



ADRP 3-05

SPECIAL OPERATIONS

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Special Operations

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Preface

Army Doctrine Reference Publication (ADRP) 3-05, *Special Operations*, provides a broad understanding of Army special operations by describing how executing the two mutually supporting critical capabilities of special warfare and surgical strike contribute to unified land operations. ADRP 3-05 provides a foundation for how the Army meets the joint force commander's needs by appropriate integration of Army special operations forces (ARSOF) and conventional forces.

The principal audience for ADRP 3-05 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10, *The Law of Land Warfare*.)

ADRP 3-05 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADRP 3-05 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ADRP 3-05 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ADRP 3-05 applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States, and the United States Army Reserve (USAR) unless otherwise stated.

Army special operations forces are those Active and Reserve Component Army forces designated by the Secretary of Defense that are specifically organized, trained, and equipped to conduct and support special operations. The acronym ARSOF represents Civil Affairs (CA), Military Information Support operations (MISO), Rangers, Special Forces (SF), Special Mission Units, and Army special operations aviation forces assigned to the United States Army Special Operations Command (USASOC)—all supported by the Sustainment Brigade (Special Operations) (Airborne) (SB[SO][A]).

The proponent of ADRP 3-05 is the Special Operations Center of Excellence. The preparing agency is the Joint and Army Doctrine Integration Division, Capabilities Development and Integration Directorate, United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, USAJFKSWCS, ATTN: AOJK-CDI-CID, 3004 Ardennes Street, Stop A, Fort Bragg, NC 28310-9610; by e-mail to JAComments@ahqb.soc.mil; or submit an electronic DA Form 2028.

Introduction

ADRP 3-05 is a new publication that expands on the principles of special operations found in ADP 3-05. Overall, the doctrine in ADRP 3-05 remains consistent with FM 3-05, *Army Special Operations Forces*. The most significant change from FM 3-05 is the restructuring of doctrinal information. The principles of special operations are now found in ADP 3-05 and ADRP 3-05.

ADRP 3-05 updates doctrine on Army special operations to include incorporating the Army's operational concept of unified land operations found in ADP 3-0. While the major activities of Army special operations have not changed, the following is a summary of changes by chapter.

Chapter 1 provides an overview of the operational environments in which special operations commanders, supported by their staffs, conduct operations. Next is a discussion of the two critical capabilities: special warfare and surgical strike. The chapter then describes the Army special operations core principles and regional mechanisms in the execution of all special operations. The chapter concludes with discussions of the nature, characteristics, mission criteria, and imperatives for ARSOF. The following are significant changes from FM 3-05:

- Critical capabilities: special warfare and surgical strike.
- Army special operations core principles.
- Army special operations regional mechanisms.

Chapter 2 discusses how ARSOF are organized, trained, and equipped specifically to accomplish the core operations and activities. Next, this chapter describes the core operations that are the military missions for which special operations forces (SOF) have unique modes of employment, tactical techniques, equipment, and training to orchestrate effects, often in concert with conventional forces. The chapter concludes with discussions of the core activities which are operationally significant—unique capabilities that SOF applies in different combinations tailored for an operational problem set.

Chapter 3 provides guidelines for the command organizational structure for SOF, which depend upon specific objectives, security requirements, and the operational environment. Next, this chapter describes the ARSOF operations structure, operational methodology, and planning considerations. The chapter concludes by providing an overview of the ARSOF-unique organizations. The following are significant changes from FM 3-05. ADRP 3-05—

- Adds the ARSOF's operational methodology, which includes find, fix, finish, exploit, and analyze (F3EA).
- Discusses the right partner, right location, and right capability (R3) planning considerations representing the unique aspects of ARSOF.

Chapter 4 provides guidelines for effective special operation fires execution. It describes how ARSOF combat units enhance their effectiveness through the planning, coordination, synchronization, and execution of lethal joint fires and nonlethal actions to achieve desired effects. The chapter concludes with a discussion of the threat center of gravity analysis, which is to determine and evaluate the enemy's (and others') critical vulnerabilities (CVs) for exploitation. The criticality, accessibility, recuperability, vulnerability, effect, and recognizability (CARVER) method is a SOF methodology used to prioritize targets.

Chapter 5 discusses how ARSOF units are both consumers and producers of intelligence. This chapter describes ARSOF's use of the intelligence process to provide accurate, detailed, and timely support to their forces. Next, this chapter describes the members of the intelligence community that are important sources of intelligence for ARSOF elements. The chapter concludes with discussions of the ARSOF intelligence teams' organizations and roles that are as varied as the units and missions they support.

Chapter 6 discusses how ARSOF are reliant upon regional or combatant command theater of operations infrastructure for virtually all logistics, personnel services, and Army Health System (AHS) support above unit organic capabilities. Next, this chapter describes the ARSOF sustainment structures. The chapter concludes with discussions of the host nation and contractor support, along with the statement of requirements

considerations for logistics planners when determining logistics requirements in support of special operations within developed and undeveloped theaters of operations.

Chapter 7 discusses and explains five of the fourteen protection tasks that ARSOF integrate. The chapter describes the protection and preservation of the ARSOF as an inherent command imperative and how ARSOF assist in preserving combat power, populations, partners, resources, and critical infrastructure through protection tasks.

ADRP 3-05 provides a starting point for conducting Army special operations. It establishes a common frame of reference and offers intellectual tools Army leaders use to plan, prepare for, execute, and assess special operations. By establishing a common approach and language for special operations, doctrine promotes mutual understanding and enhances effectiveness during operations. The doctrine in this publication is a guide for action rather than a set of fixed rules. In Army special operations, effective leaders recognize when and where doctrine, training, or even their experience no longer fits the situation, and adapt accordingly.

Based on current doctrinal changes, certain terms for which ADRP 3-05 is proponent have been added, rescinded, or modified for purposes of this publication. The glossary contains acronyms and defined terms.

ADP 3-05 and ADRP 3-05 added the terms listed in introductory table 1.

Introductory Table 1. New Army terms

<i>Term</i>	<i>Remarks</i>
Army special operations aviation	New term and definition.
regional mechanism	New term and definition.
special warfare	New term and definition.
surgical strike	New term and definition.

Chapter 1

Overview of Special Operations

Army special operations (SO) comprehensive approach of unified land operations provides combatant commanders (CCDRs) and ambassadors discreet, precise, and scalable operations that integrate military operations with other activities. These operations are designed to assess, shape, and influence in foreign political and military environments unilaterally or by working through and with host nations (HNs), regional partners, and indigenous populations in a culturally attuned manner that is both immediate and enduring in order to enable the nation to prevent and deter conflict or prevail in war.

The range of military operations describes a need for ARSOF in joint, combined, and multinational formations for a variety of missions—from humanitarian assistance to major combat operations, including conflicts involving the potential use of weapons of mass destruction (WMD). SO are responsive and dominant at every point on the range of military operations. They provide to the nation an array of deployable, agile, versatile, lethal, nonlethal, survivable, and sustainable formations, which are affordable and capable of rapidly reversing the conditions of human suffering by ethically and decisively resolving conflicts.

OPERATIONAL ENVIRONMENTS

1-1. The world remains a dangerous place, full of authoritarian regimes, ungoverned or under-governed territories, terrorist organizations, and criminal interests whose combined influences extend the realm of human suffering. They foster an environment for extremism and the drive to acquire asymmetric capabilities and WMD. The threats to peace and stability are numerous, complex, oftentimes linked, and sometimes aggravated by natural disaster.

1-2. The operational construct of Army SO addresses the challenges envisioned in future operational environments through the application of critical capabilities, core competencies, and regional initiatives in support of unified action and unified land operations. It achieves the desired effect through an operations structure that uses a process of find, fix, finish, exploit, and analyze (F3EA), and a framework of right partner, right location, and right capability (R3).

1-3. Current strategic assessments describe future operational environments as multi-polar, highly diffused, exponentially more complex, and highly competitive. The projected explosion in population growth, growing scarcity of vital resources, socioeconomic and religious tensions, expansion of global information connectivity, and proliferation of advanced weapon systems have set the stage for an era of fierce rivalry among the ever-growing number of international actors. In these future operational environments, the security of the United States and its ability to exert global influence will be intensely contested in every region and across every domain.

1-4. To understand the operational environment, Army SO will need a clear picture of the civil considerations factor. Army SO must understand the sociocultural factors that characterize the population within that operational environment (Joint Publication [JP] 2-01.3, *Joint Intelligence Preparation of the Operational Environment*). Civilian populations will be key to planning, conducting, and assessing Army SO.

SUPPORT OF GLOBAL OPERATIONS

1-5. *Special operations* are operations requiring unique modes of employment, tactical techniques, equipment and training often conducted in hostile, denied, or politically sensitive environments and characterized by one or more of the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk (JP 3-05, *Special Operations*). The U.S. military is engaged in one of the most challenging periods in its history. Army SO are, and will be for the foreseeable future, continuously engaged.

1-6. ARSOF execute activities specified in Section 167 of Title 10 to United States Code (10 USC 167) and other such activities as may be specified by the President or the Secretary of Defense, as well as other directives that mention functions and responsibilities of SOF. Army SO provide CCDRs precise lethal and nonlethal capabilities. The SO activities are shown in progression from legislation to doctrine in figure 1-1.

United States Code Title 10 Section 167, Unified Combatant Command for Special Operations Forces	Department of Defense Directive 5100.01, Functions of the Department of Defense and its Major Components	USSOCOM Publication 1, Doctrine for Special Operations	JP 3-05, Special Operations
<ol style="list-style-type: none"> (1) Direct action. (2) Strategic reconnaissance. (3) Unconventional warfare. (4) Foreign internal defense. (5) Civil Affairs. (6) Psychological operations. (7) Counterterrorism. (8) Humanitarian assistance. (9) Theater search and rescue. (10) Such other activities as may be specified by the President or the Secretary of Defense. 	<p>Subject to the authority, direction, and control of the Secretary of Defense, Commander, USSOCOM, is responsible for, and has the authority necessary to conduct, in addition to those specified, all affairs of such command relating to special operations activities, including:</p> <ol style="list-style-type: none"> (a) Counterproliferation operations. (b) Counterproliferation of weapons of mass destruction. (c) Foreign internal defense. (d) Security force assistance. (e) Counterinsurgency. (f) Unconventional warfare. (g) Direct action. (h) Special reconnaissance. (i) Civil Affairs operations. (j) Military Information Support Operations. (k) Information operations. 	<ul style="list-style-type: none"> • Countering weapons of mass destruction. • Counterinsurgency. • Counterterrorism. • Foreign internal defense. • Stability operations. • Support to major operations and campaigns. • Unconventional warfare. • Civil Affairs operations. • Direct action. • Hostage rescue and recovery. • Interdiction and offensive weapons of mass destruction operations. • Military Information Support Operations. • Preparation of the environment. • Security force assistance. • Special reconnaissance. • Special operations forces combat support and combat service support. 	<ul style="list-style-type: none"> • Direct action. • Special reconnaissance. • Counterproliferation of weapons of mass destruction. • Counterterrorism. • Unconventional warfare. • Foreign internal defense. • Security force assistance. • Counterinsurgency. • Information operations. • Military Information Support Operations. • Civil Affairs operations.

Figure 1-1. Special operations activities

1-7. ARSOF support global operations by providing forces trained and equipped to support the United States Special Operations Command (USSOCOM) effort. Army SO employ their forces to prevent and deter conflict or prevail in war by conducting SO guided by assessment, shaping, active deterrence, influence, disruption, and, when necessary, destroying threats and their support systems.

1-8. SOF are a key enabler in global operations against terrorist networks by conducting SO that result in obtaining actionable intelligence. Such intelligence assists commanders in determining the appropriate force package in preparing the force to destroy adversarial networks and other related threats. The force could be unilateral SOF, SOF in conjunction with indigenous forces, or SOF in conjunction with joint conventional forces. Army SO provide forces that contribute to unified action with organized, trained, and

equipped elements. These elements can operate in hostile, denied, or sensitive environments to collect, monitor, and verify information of strategic and operational significance, often requiring low-visibility techniques. The results of these activities may be fed directly to a commander or a U.S. country team, or may be input into the intelligence process for processing, analysis, and dissemination to military and other government agencies (OGAs), as well as indigenous military, police, or other HN personnel for execution.

STRATEGIC ENVIRONMENT

1-9. The strategic environment is extremely fluid, with continually changing coalitions, alliances, partnerships, and new national and transnational threats constantly appearing, disappearing, or in remission. ARSOF are well positioned to conduct operations across the range of military operations, but must also be prepared to address emerging regional competitors and irregular, catastrophic, and disruptive challenges. These challenges include irregular warfare (IW), catastrophic terrorism employing WMD, and disruptive threats.

1-10. The focus of IW operations is on employing subversion, attrition, and exhaustion to undermine and erode an adversary's power, influence, and will to exercise political authority over a civilian population. What makes IW "irregular" is the objective of its operations—a civilian population—and its strategic purpose—to gain or maintain control or influence over, and the support of, that civilian population initially through military means, and then primarily political, and also psychological, and economic methods. Warfare that has the population as its "focus of operations" requires a different mindset that focuses on securing the population by dislocating an adversary militarily and then defeating that adversary politically, all to secure and gain influence over a population. ARSOF engagement in IW will vary according to established national and coalition objectives, the specific type or combination of operations required (such as counterinsurgency [COIN], counterterrorism [CT], foreign internal defense [FID], unconventional warfare [UW], or stability operations), according to situation-specific factors.

RANGE OF MILITARY OPERATIONS

1-11. The United States employs Army SO capabilities in support of U.S. national security goals in a variety of operations. These operations vary in size, purpose, and combat-intensity within a range of military operations. These operations extend from military engagement, security cooperation, and deterrence, to crisis response and limited contingency operations and, if necessary, major operations. Use of Army SO capabilities in military engagement, security cooperation, and deterrence activities helps shape the operational environment and keep the day-to-day tensions between nations or groups below the threshold of armed conflict while maintaining U.S. global influence. Many of the missions associated with limited contingencies, such as logistics support, foreign humanitarian assistance, and defense support of civil authorities, do not require combat. However, some such operations can rapidly escalate to combat operations and require a significant effort to protect U.S. forces while accomplishing the mission. Individual major operations often contribute to a larger, long-term effort—for example, those that are part of global operations against terrorist networks. The nature of the strategic environment is such that SOF are often engaged in several types of joint operations simultaneously.

MILITARY ENGAGEMENT, SECURITY COOPERATION, AND DETERRENCE

1-12. These ongoing activities establish, shape, maintain, and refine relations with other nations and foreign and domestic civil authorities. The general strategic and operational objective is to protect U.S. interests.

1-13. Military engagement is the routine contact and interaction between individuals or elements of the Armed Forces of the United States and those of another nation's armed forces, or foreign and domestic civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence. ARSOF's role during military engagement is to influence and assist the HN and its institutions so as to further U.S. objectives in the region. These efforts develop indigenous capabilities, to include increasing HN cooperation and resolve, and allowing capable HN forces the ability to defeat terrorist and other threats within their sovereign borders unilaterally or in conjunction with ARSOF.

1-14. Security cooperation involves all Department of Defense (DOD) interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, to develop allied and friendly military capabilities for self-defense and multinational operations, and to provide ARSOF with peacetime and contingency access to a HN. Security cooperation and partner activities is a key element of global and theater shaping operations and is a military mission area of WMD nonproliferation.

1-15. Deterrence helps prevent adversary action through the presentation of a credible capability and willingness of counteraction. Joint actions, such as nation assistance, are applied to meet military engagement and security cooperation objectives. Nation assistance may include FID, security assistance, and humanitarian and civic assistance; antiterrorism; DOD support to counterdrug operations; show-of-force operations; and arms control. Ideally, security cooperation activities as part of deterrence remedy the causes of crisis before a situation deteriorates and requires coercive U.S. military intervention. ARSOF integration of appropriate SO capabilities in theater security cooperation plans and engagement with HN militaries and governments through training exchanges, nation assistance, and support to counterdrug operations, among other activities, provide a potent deterrent to aggressors in unstable regions.

CRISIS RESPONSE AND LIMITED CONTINGENCY OPERATIONS

1-16. ARSOF are often used to respond to a crisis that does not require large-scale combat operations to resolve. A limited contingency operation can be a single small-scale, limited-duration operation or a significant part of a major operation of extended duration involving combat. The associated general strategic and operational objectives are to protect U.S. interests and to prevent surprise attack or further conflict. A limited contingency operation in response to a crisis includes all of those operations for which a joint operation planning process is required and a contingency or crisis plan is developed. The level of complexity, duration, and resources depends on the circumstances. Included are operations to ensure the safety of American citizens and U.S. interests, while maintaining and improving U.S. ability to operate with multinational partners in deterring the hostile ambitions of potential aggressors. Many of these operations involve a combination of conventional and unconventional forces and capabilities in close cooperation with OGAs and nongovernmental organizations (NGOs). A crisis may prompt the conduct of Army SO activities—preparation of the environment, special reconnaissance (SR), stability operations, Civil Affairs operations (CAO), Military Information Support operations (MISO), FID, CT, hostage rescue and recovery, combating WMD, or direct action (DA).

MAJOR OPERATIONS

1-17. When required to achieve national strategic objectives or to protect national interests, the U.S. national leadership may decide to conduct a major operation involving large-scale combat, placing the United States in a wartime state. In such cases, the general goal is to prevail against the enemy as quickly as possible, to conclude hostilities, and to establish conditions favorable to the HN, the United States, and its multinational partners. Such operations typically consist of multiple phases.

TYPES OF MILITARY OPERATIONS

1-18. Army doctrine addresses decisive action as described in ADP 3-0, *Unified Land Operations*. Army commanders at all echelons may combine different types of operations simultaneously and sequentially to accomplish missions. For each mission, the joint force commander (JFC) and Army component commander determine the emphasis Army forces place on each type of operation. Missions in any environment require ARSOF to be prepared to conduct any combination of offensive, defensive, stability, or defense support of civil authorities. Army SO commanders are either subordinate to a JFC and can support the JFC at all levels of war or are designated as a JFC.

