

ARSOF 2022

PART II



CHANGING THE INSTITUTION
U.S. ARMY SPECIAL OPERATIONS COMMAND

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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.

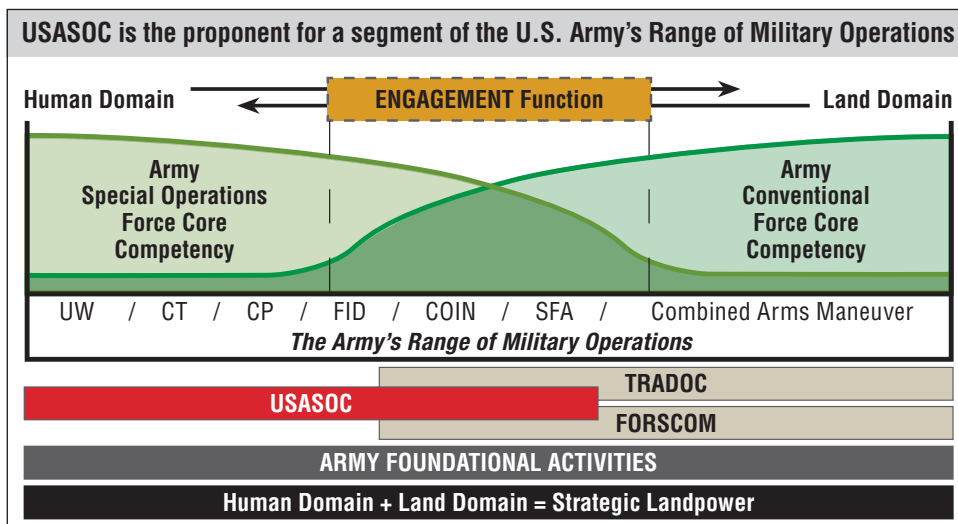
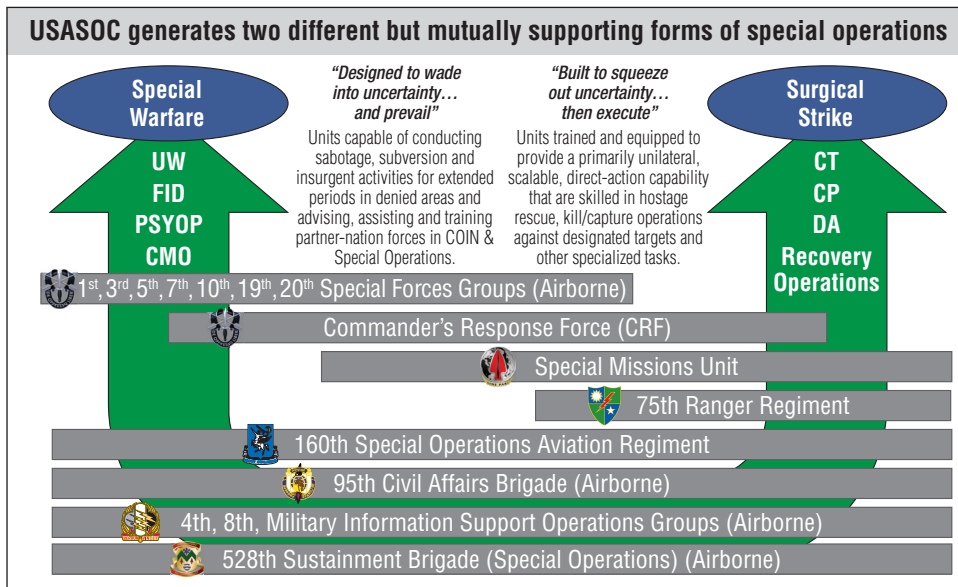
ARSOF OPERATIONAL ENVIRONMENT

