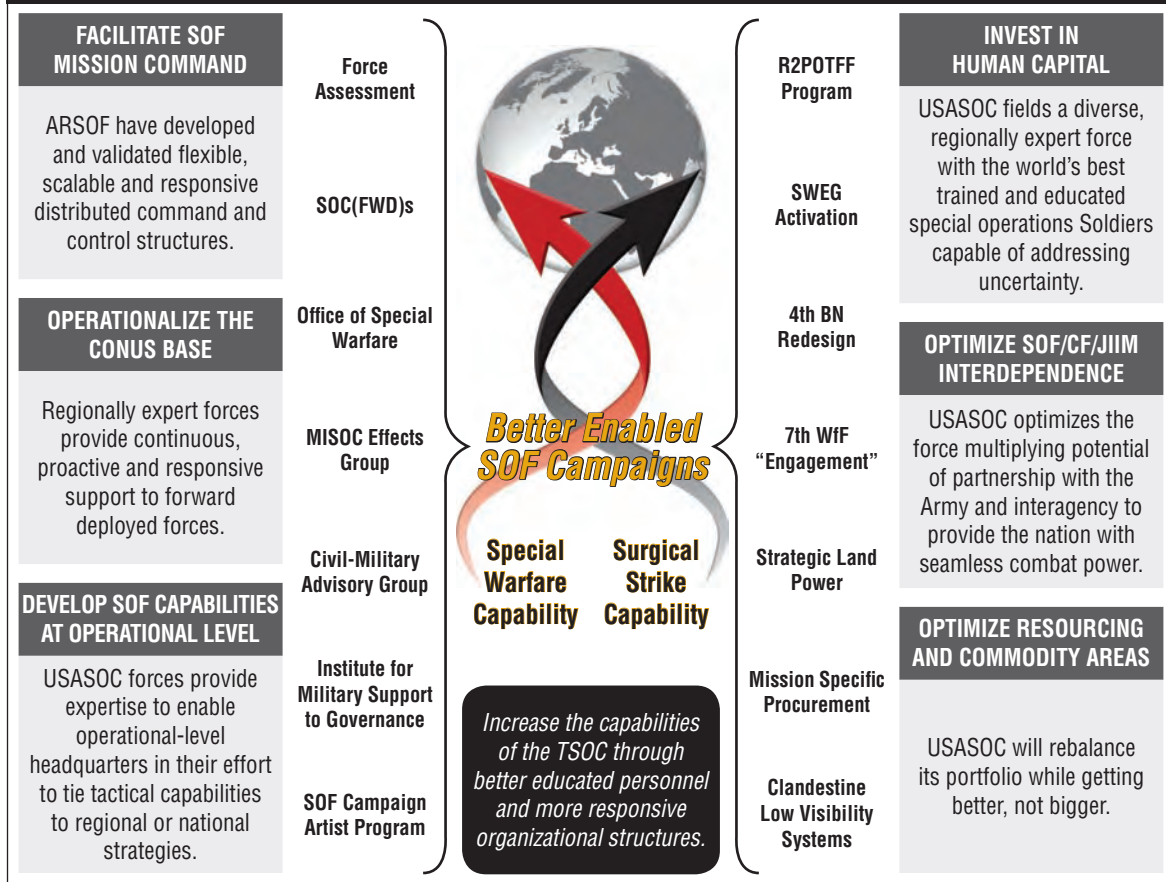


Commander's Intent

USASOC matures the Army SOF profession, addresses the capability gap and improves integration at the 'seams' to better enable seamless application of combat power across the spectrum of responsibility.

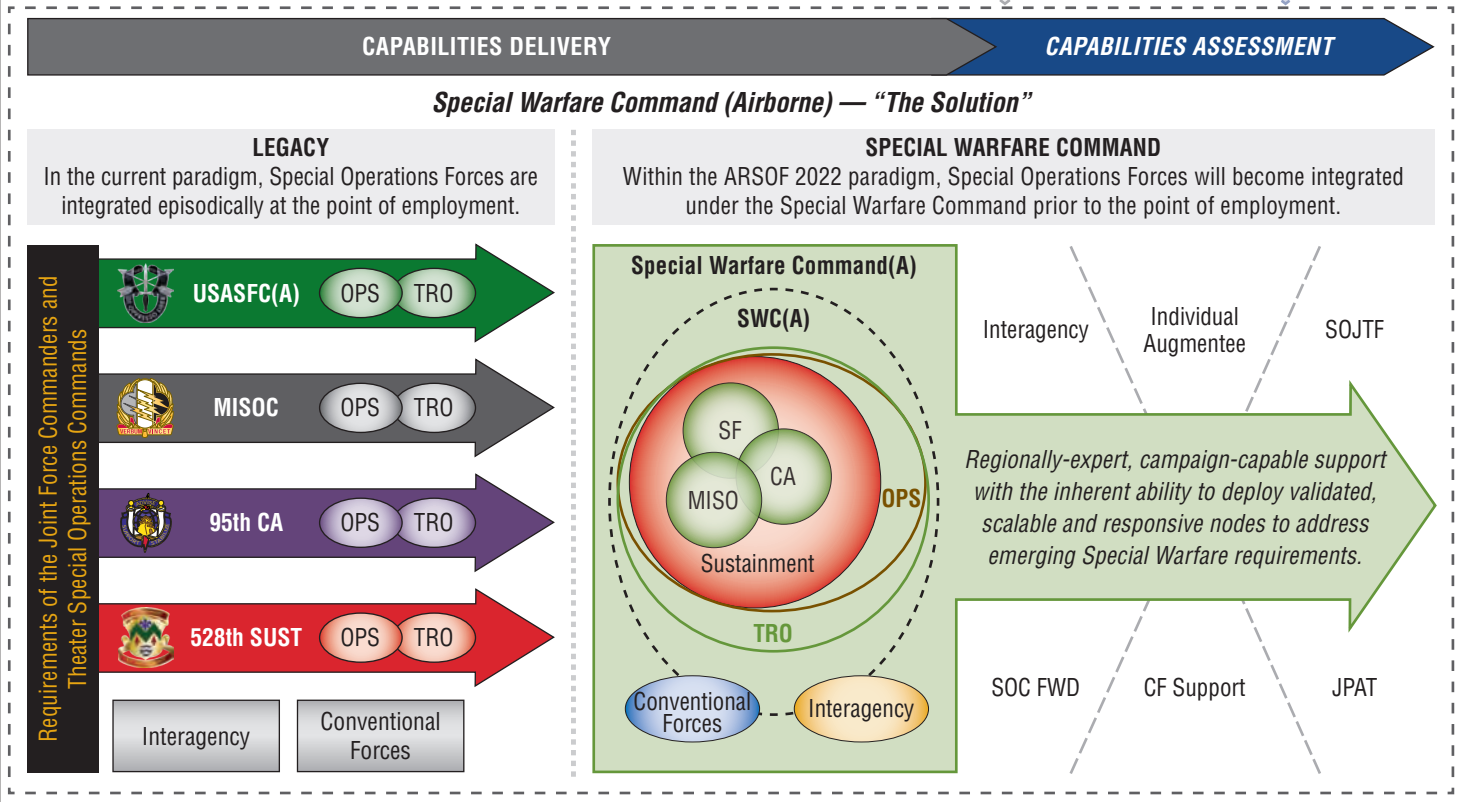
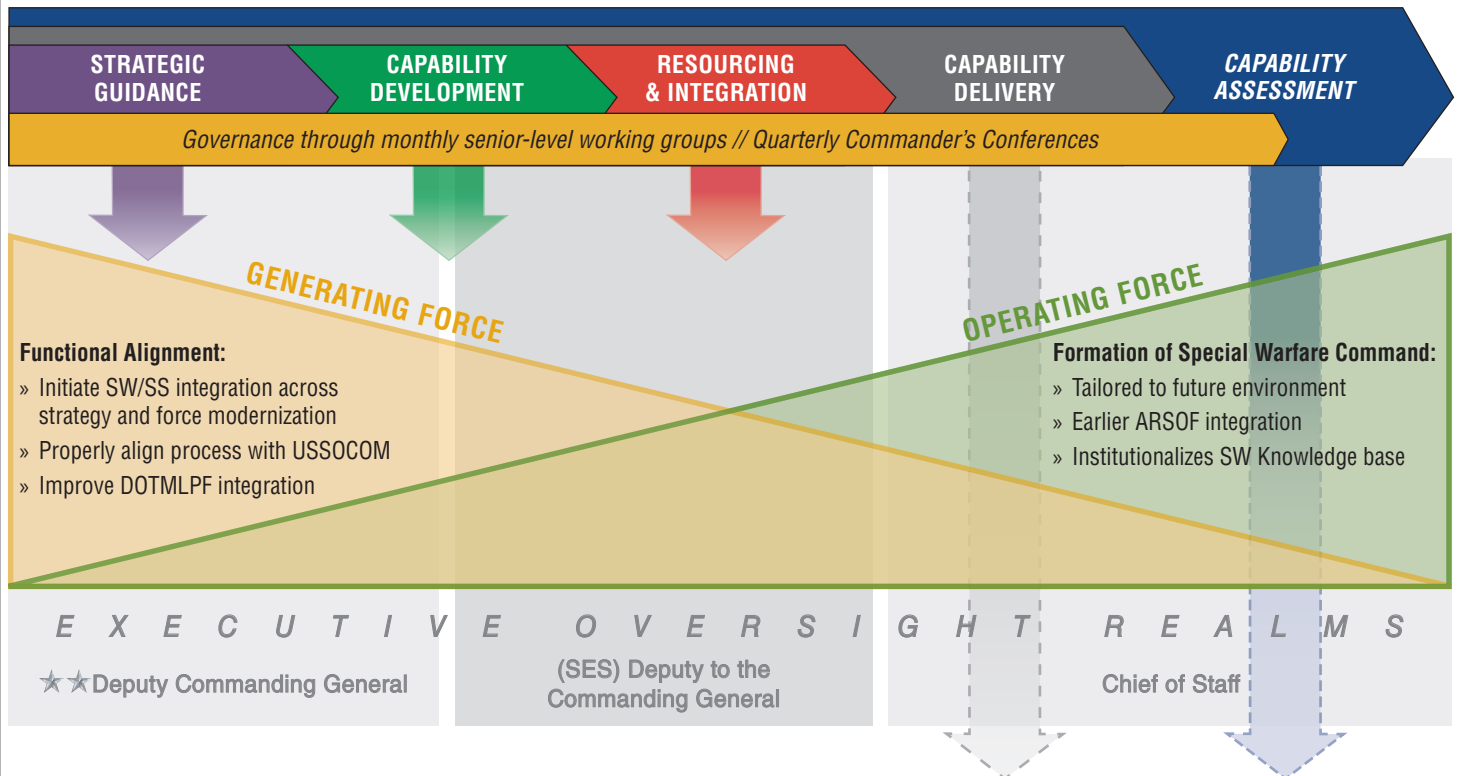


ARSOF 2022 Priorities — One Year Later



Aligning Structure to Functional Requirements

What is the SPP? The Strategic Planning Process is the commanders' tool to ensure the enterprise delivers properly organized, trained, educated and equipped Special Operations Forces for the nation's security. This commander-driven SPP aligns enterprise actions and ensures continuity of effort. The SPP is executed through five interdependent segments titled Strategic Guidance, Capability Development, Resourcing & Integration, Capability Delivery and Capability Assessment. The leadership band, shown in gold, is integrated throughout the process.



ARSOF 2022 PRIORITIES

To focus our efforts over the next decade, we have categorized our requirements into six lines of effort, which are the enabling concepts that will allow us to direct and shape the future development of the force:

1. Invest in Human Capital
2. Optimize SOF/Conventional Force/JIIM Interdependence
3. Operationalize the CONUS base
4. Develop SOF Capabilities at the operational level
5. Facilitate SOF Mission Command
6. Optimize Resourcing and Commodity Areas

In the following pages, we address the command's efforts in each of these areas by looking at objectives, desired effects and progress. The numbers in parenthesis found at the end of each progress point align to the corresponding UGDF line number.

1. INVEST IN HUMAN CAPITAL

Our force is the best educated, trained and equipped special operations formation in the world. Our Soldiers are capable of succeeding in the increasing uncertainty of the 21st century battlefield.

The ARSOF Soldier is our center of gravity. To ensure that our forces will succeed in the future operating environment, we will recruit, assess, select, train, educate and retain only those Soldiers with the knowledge, skills and attributes to thrive in the most demanding conditions. To retain a decisive advantage over our adversaries, we will seek a variety of solutions to optimize our human capital, including: enhanced education and training and increased diversity of human capital. To ensure the health of our force, our focus will continue to be on the preservation of our force and their families.

1A. ENHANCED EDUCATION AND TRAINING

OBJECTIVE: ARSOF is the best educated and best trained force within the Department of Defense.

DESIRED EFFECTS: Success in the future operating environment places a premium on the mastery of problem solving and highly specialized technical skills; for special warfare units this includes foreign language and cultural expertise.

PROGRESS:

PROBLEM SOLVING

- » The U.S. Army John F. Kennedy Special Warfare Center and School activated the Special Warfare Education Group (Airborne) as a centrally-selected O6 command in 2013.(6.4.24.1)
- » The Special Warfare Education Group (Airborne) is formalizing and resourcing the SOF lifelong-learning model. The SWEG's expansion of education initiatives enabled Soldiers to obtain an associate's degree during the qualification courses. SWEG is synchronizing efforts with USSOCOM to provide opportunities for Soldiers to earn bachelor's, master's and doctorate degrees. (6.4.1)
- » USASOC will assess the feasibility of consolidating cross-command recruitment and assignments. USASOC has developed mechanisms to cross pollinate individuals who show potential in one regiment's selection for service in another. (6.2.13)
- » USASOC will develop SOF capabilities at the operational level and educate a cadre of SOF campaign planners. (6.2.23)
- » The command will also codify and resource doctorate requirements for SOF in key/influential positions across the Department of Defense and throughout the U.S. Government to reinforce the understanding of special warfare as a strategic option for the USG and increase SOF - conventional force interdependence. (6.4.24.5)

HIGHLY SPECIALIZED TECHNICAL SKILLS

- » SWCS is developing a modified curriculum for Civil Affairs officers to optimize support to TSOCs and geographic combatant commanders. (5.1.22)
- » USASOAC will begin SOF-specific unmanned aircraft systems courses to broaden the range of SOF understanding and utilization of unmanned platforms as part of 30 different programs of instruction conducted by the Special Operations Aviation Training Battalion. (6.6.7)
- » SWCS is developing a SOF Sustainment curriculum and doctrine for sustainment professionals assigned to USASOC. (6.4.24.2)
- » The 95th CA Brigade, in cooperation with USAJFKSWCS and unified action partners, is developing the “Civil Affairs Science” to accelerate the specialization of SOF Civil Affairs in support of special warfare.
- » The USASOC DCS Surgeon is creating a Medical Materiel Training Program to improve strategic level medical logistics support. (5.1.12)
- » SWCS is enhancing the UW operator training program and expanding the content of UW curriculum in the ARSOF qualification courses and Army Professional Military Education. (6.4.7)
- » The USASOC G3 will develop and promulgate U.S. Army and USSOCOM personnel policies that promote the development of SOF operators with the expertise required to execute clandestine UW operations. (6.4.2)
- » The command will develop training and education to improve asymmetric and unconventional warfare capabilities as well as a UW capabilities manager responsible for a comprehensive UW program of education, doctrine and leader development. (6.4.24.3)
- » The command will develop advanced Military Information Support Operations education and training. (6.7.9)

FOREIGN LANGUAGE AND CULTURAL EXPERTISE

- » The USASOC G1 is sending selected Soldiers to the Defense Language Institute for training TDY en route to assignments or TDY and return.
- » The USASOC G1 will implement overseas internships with industry for selected SOF Soldiers and special operations intelligence personnel.
- » The USASOC G1 will identify SOF assignments that require advanced language training and develop innovative approaches to implement regional and in-country language and cultural-immersion programs.

1B. INCREASED ADVANTAGE THROUGH HUMAN CAPITAL DEVELOPMENT

OBJECTIVE: USASOC units will represent and capitalize on the nation’s broad range of ethnic and cultural composition to enhance ARSOF capability to succeed in the Human Domain.

DESIRED EFFECTS: The wide array of knowledge, skills and attributes necessary for success in the future operating environment requires USASOC to expand the cultural and ethnic backgrounds of the force.

PROGRESS:

ETHNIC AND CULTURAL COMPOSITION

- » USASOC introduced Project Diane initiative to support U.S. Army and USSOCOM initiatives to expand service opportunities for women and explore concepts to leverage gender in the conduct of SOF operations. (6.3.1.3 and 6.4.17)
- » SWCS will develop innovative ways to expand the pool of ARSOF candidates. (6.4.9)
- » SWCS will partner with the Special Operations Recruiting Battalion to explore recruiting and assessment strategies to increase the number of personnel who enter the ARSOF qualification courses with foreign-language proficiency above the 1/1 level. (6.4.10)
- » The command will actively recruit the widest ethnic and cultural range of U.S. citizens, including first-generation Americans with native-speaker foreign-language capability and cultural knowledge. (6.4.8)



Project Diane

Virginia Hall Goillot, (April 6, 1906 - July 8, 1982) was an American spy with the British Special Operations Executive during World War II and later with the American Office of Strategic Services.

In September 1945, General William “Wild Bill” Donovan personally awarded Hall a Distinguished Service Cross — the only one awarded to a civilian woman in World War II — for her efforts in France.

She was known by many aliases, one of which was Diane. As a tribute to her immense contribution to our nation’s success in wartime, USASOC’s effort to explore opportunities for women in SOF is named *Project Diane*.



Military Freefall for All

In today's global environment, areas of conflict are becoming increasingly difficult for military forces to access. A collective military free-fall capability throughout the Army's Special Forces Regiment will ensure the U.S. Army's unconventional-warfare force can effectively enter and perform within the operational areas of today and tomorrow.

To increase the Special Forces Soldiers' proficiency in MFF, the U.S. Army John F. Kennedy Special Warfare Center and School is restructuring the Military Free-Fall Parachutist Course to allow sufficient annual training slots for all SFQC candidates while maintaining allocated slots for qualified SF personnel already assigned to operational units.

Additionally, the restructure of the course will allow teams preparing for missions to add HALO training to their pre-mission train-up.

- » The command will build a core of 3/3 and native foreign-language speakers in target critical languages and dialects. (6.4.6)
- » The command will expand the Military Accessions Vital to National Interest program with a focused effort to improve recruitment of foreign-born U.S. residents into ARSOF special warfare units with a goal of recruiting 25 percent of special warfare Soldiers from target populations. (6.4.24.11 and 6.4.24.12)
- » The command will develop a collaborative system that encourages and facilitates cross-command identification, assessment, selection, training and retention of ethnically and culturally diverse personnel within USASOC formations. (6.2.14)

KNOWLEDGE, SKILLS, AND ATTRIBUTES

- » USASFC (A) redesigned the fourth battalion in each group to execute and manage compartmented unconventional warfare capability. (5.1.4)
- » USAJFKSWCS determined the number and type of Civil Affairs planners required at strategic and operational level headquarters to better support GCC, TSOC and JIIM campaigns and operations and is recoding and sourcing from existing USASOC CA manpower. (5.1.21)
- » USAJFKSWCS provided Cultural Support Team training to meet joint-operational requirements. As the operational requirement subsides, SWCS will reevaluate the requirement to provide this training. (6.4.14)
- » USAJFKSWCS is developing a basic, intermediate and advanced training program for special warfare and surgical strike impacted and enabled by the Cyber Domain. This tiered program will provide ARSOF a recognized and validated capability to not only mitigate cyber threats to personnel and missions but to utilize the cyber domain for its core activities in current and future operational environments. These programs will address both the common ARSOF requirements as well as the unique CA, PO and SF requirements.
- » USAJFKSWCS is expanding its Military Freefall capacity to meet the SF Regiment's need to mitigate anti-access and area denial threat capabilities. By 2017, all active duty SF Qualification Course graduates will attend the MFF Parachutist Course, meeting the requirement for 5 x MFF-capable SF Groups.
- » USASOC G1 will implement policies and authorities for recruitment of civil-sector experts to conduct civil-military operations and enhance stability operations.
- » ARSOF will create and possess a diverse range of low-visibility, culturally astute means to access populations and operate in denied areas regardless of the nature of the human population. (6.2.27.2)
- » MISOC will advance the capabilities required to conduct nuanced and effective inform and influence activities and cyber-electromagnetic activities in targeted regions. (6.7.4)
- » USAJFKSWCS will work with USASOC to ensure the career development path for SOF personnel includes the professional development experience that comes from returning to SWCS as cadre.

1G. PRESERVATION OF THE FORCE AND FAMILIES

OBJECTIVE: The USASOC Ready& Resilient, Preservation of the Force and Families will synchronize, promote and support the optimal performance, longevity and well-being of Army special operations forces and Families, including Department of the Army civilians, through the development of mission-tailored SOF peculiar initiatives. R2POTFF will reduce pressure on the force and Families; enhance the resilience of the force and Families; and reduce stigma. The program office serves as the focal point for review, issue resolution and validation of resourcing for the Command's Preservation of the Force and Families/Invest in Human Capital programs. The program will synchronize the Human Performance Program (THOR3), Psychological Performance Program, Spiritual Performance Program, Social Performance Program, PERSTEMPO program, resiliency training, Sexual Harassment, Assault Response and Prevent, suicide awareness and community outreach. This is a commander's program; each O6 level USASOC command will develop, implement and manage its own Human Performance, Psychological Performance, Spiritual Performance, and Social Performance Programs, PERSTEMPO, Resiliency training, SHARP and suicide awareness programs.

DESIRED EFFECTS: The USASOC Protection of the Force and Family program will ensure the integration of the Army Ready and Resilient Campaign and USSOCOM POTFF resources at the O6 command echelon, providing the conditions for commanders to employ embedded assets and gain enhanced access to the full range of wellness and resiliency capabilities located in their footprint.

PROGRESS:

- » The command will develop DOTMLPF-P solutions to institutionalize the program and provide responsive resourcing, including the improvement and management of: USASOC Human Performance Program (THOR3), Special Operations Cognitive Enhancement and Performance, Psychological Performance Program, Spiritual Performance Program, Social Performance Program, PERSTEMPO program and Operator Resiliency programs. (6.3.9.2)
- » The command will continue to invest in programs including the THOR3 Program, Behavioral Health, Strong Bonds, Gold Star Family, Operator Resiliency and Unit Ministry. (6.3.9.2; 6.3.12.1)
- » The command will ensure relationships/programs are in place to react immediately to negative stressors on SOF Families through a holistic, multi-discipline approach embedded at every O-6 command echelon. (6.3.12.1)
- » The command will lead the Army in innovative, proactive programs that offset the demanding and sometimes harmful effects of sustained SOF operations. (6.3.12.1)
- » The command will develop the capability to organize multivariate physiological data to generate operationally relevant performance and health status indicators and refine predictive models. This is an analytical effort to identify, establish and evaluate measures of performance and effectiveness of Preservation of the Force and Families programs and services. (6.3.9.2)

2. OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power.

OBJECTIVE: ARSOF will create an integrated training environment to improve USASOC's ability to provide trained and ready operational-level SOF to ground combatant commanders worldwide, while promoting increased SOF/CF interdependence.

DESIRED EFFECTS: USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power. ARSOF have bridged the critical seams of SOF-conventional force and SOF-interagency relationships to effectively contribute to unified action in the 21st century by partnering with the Army to meet its Title 10 collective training responsibilities. We must facilitate the interdependence of SOF, the interagency and conventional forces in support of unified action and unified land operations through the Mission Command Training Program.

PROGRESS:

OPTIMIZE THE FORCE MULTIPLYING POTENTIAL OF PARTNERSHIPS WITH THE ARMY AND INTERAGENCY

- » 95th Civil Affairs Brigade developed the Civil Information Node to allow unified action partners, and other nonmilitary 'forces' that have a direct relationship to success in wars among the people, to connect to commercial wireless Internet and share information during humanitarian/disaster response efforts. This exponentially increases information gathering capacity and enables Civil Affairs to share timely and relevant information with our interagency, host nation and NGO/OGO/IGO partners within special warfare mission sets.
- » The USASOC G8 developed a plan to consolidate the Army's active and reserve component Military Information Support Operations forces under a multi-component command; following approval the plan will be executed in FY15. (6.4.20)

Program Descriptions

Human Performance

Program. Provides a world-class athletic training expertise, comparable to those of professional sports organizations, to maximize individual functional performance, physical wellness, injury resistance and career longevity.

Psychological Performance

Program. Provides a tailored, multidisciplinary approach to maintaining and improving the cognitive and behavioral strength of individuals.

Spiritual Performance

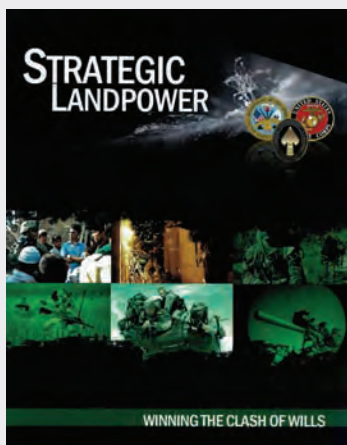
Program. Enhances core spiritual strength, values, awareness, relationships and experience. These elements form the basis to promote healthy living, sound decision-making, meaningful relational interaction, sense of transcendent life purpose and meaning.

Social Performance

Program. Assists in the building of family cohesion, which is a strong component in the ability to engage in healthy social networks that promote overall well-being and optimal performance.

PERSTEMPO (Defense

Ready). Defense Ready will provide commanders a tool that allows them to manage PERSTEMPO and provide predictability in keeping with the USSOCOM Commander's PERSTEMPO guidance stating each SOF Soldier will have 35 percent time at home station.



Exploring Strategic Landpower

In 2013, Adm. William H. McRaven, commander, USSOCOM, Gen. Ray Odierno, Chief of Staff of the Army, and Gen. James F. Amos, Commandant, U.S. Marine Corps, came together and signed a charter establishing the “Strategic Landpower Task Force.”

Over the past year, this task force has studied the historic, contemporary and emerging military, human and strategic considerations, as well as the enduring relationship between the Land domain and the Human Domain. These studies have generated ideas and led to the continuing development of concepts for operations on land and among populations. As these efforts mature, U.S. Forces are postured to provide the capabilities necessary to secure and advance the nation’s interests and those of our allies in an increasingly complex and evolving operational and strategic environment.