CRITICAL CAPABILITIES

1-19. ARSOF have two critical capabilities: special warfare and surgical strike. Special warfare activities executed by SF, Military Information Support (MIS), and CA include UW, FID, COIN, stability operations, SR, and security force assistance (SFA). Surgical strike activities executed by the National

Mission Force, Rangers, and Commanders' In-extremis Forces include CT, hostage rescue and recovery, and combating WMD. Surgical strike is the Army's contribution to the national mission. The activities of DA and preparation of the environment transition across both capabilities. MIS forces and SO CA forces execute MISO and CAO respectively, as part of both special warfare and surgical strike, which enhance the effect of both ARSOF critical capabilities. The demands of special warfare and surgical strike require nonstandard support in their employment, execution, and sustainment; the SOA element and the SB(SO)(A) provide capabilities not replicated in the conventional force and are built to support the SO executed by USASOC.

1-20. ARSOF are designed to execute these critical capabilities through either collaborative efforts (special warfare) with indigenous populations or unilateral actions (surgical strike). The tailored application of critical capabilities is vital in determining an outcome; through mission command, ARSOF select and apply these crucial enablers essential to the accomplishment of objectives. ARSOF focus on interacting with and empowering indigenous powers to act.

1-21. *Special warfare* is the execution of activities that involve a combination of lethal and nonlethal actions taken by a specially trained and educated force that has a deep understanding of cultures and foreign language, proficiency in small-unit tactics, and the ability to build and fight alongside indigenous combat formations in a permissive, uncertain, or hostile environment (ADP 3-05). *Unconventional warfare* is defined as activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area (JP 3-05). **An *underground* is a cellular covert element within unconventional warfare that is compartmentalized and conducts covert or clandestine activities in areas normally denied to the auxiliary and the guerrilla force. An *auxiliary*, for the purpose of unconventional warfare, is the support element of the irregular organization whose organization and operations are clandestine in nature and whose members do not openly indicate their sympathy or involvement with the irregular movement.**

1-22. UW operations are politically sensitive activities that involve a high degree of military risk and require distinct authorities and precise planning often characterized by innovative campaign design. FID activities provide the United States with a capability that is neither enemy focused nor reactive in nature, but is oriented on proactive security cooperation. FID shapes the operational environment and prevents or deters conflict through military engagement with HNs, regional partners, and indigenous populations and their institutions. ARSOF provide a direct or indirect approach that is an intelligence-enabled, human-focused capability that works with allies and partner nations to develop regional stability, enhance global security, and facilitate future operations. ARSOF provide a human-focused cross-cultural competence that encompasses the ability to navigate cultural differences and to adapt across cultural lines, accepted practices, behaviors, and tactics. The cross-cultural competence is inherent to the training, education, and experience of SOF, which enables a thorough understanding of international partners and the complexities of the adversary's culture. Special warfare activities involve the ability to operate within the population—specifically, to address sociocultural factors by understanding the culture of the population. Army operations must consider the totality of the physical, cultural, and social environments that influence human behavior to the extent that success of any military operation or campaign depends on the application of unique capabilities that are designed to fight and win population-centric conflicts. Sociocultural factors are an essential part of special warfare activities that focus on the population to meet U.S. interests and objectives.

1-23. *Surgical strike* is the execution of activities in a precise manner that employ special operations forces in hostile, denied, or politically sensitive environments to seize, destroy, capture, exploit, recover or damage designated targets, or influence threats (ADP 3-05). Surgical strike extends operational reach and influence by engaging global targets discriminately and precisely. Surgical strike is not intended to be an isolated activity; surgical strike is executed to shape the operational environment or influence a threat target audience in support of larger strategic interests. Although the actual activity will be short in duration, the process of planning will frequently require interagency and HN partnerships to develop the target and facilitate the post-operation activities. ARSOF enhance the effects of surgical strike activities by mitigating negative impacts while amplifying psychological effects, and generating acceptable lethal activities within the operational environment.

1-24. As part of these critical capabilities, ARSOF conduct other activities within the operations structure that can be executed with conventional forces or unilaterally. Many of these activities are shared with conventional forces and the blending of these capabilities is what provides the Army an unequaled capability to execute unified land operations across the range of military operations.

SPECIAL OPERATIONS CORE PRINCIPLE

1-25. ARSOF blend the core principle—discreet, precise, and scalable operations—in the execution of all SO, activities, and tasks. The core principle is discussed in the following paragraphs.

DISCREET, PRECISE, AND SCALABLE OPERATIONS

1-26. Discreet, precise, and scalable operations provide the CCDRs and ambassadors a flexible application of military power in politically sensitive and culturally complex environments. These operations represent a combination of precise lethal and nonlethal options that range from DA raids to MISO and CAO that shape the operational environment and influence target audiences.

1-27. Discreet, precise, and scalable operations enhance the legitimacy of partners because the capability is applied in a discreet manner, is precise avoiding collateral damage, and is scalable in terms of application and effect. Being discreet, precise, and scalable protects the HN by congruently addressing population and enemy security objectives.

PRINCIPLES OF WAR

1-28. SO missions may require unorthodox approaches, but these approaches do not negate the principles of war—objective, offensive, mass, economy of force, maneuver, unity of command, security, surprise, and simplicity—from the twelve principles of joint operations (JP 3-0, *Joint Operations*). Rather, they place a different emphasis on their combination or relative importance. In some SO missions, surprise achieved through speed, stealth, boldness, deception, and new tactics or techniques can be far more effective and efficient than traditional conventional tactics based on massed firepower and tactical maneuvers.

1-29. In addition to the principles, common operating precepts underlie successful joint operations. The precepts flow logically from the broad challenges in the strategic environment to the specific conditions, circumstances, and influences in a JFC's operational environment. Army SO can support a JFC in war through the conduct of a variety of offensive, defensive, and stability actions. One of the common operating precepts of joint SO is to integrate joint capabilities to be complementary rather than merely additive. Army SO actions, whether complementary or additive, may either directly accomplish JFC objectives or indirectly attain these objectives through the directed support to other subordinate forces of the JFC. The two precepts most applicable to emphasizing the use of new tactics or techniques employed by Army SO to counter adaptive threats and adversaries are ensure freedom of action and maintain operational and organizational flexibility.

THREE ADDITIONAL PRINCIPLES OF JOINT OPERATIONS

1-30. Army SO follow the principles of war and always consider the principles of operations that add value to activities and operations that are population or threat focused. The three additional principles of operations that Army SOF consider are restraint, perseverance, and legitimacy. These principles are discussed in the following paragraphs.

Restraint

1-31. The purpose of restraint is to limit collateral damage and to prevent the unnecessary or unlawful use of force. A single act could cause significant military and political consequences; therefore, judicious use of force is necessary. Restraint requires the careful and disciplined balancing of the need for security, the conduct of military operations, and the national strategic end state. For example, the exposure of intelligence-gathering activities, such as interrogation of detainees, could have significant political and military repercussions and therefore should be conducted with sound professional judgment. Excessive

force antagonizes those leaders and civilians involved due to collateral injuries and damage, thereby seriously eroding the legitimacy of the organization that uses the force and potentially enhancing the legitimacy and recruiting of the enemy or adversary.

1-32. Consideration should be given to choices of nonlethal versus lethal means for supporting mission accomplishment and exercising restraint. MISO, as a nonlethal ARSOF capability, can help defuse potentially volatile situations before they escalate to the use of lethal force. MISO provide a means for a commander to communicate with a hostile target audience at a distance to influence their decisions and inform them of the consequences of hostile actions.

1-33. The actions of Army professionals are framed by the disciplined application of force. Commanders and leaders, in formulating plans and orders, should consider choices of nonlethal versus lethal means for executing operations in accomplishment of the mission by exercising restraint. Commanders at all levels must take proactive steps to ensure their personnel are properly trained in the law of land warfare, the Soldier's Rules (Army Regulation [AR] 350-1, *Army Training and Leader Development*), and the established rules of engagement (ROE)—and quickly informed of any changes. *Rules of engagement* are directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered (JP 1-04, *Legal Support to Military Operations*). Failure to understand and comply with established ROE can result in fratricide, mission failure, or national embarrassment. Commanders and Soldiers must limit collateral damage and apply force precisely to accomplish the mission without causing unnecessary loss of life, suffering, or damage to property and infrastructure. Commanders are responsible for ensuring that military operations are conducted in accordance with the law of land warfare and the established ROE.

1-34. Restraint is best achieved when ROE issued at the beginning of an operation address most anticipated situations that may arise. In the absence of promulgated ROE, commanders, leaders, and Soldiers must use their professional judgment in the ethical application of force. ROE in some operations may be more restrictive and detailed when compared to ROE for large-scale combat to address national policy concerns, but they should always be consistent with the inherent right of self-defense. ROE should be unclassified, if possible, and widely disseminated. ROE should be consistently reviewed and revised as necessary. Additionally, ROE should be carefully scrutinized to ensure that the lives and health of military personnel involved in joint operations are not needlessly endangered. In multinational operations, use of force may be dictated by coalition or allied force ROE.

1-35. Commanders at all levels must take proactive steps to ensure an understanding of ROE and ways to have them amended when operational necessity calls for changes. Since the domestic law of some nations may be more restrictive concerning the use of force than permitted under coalition or allied force ROE, commanders must be aware of national restrictions imposed on force participants.

Perseverance

1-36. The purpose of perseverance is to ensure the commitment necessary to attain the national strategic end state. Measured, protracted ARSOF military operations must be prepared for in pursuit of the national strategic end state. Some joint operations may require years to reach the termination criteria. The underlying causes of the crisis may be elusive, making the achievement of decisive resolution difficult. The patient, resolute, and persistent pursuit of national goals and objectives is often a requirement for success. This effort frequently involves political, diplomatic, economic, and informational measures to supplement military efforts.

Legitimacy

1-37. The purpose of legitimacy is to develop and maintain the will necessary to attain the national strategic end state. Legitimacy is based on the legality and morality of, and justification for, the actions undertaken, as well as the will of the U.S. public to support them. Legitimacy is frequently a decisive element. The perception of legitimacy by the U.S. public is strengthened if obvious national or humanitarian interests are at stake and American lives are not being needlessly or carelessly placed at risk. Other interested audiences may include foreign nations, civil populations in the area of operations (AO), and participating forces. Communicating U.S. policy intent and establishing legitimacy with the U.S.

public and potential coalition partners is the responsibility of the President. Communicating to civilians in the AO before and after U.S. forces are on the ground is a more challenging problem.

1-38. Committed ARSOF must sustain the legitimacy of the operation and of the host government, where applicable. Communicating U.S. intent to the foreign civilian populace is critical to establishing and maintaining legitimacy. MISO, in conjunction with public affairs, help communicate the U.S./coalition intent while emphasizing the role of the host government. Security actions must be balanced with legitimacy concerns so that actions of forces on the ground match U.S./coalition messages. All actions must be considered in the light of potentially competing strategic and tactical requirements and must exhibit fairness in dealing with competing factions, where appropriate. Legitimacy may depend on adherence to objectives agreed to by the international community, ensuring the action is appropriate to the situation, and fairness in dealing with various factions. Ensuring the disciplined conduct of the forces involved, restricting the use of force, and restructuring the types of forces employed may reinforce legitimacy.

REGIONAL MECHANISMS

1-39. *Regional mechanisms* are the primary methods through which friendly forces affect indigenous populations, host nations, or the enemy to establish the conditions needed to safeguard our interests and those of our allies (ADP 3-05). Army SO focus on the effective mechanisms of assessment, shaping, active deterrence, influence, and disruption to manage precrisis/crisis thresholds, and are synchronized with unified land operations. The regional mechanisms are logical methods applicable to a series of operations, activities, and actions that support the accomplishment of objectives.

1-40. Regional mechanisms provide methods for commanders to apply elements of power, both SO and conventional, to accomplish tasks to affect indigenous populations, HNs, or the enemy to establish the conditions that facilitate achieving objectives. Regional mechanisms complement planning by providing focus in framing complex problems; they offer the conceptual means to resolve problems. By combining the regional mechanisms in an operation, commanders can effectively address the population-centric activities of the problem to prevent, shape, and win while operating in uncertain, complex, and changing future operational environments characterized by persistent conflict based in human struggle. Regional mechanisms are not tactical missions; rather, they describe broad operational and tactical effects. Combinations of regional mechanisms produce complementary and reinforcing effects that accomplish the mission more effectively and efficiently than single mechanisms do alone.

ASSESSMENT

1-41. Operating through and with HNs and friendly indigenous forces enables ARSOF to develop an experienced understanding of the operational environment, including enemy and friendly capabilities, vulnerabilities, and sociocultural dynamics of the indigenous population, confirming information and products from the intelligence warfighting function. Initial and ongoing assessments inform planning, preparation, and execution in support of the CDR's campaign objectives, ensuring efforts and events are linked, measurable, and effective.

1-42. ARSOF conduct in-depth assessments to allocate the proper balance of operations, activities, and tasks as part of a measured military action to complement, support, and leverage nonmilitary activities, such as Department of State humanitarian efforts, economics, and development to achieve an integrated political-military solution as part of the operational framework. An in-depth assessment ensures a clear understanding of the operational environment, particularly enemy and friendly capabilities as well as the sociocultural dynamics of the indigenous population, which is critical to special warfare success that ARSOF specifically address.

1-43. Assessing the HN's military capabilities most closely aligns with the generating force function of force management through the determination of capability requirements for doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF). Assessing includes individual capabilities, defined as the means to accomplish a given mission or task decisively. It also includes assessing the HN's ability to organize and integrate its assets into a comprehensive force structure

capable of meeting operational requirements. Training assessments facilitate advising activities, to include design and implementation of a training strategy, modified training standards, programs of instruction, new equipment training, collective training, and training products.

SHAPING

1-44. Army SO include a range of coordinated and synchronized activities frequently conducted with joint, interagency, intergovernmental, and multinational partners that often employ both indigenous and conventional forces designed to create conditions among key social, political, and military leaders and collective capabilities within a country or region that, in effect over time, are supportive of attaining a specified desired end state. Shaping activities are condition-setting activities that facilitate potential future operations or other strategic missions, such as humanitarian assistance and CT activities.

1-45. ARSOF influence foreign political and military environments in order to prevent and deter conflict as part of shaping activities. Through the regional initiative of shaping, ARSOF actively seek to develop or improve regional influence and the ability to conduct follow-on operations.

1-46. Adequate preparation of the environment is the key to successful operations. Shaping includes intelligence and operational preparation of the environment, which seek to first understand the theater of operations (global, regional, or local) and the key players within it (friendly, threat, or neutral), and then set the conditions for operational success by cultivating relationships, establishing networks of partners, and laying the groundwork that will facilitate the conduct and sustainment of future operations. Partnership is a primary vehicle to set conditions for future operational success through persistence, patience, and continuity of effort in working with partners across the global commons.

1-47. ARSOF routinely shape the operational environment and gain access to nations through their inherent SO activities, operations, actions, and tasks. This access provides the geographic combatant commander (GCC) with a strategic capability to address challenges through an intelligence-enabled, networked friendly force able to deter, preclude, and preempt adversary networks by means of population-focused actions. ARSOF build rapport, maintain access, and shape through cross-cultural and interpersonal abilities that enable and integrate collaboratively across U.S. Government agencies and HN partners.

ACTIVE DETERRENCE

1-48. Army SO proactively employ capacity-building activities to dissuade adversaries, including individual extremists, nonstate entities, and state-sponsored proxies from their contemplated violence. Deterrence often involves lethal and nonlethal activities, including DA, diplomatic and developmental efforts, and the training of credible and effective indigenous security forces. These activities enable the defeat of terrorists or insurgents in the host country before they threaten the United States.

1-49. Active deterrence develops or deploys capabilities to preclude the creation of adversaries or to dissuade adversaries from current or contemplated courses of actions. These activities can be conducted in advance of a predictable crisis or as countermeasures to prevent or limit the scope of violence.

1-50. Deterrence includes combining capabilities with competencies for success—in other words, selecting the appropriate ARSOF operations, activities, and tasks, such as surgical strike, in concert with the application of CT in response to the GCC's requirements.

1-51. Selecting the right deterrent options or course of action is synonymous with R3. To deter and prevent conflict escalation, the appropriate operation, action, or tasks are designed for a specific application to sustain and project military power.

1-52. The regional initiative of deterrence may include any operations, actions, or tasks. For example, surgical strike may be applied to coerce adversaries. This would be a direct approach example of applying deterrence through the prevention from action by fear of the consequences or a state of mind brought about by the existence of a credible threat of unacceptable counteraction.

1-53. Deterrence may also include the activity of CAO to persuade neutral audiences. Deterrence through civil-military operations offers options designed to discourage neutral audiences from aligning with

adversaries. Providing neutral audiences with an alternative to dependence on basic civil needs from adversaries will, in turn, avert insurgent recruiting methods.

INFLUENCE

1-54. Army SO induce or reinforce foreign attitudes and behaviors favorable to desired objectives. Over the long term, influence is developed and exercised through persistent and enduring relationships and partnerships with regional partners and HN indigenous populations and institutions.

1-55. Influence includes partnering to gain strategic access and retain unhindered access. ARSOF influence through a tailored application of operations, activities, and tasks that ensure security to the free flow of global commerce and energy resources in support of national interests.

1-56. ARSOF influence may include indirect approach efforts, such as MISO in synchronization with direct approach activities to interrupt threat actions and alter behavior. The effect of MISO messages and actions may influence threat behavior to the point of averting the direct approach activity altogether.

DISRUPTION

1-57. Army SO degrade the effectiveness of adversaries, including their support networks, shadow governments, infrastructure, and financing through unilateral strike, influence, and other collaborative operations in concert with joint, interagency, intergovernmental, and multinational partners.

1-58. Disruption operations are intended to have a detrimental effect on threat behavior. ARSOF disruption includes interrupting adversarial patronage networks, shadow governance institutions, threat infrastructure, and financing, and creating dissension, desertion, and malingering among threat forces to erode their combat effectiveness. Duration and occurrence of planned events are crucial to disruption success. Disruption activities may be long term and, when conducted in repetition, can be used to influence the behavior of target audiences.

NATURE OF SPECIAL OPERATIONS

1-59. The nature of SO is characterized by a number of factors. These factors, described in the following paragraphs, apply to ARSOF across the range of military operations.

TEMPO

1-60. Tempo is critical to ARSOF's ability to conduct SO that require a direct approach. A rapid tempo of execution with respect to the enemy allows SOF to mass their combat power at the critical place and time, execute a task, withdraw before the adversary or threat can react, and then repeat that execution process until the mission is accomplished. A rapid tempo offsets small numbers and limited firepower by not allowing the adversary the time to bring its main strength to bear on the committed ARSOF. At the same time, a rapid tempo provides a degree of security through speed, by offsetting a higher degree of risk than might otherwise be accepted.