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

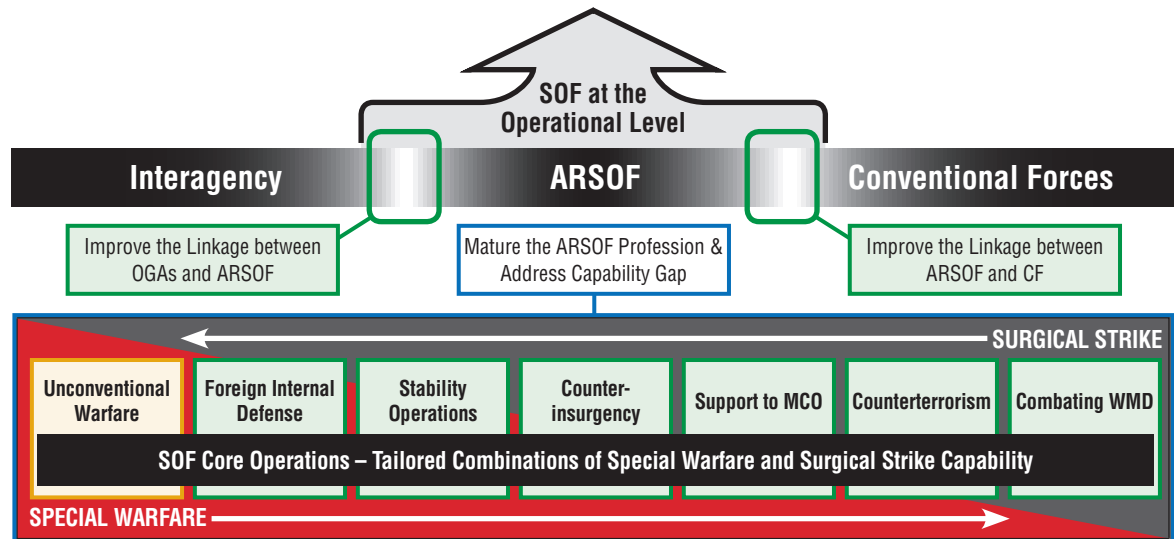
USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.

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 USAJFKSWCS is harnessing expertise and capabilities across the U.S. Government and academia to

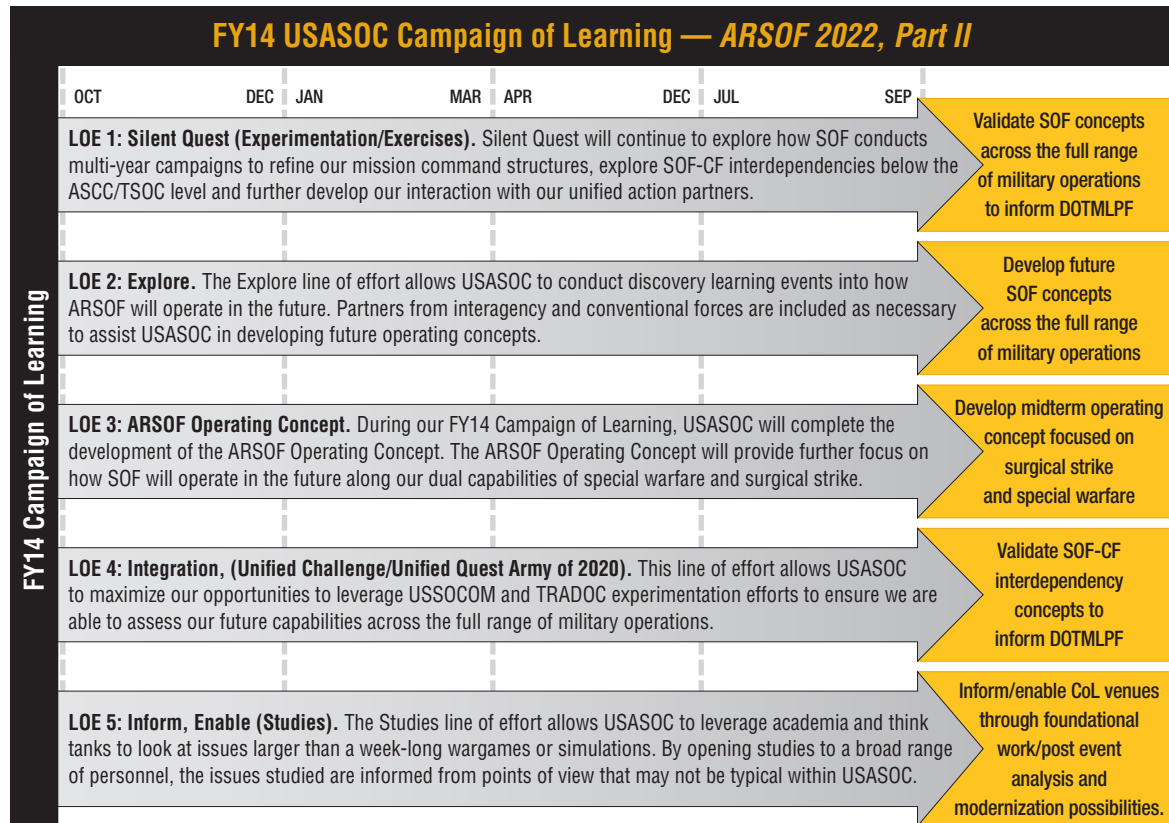
provide SOF and our Global SOF Network with the knowledge, skills and abilities required to operate together around the globe. The Military Information Support Operations Command Effects Group operationalizes the CONUS-based information-related capabilities and influence activities to increase the range 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 USAJFKSWCS 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 IMSG will also support the TSOC, transitional military authorities and support to civil-administration operations as appropriate. Instrumental to the IMSG 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.