- » ARSOAC hosted an AvFID symposium in OCT 2013 that resulted in enhanced synchronization between ARSOAC and conventional-force rotary wing SFA entities. Additionally, quarterly SVTCs (hosted by USSOCOM J31) are conducted to identify and exploit opportunities for SOF/CF collaboration in support of world-wide AvFID endeavors. (6.6.15.1)
- » USASOC partnered with U.S. Army, U.S. Marine Corps and USSOCOM in the establishment of a Strategic Landpower Task Force that explores and develops means to increase U.S. strategic landpower. (6.3.7.2)
- » The USASOC G4 is leveraging Army, joint theater and partner-nation logistics capabilities. (6.3.4.1)
- » SWCS is establishing the Institute for Military Support to Governance to strengthen partnerships with interagency and appropriately partner with other fifth forces providers, such as academia, non-governmental organizations and civil enterprises. (5.1.23)
- » USAJFKSWCS is harnessing the expertise and capabilities across the US Government and academia to provide SOF and our Global SOF network with the knowledge, skills and abilities required to operate in an interdependent manner around the globe.
- » USASOC will nest the efforts of ARSOF and Army regionally-aligned forces, SOF and the interagency. (6.2.16)
- » The G3 will develop/implement concepts to increase 75th Ranger Regiment inclusion in TSOC plans, exercises and operations. (6.3.7.1)
- » USAJFKSWCS will embed ARSOF doctrine in all Army Professional Military Education. (6.4.18)
- » USAJFKSWCS will mature its role as the U.S. Army Special Operations Center of Excellence as the advocate for all aspects of ARSOF capabilities (special warfare and surgical strike) (6.4.19)
- » USASOC will expand institutional support to JIIM relationships. (6.2.17)
- » USASOC will facilitate the blending of capabilities between the Department of Defense and the interagency into one uninterrupted spectrum of options for U.S. policy makers, while acting as the Army lead for SOF/CF interdependence. (6.2.27.4)
- » USAJFKSWCS will reestablish the Military Assistance Training Advisor Course and reconsider the reestablishment of the Institute of Military Assistance. (6.4.24.14)

FACILITATE THE INTERDEPENDENCE OF SOF, THE INTERAGENCY AND CONVENTIONAL FORCES IN SUPPORT OF UNIFIED ACTION AND UNIFIED LAND OPERATIONS THROUGH THE MISSION COMMAND TRAINING PROGRAM

- » USAJFKSWCS developed and implemented a concept, in partnership with Combined Arms Center-Training, for a new Mission Command Training Program Operations Group to design and execute integrated operational-level collective training for a joint SOF operational element. (5.1.1)
- » USAJFKSWCS will analyze the establishment of an operations group that facilitates the collective training requirements of ARSOF as part of the Mission Command Training Program. (6.4.24.16)

3. OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive support to forward deployed forces.

OBJECTIVE: ARSOF will be capable of providing critical expertise to the TSOCs from CONUS-based regionally expert forces. By physically and virtually synchronizing those personnel and capabilities from across the U.S. government, academia and industry, ARSOF will leverage the nation’s CONUS-based regional expertise for continuous support to global special operations mission requirements.

DESIRED EFFECTS: Regionally expert forces provide proactive, continuous and responsive support to joint force commanders, including reach back to appropriately configured special warfare support structures and enabling coordination, intelligence and information networks.

PROGRESS:

- » USAJFKSWCS is operationalizing its CONUS-base of subject-matter and regional experts with two different lines of effort. First, offering continuous reach-back capability to address problem sets with experts in particular fields (ASOT, Tech/Physical Surveillance, SSE, Military Deception, Intelligence, etc.). Second, USAJFKSWCS is forward deploying SMEs to provide tailored, short-duration expertise to support CA, MISO and SF requirements.
- » The USASOC G9 is conducting experimentation to determine the optimal balance of forward- and CONUS-based forces. (6.3.7.3)
- » The United States Special Operations Aviation Command is expanding its AvFID capability and capacity to enhance partner-nation rotary-wing capability. (6.6.15.1)
- » MISOC will develop the capability of the Military Information Support Operations Command to synchronize the U.S. Government's global MISO efforts, providing an influence capability. This capability is realized through the establishment of the MISOC Effects Group and the UW Social Theory Academy. (6.7.2)
- » The 95th Civil Affairs Brigade will analyze the capability of the CONUS-based headquarters to optimize partnerships with the U.S. government's civil-sector expertise through the establishment of the Civil Military Advisory Group with global Civil Military Operations Center capability. (6.8.6)
- » USASFC(A) will develop CONUS-based capability to provide enhanced UW capability to TSOCs including tailored packages to habitually and routinely support GCCs and interagency special activities requirements. (6.5.4.1)
- » USAJFKSWCS will analyze the development of a CONUS-based capability to develop partner-nation SOF doctrine, training and education institutions (6.4.24.18).
- » MISOC will analyze the manning and resourcing of the MEG and UW Social Theory Academy appropriately as stand-alone organizations under the MISOC. Enable the MEG to integrate and synchronize the expected long-duration, whole-of-government influence efforts in support of GCCs objectives. The UW Social Theory Academy will continue to research, theory development, testing and policy formulation for the use of the Internet, social media and emergent means of singular and mass communication technologies and capabilities. (6.7.16.5)
- » The USASOC G9 will explore the development of CONUS-based force packages that can be deployed as tailorable Special Warfare Task Forces with the capability to support national-level influence strategy operations. (6.3.7.13.1)

4. DEVELOP SOF CAPABILITIES AT THE OPERATIONAL LEVEL

OBJECTIVE: Develop SOF Operational Art to provide coherent campaign alternatives to traditional military operations and ensure SOF is appropriately integrated in all campaigns.

DESIRED EFFECTS: To improve SOF capabilities to design and plan long-duration, low-visibility, SOF centric contributions to campaigns that bridge tactical SOF capability to strategic objectives.

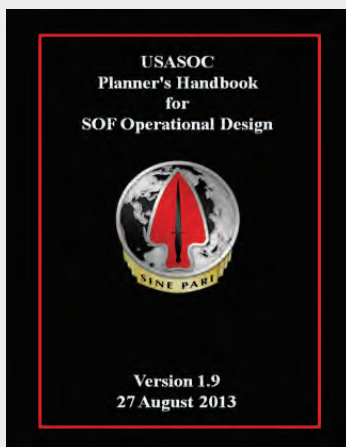
PROGRESS:

- » The U.S. Army Special Forces Command established the Office of Special Warfare as the focal point for all UW capabilities, activities and interagency coordination across the Special Warfare spectrum. (5.2.2)
- » USASOC's POM FY 15-19 led to the approved increase in the number of ARSOF assignments to the TSOC's for civil military operations/stability operations planners. (6.2.19)
- » The OSW is equipping, validating and training forces to execute special operations in support of U.S. Government objectives.
- » The 95th CA Brigade, through its redesign, is providing a specially trained Civil Affairs planning capability to each of the TSOCs, NATO SOF headquarters, OSW and SOT-D to enhance SOF/CF/JIIM interdependence and unified action in deliberate SOF campaigns.



Aviation Foreign Internal Defense (FID)

USASOAC is expanding its Aviation FID (AvFID) element to meet increasing demands for building partner-nation aviation capacity and better synchronize rotary-wing AvFID efforts in accordance with TSOC priorities. These teams will provide reach-back planning and subject-matter expertise in RW AvFID to the TSOCs and synchronize resources through the execution of an assess, assist and advise strategy tailored to produce the desired partner nation RW capabilities. The future success of RW AvFID depends on developing and sustaining SOF-CF RW partnerships to leverage the necessary expertise for institutional, individual and collective training and material solutions that reside outside of the Army special operations aviation community.



SOF Operational Art Handbook

To meet the needs of future engagements, ARSOF is evolving its planning processes to include a unique set of elements and distinct flow engineered to support the increasing demand for special warfare solutions in the future operating environment.

The first steps in developing capabilities at the operational level were the publication of ARSOF 2022 and the development of the USASOC Exercise Program – Silent Quest. Together, the two led to the development of the Planner's Handbook for SOF Operational Design, which serves as the cornerstone for SOF personnel to provide campaign planning expertise and to fully enable strategic/operational headquarters. It does not replace the concept of design, but rather evolves and optimizes operational design to meet the demands of the future operation environment.

- » USAJFKSWCS is developing a Special Operations Campaign Planner's curriculum to be taught in the 18A and 180A officers' courses. When implemented in FY16, this initiative will improve the planning and integration of SOF capabilities within the SOF Campaign Plans. (6.4.12)
- » USAJFKSWCS is currently enhancing the training value of its advanced courses by bringing the three regiments (SF, CA and PO) together in its SW Operational Design Course and SW Network Development Course.
- » USASOC's SILENT QUEST series led to the development and publication of a USASOC Planner's Handbook for SOF Operational Design.
- » The 528th Support Brigade is generating a force design update to realign sustainment planners to enhance ARSOF liaison elements in direct support of each TSOC. These planners will ensure Army Service Component Commands fulfillment of ARSOF requirements in low-signature campaigns and named operations. (6.10.1)
- » USAJFKSWCS will pursue a Special Operations Campaign, Design and Theory Directorate, which will partner with School of Advanced Military Studies and other advanced schools for military operational art. (6.4.24.19)
- » USASOC will build a partnership with the Army's Functional Area 59 Branch (strategic planners) for future assignment as ARSOF Operational Artists to Joint, Army and SOF operational headquarters, including TSOCs, to enhance the campaign-planning capability. (2.4.4)

5. FACILITATE SOF MISSION COMMAND

OBJECTIVE: ARSOF will possess a wide array of scalable and deployable command and control nodes, capable of projecting SOF mission command in the most austere and politically sensitive environments, with the requisite level of expertise, experience and architecture to plan, integrate and synchronize SOF operations and SOF campaigns at any echelon of joint command, in an interagency country-team environment or with partnered indigenous forces of any size, including SOF operational headquarters above the TSOC level that are designed to conduct SOF-centric campaigns.

DESIRED EFFECTS: The greatest single challenge facing SOF today is outdated command and control structures. Over the last decade, there have been numerous and diverse efforts to address this critical gap. This includes the establishment of hybrid C2 nodes, such as TSOCs-Forward in Yemen, Lebanon and Pakistan and Joint Special Operations Task Force-Philippines, JSOTF-Trans-Sahel and JSOTF-Gulf Cooperation Council. Ad hoc in nature and tough to sustain for multi-year special warfare initiatives; these efforts have yielded disparate effects, resulting in missed opportunities to effectively integrate SOF capabilities. In addition, some national security challenges increasingly require SOF-centric solutions that require unique combinations of SOF/CF capability and SOF operational level mission command.

PROGRESS:

- » The 95th CA Brigade, through its redesign, is providing a specially trained Civil Affairs planning capability to each of the TSOCs, NATO SOF HQs, OSW and SOT-D to enhance SOF/CF/JIIM interdependence and unified action in deliberate SOF campaigns.
- » USASOC G9 is exploring hybrid SOF-conventional force command structures that build on legacy efforts, such as the 1960s-era Special Action Forces, which will leverage the inherent strengths of SOF and CF formations. (6.3.7.5)
- » The ARSOAC, in accordance with USSOCOM Directive 525-8, Joint Special Operations Aviation Component (JSOAC) dated 28 JAN 2014, is an integral component within the mission command of a JSOAC. Additionally, the directive addresses service component tactical level mission command, appropriate levels of risk, and the tailorable and flexible nature of a JSOAC based on the parameters of an operation. The updated directive appropriately reflects the way the ARSOAC employs and supports the ground force commander within the joint special operations aviation architecture. (6.6.15.3)

- » USASOC will execute a thorough review of existing organizations, formations and mission-command paradigms, down to the detachment level. (6.2.24)
- » USASFC(A) will explore developing tailored packages to provide a mission command plug-in to TSOCs for the conduct of special activities including advanced special operations, military source operations and unconventional warfare. (6.5.4.2)
- » The USASOC G9 and G6 will collaborate to conduct experimentation with alternative forms of TSOC C2 nodes. (6.3.7.4)
- » The USASOC G9 will analyze and experiment with operational- and divisional-level headquarters for the conduct of special warfare including a Joint Special Warfare Command, which is capable of supporting TSOC SW missions. (6.3.7.13.2) and also with hybrid (SOF/CF) corps-level headquarters with organic interagency and intergovernmental plug-ins designed to conduct counterinsurgency, humanitarian assistance, foreign internal defense and limited combined arms maneuver (6.3.7.13.4).
- » USASOC will create an agile mechanism to routinely reassign units and personnel within USASOC to build hybrid teams comprised of special warfare and surgical strike capabilities to meet global mission requirements. (6.4.3)
- » USASOC will develop an integrated ARSOF architecture that incorporates, analyzes and displays a common operating picture from SF, CA, PSYOP, etc. (6.2.11)

6. OPTIMIZE RESOURCING AND COMMODITY AREAS

OVERVIEW: The current resource allocation reflects a significant commitment to the U.S. Central Command combat theaters. While national policy and SOF requirements regarding Afghanistan will solidify in the coming months, we anticipate that we must begin to realign resources in FY15 to better meet our global-mission requirements. Our forces must be equipped to operate in any environment for extended periods in a low-visibility and clandestine fashion. Instead of taking a one-size-fits-all approach, we must equip our formations to meet the specific needs of its assigned missions and area of operations, especially our regionally aligned special warfare units. We should embrace an approach to resourcing that is highly agile and encourages our regionally aligned forces to be as varied and unique as their areas of operations and missions require, including leveraging commercial off-the-shelf solutions and improved mechanisms to locally procure equipment that is indigenous to the area of operations.

6A. MOBILITY SYSTEMS

OBJECTIVE: ARSOF possesses a wide range of mobility platforms that are able to penetrate denied areas clandestinely by air, sea or land, including the use of stealth technologies. These platforms are designed to allow the force to operate for extended periods of time in denied areas.

DESIRED EFFECTS: The ARSOF mobility fleet is properly balanced to meet SOF global-mission requirements.

PROGRESS:

- » The USASOC G8 CDD invested in non-standard commercial vehicles that provide a low-visibility and survivable platform that is sustainable in austere environments around the world through locally available parts and service. The first unit equipped will occur in June 2015. (6.3.6.8)
- » The USASOC G8 CDD is executing a replacement of the legacy GMV fleet one for one with the GMV 1.1, which will offer greater mobility and internal air transportability via CH-47. First unit equipped for the GMV 1.1 is scheduled for June 2015 with initial operating capability in the operational fleet FY20. (6.3.4.2)
- » The USASOC G8 CDD is fielding the commercially available four-seat variant of the Lightweight Tactical All-Terrain Vehicle. The first unit equipped is scheduled for 3QFY14. (6.3.6.7)
- » USASOC will improve management of individual vehicles such as ATVs, snowmobiles and motorcycles to provide more agility to meet specific mission requirements. (6.2.22)



Silent Quest Exercise Series

In FY13, USASOC started an experimentation series titled Silent Quest to meet the needs of Army SOF and, by extension, Joint SOF.

Silent Quest, part of the USASOC Campaign of Learning, builds on future operating environment-based concepts and consists of two exercises a year. The Military Information Support Operations Command led the planning, coordination, design and execution of the exercise series. The objective of Silent quest is to examine ARSOF structures, cultures and processes to identify capability and capacity gaps and seams and then informing potential mitigation to those gaps and seams through DOTMLPF-P solutions. Additionally, SILENT QUEST outputs inform SPP segments (e.g. strategic guidance and capability analysis.)



Soldier Systems Advancements

Over the past year, the USAJFKSWCS has implemented technological changes in its mobility systems, that will allow the force to penetrate denied areas utilizing SCUBA or HALO.

SF Combat Diver: The Hands-Free Diver Propulsion System will replace the old Diver Propulsion Device, which is two-man, smaller version of the SEAL delivery vehicle. The Hands-Free Diver Propulsion System costs \$20,000 per unit. The system is capable of propelling a diver at speeds up to 4 knots while wearing surface swim gear, Open Circuit SCUBA or Closed Circuit Re-breathers. The Hands-Free Diver Propulsion System requires minimal physical exertion from the diver.

Another advancement is the Diver Tracking System, a “Blue-Force-like” diver tracking system that allows operational commander’s to track their divers when they are sub-surface from any location.

- » The USASOC G4 will analyze the consolidation of aerial-delivery capability within sustainment mission command to provide robust delivery options in limited-access environments. (6.3.4.9.4)
- » The USASOC G4 will analyze using a pooling strategy to maintain a wartime contingency fleet of MATVs utilizing Army sustainment and storage. (6.3.4.9.3)
- » The USASOC G9 will leverage new science and technology initiatives including, but not limited to lightweight armor, stealth technology, unmanned capabilities and decreased fuel consumption with added range. (6.3.7.13.3)

6B. AVIATION

OBJECTIVE: ARSOF will possess a fully functional SOF Aviation Enterprise that synchronizes efforts to generate the world’s premier special operations aviation capability.

DESIRED EFFECT: USASOC maintains the pace in modernization of platforms and force structure to provide comparative advantage to execute precision aviation missions in the future operating environment.

PROGRESS:

- » USASOC G8 and the USASOAC completed the evaluation of operational and maintenance costs in the heavy assault (MH-47G) fleet, which has been the preferred platform of SOF operators. Ensure these high-demand, low-density aircraft meet SOF requirements through the 2030s. The results are in the command’s Total Cost of Ownership Automated Tool. (6.3.6.2)
- » USASOAC will field approved modernization for the Mission Enhanced Little Birds. (6.6.7)
- » USASOAC will work with the Technology Application Project Office and the MH60 PM to field approved modernization of MH-60M Blackhawks. (6.6.3)
- » USASOAC will partner with the USASOC G2 and G8 to improve Army unmanned aerial-system programs of record (Raven, Shadow and Gray Eagle) to meet joint expeditionary tactics, techniques, procedures and forward-based networking and sensor requirements. (6.6.8)
- » USASOAC will retain flexibility within the acquisition process to explore potential non-program of record solutions to support ground-force reconnaissance and fires requirements. (6.6.12)
- » USASOAC will research replacement options for MELB that will extend the capabilities required by Joint Force Commanders. (6.6.2)
- » USASOAC will develop SOF Mission Equipment Packages to ensure ARSOF aviation maintains an advantage in command and control, survivability, navigation and targeting. (6.6.5)

6C. TARGET ENGAGEMENT

OBJECTIVE: ARSOF will leverage emerging technology to continue to develop innovative, low-visibility means and, when required, non-attributable materiel solutions, that enable new means for ARSOF to discriminately engage the most sensitive targets around the globe.

DESIRED EFFECT: ARSOF have available a different set of lethal and non-lethal options with varying levels of discrimination, feasibility and acceptance.

PROGRESS:

- » USASOC G8 CDD is fielding visual augmentation systems (PVS-31), weapons systems and munitions that are critical to the success of ARSOF in ongoing combat operations. The 75th Ranger Regiment is at full operational capability. Special Forces Command’s fielding has begun and will be complete in FY19. (6.3.4.3)
- » USASOC G9 will focus USASOC research, development, test and evaluation on innovative solutions and maximize the utility of other advancements made throughout the Department of Defense and the interagency. (6.3.7.6)
- » MISOC will collaborate with USSOCOM, Naval Post Graduate School and the Defense Intelligence Agency on development of social-media mapping capabilities. (6.7.12)

- » USASOC G9 will continue investments in RDT&E in advanced digital multi-spectral night-vision goggles with color, thermal and wide-field-of view capability and precision sniper rifle. (6.3.7.7)
- » The MISOC will study social-media mapping capabilities in support of Special Operations OCONUS. (6.7.16.2)
- » USASFC(A) will partner with the G9 to analyze and rebalance the target-engagement portfolio including a wide array of scalable, precision lethal- and nonlethal-weapons systems and munitions that better enable the SOF Soldiers to conduct all aspects of unconventional warfare. (6.5.5)

6D. COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

OBJECTIVE: ARSOF is equipped with innovative systems that provide low-visibility, reliable, secure and seamless video, data, imagery and voice services that provide integrated, on the move, timely and relevant information to enable SOF C2 in any environment with any echelon of joint command or partner force.

DESIRED EFFECT: Increased requirements for secure and non-secure, real-time communications leveraging multimodal, cloud-based mesh-network technology exist to address technological advances and new operational paradigms.

PROGRESS:

- » The USASOC G6 will build agility into existing systems to better facilitate distributed SOF C2, including real-time secure and non-secure communications that enables SOF tactical formations to communicate with GCCs and TSOC headquarters. (6.3.5.1)
- » The 528th Sustainment Brigade (SO) (A) will increase forward presence of signal detachments in each TSOC to provide satellite on the move, individual high-definition video and enhanced executive communications support. (6.10.3)
- » The USASOC G6 will utilize a versatile combination of commercial-off-the-shelf and joint systems. (6.3.5.2)
- » The USASOC G6 will develop a wide variety of technologies characterized by their simplicity, durability and disposability. (6.3.5.3)
- » The USASOC G6 will analyze an enhanced capability for multiple secure communications via satellite, wireless and WiFi systems for irregular forces, including long-range communications to support widely distributed operations. (6.3.5.7.1)
- » The MISOC will analyze the creation of interoperable, scalable and tailorable net-centric information infrastructures that support flexible information sharing across organizations and cultures, including instantaneous reach back to government and non-government sources of cultural and other expertise. (6.7.16.3)

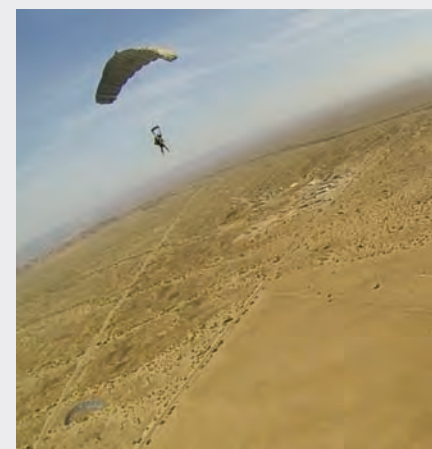
6E. SOLDIER SYSTEMS

OBJECTIVE: The ARSOF Soldier is equipped to infiltrate, operate and survive in denied areas for extended duration in a low-visibility fashion, with a minimal burden of equipment bulk, weight and mass.

DESIRED EFFECT: The ARSOF Soldier system program has invested in non-overt, clandestine and scalable Soldier systems to augment previous investments in combat survivability, including body armor and other personal protective equipment required in the future operating environment.

PROGRESS:

- » USAJFKSWCS is currently and will continue to serve as a platform for testing, evaluating and integrating new technologies and systems to develop ARSOF and USSOCOM's special warfare and surgical strike capabilities. With premier subject-matter experts in various fields, and continuous training ongoing across the country, USAJFKSWCS serves as an ideal test bed for new capabilities.
- » Based on the road map approved in December 2013, USASOC G8 CDD is rebalancing the Soldier-systems portfolio toward operations outside major combat theaters, including increasing anti-access/area-denial capability with the introduction of the high-glide canopy. (6.3.6.3)



Soldier Systems Advancements (Cont.)

Military Free Fall: With Soldiers deploying in denied areas, it is important to have the ability to track them, a new technological advancement in Military Free Fall is the Soldier Monitoring System, which consists of a base station, mobile monitoring system and radio transmitter with built in GPS. The system, implemented at the Military Free Fall School in 2013, is especially important for night time, HAHO training because it provides the ability to track the locations of the jumpers and quickly locate a jumper that becomes disoriented and ends up landing off DZ. This system provides the following capabilities:

- Displays image overlay of the locations and status of each jumper and monitors the status of jumpers.
- Includes a battery with up to 12 hours of operation.
- Operates under 1 meter water for 30 minutes.
- Provides position accuracy of less than 5 meters.

The MISOC Effects Group

The MEG is a collaborative working group set in an interagency space in order to synchronize and integrate CONUS-based information related capabilities and influence entities and networks to provide innovative influence and capabilities to warfighters globally. It will:

- Function as an enabler for the interagency GCCs and TSOs.
- Harness the intellectual/human capacity of CONUS-based inform and influence activities and information-related capabilities, particularly in the area of social media. Global mass communications and corresponding changes in human socialization substantially alter population-centric warfare. The decisive element of future military operations may well lay in the deliberate molding of foreign public opinion through sophisticated application coupled with protracted operational approaches. In order to contend in this area of operations, ARSOF will tailor organizational structures and develop cutting edge yet discreet methodologies to exploit both technological and sociological characteristics.
- Work in concert with a broad range of joint and interagency partners to support combatant commander and ambassador objectives.

- » The USASOC G9 will partner with USSOCOM to develop means to defeat advanced biometric identification/verification technologies. (6.3.7.8)
- » SWCS will explore the development of an advanced rigger and aerial delivery program to support future SOF operations.
- » The USASOC Surgeon will leverage existing technology such as freeze-dried plasma and emerging technologies such as signature management/reduction technology to better enable the SOF operator in any environment. (6.3.9.3.1)
- » The USASOC Surgeon will analyze an increase in organic medical capability including the establishment of deployable, scalable surgical teams modeled after the Joint Medical Augmentation Unit. (6.3.9.3.2)

6F. CYBER OPERATIONS

OBJECTIVE: ARSOF personnel are prepared to utilize the Cyber Domain to enhance operations both with internal means and external support.

DESIRED EFFECT: Mastery of the Cyber Domain will require Army Special Operations to have training in cyber operations, knowledge of supporting systems and organizations and the ability to utilize cyberspace to enable operations while mitigating the inherent security risks.

PROGRESS:

- » The USASOC G3 is formalizing cyber synchronization, manning, training and capability development across USASOC echelons and units. (6.3.3.2)
- » The USASOC G3 is coordinating a USASOC Cyber Enabling Concept with USSOCOM and Army Cyber Command to ensure ARSOF-unique cyber requirements are included in emerging doctrine, manning and capabilities development. (6.3.3.3)
- » The USASOC G3 and G2 are introducing cyber experts into ARSOF organizations to enable operations. (6.3.3.1)
- » The USASOC G3 is normalizing cyber operations as part of operational planning, experimentation and operations through participation in the Joint Cyber Center. (6.3.3.16.2)
- » USAJFKSWCS is developing a basic, intermediate, and advanced training program for special warfare and surgical strike impacted and enabled by the Cyber Domain. This tiered program will provide ARSOF personnel with a recognized and validated capability to not only mitigate cyber threats to personnel and missions but to utilize the cyber domain for their core activities in current and future operational environments. These programs will address both the common ARSOF requirements as well as the unique CA, PO and SF requirements. It will include instruction for personnel selected to enter a qualification course, initial SOF MOS training and advanced training and education.
- » USASOC will establish support relationships to enable ARSOF formations with expertise and means. (6.2.25)
- » USAJFKSWCS and the USASOC G3 will identify and certify ARSOF personnel through ARSOF's SWCS-run tiered cyber training and training from previously established external organizations. (6.4.21)
- » USASOC will establish support structures that facilitate operations between the lowest level through combatant command and national organizations. (6.2.26)
- » The USASOC G3 will nest ARSOF requirements and Title 10 responsibilities for cyber within all service and joint governing documents and regulations. (6.3.3.4)
- » USASOC, USAJFKSWCS and the Special Warfare Command will develop the capability to sustain cyber training for the operational force and USAJFKSWCS instructors at their home station. Training in the cyber domain is a perishable skill that changes with time; ARSOF personnel must have the ability to maintain skill sets we provide in the cyber domain. (6.4.25)

6G. MISO SYSTEMS

OBJECTIVE: SOF is the strategic nexus for all Department of Defense influence activities and recognized as the partner of choice for influence campaigns.