PREEMPTION

1-61. ARSOF can preempt the enemy by neutralizing the enemy's capabilities before the fight, either directly or in support of conventional forces, through—

- FID and UW efforts to build indigenous defense and intelligence capabilities.
- MISO directed at enemy, adversary, friendly, and neutral leadership, armed forces, and populaces.
- CAO designed to increase HN positive influence and capacity to address population grievances.
- Counterproliferation (CP) activities to slow or inhibit development of a capability.
- DA missions against the enemy's critical operational or strategic targets.
- Counterterrorist operations.

Note: Deployed ARSOF often provide the GCC or subordinate JFC with first-hand information on local population perspectives, intentions, and other information.

DISLOCATION

1-62. ARSOF can dislocate the enemy force from chosen positions, either by forcing it to move from these positions or by rendering its strength useless or irrelevant to the fight. DA missions may force the enemy to reposition combat forces away from the main battle area to protect lines of communications and other vulnerable areas. MISO may conduct or support military deception or information-based herding operations that will cause the enemy to redeploy or dislocate in a manner favorable to friendly forces. ARSOF possess the capabilities to organize and direct large indigenous forces that cause the enemy to spread its forces thin (through UW) or to assist a HN in creating a military shield (through FID), behind which OGAs can operate to remove the causes of insurgency.

DISRUPTION

1-63. ARSOF can disrupt the enemy through attacks against strategic and operational targets and centers of gravity, possibly precluding the enemy from conducting successful countermoves. ARSOF can disrupt the enemy through—

- SR support of operational actions by conventional forces.
- DA strikes against critical operational targets.
- MISO directed at civilian and military leaders, military forces, and the civilian population—as well as an enemy’s political, economic, or military allies.
- CAO that reduce civil vulnerabilities that can be or are being exploited by adversaries to establish or maintain population support and freedom of movement.

1-64. Indigenous forces, trained through UW operations, can attack an enemy directly, thus disrupting its operations. When employed, ARSOF seek to avoid enemy strengths and to create and attack enemy vulnerabilities.

EXPLOITATION

1-65. ARSOF can provide the JFC multiple means to attack the enemy’s will to resist. Exploiting psychological vulnerabilities can demoralize and divide enemy troops; weaken the resolve, legitimacy, and credibility of enemy leaders; separate the civilian population of an enemy area from its leadership; and reduce or eliminate any external source of support. DA and UW can create the impression that too many forces exist for the enemy to counter effectively. With no safe areas, and enemy forces in all areas subject to attack at any time, enemy morale can be significantly weakened.

MAIN AND SUPPORTING EFFORTS

1-66. The SOF joint task force (JTF) commander designates a main effort for every operation. The main effort is the activity, unit, or area determined by the commander that constitutes the most important task at the time. As the situation develops, the commander should be prepared to change a main effort to exploit opportunities or to handle crises as they arise. Generally, the main effort should be aimed at some critical enemy vulnerability that if attacked will contribute most directly to accomplishing the mission.

INTELLIGENCE

1-67. ARSOF require timely, responsive, and accurate intelligence support to overcome their relative lack of size and firepower. Initially, ARSOF commanders use intelligence to find enemy weaknesses or vulnerabilities and to avoid enemy strengths. Perfect intelligence is rarely obtainable, but adequate, timely intelligence is a prerequisite for successful operations. Leaders must be able to act with less-than-perfect intelligence. ARSOF also provide extensive information of potential intelligence value to the intelligence

community, commanders, and their staffs. ARSOF Soldiers conduct continuous and in-depth interactions with key leaders, groups, and members of indigenous populations, providing opportunities to assist the intelligence community in collecting general and specific information required for conducting operations. In this way, ARSOF contribute significantly to the intelligence process (plan, prepare, collect, and produce), particularly in answering commander's critical information requirements, information requirements, and priority intelligence requirements.

DECENTRALIZATION AND CENTRALIZATION

1-68. Although ARSOF personnel must be included in centralized planning at the CCDR and subordinate JFC levels, successful ARSOF require decentralized planning and execution for individual missions. Independent judgment and effective coordination by ARSOF leaders at every echelon are vital to successful SO.

INITIATIVE

1-69. ARSOF encourage the ability and willingness to make independent, time-critical decisions using all available information and guidance presented in the higher headquarters' command. ARSOF leaders foster an environment that encourages ethics, trust, freedom of action, and initiative in subordinates. Successful missions result from subordinate leaders at all echelons exercising disciplined initiative within the command to accomplish missions.

ARMY SPECIAL OPERATIONS FORCES CHARACTERISTICS

1-70. All ARSOF operations share particular characteristics that set them apart from other elements of combat power. Understanding these characteristics allows CCDRs and ambassadors to develop a greater appreciation of SO missions, and how they can be employed in the application of national and military power. Army SO are characterized by the following:

- Are low-visibility when required.
- Have a minimal signature/small footprint.
- Are used to foster habitual (indigenous) relationships.
- Are used to employ precise and timely DA.

1-71. ARSOF operations are timely and precise and employ the smallest possible forces package that produces the smallest possible footprint. ARSOF exercise discretion across the range of military operations while conducting missions from highly lethal DA to more politically nuanced UW.

1-72. ARSOF operations are decisive and designed to shape the operational environment and enable friendly forces and regional partners. They build on habitual relationships between ARSOF and their indigenous partners and enable enduring presence of friendly forces in the operational environment. Due to the political sensitivities associated with many ARSOF missions, they are often conducted in a surreptitious or clandestine manner in order to limit public exposure and protect ARSOF and their partners.

1-73. ARSOF operations share many common desirable characteristics. ARSOF combine their maturity, cultural astuteness, political sensitivity, and autonomy with language capability, regional knowledge, and proficiency in interorganizational collaboration into a powerful mixture that optimizes every task and every mission they undertake. ARSOF represent the only element that combines these characteristics in an adaptable operational package. ARSOF are—

- Language trained.
- Regionally aligned.
- Culturally astute.
- Politically nuanced.
- Trained in mediation and negotiation.
- Mature in experiences and years.
- Expected to operate autonomously.

- Proficient at interorganizational coordination.
- Proficient with and enabled by application of advanced technologies.

SPECIAL OPERATIONS OPERATIONAL MISSION CRITERIA

1-74. The employment of ARSOF in support of the joint force campaign or operation plan is facilitated by five basic criteria. These criteria provide guidelines for conventional and ARSOF commanders and planners to use when considering the employment of ARSOF. The following set of five basic operational mission criteria has evolved to provide clear guidance to commanders for planning and executing Army SO:

- *It must be an appropriate SOF mission or task.* ARSOF should be used to achieve effects that require ARSOF's unique skills and capabilities. If the effects do not require those skills and capabilities, ARSOF should not be assigned. ARSOF should not be used as a substitute for other forces.
- *The mission or tasks should support the JFC's campaign or operation plan.* If the mission does not support the JFC's campaign or major operation plan, more appropriate missions available for ARSOF should be considered instead.
- *The mission or tasks must be operationally feasible.* ARSOF are not structured for attrition or force-on-force warfare and should not be assigned missions beyond their capabilities. ARSOF commanders and their staffs must consider the vulnerability of ARSOF units to larger, more heavily armed or mobile forces, particularly in hostile territory.
- *Required resources must be available to execute and support the SOF mission.* Some ARSOF missions require support from other forces for success. Support involves aiding, protecting, complementing, and sustaining employed ARSOF. Support can include airlift, intelligence, communications, inform and influence activities (IIA), medical, logistics, space, weather, and numerous other types of support. Although a target may be vulnerable to ARSOF, deficiencies in supportability may affect the likelihood for success or may entirely invalidate the feasibility of employing ARSOF.
- *The expected outcome of the mission must justify the risks.* ARSOF are of high value and are limited in numbers and resources. Commanders must make sure the benefits of successful mission execution are measurable, create significant opportunities for the JFC, and are in balance with the risks inherent in the mission. Commanders should recognize the high value and limited resources of ARSOF. Risk management considers not only the potential loss of ARSOF units and equipment, but also the risk of adverse effects on U.S. diplomatic and political interests if the mission fails or is publicly exposed. Although ARSOF may present the potential for a proportionally greater effect on the JFC's campaign or operation, there may be some operations that ARSOF can execute that make only a marginal contribution to the campaign plan while presenting too great a risk in the loss of personnel and materiel.

SPECIAL OPERATIONS FORCES IMPERATIVES

1-75. SOF imperatives are the foundation for planning and executing SO in concert with other forces, interagency partners, and foreign organizations. Although the imperatives may not apply to all SOF operations, ARSOF commanders must include the applicable imperatives in their mission planning and execution:

- *Understand the operational environment.* SO cannot shape the operational environment without first gaining a clear understanding of the theater of operations, to include civilian influence and enemy and friendly capabilities. SOF achieve objectives by understanding the political, military, economic, social, information, infrastructure, physical environment, and time variables within the specific operational environment, and develop plans to act within the realities of specific operational environments. ARSOF must identify the friendly and hostile decisionmakers, their objectives and strategies, and the ways in which they interact. The conditions of conflict can change, and ARSOF must anticipate these changes in the operational environment and exploit fleeting opportunities.

- *Recognize political implications.* Many SO are conducted to advance critical political objectives. ARSOF must understand that their actions can have international consequences. Whether conducting operations independently or in coordination with partners, SOF must consider the political effects of their actions. SOF must anticipate ambiguous strategic and operational environments where military factors are not the only concern. SO frequently create conditions for nonmilitary activities to occur within indigenous populations and for civil institutions to achieve U.S. and HN objectives. The advancement of the political objective may take precedence over the military disadvantages.
- *Facilitate interagency activities.* Most SO occur in an interagency environment where the U.S. Government departments and agencies are working toward common national objectives as part of a country team effort. ARSOF must actively and continuously coordinate their activities with all relevant parties—U.S. and foreign military and nonmilitary organizations to ensure efficient use of all available resources and maintain unity of effort.
- *Engage the threat discriminately.* SO missions often have sensitive political implications. Therefore, commanders must carefully select when, where, and how to employ ARSOF. SO may be applied with precision to minimize collateral effects and in a concealed or clandestine manner (or through the actions of indigenous military or other security forces) so that only the effects are detectable.
- *Anticipate long-term effects.* ARSOF must consider the broader political, economic, informational, and military effects when faced with dilemmas because the solutions will have broad, far-reaching effects. These forces must accept legal and political constraints to avoid strategic failure while achieving tactical success. SOF must not jeopardize the success of national and geographic combatant commander long-term objectives with a desire for immediate or short-term effects. SO policies, plans, and operations must be consistent with the national and theater of operations priorities and objectives they support. Inconsistency can lead to a loss of legitimacy and credibility at the national level.
- *Ensure legitimacy and credibility.* Significant legal and policy considerations apply to many SO activities. Legitimacy is the most crucial factor in developing and maintaining internal and international support. The United States cannot sustain its assistance to a foreign power without this legitimacy. Commanders, staffs, and subordinates foster legitimacy and credibility through decisions and actions that comply with applicable U.S., international, and, in some cases, HN laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the ROE. However, the concept of legitimacy is broader than the strict adherence to law. The concept also includes the moral and political legitimacy of a government or resistance organization. The people of the nation and the international community determine its legitimacy based on collective perception of the credibility of its cause and methods. Without legitimacy and credibility, ARSOF will not receive the support of the indigenous elements that are essential to success.
- *Anticipate and control psychological effects.* All SO have significant psychological effects that are often amplified by an increasingly pervasive electronic media environment and the growing influence of social media. Some actions may be conducted specifically to produce a desired behavioral change or response from a selected target audience. Commanders must consider and incorporate the potential psychological effects and impacts of messages and actions into all their activities, anticipating and countering adversary information, as needed, to allow for maximum control of the environment.
- *Operate with and through others.* The primary role of ARSOF in multinational operations is to advise, train, and assist indigenous military and paramilitary forces. The supported non-U.S. forces then serve as force multipliers in the pursuit of mutual security objectives with minimum U.S. visibility, risk, and cost. ARSOF also operate with and through indigenous government and civil society leaders to shape the operational environment. The long-term self-sufficiency of the partner nation forces and entities must assume primary authority and accept responsibility for the success or failure of the mission. All U.S. efforts must reinforce and enhance the effectiveness, legitimacy, and credibility of the supported foreign government or group.

- *Develop multiple options.* SOF must maintain their operational flexibility by developing a broad range of options and contingency plans. They must be able to shift from one option to another before and during mission execution, or apply two or more simultaneously, to provide flexible national and regional options while achieving the desired effects.
- *Ensure long-term engagement.* ARSOF must demonstrate continuity of effort when dealing with political, economic, informational, and military programs. They must not begin programs that are beyond the economic, technological, or sociocultural capabilities of the HN to maintain without further U.S. assistance. Such efforts are counterproductive. SO policy, strategy, and programs must, therefore, be durable, consistent, and sustainable.
- *Provide sufficient intelligence.* Success for SOF missions dictates that uncertainty associated with the threat and other aspects of the operational environment must be minimized through the application of intelligence operations and procedures. Because of the needed detailed intelligence, ARSOF typically must also access theater of operations and national systems to alleviate shortfalls and to ensure that timely, relevant, accurate, and predictive intelligence is provided. Human intelligence (HUMINT) is often the only source that can satisfy critical SOF intelligence requirements, whether from overt or controlled sources. The key to effective intelligence support is for SO to fully use the entire intelligence support system and architecture. ARSOF units also provide intelligence through area assessments, SR, and post-operational debriefing of units.
- *Balance security and synchronization.* Insufficient security may compromise a mission. Excessive security may cause the mission to fail because of inadequate coordination. SOF commanders must resolve these conflicting demands on mission planning and execution. Insufficient security may compromise a mission; conversely, excessive security may also jeopardize a mission.

INTERDEPENDENCE OF FORCES

1-76. SOF are not a substitute for conventional forces. They are, however, a necessary adjunct to the capabilities of existing conventional forces. Just as joint interdependence is the purposeful reliance by one Service on another Service's capabilities, SOF and conventional forces may rely on each other's capabilities to maximize the complementary and reinforcing effects of both. The degree of interdependence will vary based on the specific roles, activities, and circumstances. Depending on requirements, SOF can operate independently or with conventional forces. SOF can assist and complement conventional forces so they can achieve an objective that otherwise might not be attainable. The special skills and low-visibility capabilities inherent in ARSOF also provide an adaptable military response in situations or crises requiring tailored, precise, and focused use of force.

1-77. ARSOF provide capabilities that expand the options available to the employing commander; however, ARSOF are not the ideal solution to all problems requiring a military response. The best means of employing ARSOF is usually with conventional forces in which each force fulfills the role it is optimally designed to accomplish. ARSOF expand options under the construct of IW; for example, ARSOF are trained to conduct UW, FID, and CT, while conventional forces are trained to conduct decisive action (offense, defense, stability, and defense support of civil authorities). The mutually beneficial actions of SOF and conventional forces contribute to shaping and military engagement. The Army conducts SFA for partners, institutions, and security sector functions. Army conventional and SOF units train and advise partner units to develop individual and unit proficiency in security operations. It is important to sustain a long-term relationship between conventional and SO forces because they benefit each other. ARSOF is reliant upon operating with the support of the Army. IW provides for an example of how SOF and conventional forces merge capabilities. ARSOF and conventional force integration in planning, interoperability, and interdependence is mutually beneficial and increases the effectiveness of Army operations.

1-78. SOF and conventional ground forces may operate in proximity to each other in the accomplishment of the JFC's mission. Historically, commanders have employed SOF in the advance phases of operations. During extended or large-scale operations involving both conventional forces and SOF, combined control

and deconfliction measures take on added significance and the integration and synchronization of conventional and SO missions are critical. The tactical commander must consider both conventional and SO capabilities and limitations, particularly in the areas of tactical mission command and sustainment. The exchange of liaison elements between the staffs of appropriate conventional forces and SOF further enhances integration of all forces concerned. SOF and conventional forces integration considerations include the following:

- Exchange and use of liaison and control elements are critical when conventional forces and SOF conduct operations in the same operational area against the same threat.
- A thorough understanding of a unit's capabilities and limitations enhances integration and interoperability planning.
- During mission planning, options regarding how to integrate conventional forces and SOF maneuver elements should be considered. Detailed planning and execution coordination is required throughout the process.
- Successful integration and interoperability of conventional forces and SOF are dependent upon understanding each other's missions, systems, capabilities, and limitations.

1-79. Although the JFC may determine the requirement to place ARSOF directly under a command relationship of a conventional ground force, he will normally maintain a centralized, responsive, and unambiguous SOF command and control structure under the special operations joint task force (SOJTF) or joint special operations task force (JSOTF). Through his assignment of missions and supported or supporting commander relationships, the JFC provides the JSOTF commander freedom to organize and employ forces in the best way to satisfy both JFC requirements and those of supported commanders. The tactical commander must consider SOF capabilities and limitations, particularly in the areas of tactical mission command and sustainment.

1-80. Integration of SOF with conventional forces is always a critical concern for ARSOF commanders, and areas of interest typically include, but are not limited to—

- Target deconfliction.
- Communications systems.
- Political concerns.
- Civil populace.
- Possible linkup of ARSOF with conventional forces.
- Mission command.
- IIA staff section.
- Electromagnetic spectrum management.
- Intelligence-collection efforts.
- Surface or airspace deconfliction.
- Fire-support coordination, to include fire control measures.
- Coordination of logistics and theater of operations support.
- Personnel recovery.

1-81. SO often involve air operations that transit theater of operations airspace control areas, which normally coincide with air and missile defense boundaries. They often take place in areas affected by surface and air attacks of friendly conventional forces on enemy targets. Therefore, the coordination of ARSOF operations in enemy territory is extremely important to prevent double targeting or fratricide. To prevent these actions, the special operations task forces (SOTFs) and the JSOTF must coordinate closely.

1-82. The Army is reliant on space-based capabilities and systems, such as global positioning, communication, weather satellites, and intelligence collection platforms. These systems are critical enablers for SO personnel to plan, communicate, navigate and maneuver, maintain situational awareness, engage the enemy, provide missile warning, and protect and sustain forces. Space-enabled capabilities are ubiquitous, but are required and regularly used to enable SO. Planning and coordination of space support with national, Service, joint, and theater resources takes place through liaison with space professionals.