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*.

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.



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.

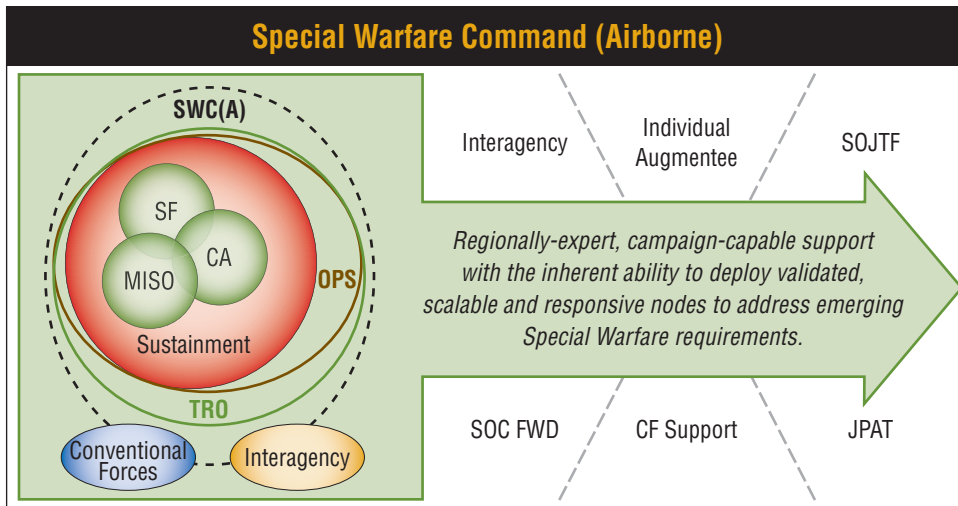
Long-duration special operations campaigns demonstrate the need for mission-specific command elements and a different cognitive approach to these problems. Our collective reaction to these challenges has been to develop and employ ad hoc solutions. Looking to the future operating environment, it's likely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