DESIRED EFFECT: Proliferation of smart phones, mobile devices and social media present unprecedented opportunities for both adversary and U.S. MISO efforts.

PROGRESS:

- » USAJFKSWCS is developing and implementing training and education in military deception, SLE and other advanced MISO skills to develop master MISO practitioners. The Military Deception Course is implemented. (6.4.11)
- » MISOC is developing innovative tactics, techniques and procedures for use of social media and other tools to influence foreign target audiences in support of special warfare and surgical strike efforts. (6.7.13)
- » MISOC is creating innovative methods of subversion to support enhanced ARSOF UW capability. (6.7.14)
- » MISOC is reinvigorating the Cultural Intelligence Element including subject-matter experts in marketing, persuasive and traditional communication, use of social media and other cyber-based tools. (6.7.6)
- » MISOC is exploring next generation ground-based and flyaway broadcast systems, social media and leaflet delivery system. (6.7.15)
- » MISOC is combining the use of advanced and emergent communication technologies and tools, including social media and cyber messaging with increased intelligence support to MISO to execute both mass and precision influence missions in all environments. (6.7.7)
- » MISOC is fielding Regional MISO Task Forces capable of leading and supporting UW efforts and other politically sensitive missions. (6.7.3)
- » The USASOC G6, in coordination with USASFC(A), USAJFKSWCS and the MISOC will analyze investment in high-end communication and influence practices and technologies, including establishment of the Social Theory Academy at SWCS. (6.3.5.7.2)

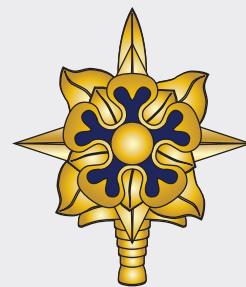
6H. INTELLIGENCE SENSORS AND SYSTEMS

OBJECTIVE: ARSOF tactical elements will have an unprecedented level of organic and tactical exploitation of national capability, regardless of the austerity or sensitivity of their environments.

DESIRED EFFECT: Intelligence system capabilities enable ARSOF 2022 priorities, fully leveraging the Intelligence Enterprise, maximizing access to Joint, DoD and Interagency multi-disciplined databases and capabilities, while providing access as far forward to the tactical edge of the operating environment as possible.

PROGRESS:

- » The USASOC G2, through the JTWS program, is developing improved access to national intelligence capability down to the dismounted team level via secure Beyond Line of Sight (radios tied to Ground SIGINT Kit-Static and existing Silent Dagger capabilities). (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 will modernize approximately 80 percent of the Special Operations Tactical Video System kits in the field during FY14 and FY15. (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 is coordinating for continued Emerging Technology Insertions to address evolving regional operational requirements for Hostile Forces – Tagging, Tracking and Locating (HF-TTL). (6.3.2.1a – Technical Collection Systems)
- » The USASOC G8 is coordinating for continued ETI's and integrating into the Capital Equipment Replacement Program cycle for SOFSSE (Biometrics and Forensics).
- » The USASOC G2 continues to coordinate with DCGS-A PM and PM SORDAC to develop and integrate current and future required capabilities into existing DCGS-A and DCGS-SOF Programs of Record. (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G2, ICW the USASOC G6, awaits SOCREB AD approval of a Program Parameter Change for a BOIP increase of 201 additional SOCRATES workstations which will provide increased access to TS/SCI and national level intelligence databases to address unit organizational changes across USASOC. (6.3.2.1c - Intelligence Support Systems)



Special Warfare Command (Airborne) Intelligence Squadron

As a part of the command's redesign effort, Special Warfare Command (A) will establish a Military Intelligence Squadron, optimizing existing force structure to enhance intelligence synergy in support of special warfare and surgical strike. In addition to providing the core of the Intelligence staff in the deployable SOF task force headquarters, the MI Squadron's unique capabilities will include data warehousing of information from classified and unclassified sources and fusion of this information in a "Special Warfare Intelligence Common Operating Picture." This ICOP will be accessible by the SOF community, interagency and conventional forces, reinforcing interdependence with our unified action partners. MI Squadron operations will provide a global "constant stare," focusing on cross-GCC seams and over-the-horizon operating environment analysis, providing intelligence reach support and enriching SOF campaign planning support to GCCs.



USASOC 25-year — Historical Timeline —

USASOC's first quarter-century has been distinguished by extraordinary performance of its tactical-level formations during combat.

01 October 1982

1st Special Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 December 1988

U.S. Army Special Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 December 1989

U.S. Army Special Operations Command (Airborne) activated as the 16th Army MACOM.

17 January 1991

Operation DESERT STORM.

28 June 1990

160th Special Operations Aviation Regiment (Airborne) (160th SOAR) activated at Fort Campbell, KY.

- » The USASOC G2, ICW the USASOC G6, is coordinating for continued ETI's and integrating into the SOCRATES Enhanced Imagery Workstation CERP cycle to provide timely GEOINT system updates in response to worldwide contingency operational requirements. (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G2, ICW the USASOC G6, is coordinating the effort with USSOCOM to develop an improved, common GEOINT data infrastructure, including servers, software, and data configuration (6.3.2.1c - Intelligence Support Systems)
- » The USASOC G8 is coordinating the effort to develop better clandestine tagging, tracking and locating (CTTL) capabilities. (6.3.2.3.2)
- » The USASOC G2, ICW USASOC G39, is analyzing Intelligence support to Cyber Operations, Cyber Enabled Intelligence activities, Open Source Intelligence (OSINT) and social-media analysis capabilities to better enable ARSOF operations in the Cyber Domain. (6.3.2.3.2)
- » The USASOC G2 is analyzing capabilities to better enable SOF to tactically exploit national intelligence capacities including space-related technologies (6.3.2.3.2)
- » The USASOC G9 will explore emerging technologies to enhance ARSOF organic F3EAD capability. (6.3.7.10)
- » The USASOC G2 will analyze the capabilities focused on providing enhanced cultural intelligence to globally deployed SOF, both in real time and leveraging reach back to CONUS expertise. (6.3.2.3.1)

6I. MILITARY CONSTRUCTION

OBJECTIVE: USASOC will continue to support ARSOF 2022 priorities through continued modernization and recapitalization of our infrastructure, including sustained investment in the institutional force to realize the SWCS Campus vision and provide world-class facilities for our operational units that fully support the mission requirements and capabilities of ARSOF 2022. Our immediate objectives are to move units out of obsolete legacy facilities, to build out the Yarrowborough Complex at Fort Bragg and to develop a transition plan for the Special Warfare Command from present to future facilities.

DESIRED EFFECT: ARSOF facilities provide units the optimal operating and force generation/sustainment environments to provide SOF capabilities in support of long-duration, regionally-focused campaign plans, during steady state and in times of crisis. Facility modernization efforts are synchronized with ARSOF 2022 rebalancing and restructuring efforts within existing resourcing levels without deferring the replacement of sub-standard existing facilities.

PROGRESS:

- » The USASOC Engineer annually conducts a holistic review of the current MILCON program and future requirements to ensure master planning and programming efforts are meeting ARSOF 2022 priorities in providing facilities to support the operating and generating force and operationalizing the CONUS base. This analysis will continue to optimize resourcing by adapting existing facilities and capitalizing on opportunities to share common support and maintenance facilities. (6.3.8.1, 6.3.8.3, 6.3.8.4)
- » The USASOC Engineer continually assesses current facilities, in conjunction with Command Support Command and Command Subordinate Unit commanders and engineers, to develop modernization strategies and to ensure sustainment, restoration and modernization requirements are included in all ARSOF Installation Annual Work Plans or in the Army P-2 or USSOCOM P-11 MILCON programs. (6.3.8.2, 6.3.6.5)
- » The USASOC Engineer will continue to explore opportunities in the POM process to program Facilities Sustainment Restoration and Modernization that will reduce the backlog of projects awaiting MILCON funding, and to establish baseline budget funding for sustainment of critically required command and control, mission command and generating force facilities. (6.3.6.5, 5.1.3.0)



CONCLUSION

For more than 25 years, the United States Army Special Operations Command has provided the strategic direction and critical resourcing necessary for the men and women of ARSOF. As we continue the current fight and take on new operations in support of partners or to defeat adversaries, USASOC must look ahead to the next quarter-century to ensure it not only provides the right resources and direction to its force, but also the right capabilities to our nation. The nature of our conflicts and the environment within which we operate have changed. We must continue to mature our profession and evolve our capabilities accordingly.

USASOC's future is built upon the foundation of experience, customs, traditions and proven employment concepts of its exceptional components. ARSOF will continue to function as a strategic bridging force, serving as connective tissue among indigenous forces and populations and within our military and the interagency community and providing unilateral capacities of unmatched lethality and precision.

By continuing to embrace the changes introduced in *ARSOF 2022*, while taking on the new challenges of institutional reform, USASOC is better prepared to address the operational requirements expected in the complex operating environment of the 21st century. By honing our special warfare and surgical strike capabilities at the tactical level while developing commensurate mission command structure for the operational level and furthering the development of SOF operational art, we will ensure ARSOF remains the strategic option of choice in defense of our country, way of life and national interests.

Over this next year, as we look to *ARSOF Next*, the intent is to continue the work we have started in redesigning the command, as well as to circle back to first principles of our special operations warfighting craft. The intent this year is to highlight and promote the common attributes of the USASOC Soldier, the characteristics of his unit and the universal promise every member of the command makes to each other, our nation's citizens, other government teammates and our international partners.

Over the past year, we've proven that *ARSOF 2022* is more than words — the vision reflects a new culture for the U.S. Army's special operations forces and a new approach to special operations. Its publication lead to a new capability, one ready to address the challenges of the future environment. But the change is not yet complete and the future is still to be written. There is a significant amount of work ahead of us. Our focus remains on getting better, not bigger, as we continue to face the budget pressures in the years ahead. We must continue to move forward in a connected, well-reasoned, purposeful manner, so as to face the challenges and uncertainty of the future and emerge a stronger, more capable force. It remains in your hands.

USASOC History (Cont.)

27 November 1990

1st SOCOM inactivated and redesignated as U.S. Army Special Forces Command (Airborne) at Fort Bragg, NC.

08 December 1995

U.S. Army Special Operations Support Command (SOSC) activated at Fort Bragg, NC.

16 October 2001

Operation ENDURING FREEDOM (OEF).

19 March 2003

Operation IRAQI FREEDOM (OIF).

15 December 2008

528th Sustainment Brigade (Special Operations) (Airborne) activated. Special Operations Support Command (Airborne) deactivated.

04 August 2011

Military Information Support Operations Command (Airborne) (Provisional) activated at Fort Bragg, NC.

01 October 2012

U.S. Army Special Operations Aviation Command (Airborne) activated at Fort Bragg, NC.

In the next 25 years, ARSOF will provide the nation with unparalleled operational-level capability to optimize its tactical assets for strategic effects.

SOF TRUTHS

Humans are more important than hardware.

Quality is better than Quantity.

Special Operations Forces cannot be mass produced.

**Competent Special Operations Forces cannot
be created after emergencies occur.**

Most Special Operations require non-SOF assistance.



ARSOFC 2022, PART II

U.S. ARMY SPECIAL OPERATIONS COMMAND

ARSOF NEXT



A RETURN TO FIRST PRINCIPLES

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/// FROM THE COMMANDER

After a period of successful but intense transition, it is time to refocus on what is most important to ARSOF: Our people. *ARSOF Next; A Return to First Principles* brings the *ARSOF 2022* vision full circle by defining who we are and where we come from. It reminds us of our principles, which are deeply ingrained in the traits of the ARSOF Soldier, the characteristics of an ARSOF Unit and our Promise to the Nation. It explores our collective shared history, demonstrating that these first principles are not only who we are, but also who we have always been.

ARSOF Next is about similarities; similarities between our ARSOF Soldiers and ARSOF units. The interwoven traits coupled with the unit characteristics generate “One Force, Without Equal.” The U.S. Army Special Operations Command is a force with more than 25 years of history providing the world’s premier special warfare and surgical strike capabilities to protect our nation against its enemies world wide.

On the advent of our 25th anniversary, we sought to do what many thought impossible — rapidly change our organization to adapt and prepare for the future, while maintaining our operational commitment to the geographic combatant commanders. Fiscal year 2015 has been a year of execution, and USASOC can take great pride in the milestones we’ve achieved. For example, we established the 1st Special Forces Command (Airborne)(Provisional), a force of 21,000 that is counted as one of the Army’s divisions. We created the foundation and backbone for SOF operational art and made sound progress in incorporating it into the national defense lexicon. We restored our unconventional warfare focus and deployed revitalized unconventional warfare capabilities in support of geographic combatant commanders and our interagency partners.

I am extraordinarily proud of all that you have achieved over the last two years, but more so of your legacy as warriors. In many ways *ARSOF Next* is a story of recognition that honors these efforts and the people who made ARSOF 2022 a reality. More than this, it is an acknowledgement of the excellence that has been the benchmark of our first 25 years, and a promise to deserve the unbreakable trust of the nation for the next 25 years, and beyond.

“I protect the nation; without fear, without fail, without equal.”

CHARLES T. CLEVELAND
LIEUTENANT GENERAL, USA
COMMANDING



THE FUTURE IS WRITTEN IN OUR PAST

From the Office of Strategic Service's operational groups and the exploits of Filipino guerrillas led by Russell Volckmann in World War II, to the Montagnard Civilian Irregular Defense Groups in Vietnam, to support to counterinsurgency operations in El Salvador, the United States has a rich history of special warfare and surgical strike. Most recently Army Special Operations Forces' storied lineage and unique skill sets were put to the test following the attacks of 9/11. Over the past 14 years, ARSOF warriors have fought on multiple fronts, in surgical strike units carrying out aggressive and successful direct action campaigns and in special warfare units working quietly behind the scenes to build partner capacity, garnering support for host-nation governments and building enduring relationships with partner forces. Regardless of where they fight, they do so operating much in the same way their forbearers did, holding fast to the legacy that has been passed down to them.

The daring exploits of these small units, fighting behind the lines against overwhelming odds, is immortalized in popular culture with photos and news clips of Special Forces Soldiers riding horseback across Afghanistan to oust the Taliban. In reality, these exploits take place in countless countries across the globe. The U.S. Army Special Operations Command's forces are at the tip of the spear in defense of the nation; operating far from the flag pole in complex environments, waging the biggest battle of all: Winning in the Human Domain. As Gen. Ray Odierno, Chief of Staff of the Army, noted when speaking of special operations forces, "We must remain engaged around the world. We must also remember that conflict is a human endeavor, ultimately won or lost in the Human Domain."

To continue winning in that domain, ARSOF must remain true to its first principles, which were defined by the actions of the storied units of World War II — the OSS, the First Special Service Force, the Alamo Scouts, the Jedburghs, the Monuments Men — and were passed down to each successive generation of ARSOF warriors.

ARSOF 2022

For the last two years, the U.S. Army Special Operations Command's future has been guided by the *ARSOF 2022* vision.

ARSOF 2022 focused on the command's tactical units and served as a blueprint for change. It defined the ARSOF narrative by clearly articulating the two forms of special operations — surgical strike and special warfare — while identifying a gap in unconventional warfare as a result of 10 years of counterinsurgency focus. *ARSOF 2022* also acknowledged a lack of capability at the operational level and defined the future operating environment. Further, it set the

commanding general's priorities by defining six concept areas that were required to institute change within the command.

ARSOF 2022 Part II focused on institutional reform and the development of a SOF operational-level capability. It spelled out the complex tasks required to achieve the ARSOF 2022 vision, while providing a method to evaluate and track progress.

Many of the changes were made quickly. Change is never easy and quick change often results in turmoil. Having adapted to large changes in processes and command, ARSOF can now focus on the key to

its success — its people, and live up to the first SOF Truth: People are more important than hardware.

Both *ARSOF 2022* and *ARSOF 2022 Part II* were set in the context of the future operating environment and attempted to predict what the world might look like in the next 10 to 15 years. The ideas articulated in those two publications set in motion changes in USASOC's organizations, processes and operational capabilities. The changes detailed how we fight and the resources we need to fight. The threats we encounter, where we encounter them and how we encounter them become less relevant over time. What remains relevant is that which inspires people to action: Why?

Why does ARSOF fight? Why do ARSOF warriors do the things they do, believe what they believe and have such a unique commitment to the nation? *ARSOF Next: A Return to First Principles* explores the question of "Why?" It does so by defining the characteristics of ARSOF units, the collective attributes of individuals that develop specific traits in ARSOF Soldiers and articulates the ARSOF Promise to the Nation, within the context of a shared, collective history based on

ideals that formed the first special operations units, which have stood the test of time. The ideals that have shaped ARSOF from its beginning and continue to shape it today are the historic first principles.

THE THREAT

Today's ARSOF warrior is faced with threats that are increasingly ideologically based, predicated on hate and extremism. Our enemies target our cognitive and spiritual space in the same way that our former enemies targeted our trucks and planes.

To counter these threats, ARSOF must understand where it came from and who it is as an organization. This self-knowledge and understanding becomes ARSOF's greatest weapon.

Compounding outside ideological threats, USASOC is faced with internal challenges, one of which, collaboration, has improved greatly over the past several years. ARSOF also faces an external crisis of identity fueled by a lack of understanding of who ARSOF is, what the force does and the full range of options and capabilities that ARSOF provides to the nation.

ARSOF NEXT

To address the challenge of collaboration, *ARSOF Next* provides a means of describing what all ARSOF units have in common as a foundational process that matures the profession and evolves the force. As a result, the whole of ARSOF becomes greater than the sum of its parts; creating an organization capable of meeting any challenge, while exceeding the expectations and demands of the nation.

For the external crisis of identity, *ARSOF Next* provides a common language and narrative that explains its function and abilities in an understandable manner; making it apparent to the formations' partners that ARSOF can rise to meet the challenges that our nation is facing and that ARSOF is a key part of the answer. ARSOF's importance doesn't come from its technology, but rather from the character of the men and women who fill its ranks and the unique attributes they possess. These attributes, embodied in each individual, are projected throughout ARSOF; defining the character of the unit, while allowing the force to thrive in the context of the complex and complicated threats it confronts.

Armed with a better understanding of who it is as a force, ARSOF provides the nation with world-class, unequaled special warfare and surgical strike capabilities. As long as the force remains true to its first principles: having the right people, aggregated into amazing teams, rallied behind a unique commitment to the nation, it will succeed.

ARSOF NEXT AT A GLANCE		
THE FIRST PRINCIPLES		
Defined by the actions of the first SOF units and passed down to each generation of ARSOF warriors.		
SOF TRUTHS Humans are more important than hardware. Quality is better than quantity. Special Operations Forces cannot be mass produced. Competent Special Operations Forces cannot be created after emergencies occur. Most Special Operations require non-SOF assistance.	THE CHARACTERISTICS OF THE ARSOF UNIT The unit culture reflected in the behavior of its people and the meaning people attach to it.	SOF IMPERATIVES Understand the operational environment. Recognize political implications. Facilitate interagency activities. Engage the threat discriminately. Consider long-term effects. Apply capabilities indirectly. Develop multiple options. Ensure long-term sustainment. Provide sufficient intelligence. Balance security and synchronization.
	Adaptability • Autonomy • Empathy • Expertise	
	THE TRAITS OF THE ARSOF SOLDIER The sum of intangible qualities within an individual that develops into a common ethos.	
	Toughness • Audacity • Love	
	THE ARSOF PROMISE TO THE NATION The rally behind a unified commitment to the nation.	
	I PROTECT THE NATION, WITHOUT FEAR, WITHOUT FAIL, WITHOUT EQUAL.	



VISION FOR THE FUTURE

ARSOF 2022 first articulated the USASOC vision for the future.

Popularly known as the “blueprint for change,” it established foundational concepts, detailed the commander’s vision and end state, defined the future operating environment and publicized the results of the commander’s initial assessment. ARSOF 2022 candidly assessed USASOC’s situation in light of more than 10 years of counterinsurgency focus, and described in detail the need to critically review our requirements for the future.

FOUNDATIONAL CONCEPTS

ARSOF 2022 is built upon four key foundational concepts: 1) a clear command vision and desired end state; 2) the two critical capabilities we provide the nation — *special warfare* and *surgical strike*; 3) an understanding of the operational environment in which ARSOF primarily operates; and 4) an ongoing commander’s assessment.

COMMAND VISION AND END STATE

The USASOC commander’s vision is to *“Provide our nation the world’s premier special operations units, capable of prosecuting the most sensitive special warfare campaigns and executing the most difficult surgical strike operations, while providing seamless and persistent special operations support to joint force commanders worldwide.”* The vision forced the command to consider its global competition, how it develops tactical and operational capabilities for both special warfare and surgical strike to support strategic effects and how to best organize to leverage the capabilities and resident expertise throughout the force.

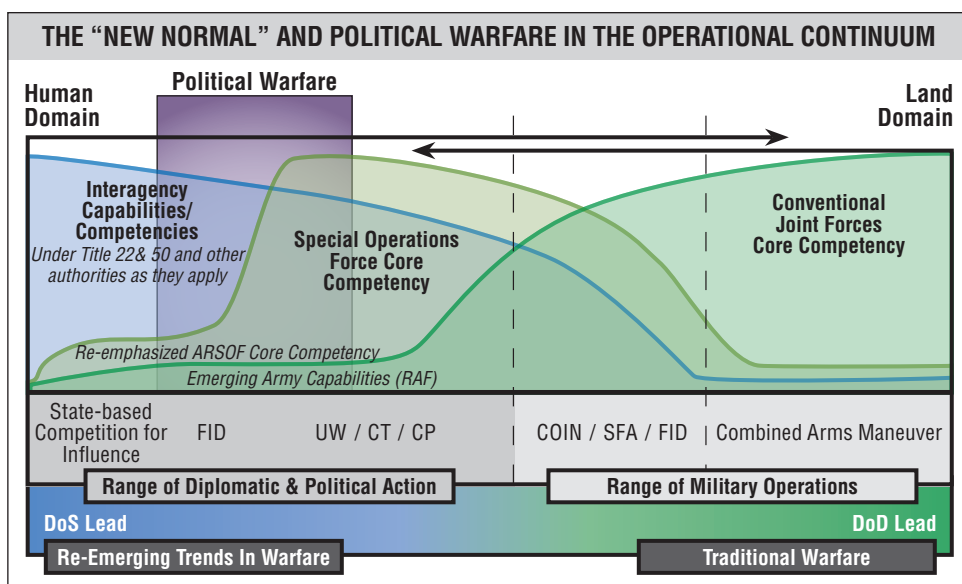
CRITICAL CAPABILITIES

In 2012, Army Doctrine Publication 3-05 *Special Operations* formally redefined the ARSOF narrative as two complementary capabilities: *special warfare* and *surgical strike*. By describing Army special operations in these two different, but mutually supporting forms, USASOC moved closer to a holistic representation of its organization and fully described who its units are to internal and external audiences. The terms *special warfare* and *surgical strike* more accurately describe the force based on its capabilities and enhanced USASOC’s ability to generate, sustain and articulate those capabilities.

ARSOF OPERATIONAL ENVIRONMENT

ARSOF 2022 discussed the future operating environment and framed the future of competition in terms of persistent, emerging and unconventional challenges. It detailed the factors that would influence the way ARSOF operates; geopolitical constraints and a battlespace that contains agile actors in regional, multi-state zones of competition; policy limitations driven by reduced budgets and national war weariness; hostile nation-states with greater capability and greater avarice; and threat networks that are both more sophisticated and maneuverable. Finally, it stressed the importance of nesting future plans with those of national leaders and higher headquarters, with an emphasis on ARSOF’s statutory responsibilities as prescribed by law.

Since this initial discussion, a conceptual exploration of the future operating environment has evolved into an understanding of a world characterized by disorder, scarcity of resources, ecological challenges, toxic ideologies, game-changing technologies, emerging resistance movements and opportunistic competitors employing hybrid warfare capabilities. As the foreseeable future’s “new-normal,” this setting will challenge the effectiveness of traditional forms of power while enabling non-traditional forms. Despite the clear need to effectively engage in



this environment, a reluctance to commit U.S. combat troops is growing.

The United States is facing a strategic inflection point, one which is characterized by an “uncertain strategic security environment framed by diminishing defense resources and an increasing number and variety of potential threats.” Social, political, informational and economic trends in international competition are converging between state and non-state actors and others for superiority over the physical, cognitive, moral security and adequate governance of populations.

These realities will demand new ways of thinking, with unique approaches that broaden strategic options for the U.S. Government. Essential to any new approach is a comprehensive definition of what strategic success looks like in an increasingly disordered world that is punctuated by competitors capitalizing on hybrid-warfare capabilities.

CONCLUSION

ARSOF 2022 called every member of USASOC to “inculcate these changes into the way they do business” and to “move forward in a connected, reasoned manner...in order to face the uncertainty of the next decade and emerge a stronger force.” Two years after *ARSOF 2022* was published, the changes that seemed revolutionary yesterday are now part of how we do business on a daily basis.

COMMANDER'S ASSESSMENT

The initial commander's assessment revealed three specific areas in which USASOC required improvement to better enable seamless application of combat power across the spectrum of conflict: (1) addressing capability gaps; (2) developing SOF at the operational level; and (3) improving coordination, synchronization and integration of SOF at the seams between interagency partners and conventional forces.

In response to the commander's assessment, *ARSOF 2022* introduced six concept areas that became the command's six priorities with associated challenges and proposed solutions. Processes were streamlined and realigned for greater synchronization with both the U.S. Army and the United States Special Operations Command. Additionally, an *ARSOF* Campaign of Learning was developed and implemented to build and test ideas and concepts that define how *ARSOF* fights in the future.

ARSOF 2022 PRIORITIES >

INVEST IN HUMAN CAPITAL

USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers who are capable of addressing uncertainty.

OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.

OPERATIONALIZE THE CONUS BASE

Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.

DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL

USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.

FACILITATE SOF MISSION COMMAND

ARSOF has developed and validated flexible, scalable and responsive distributed command and control structures.

OPTIMIZE RESOURCING AND COMMODITY AREAS

USASOC will rebalance its portfolio while getting better, not bigger.



STRATEGIC VISION

While *ARSOF 2022* introduced the blueprint for change, *ARSOF 2022 Part II* discussed results in real terms. It details the studies and concepts that allowed USASOC to continue maturing the ARSOF profession; while providing a progress update on command efforts to reshape the force at the institutional-level and develop new mission command capabilities. *ARSOF 2022 Part II* highlighted changes in the command's approach to doctrine, organization of the USASOC staff and detailed how to improve the force by implementing a strategic vision through an improved strategic planning process.

ARSOF 2022 PROGRESS

In 2014, USASOC continued its effort to mitigate critical capability gaps at the operational level by addressing seams between USASOC, the conventional force and the interagency. While much has been accomplished, continuous improvement, partially summarized here, is critical to USASOC's ability to apply seamless combat power across the full spectrum of conflict.

THE UW GAP

THE SCIENCE OF RESISTANCE

The core science of each military service directly relates to the physical domain in which the force operates. For land forces in particular, this science is predicated on civil engineering, ballistics and physics. Special operations forces, though born from the conventional military, require an education that extends beyond the foundational science of their conventional roots. SOF, although existing in the Land, Sea and Air domains, operates chiefly within the Human Domain. Resistance, which is the core science directly related to the Human Domain, is the human activity that underpins every core SOF task, including unconventional warfare, counterinsurgency, counterterrorism and foreign internal defense.

The SOF imperatives dictate that we not only understand the operational environment, but also that we anticipate and control psychological effects, recognize political implications and master impacts at the tactical, operational and strategic level. Given this, it is imperative that SOF understands the science of our craft. The science of resistance is multi-disciplinary, incorporating elements of sociology, anthropology, history, economics and political science. As the world becomes more sophisticated, ARSOF must stay true to its first principles to remain among the vanguard of the nation's defense by exploring emerging concepts that keep the

force a step ahead of its adversaries and reflect on the unconventional mindset that has always distinguished it.

THE OFFICE OF SPECIAL WARFARE

In *ARSOF 2022*, one the of the strategic lines of effort focused on Developing SOF Capabilities at the Operational Level. In *ARSOF 2022 Part II*, the groundwork for this effort was laid through the development of a strategic planning process and the development of the SOF Campaign Plan. These lines of effort further matured throughout 2014, with the creation of The Office of Special Warfare, within the then-U.S. Special Forces Command, what is now the 1st Special Forces Command (Airborne)(Provisional).

The mission of the OSW is to serve as a focal point for all unconventional warfare capabilities, activities and interagency coordination across the SW spectrum.

INSTITUTIONAL REDESIGN UPDATE

HQ USASOC

Over the past year, USASOC took a hard look at how it builds the capabilities required by joint force commanders; identifying the need to more fully integrate special warfare and surgical strike capabilities as well as the need for a more proactive approach in participating in USSOCOM and U.S. Army force-development processes. USASOC internally reorganized and evolved at a pace that matches or exceeds changes in required capabilities.

1ST SPECIAL FORCES COMMAND (A)(P)

ARSOF 2022 identified advantages in consolidating special warfare competencies into a single command focused on operationalizing the CONUS base of special-warfare capabilities and delivering appropriately blended special-warfare and surgical-strike capabilities from each of the various, subordinate elements.

In October 2014, the 1st Special Forces Command (A)(P) became operationally capable, creating a deployable operational-level headquarters. By merging the Army's regionally expert forces (Special Forces, Civil Affairs, Psychological Operations) and the 528th Sustainment Brigade into a single command the 1st SFC(A)(P) more effectively provides training, readiness and oversight to the special warfare units, with immediate and tangible benefits to the theater special operations commands and joint force commanders with campaign-capable support.

By fusing special-warfare capabilities into one entity, training and readiness is further optimized. The 1st SFC (A)(P) will provide the core of a deployable operational command and control node to meet requirements beyond those organic to the TSOC.

CLOSING THE SEAMS SOF-CF INTERDEPENDENCE

In 2014, ARSOF continued to expand SOF/CF Interdependence, Integration and Interoperability initiatives and opportunities. Operations Group Juliet was created within the Mission Command Training Program at Fort Leavenworth, Kansas, to impact SOF/CF I3 through participation and training in Army Warfighter exercises. Special operations training detachments at the combat training centers are refining and enhancing assessment plans directed at SOF/CF I3. The Special Operations Campaign Artist Program at Fort Leavenworth is creating Army planners capable of developing campaigns that incorporate special operations capabilities at the operational level. SOF Cells at Army Centers of Excellence facilitate the sharing of lessons learned between SOF and conventional forces and development of future SOF/CF I3 doctrine, organization, training, materiel, leadership, education, personnel and facilities solutions.

The USASOC G9 is spearheading multiple CF/SOF initiatives in the conceptual and experimental disciplines including participation in a capabilities-based analysis of the Engagement Warfighting Function, contributions to Army doctrine development, facilitating ARSOF

ARSOF Warfighting Challenges

1) Discrete, Multi-year Campaigns to Shape, Prevent and/or Win

How does ARSOF design, plan and conduct discrete multi-year irregular campaigns that synergize tactical and operational special warfare and surgical strike with the full suite of SOF/CF/JIIM and partner capabilities and objectives to shape the operating environment, counter threats and advance U.S. interests prior to a threat or crisis necessitating large-scale military intervention?

2) SOF Mission Command

How does ARSOF build and maintain modern, scalable C2 structures that ensure SOF Mission Command meets the needs of the future operational environment, from small, technologically-enabled C2 nodes that maximize reach-back to the CONUS base, through general officer-lead SOJTF commands to larger hybrid SOF/CF/JIIM structures?

3) Countering Unconventional Warfare

How does ARSOF covertly, clandestinely or overtly support friends and partners and deter, degrade or defeat global competitors, enemies and aggressors with or through indigenous means in denied areas using extant and future UW capabilities in support of SOF/CF/JIIM operational and strategic objectives?

4) Coherence in Surgical Strike

How do we coherently articulate ARSOF surgical strike within the framework of the SOF enterprise and synthesize the full suite of ARSOF surgical strike capabilities into special operations, conventional and hybrid operational art and design constructs to optimize integration in campaigns.

5) Operation Within and Supporting Global Networks

How does ARSOF establish persistent and distributed human and technical networks, and build human and physical infrastructure in the context of the Global SOF Network and Global Landpower Networks, to enable success in irregular and traditional operations across the Range of Military Options?

6) Army, Joint and Interagency Interdependence

How does ARSOF optimize partnerships and reinforce supported and supporting relationships within SOF/CF/JIIM structural constructs to achieve operational/strategic effects and minimize risk in irregular and traditional operations across the ROMO?

7) Operating Across Joint Interagency and Multinational Seams

How does ARSOF bridge critical seams between JIIM partners to conduct operations under Title 10 Authorities, Title 50 Authorities and the Ambassador's Title 22 Authorities necessary for success in the future complex operating environment?

8) Advancing SOF/SF/JIIM Operational and Strategic Planning and Thought

How does ARSOF socialize and integrate forward-thinking capabilities and concepts regarding discrete, multi-year, high-return campaigns and operations focused on defeating threats, providing physical, cognitive and moral security and/or adequate governance in the Human Domain?

9) Optimize ARSOF Force Generation

How does ARSOF flex and efficiently generate, expand or contract its human and materiel capabilities and capacity to provide joint force commander with capable, scalable ARSOF, which is comprised of the finest, operationally and tactically proficient, culturally aware leaders and operators wielding the latest technologically advanced equipment?

Comprehensive Deterrence

Comprehensive Deterrence is a whole-of-government approach that retains the positional advantage of the U.S. by preventing an adversary's action through the existence of credible physical, cognitive and moral threats by raising the perceived benefit of action to an unacceptable risk level. Deterrence will expand the strategic start point, reframe power projection and impose a cost calculus on U.S. adversaries to prevent large-scale deployments and major combat operations. Comprehensive deterrence will work against both conventional and irregular threats when applied integrated with JIIM partners.

SOF Support to Political Warfare

Political Warfare enables national leaders to undertake proactive strategic initiatives to shape environments, preempt conflicts and significantly degrade adversary hybrid and asymmetric threats. U.S. national objectives can be achieved through a whole-of-government approach and enable JIIM partners to focus on strengthening diplomatic engagements, leveraging economic and legal measures and employing coercive diplomacy and strategic messaging. SOF are ideally organized, trained and equipped to conduct UW, counter-UW, FID, security sector assistance and information and influence activities to support objectives.



participation in Army Force 2025 Maneuver exercises and synchronizing Army and USASOC experimentation.

Of these initiatives, the most significant progress that has been made in SOF/CF interdependence has more to do with ARSOF warriors than with institutional reforms. Operations between SOF and CF have been advanced by a generation of warriors who have lived the reality of SOF/CF interdependence in combat, proving that “most special operations require non-SOF assistance” is not only an acknowledged SOF truth, but is also embraced by the force.

INTERAGENCY

In 2014, the Civil-Military Advisory Group further expanded the ARSOF network in the National Capitol Region. Through persistent engagement, the CMAG enhanced understanding of ARSOF's role in governance and development efforts, while helping interagency partners understand ARSOF's role in shaping political, social and economic factors to counter instability and violent extremism and improving and expanding the U.S. Government's appreciation for ARSOF partnerships.

STRATEGIC PLANNING

STRATEGIC PLANNING PROCESS

The USASOC Strategic Planning Process is the command's framework and methodology

for mapping ARSOF strategy to capabilities delivery and assessment for mission requirements. It's designed to provide a means for USASOC to participate in and influence U.S. Army and USSOCOM processes.

ARSOF CAMPAIGN OF LEARNING

ARSOF 2022 priorities coupled with insights from the FY14 Campaign of Learning were synthesized into eight CG-approved ARSOF Warfighting Challenges for FY15. The FY15 CoL supports a sequential and tiered approach to exploring the eight WFCs, with the Silent Quest war game playing a central role.

SCIENCE AND TECHNOLOGY

The goal of the USASOC Science and Technology Program is to “maximize the use of S&T resources from external organizations in order to extend USASOC warfighters' technological and knowledge dominance in support of special warfare and surgical strike operations.”

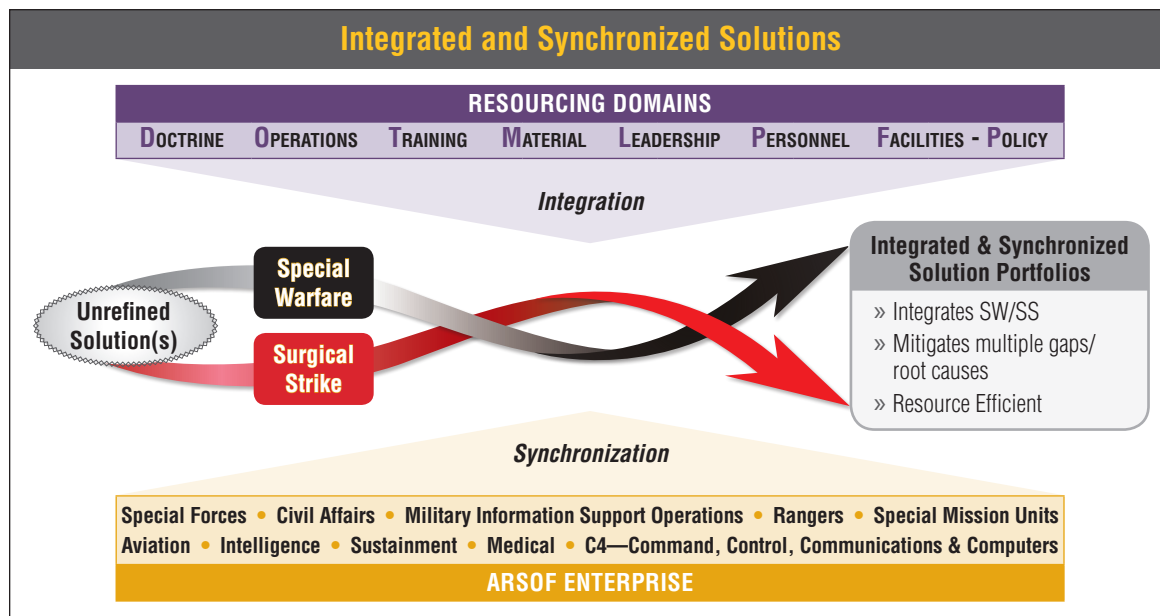
BUSINESS ON THE FRONT LINES

USASOC is working with Notre Dame University to develop methodologies and models that enhance collaboration between SF, CA, PO and external organizations. Once developed, USASOC and BOTFL can use this process to support TSOCs in development of SOF campaign plans and integration of business tenets as planning considerations.

ARSOF 2022 PRIORITIES

The following pages contain a progress report on each of the six ARSOF 2022 lines of effort allowing every Soldier in USASOC to track the progress of the vision in real terms. Over the last year some tasks evolved, some were consolidated, new ones were added and others removed. A percentage bar reflects the progress of each task as it was reported in the quarterly lines of effort update to the USASOC Commanding General.

The USASOC Road Map to 2022 Brief is maintained on the USASOC SIPR portal, and gives the complete picture of our progress. All solutions are managed through the USASOC Strategic Planning Process, with the Roadmap Brief providing routine status reports to the commander.



Proposed solutions are managed by the ARSOF 2022 Roadmap process, which ensures they are integrated across DOTMLPF-P domains and synchronized across all the ARSOF functions and formations. Offices of primary responsibility work to synchronize solutions by keeping every unit involved and integrating solutions by ensuring that every resource domain that applies is addressed. By managing the solutions this way, we save resources and prevent multiple people or organizations from working on multiple solutions to the same problem.

1. INVEST IN HUMAN CAPITAL

PROGRESS

46%

1A. ENHANCED EDUCATION AND TRAINING

OBJECTIVE: Our force is the best educated, trained and equipped special operations formation in the world. Our Soldiers are capable of succeeding in the increasing uncertainty of the 21st century battlefield.

DESIRED EFFECTS: Success in the future operating environment places a premium on the mastery of problem solving and highly specialized technical skills; for special warfare units this includes foreign language and cultural expertise.

PROGRESS:

SHORT-TERM SOLUTIONS

- » **ARSOF Logistics Education and Training Program:** USAJFKSWCS Directorate of Training and Doctrine with USASOC G-1, G-3, G-4 and 528th are developing and establishing a logistics education and training program. This will further institutionalize the knowledge and training necessary to integrate ARSOF logistics concepts into conventional logistics professional education to improve conventional sustainment support to ARSOF. (45%)
- » **Civil Affairs Advanced Education:** The USAJFKSWCS CA Proponent's Stability Security and Development in Complex Operations Course will compete for \$1.8 million to develop a strategic and



ARSOF EDUCATION INITIATIVES

The U.S. Army John F. Kennedy Special Warfare Center and School's Special Warfare Education Group has developed a number of education programs specifically for ARSOF.

Currently, students completing the Civil Affairs, Psychological Operations and Special Forces Qualification Courses can earn an associate's degree through Fayetteville Technical Community College. Students are awarded 48 credit hours for completion of the course, with the remaining 16 hours earned in a traditional classroom setting. To date, 700 NCOs completed their associate degree in 2014-2015; 281 of those Soldiers have enrolled in a bachelor's program.

ARSOF NCOs, warrants and officers can also pursue a master's degree through the Naval Post Graduate School or the National Defense University. Since the inception of the NDU program, 172 students have graduated, with 47 percent being NCOs.

operationally focused advanced education program for CA officers to optimize support to TSOCs and GCCs. (50%)

- » **Advanced Language:** The Special Warfare Education Group continues to develop plans to send selected Soldiers to advanced language training (existing and newly developed options) to facilitate special warfare activities and optimize the ability to work with and through partner forces and indigenous personnel. The intent remains to achieve a near native language capability in special warfare units, particularly in 1st SFC(A)(P)'s 4th battalions. To incentivize language skills, language proficiency is now tied to reenlistment bonuses, allowing higher bonuses for higher language ratings. (30%)
- » **Enhanced Education and Training:** The SWEG is working to expand USAJFKSWCS education opportunities and to formalize a lifelong-learning model. Initiatives include accreditation of qualification courses so they produce associate degrees and expanding opportunities for ARSOF warriors to earn BA/MA/PhD degrees. (60%)
- » **SOF-Aviation Individual Training Expansion:** The USASOC G3 is broadening the range of special operations aviation-related individual training and education. FY14 milestones: Special Operations Aviation Training Battalion developed and implemented a SOF Gray Eagle Course, an Instructor Operator and Standardization Operator Course and an ARSOAC UAS Familiarization Course is currently under development. (95%)
- » **MISO Advanced Skills:** The USAJFKSWCS PSYOP Commandant is developing and implementing training and education in advanced MISO skills to create master MISO practitioners. In FY14 the Special Operations Military Deception Planners Course was implemented, and the MISO Targeting and Assessment Course POI was developed. (60%)

MID-TERM SOLUTIONS

- » **Enhanced UW Operator Training and Professional Military Education:** USAJFKSWCS SF Proponent is revising SW training and education across the qualification and PME realm to improve asymmetric and UW capabilities. Efforts include expanding SW ODC to include CA and MISO planning considerations, expanding the scope of ASO Level III and supporting OSW with tailored Physical Surveillance and Technical Surveillance training and education. (90%)
- » **Personnel Policies for Clandestine UW Operations:** The USASOC G3 and the 1st SFC(A)(P) OSW is developing and promulgating Army and USSOCOM personnel policies to promote the development of SOF operators with expertise executing clandestine UW operations. This effort includes updating AR 600-3 and expanding training opportunities for women. (30%)

1B. INCREASED ADVANTAGE THROUGH HUMAN CAPITAL DEVELOPMENT

OBJECTIVE: USASOC units will represent and capitalize on the nation's broad range of ethnic and cultural composition to enhance ARSOF capability to succeed in the Human Domain.

DESIRED EFFECTS: The wide array of knowledge, skills and attributes necessary for success in the future operating environment requires USASOC to expand the cultural and ethnic backgrounds of the force.

PROGRESS:

SHORT-TERM SOLUTIONS

- » **Expand the Pool of ARSOF Candidates:** ARSOF primarily recruits from within the Army. There are currently pre-screening tools under development by The Rand Corporation and the USAJFKSWCS with the purpose of reducing attrition earlier in the assessment process allowing for improved results with fewer resources. Future changes to Army recruiting standards may require ARSOF to adjust recruiting efforts from off-the-street to obtain adequate quality. In July 2015, an OPT will look at future marketing and recruitment efforts, possibly exploring partnership with corporations and other government agencies that share ARSOF's recruitment challenges. (50%)

» **Expand Service Opportunities For Women:** USASOC is conducting a review of all special operations jobs and assessing the feasibility of further integrating women into ARSOF to enhance its overall capability. These efforts include expanding opportunities in ARSOF enabler positions, examining the positions that are currently closed to women and developing a future female capability in support of SOF core activities. In September 2014, the first two female pilots graduated from the 160th SOAR(A)'s Special Operations Aviator Qualification Course.

MID-TERM SOLUTIONS

» **Increase Number of Personnel Entering ARSOF Q-Courses with Foreign Language Proficiency Above 1/1 Level:** Current efforts include target language proficiency

identification through the Defense Language Aptitude Battery to focus recruiting on Soldiers who possess a 1/1 or better; for in-service recruiting, screening personnel databases for targeted recruitment; expanding into the U.S. Army Reserve and National Guard for Soldiers who possess a 1/1 or better language capability; incentivizing the enlistment bonus for those who contract with a foreign language proficiency. (25%)

» **Recruit Civil-Sector Experts:** The USAJFKSWCS CA Commandant is implementing policies and authorities to recruit civil-sector experts to conduct civil-military operations and enhance stability operations. (15%)

» **Special Warfare and Surgical Strike in the Cyber Domain:** USAJFKSWCS is developing a basic, intermediate and advanced training program for special warfare and surgical strike impacted and enabled by the Cyber Domain. This tiered program will provide a recognized and validated capability to not only mitigate cyber threats to personnel and missions but to utilize the cyber domain for core activities in current and future operating environments. These programs will address both the common ARSOF requirements as well as those of the units.

» **Career Enhancement for USAJFKSWCS Cadre:** USAJFKSWCS continues to pursue policies and programs designed to send cadre back to the operational force better qualified than when they arrived – advanced skill opportunities/language training/advanced degree opportunities, etc.

» **MFF Expansion:** USAJFKSWCS is expanding its Military Freefall capacity to meet the SF Regiment's need to mitigate anti-access and area-denial threat capabilities. By 2017, all active duty SF Qualification Course graduates will attend the MFF Parachutist Course, meeting the requirement for 5 x MFF-capable SF groups.



Military Freefall Facilities

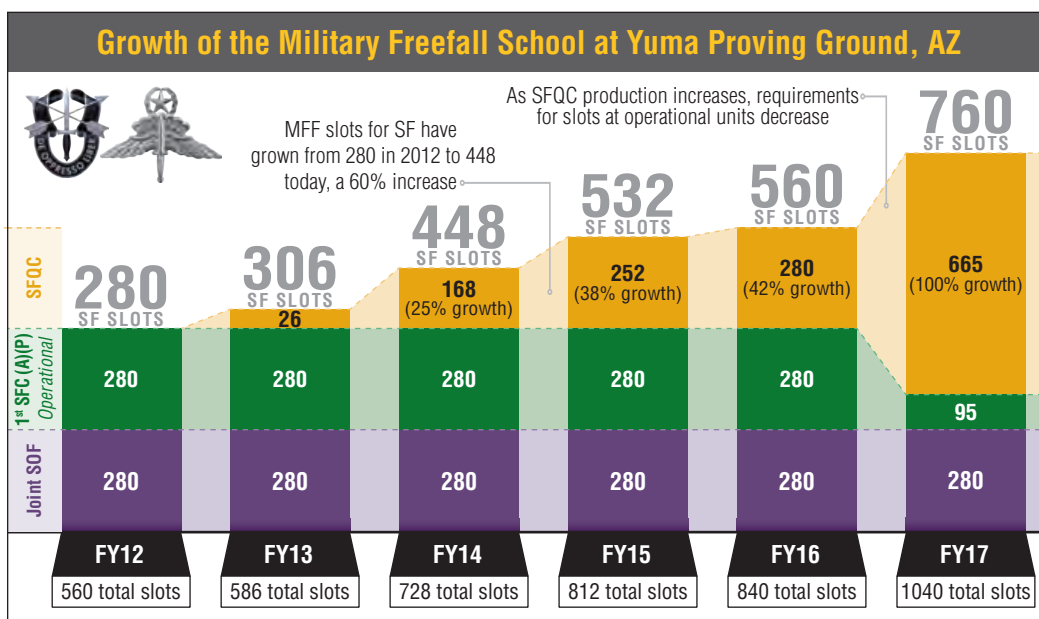
Vertical Wind Tunnel — Completed FY13

The Master Sgt. George A. Bannar Jr. Vertical Wind Tunnel consolidates all phases of training at one location and operates at great cost savings. It increases student safety and training and improves the pass rate of students by utilizing the facility to retrain students in the physical concepts of free fall.

- The 16.5 foot diameter flight chamber is capable of supporting eight simultaneous jumpers; with the capacity to train more than 1,500 Soldiers per year.
- Despite wind speeds ranging from 120 to 175 miles per hour, the probability of fatal or serious injury is nearly zero.

Temporary Facilities — Completed FY14

Four new temporary facilities facilitate the increased student load. Three K-Spans provide space for storage of additional parachutes and rigging equipment as well as packing space and work areas. A new terminal building allows the processing of two classes of the MFF Parachutist Course simultaneously.





THOR3

In 2009, U.S. Special Operations Command provided the U.S. Army Special Operations Command with funds to establish the Tactical Human Optimization, Rapid Rehabilitation and Reconditioning (THOR3) program, an investment reflecting the First SOF Truth: “Humans are more important than hardware.” The goals of THOR3 are to increase the physical and mental capabilities of ARSOF, help wounded soldiers recover more rapidly from injuries sustained in combat or training, and help them stay healthy and able to contribute longer. The program differs from other Army fitness programs in several important ways, including its holistic approach to improving physical and mental performance, its focus on individual and unit needs, and its reliance on a professional staff of program coordinators, strength and conditioning coaches, physical therapists, dietitians, and cognitive enhancement specialists to deliver training and rehabilitation services that are on par with those provided to professional sports teams.

1C. PRESERVATION OF THE FORCE AND FAMILIES

OBJECTIVE: The USASOC Ready & Resilient, Preservation of the Force and Families (R2POTFF) will synchronize, promote and support the optimal performance, longevity and well-being of ARSOF Soldiers and their families, including Department of the Army civilians, through the development of mission-tailored SOF peculiar initiatives. R2POTFF will reduce pressure on the force and families; enhance the resilience of the force and families and reduce stigmas. The program office serves as the focal point for review, issue resolution and validation of resourcing for the Command’s Preservation of the Force and Families/Invest in Human Capital programs. The program will synchronize the Human Performance Program (THOR3), Psychological Performance Program, Spiritual Performance Program, Social Performance Program, PERSTEMPO program, resiliency training, Sexual Harassment, Assault Response and Prevention, suicide awareness and community outreach. This is a commander’s program; each O6 level USASOC command continues to develop, implement and manage its own programs.

DESIRED EFFECTS: The USASOC Protection of the Force and Family program will ensure the integration of the Army Ready and Resilient Campaign and USSOCOM POTFF resources at the O6 command echelon, providing the conditions for commanders to employ embedded assets and gain enhanced access to the full range of wellness and resiliency capabilities located in their footprint.

PROGRESS:

MID-TERM SOLUTIONS

- » **Human Performance Optimization:** The USASOC Surgeon continues to integrate human performance optimization through physical performance, mental/cognitive and nutrition performance initiatives. A Human Performance Optimization Working Group was established to address funding reductions and mitigate degraded program capabilities in training (physical/cognitive performance), treatment (rehab) and metrics collection. (35%)
- » **Ready, Resilient, Preservation of the Force & Families:** The command continues to invest in programs including the THOR3 Program, Behavioral Health, Strong Bonds, Gold Star Family, Operator Resiliency and Unit Ministry to ensure relationships/programs are in place to prevent and respond immediately to negative stressors on ARSOF families. (45%)

2. OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

PROGRESS

41%

OBJECTIVE: ARSOF will create an integrated training environment to improve USASOC’s ability to provide trained and ready operational-level SOF to ground combatant commanders worldwide, while promoting increased SOF/CF interdependence.