1-83. The exchange of liaison elements between the staffs of appropriate conventional forces and SOF further enhances integration of all forces concerned. These liaison elements aid in executing the mission, precluding fratricide, and eliminating duplication of effort, disruption of ongoing operations, or loss of intelligence sources. These efforts are crucial to maintaining the GCC's overall unity of effort, coordination of limited resources, and campaign tempo.

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Chapter 2

Core Operations and Activities

ARSOF possess unique capabilities to support USSOCOM's roles, missions, and functions as directed by Congress in Sections 164 and 167, Title 10, United States Code. ARSOF plan, conduct, and support SO throughout the range of military operations. ARSOF missions are normally joint or interagency in nature. ARSOF can conduct these missions unilaterally, with allied forces, as a coalition force, or with indigenous assets. Mission priorities vary from one theater of operations to other theaters of operations. ARSOF missions are dynamic because they are directly affected by politico-military considerations. A change in the National Security Strategy or policy may add, delete, or radically alter the nature of an ARSOF mission.

The President, the Secretary of Defense, or a JFC may task an ARSOF element to perform missions for which it is the best suited among available forces or perhaps the only force available. SOF conduct core operations and activities using unique capabilities under conditions in which other forces are not trained or equipped to operate. ARSOF are organized, trained, and equipped specifically to accomplish the core operations and activities shown in figure 2-1.

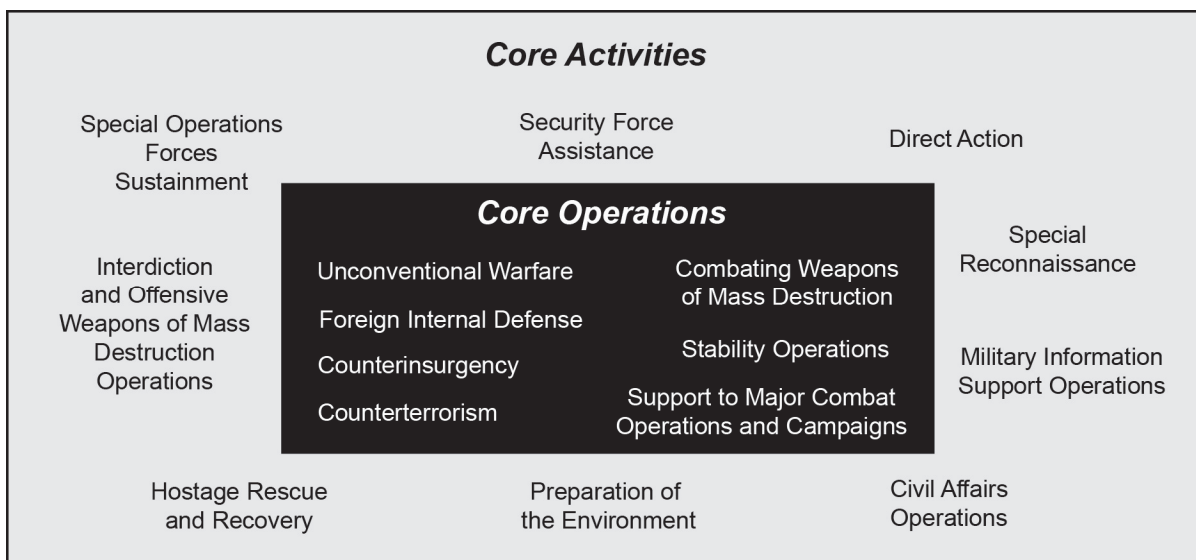


Figure 2-1. Special operations core operations and activities

CORE OPERATIONS

2-1. Core operations are the military missions for which SOF have unique modes of employment, tactical techniques, equipment, and training to orchestrate effects, often in concert with conventional forces.

UNCONVENTIONAL WARFARE

2-2. *Unconventional warfare* is defined as activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area (JP 3-05, *Special Operations*). The United States may engage in UW as part of a major theater war or limited regional contingency, as an effort to support an insurgency or resistance movement. Experiences in the 1980s in Afghanistan and Nicaragua proved that support for an insurgency can be an effective way of putting indirect pressure on the enemy. The costs versus the benefits of using UW must be carefully considered before employment. Properly integrated and synchronized UW operations can extend the application of military power for strategic goals. UW complements operations by giving the United States opportunities to seize the initiative through preemptive or clandestine offensive action.

2-3. Military leaders must carefully consider the costs and benefits prior to making a decision to employ UW. Properly integrated and synchronized UW complements other operations by giving the United States or a HN opportunities to seize the initiative through preemptive covert or clandestine offensive action without an overt commitment of a large number of conventional forces.

2-4. The goal of UW operations is a change in political control and/or perceived legitimacy of regimes. Hence, UW has strategic utility that can alter the balance of power between sovereign states. Such high stakes carry significant political risk in both the international and domestic political arenas and necessarily require sensitive execution and oversight. The necessity to operate with a varying mix of clandestine and covert means, ways, and ends places a premium on excellent intelligence of the UW operations area. In UW, as in all conflict scenarios, U.S. military forces must closely coordinate their activities with interorganizational partners in order to enable and safeguard sensitive operations.

FOREIGN INTERNAL DEFENSE

2-5. *Foreign internal defense* is participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security (JP 3-22, *Foreign Internal Defense*). FID is an activity of IW and involves a comprehensive approach. The comprehensive approach includes all instruments of national power—diplomatic, information, military, and economic. FID is executed through unified action involving the synchronization, coordination, and integration of activities from governmental and nongovernmental entities within the operation to achieve unity of effort. The Department of State is normally the lead agency for execution of FID programs with overall responsibility for the security assistance programs. The focus of assistance under FID is to enable a HN in anticipating, precluding, and, as a last resort, countering a threat. The lead military instrument in this collaborative environment may be a country team or a JFC. The DOD provides the personnel and equipment to achieve FID objectives. FID is best achieved at levels that avoid deployment of large numbers of U.S. military personnel. The FID advisor must be an adaptive problem solver and a creative thinker with the ability to work in a collaborative environment, building interagency and international partner capacity through a comprehensive approach. FID is characterized as indirect support (indirect approach), direct support (direct approach), or combat operations; however, U.S. forces may simultaneously conduct some degree of all three forms of support (approaches) at different locations and times during FID operations. The approach may either involve economy-of-force and indirect approaches with ARSOF or the direct approach with the integration of SOF and conventional forces.

2-6. FID operations promote and protect U.S. national interests by influencing the threat and operational variables of political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) through a combination of peacetime developmental, cooperative activities and coercive actions in response to crisis. Army forces, including ARSOF, accomplish stability goals through security cooperation. The military activities that support these operations are diverse, continuous, and often long-term. Their purpose is to promote and sustain regional and global stability. While FID is an ARSOF core activity, stability operations also employ ARSOF, in addition to Army forces, to assist civil authorities as they prepare for or respond to crises. FID is an umbrella concept that covers a broad range of activities. The village stability operations concept is a great example of a combined element conducting FID and

stability operations simultaneously. The primary intent of FID is to help the legitimate host government address internal threats and their underlying causes. Commensurate with U.S. policy goals, the focus of all U.S. FID efforts is to support the HN program of internal defense and development.

2-7. FID is not restricted to times of conflict. FID is applied across the range that varies in purpose, scale, risk, and intensity of real operational environments. It can also take place in the form of training exercises and other activities that show U.S. resolve to and for the region. These exercises train the HN to deal with potential internal threats. FID usually consists of indirect assistance, such as participation in combined exercises and training programs, or limited direct assistance without U.S. participation in combat operations. These actions support the HN in establishing internal defense and development programs.

2-8. ARSOF's primary role in FID is to assess, train, advise, and assist HN military and paramilitary forces with tasks that require the unique capabilities of ARSOF. (FM 3-05.2, *Foreign Internal Defense*, provides more information.) The goal is to enable these forces to maintain the HN's internal stability; to counter subversion, lawlessness, insurgency, terrorism, and other threats to security in their country; and to address the causes of instability averting failing state conditions.

COUNTERINSURGENCY

2-9. Insurgency has the potential to be a large and growing element of the security challenges that the United States faces in the 21st century. *Counterinsurgency* is defined as comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances (JP 3-24, *Counterinsurgency Operations*). Successful COIN operations are population-focused because of the importance of building support for the government and its programs. Likewise, the population is a center of gravity for an insurgency and is targeted as part of an integrated COIN effort. ARSOF are a principal U.S. military contribution to COIN. ARSOF can provide light, agile, high-capability teams able to operate discreetly in local communities, directly communicating with target audiences and influencing their behaviors. ARSOF can also conduct complex counterterrorist operations.

2-10. To be successful, the ARSOF commander must understand the insurgent as well as the insurgent's specific role in COIN. ARSOF are particularly valuable because of their specialized capabilities:

- CAO.
- MISO.
- Intelligence.
- Language skills.
- Region-specific knowledge.

2-11. ARSOF committed to COIN have a dual mission. They must assist the HN forces to defeat or neutralize the insurgent militarily. This assistance allows the HN government to start or resume functioning in once-contested or insurgent-controlled areas. Also, ARSOF support the overall COIN program by conducting SFA, MISO, training, intelligence, and tactical support. This provides an environment where the HN government can win the trust and support of its people and become self-sustaining. Both aspects of the COIN mission are of equal importance and must be conducted at the same time.

COUNTERTERRORISM

2-12. *Counterterrorism* is defined as actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks (JP 3-26, *Counterterrorism*). ARSOF possess the capability to conduct these operations in environments that may be denied to conventional forces because of political or threat conditions.

2-13. HN responsibilities, Department of Justice and Department of State lead agency authority, legal and political restrictions, and appropriate DOD directives dictate ARSOF involvement in CT. ARSOF's role and added capability is to conduct offensive measures within DOD's overall CT efforts.

2-14. ARSOF conduct CT missions as SO by covert, clandestine, or low-visibility means. ARSOF activities within CT include, but are not limited to—

- Intelligence operations, to collect, exploit, and report information on terrorist organizations, personnel, assets, and activities. ARSOF have the capability to conduct these operations in an overt, covert, or clandestine manner.
- Network and infrastructure attacks, to execute preemptive strikes against terrorist organizations. The objective is to destroy, disorganize, disrupt, or disarm terrorist organizations before they can strike targets of U.S. national interest and interests of allied nations.
- Hostage or sensitive materiel recovery, to rescue hostages or to recover sensitive materiel from terrorist control. These activities require capabilities not normally found in conventional military units. Ensuring the safety of the hostages and preventing destruction of the sensitive materiel are essential mission requirements.
- Nonlethal activities, to defeat the ideologies or motivations that spawn terrorism by nonlethal means. These activities could include, but are not limited to, MISO, CAO, UW, FID, and other information-related capabilities.

COMBATING WEAPONS OF MASS DESTRUCTION

2-15. Combating WMD includes three pillars: nonproliferation, counterproliferation, and WMD consequence management. *Counterproliferation* is actions taken to defeat the threat and/or use of weapons of mass destruction against the United States, our forces, allies, and partners (JP 3-40, *Combating Weapons of Mass Destruction*). *Weapons of mass destruction* are chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon (JP 3-40). The major objectives of DOD CP policy are to prevent the acquisition of WMD and delivery systems, to roll back proliferation where it has occurred, to deter the use of WMD and their delivery systems, and to adapt U.S. military forces and planning to operate against the threats posed by WMD and their delivery systems. The continued spread of WMD technology can foster regional unrest and provide terrorist organizations with new and potent weapons. ARSOF provide the following CP WMD capabilities:

- Expertise, material, and teams to supported combatant command teams to locate, tag, and track WMD, as required.
- Capabilities to conduct DA operations in limited access areas, as required.
- Building partnership capacity for conducting CP activities.
- Conducting IIA and MISO to dissuade adversary reliance on WMD.
- Other specialized combating WMD capabilities.

STABILITY OPERATIONS

2-16. Stability operations encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power. The five primary stability tasks are establish civil security, establish civil control, restore essential services, support to governance, and support to economic and infrastructure development. Stability operations are aimed at reducing threats from state fragility and instability. Long-term stability operations—consisting of low-profile SOF engagement conducted in concert with U.S., interagency, international, and HN partners—can mitigate the risk of lengthy postconflict interventions. Stability operations also include tasks performed after a natural or man-made disaster as part of a humanitarian-based intervention or during major operations to establish conditions that enable civilian authorities following cessation of organized hostilities.

SUPPORT TO MAJOR COMBAT OPERATIONS

2-17. These are operations in support of conventional forces as part of a GCC operation involving major combat forces. Although major operations and campaigns are characterized by armed conflict between nation-states, the character of these operations includes a hybrid of technologically advanced capabilities

and conventional combat forces. Typical SOF support to major operations includes UW, SR, DA, MISO, and CAO.

CORE ACTIVITIES

2-18. Core activities are operationally significant, unique capabilities that SOF apply in different combinations tailored for an operational problem set. A core SO activity is a stand-alone, operationally significant military capability that SOF can apply independently or in combination as part of global, GCC, or JFC campaigns or operations.

SECURITY FORCE ASSISTANCE

2-19. *Security force assistance* is defined as the Department of Defense activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions (JP 3-22). SFA refers to all efforts to assess, generate, employ, sustain, and assist existing HN or regional security forces. FID may include SFA to build HN capacity to anticipate, preclude, and counter threats or potential threats, particularly when the HN has not attained self-sufficiency and is faced with military threats beyond its capability to handle. Emphasis on internal defense and development when organizing, planning, and executing SFA during FID is essential. This emphasis helps the HN address the root causes of instability in a preventive manner rather than reacting to threats.

2-20. SFA includes organizing, training, equipping, rebuilding, and advising of various components of security forces; however, ARSOF performing SFA have to initially assess the foreign security forces they will assist and then establish a shared, continual way of assessing throughout development of the foreign security forces.

DIRECT ACTION

2-21. *Direct action* is defined as short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or politically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets (JP 3-05). DA differs from conventional offensive actions in the level of physical and political risk, operational techniques, and the degree of discriminate and precise use of force to achieve specific objectives. In the conduct of these operations, SOF may employ raid, ambush, or direct assault tactics (including close quarters battle); emplace mines and other munitions; conduct standoff attacks by fire from air, ground, or maritime platforms; provide terminal guidance for precision-guided munitions; conduct independent sabotage; and conduct antiship operations. ***Close quarters battle is sustained combative tactics, techniques, and procedures employed by small, highly trained special operations forces using special purpose weapons, munitions, and demolitions to recover specified personnel, equipment, or material.***

2-22. Normally limited in scope and duration, DA operations usually incorporate an immediate withdrawal from the planned objective area. These operations can provide specific, well-defined, and often time-sensitive results of strategic and operational critical significance.

2-23. SOF may conduct DA operations independently or as part of larger conventional or unconventional operations. Although normally considered close-combat-type operations, DA operations also include sniping and other standoff attacks by fire delivered or directed by SOF. Standoff attacks are preferred when the target can be damaged or destroyed without close combat. SOF employ close-combat tactics and techniques when the mission requires—

- Precise or discriminate use of force.
- Recovery or capture of personnel or materiel.

2-24. DA missions may also involve locating, recovering, and restoring to friendly control selected persons or materiel that are isolated and threatened in sensitive, denied, or contested areas. These missions usually result from situations that involve political sensitivity or military criticality of the personnel or materiel being recovered from remote or hostile environments. These situations may arise from a political change, combat

action, chance happening, or mechanical mishap. DA operations differ from the opportune personnel recovery method of combat search and rescue (CSAR) by the use of—

- Dedicated ground combat elements.
- Unconventional techniques.
- Precise intelligence.
- Indigenous assistance.

2-25. DA operations may be unilateral or multinational, but are still short-duration, discrete actions. A SOF chain of command executes DA operations to achieve the supported commander's objectives. Unlike UW operations, they do not involve the support of an indigenous chain of command to achieve objectives of mutual interest.

SPECIAL RECONNAISSANCE

2-26. *Special reconnaissance* is defined as reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces (JP 3-05). These actions provide an additive capability for commanders and supplement other conventional reconnaissance and surveillance actions. SR may include information on activities of an actual or potential enemy or secure data on the meteorological, hydrographic, or geographic characteristics of a particular area. SR may also include assessment of chemical, biological, residual nuclear, or environmental hazards in a denied area. SR includes target acquisition, area assessment, and poststrike reconnaissance.

2-27. SR complements national and theater of operations intelligence collection assets and systems by obtaining specific, well-defined, and time-sensitive information of strategic or operational significance. It may complement other collection methods constrained by weather, terrain-masking, or hostile countermeasures. Selected ARSOF conduct SR as a HUMINT activity that places U.S. or U.S.-controlled "eyes on target," when authorized, in hostile, denied, or politically sensitive territory.

2-28. In an operational environment, the SOF and conventional command relationship may be that of supported and supporting, rather than tactical control or operational control (OPCON). Using SOF with conventional forces by a JFC creates an additional and unique capability to achieve objectives that may not be otherwise attainable. Using ARSOF for SR enables the JFC to take advantage of SOF core competencies to enhance situational awareness and facilitate staff planning of and training for unified action. However, such use does not mean that ARSOF will become dedicated reconnaissance assets for conventional forces. Instead, the JFC (through a JSOTF or a theater special operations command [TSOC]) may task a SOF element to provide SR information to conventional forces that may be operating for a period of time within a joint special operations area (JSOA), or may task a SOF element on a case-by-case basis to conduct SR within a conventional force AO. Also, SOF and conventional elements working within the same AO may develop formal or informal information-sharing relationships that enhance each other's operational capabilities.

2-29. ARSOF may also employ advanced reconnaissance and surveillance sensors and collection methods that utilize indigenous assets. When received and passed to users, SR intelligence is considered reliable and accurate and normally does not require secondary confirmation.

MILITARY INFORMATION SUPPORT OPERATIONS

2-30. MISO, formerly known as psychological operations (PSYOP), are both a SOF core activity and a capability of which the Military Information Support Operations Command (Airborne) (MISOC[A]) is specifically organized, trained, and equipped to execute. MISO are conducted by the designated USASOC, Regular Army, and USAR MIS forces organized, trained, and equipped to provide specialized support to commanders. As a core activity, MISO are integrated in all of the other core operations and activities by increasing the psychological effects inherent in their application. Other core activities may support MISO by serving as the means to achieve specific psychological effects. It is important not to confuse unintended psychological impact with planned psychological effects as part of MISO. While all military activities can

have some degree of psychological impact, unless they are planned and executed specifically to influence the perceptions and subsequent behavior of a target audience, they are not MISO. One important aspect of MISO as a capability is the role of PSYOP Soldiers as advisors on psychological effects. MISO augment other capabilities or can be the primary task in some situations.