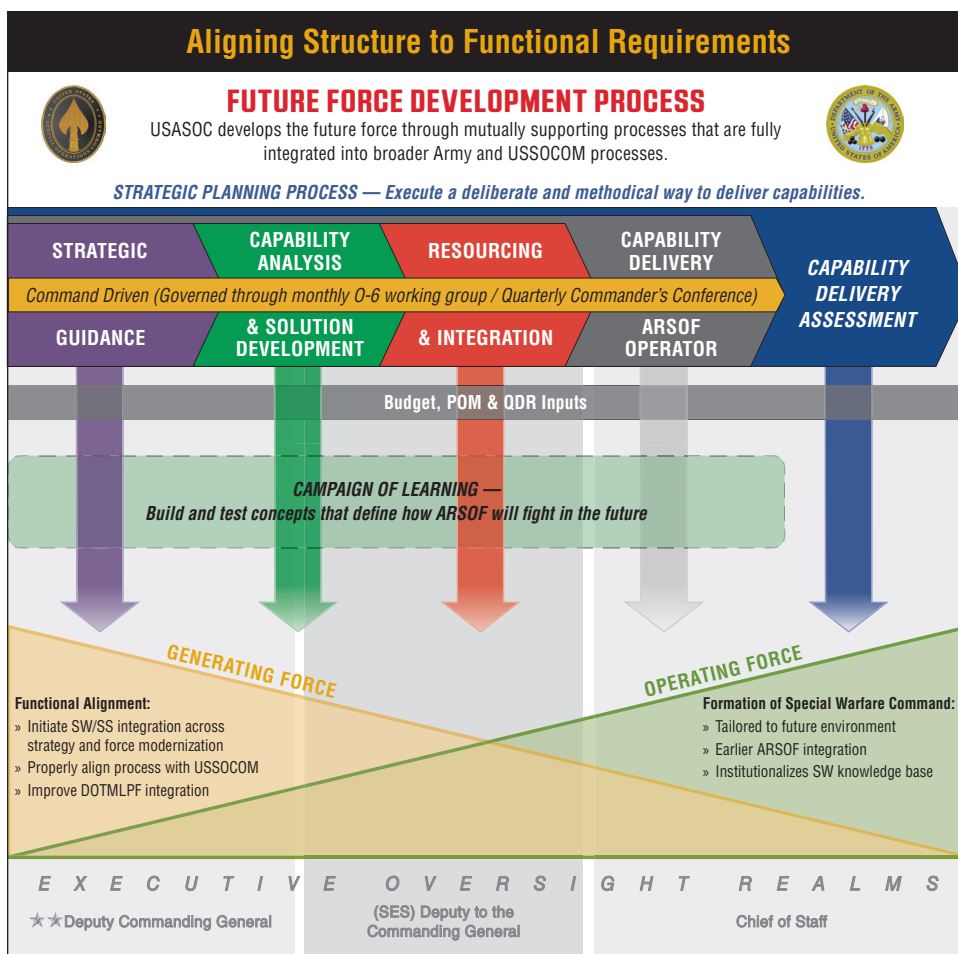
USASOC participates in both the Army and USSOCOM's force development and resourcing processes to deliver ARSOF capabilities to the joint force commander. As the operational environment changes and resource constraints increase, USSOCOM and the U.S. Army have evolved their processes accordingly. USASOC's 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.