DESIRED EFFECTS: USASOC optimizes the force multiplying potential of partnerships with the Army and interagency to provide the nation with seamless combat power. ARSOF has bridged the critical seams of SOF-conventional force and SOF-interagency relationships effectively contributing to unified action in the 21st century by partnering with the Army to meet its Title 10 collective training responsibilities. We must facilitate the interdependence of SOF, the interagency and conventional forces in support of unified action and unified land operations through the Mission Command Training Program.

PROGRESS:

SHORT-TERM SOLUTIONS

- » **Civil Military Advisory Group:** The 95th CA Brigade developed and employed a national-level network for civ-mil collaboration and information sharing to analyze and inform strategies across the spectrum of conflict. Located in Washington, D.C., the CMAG cell reached initial operational capacity on July 1, 2013, and the second rotation of the cell began on Feb. 1, 2014. (60%)
- » **Army Enablers for Initial Entry and Persistent Engagements:** Over the past decade ARSOF has developed organic logistics formations designed to meet the routine needs of our deployed maneuver formations. At times, high OPTEMPO or unique missions will require ARSOF to rely on non-SOF assistance for support. USASOC now has a Combat Service Sustainment Battalion aligned, through the Global Force Management process, that readily provides the logistics enabler support not contained in our organic formations. The CSSB rotates each year according to GFM priorities. (35%)
- » **Civil Information Coordination Center:** The 95th CA Brigade is working to purchase five communication nodes (one per TSOC) similar to a SOF Deployable Node Medium with commercial broadband satellite Internet access to share information with other USG departments and agencies, multinational and NGO partners. An authorization of \$850K was made for the purchase of five satellite terminals and one year of satellite service — a final contract is pending. (70%)
- » **Aviation FID:** USASOAC hosted an AvFID symposium in October 2013 that resulted in enhanced synchronization between USASOAC and conventional-force rotary wing SFA entities. Quarterly SVTCs are conducted to identify and exploit opportunities for SOF/CF collaboration in support of world-wide AvFID endeavors. USSOCOM J31 is in the final stages of developing USSOCOM Manual 350-50, Aviation Foreign Internal Defense Global Prioritization and Resourcing Procedures, which emphasizes a whole-of-government approach to building capacities with our partners that support U.S. interests and focuses on synchronizing AvFID activities with CF, the National Guard Bureau State Partnership Program and the broader Security Cooperation Community.
- » **Institute for Military Support to Governance:** The IMMSG is competing for approximately \$2.5M (MFP-11) to stand up the IMMSG and improve the Joint CA forces (SOF included). Located at Fort Bragg, N.C., the IMMSG is currently funded through FY17. (50%)
- » **Joint Civil Information Management Capability:** USAJFKSWCS CA Proponent and USASOC G8 are developing a comprehensive and standardized civil information management capability that is interoperable with CF/SOF Mission Command and intelligence systems to include unified action partners. It was endorsed by a General Officer Steering Committee in April 2014. (15%)
- » **Embed ARSOF Doctrine:** USAJFKSWCS DOTD with DCS and CSC/Us are embedding ARSOF doctrine in all U.S. Army Professional Military Education by contributing products and establishing ARSOF cells at Army Centers of Excellence. (35%)
- » **Increase 75th Ranger Regiment inclusion in TSOC plans, exercises and operations:** USASOC G3 with 75th Ranger Regiment is developing and implementing concepts to expand inclusion of the Rangers. Projected expansion in FY15 includes participation in SOCKOR FOAL EAGLE FY15 in March 2015 and participation in exercises at NTC in July. (20%)



INSTITUTE FOR MILITARY SUPPORT TO GOVERNANCE

The Institute for Military Support to Governance established a new Area of Concentration, 38G (Military Government) within Career Management Field 38 to correct shortfalls in CA's ability to provide functional specialists in a predictable way. USAR Governance Advisory Teams, led by 38A officers and staffed by 38Gs, will meet the need for accredited civil-sector expertise.



Silent Quest

The USASOC Silent Quest Exercise Program was established in September 2012 to advance SOF capabilities at the operational level. The exercise assesses concepts, capabilities and capacities required to meet strategic and operational challenges that ARSOF can expect to encounter. SQ exercises seek to identify existing ARSOF doctrine and capabilities that require updating into the Strategic Planning Processes.

Three enduring SQ lines of effort are:

1. Inform USASOC Strategic Planning Process/ DOTMLPF and future Campaign of Learning efforts
2. Inform SOF/CF/JIIM and partners of ARSOF capabilities
3. Inform Strategy and Policy Considerations

Silent Quest scenarios are characterized by its multi-year, small-footprint, scalable design that nests ARSOF special warfare and surgical strike operations within those of other agencies.

Now in its fifth iteration, Silent Quest successes are due to the continued support and participation of SOF/ CF/ JIIM partners.

3. OPERATIONALIZE THE CONUS BASE

PROGRESS

48%

OBJECTIVE: ARSOF will be capable of providing critical expertise to the TSOCs from CONUS-based regionally expert forces. By physically and virtually synchronizing those personnel and capabilities from across the U.S. government, academia and industry, ARSOF will leverage the nation's CONUS-based regional expertise for continuous support to global special operations mission requirements.

DESIRED EFFECTS: Regionally expert forces provide proactive, continuous and responsive support to joint force commanders, including reach back to appropriately configured special warfare support structures and enabling coordination, intelligence and information networks.

PROGRESS:

- » **ARSOF Gray Eagle PED Capability:** USASOC G2 maintains fiscal support of 14 INSCOM Soldiers on temporary duty at AFSOC to support Gray Eagle Full Motion Video Processing, Exploitation, and Dissemination requirements. INSCOM has agreed to provide personnel if funded by USASOC until it is able to stand up their detachment in FY18. (30%)
- » **SOF Occupational Environmental Health Site Assessment Plan:** USASOC DCS Surgeon fields and develops real-time occupational/environmental health surveillance and testing capability to assess morbidity/mortality threats to Soldier health. FY14 milestones included the completion of USASOC Reg 40-5 and the fielding of new equipment sets to select units. (70%)
- » **Aviation FID Capability Expansion:** USASOAC AvFID program is expanding to reach approved growth to 20 active duty advisers and up to 10 contractors who, along with contributions from SOAR(A), will be able to meet a considerably larger percentage of the global demand signal for SOF rotary-wing Security Force Assistance.
- » **Civil Affairs Force Optimization:** In February 2014 a Functional Solutions Analysis and DOTMLPF Analysis was completed to allow the USAJFKSWCS CA Commandant and USSOCOM to better advocate Army retention of the 85th CA Brigade capabilities and ability to provide forces to meet future demand for USSOCOM GSN Campaign Plan and Joint/Army CA requirements. (50%)
- » **Institutionalize the SILENT QUEST Platform:** USASOC G9 ensures continued ARSOF experimentation on the forces/operational concepts/relationships/planning frameworks and approaches required — to generate better strategic options to advance U.S. interests in the future operating environment. (50%)

4. DEVELOP SOF CAPABILITIES AT THE OPERATIONAL LEVEL

PROGRESS

75%

OBJECTIVE: Develop SOF Operational Art to provide coherent campaign alternatives to traditional military operations and ensure SOF is appropriately integrated in all campaigns.

DESIRED EFFECTS: To improve SOF capabilities to design and plan long-duration, low-visibility, SOF-centric contributions to campaigns that bridge tactical SOF capability to strategic objectives.

PROGRESS:

- » **Directed TSOC Growth:** USSOCOM commander directed USASOC to provide 71 enlisted positions in support of TSOC manpower growth. Additionally a 16-man Special Warfare Planning Detachment will be assigned to each TSOC from each SF Group. The positions will transfer from USASOC to the TSOCs in two phases. In 2016, USASOC will transfer 23 positions and in 2019, USASOC will transfer the remaining 48 positions. (90%)

» **Special Operations Campaign Planners Curriculum:** The Combined Arms Center SOF Cell is implementing an enduring program at Fort Leavenworth that continues to develop more Army operational planners (conventional and special operations forces) to design, plan and execute long duration, low visibility, SOF operations. (75%)

» **528th Sustainment Brigade Redesign:** Redesign 528th SB(SO)(A) to address guidance contained in the 2013 UGDF including the activation of a forward surgical medical team to provide operational flexibility for emerging ARSOF missions, realigning sustainment planners to enhance ARSOF liaison element support to the TSOCs and continued assessment of logistics support capacity for UW, FID and SFA operations. (60%)

5. FACILITATE SOF MISSION COMMAND

PROGRESS

35%

OBJECTIVE: ARSOF will possess a wide array of scalable and deployable command and control nodes, capable of projecting SOF mission command in the most austere and politically sensitive environments, with the requisite level of expertise, experience and architecture to plan, integrate and synchronize SOF operations and SOF campaigns at any echelon of joint command, in an interagency country-team environment or with partnered indigenous forces of any size, including SOF operational headquarters above the TSOC level that are designed to conduct SOF-centric campaigns.

DESIRED EFFECTS: The greatest single challenge facing SOF today is outdated command and control structures. Over the last decade, there have been numerous and diverse efforts to address this critical gap. This includes the establishment of hybrid C2 nodes, such as TSOCs-Forward in Yemen, Lebanon and Pakistan, JSOTF-Trans-Sahel and JSOTF-Gulf Cooperation Council. Ad hoc in nature and tough to sustain for multi-year special warfare initiatives; these efforts have yielded disparate effects, resulting in missed opportunities to effectively integrate SOF capabilities. In addition, some national security challenges increasingly require SOF-centric solutions that require unique combinations of SOF/CF capability and SOF operational level mission command.

PROGRESS:

- » **ARSOF Mission Command Training Program:** USASOC G35 - MCTP facilitates the interdependence of SOF/Interagency/CF in support of unified action and unified land operations. (30%)
- » **Conduct SOF C2 Node Experimentation:** USASOC G9 is working to maintain flexibility in size and composition of C2 nodes below the TSOC to ensure key tenets of Mission Command (military orders, understanding, distributed operations) are upheld and SOF operators are not encumbered with extraneous C2. FY14 milestones included mission command assessments through mission command workshops and Silent Quest events; mission command findings reflected in the solution synopsis of the ARSOF operating concept; insights and outcomes codified through the ARSOF Campaign of Learning Final; and findings incorporated into the ARSOF CoL FY 15 study plan.
- » **Hybrid Structures:** The USASOC G9 is developing an ARSOF white paper and concept. Based on SOF and Department of Defense community acceptance, the G9 will develop a joint concept prospectus for approval. (30%)



528th SUSTAINMENT BRIGADE (SO) (A)

The 528th SB(SO)(A) supports a wide range of operations from persistent Phase 0 to Full-Spectrum Operations with logistics, signal, medical and intelligence. The 528th acts as the conduit between ARSOF units and conventional capabilities in support of the Global SOF Network. 528th Support Operations construct offers a lower signature and enhanced scalability of its deployable support-operations capabilities through tailored commodity sustainment. Through the 112th Signal Bn., the 528th SB provides regional and global support with scalable solutions to complex campaigns. The 112th Signal Bn. ensures support to SOF by bridging the gap between strategic- and tactical-level operations so that ARSOF is globally postured to respond to any crisis.

The 528th SB Forward Surgical Teams ensure critical on-site triage/preoperative resuscitation, initial surgery and postoperative nursing care to all possible operating environments. The Military Intelligence Squadron supports the 1st SFC (A)(P) with operational, analytical and direct reach-back intelligence capabilities to account for Human Domain-centric campaigns set within a JIIM context.



Ground Mobility Vehicle 1.1

The GMV 1.1, based on the General Dynamics Ordnance and Tactical Systems Flyer, is a MH47 internally transportable vehicle designed to replace/augment ARSOF's current GMV fleet. The platform is ideal for deep insertion/forcible entry with the C-130 or H-47 series helicopters and provides fast roll on/roll off capability (roll off- fully loaded with weapon mounted). It has the ability for the operator to adjust the suspension from within the vehicle cab at a system level (all 4 corners simultaneously) for the terrain being negotiated. The operator also has the ability to adjust the suspension independently from within the vehicle cab at each corner for instances when a wheel/tire assembly is damaged. C4ISR is being inherently designed into the vehicle to optimize performance and space and will accept the latest SOF C4I suites. A modular chassis allows for versatility in space claim/load out plans and multiple mission sets, including add-on armor and cold weather kits.

6. OPTIMIZE RESOURCING AND COMMODITY AREAS

PROGRESS

54%

OBJECTIVE: USASOC must begin to realign resources in FY15 to better meet requirements for not only the current global-mission but also for the anticipated future operating environment. The command should embrace an approach to resourcing that is highly agile and encourages regionally aligned forces to be as varied and unique as their areas of operations and missions require, including leveraging commercial off-the-shelf solutions and improved mechanisms to locally procure equipment that is indigenous to the area of operations.

DESIRED EFFECT: USASOC forces are equipped to operate in any environment for extended periods in a low-visibility and clandestine fashion. Instead of a one-size-fits-all approach, formations should be equipped to meet the specific needs of its assigned missions and area of operations, especially regionally aligned special warfare units.

6A. MOBILITY SYSTEMS

OBJECTIVE: ARSOF possesses a wide range of mobility platforms that are able to penetrate denied areas clandestinely by air, sea or land, including the use of stealth technologies. These platforms are designed to allow the force to operate for extended periods of time in denied areas.

DESIRED EFFECTS: The ARSOF mobility fleet is properly balanced to meet SOF global-mission requirements.

PROGRESS:

- » **Lightweight Tactical All Terrain Vehicle:** The USASOC G8 fielded the commercially available four-seat variant of the Lightweight Tactical All-Terrain Vehicle. In September of 2013 a Blanket Purchase Agreement was awarded; developmental testing took place November through December 2013; operational testing was completed in January of 2014; approved fielding and deployment release was issued in June 2014. (100%)
- » **Ground Mobility Vehicle (GMV 1.1):** The USASOC G8 is replacing the legacy GMV fleet one for one with the GMV 1.1, which will offer greater mobility and internal air transportability via CH-47. The GMV 1.1 is scheduled for incorporation into the operational fleet starting with 5th SFG(A) in FY15. (29%)
- » **Non-Standard Commercial Vehicle:** USASOC G8 invested in non-standard commercial vehicles to provide a low-visibility and survivable platform that is sustainable in austere environments around the world through locally available parts and service. A contract was awarded and developmental testing completed in August 2014; early user assessment took place in June 2014 and initial operating capability was achieved in September 2014. (75%)

6B. AVIATION

OBJECTIVE: ARSOF will possess a fully functional SOF Aviation Enterprise that synchronizes efforts to generate the world's premier special operations aviation capability.

DESIRED EFFECT: USASOC maintains the pace in modernization of platforms and force structure to provide comparative advantage to execute precision aviation missions in the future operating environment.

PROGRESS:

SHORT-TERM SOLUTIONS

- » **Vertical Maneuver (Silent Knight Radar):** Develop, test and integrate a terrain avoidance/terrain Vertical Maneuver/DVE: Resource \$252M to fund development, testing, integration,

procurement and installation of a sensor suite on ARSOF aircraft increasing situational awareness of obstacles and obscurants in order to execute operations in degraded visual environments/IMC during all combat phases. (30%)

- » **Heavy Lift Sustainment:** Compete for resourcing through FY 16-20 POM submission to begin a 10-year MH-47 renewal program for 61 aircraft: \$2B MFP-2 and MFP-11 funding. (50%)
- » **Vertical Maneuver/Counter Measures:** Resource \$48.7M MFP-11 to equip all MH-60 and MH-47 aircraft with SIRFC A kits. Resource \$23M to increase B Kits BOI to equip 60 percent operational fleet. (100%)
- » **Rotary Wing Sustainment (Flying Hour Program):** Couple FHP FOS to the FHP in order to gain O&M funding that resources 100 percent of FOS required to support 100 percent of FHP. (76%)
- » **MELB Block III:** Field approved modernization for the mission-enhanced Little Bird (MELB). (5%)
- » **MH-60M Fielding:** Field approved modernization of MH-60 Blackhawks. (75%)
- » **Persistent ISR/RQ-7B Shadow:** Improve UAS to meet joint expeditionary tactics, techniques, procedures, networking and sensors. (35%)
- » **Ground Force Reconnaissance/Fires Requirements:** Retain flexibility within the acquisition process to explore potential non-POR solutions to support ground-force non-lethal and lethal reconnaissance and fires requirements. (15%)

MID-TERM SOLUTIONS

- » **MH-47G O&M Costs Review:** Evaluate O&M costs in the Heavy Assault fleet. (85%)
- » **Manned/Unmanned Sustainment Field Approved MELB modernization:** Address sustainment of current fleet of manned and unmanned systems. Field approved modernization to keep MELB relevant. (75%)

LONG-TERM SOLUTIONS

- » **Maintain Comparative Advantage Next Gen FLIR:** Maintain the Comparative Advantage over adversaries through the technology application of SOF-unique Mission Equipment Packages in the areas of Navigation/Targeting; Command and Control; and Survivability. Improve vertical maneuver capabilities by developing/introducing technology improvements that enhance aviation attributes of speed, range and payload. (50%)

6G. TARGET ENGAGEMENT

OBJECTIVE: ARSOF will leverage emerging technology to continue development of innovative, low-visibility means and, when required, non-attributable materiel solutions, that enable new means for ARSOF to discriminately engage the most sensitive targets around the globe.

DESIRED EFFECT: ARSOF has available a different set of lethal and non-lethal options with varying levels of discrimination, feasibility and acceptance.

PROGRESS:

- » **Visual Augmentation Systems:** ICW CSC/CSUs, field visual augmentation systems (PVS-31), weapon systems and munitions that are critical to the success of ARSOF in ongoing combat operations. (75%)
- » **RDTE Efforts:** Focus USASOC research, development, test and evaluation on innovative solutions and maximize the utility of other advancements made throughout the Department of Defense and the interagency. Ensure capability gaps identified in ARSOF concepts, as examined through Silent Quest exploration events, are used to inform RDTE priorities. (50%)
- » **Night Vision Goggles:** Continue investments in RDT&E in advanced digital multi-spectral night-vision goggles with color, thermal and wide-field-of view capability and precision sniper rifle. (10%)



SOF Heavy Lift Sustainment

Over the next 10 years, the United States Army Special Operations Aviation Command (Airborne) is updating the SOF MH-47G fleet to replace 61 heavy lift helicopters, some of which have been in service since the Vietnam era. By collaborating with the conventional Army and capitalizing on the Army's H-47 Block II production line, USASOAC will reduce sustainment costs and improve efficiency while satisfying SOF heavy assault/heavy lift requirements. The MH-47G Block II will provide ARSOF warriors with the most modern aviation support available, without placing a disproportionate strain on limited ARSOF acquisition resources.



Family of Tactical Body Armor (FTBA)

Approved by USSOCOM in August 2014, the FTBA system is an ergonomically designed 20 percent lighter weight, less overt next generation body armor system that integrates with all current and future SOF Load Carrying Systems. The system is modular and scalable to enable operators to prepare for various mission requirements and to minimize the operator's load while maximizing the operator's survivability.

The FTBA system consists of Overt Tactical Stand-alone Plates, Less-Than-Overt Tactical Stand-alone Plates to protect the front and rear torso, Modular Supplemental Armor Protection Plates to protect the oblique/groin/shoulders, and Soft Armor Inserts to protect the front and rear torso as well as the oblique/groin/shoulders.

The FTBA system weight reduction increases operator endurance while providing a high level of protection against the most prevalent sniper rifle and assault rifle threat that utilizes armor piercing or AP Incendiary ammunition.

6D. COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

OBJECTIVE: ARSOF is equipped with innovative systems that provide low-visibility, reliable, secure and seamless video, data, imagery and voice services that provide integrated, on the move, timely and relevant information to enable SOF C2 in any environment with any echelon of joint command or partner force.

DESIRED EFFECT: Increased requirements for secure and non-secure, real-time communications leveraging multimodal, cloud-based mesh-network technology exist to address technological advances and new operational paradigms.

PROGRESS:

- » **Airborne Mission Networking:** Integrated ARSOF aviation C2/data collection and dissemination with the SOCOM C2 architecture providing net-ready joint requirements for all forces on ARSOAC platforms. (16%)
- » **USASOC SOFNET Migration:** Ensure design of SOF C2 nodes facilitate distributed SOF C2, including real-time secure and non-secure communications that enable SOF tactical formations to communicate with GCCs and TSOC headquarters. (30%)
- » **Signal Enhancement (528th SB):** USASOC G3, G6 and 112th, refine and improve communications support requirements to TSOC efforts that lines up signal detachments and CONUS-based 112th assets in order to provide satellite on the move, HD-ISR video distribution and enhanced executive communications support. (40%)
- » **Battlefield Networking:** Utilize a versatile combination of commercial-off-the-shelf and joint systems to provide worldwide C2 support to deployed forces while ensuring the ability to operate with coalition forces. (15%)
- » **Develop Simple, Durable and Disposable Technologies to Provide C4 Solutions:** Develop a wide variety of technologies characterized by their simplicity, durability and disposability that meet C4 requirements from team to Combined Special Operations Task Force operational levels. (50%)

6E. SOLDIER SYSTEMS

OBJECTIVE: The ARSOF Soldier is equipped to infiltrate, operate and survive in denied areas for extended duration in a low-visibility fashion, with a minimal burden of equipment bulk, weight and mass.

DESIRED EFFECT: The ARSOF Soldier system program has invested in non-overt, clandestine and scalable Soldier systems to augment previous investments in combat survivability, including body armor and other personal protective equipment required in the future operating environment.

PROGRESS:

- » **Rebalance Soldier Systems Portfolio Outside Major Theaters:** Major Soldier systems milestones include: fielding of RA-1 Parachute; finalizing a family of tactical body armor capabilities production document; approval of armor purchases in August 2014; Jungle Capabilities Requirement Document for Uniforms and Boots; Clandestine Body Armor Program of Record; Modernization of uniforms/equipment in camouflage patterns consistent with SOF operational areas. (86%)

6F. CYBER OPERATIONS

OBJECTIVE: ARSOF personnel are prepared to utilize the Cyber Domain to enhance operations both with internal means and external support.

DESIRED EFFECT: Mastery of the Cyber Domain will require Army Special Operations to have training in cyber operations, knowledge of supporting systems and organizations and the ability to utilize cyberspace to enable operations while mitigating the inherent security risks.

PROGRESS:

SHORT-TERM SOLUTIONS

- » **Formalize Cyber:** USASOC G3 formalizes cyber synchronization, manning, training and capability development across USASOC echelons and units through Quarterly Cyber Working Group Meetings that include social media. (60%)
- » **USSOCOM/Cyber Command Coordination:** USASOC G3 is coordinating a USASOC Cyber Enabling Concept with USSOCOM and Army Cyber Command to ensure ARSOF-unique cyber requirements are included in emerging doctrine, manning and capabilities development. (75%)

MID-TERM SOLUTIONS

- » **ARSOF Cyber Training:** USASOC G3 is identifying and certifying ARSOF personnel through cyber training and education from previously established external organizations. (50%)
- » **ARSOF Cyber SMEs:** USASOC G3 and G2 are introducing cyber experts into ARSOF organizations to enable operations – in 2014 the Cyber Enabling Concept was approved. (50%)
- » **Nesting ARSOF Cyber (Joint/Army):** USASOC G3 and USAJFKSWCS, nest ARSOF requirements and Title 10 responsibilities for cyber within all service and joint governing documents and regulations. (50%)

LONG-TERM SOLUTIONS

- » **Normalize Cyber Operations:** USASOC G3 and G9 normalize cyber operations as part of operational planning, experimentation and operations through monthly focused working groups, participation in joint cyber center and inclusion of cyber-enabled operations in all USASOC and CSC/CSU exercises (60%)

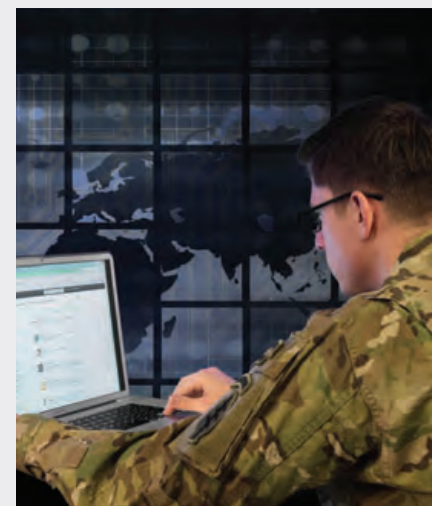
6G. MISO SYSTEMS

OBJECTIVE: SOF is the strategic nexus for all Department of Defense influence activities and recognized as the partner of choice for influence campaigns.

DESIRED EFFECT: Proliferation of smart phones, mobile devices and social media present unprecedented opportunities for both adversary and U.S. MISO efforts.

PROGRESS:

- » **MISO Enterprise Software Solution:** USASOC G8 and MISO integrate suite of software-based capabilities to automate the MISO planning process, execute data analysis to include social media analysis, support data archive and retrieval functionality, provide web-based situational awareness, view MISO units' near real-time dispositions worldwide (COP), and enhance Mission Command capability. (90%)
- » **Long Range Broadcast System (LRBS):** USASOC G8 and MISO are working with USSOCOM, AFSOC and others to conduct analysis on whether to convert the fielded Fly Away Broadcast System into a broadcast pod capable of broadcasting FM, TV UHF/VHF and cellular (SMS, MMS and voice) with the capability to be mounted on a UAV or to acquire a more appropriate system. (45%)
- » **Innovative Methods of Subversion:** MISO Effects Group is developing a capability to identify, assess, enable, connect and exploit opposition-oriented key communicators, organizations and groups to employ as proxy organizers, agitators, and propagandists to generate mass indigenous sedition and political action — all executed remotely from CONUS.(15%)



Cyber Training Initiatives

The U.S. Army Special Operations Command, through the efforts of the U.S. Army John F. Kennedy Special Warfare Center and School, is developing training requirements, exploring existing programs of instruction and tailoring training pipelines to leverage and utilize the Cyberspace Domain.

Key to the success of this effort is constant engagement with both the Department of Defense and other U.S. Government agencies to ensure that ARSOF training meets the national standards and incorporates external expertise.

The current focus on bottom-up requirements is driving multiple emerging development efforts at the USSOCOM and within the Army for use of the Cyberspace Domain at the tactical level. The command's overarching goal is to normalize working in the Cyberspace Domain as part of every operation and mission.