2-31. As a capability, MISO are conducted across the strategic, operational, and tactical levels of war. MISO are also a DOD information capability used as part of interagency activities to achieve U.S. national objectives. MISO are the primary ARSOF information capability that—

- Achieve psychological objectives in foreign audiences.
- Analyze and address psychological factors in the operational environment.
- Provide support to IIA as a core SO capability.
- Constitute IIA across the range of military operations.
- Support other agency IIA (interagency/intergovernmental support).
- Conduct domestic civil authority information support activities.
- Support the countering of adversary information.
- Provide an important nonlethal effect under mission command and synchronized through the fires warfighting function.
- Conduct military deception.
- Train and advise HN forces on building organic influence capacity.
- Conduct precision influence targeting.
- Analyze target audiences within the operational environment.
- Analyze the media environment within the operational environment.

2-32. In today's complex and rapidly evolving information environment, perceptions, decisions, and, ultimately, behavior are influenced by the psychological effects of information. Emphasis on psychological objectives places PSYOP Soldiers in a unique and important position with the responsibility to advise supported U.S. military commanders, ambassadors, or HN civilian and military leadership on the potential impact of messages and actions on target audiences. MISO can be conducted unilaterally or in conjunction with economic, social, and political activities to limit or preclude the use of military force. In some cases, the military objective may be relevant only in terms of the psychological effect. This emphasis on psychological effect has created a fundamental shift in the way ARSOF view military objectives from a planning standpoint. No longer can commanders look at just the physical aspects of an objective without taking into account the affected populations or target audiences in the AO. This shift affects all ARSOF operating in the information environment and increases the relevance of MISO as a core activity and capability of ARSOF to affect that environment.

CIVIL AFFAIRS OPERATIONS

2-33. CAO are conducted by the designated Regular Army and USAR CA forces organized, trained, and equipped to provide specialized support to commanders. CAO is a special operations core activity and the 95th Civil Affairs Brigade (Airborne) is specifically organized, trained, and equipped to execute CAO. Military commanders must consider not only military forces, but also the environment in which they operate. This operational environment includes a civil populace that may be supportive, neutral, or antagonistic to the presence of military forces, both friendly and opposing. A supportive populace can provide resources that facilitate friendly operations, as well as a positive moral climate that confers advantages on the military and diplomatic activities the nation pursues in achieving foreign policy objectives. A hostile populace threatens the immediate operations of deployed friendly forces and can often undermine public support at home for the nation's policy objectives. Operations that involve the interaction of military forces with the civilian populace are called civil-military operations.

2-34. Commanders conduct CAO to establish, maintain, influence, or exploit relations between military forces and civil authorities (government and nongovernment) and the civilian populace in a friendly, neutral, or hostile AO to facilitate military operations and to consolidate operational objectives. CA forces may assist in performance of activities and functions by military forces that are normally the responsibility

of local government. CAO may occur before or during military operations, as well as during posthostility operations. They may also occur, if directed, in the absence of other military operations.

2-35. CAO are planned and executed by CA forces and supported by other forces. They establish and maintain the relationship between security forces, interagency entities, NGOs, intergovernmental and international organizations, civil authorities, and indigenous populations and institutions to prevent friction and achieve unity of effort. In limited instances, they also involve the application of CA functional specialty skills, by USAR CA forces, in areas normally the responsibility of civil government, which enhance the conduct of CAO. CA units are organized, equipped, and trained to carry out missions that specifically include the conduct of CAO.

PREPARATION OF THE ENVIRONMENT

2-36. Preparation of the environment is a core activity and an umbrella term for actions taken by or in support of SOF to develop an environment for current or future operations and activities. SOF conduct preparation of the environment in support of GCC plans and orders to create conditions conducive to the success of military operations. The regional mechanisms and characteristics of SOF provide access, and the capability, to influence nations where the presence of conventional U.S. forces is not warranted.

HOSTAGE RESCUE AND RECOVERY

2-37. Hostage rescue and recovery operations are sensitive crisis-response missions that include offensive measures taken to prevent, deter, preempt, and respond to terrorist threats and incidents, including recapture of U.S. facilities, installations, and sensitive material.

INTERDICTION AND OFFENSIVE WEAPONS OF MASS DESTRUCTION OPERATIONS

2-38. SO countering WMD operations include two of the eight military mission areas: WMD interdiction and WMD offensive operations. These military mission areas are closely tied to the joint targeting process and intend to address a failure in cooperative actions associated with nonproliferation, but in which an adversary has not employed weapons. WMD interdiction is aimed at early defeat of an adversary WMD program before it matures and focuses primarily on moving targets. Interdiction operations track, intercept, search, divert, seize, or otherwise stop the transit of WMD, its delivery systems, or related materials, including dual use, technologies, and expertise. WMD offensive operations are actions to disrupt, neutralize, or destroy a WMD threat before it can be used, or to deter subsequent use of such weapons.

SPECIAL OPERATIONS FORCES SUSTAINMENT

2-39. SOF units generally have limited organic sustainment elements, so they normally require additional Service-provided sustainment to accomplish missions. Due to the high-demand, low-density nature of SO, SOF request these assets through the chain of command or, once in theater, through the supporting and sustainment process.

2-40. With sustainment elements, SOF usually deploy with enough sustainment to internally support for limited durations of time until theater support structures can be established. Typical Service-provided sustainment capabilities required to augment or replace SOF sustainment organic capabilities are discussed in chapter 6. Because of the nature, scope, and remote environments in which SOF often operate, theater support structures are not always available. This is a significant challenge because SOF have limited organic sustainment support.

Chapter 3

Command Structure

ARSOF require a centralized, responsive, and unambiguous command structure. Unnecessary layering of a headquarters (HQ) decreases responsiveness and available mission planning time and creates an opportunity for a security compromise. Normally, a combatant command, TSOC, joint force, Service, or functional component commander exercises OPCON of ARSOF with minimal layering of subordinate levels of command. This command organization requires an operational HQ (group or battalion) to interact directly with joint forces. Frequent involvement in joint and interagency operations requires an understanding of the U.S. organization for national security and the nature of joint operations.

The most important role that commanders play is combining the art of command with the science of control. Commanders use the activities of visualizing the operational environment, describing their commander's visualization to subordinates, directing actions to achieve results, and leading the command to mission accomplishment as their decisionmaking methodology throughout the operations process.

UNITY OF EFFORT

3-1. Unity of effort requires coordination among government departments and agencies within the executive branch, between the executive and legislative branches, among NGOs and intergovernmental organizations (IGOs), and among nations in any alliance or coalition. The GCCs are directly responsible to the President or the Secretary of Defense for the execution of assigned missions. National Security Strategy, National Defense Strategy, and National Military Strategy, shaped by and oriented on national security policies, provide strategic direction for GCCs. In turn, GCCs plan and conduct unified actions in accordance with this guidance and the Unified Command Plan, Guidance for Employment of the Force, and Joint Strategic Capabilities Plan. They ensure their joint operations are synchronized with other military forces (multinational operations) and nonmilitary organizations.

3-2. The Secretary of State is the President's principal foreign policy advisor. In the National Security Council interagency process, the Department of State is the lead agency for most U.S. Government activities abroad. For this reason, the Department of State plays a key role in SO.

3-3. The United States maintains diplomatic relations with more than 180 foreign countries through embassies, consulates, and other diplomatic missions. The U.S. Ambassador to a country is responsible to the President for directing, coordinating, and supervising official U.S. Government activities and personnel in that country. These personnel include all U.S. military personnel not assigned to the CCDR or other designated U.S. military area commander. Protection and security of U.S. military personnel are a matter of significant interest. Often, specific agreements are required between the U.S. Ambassador (also known as the Chief of Mission) and the GCC. ARSOF deployed to a particular country for various missions (exercise, operation, or security assistance) remain under the combatant command or under OPCON (attached forces) of the GCC exercised through a subordinate HQ (normally the TSOC). (JP 3-22 provides additional information.) Under no circumstances will SOF operate in a GCC's area of responsibility (AOR) or in the Ambassador's country of assignment without prior notification and approval.

3-4. Requests for ARSOF may originate with the Ambassador, defense attaché, or security assistance organization chief, who passes the requests through the appropriate GCC to the Chairman of the Joint

Chiefs of Staff. The Chairman of the Joint Chiefs of Staff ensures proper interagency coordination. If the forces are available from theater of operations forces and no restrictions exist on their employment, the GCC can approve and support the request. If SOF are insufficient in the theater of operations, the GCC can request the forces through the Joint Chiefs of Staff to USSOCOM.

3-5. Combatant commands requiring additional MIS and CA planners to conduct functional planning without a transfer of OPCON request those directly from USSOCOM. After CA and MIS forces are deployed into the supported GCC's AOR, the mission command of those forces can be structured in a variety of ways, depending on their assigned mission. Mission command may range from OPCON under a commander, JTF or JSOTF, to OPCON under a U.S. military assistance group commander. JP 1, *Doctrine for the Armed Forces of the United States*, contains further information. Regardless of the relationship, MIS forces must coordinate and synchronize their efforts with the international information programs of the supported organizations at all levels.

THEATER OF OPERATIONS ORGANIZATION

3-6. When the President or the Secretary of Defense authorizes military operations, the GCC organizes his AOR to orchestrate his joint operations with multinational and interagency activities. An integral part of this organization is the SOF staff element.

3-7. The interaction of the SOF AOR staff element with ARSOF differs in each theater of operations because each GCC chooses to organize his forces differently to meet the requirements of his unique operational environment. Regardless of these organizational differences, the SOF AOR staff elements all work closely with their TSOC in planning, directing, and conducting SOF missions and in integrating SOF into the AOR strategy and campaign plan.

THEATER ARMY

3-8. The theater Army HQ serves as the Army Service Component Command (ASCC) for the GCC. The theater Army provides a regionally oriented, long-term Army presence for peacetime military engagement, security cooperation, deterrence, and limited intervention operations. The theater Army provides the GCC a range of functions that can be organized into three broad categories: providing the combatant commander's daily operations requirements, setting the theater or joint operations area (JOA), and providing mission command for immediate crisis response and limited small-scale contingency operations. ARSOF normally operate as a component, and under the control, of the TSOC, but ARSOF often provide a special operations command and control element (SOCCE) to conduct liaison with the theater Army.

3-9. The theater sustainment command (TSC) serves as the senior Army sustainment HQ for the theater Army. The TSC provides mission command of units assigned, attached, or under its OPCON. The mission of the TSC is to provide theater sustainment. The expeditionary sustainment commands (ESCs) are force-pooled assets. The ESC is under the mission command of the TSC. The ESC provides mission command of sustainment units in designated areas of a theater. The theater Army's TSC and ESC provide sustainment—not the ASCC. The theater Army commander must train and maintain all Army forces in the theater of operations, including ARSOF.

3-10. The 528th SB(SO)(A) coordinates closely with the Army special operations forces liaison element (ALE) and the TSOC, TSC, and ESC to identify theater Army requirements for SOF support and to ensure that SOF requirements for support are adequately addressed. When directed by the GCC, the theater Army also supports and sustains designated SOF of other U.S. Services and other multinational SOF. A more detailed discussion of ARSOF logistics support is in chapter 6 of this publication.

3-11. The theater Army also has MIS staff elements embedded within the Assistant Chief of Staff for Inform and Influence Activities (G-7) staff section. CA staff elements are embedded within the G-9, CA staff section; G-3, Security Cooperation section; and staff section, Plans Cell. If the GCC designates, the theater Army may act as the theater of operations executive agent for CAO and civil administrative actions.

THEATER SPECIAL OPERATIONS COMMAND

3-12. Normally, mission command of SOF should be executed within the SOF chain of command. The identification of a command organizational structure for SOF should depend upon specific objectives, security requirements, and the operational environment.

3-13. The TSOC is the joint SO command through which the GCC normally exercises OPCON of SOF within the AOR. The TSOC commander is also the permanent theater of operations joint force special operations component commander (JFSOCC). He commands the TSOC and is the principal SO advisor to the GCC. The TSOC is a subordinate command of a combatant command or a functional component command of another permanent joint command. For example, the Special Operations Component, United States Pacific Command (SOCPAC) is a subordinate command of United States Pacific Command (USPACOM). Special Operations Component, Korea (SOCKOR) is a functional component command of United States Forces, Korea (USFK), itself a subordinate command of USPACOM.

3-14. To provide the necessary unity of command, each GCC (except the United States Northern Command [USNORTHCOM]) has established a TSOC as a subordinate command. There are currently five TSOCs supporting GCCs worldwide:

- Special Operations Component, United States Central Command (SOCCENT).
- Special Operations Component, United States European Command (SOCEUR).
- Special Operations Component, United States Pacific Command (SOCPAC).
- Special Operations Component, United States Southern Command (SOCSOUTH).
- Special Operations Component, United States Africa Command (SOCAFRICA).

Note: The Special Operations Component, Korea (SOCKOR) supports the Korean Peninsula.

3-15. The TSOC is the primary theater of operations SOF organization capable of performing broad, continuous missions uniquely suited to SOF capabilities. The TSOC commander has three principal roles:

- *Joint force commander.* As the commander of a subordinate combatant command, the TSOC commander is a JFC. As such, he has the authority to plan and conduct joint operations as directed by the GCC and to exercise OPCON of assigned commands and forces, as well as attached forces. The TSOC commander may establish JTFs that report directly to him, such as a JSOTF, to plan and execute these missions.
- *Theater of operations special operations advisor.* The TSOC commander advises the GCC and the other component commanders on the proper employment of SOF. The TSOC commander may develop specific recommendations for the assignment of SOF in the theater of operations and opportunities for SOF to support the overall geographic combatant command campaign plan. The role of the theater of operations SO advisor is best accomplished when the GCC establishes the TSOC commander as a special staff officer on the theater of operations staff (in addition to his duties as a commander—that is, “dual-hatted”). In this case, the TSOC commander may appoint a deputy as his representative to the theater of operations staff for routine day-to-day staff matters.
- *Joint force special operations component commander.* When designated by the GCC, the TSOC commander functions as a JFSOCC. This situation normally occurs when the GCC establishes functional component commanders for operations, without the establishment of a JTF. The TSOC commander can also be designated the JFSOCC within a JTF if the scope of the operations conducted by the JTF warrants it. The JFSOCC is the commander within a combatant command, subordinate combatant command, or JTF responsible to the establishing commander for making recommendations on the proper employment of SOF and assets, for planning and coordinating SO, or for accomplishing such operational missions as may be assigned. The JFSOCC is given the authority necessary to accomplish missions and tasks assigned by the establishing commander. The TSOC commander or SOJTF commander is normally the individual functioning as a JFSOCC. When acting as a JFSOCC, the individuals retain their authority and responsibilities as JFCs. A JFSOCC may command a single JSOTF or multiple

JSOTFs. If there is more than one JSOTF to command, the TSOC commander is normally established as a SOJTF. If only one JSOTF is established (for example, within a JTF), the commander, joint special operations task force (CDRJSOTF) may be dual-hatted as the JFSOCC. When a joint force SO component is established and combined with elements from one or more allied or coalition nations, it becomes a combined forces SO component and its commander becomes a combined forces SO component commander.

SPECIAL OPERATIONS TASK FORCE

3-16. The JSOTF may consist of SOF from each of the Services. Each Service force senior commander retains Service responsibilities (administrative control) of those Service forces. For example, in most instances, the SF group commander exercises administrative control of ARSOF attached to the JSOTF. Likewise, the Air Force SOF commander exercises administrative control of Air Force SOF.

3-17. The JSOTF commander may also designate and organize operational and functional organizations for operational direction of forces. He may designate and organize a joint special operations air component commander (JSOACC) to control all SO air assets functionally. Likewise, he may designate and organize a single SOTF to provide operational direction of ARSOF (figure 3-1, page 3-5). **The *special operations task force* is a temporary or semipermanent grouping of ARSOF units under one commander and formed to carry out a specific operation or a continuing mission.**

3-18. The JSOTF commander may also decide to designate and organize several subordinate SOTFs to conduct specific SO missions. In this situation, the JSOTF commander would directly exercise OPCON of each task force and the senior ARSOF commander would continue to exercise his administrative control responsibilities for all ARSOF within those task forces.

3-19. When the JSOTF commander has numerous and diverse missions and large numbers of Army forces, he may designate multiple SOTFs and exercise direct OPCON of each SOTF. Each SOTF is organized around the nucleus of an ARSOF unit and can include a mix of ARSOF units and their support elements. The CDRJSOTF assigns each SOTF an area within the JSOA or functional mission.

3-20. Since the SF group and battalion are multipurpose and extremely flexible organizations designed to have self-contained mission command and support elements for long-duration missions, the SOTF HQ is normally based around the core of an SF group or battalion HQ. The Ranger Regiment may also form a SOTF HQ for large-scale Ranger operations. The SOTF commander augments his staff with appropriate special staff officers and liaison officers taken from attached and supporting assets to integrate and orchestrate all activities of the SOTF. In the case of an extremely large SOTF that exceeds the organic mission command of the organic HQ, the SOTF commander may have to request external staff augmentation to ensure adequate mission command.

3-21. In some situations, the SOTF or a subordinate ARSOF unit may receive OPCON or attachment of a conventional maneuver unit. This situation most likely occurs—

- In a UW environment when an ARSOF-supported indigenous combat force needs added combat power for a specific combined arms operation.
- When the SOTF needs a conventional reaction or reinforcement force for its SO.
- In linkup or postlinkup combat operations during the combat employment phase of an insurgency.
- During contingency operations when the SOTF HQ is the senior Army HQ in the AO.