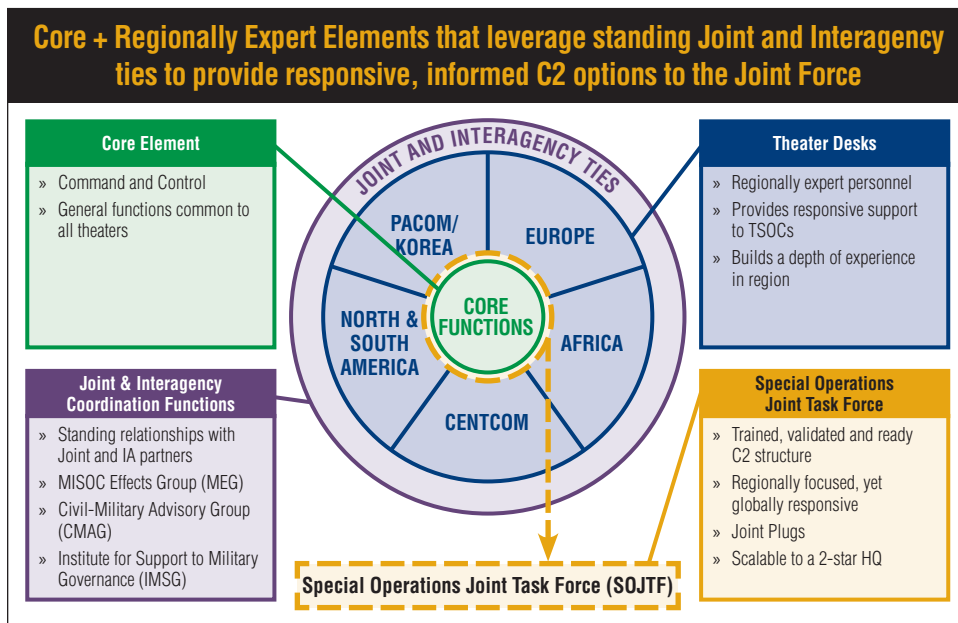
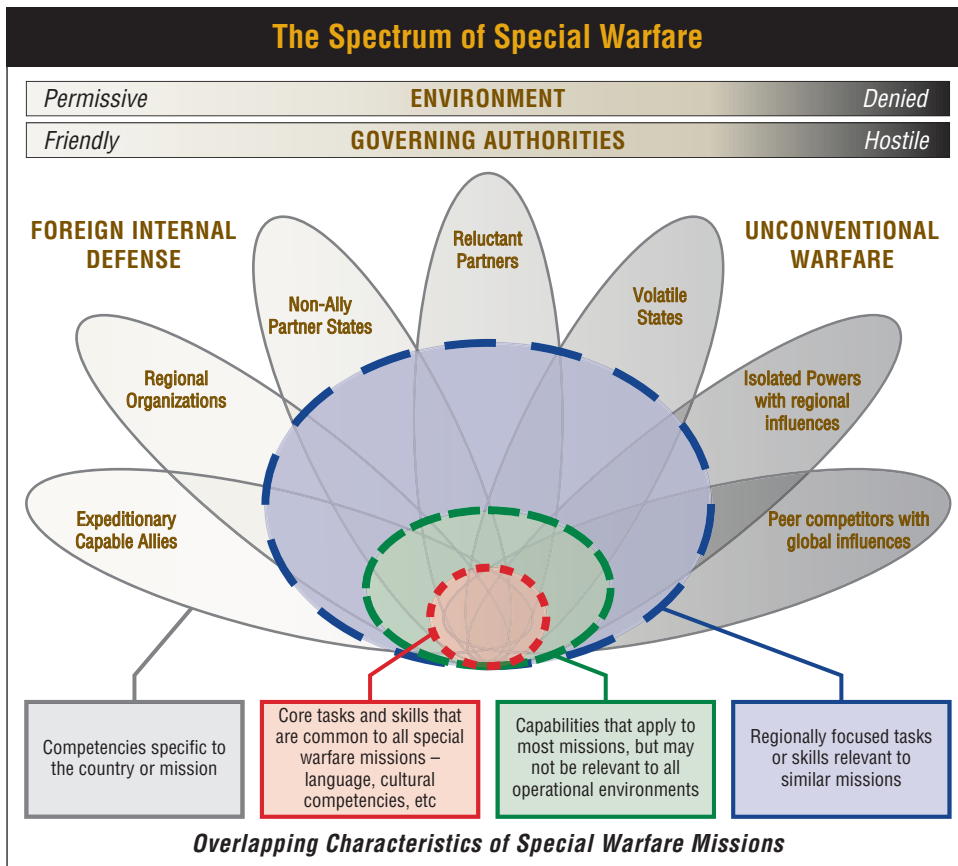
The challenges of the future operating environment will result from an increasingly urbanized world population, with cities that hug coastlines and whose inhabitants enjoy a connectedness that is exponentially increasing. Our adversaries dwell and operate in crowded spaces, fusing their operations with 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



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 exist to address shortfalls or inefficiencies. Largely satisfied with USASOC's collective ability to conduct

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.

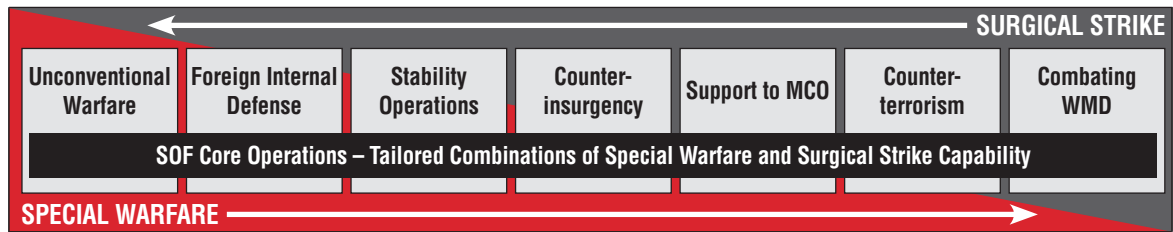
By fusing special-warfare capabilities into one entity, training and readiness is further optimized. The Special Warfare Command can maintain greater situational awareness as a force provider; manage the regional knowledge and expertise of the force and better support the TSOCs and joint force commanders 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.