Distributed Common Ground System (DCGS-A-Lite)

- Provides near real-time access to the most relevant data through the Distributed Common Ground System.
- Program is still in development, and focuses on low and limited bandwidth situations as well as stand-alone operations.
- DCGS-A-Lite brings all of the capabilities of DCGS to bandwidth challenged environments in order to move a lot of data.
- Capability to merge blue-force tracking with red-force situational awareness on a single electronic kneeboard, a small wearable device carried by Army aviators that already display blue force tracking.
- Furthers the trend of providing more wearable computing devices for special operators.
- Also capable of analytics, or taking large data sets and extracting relevant data for specific missions.

6H. INTELLIGENCE SENSORS AND SYSTEMS

OBJECTIVE: ARSOF tactical elements will have an unprecedented level of organic and tactical exploitation of national capability, regardless of the austerity or sensitivity of their environments.

DESIRED EFFECT: Intelligence system capabilities enable ARSOF 2022 priorities, fully leveraging the Intelligence Enterprise, maximizing access to Joint, DoD and Interagency multi-disciplined databases and capabilities, while providing access as far forward to the tactical edge of the operating environment as possible.

PROGRESS:

- » **DCGS-A Lite:** Acquire MFP-2 funding for the DCGS-A Lite to be further developed to meet ARSOF requirements for surgical strike and special warfare operations including all seven phases of UW. Advance the DCGS-A Lite system to provide a disconnected/low bandwidth operations capability and total data federation with the Intelligence Enterprise. This solution targets an increase in ease of use/learnable interface and reducing manpower/footprint costs. (90%)
- » **Joint Threat Warning System (JTWS):** The USASOC G2 is developing improved access to national Intelligence capability down to the team level via secure radios tied to Ground SIGINT Kit-Static and existing Silent Dagger capabilities. (65%)
- » **Hostile Forces – Tagging, Tracking and Locating (HF-TTL):** USASOC G8 is overseeing the development, acquisition, fielding and sustainment of state-of-the-art surveillance and reconnaissance systems and tools for SOF to ensure cost-effective and timely acquisition and management. (95%)
- » **SOF SSE (Biometrics and Forensics):** USASOC G8 continues to invest in identity operations systems by having USASOC representation, involvement and voice throughout development, acquisition, fielding and sustainment for the SSE program of record. It is coordinating for continued ETI and life-cycle replacement of SSE (biometric and forensic) equipment. (87%)
- » **DCGS-A/DCGS-SOF:** USASOC G2 is coordinating with DCGS-A PM and PM SORDAC to develop and integrate current and future required capabilities into existing DCGS-A and DCGS-SOF programs of record to provide USASOC elements with an Army-funded intelligence system. (70%)
- » **SOCRATES Workstations:** USASOC G2 is processing a program parameter change for an increase of 211 additional SOCRATES workstations to address unit organizational changes across USASOC. (50%)
- » **SOCRATES Enhanced Imagery Workstations (EIW):** The USASOC G2 is coordinating for continued ETI's and integrating into the SOCRATES Enhanced Imagery Workstation CERP cycle to provide timely GEOINT system updates. (25%)
- » **GEOINT Data Infrastructure:** USASOC G2 is coordinating the effort with USSOCOM to develop an improved GEOINT data infrastructure, including servers, software and data configuration, to achieve a seamless data transition between CONUS and OCONUS based operations. (30%)
- » **F3EAD:** USASOC G9 with USASOC G2 and G6 is exploring emerging technologies to enhance ARSOF organic F3EAD capability. This effort ensures that capability gaps identified in ARSOF Concepts and examined through Silent Quest exploration events are used to inform F3EAD priorities.

6I. MILITARY CONSTRUCTION

OBJECTIVE: USASOC will continue to support ARSOF 2022 priorities through continued modernization and recapitalization of our infrastructure, including sustained investment in the institutional force to realize the USAJFKSWCS Campus vision and provide world-class facilities for our operational units that fully support the mission requirements and capabilities of ARSOF 2022. The command's immediate objectives are to move units out of obsolete legacy facilities, to build out the Yarbrough Complex at Fort Bragg and to develop a transition plan for the 1st Special Forces Command(A)(P) from present to future facilities.

DESIRED EFFECT: ARSOF facilities provide units the optimal operating and force generation/sustainment environments to provide SOF capabilities in support of long-duration, regionally-focused campaign plans, during steady state and in times of crisis. Facility modernization efforts are synchronized with ARSOF 2022 rebalancing and restructuring efforts within existing resourcing levels without deferring the replacement of sub-standard existing facilities.

PROGRESS:

- » **ARSOF 2022 Campus Master Plan:** The USASOC Engineer is integrating a comprehensive Master Plan for the USASOC HQ campus to provide a centralized headquarters for USASOC classified functions. This long-range planning provides a more collaborative work environment, upgraded to current security, technical and environmental standards. The USASOC campus design provides for interaction between all of the USASOC groups as well as their interface with the public. (75%).
- » **Facility Sustainment Restoration and Modernization Programming:** The USASOC Engineer is exploring opportunities to program Facilities Sustainment Restoration and Modernization to reduce the backlog of projects awaiting MILCON funding, and to establish baseline budget funding for sustainment of critically required command and control, mission command and generating force facilities. (100%)



USAJFKSWCS Campus

For the past several years, improvements to the U.S. Army John F. Kennedy Special Warfare Center and School have been in the planning phase. In 2015, those plans become a reality as construction on the Special Operations forces Language and Culture Facility gets underway.

The facility, which will be located across the street from the USAJFKSWCS Headquarters Building, will serve as the home to all ARSOF language and culture training.

Construction on the facility cannot take place until many of the outdated facilities, which currently house USAJFKSWCS units have been razed. Demolition on the first of five buildings that must be torn down will begin in May 2015 and continue through December 2015. Construction on the new facility will begin in August 2015, with the buildings not being occupied until May 2017.

In addition to the new facility, the project will also create a pedestrian bridge across Zabitovsky Road. The bridge will ensure the safety of USAJFKSWCS students, cadre and staff as they cross the busy road moving from one facility to another.

Once construction begins, the area surrounding the buildings targeted for demolition will be closed to foot and vehicle traffic. Upon its completion, the project will have widened Gruber Road and improved the Mosby-Gruber intersection by adding a traffic light, as well as a pedestrian bridge signal.



THE LINEAGE OF ARSOF

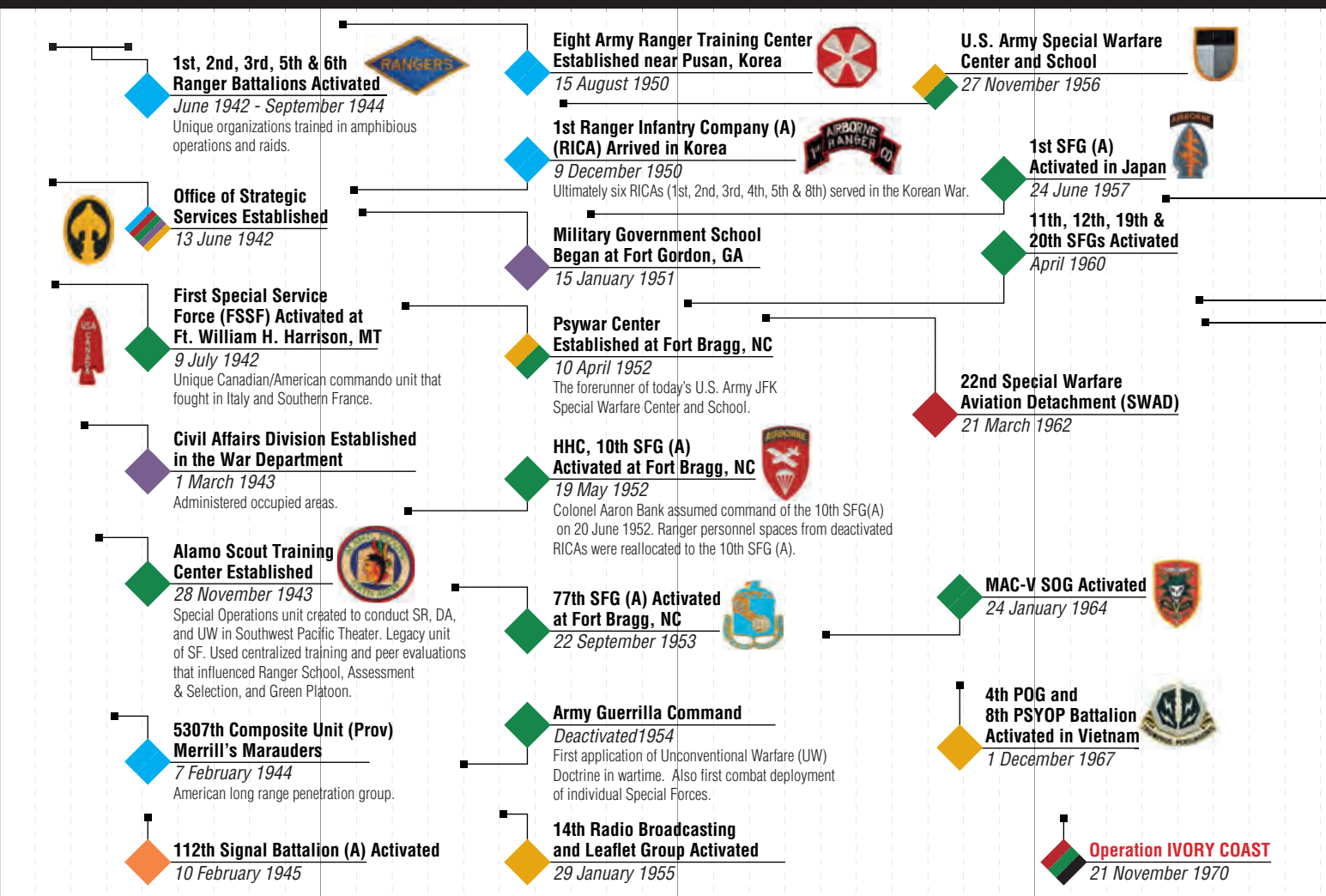
Today's U.S. Army Special Operations Forces trace their history to organizations, ideas and most importantly, personalities that made contributions to ARSOF. They are examples of the seamless navigation between SOF units over the course of a career that has

1942

1950

1960

1970



PLANKHOLDERS FROM ARSOF HISTORY

<p>COL Arthur 'Bull' Simons CDR, Co. B, 6th Ranger Bn. Instructor at Ranger School, CDR, 8th SFG and led the Army component in the Son Tay Raid.</p>	<p>MSG Roy Matsumoto A member of Merrill's Marauders in Burma and OSS in China; awarded the Ranger Tab, the Green Beret for World War II service, and the Legion of Merit.</p>	<p>BG Russell Volckmann Led an Army of 20,000 guerrillas following the fall of Bataan in 1942; instrumental in the development of SF.</p>	<p>CSM Galen Kittleson Alamo Scout; in the Cabanatuan Raid to free American POWs; served as 7th SFG CSM; Also participated in the Son Tay Raid.</p>	<p>MG Robert Frederick Commanded the First Special Service Force, a combined American and Canadian Special Operations Force.</p>	<p>CW5 David Cooper Singlehandedly engaged a large Iraqi enemy force in his AH-6 Little Bird; earning the Distinguished Service Cross.</p>	<p>COL Aaron Bank Served with Office of Strategic Services in Europe and the Pacific; assigned to Psywar Center prior to the activation of 10th SFG in 1952; Civil Affairs in Korea.</p>	<p>MG Robert McClure Oversaw psywar during World War II, and information control activities in post-war Germany; established the Psywar Center.</p>
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WORLD WAR II

7 DECEMBER 1941 - 2 SEPTEMBER 1945

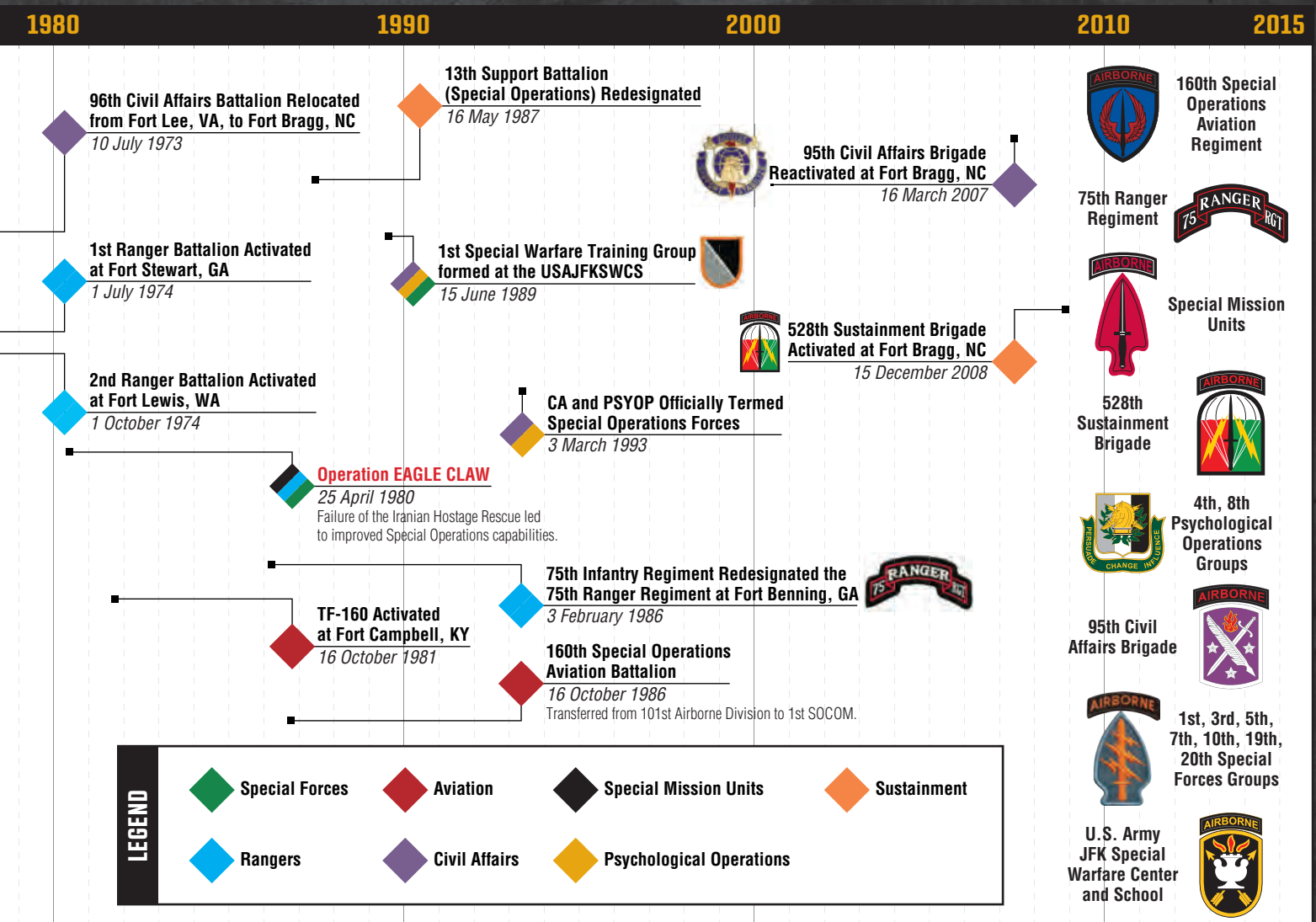
The U.S. Army Special Operations Forces history dates back to elite World War II units including the First Special Service Force, the Alamo Scouts, the Philippine Guerrillas and elements of the Office of Strategic Services; the six Ranger Battalions, Merrill's Marauders and the MARS Task Force; and Military Government and Psychological Warfare elements. With the exception of a small Military Government capability, all special operations units were disbanded at the end of the war.

















KOREAN WAR

25 JUNE 1950 - 27 JULY 1953

U.S. involvement in the Korean War led to the rebirth of ARSOF. A new Ranger Training Center created Ranger Infantry Companies (Airborne), and later instructed individuals in Ranger skills. The Eighth U.S. Army created a guerrilla organization to command, control, train and advise North Korean guerrillas, while Civil Affairs units helped alleviate the widespread misery experienced by the Korean people. Tactical and strategic Psychological Warfare units reappeared. The Korean War provided the impetus for creating the Psychological Warfare Center and School at Fort Bragg.

been the norm, not the exception. Today, we are much more insulated in our respective formations than we used to be. This graphic, extrapolated from the official ARSOF history, not only draws a line to our forebearers, but also illuminates the shared collective history that makes us — *one force, without equal.*



 <p>MG John Hilldring Chief of the Civil Affairs Division in World War II. Awarded a Distinguished Service Cross in World War I.</p>	 <p>MAJ Richard Meadows Served in Korea; distinguished service in Special Forces in Vietnam; participated in the Son Tay Raid and Iran Hostage Rescue.</p>	 <p>MSG Gary Gordon SF-qualified, 10th SFG; Special Forces Operational Detachment-Delta; Medal of Honor, Task Force Ranger, Mogadishu, Somalia.</p>	 <p>BG David Grange SF-qualified; commanded the 75th Ranger Regiment. He served multiple tours with Special Forces Operational Detachment-Delta.</p>	 <p>MG Eldon Bargwell Earned the Distinguished Service Cross with MACV-SOG as an NCO; SF, Rangers and Special Forces Operational Detachment-Delta.</p>	 <p>BG Joseph Ulatoski Post-World War II Military Government; 5th Ranger Infantry Co.; Army Guerrilla Command-Korea; and Special Warfare School.</p>	 <p>GEN Bryan Brown Commanded the 160th, Joint Special Operation Command, U.S. Army Special Operations Command and USSOCOM.</p>	 <p>COL Charlie Beckwith SF and Ranger instructor before founding Special Forces Operational Detachment-Delta; participated in the Iran Hostage Rescue.</p>
							

VIETNAM WAR
24 JUNE 1957 - 30 APRIL 1975

U.S. Army Special Forces became involved in Vietnam when a mobile training team was sent to Nha Trang in 1957 — culminating with the deployment of the 5th SFG headquarters in 1964 to South Vietnam to control all SF activities in-country. Civil Affairs and Psychological Operations units undermined Communist influence. By the end of the 1970s, post-Vietnam force reductions drastically cut the size and capabilities of ARSOF, including the deactivation or reassignment to the U.S. Army Reserve of most CA and PSYOP units.

TODAY
POST-9/11

Since 2001, ARSOF expansion has included the addition and subsequent redesign of a fourth operational battalion and a support battalion in each SFG; the addition of a Ranger Special Troops Battalion; the activation of the U.S. Army Special Operations Aviation Command; the growth of ARSOF Civil Affairs and PSYOP; the activation of the 528th Sustainment Brigade (Special Operations); the expansion of the U.S. Army John F. Kennedy Special Warfare Center and School and the creation of the 1st Special Forces Command (Airborne) (Provisional).



DEFINING THE CHARACTERISTICS OF THE ARSOF UNIT

In the business world, it's called a corporate culture. In military units, it's referred to as esprit d'corps. For the purpose of *ARSOF Next*, it is defined as the characteristics of the ARSOF unit.

A characteristic is a feature or quality that belongs to a person, place or thing and serves to identify it. In ARSOF units, those characteristics create the organizational culture, which is reflected in the behavior of people within the organization and the meaning that people attach to those behaviors. In corporate America, that culture is usually defined in a written mission statement. For the ARSOF warrior, the characteristics of the units are defined by the actions of the men and women who make up the force.

Bounded by values-based leadership, the characteristics of the ARSOF unit create an environment in which the individual attributes and collective traits thrive.

The characteristics of the ARSOF unit transcend organizations and permeate every unit — what ARSOF values is important. These shared values motivate each individual to give more, to be more. They are at the heart of what special operations Soldiers do day-in and day-out in garrison or in the most remote locations around the world.

Since the days of the Roman empire, people have been trying to emulate the organizational culture of bonded groups.

In 450 CE, the Roman writer Flavius Vegetius Renatus wrote *De Re Militare*, a prominent guide to improve small-unit performance for the Roman army, which was an attempt to restore basic discipline to frontline units.

In 1966, psychologist Joseph McGrath wrote a

study titled "Small Group Research: A Synthesis and Critique of the Field" that attempted to classify, validate and explore the implications of small-group performance research.

In 1985, The Rand Corporation wrote a report on unit performance that "presented the results of a review of the psychological literature to determine the characteristics of individuals and groups that predict

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the quality of performance of small groups on tasks requiring ability and skill."

Today, the study of the characteristics that make high-performance teams great is an industry unto itself. Research institutes, academic departments and professional journals dedicated to the field are legion. Psychologists, sociologists, anthropologists and self-improvement gurus have built entire careers studying these units. An online search for "the characteristics of high-performance teams" returns more than 8 million results. Logically, in this vast body of research the secret of what makes ARSOF great should be found; however, studies, research, motivational talks and articles

routinely cite one particular type of team as the standard upon which small group excellence is based — special operations.

Where did we turn to understand the characteristics of ARSOF? Simply put, we asked the men and women currently serving in

ARSOF units. From their tremendous feedback, these characteristics emerged. Illustrated by their stories, these characteristics constitute the foundation for successful ARSOF units that have stood the test of time.

ARSOF UNITS ARE ADAPTABLE

ARSOF is a key player in the United States' pursuit of its interests abroad. Special operations units' capabilities have increased considerably in the past decade, as have their formations and budgets. Contemporary funding and personnel growth aside, ARSOF units have always exhibited one inherent, critical characteristic that grows increasingly more important in the U.S. approach to future challenges: *Adaptability*.

From its inception, ARSOF has been skilled at rapidly adapting to the challenges of an uncertain world. Its formations have proven time and again that they can respond to strategic and operational change much faster than other military elements or government agencies by transforming, iteratively at times, to achieve strategic effects.

Respondents to the Characteristics survey had much to say on the topic:

- » “The most important trait for ARSOF in today’s security environment is adaptability.”
- » “ARSOF possesses the ability to rapidly change from one mission, theater or core task to the next quickly based on the changing contemporary operating environment; while executing with a high degree of precision.”
- » “A successful ARSOF unit is flexible and agile. It has to deal with last minute changes constantly. In fact, change is the only constant. An ARSOF unit that can’t handle fluid and rapid change just won’t be successful.”

This skill has been honed over time. In 1942, the forerunners of Special Forces, the First Special Service Force, a joint Canadian-American unit, was the epitome of ARSOF adaptability. Originally organized to support Operation Plough, a mission to destroy

14 hydro-electric dams controlled by the Germans, the FSSF was ultimately faced with not one, but two distinct changes in mission that literally took the unit from one side of the globe to the other.

Operation Plough was designed as a winter crossing of German-occupied Norway via the country’s snow-covered central plateau. The targeted dams supplied nearly 50 percent of Norway’s electricity and were producing deuterium, the “heavy water” vital to the German nuclear program. Planners in the War Department estimated that the mission would cause the Germans to commit half a million troops to occupation duty in Norway; leaving the European coast vulnerable to assault.

In July 1942, American and Canadian volunteers began arriving at Fort William Henry Harrison outside Helena, Montana. By August, the force began training in earnest for its mission, seamlessly blending the troops from both nations.

Col. Robert T. Frederick, the FSSF commander, instituted a rugged training program that stressed rigorous physical training, mountaineering and tactical skills. Conducted in all types of weather, the training developed exactly the right kind of light Infantry force for the mission; however, as training wound down, Operation Plough was cancelled.

Lt. Gen. Dwight D. Eisenhower, the Allied commander in the Mediterranean, wanted the



Top: The First Special Service Force conducts physical training to cross snow-covered Norway on foot. **Middle:** Switching gears, the unit practices amphibious assaults to invade Sicily. **Bottom:** Adapting yet again, the FSSF loads a plane to invade Kiska, off the coast of Alaska.

unit for the invasion of Sicily. Force training took a 180-degree turn to amphibious beach assaults at the Naval Amphibious School in Virginia Beach, Virginia. There, they learned how to board and exit various Naval landing craft, setting records for the speed with which they could climb fully-loaded down the cargo nets into the landing craft. When the movement order arrived, they found their target and mission had changed again. The FSSF headed to the Aleutian Islands to invade Kiska Island as part of Operation Cottage. On Aug. 15-16, the 1st and 3rd regiments conducted a night landing, only to find the Japanese had already evacuated the island.

In the fall of 1943, the FSSF finally got into the war, moving to the Italian front and joining the U.S. 36th Infantry Division in an operation against the German Winter Line. The Force was tasked with taking two heavily-fortified German positions in the Italian mountains: one at Monte La Defensa and the other at Monte La Remetanea, both of which were controlled by two German armored divisions.

The FSSF conducted a daring night assault up the sheer cliffs of Monte La Defensa putting them behind enemy lines, while earning them the nickname the Devil's Brigade. The weakened German position allowed the British forces to break through at Monte Camino, with a follow-on attack on Monte La Remetana, which cleared the road to Rome.

Today, ARSOF units emulate the adaptability and flexibility of the First Special Service Force. Agile enough to transition from one mission to the next and flexible enough to employ their training in any environment, the First Special Service Force is a monument to the characteristic of adaptability that defines ARSOF.



ARSOF UNITS ARE AUTONOMOUS

Decentralized, empowered, independent are but a few of the words used to describe the characteristic of autonomy. From junior Soldiers to senior leaders, autonomy is recognized as a cornerstone upon which successful ARSOF units are built.

Respondents to the survey noted:

- » "ARSOF units are empowered to act with disciplined initiative within prudent boundaries to leverage their knowledge, expertise and motivation to accomplish the mission."
- » "Once you have established a positive command climate, immerse yourself in the goal of creating an environment where the best, the brightest and the most creative are attracted, retained and empowered."
- » "When we empower the individual, the expert and the lowest-tactical-formations and we let people run because we trust them to do the right thing, we exponentially increase the speed and effectiveness of our forces and operations."
- » "Autonomy has been part of who we are even before we knew we were SOF. The ability to move out, to always accomplish the mission with just your wits and the commander's intent, is what distinguishes ARSOF from every other formation on the battlefield."

At 1900, under the cover of darkness, 21 shadows moved stealthily along a trail. They reached their objective at 0200, a small village where 66 civilians were held hostage. Two indigenous guides entered the village to obtain the latest information

on the enemy and the status of the civilians held hostage. With new knowledge in hand, the team leader modified his plan, splitting the team to cover all its bases.