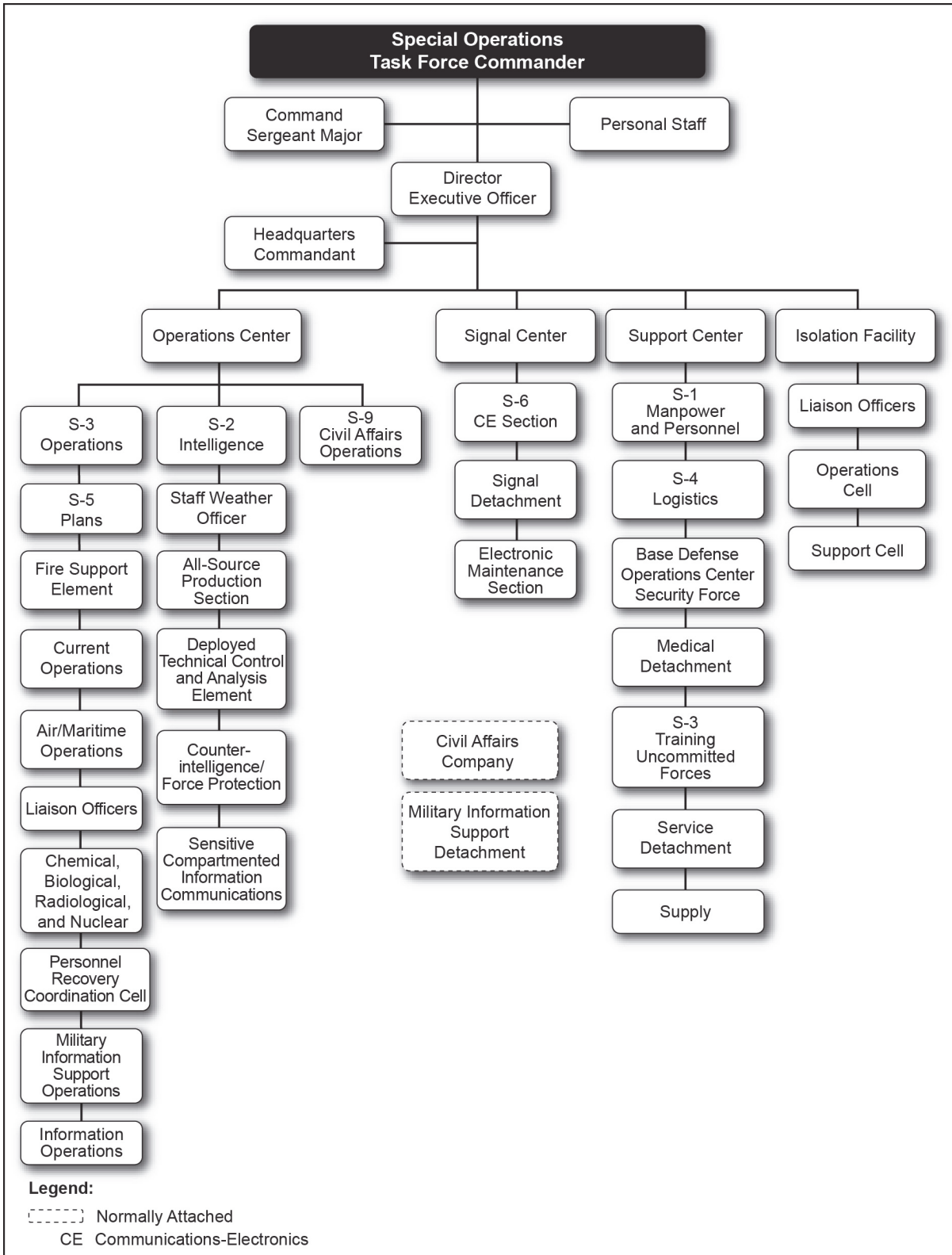


Figure 3-1. Notional special operations task force organization

JOINT MILITARY INFORMATION SUPPORT TASK FORCE

3-22. The commander, USSOCOM, requires a requesting message by the GCC, through the Chairman of the Joint Chiefs of Staff, to allocate MIS forces. The GCC or JTF commander may request that the Secretary of Defense approve the establishment of a joint MIS task force to meet growing needs for MISO synchronization, coordination, and support across a joint theater. As a functional component, the forces are normally under OPCON of the GCC or the JTF and are under the administrative control of the theater of operations Army component commander. At all times, the MIS component commander retains overall responsibility for the execution of MISO and other influence capabilities and actions, such as military deception and Soldier and leader engagement, as part of the JTF campaign plan.

JOINT CIVIL-MILITARY OPERATIONS TASK FORCE

3-23. A joint civil-military operations task force (JCMOTF) is a means for a JFC to plan, coordinate, and conduct CAO in support of his assigned mission. The GCC or JTF commander may establish a JCMOTF when the scope of CAO requires coordination and activities beyond that which the organic CAO capability could accomplish. Although the JCMOTF is not a CA organization, a requirement may exist for strong representation of CA-trained personnel. Because of their expertise in dealing with NGOs, IGOs, OGAs, and indigenous populations and institutions, these personnel will greatly enhance the supported commander's opportunity for success. A JCMOTF may have both conventional and SO forces assigned or attached to support the conduct of specific missions.

JOINT SPECIAL OPERATIONS AIR COMPONENT COMMANDER

3-24. SOA may operate under the OPCON of a JSOACC designated by the JFSOCC. The JSOACC is the Service SO air commander who has the majority of SOA forces and is most capable of providing mission command. The JSOACC deconflicts and coordinates SOA with conventional air operations by direct coordination with the joint force air component commander. If more than one aviation unit or Service is present, a JSOACC unifies the mission command of aviation assets under a single air manager. The JSOACC provides the command the most efficient use of aviation assets to mission requirements. With proper personnel and equipment augmentation, the SOA battalion commander and his staff could also serve as a JSOACC. When two or more battalions are required in the theater of operations, the regimental commander could serve as the JSOACC.

LIAISON AND COORDINATION ELEMENTS

3-25. To integrate fully with conventional and joint operations, ARSOF must maintain effective liaison and coordination elements with all components of the force that may impact the conduct of ARSOF activities. To support this effort, joint forces, conventional forces, and ARSOF send and receive a variety of liaison and coordination elements in addition to the SOCCE provided by the JSOTF commander. They range in size from individual liaisons to small coordination elements. Whatever their size or location, liaison and coordination elements coordinate, synchronize, and deconflict missions in the component's AO.

3-26. Liaison and coordination elements ensure the timely exchange of necessary operational and support information to aid mission execution and to preclude fratricide, duplication of effort, disruption of ongoing operations, or loss of intelligence sources. They may help coordinate fire support, overflight, aerial refueling, targeting, deception, MISO, CA, SF, and other theater of operations issues based on ongoing and projected ARSOF missions. These efforts are crucial in coordinating limited resources and assets and in maintaining unity of effort and the campaign tempo. ARSOF commanders may also establish or receive additional liaison and coordination elements with higher and adjacent units or other agencies, as appropriate. Below are a few examples of these various ARSOF liaison and coordination elements.

SPECIAL OPERATIONS COMMAND AND CONTROL ELEMENT

3-27. Within a joint force, ARSOF assets are ordinarily attached to and under OPCON of a designated SOJTF or JSOTF commander. These ARSOF assets may often operate in proximity to other components of the JTF or support those components as part of the JSOTF's mission taskings and supporting

commander's responsibilities. When possible, liaison is reciprocal between higher, lower, supporting, supported, and adjacent organizations (that is, each one sends a liaison element to the other). In such instances, the JSOTF commander may elect to employ SOCCEs to coordinate unilateral SO with conventional ground force HQ or, if a supporting commander, facilitate his supporting commander's responsibilities.

3-28. As described earlier, the JTF commander geographically organizes the JOA, organizes his forces, establishes command relationships between the JTF components, and assigns mission taskings to each component. A mission tasking to the JSOTF may result in ARSOF operating in proximity to other components' ground forces. In this case, the JSOTF commander may station a SOCCE at that component HQ to coordinate and deconflict SO with that component. In this role, the SOCCE performs liaison functions.

3-29. In addition to mission tasking from the JTF commander, the JSOTF commander may be designated a supporting commander to another component for specific missions. Normally, a large portion of the JOA land mass is assigned to the land component commander or Army forces commander as his AO. As such, he is given authority and responsibility to accomplish assigned missions within that AO. He is normally designated as the supported commander within his AO. The JSOTF commander is often designated a supporting commander to this land component commander or Army forces commander in the land AO. JP 1 and JP 3-0 address the authorities and responsibilities of supported and supporting commanders.

3-30. As a supporting commander, the JSOTF commander ascertains and fulfills the needs of the supported commander within the parameters imposed by the JTF commander. The JSOTF commander determines the type of force, employment, and procedures to accomplish the support. He normally employs a SOCCE to facilitate his supporting commander's responsibilities to a ground force commander. The SOCCE remains under the OPCON of the JSOTF commander.

3-31. The SOCCE assists the JSOTF commander in fulfilling his supporting commander's responsibilities in several ways. It provides a positive means for the JSOTF commander to ascertain the supported commander's needs. The SOCCE may provide a responsive reporting capability in those situations where the JSOTF commander has been requested to provide information requirements of the supported commander (for example, SR reporting). The SOCCE can exercise mission command of designated ARSOF units when the JSOTF commander determines the need for such a command relationship to facilitate his supporting commander's responsibilities. The SOCCE can also provide a monitoring capability if the JSOTF commander decides to transfer ARSOF under a command relationship of the supported commander—for example, the attachment of SF detachments under the control (OPCON or tactical control) of the Army forces to improve the Army forces commander's ability to employ subordinate multinational forces. The JSOTF commander could transfer these forces and pass control to the Army forces with appropriate mission restrictions in accordance with his determination on the employment of those forces, such as "no reorganization of forces authorized" or "for use only in an advisory assistance role with the designated multinational force."

3-32. A SOCCE is augmented with a special communications package and personnel, as required. It may include SF, Ranger, MISO, CA, SOA, and other SOF representatives. The SOCCE is normally collocated at corps level and above, with smaller liaison teams operating at division level and below. The supported unit provides the SOCCE the required administrative and logistics support. The SOCCE is the focal point for synchronization with the conventional forces. At corps level, the SOCCE coordinates with the corps current operations integration cell, fires cell, and battlefield coordination detachment to deconflict targets and operations. It provides ARSOF locations through personal coordination and provides overlays and other data to the fires cell and the battlefield coordination detachment.

SPECIAL FORCES LIAISON ELEMENT

3-33. The SF liaison element is an SF element that conducts liaison between SF, U.S. conventional forces, and HN or multinational forces. It is formed only as needed. SF liaison elements conduct these functions when conventional forces or host or multinational forces have not practiced interoperability before the operation, when the forces do not share common operational procedures or communications equipment, or when a significant language or cultural barrier exists.

SPECIAL OPERATIONS LIAISON ELEMENT

3-34. The JFSOCC (or the CDRJSOTF, as appropriate) normally provides a special operations liaison element (SOLE) to the joint force air component commander to coordinate and synchronize SOF air, surface, and subsurface operations with joint air operations. The SOLE director places liaison offices in divisions of the joint air operations center to integrate with the joint force air component commander staff. The SOLE director also serves as the JFSOCC's personnel liaison to the joint force air component commander. The SOLE coordinates, integrates, and deconflicts all SOF air, surface, and subsurface activities by providing a SOF presence in the joint air operations center. Additionally, the SOLE ensures coordination of SOF operations in the joint force air component commander's air tasking order and airspace control order.

MILITARY INFORMATION SUPPORT TEAM

3-35. A Military Information Support team (MIST) is a tailored element that provides an inform and influence capability primarily to other U.S. Government agencies. MISTs may sometimes lack an organic mission command capability; therefore, command relationships must be clearly defined. The size, composition, and capability of the MIST are tailored to meet the capability requirements as requested by the supported ambassador or OGA official, and may be augmented through the use of commercially contracted development, production, and dissemination support. MISTs may execute missions in support of a GCC's theater security cooperation plan or non-DOD agencies. These teams have historically operated in such missions as CT, FID, COIN, counterdrug, humanitarian relief operations, and humanitarian demining assistance. The MIST operates under the day-to-day control of the senior military commander, defense attaché officer, or other representative designated by the U.S. Ambassador or OGA official.

CIVIL AUTHORITY INFORMATION SUPPORT ELEMENT

3-36. During times of national disaster, the U.S. military may be assigned the mission to assist local authorities. In such a case, the commander must have a means to communicate and disseminate emergency information to local populations. One option at the commander's disposal is to form a civil authority information support element to deploy and use MIS forces and capabilities to disseminate emergency information to local populations. In these situations, the civil authority information support mission is for the express purpose of disseminating strictly public service and safety information at the direction of a lead federal agency. MIS units employed in a civil authority information support element configuration function strictly in an information dissemination role and will not direct efforts to influence at U.S. citizens. As with all MIS elements, a civil authority information support element is task-organized to provide only the required capabilities to accomplish the mission and is only used within the specified parameters of that mission.

CIVIL-MILITARY OPERATIONS CENTER

3-37. The civil-military operations center (CMOC) is the commander's tool in purposefully shaping the commander's civil AO. The CMOC enhances the execution and monitoring of CAO. It is the focal point for collaboration, coordination, and communication dealing with the civil component of the commander's AO. The CMOC coordinates the interaction of U.S. and multinational forces with government organizations, IGOs, NGOs, and indigenous populations and institutions. In addition to the CMOC, the CA planning teams develop CAO plans, policy, and programs that support the GCC's strategic plans. The civil-military support element may consist of an element that falls under OPCON of the TSOC and provides support to the American Embassy of the country of employment to support other SOF organizations present in-country.

3-38. The CMOC plans and coordinates CAO, manages civil-military programs within the AO, and facilitates disengagement plans. The civil liaison team is the civil-military interface arm of the CMOC and provides the public face of the CMOC, effectively extending the CMOC's reach into multiple areas. The civil information management cell performs civil information fusion and redirects information up, down, and across CA lines of communications. The civil information management cell develops and manages the

civil common operational picture (COP) and provides civil information input to the supported commander's COP.

3-39. The number of CMOCs supporting a given operation varies according to mission requirements and the situation in the operational area. Commanders at any echelon may establish a CMOC. The decision to establish a CMOC stems from civil-military coordination requirements. The distance from the HQ serving a particular geographic or tactical area can also influence the decision. A JTF often establishes a CMOC; however, in operations where the joint force HQ is located in one locale and units are spread throughout the operational area, subordinate Army commanders may establish their own CMOCs.

3-40. The CMOC provides both access and civil-military operations related data and information from and to nonmilitary agencies operating away from the military HQ. The CMOC is mission-oriented and staffed appropriately. A CMOC may be composed of, or augmented by, military and civilian representatives from many different agencies. The typical CMOC consists of the HQ element, the communications cell, the sustainment cell, the operations and intelligence cell, the civil liaison team and representatives from the supported HQ, and the functional specialty cell (not for a CA-company-established CMOC). It may include other elements, such as military, NGOs, IGOs, and foreign nations, based on the situation. Senior CA officers normally serve as the director and deputy director of the CMOC.

SPECIAL OPERATIONS COMMUNICATIONS SUPPORT

3-41. Communications system support to SO must be global, secure, mission-tailored, and jointly interoperable. Interoperability includes attaining commonality, compatibility, and standardization of the communications system to provide network operations to the force. The communications system supports the full range of diverse SO missions worldwide. Global communications support ensures that ARSOF can communicate anywhere at any time using strategic capabilities to the maximum extent possible, as well as commercial, tactical, and HN assets. To ensure secure systems, ARSOF employ the latest technology, devices, encryption, and procedures approved by the National Security Agency. The ARSOF communications system must be interoperable with unified action elements. It must integrate not only with state-of-the-art systems, but also with less-sophisticated equipment often found in less-developed nations.

3-42. ARSOF units require seamless industry standard and protocol-compliant voice, data, and imagery support. ARSOF communications support is provided at different echelons, from the national level to the unit level. The ARSOF communications networks need to include redundant routes to prevent site isolation. They must also take advantage of automated systems that provide transparent connectivity to the user. The communications system must exploit all available means, including HN assets, to provide robust and ready access to the Global Information Grid in support of ARSOF. System interoperability in compliance with DOD standards is necessary to ensure a seamless interface from the highest to the lowest echelons of communications support. ARSOF may also use the North Atlantic Treaty Organization (NATO) Secret network and Combined Enterprise Regional Information Exchange (CENTRIX) system during deployments for communications with conventional force units, including air medical evacuation requests.

3-43. ARSOF units primarily communicate using a mix of combat net radio that involves the family of both single-channel and frequency-hopping radios. ARSOF radio systems include very high frequency, high frequency, and ultrahigh frequency single-channel tactical satellite. ARSOF units also deploy with international maritime satellite terminals or handheld Iridium satellite phones for communications in less developed areas.

3-44. Data communication is increasingly becoming the primary means of communication in SOF units as new technological capabilities are exploited. Special Forces operational detachments A (SFODAs) and Special Forces operational detachments B (SFODBs) have low-to-medium-rate data capability through international maritime satellite, improved special operations communications assembly, and SOF Deployable Node-Medium to receive intelligence and guidance and to send situation reports, providing clear, relevant information in a shorter transmission time. The SOF Deployable Node-Heavy is used at battalion or SOTF level for redundant data capabilities and, in some cases, as the primary means of data communications. SF battalions have multichannel tactical satellite spoke terminals to provide voice and

high-rate data and imagery services between them and the SF group. SF groups have multichannel tactical satellite spoke-hub terminals. If needed, the 112th Special Operations Signal Battalion (A) provides a more robust hub capability at high data rates. The Ranger Regimental HQ has medium-data-rate tactical satellite capability. As mission requires and assets are available, the signal battalion can provide high-data-rate support to the Ranger task force. Ranger battalions and task forces have medium-data-rate capabilities to enhance information access. SOTF communications planners must integrate ARSOF into the theater communications system when units are deployed in the theater of operations.

OPERATIONS STRUCTURE

3-45. The operations structure provides a broad process for conducting operations, the basic options for visualizing and describing operations, and the intellectual organization for common critical tasks. ARSOF conduct extensive preparation and planning with interagency and key HN partners to ensure that authorities are in place prior to mission execution and to set the conditions for post-operation activities and enduring partnership.

ARMY SPECIAL OPERATIONS FORCES OPERATIONAL METHODOLOGY

3-46. The Army applies the plan, prepare, execute, and assess operations process. ARSOF’s operational methodology includes find, fix, finish, exploit, and analyze (F3EA). ARSOF’s methodology—F3EA—is inherent in the execution of all SO. Surgical strike uses F3EA to satisfy the requirement of reliable, actionable intelligence for targeting purposes. Special warfare uses the F3EA methodology to identify gaps, and builds and strengthens friendly networks in the execution of UW and FID.