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.

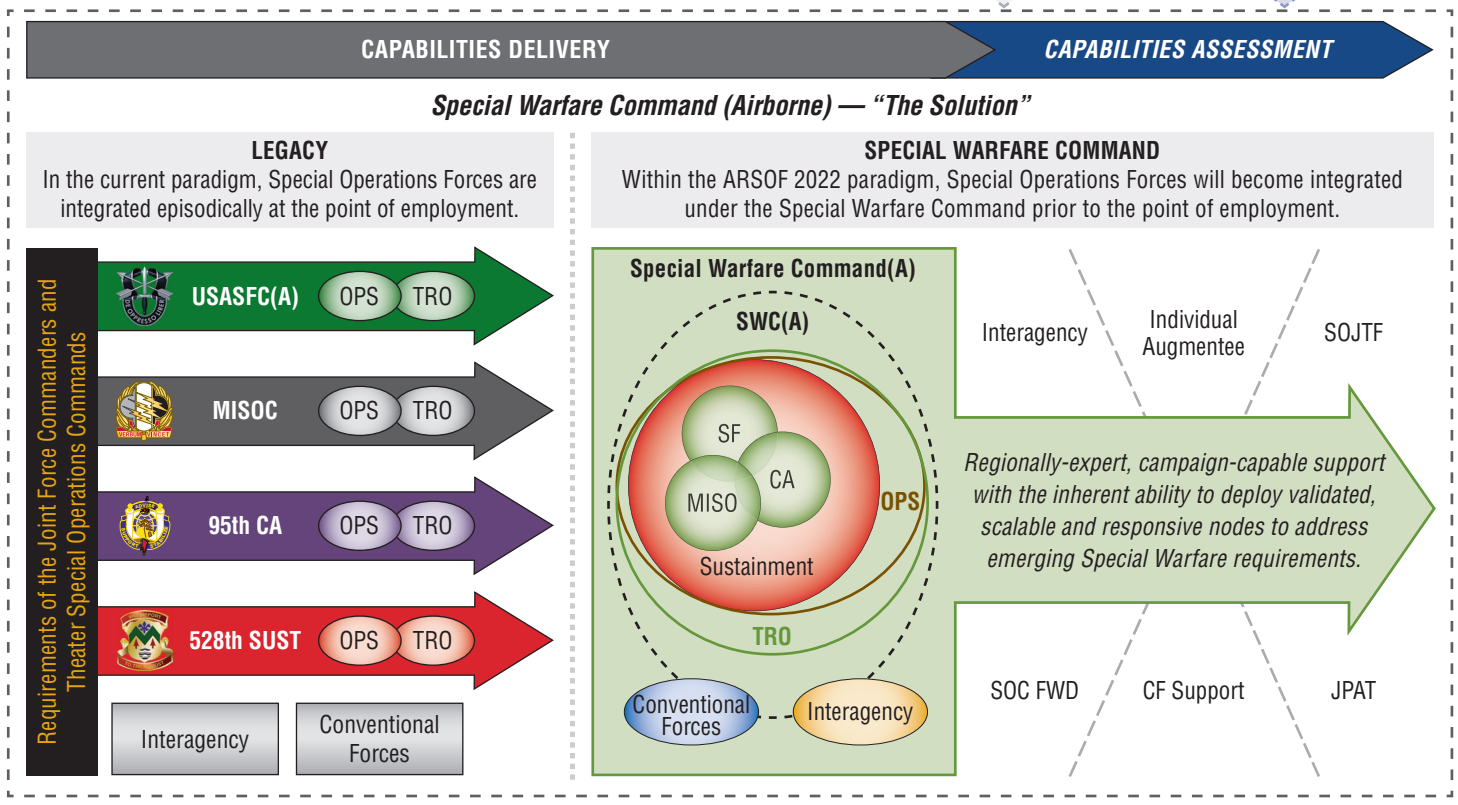
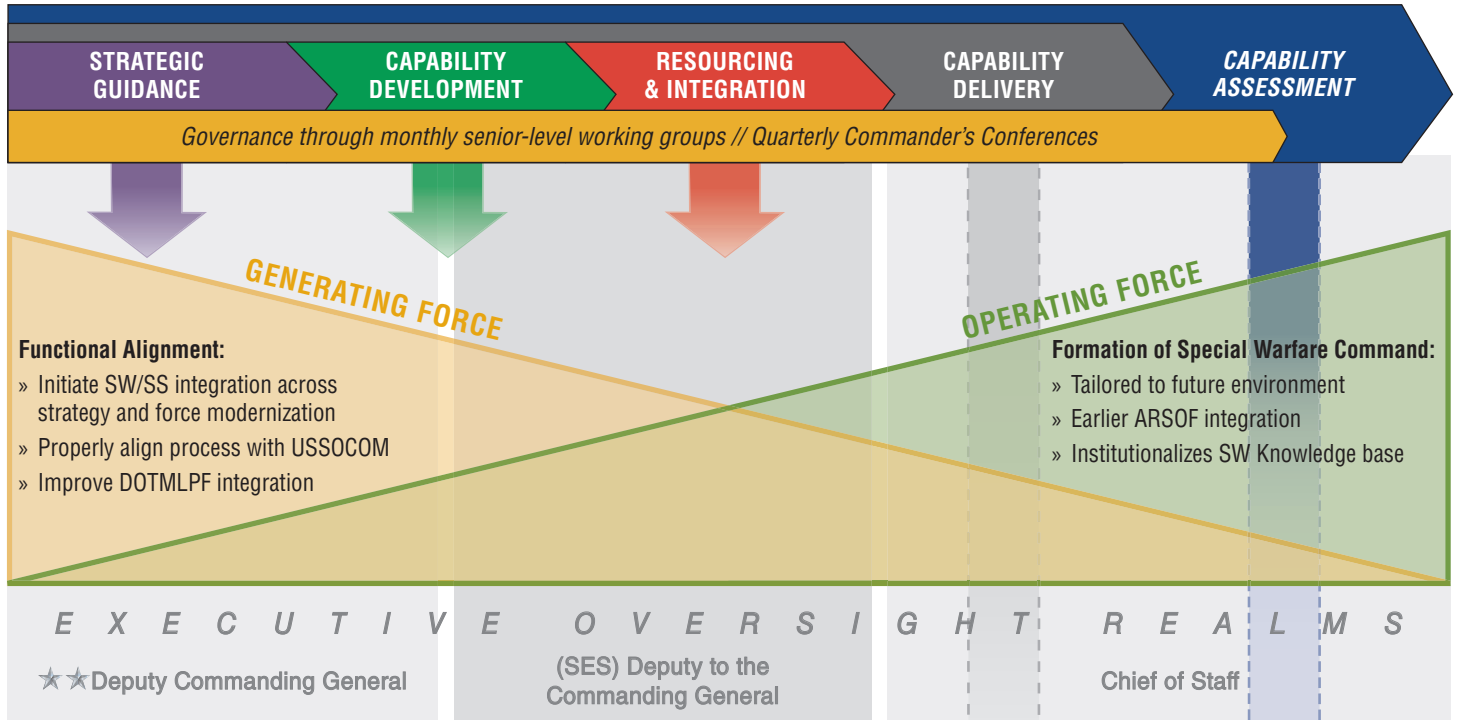