The team leader and six team members, an interpreter and three indigenous guides



Left and Above: Alamo Scouts conduct missions during World War II. **Above Right:** The Alamo Scouts training center was a state-of-the-art isolated facility where standards could be rigidly enforced. This training concept influenced the way ARSOF trains today.

moved on a large building where 18 enemy soldiers slept unaware. Two team members and a guide took up a position near a small building occupied by two enemy intelligence officers and a local official who was being held prisoner. Two miles away, the assistant team leader and the remainder of the team prepared to neutralize an enemy outpost located on the main road into the village, which was manned by four soldiers with two machine guns.

The team leader's element opened fire on the main building at 4:10 a.m., and within three minutes all enemy combatants were killed or wounded. At the second assault point, the two enemy officers were killed and their hostage freed. In the village, the interpreter and the native

guides gathered the hostages, and moved to the pickup point. At the last assault area, the element attacked the guard post, killing the enemy sentries before moving

to the pick-up point and calling for extraction. By 0700 everyone was safely behind friendly lines.

This well-planned, flawlessly executed, hostage rescue could easily have taken place anywhere in the world over the past month. But in reality, this operation took place on Oct. 4,

1944 in Cape Oransbari,

New Guinea. The small rescue team was part of the Sixth U.S. Army's Special Reconnaissance Unit, the Alamo Scouts, who like their modern day counterparts distinguished themselves from other formations by their ability to operate autonomously.

At 1900, under the cover of darkness, 21 shadows moved stealthily along a trail. They reached their objective... a small village where 66 civilians were held hostage.

Alamo Scouts

The Alamo Scouts was the brain child of Gen. Walter Krueger, Commander of the U.S. 6th Army, a Prussian-born officer who rose from the rank of private to four-star general over the course of a 45-year conventional military career. Krueger proved to be a visionary thinker with respect to the application of special operations.

The Alamo Scouts were formed as a raid-capable special reconnaissance unit to conduct missions behind Japanese lines. Never boasting operational numbers of more than 138 men, they introduced formative concepts that would prove influential to SOF for generations:

- The Alamo Scouts built a state-of-the-art isolated training center and managed their throughput with rigidly-enforced standards.
- The Alamo Scouts created the ODA concept, six to seven man teams commanded by an officer with men who were trained and cross-trained in unique specialties, including foreign language.
- The Alamo Scouts instituted peer evaluations allowing men to both influence whether their fellow classmates would graduate from the course and serve in the unit as well as influence the teams to which men were assigned.
- The Alamo Scouts had 12 operational teams in combat. They would eventually conduct 106 missions behind Japanese lines, including two prison camp liberations. They earned 44 Silver Star Medals, 33 Bronze Star Medals and four Soldiers Medals in less than 17 months in combat, never losing a man throughout the entire war.



ARSOF UNITS ARE EMPATHETIC

ARSOF units are acutely aware of their environment: physical, intellectual, political or social. They intuitively identify with the thoughts, attitudes, feelings and ideas of other — both friends and enemies. Every decision they make and every resource they expend is done in consideration of the impact on overall mission accomplishment. Half of the 12 SOF imperatives deal with ARSOF's keen awareness of the operational environment.

- » “The ARSOF mindset goes beyond language and basic cultural understanding; it allows an individual and unit to understand behavior of other cultures, is the end product of a collective intellect built over generations, common history, values, beliefs, assumptions and persistent patterns.”
- » “Characteristics that make ARSOF units operationally relevant and key to accomplishing National Security Strategy goals and directives remain centered around initiative, creativity and perseverance while operating with little or no guidance under adverse conditions.”
- » “To be able to send an element, sometimes as small as a single Soldier, to a foreign country representing not only the regiment but in some instances the United States Government without worry is a significant characteristic of our force today.”
- » “When it comes to the most successful organizations/units, the number one characteristic is truly being able to “understand your operational environment.”

Since the 1980s, the Lord's Resistance Army has terrorized remote areas of Africa, targeting civilians in a brutal campaign of violence. Led by Joseph Kony, the LRA has survived for nearly 30 years by abducting and enslaving more than 25,000 children to fight as soldiers, and by terrorizing civilians through a campaign of brutality. In 2005, the International Criminal Court indicted Kony for crimes against humanity, and in 2011 the African Union declared the LRA a terrorist organization.

In 2010, President Barack Obama signed into law the LRA Disarmament and Northern Uganda Recovery Act, which authorized the U.S. military under Operation Observant Compass to advise and assist African Union forces hunting for Kony and the LRA in the

Central African Republic, South Sudan and the Democratic Republic of Congo, an area roughly the size of California. African Union forces maintained pressure on the LRA, denying them sanctuary through constant patrols and frequent raids but Kony was able to keep one step ahead of them.

Psychological Operations Soldiers from the 7th Military Information Support Battalion (Airborne), deployed as part of Operation Observant Compass, looked at the LRA a little differently. Knowing that Kony had built up his army through coercion and force, and understanding the tribal and family nuances of the Ugandan Acholi community, they determined that there was a better way to undermine Kony and destabilize the LRA.

By persuading members of the LRA to defect, they surmised the LRA would erode from within — but some of the LRA had fought for more than 25 years since their own forceful abduction. The 7th MISB knew that the message would be received better from someone the LRA soldiers trusted and believed, so they enlisted former combatants and senior leaders within the Ugandan Acholi community, as well as non-governmental organizations that were essential to the repatriation, resettlement and reintegration process.

From these engagements, the PSYOP Soldiers were able to create a list of vulnerabilities that would resonate with the LRA.

These vulnerabilities served as the foundation for the main and supporting

arguments that would be used to persuade members of the LRA to leave the conflict and return home. Initially, PSYOP Soldiers relied upon senior leaders within the Ugandan Acholi community to deliver the messages to the LRA; however, as the first groups of defectors began to leave the LRA, they became the new conduit for delivering the messages because of their ability to empathize with their former compatriots. Their voices and images became the centerpiece of a MISO defection program that more than four years later would decrease the LRA's total fighting force by approximately one-third of its total membership.

Once the plan had been solidified, 7th MISB (A) personnel began devising ways to deliver the message to some of the most dense and most inhospitable jungles in the world. Initially, the program relied predominantly on leaf-

lets to deliver the message to the intended targets. The leaflets used images of former LRA combatants, and were designed to stand out against the dark backdrop of the African jungle and endure the long rainy seasons.

In order to maintain consistent and persistent messaging, the PSYOP advisers partnered with NGOs to begin broadcasting defection messages on local radio stations located throughout the tri-border region. They understood that the LRA relied upon FM and shortwave radio for news and entertainment. Moreover, they understood the deep family connections that were the backbone of the Acholi, so "Come Home" messages were recorded by family, friends and former combatants.

In 2013, the PSYOP Soldiers introduced aerial loudspeaker broadcasts into the

region. The loudspeakers were carried on rotary-wing aircraft, and instantly created results for the MISO program. The use of the broadcast system allowed defectors to provide proof-of-life statements to assuage the fears of combatants still in the bush, while encouraging them to leave the conflict.

As LRA defections began to materialize, the 7th MISB recognized that success hinged on acceptance of the combatants by the community. Given the brutality of the LRA, a single episode of retaliation against former LRA

members would undermine the entire program. PSYOP advisers worked with the local communities in order to sensitize them to the idea of receiving LRA members back home. Community gatherings allowed local citizens to express their concerns about the defection process. Training was conducted to ensure neither party harmed the other.

The safe reporting sites,

operated in conjunction with the Department of Defense Rewards Program, saw increased reporting on LRA activities.

The success of the LRA defection program was anything but a foregone conclusion. Had the 7th MISB not deeply understood the overall situation in Central and Eastern Africa, they could have missed a single, nearly imperceptible detail that could have derailed the entire effort. Their empathy for the reality of the soldiers who made up the LRA; coupled with their understanding of the simple but potentially devastating effects of the jungle on printed products and their wisdom in understanding the potential pitfalls of repatriating the defecting LRA allowed them to maintain a persistent and consistent messaging program that resonated with the target audience.

Had the 7th MISB not deeply understood the overall situation in Central and Eastern Africa, they could have missed a single, nearly imperceptible detail that would have derailed the entire effort.



Left: Members of the 7th Military Information Support Battalion collaborate with their African Union partners. **Above:** Leaflet drops into the dense jungles where the Lord's Resistance Army operates, inviting captive combatants to defect; a Military Information Support Soldier coordinates plan with his AU counterpart; a defecting member of the LRA is searched and his weapons are confiscated.



ARSOF UNITS ARE EXPERT

As part of the ARSOF Next research effort, a number of focus groups were held with individuals and groups external to USASOC, ranging from members of congressional staffs, to academics from Harvard and Duke, to Foreign Service Officers from the Department of State and a multitude of other agencies. From these focus groups a constant, recurring theme emerged: ARSOF is regarded as experts in its field. Members of the focus groups believe that whatever ARSOF does, it is the best. ARSOF's expertise is an enduring hallmark.

- » "Due to the selective nature of ARSOF units, the members have a higher expectation for performance and continue to raise the bar based on the collective capability of the unit."
- » "In ARSOF units, organizational pride pushes individuals and teams to exceed standards and expectations."
- » "Without mastery of the basics, a unit will flounder when it confronts significant adversity."

ARSOF units deal with adversity in a professional and expert manner on a daily basis. In November 2013 those skills were put to the supreme test when Super Typhoon Haiyan, the strongest recorded typhoon in the Philippines documented history, swept through the island nation. In its wake, Haiyan left behind total devastation. The islands affected by the storm were left without electricity or phone service. Whole villages were flattened. Airfields were destroyed and thousands of families were left displaced, without shelter or food. It was a humanitarian disaster of Biblical proportions. Within hours of the storm's strike, JSOTF-Philippines provided the first operational 'eyes on' to fully capture the scope and depth of devastation for the Philippine Government, U.S. Country Team and

Pacific Command. The ARSOF Soldiers, which included Civil Affairs, Psychological Operations, Special Forces and sustainers were the first to react and meet the needs of the devastated populace.

Over the next 13 days, ARSOF Soldiers were the key to successfully responding to the storm by:

- » Enabling the rapid mobilization to facilitate relief efforts.
- » Leveraging their 11 years of operational experience in the Philippines and their cultural understanding of Filipinos to form networks between local government units, Philippine Security Forces, relief organizations and U.S. forces.
- » Utilizing their unique SOF capabilities to enable coordination between the

myriad of government, military and nongovernmental organizations.

- » Fielding tailored teams to support humanitarian-assistance operations utilizing ARSOF core skills and expertise operating in the Human Domain.

The morning after Typhoon Haiyan made landfall, JSOTF-P began inserting SOF teams into the affected areas. By 6 p.m. that evening, the first team, consisting of two Civil Affairs NCOs, an Air Force OIC, a Combat Controller and a Special Forces medic and communications sergeant, were successfully inserted into Tacloban Airfield, the epicenter of the destruction caused by the storm. In subsequent days, two similarly organized SOF teams were organized, equipped and inserted into airfields at Guiuan and Ormoc. What they found was total devastation.

Thousands of people who had made it through the storm, made their way to the airfields, carrying what few possessions they had. Families with small children and elderly grandparents sat outside in the blistering heat waiting for relief. The SOF teams became the conduit for that relief as they provided critical leadership and organization for the Government of Philippines, UN, U.S. Agency for International Development, Office of U.S. Foreign Disaster Assistance and nongovernmental organizations, establishing the initial foothold in the islands.

The opening of airfields allowed for follow-on SOF teams to conduct site surveys, assess the scope of damage and identify the prioritization of follow-on efforts. Upon completion of these initial tasks, SOF teams integrated and developed local networks that facilitated the flow of supplies and the positioning of relief forces.

The SOF teams were comprised of a Special Forces 18A commander, for command and control; two 38 series Civil Affairs Soldiers for assessments; Special Forces 18E communications sergeant, to maintain communications; Special Forces 18D medical sergeant, to ensure life saving skills for team members; and an attached Air Force combat control team.

The CA Soldiers were the workhorse of this operation when it came to assessments, linking in NGOs and IGOs, establishing networks and providing a common operating picture that would help allocate resources. Their familiarity with Government of the Philippines's disaster procedures provided invaluable insight — what to look for and who to speak with — for the post-disaster organization. The CA elements' expertise was lauded by host-nation and senior U.S. leaders for their exceptional handling of the disaster and for bringing organization to chaos.

The Civil Affairs elements were lauded for their exceptional handling of the disaster and for bringing organization to chaos.

Relief efforts could not have taken place without organization, direction and fusion that the expert SOF teams exercised in an environment consumed with chaos.

Dealing with large-scale tragedies like Haiyan requires adaptive, empathetic person-

nel who are expert in their field and who can operate autonomously. The actions of ARSOF in the Philippines demonstrated that there is no substitute for culturally astute operators who can leverage existing relationships and rapidly build new relationships with both individuals and organizations, proving yet again that competent special operations forces cannot be created after emergencies occur.



Left: A member of the Joint Special Operations Task Force - Philippines assists Philippine Military partners in the evacuation of refugees.

Above: Members of the JSOFT-P work with local government officials to distribute supplies; the devastated Tacloban Airfield served as the hub for evacuation and supply distribution.

CONCLUSION

Adaptable, autonomous, empathetic and expertise are the four characteristics that define all ARSOF units, whether they are conducting surgical strike or special warfare missions. These characteristics enable the ARSOF unit to operate in complex, ever changing environments, building relationships through engagement, while working to prevent conflict.

Just as their adaptability allows them to change missions as the circumstance demands, their expertise makes it possible for them to conduct the new missions while tying up the loose ends of the old one. Often times, the small, autonomous teams may see the need to make changes in the conduct of their mission to ensure success. Their ability to analyze and plan at the lowest level gives them the ability to shift priorities when it becomes necessary. Operating in the Human Domain, their ability to understand their partner force and the local citizenry allows them to build relationships and to sustain them over time, as witnessed in the Philippines, Colombia and even Afghanistan.



HUMANS ARE MORE IMPORTANT THAN HARDWARE

Attempts to define the attributes of the ARSOF Soldier are met with immediate and impassioned resistance. Some would argue that it is the uniqueness of individual ARSOF operators that make the unit great; however, even in their individuality there are shared common traits and attributes that add to the unique personalities of the individual ARSOF units.

From its inception with the Office of Strategic Service and the Alamo Scouts, ARSOF has cornered the market on assessing and selecting personnel. The process remains in a constant state of evolution and improvement. For decades the world has studied, and to the degree possible, emulated ARSOF's assessment and selection success; the basis of which has been the identification of suitable attributes.

In the science of assessment and selection, the words attribute, competency and characteristic are at best interchangeable and at worst contentious. There is widespread disagreement about what existing attributes are inherent to the individual and what attributes are developed after assessment and selection. These are commonly seen as an individual's potential, and create dissension about the difference between "what is" and "what we build" and which is more important.

Within the ARSOF enterprise there are fundamental differences in how we approach and classify the idea of Soldier attributes. For example, the Army Special Operations Aviation Command classifies "professionalism" as a "SOF Leader Characteristic," while the

U.S. Army John F. Kennedy Special Warfare Center and School classifies it as an "ARSOF Core Attribute." The 75th Ranger Regiment classifies some of the elements of "professionalism" as a "Ranger Personality Trait." To complicate matters, there are inconsistencies within USSOCOM, which classifies elements of "professionalism" as "enduring competencies."

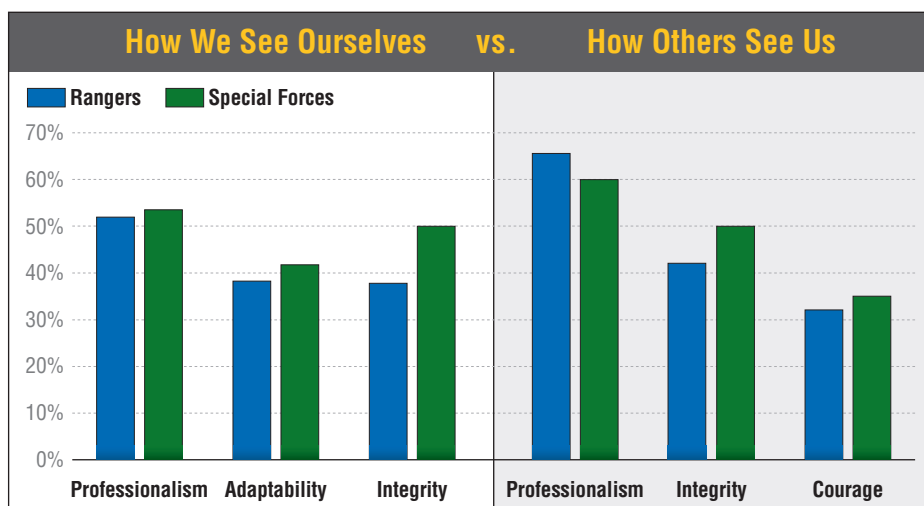
Within the ARSOF enterprise there are fundamental differences in how we approach and classify the idea of Soldier attributes.

It's logical that any effort to improve unity starts with a common organizational language; before unit cohesion can be established a common language must be spoken. USASOC has addressed this to a degree through recently published documents such as *ARSOF 2022*, *ARSOF 2022: Part II*, *ADP 3-05: Special Operations* and the *ARSOF Operating Concept*. Army doctrine, such as *ADRP 6-22: Army Leadership* and the *Army Operating Concept* help the command share a common language externally. For USASOC to understand and articulate what ARSOF has in common, everyone should speak the same language.

DIFFERENT BUT MUTUALLY SUPPORTING ATTRIBUTES

ARSOF 2022 introduced the idea of "two different but mutually supporting forms of special operations," so it is reasonable to expect that there can be "nine different but mutually supporting approaches to attributes."

The content associated with these diverse labels still provides a greater understanding of who ARSOF is, but what it says about its differences is more meaningful than what it says about its similarities.



The review of every Component Subordinate Command's and Component Subordinate Unit's selection and assessment criteria uncovered nine attributes, characteristics or traits that every unit shares: Professionalism, Adaptability, Integrity, Perseverance, Team Player, Operational Aptitude, Intelligence and Courage. ARSOF units look at these as indicators of a Soldier's potential to perform effectively, but the underlying definition of each, and the method of application, varies widely. Units use the same words, but apply different definitions and different applications to them, particularly in assessment and selection, because different skill sets and ways of thinking are needed for each unit.

These differences are key to ARSOF's internal problem with unifying its force. The highly specialized nature of ARSOF Soldiers is in direct opposition to unity; unity can undermine the ability to be unconventional. This irreconcilable difference does not preclude being part of a team, and acknowledging them can bring ARSOF closer to a unity of purpose, if not organization.

Despite organizational differences, the individuals who fill the ranks generally agree on the prioritization of the attributes. When surveyed, the majority

of ARSOF Soldiers agree that integrity, professionalism and adaptability are the most important attributes. Moreover, they agree not only on how we see ourselves, but also on how others see us: professional, people of integrity and courage. The survey wasn't designed to determine the most important attribute, and it wasn't to prioritize them per se, rather it was to determine if there was consensus across the formations. ARSOF units may never be fully integrated, but the people who make up the unique units see eye-to-eye on what is important. It is not necessary for the units to be in total agreement on the definitions and applications of attributes. That would not answer the most important question: What makes ARSOF, ARSOF?

The answer cannot be found in scientific selection and assessment criteria or in terms used in evaluations or the ideas that drive our decisions about who does or does not become ARSOF. It is the combination of these attributes within each individual that develops the common ethos and manifests itself in three common traits: toughness, audacity and love.

These traits describe the essence of ARSOF, and demonstrate why they are all drawn to the unique and special calling of special operations.

ARSOF ATTRIBUTES

PROFESSIONALISM

Standard bearer; mature; exercises sound judgment; confidence tempered by humility; forms candid opinions and makes independent decisions; accountable and characterized by honorable service; a steward of the Army profession.

ADAPTABLE

Adjusts thinking and actions to fit a changing environment; creates innovative solutions to complex problems; navigates different interpersonal and intercultural environments; applies what they know in unfamiliar situations.

INTEGRITY

Trustworthy and honest; acts with honor; ethical; upholds moral and legal standards.

PERSEVERANCE

Committed; possesses physical and mental resolve; motivated self-starter; resilient and emotionally balanced; optimistic; internalizes goals and seeks to achieve them without external influence; never quits; confident; balances control with aggression.

TEAM PLAYER

Reliable; loyal; respects others; values diversity; selfless; contributes to a larger cause or purpose; tireless work ethic; dependable in all situations with all tasks.

OPERATIONAL APTITUDE

Physically fit; strong and agile; technical and tactical expert; effective communicator; expert planner; charismatic; understands operational environment.

INTELLIGENT

Thinks and solves problems in unconventional and creative ways; quickly grasps new concepts, ideas and tasks; rational and logical — not emotional; willing, enthusiastic, lifelong learner.

COURAGEOUS

Understands calculated risk; able to overcome fear or failure; sacrifices for a larger cause or purpose; stands up for beliefs; is not intimidated.



OUR BELIEFS, OUR STORIES

When a 19-year-old private reads of the storied lineage of ARSOF and dreams of joining its ranks, he doesn't say "I want to be a professional with operational aptitude." The aged ARSOF veteran reading stories of contemporary ARSOF heroism on the battlefields doesn't say "I used to be a team player with perseverance and intelligence." The ARSOF warrior does not look in the mirror, and say, "I am a monument to integrity and personal accountability." What draws them to the calling, and what binds them in fellowship to each other, is something they can rarely, if ever, find the words to express. It is something they feel in their heart or gut, that defines who they are. It is the soul of ARSOF and is defined by three key traits: toughness, audacity and love.

The best way to understand that bond can be found in the actions of our force, and is handed down in our stories. It would be impossible to cite every story that describes the heart of ARSOF, but there are examples, especially the historical ones, that are well known by ARSOF warriors. In these stories, lies the truth about the soul of ARSOF, which speaks to the heart of who we are. At the end of the day, when hubris is set aside, every member of the force sees themselves in these stories, even if it is only the ideal of themselves, or their memory of who they once were or who they aspire to someday become.

ARSOF SOLDIERS ARE TOUGH

ARSOF Soldiers are mentally, physically, morally and emotionally tough, as demonstrated by passing through the crucible of selection, and throughout the course of their careers and lives. Part of the colloquial language, it is often expressed profanely and always with admiration. It's not codified in doctrine and it isn't screened for, but no warrior can stand without it.

MASTER SERGEANT CHUCK RITTER: "NOT A TOUGHER HUMAN BEING ANYWHERE."

In December 2007, then-Sgt. 1st Class Chuck Ritter deployed with his ODA to Afghanistan for the third time to face a resurgent Taliban that was particularly active in the Helmand Province as evidenced by increased use of IEDs. IEDs were a foregone conclusion in the ODA's area of operations, which made the addition of three RG-33 mine-resistant vehicles to the team's arsenal very important. On March 28, 2008, the team departed Kandahar Airfield under the cover of darkness on the roughly 100 kilometer trip to Forward Operating Base Robinson. In the four months since their arrival in country, three U.S. Soldiers had been killed and three more wounded by IED attacks, with the ODA discovering 55

IEDs; 10 of them the hard way. Minutes into their trip, they found number 56.

Master Sgt. Ritter's memories of that day come to him in bits and pieces, leaving him uncertain if his recollections are real or imagined. The blast from the IED was so large that it threw the 15-ton, supposedly indestructible vehicle, 50 meters, before coming to rest on its side, facing the opposite direction of travel. The driver and one of the rear passengers died instantly. Another crew member was unconscious, the fourth's back was broken. Master Sgt. Ritter hung suspended by his seat belt with a broken nose, jaw, shoulder and ribs. His skull was fractured in seven places. His face, chin and leg were gashed open. The right side of his body was peppered with lacerations;

within 10 days he was in the United States, beginning the long road to recovery.

Two years later, Master Sgt. Ritter conspired to redeploy with his team while not yet fully recovered. The battalion command sergeant major, recognizing his need for more rehabilitation, pulled him from the team and sent him home, where he spent the next two years rehabilitating his wounded body, including 17 surgeries, facial reconstruction and implants throughout his skull. In October 2012, Ritter again took over a team, and seven months later he was riding the tail of a CH-47 into a Taliban stronghold in Bedreau Valley, Kapisa, Afghanistan, a virtual hornet's nest waiting to be kicked.

The ODA and a company of Afghan Army Commandos, was part of Operation Mountain Condor III. The 77-man force expected to face an estimated 300 enemy fighters. Landing in the valley around 2200, the team moved west toward its objective. Navigating a labyrinth of walls and irrigation ditches, the force, which was supported by AC-130 gunships and AH-64 Apache helicopters, moved unopposed through the valley arriving at their objective area around 0600. Establishing themselves in two compounds barely suitable for command and control, they prepared alternating patrols to seek out the enemy, unaware that the enemy was within hand-grenade range before the first patrol set out. As dawn came, the valley erupted.

For the next three hours, the ODA and the Afghan Commandos played a lethal game of cat-and-mouse with the enemy. Groups of Taliban fighters massed together to attack friendly positions, only to be killed or scattered by close-air support. Buildings in the surrounding area were assaulted and cleared, only to be reoccupied when the small force moved to clear a different location. At one point, Master Sgt. Ritter took an element to flank an enemy ambush that had been identified some 300 meters away, only to be engaged by an ambush 50 meters away. While maneuvering against the near ambush, one of the Afghan Commandos was hit. With air support temporarily out of the fight, Master Sgt. Ritter and four Commandos moved to recover the casualty. Ritter killed two enemy fighters and silenced a PKM machine gun with a grenade. As the Afghan soldiers began to drag the

casualty to safety, the PKM started firing. Sure of where the PKM was positioned, Ritter's attempt to take out the gunner was thwarted when the gun was turned on him. Ritter was hit by three 7.62 mm rounds, two through his leg and one through his back, which destroyed his Brachial nerve complex and perforated an artery. Still, he took a knee, demanded his weapon and directed fire against the enemy, allowing the element to return to the command post.

For the next two hours, the team fought to get Master Sgt. Ritter, who was bleeding internally, evacuated. Eleven units of blood and two surgeries later, Master Sgt. Ritter was back in the United States. He was released from the hospital on a Friday and was in the gym the following Monday. While recovering, he besieged his battalion commander with weekly updates of

his progress, and within two months, he returned to Afghanistan for the fifth time.

As a team sergeant of an ODA, he once again partnered with Afghan Commandos. On Nov. 11, 2013, the team was tagged for a quick-reaction force mission to Konduz. Within hours, the ODA, with an additional 30 Afghan Soldiers, boarded MI-17 helicopters for the short flight to secure helicopter landing zones adjacent to the battle, which involved linking up with an Afghan company.