3-47. Figure 3-2 graphically portrays the F3EA as a three-dimensional process that allows a JFC to synchronize the intelligence disciplines with a multifaceted and agile operational capability providing 24/7 targeting effects.

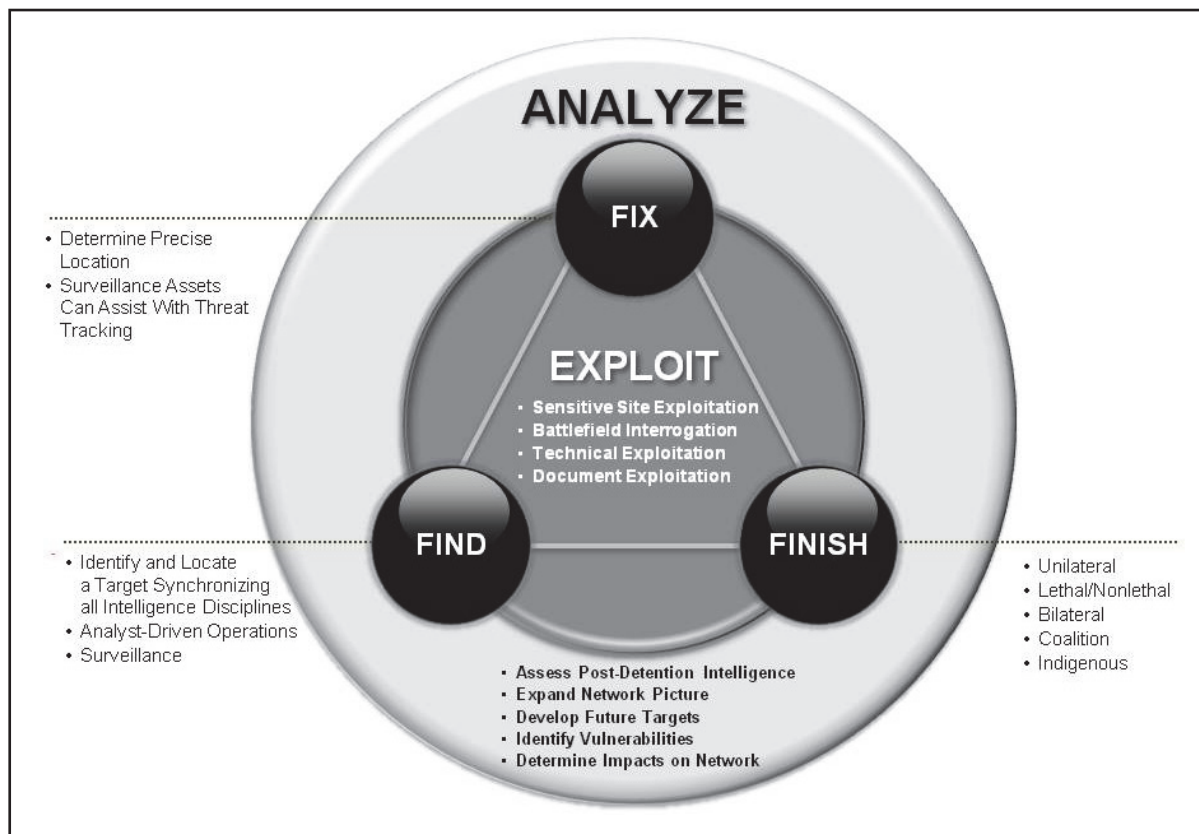


Figure 3-2. Find, fix, finish, exploit, and analyze process

3-48. A general description of F3EA steps includes—

- *Find*: Aspects of the networks (threat/friendly) identified and located synchronizing all intelligence disciplines, analyst-driven operations, and surveillance.
- *Fix*: Determination of precise location and tracking entities of the network or threat and limiting its options.
- *Finish*: Unilateral, bilateral, coalition, and indigenous lethal and nonlethal actions to disrupt and defeat the threat network and strengthen the friendly network.
- *Exploit*: Execution of a combination of sensitive-site exploitation, battlefield exploitation, technical exploitation, and document exploitation of the network (threat/friendly).
- *Analyze*: Methodical and detailed assessment of post-operation or post-activity intelligence; expansion of the COP; development of future operations and activities; determination of impacts on the network or threat; and examination and evaluation of information on the network or threat.

ARMY SPECIAL OPERATIONS OPERATIONAL PLANNING CONSIDERATIONS

3-49. The Army's operational frameworks of deep-close-security, decisive-shaping-sustaining, and main-supporting efforts assist military leaders in clearly articulating their concept of operations in time, space, purpose, and resource priority. These frameworks define Army SO within the context of joint and Army operations. The R3 planning considerations represent the unique aspects of ARSOF synchronizing efforts in support of the ambassador's integrated country strategy or the GCC's theater strategy. The R3 framework provides a cognitive model for leaders to prioritize and orient within the decentralized nature of SO:

- *Right partner*. The right partner entails the identification, assessment, and selection of a partner security force for training, advice, and/or assistance that can enhance U.S. national security.
- *Right location*. The right location entails the identification of a geographic location with strategic or operational significance or suitability.
- *Right capability*. The right capability entails the enhancement of a partner's capability that enhances the security of the United States and its allies.

Right Partner

3-50. ARSOF work with or through indigenous partners who are best able to advance U.S. strategic objectives and can directly or indirectly support the CCDR's regional plans and the ambassadors' integrated country strategies. These critical partnerships are based on trust and a shared desire to achieve mutually beneficial outcomes.

3-51. The right partner possesses the necessary level of motivation, access, and placement required to facilitate ARSOF shaping and deterrence operations. A partner does not have to be a state actor. ARSOF routinely forge partnerships with insurgents, popular movements, autonomous tribes, and a variety of other nonstate actors in order to enable the CCDR access and influence throughout the operational area.

Right Location

3-52. ARSOF operate in locations that have a strategic significance and support national objectives in an effort to deter conflict and shape the operational environment. Access to key populations allows ARSOF to exert influence and therefore alter the conditions in the operational environment. Since ARSOF are culturally adept and politically astute, they can maneuver the intricate terrain of population-centric activities and are able to capitalize on emerging opportunities.

3-53. When SO are conducted in response to emerging crises, the location is dictated by the situation itself. In such cases, ARSOF employ an advanced analytical time-sensitive planning process to select optimal locations to stage and deploy forces in order to maximize effectiveness and mitigate risks.

Right Capability

3-54. When working with a partner, ARSOF continuously assess the partner's requirements to identify critical capability gaps. Once capability gaps are identified, ARSOF devise practical solutions and employ appropriate mechanisms to effectively close these gaps. The overarching goal is to enhance the partner's sustainable capabilities to a level that ensures success of the U.S. and partner collaborative effort.

3-55. Programs designed to enhance the partner's capability must be carefully tailored to address the partner's specific requirements and not exceed the partner's abilities. A well-designed program ensures that the partner possesses sufficient capability to support U.S. efforts, can use the capability appropriately, and can sustain that capability after U.S. forces depart.

ORGANIZATION

3-56. ARSOF are a unique organization characterized by a highly adaptive culture and a versatile task organization, providing the JFC with a scalable and discreet capability in politically sensitive, austere, and noncontiguous environments. They are specifically organized, trained, and equipped to work with indigenous forces—often against irregular threats. They can be tailored to achieve not only military objectives, but also support the application of the diplomatic, informational, and economic instruments of national power.

UNITED STATES SPECIAL OPERATIONS COMMAND

3-57. USSOCOM is one of the nine combatant commands in the U.S. military's structure, with Military Department and defense agency-like responsibilities. Section 167, Title 10, United States Code (10 USC 167) and Department of Defense Directive (DODD) 5100.01, *Functions of the Department of Defense and its Major Components*, task USSOCOM with performing the department-like functions of organizing, training, equipping, and providing combat-ready personnel for employment by the GCC. Additionally, the Unified Command Plan and other strategic guidance direct USSOCOM to synchronize DOD's global campaign planning against terrorist networks.

3-58. USSOCOM may be directed to conduct global operations as well. As such, USSOCOM is a unified combatant command but also has authorities and responsibilities in common with the departments. USSOCOM's main responsibilities include programming and maintaining the Major Force Program (MFP)-11 budget; developing SO strategy, doctrine, and tactics; ensuring the interoperability of SOF; conducting precrisis planning; and commanding continental United States-based SOF. To accomplish these responsibilities, USSOCOM is comprised of five key subordinate organizations. Four are Service components, and one is a subordinate unified command.

UNITED STATES ARMY SPECIAL OPERATIONS COMMAND

3-59. USASOC provides trained and ready SF, Ranger, SOA, PSYOP, and CA personnel to GCCs and U.S. Ambassadors. The USASOC commander exercises command of continental United States-based Regular Army SOF. He also oversees and evaluates continental United States-based ARNG SOF. USASOC is responsible for the development of unique ARSOF doctrine; tactics, techniques, and procedures; and materiel. USASOC consists of four component subordinate commands and three component subordinate units manned with civilians and Regular Army and Reserve Component military personnel.

3-60. The component subordinate commands of USASOC are the United States Army Special Forces Command (Airborne) (USASFC[A]), the USAJFKSWCS, the Army Special Operations Aviation Command (ARSOAC), and the MISOC(A). The component subordinate units are the 95th Civil Affairs Brigade (Airborne [A]), the 75th Ranger Regiment (A), and the 528th SB(SO)(A).

UNITED STATES ARMY SPECIAL FORCES COMMAND (AIRBORNE)

3-61. *Special Forces* are U.S. Army forces organized, trained, and equipped to conduct special operations with an emphasis on unconventional warfare capabilities (JP 3-05).

3-62. The USASFC(A) consists of five Regular Army SF groups and two ARNG groups. SF make up a unique unconventional Army force organization. They are highly trained and experienced professionals with an extraordinary degree of versatility. They can plan and conduct SO across the range of military operations. Their tactical actions may often have operational or strategic effects. SF operations are characterized by their strategic and operational implications.

3-63. The unique SF skills in language qualification, regional orientation, cultural awareness, and interpersonal relations are keys to the successes experienced by SF units in the field. SF operations require flexible and versatile forces that can function effectively in diverse and contradictory environments.

UNITED STATES ARMY JOHN F. KENNEDY SPECIAL WARFARE CENTER AND SCHOOL

3-64. The USAJFKSWCS constitutes the training center and institution of ARSOF. It consists of a headquarters and headquarters company; a combined arms center SOF cell; the Capabilities Development and Integration Directorate; the SF Warrant Officer Institute; a noncommissioned officer academy; a special warfare medical group; and two special warfare training groups. USAJFKSWCS provides the training, personnel, doctrine, and policy to support ARSOF.

3-65. The USAJFKSWCS serves as the USASOC proponent for all matters pertaining to individual training, develops doctrine and all related individual and collective training material, provides leader development, develops and maintains the proponent training programs and systems, and provides entry-level and advanced individual training and education for SF, CA, and PSYOP Soldiers.

ARMY SPECIAL OPERATIONS AVIATION COMMAND

3-66. *Army special operations aviation* are designated Active Component forces and units organized, trained, and equipped specifically to conduct air mobility, close combat attack, and other special air operations.

3-67. The ARSOAC is headquartered at Fort Bragg, North Carolina. The command organizes, mans, trains, resources, and equips Army SOA units to provide responsive SOA support to SO. Additionally, the command serves as the USASOC aviation staff proponent, and includes a technology applications program office, a flight detachment, a systems integration management office, a regimental organizational applications element, a special operations aviation training battalion, and the 160th Special Operations Aviation Regiment (Airborne) (SOAR[A]). The U.S. Army's tactically operational SOA unit is the 160th SOAR(A). It consists of a regimental headquarters and headquarters company and four SOA battalions.

3-68. SOA supports other SOF units by planning and conducting special air operations in all operational environments. Its specially organized, trained, and equipped aviation units provide the joint force special operations component commander (JFSOCC) with the capability to infiltrate, resupply, and exfiltrate SOF elements engaged in all SO core activities.

UNITED STATES ARMY MILITARY INFORMATION SUPPORT OPERATIONS COMMAND (AIRBORNE)

3-69. *Military Information Support operations* are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of military

information support operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives (JP 3-13.2, *Military Information Support Operations*).

3-70. SO MISO forces are organized and trained to conduct deliberate activities and messages that shape the attitudes and behavior of foreign target audiences in ways that support U.S. policy objectives. PSYOP Soldiers, as the executors of MISO, conduct in-depth analyses of foreign target audiences, concentrating on cultural, historical, political, social, economic, religious, and other appropriate or mission-critical characteristics, to determine and exploit selected psychological vulnerabilities. SO MISO forces are flexible and adaptable and are proficient in operating in widely diverse environments, conditions, cultures, and situations. SO MISO forces can operate in small autonomous teams or with other SO, conventional, or multinational units, or with OGAs.

3-71. MISO units provide unique inform and influence capabilities. They are designed to meet the needs of conventional and other SOF commanders in all operational environments. The MISOC(A) is a component subordinate command of USASOC. As a special operations unit, the MISOC(A) is comprised of a command group, headquarters and staff, a cultural intelligence section, a separate ARSOF media operations battalion, and two MIS groups, each with three subordinate battalions.

CIVIL AFFAIRS BRIGADE (AIRBORNE)

3-72. The 95th Civil Affairs Brigade (A) is a component subordinate command of USASOC. The brigade consists of five regionally aligned SO CA battalions. The brigade's mission is to deploy regionally focused SO CA planning teams, civil liaison teams, CMOCs, SO CA battalions, SO CA companies, and SO CA teams to plan, enable, shape, manage, and execute CAO to mitigate civil vulnerabilities in support of TSOC commanders and U.S. Ambassadors. Although the brigade's primary mission focus is support of SOF, it maintains the requirement to serve as part of a conventional airborne initial-entry force and can serve as the core of a JCMOTF.

3-73. SO CA forces are specially selected, trained, and organized to operate independently or as part of a larger SO element within austere, politically sensitive, hostile, or denied AOs. At the tactical level, SO CA teams operate with and through HN or indigenous partners and focus on gaining and maintaining access to key areas and populations to understand, identify, and address civil conditions being exploited or at risk of being exploited by adversaries.

3-74. From the tactical to strategic level, SO CA elements plan, coordinate, enable, and execute operations, activities, and tasks to achieve specified U.S. Government objectives. SO CA elements liaise, coordinate, and synchronize efforts with appropriate U.S. Government, HN, intergovernmental, nongovernmental, and international organizations to leverage all available resources and ensure unity of effort. SO CA elements increase U.S. Government situational awareness and understanding of key areas and relevant populations and enable future operations planning through civil information management and use of the USSOCOM Civil Information Management Data Processing System (CIMDPS).

3-75. CAO consist of those actions taken to support the military commander's assigned mission, U.S. Ambassadors, and U.S. national policy that involve interface and coordination with foreign nation military and civilian agencies, NGOs, or IGOs. CA core tasks include—

- Populace and resources control.
- Foreign humanitarian assistance.
- Nation assistance.
- Support to civil administration.
- Civil information management.

RANGER REGIMENT (AIRBORNE)

3-76. *Rangers* are a rapidly deployable airborne light infantry organized and trained to conduct highly complex joint direct action operations in coordination with or in support of other special operations units of all Services (JP 3-05).

3-77. The 75th Ranger Regiment (Airborne) can execute DA operations in support of conventional non-special-operations missions conducted by a CCDR and can operate as conventional light infantry when properly augmented with other elements of combined arms. Its specially organized, trained, and equipped Soldiers provide a capability to deploy a credible military force quickly to any region of the world. It performs specific missions with other SO and often forms habitual relationships. Its missions differ from conventional infantry forces' missions in the degree of risk and the requirement for precise, discriminate use of force. It uses specialized equipment, operational techniques, and several modes of infiltration and employment.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

3-78. Unlike conventional logistics units, ARSOF logistics planners frequently plan, coordinate, and provide support for their own forces from the battalion level to the theater of operations or joint level. They must, therefore, be knowledgeable of joint operations and be able to interface for logistics support throughout the theater of operations. The 528th SB(SO)(A) provides operational logistics mission command, signal, and Role 2 medical care in support of ARSOF.

3-79. The 528th SB(SO)(A) is unique when compared to other Army sustainment brigades in that it maintains global situational awareness of deployed ARSOF logistics support structures. The brigade is multi-composition in structure, is focused at the operational level for logistics planning and synchronization, and is designed to deploy as small, modular teams. The brigade also trains, resources, and equips the Army's only SO signal battalion (112th Special Operations Signal Battalion [A]) and contains expeditionary medical Role 2 teams to enable ARSOF units to operate with conventional forward surgical teams or other resuscitative surgical teams.

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Chapter 4

Fires

The deliberate evaluation of an enemy's vulnerabilities and the application of SOF capabilities at critical nodes are the foundation of SOF employment. The keystone of SOF mission planning is the operational element that will plan and execute the mission. The inherent qualities of SO planning encourage foresight. SOF select targets for exploitation with careful and deliberate consideration. Effective integration of SOF into a GCC's campaign is possible only through synchronized targeting and mission planning. Targeting is the process of selecting and prioritizing targets and matching the appropriate response, taking into account operational requirements and capabilities. Targeting is the analysis of enemy situations relative to the commander's mission, objectives, and capabilities at his disposal. In achieving the JFC's objectives, targeting focuses on producing specific effects. It identifies and nominates specific vulnerabilities that, if exploited, will accomplish the commander's objectives through capture, destruction, disruption, delay, degradation, neutralization, influence, deception, or exploitation of enemy forces or resources critical to the enemy. The JFC may establish a joint targeting coordination board (JTCB) to evaluate nominations for assessing whether targets will achieve desired objectives.

The SO options available to the JFC include a myriad of lethal and nonlethal actions that can, when properly and lawfully applied, optimize SOF capabilities. SOF targeting considerations include the political, military, economic, informational, and psychological effects on the enemy's capabilities, morale, and popular support base. Two distinctly different modes—direct and indirect—define the lethal and nonlethal force applied by ARSOF.