ARSOF 2022 Priorities — One Year Later

<p>FACILITATE SOF MISSION COMMAND</p> <p>ARSOF have developed and validated flexible, scalable and responsive distributed command and control structures.</p>	<p>Force Assessment</p> <p>SOC(FWD)s</p>	<p>Better Enabled SOF Campaigns</p> <p>Special Warfare Capability Surgical Strike Capability</p> <p><i>Increase the capabilities of the TSOC through better educated personnel and more responsive organizational structures.</i></p>	<p>R2POTFF Program</p> <p>SWEG Activation</p> <p>4th BN Redesign</p> <p>7th WIF "Engagement"</p> <p>Strategic Land Power</p> <p>Mission Specific Procurement</p> <p>Clandestine Low Visibility Systems</p>	<p>INVEST IN HUMAN CAPITAL</p> <p>USASOC fields a diverse, regionally expert force with the world's best trained and educated special operations Soldiers capable of addressing uncertainty.</p>
<p>OPERATIONALIZE THE CONUS BASE</p> <p>Regionally expert forces provide continuous, proactive and responsive support to forward deployed forces.</p>	<p>Office of Special Warfare</p> <p>MISOC Effects Group</p> <p>Civil-Military Advisory Group</p>		<p>OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE</p> <p>USASOC optimizes the force multiplying potential of partnership with the Army and interagency to provide the nation with seamless combat power.</p>	
<p>DEVELOP SOF CAPABILITIES AT OPERATIONAL LEVEL</p> <p>USASOC forces provide expertise to enable operational-level headquarters in their effort to tie tactical capabilities to regional or national strategies.</p>	<p>Institute for Military Support to Governance</p> <p>SOF Campaign Artist Program</p>		<p>OPTIMIZE RESOURCING AND COMMODITY AREAS</p> <p>USASOC will rebalance its portfolio while getting better, not bigger.</p>	

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

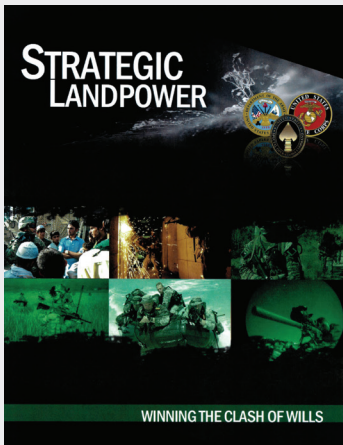
Program. Enhances core spiritual strength, values, awareness, relationships and experience. These elements form the basis to promote healthy living, sound decision-making, meaningful relational interaction, sense of transcendent life purpose and meaning.

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)

Program. 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.

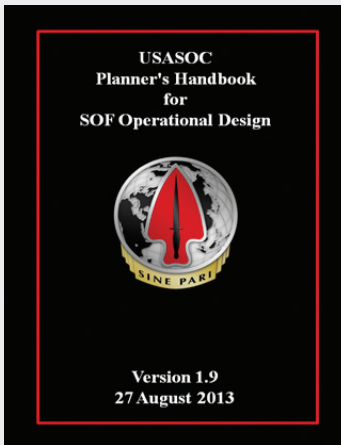
PROGRESS:

- » 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 Cooperational 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:

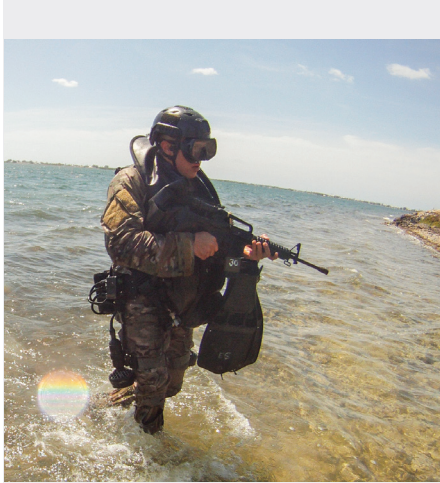
- » The USASOC G8 CDD invested in non-standard commercial vehicles that provide a low-visibility and survivable platform that is sustainable in austere environments around the world through locally available parts and service. The first unit equipped will occur in June 2015. (6.3.6.8)
- » The USASOC 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)

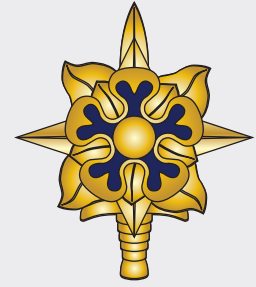
6H. INTELLIGENCE SENSORS AND SYSTEMS

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 Yarborough 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 led 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.



ARSOF 2022, PART II

U.S. ARMY SPECIAL OPERATIONS COMMAND

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