As the ramp of the MI-17 opened, Master Sgt. Ritter heard the snap of incoming small-arms fire. Disembarking the aircraft, the first man out, he looked in vain for friendly forces, quickly determining they had not landed in their planned landing zone. Bounding across the open field into a hail of PKM and AK-47 fire, the team

Ritter was hit by three 7.62 mm rounds, two through his leg and one through his back... Still, he took a knee, demanded his weapon and directed fire against the enemy.



From Top: Shot in the back MSG Ritter directs his team while medics stabilize his wounds; Shot through the hand, MSG Ritter refused pain medication so he could remain lucid and continue to direct close air support; Lt. Gen. Charles Cleveland, Commander of U.S. Army Special Operations Command, awarded Master Sgt. Charles Ritter a Silver Star Medal and Purple Heart in 2014.

maneuvered to engage the enemy. Prior to reaching cover and concealment, a 7.62mm round tore through Ritter's hand, breaking his fingers obliterating two of his knuckles, shattering his metacarpal and perforating an artery.

Master Sgt. Ritter switched his weapon to his left hand and continued to fire, although not effectively. With a PKM gunner focused on his position, he turned his attention to the joint terminal attack controller at his side, and quickly worked up a fire plan. In succession, AH-64s, AC-130s and F-16s were brought to bear, and the ODA and the Commandos gained the upper hand. They linked up with the beleaguered Afghan force over a kilometer away. Turning down an opportunity for medical evacuation, Ritter refused pain medication in order to remain alert staying with the force as it cleared the area. For the next three hours, they methodically moved west, finding only the spent ammunition casings left behind by the fleeing enemy. Based on the seriousness of his previous injuries, Ritter assumed he would be patched up in Germany and returned to his team, but the damage to his hand was greater than he thought, and he was returned to Fort Bragg within a week. With two reconstructive surgeries complete, two more surgeries are needed before he can return to full-duty status.

Today, Master Sgt. Ritter continues physical training and rehabilitation for his hand. He is happy to talk about his experiences, and those yet to come — like attending Ranger School in September.



CAPTAIN ROGER DONLON — “THE ONE MAN ARMY OF VIETNAM”

Capt. Roger Donlon took command of Special Forces Detachment A-726 at Camp Nam Dong in South Vietnam in May 1964. Under his command were 11 fellow Green Berets and one Australian Army adviser, as well as 311 indigenous members of the Civilian Irregular Defense Group.

Though barely an imprint on the land, Nam Dong was one of the many places the United States' attempted to raise resistance groups to fight the Communists. Located just 24 kilometers from the Laotian border and surrounded by infiltration routes from the Ho Chi Minh Trail, Nam Dong was an opportune target for the Viet Cong to overrun and destroy.

As the last patrols came in before sunset on July 5, Donlon sensed trouble stirring just beyond the wire. He kept all the men on alert and made rounds after 2 a.m. to check defenses. He found the perimeter secure, and headed back to the mess hall to

review the guard roster. He never heard the whistle of the enemy mortar round which slammed into the roof, tossing him in the air and destroying the structure. He rolled to a stop on the ground in time to see the command post take a direct hit, sending huge clods of earth through the air.

At the strike of the mortar, over half of the CIDG began stripping off their clothes and donning bright colored loin cloths, while matching sappers approached the wire. To the horror of the Green Berets, the traitors began killing their CIDG comrades. Firing and hand-to-hand combat erupted in Nam Dong's defensive positions, and the night rang with the noise and the flash of AK-47s.

In an attempt to rally the men, Donlon rose and raced for one of the mortar pits only to be flung in the air again as another round landed near him. The impact of the blast ripped one of his boots off. He got up

and started off a second time, and heard the words, "They're over here!" from fellow Green Beret Sergeant John Houston.

As he raced for Houston's position, another round landed next to him, sending shrapnel into his body, ripping off the other boot. He crawled to another pit and could see the outline of three sappers approaching the main gate. He raised his AR-15, but the weapon malfunctioned. He jettisoned the faulty magazine, loaded a fresh one and with three shots, brought down the three men.

With one of his men dead, Donlon moved from position to position exhorting the indigenous troops; finding and issuing badly needed ammunition while tending to the wounded. In the mortar pits, he found

most of the men were wounded. As he ordered them to fall back while he covered them, Master Sgt. Gabriel "Pop" Alamo fell to the ground severely wounded. Donlon grabbed the man and started to drag him to safety. At that moment, another round hit near him tearing flesh from his shoulder. Undaunted, Donlon continued dragging Alamo to safety. Donlon returned to another mortar pit, where he found four of the CIDG badly wounded. He pulled off

a sock and wrapped it around the gaping wound on one of the men. Once he finished, he took off his shirt, and cut it into pieces to use it as bandages for the others. The remainder he stuffed into one of his own wounds, which had split open his stomach. He continued to other positions tending to their wounded and inspiring them to continue fighting.

For the next five hours, against a force of nearly 900 Vietcong, Donlon rallied his men to seal any breach and vanquish the

Firing and hand-to-hand combat erupted in Nam Dong's defensive positions, and the night rang with the noise and flash of AK-47s.

onslaught. By morning a relief force made up of Nungs, led by Capt. Jerry Griffin, arrived to secure the camp and clear the surrounding area. Donlon, weak from loss of blood, was evacuated to a hospital.

They left behind the bodies of 55 South Vietnamese and Chinese fighters, as well as Sergeants Gabriel Alamo, John Houston and Warrant Officer Kevin Conway of the Australian Army.

Donlon survived surgery and was sent home in the fall of 1964 to recover. On Dec. 5, 1964 he was awarded the Medal of Honor for his actions at Nam Dong, which had come to be known as "The Outpost Of Freedom." Donlon's medal was the first of 248 to be awarded during the Vietnam War.



Left and Above: Capt. Donlon was the first person to receive the Medal of Honor in the Vietnam War and his story was featured in newspapers and magazines. **Above Top:** Capt. Donlon's official Medal of Honor photograph.

TOUGHNESS though most easily illustrated by the physical challenges that Master Sergeant Ritter and Colonel Donlon faced, is embedded in the ARSOF character, and woven throughout the ARSOF experience from the mundane to the miraculous.



ARSOF SOLDIERS ARE AUDACIOUS

ARSOF Soldiers make the bold decisions that no one else will make because they are too hazardous, too ambitious, too controversial or too unconventional. The very act of volunteering for duty in ARSOF is a bold decision. Soldiers make these decisions and take these actions with discretion and thought because they are smart and experienced. Though daring, ARSOF is never reckless.

160TH SOAR — BORNE OF A LEGACY OF AUDACITY AND COURAGE

In early September 2009, along a road northwest of the city of Konduz, Afghanistan, a vehicle mishap left two fuel trucks mired in mud. Unable to free the trucks, which were loaded with fuel intended for coalition operations, concerns began to mount that the fuel would fall into enemy hands. A decision was made to destroy the trucks, rendering both the vehicles and their precious cargo unusable to insurgent forces.

Immediately following a NATO airstrike to destroy the vehicles, a clamor arose about the death and injury of innocent civilians. In various media outlets, accusations gained momentum and negative impacts from the seemingly mundane event mounted. Information coming from the remote area was inconsistent at best, causing one determined reporter to travel to the area to get to the bottom of the story. A British national, he went without security or a military escort, and upon his arrival, local elders implored him to leave. Despite the admonishment

of the elders, he remained in the area to provide first-hand accounts on the incident. The reporter was taken by a local insurgent leader, who moved his captive through a series of safe houses throughout the city of Konduz. When news of his capture came to

In total darkness, the helicopters pitched and rolled their way north. Flying with open doors to accommodate weapon mounts, the sub-zero winds cut through the cabin.

light, a mixed British-U.S. special operations force assembled in the northern Afghan city of Mazar-E Sharif to plan his rescue.

The British force was already in close proximity to the city; however, the aircraft at MeS were insufficient to meet the requirements of a hostage rescue. MH-47s from the

160th SOAR, which was located 230 nautical miles away, were needed. Normally it would take 24 hours of planning to conduct an operation of this magnitude; the 160th only had four hours to move to MeS, coordinate, plan and carry out the rescue.

Three MH-47s flying at 14,000 feet, using supplemental oxygen, charged through shearing wind and turbulence. In total darkness, the helicopters pitched and rolled their way north. Flying with open doors to accommodate weapon mounts, the sub-zero winds cut through the cabin. The gauges that warned of catastrophic stress on the rotor systems from turbulence repeatedly skirted the red line promising to turn the mission from a hostage rescue to a downed aircraft recovery. Despite the odds, the aircraft arrived safely in Mazar-E Sharif, where the ground force and the aviation task force consolidated. The hastily formed task force consisted of 165 warriors including a troop of British special operators serving

as the assault force, three MH-47 aircraft, three fixed-wing ISR aircraft, three fixed-wing close-air support aircraft, a coalition Infantry company acting as the quick reaction force and a combat search and rescue team.

Routine air-assault missions take time to plan due to a number of variables that must be accounted for. Maps, timetables, coordinating graphics and orders, all precisely created, printed and distributed are required to get aircraft in the sky — but not on this night. With a fix on the hostage's location, the task force had neither the time nor the luxury for such detail. In a small room with none of the technology normally at their disposal, the ground force commander and the flight lead drew on scrap paper, sketching the landing and assault plans, with each pilot copying the plan to brief their respective crews. On the flight line, the co-pilots prepared the aircraft.

Once the order to execute was given, the ground force loaded and the helicopters departed, heading for the objective 45 minutes away. Flying over open desert and around high ground, they avoided populated areas and used the terrain to mask the noise of the helicopters. At the objective area, the enemy force was arranged in concentric circles around the hostage. Approximately five miles from the objective, the aircraft's lights warned the enemy of the approaching assault. Moments later, RPG and machine gun fire began.

As the aircraft touched down, the rate of enemy fire intensified. RPGs and machine gun fire came from rooftops, treetops and prepared positions behind compound walls. Forewarned by a failed rescue attempt the previous night, the enemy had prepared a defense around the building where the hostage was housed. Under fire, the pilots held their position as the assault force disembarked. The second helicopter bore the brunt of the attack, absorbing 7.62 mm rounds, losing

the navigation system and almost losing the crew chief who continued firing his mini-gun as incoming rounds shredded the open door above his head. Despite the enemy's best preparations and intense fire, the helicopters inexplicably avoided catastrophic damage, and within minutes lifted off to return to a nearby friendly airfield to wait for the call to extract the assault team and the hostage. The enemy; however, had different plans.

As the three helicopters raced north through a gauntlet of enemy fire, the ground force called for an immediate casualty evacuation. Hit moments after he departed aircraft number two, an assaulter was killed. The crew could not save his life by turning the aircraft around and returning to the landing zone. Such an action would give the enemy another opportunity to down one of the aircraft; they went back anyway.

As they were developing a landing and fires plan, they received another call from the ground force: The hostages had been secured and they were moving to the extraction site.

It took 30 minutes for the assault force to move from the target area to the extraction point. Distracted by the attacking enemy, the ground force was unaware of additional enemy forces surrounding the landing zone. While inbound, the Air Mission Commander declared the target compound hostile, and called in close-air support to engage the enemy. With the threat from the target area neutralized, the helicopters began their final approach, only to face fire from all sides of the landing zone.

Acting as one, the flight adjusted its approach, landing abreast of one another, training their guns to protect not only the ground force, but each other. Each aircraft covered the nose and tail of the aircraft next to it with insurgents approaching from every side. The helicopter mini-guns held the insurgents at bay, allowing the assault force



Above: Typical air-assault missions take time to plan due to a number of variables that must be accounted for. This mission did not have the luxury for such detail — it was planned and swiftly executed in the dark of the night.

to load. With the hostage in tow, the entire force flew away, while in the cargo hold of helicopter number two, the fallen warrior was held in the arms of his brothers. Within three hours of getting the initial call, the hostage was walking across the tarmac to a waiting jet that would return him to his home.

It was later determined that approximately 40 RPGs and hundreds of machine gun rounds were fired at the helicopters — while the firefight unfolded on the ground. The aircrews expended more than 18,000 rounds, taking only one casualty.

The hostage made it home to his family knowing the best military force in the world saved him. What he didn't know — would probably never know — is that the warriors who flew to his rescue were borne of an unequalled legacy of audacity and courage.

SERGEANT 1ST CLASS JERRY “MAD DOG” SHRIVER

Sgt. 1st Class Jerry M. “Mad Dog” Shriver was a legendary Vietnam-era Green Beret. An exploitation platoon leader with Command and Control South, Military Assistance Command, Vietnam Studies and Observation Group, he served on a joint service, UW task force engaged in highly classified operations throughout Southeast Asia. The secret teams performed deep penetration missions of strategic reconnaissance and interdiction.

In the late ‘60s, the top secret letters, “S-O-G,” were not discussed openly, but everyone had heard of Sgt. 1st Class Jerry Shriver, dubbed “Mad Dog” by Radio Hanoi. Shriver earned his place in SF’s storied history when he spoke the most famous rejoinder in SOG history, radioing his superiors not to worry that North Vietnamese Army

forces had encircled his tiny team. “No, no,” he explained, “I’ve got ‘em right where I want ‘em — surrounded from the inside.”

Mad Dog was a walking arsenal, carrying an imposing array of weapons, which included a sawed-off shotgun or suppressed sub-machine gun, pistols, knives and grenades. Blond, tall and thin, Shriver’s face was chisled, punctuated by piercing blue eyes. Medal of Honor recipient Jim Fleming, who flew U.S. Air Force Hueys for SOG, found Shriver to be, “The quintessential warrior-loner...possessed by what he was doing, the best team, always training, constantly training.”

Shriver rarely spoke and slept with a loaded carbine cradled in his arms. His

closest companion was a German Shepherd he’d brought back from Taiwan. Though he’d been awarded a Silver Star Medal, five Bronze Star Medals and the Soldiers Medal, the 28-year-old Green Beret didn’t care about decorations. He did care about the Montagnard tribesmen who were his comrades-in-arms. He spent all of his money on them, even collecting food and clothes to distribute in the Montagnard villages. He was the only American at Command and Control South who lived in the Montagnard barracks. His commander, Capt. Bill O’Rourke said, “He was almost revered by the Montagnards.”

“No, no,” he explained, “I’ve got ‘em right where I want ‘em — surrounded from the inside.”

The missions Shriver and others were assigned to were dangerous and of strategic importance. These men knew the chance of their recovery if captured was slim to none. By early 1969, Shriver was in his third continuous year in SOG, leading top-secret intelligence gathering teams deep into the enemy’s clandestine Cambodian sanctuaries where he’d teased death scores of times. For every insertion like Shriver’s that was detected and stopped, dozens of other commando teams safely slipped past NVA lines to strike a wide range of targets and collect vital information.

In 1969, as part of the clandestine bombing campaign in Cambodia, a top-secret raid



was proposed against a the Central Office for South Vietnam, the almost mythical Viet Cong headquarters that claimed to run the entire war. The historic COSVN raid fell on Shriver.

On the morning of April 24, 1969, Shriver’s platoon was air assaulted into Cambodia. Upon exiting the aircraft, the

team moved toward its initial target point, coming under heavy enemy fire from several machine gun bunkers and entrenched enemy positions. Shriver was last seen by the company commander moving against bunkers, followed closely by a trusted Montagnard striker.

On June 12, 1970, a search and recovery element from a graves registration unit recovered human remains in the area, but none belonging to Shriver. There remains a popular myth among SOG veterans, that one day Mad Dog will emerge from the jungle and yell, “Hey! Where’d everybody go?” To those who knew him and fought beside him, Mad Dog will live forever.

AUDACITY enables the ARSOF warrior to make tough choices that many would never consider. These choices are based on the Soldier’s advanced skills, cultural understanding and courage built on the strong bond of brotherhood that exists among the operational teams.



ARSOF SOLDIERS LOVE — THE MOST DIFFICULT TO SAY, THE MOST TRUTH TO BEHOLD

Of the things ARSOF shares in common, the most important, the most deeply felt and the most controversial to say aloud is love. The ancient Greek philosophy of “agape” expressed an idea of selfless, brotherly love. In the historical fiction *The Gates of Fire*, the Spartan officer Dienekes questions “What is the opposite of fear?” In the end, he determines that it is not courage, but love. Modern psychology defines companionate love as a personal relationship you build with somebody you share your life with...that is stronger than friendship because of the extra element of commitment. Among ARSOF warriors, that extra element is not just commitment, but a sacred bond that transcends everything...even death itself. No one gives their life for the sake of doing their job well. No one gives their life because they are proud to be an American or because they feel obligated to their peers. They do it because they love their job, they love their country and they love their fellow warriors. So why is ARSOF so reluctant to include love as part of its language, particularly when ARSOF’s intense capacity for love, whether spoken out loud or silently acknowledged, is part of what binds it together.

Start any conversation with an ARSOF warrior about love and the answer is always the same: “It’s all about the love — but you can’t say that...” Yet the idea is never far from the thoughts and words of ARSOF warriors: “I love my job. I love my country. I love my team. I love the mission.” Despite attempts to find a more acceptable word — devotion, commitment, passion, faithfulness, brotherhood — the fact remains that ARSOF warriors have a capacity for love that is unique in its intensity. A warrior who does not possess this capacity for love is not truly ARSOF. It is universally understood that those who lack a genuine capacity for love will make an effort to fake it, because they recognize that they cannot remain without it.

LOVE OF COUNTRY

“I have always been patriotic. I was raised to respect the flag, respect your elders and love your country. Growing up, I never felt a chill crawl up my back when I heard the “National Anthem.” I did not stop mid-stride to stare at a flag waving on a pole. I did not tear up when I watched 4th of July fireworks go off while “God Bless America” played on

the radio. All that changed while returning from my second deployment.

My team was waking up from an Ambien-induced slumber; the plane was on the final approach into Savannah, Ga. We were returning on the evening of the 4th of July...just in time to miss all the festivities. Everyone was excited to go home after

a long trip to Afghanistan. As we started to circle Savannah, someone pointed out that you could see fireworks going off below us through the small porthole on the door of the aircraft. A few of us took turns looking out; much to the dismay of the crew who wanted us to stay seated and buckled. After we returned to our seats, about 90 seconds out,

a staff sergeant started belting out “The Star Spangled Banner.” What ensued was moving to say the least. Every barrel-chested, freedom fighter on that aircraft started singing it with him. I don’t know if words can accurately describe the sights and sounds of 60 of the most lethal men on Earth singing their country’s anthem at the same time. No concert, no musician, no performance will ever compare to the camaraderie and national pride that filled the inside of that aircraft. As we sang our hearts out, I looked at the black and white infrared flags on our shoulders and thought to myself, “There is no place on Earth I would rather be than on this aircraft, with this group of men and this flag on my shoulder.

Patriotism can’t be taught. Patriotism can’t be forced down someone’s throat as something you should ‘feel’ as an American. Patriotism is learned, maybe even needs to be experienced. That night I learned what patriotism truly felt like. That night I was a ‘born again American.’ I didn’t care if we missed the Independence Day festivities, the last few minutes of that flight was a better celebration of America than any cookout or day at the beach. It was like the first time you realized you loved the girl you were dating. I fell in love with America, and remain deeply in love with her to this day. There is no amount of politics, economic woe or reality TV shows that will ever make me fall out of love.”

— Excerpts taken from *Violence of Action, The Untold Story of the 75th Ranger Regiment in the GWOT*.



“NO ONE IN THEIR RIGHT MIND WOULD HAVE GONE IN”

In December 1992, the U.S. military joined the UN’s Operation Restore Hope, a joint mission to restore order in Somalia. The country, in the midst of a civil war, was crippled by a severe famine, made worse by feuding factions. The situation continued to deteriorate as the leading Somali faction leader, Mohammed Farrah Aidid, fomented unrest and incited Somalis to take up arms against international forces.

On June 6, one day after 24 UN soldiers were killed in an ambush in Mogadishu, the UN Security Council issued Resolution 837, calling for the arrest of the ambush perpetrators. Aidid, having declared himself president, remained defiant.

Throughout August 1993, Aidid’s militia killed four U.S. Soldiers and injured seven more. In response, President Bill Clinton

approved the deployment of a Special Operations Task Force, comprised of troops from the 75th Ranger Regiment, the 160th Special Operations Aviation Regiment and 1st Special Forces Operational Detachment-Delta. The mission of Task Force Ranger was to find and arrest Aidid and those who were responsible for the deaths of American Soldiers.

On Oct. 3, 1993, Task Force Ranger entered the city and raided the Olympic Hotel to capture two of Aidid’s lieutenants. Nineteen aircraft, 12 vehicles and 160 men entered the chaotic city, believing the mission would meet with little resistance. What followed was an intense 17-hour battle between the members of the task force and the heavily armed militia that was loyal to Aidid.

When the smoke cleared, 18 U.S. Soldiers were dead, 84 were wounded and

close to 1,000 Somalis lay dead in the streets. From the chaos of the battle emerged many stories of heroic deeds. None speak louder to the ARSOF trait of love than the story of selfless sacrifice by Master Sgt. Gary Gordon and Sgt. First Class Randall Shugart, both members of the 1st SFODD.

The raid on the hotel went south before it really ever began, with the first casualty occurring as the force entered the city on Little Birds. It completely derailed when

a UH-60 Blackhawk helicopter was shot down. Rangers and Special Mission operators moved to secure the crash site and recover the survivors. When a second Black Hawk went down, no friendly forces were close enough to secure the critically injured survivors, who would quickly be overcome by a large crowd moving in their direction.

A helicopter hovered above the crash to provide cover for the downed crew. On board were Gordon and Shugart, both of whom were snipers. The two instinctively understood that the downed crew needed protection on the ground.

With hostile crowds converging on the site, Gordon and Shugart volunteered for

ground insertion; their request was denied. As the situation around the helicopter deteriorated, they volunteered and were told no a second time. Unwilling to accept the crew's fate, they volunteered a third time, and permission was finally granted. The pilot hovered just above the ground, as the duo jumped into the fire fight.

On the ground, Gordon and Shugart fought their way to the downed helicopter and extracted the four survivors; estab-

Unwilling to accept the crew's fate, they volunteered a third time, and permission was granted. The pilot hovered just above the ground, as the duo jumped into the firefight.

lishing a defensive perimeter, while placing themselves in the most vulnerable position between the injured crew and the closing Somalis. While inflicting heavy casualties against the Somalis, the two snipers, outnumbered

and outgunned, fell to enemy fire. Before they jumped in, Gordon and Shugart both acknowledged their survival was extremely bleak. The pilot of their helicopter later said that, "No one in their right mind would have gone in."

Heroes like Gordon and Shugart, truly understand the final truth about ARSOF. They make the tough, audacious choices and they do so freely, with hearts full of love for their brothers.



Above: Master Sgt. Gary Gordon (top) and Sgt. 1st Class Randall Shugart (middle) were posthumously awarded the Medal of Honor for their actions. **Bottom:** A photo taken from the street during the Battle of Mogadishu.

LOVE It's the love between these elite warriors that breathes life to the words heard too often at the gravesides of ARSOF's fallen heroes, "Greater love hath no man than this: that a man lay down his life for his friends." This is indeed the final truth about ARSOF.

CONCLUSION

For the last 25 years USASOC has worked to create an ARSOF identity that is universally accepted by its formations and recognized by those it serves. Despite great strides toward interoperability over the last 10 years, the command's units have struggled to come together culturally as ARSOF, clinging to individual unit ideals and misguided perceptions that they share little in common other than a headquarters.

ARSOF Next: A Return to First Principles is not the final answer to creating unit cohesion, but it is the beginning of the conversation that will create understanding that the sum of its units' unique identities is, in fact, what makes them an incomparable force. We have discovered characteristics that transcend organizations and traits that reside in every ARSOF warrior. Acknowledging spirited debate between the units is healthy and will continue; the fact remains that the exhaustive introspective and widespread

agreement between all members of the force that derived the conclusions found in *ARSOF Next*, suggest that the force is more unified than it has ever been.

ARSOF 2022 is USASOC's vision for the future of the force. It belongs as much to the private in the motor pool as it does to the commanding general. In the same way, the first principles belong to all of us. The characteristics, traits and promise to our nation, which were forged in the blood of the ARSOF warriors who came before us, are now ours to safeguard and pass on to those who will follow.

Adaptability, autonomy, empathy and expertise are shared unit characteristics that are key to success in operations around the world. They are not part of a program of instruction or mission essential task list. They exist because of the men and women who fill our ranks, proving again that the sum is greater than its

parts. These characteristics are what make ARSOF a force without equal.

People are more important than hardware is the first SOF Truth. We acknowledge that through our rigorous selection process and through the iron-clad bonds that are created between those who serve in our units. It is not their tactical skills or physical prowess that makes them a member of ARSOF. It is a combination that each Soldier possesses of intangible traits: toughness, audacity and love, which are woven into the collective consciousness of our units; unspoken but omnipresent. It is these traits that have drawn every ARSOF warrior to their unique calling of service and purpose. It is what keeps them resolute in the face of chaos and at the tip of the spear in the defense of this great nation. It is the steel behind our commitment to the American people and the covenant we make with our nation.



THE COVENANT: ARSOF PROMISE TO THE NATION

From the earliest times, covenants between individuals have been sealed in blood. Once a covenant sealed in blood is made, it cannot be foresworn or broken. The solemn promise that Army Special Operations Forces makes to the American people and to the nation is sealed in the blood and sacrifice of the men and women who have served, we who are currently serving and those who will follow in our footsteps.

It is a promise that begins the moment we raise our hands to take our oath; one that is tested by fire during the crucible of selection and qualification; cemented in the remote villages and towns of foreign countries around the world; and ultimately refined in battle. The ARSOF Promise to the Nation, our promise, is an unyielding commitment to provide an unconventional global response to the threats that have and will continue to challenge and threaten our way of life, and emphasizes our willingness to answer the timeless call of "Whom Shall I send?" To which, we give a constant and resounding answer of, "Here we are, send us."

The ARSOF Promise to the Nation, defined and articulated by the men and women who are currently serving in ARSOF units — from specialist to general officer — is a living, breathing expression of our ARSOF shared values, beliefs, vision and commitment. It is our way of life; one that is proven by our words and deeds. It is full of love and devotion for our nation and for our brothers-in-arms. It is the unchanging essence of who we are and why we serve. It is our *Raison d'être*.

The service and sacrifice of ARSOF warriors give weight to our vow of unyielding commitment and undying devotion to the American people and to our nation. We will not fail.



ARSOF PROMISE TO THE NATION

**I PROTECT THE NATION,
WITHOUT FEAR, WITHOUT FAIL,
WITHOUT EQUAL.**



ARSOF PROMISE TO THE NATION

**I PROTECT THE NATION,
WITHOUT FEAR, WITHOUT FAIL,
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