Maximizing the effects of lethal joint fires and nonlethal actions will be vital to mitigating risk and reducing reliance on organic fires in a joint expeditionary environment. The creation of the special operations forces joint fires element (SOFJFE) gives each SF group and the Ranger Regiment the ability to plan, coordinate, synchronize, and execute lethal joint fires and nonlethal actions to obtain desired effects across the range of military operations. ARSOF and United States Air Force (USAF) joint terminal attack controllers will partner to integrate the execution of joint air-to-surface fires fully in support of joint close air support and strategic air interdiction.

TARGETING CYCLE

4-1. ARSOF use the targeting cycle for an analytical, systematic approach focusing on the targeting process that supports operational planning to achieve the objectives of the JFC. The interrelationship of the target development and mission-planning phases dominates the targeting cycle. ARSOF must be prepared to conduct both joint and land component targeting planning. Fires are inherently joint; ARSOF rely on joint fires and must be linked into the joint fires and targeting process. The joint targeting process phases, details, roles, and responsibilities associated with the joint targeting process are detailed in JP 3-60, *Joint Targeting*.

LAND COMPONENT TARGETING PROCESS

4-2. Targeting involves selecting and prioritizing targets and matching the appropriate response, considering operational requirements and capabilities. The targeting process provides an effective method for matching the friendly force capabilities against enemy targets. The “decide, detect, deliver, and assess” methodology facilitates the attack of the target with the right asset at the right time. Successful use of the targeting cycle delivers incredible destruction to the enemy, while limiting friendly casualties. Assessment of nonlethal effects, such as those provided by MISO and CA, can be much more difficult to ascertain and, consequently, significant coordination with and effort by the supporting intelligence staff is critical.

JOINT FIRES

4-3. Generating decisive combat power requires integrating all military capabilities to achieve strategic, operational, and tactical objectives. Inherent in joint operations is the successful employment of fires throughout the theater of operations or JOA. The joint force and component commanders, with the assistance of their staffs, must synchronize a variety of fires in time, space, and purpose to increase the total effectiveness of the joint force (JP 3-09, *Joint Fire Support*).

SPECIAL OPERATIONS FEASIBILITY ASSESSMENT

4-4. The feasibility assessment is an initial determination of the viability of a proposed mission or target for SOF employment. It essentially answers the following SOF operational mission criteria questions: Is it an appropriate SOF mission or task? Does it support the JFC’s campaign or operation plans? Is the mission or task operationally feasible? Are required resources to execute and support the SOF mission available? Does the expected outcome of the mission justify the risk?

4-5. Risk management is the Army’s primary decisionmaking process for identifying and controlling risk across missions, functions, operations, and activities. ARSOF fully integrate this five-step process as an element of detailed planning to allow it to be executed intuitively in situations that require immediate action.

SPECIAL OPERATIONS FORCES JOINT FIRES ELEMENT

4-6. ARSOF combat units enhance their effectiveness through the planning, coordination, synchronization, and execution of lethal joint fires and nonlethal actions to achieve desired effects. A joint fires element is an optional staff element that provides recommendations to the J-3 to accomplish fires planning and synchronization. The SOFJFE is the focal point for targeting and planning joint fires within the SOTF. The SOFJFE consists of permanently assigned Aviation, Field Artillery, and PSYOP officers; warrant officers; and noncommissioned officers (NCOs), as well as augmentees from the various Services, units, and agencies that can provide lethal fire support and nonlethal targeting. The SOFJFE is task-organized to integrate seamlessly into intelligence, current operations, and future plans. The SOFJFE consists of a HQ and three subordinate sections—targeting, operations, and plans.

SPECIAL OPERATIONS NONLETHAL TARGETING

4-7. Nonlethal targeting plays an ever-increasing role in operations because of the growing asymmetric nature of warfare. From stability operations to full-scale combat operations, ARSOF must consider all means available to achieve a desired effect. Lethal targeting may achieve an immediate effect; however, its long-term effects and possible second- and third-order effects must be considered in the context of the desired final outcome. Nonlethal targeting can often provide an economy-of-force means to achieve desired effects with a much lower profile than lethal means. Considering that all targeting can have physical or behavioral effects, ARSOF planners should determine if nonlethal targeting means can achieve a desired effect with a lower profile than a lethal solution. Nonlethal targeting means—such as electronic warfare, MISO, computer network operations, or CAO—can often achieve effects more subtly and with fewer negative long-term effects than lethal targeting. Sometimes, a combination of lethal and nonlethal means can amplify the desired effect. Table 4-1, page 4-3, provides examples of nonlethal targeting.

Table 4-1. Nonlethal targeting examples

Effect	Lethal Solution	Nonlethal Solution
Disrupt enemy command and control channels H-1 through H+1	Strike on communications facilities	Coordination of electronic attack and computer network operations
Reduce recruitment by enemy forces	Targeting of enemy forces leadership	MISO products countering enemy forces recruitment strategies and CA job programs aimed to decrease unemployment
Counter adversary information activities on the Internet	Strike on adversary information cells	Computer network operations; MIS

SPECIAL OPERATIONS FORCES JOINT FIRES ELEMENT IN THE TARGET NOMINATION PROCESS

4-8. The SOFJFE monitors and reviews higher HQ, SOTF staff, and component target nominations to ensure compliance with JFC guidance. The SOFJFE recommends SOTF-level targeting guidance and targeting priorities to the SOTF commander through the J-3 or the operations and training officer (S-3) and JTCB (if conducted). The focus is generally on future operations to set the framework for joint targeting and component actions. Target nominations are also reviewed to eliminate duplication. The SOFJFE produces and maintains the SOTF target nomination list of targets on the joint target list. If the SOTF hosts its own JTCB, the SOFJFE drafts and publishes a Daily Apportionment Decision, Allocation, and the Commander's Targeting Guidance message. This message disseminates the SOTF's decisions made on all JTCB recommendations and provides guidance to components and staff for upcoming targeting cycles. The SOFJFE forwards prioritized target nominations from the SOTF for potential engagement by air assets to the SOLE at the joint air operations center for nomination to the joint integrated prioritized target list and potential inclusion in the air tasking order.

4-9. The JFC compiles and publishes the no-strike list. All targets on this list must also appear on the SOFJFE no-strike list. This list is a compilation of enemy, civilian, and military infrastructure and operational targets restricted from attack. Production of this list requires input from and coordination with the Intelligence Directorate (J-2) or intelligence officer (S-2), the J-3 or S-3, the Judge Advocate General, CA, MIS, component liaison officers, and higher HQ, as appropriate. The SOFJFE also forwards any SOTF nominations to the no-strike list.

4-10. The SOFJFE drafts the fires portion of SOTF-level plans and orders. This effort includes participation with the J-5 or the S-3 in the planning process for the initial campaign and subsequent plans. The SOFJFE also reviews and recommends fire support coordination measures.

4-11. If the SOTF hosts its own JTCB, the SOFJFE coordinates with component representatives and provides administrative support to conduct the JTCB. The SOFJFE also prepares materials that are forwarded to the SOTF J-3 or commander for a final decision.

TIME-SENSITIVE TARGETING

4-12. Not all targets can be serviced following the normal targeting cycle. Time-sensitive targets (TSTs) are targets of such high priority to friendly forces that the JFC designates them as requiring immediate response because they pose (or will soon pose) a danger to friendly forces, or they are highly lucrative, fleeting targets of opportunity. The JFC establishes guidance on procedures for coordination, deconfliction, and synchronization among components in a theater of operations or JOA. ARSOF's contribution against TSTs begins with clandestine or covert reconnaissance, surveillance, terminal guidance and control of weapons systems, and DA, and includes exploitation and amplification of the TST action for psychological effect.

4-13. TSTs are targets and, as such, their nomination, development, execution, and assessment will still take place within the framework of the joint targeting cycle. A critical factor in prosecuting TSTs is the

requirement to conduct all the steps of the joint targeting cycle in a short time. Risk levels are determined for a given probability and severity using the standard risk assessment matrix (figure 1-4 of FM 5-19, *Composite Risk Management*).

4-14. TST execution may be orchestrated from within the theater Army corps fires cell or the joint force air component commander's joint air operations center. The SOFJFE integrates ARSOF assets supporting TSTs through the SOLE at the joint air operations center, SOCCEs at the corps or Marine expeditionary force, and SF liaison elements at the division, if applicable. Communications enhancements for TST operations include direct, dedicated, and redundant real-time links between TST cell nodes.

SPECIAL OPERATIONS INTEGRATION INTO THE THEATER AIR-GROUND SYSTEM AND ARMY AIR-GROUND SYSTEM

4-15. The theater air-ground system is a system that orchestrates the planning and execution of air-ground operations. The theater air-ground system is applicable to all ARSOF operations, including air, ground, and maritime operations. The theater air-ground system includes organization, personnel, equipment, and procedures.

4-16. The Army air-ground system is the Army's control system for synchronizing, coordinating, and integrating air operations. The Army air-ground system initiates, receives, processes, and executes requests for air support and disseminates information and intelligence produced by aerial assets. Although some elements within the Army air-ground system, such as the tactical air control party, belong to different Services, they function as a single entity in planning, coordinating, deconflicting, and integrating air support with ground operations. The ARSOF elements of the Army air-ground system consist of operations, fire support, mission command, and coordination and liaison elements.

4-17. ARSOF combat regiments, groups, battalions, and squadrons may have a USAF air liaison officer and senior tactical air control party NCOs assigned or attached. Their primary mission is to advise commanders on the capabilities and limitations of aerospace power. The air liaison officer works closely with the SOFJFE in planning, requesting, and coordinating air support, including joint close air support, air interdiction, intratheater of operations airlift, and CSAR.

4-18. Another asset for requesting and executing air support is the joint terminal attack controller. As defined in JP 3-09.3, *Close Air Support*, a joint terminal attack controller is a qualified (certified) Servicemember who, from a forward position, directs the action of combat aircraft engaged in close air support and other offensive air operations. The joint terminal attack controllers are the forward element of the theater air-ground system and must be organized, trained, and equipped to operate within that infrastructure. The USAF and ARSOF-trained joint terminal attack controllers join to provide ARSOF combat forces with the ability to control aircraft in support of ARSOF operations.

4-19. At the corps level, a supporting USAF air support operations group provides an air support operations center to direct aerospace support for the corps and subordinate units. The air support operations center is subordinate to the joint force air component commander joint air operations center. A joint air coordination element may be provided to a SOTF to allow a mini air support operations center capability and to provide expedient access to the Joint Air Request Network. The joint air coordination element structure resembles an air support operations squadron staff and includes multiple fighter duty officers, senior fighter duty NCOs, and tactical air control party NCOs.

INFORM AND INFLUENCE ACTIVITIES

4-20. The Army's contribution to the joint information operations effort is IIA. The IIA capabilities are integrated into the planning and execution of operations in the information environment. ARSOF commanders and staff develop information themes and messages to inform domestic audiences and influence the foreign friendly, neutral, adversary, and enemy populations. They do this through IIA—the integration of designated information-related capabilities in order to synchronize themes, messages, and actions with operations to inform U.S. and global audiences, influence foreign audiences, and affect adversary and enemy decisionmaking.

4-21. The information-related capabilities of IIA are—

- Public affairs.
- MISO.
- Soldier and leader engagement.

ARSOF ensure IIA support operational objectives, and ensure information themes and messages are coordinated with conventional forces to reinforce unified land operations.

THREAT CENTER OF GRAVITY ANALYSIS

4-22. The purpose of performing a threat center of gravity analysis is to determine and evaluate the enemy's (and others') critical vulnerabilities (CVs) for exploitation. The results of center of gravity analysis are used during course of action development to exploit identified vulnerabilities.

4-23. Center of gravity analysis key definitions include—

- *Center of gravity*: The source of power that provides moral or physical strength, freedom of action, or will to act.
- *Critical capability*: Adversary capabilities that are considered crucial enablers for the adversary's center of gravity to function as such and are essential to the accomplishment of the adversary's assumed objectives.
- *Critical requirement*: Essential conditions, resources, and means for a critical capability to be fully operational.
- *Critical vulnerability*: Aspects or components of the adversary's critical capabilities (or components thereof), which are deficient or vulnerable to neutralization, interdiction, or attack in a manner achieving decisive or significant results.

4-24. Center of gravity analysis steps are as follows:

- *Identify threat centers of gravity*. Visualize the threat as a system of functional components. Based upon the way the threat organizes, fights, and makes decisions, and upon its physical and psychological strengths and weaknesses, select the threat's primary source of moral or physical strength, power, and resistance. Depending on the level (strategic, operational, or tactical), centers of gravity may be tangible entities or intangible concepts. To test the validity of centers of gravity, ask the following question: Will the destruction, neutralization, influence, or substantial weakening of the center of gravity result in changing the threat's course of action or in denying its objectives?
- *Identify critical capabilities*. Each center of gravity is analyzed to determine what primary abilities (functions) the threat possesses in the context of the operational environment and friendly mission that can prevent friendly forces from accomplishing the mission. Critical capabilities are not tangible objects, but rather are threat functions. To test the validity of critical capabilities, ask the following questions:
 - Is the identified critical capability a primary ability in context with the given missions of both threat and friendly forces?
 - Is the identified critical capability directly related to the center of gravity?
- *Identify critical requirements*. Each critical capability is analyzed to determine the conditions, resources, or means that enable threat functions or missions. Critical requirements are usually tangible elements, such as communications means, weapons systems, geographical areas, or terrain features. To test the validity of critical requirements, ask the following questions:
 - Will the absence or loss of the identified critical requirement disable the threat's critical capability?
 - Does the threat consider the identified critical requirement to be critical?
- *Identify critical vulnerabilities*. Each critical capability is analyzed to determine which critical requirements, or components thereof, are vulnerable to neutralization, interdiction, or attack. A

CV may be a tangible structure or equipment, or it may be an intangible perception, populace belief, or susceptibility. To test the validity of CVs, ask the following questions:

- Will exploitation of the CV disable the associated critical requirement?
- Does the friendly force have the resources to impact or influence the identified CV?
- *Prioritize critical vulnerabilities.* The criticality, accessibility, recuperability, vulnerability, effect, and recognizability (CARVER) method is a SOF methodology used to prioritize targets. The methodology can be used to rank-order CVs, thereby prioritizing the targeting process. The six criteria listed below are applied against each CV to determine the impact on the threat organization:
 - *Criticality*—Criticality or target value is the primary consideration in targeting. Criticality is related to how much a target's destruction, denial, disruption, influencing, and damage will impair the adversary's political, economic, or military operations, or how much a target component will disrupt the function of a target complex. In determining criticality, individual targets within a target system must be analyzed with relation to the other elements critical to the function of the target system or complex. Critical targets may also be selected for SR missions.
 - *Accessibility*—In order to damage, destroy, disrupt, deny, influence, or collect data on a target, SOF must be able to reach it with the necessary equipment, either physically or via indirect means. During SR missions, SOF not only must observe the target, but also must remain in the area undetected for extended periods of time. The SOF unit also must be able to safely exfiltrate once the mission is complete. Weather, light data, physical security measures, and the adversary disposition at the target area are all considered. Sometimes, accessibility is judged as either feasible or infeasible.
 - *Recuperability*—In the case of DA missions, it is important to estimate how long it will take the adversary to repair, replace, or bypass the damage inflicted on a target. Primary considerations are spare parts availability and the ability to reroute production. A target is not a valid SOF target if it can be repaired or bypassed in a short amount of time or with minimal resources.
 - *Vulnerability*—A target is vulnerable if SOF have the means and expertise to attack it. At the strategic level, a much broader range of resources and technology is available to conduct the target attack. At the tactical level, resources may be limited to organic personnel, weapons, and munitions or assets that can be attached, borrowed, or improvised.
 - *Effect*—The target should be attacked only if the desired effects can be created to achieve the objective. These effects may be of a military, political, economic, informational, or psychological nature. The effect on the populace is viewed in terms of alienating the local inhabitants, strengthening the resistance movement, or triggering reprisals against the indigenous people in the immediate target area. The effect on the populace may also impact on the detachment's infiltration, exfiltration, and evasion and recovery routes. Collateral damage must also be calculated and weighed against the expected military benefit to determine if an attack would be advisable under the concept of proportionality. Collateral damage includes, but is not limited to, civilian injuries, deaths, and adverse economic impacts of the proposed attack.
 - *Recognizability*—The target must be identifiable under various weather, light, and seasonal conditions without being confused with other targets or target components. Sufficient data must also be available for SOF to find the target on the ground and to differentiate the target from similar objects in the target area. The same requirement exists to distinguish target critical damage points and target stress points from similar components and their parent structures and surroundings. With appropriate training or augmentation, SOF also should be able to recognize appropriate computer programs, communications circuits, or similar targets of cyber/electromagnetic activities.

STRATEGIC CARVER EVALUATION CRITERIA

4-25. The purpose of strategic target analysis is to determine the critical systems or subsystems that must be attacked to progressively destroy or degrade the adversary’s warfighting capacity and will to fight. Strategic operations are designed to have long-range, rather than immediate, impact on the adversary and its military forces. For strategic-level analysis, the adversary’s systems or subsystems (examples are electric, power, and rail facilities) are listed. The result of strategic target analysis, as well as any additional guidance received from the President and Secretary of Defense, determines priorities as to which system and/or subsystem will be targeted (figure 4-1).

Sample Strategic CARVER Matrix Application							
TARGET SYSTEMS	C	A	R	V	E	R	TOTAL
Bulk Electric Power	5	3	3	5	5	5	26*
Bulk Petroleum	5	3	5	4	3	5	25*
Water Supply	3	5	3	5	5	3	24*
Communication Systems	3	4	5	2	2	2	18
Air Transport	1	1	3	1	2	2	10
Ports and Waterways	1	1	3	1	1	1	8
Rail Transport	2	4	4	1	4	3	18
Road Networks	1	5	3	5	2	5	21
* Indicates target systems suitable for attack. In this example, the Bulk Electric Power target system has been selected.							

Figure 4-1. Sample strategic CARVER matrix application

OPERATIONAL CARVER EVALUATION CRITERIA

4-26. The purpose of operational target analysis is to determine the critical subsystem or target complex within the strategically critical system for interdiction. Examples of target subsystems are shown in figure 4-2.

Sample Operational CARVER Matrix Application							
TARGET SUBSYSTEMS	C	A	R	V	E	R	TOTAL
Bulk Electric/Generation	5	3	4	3	5	4	24*
Transmission	2	5	2	5	2	5	21*
Control	3	1	4	1	3	3	15
Distribution	2	4	2	4	2	3	17
* Indicates target subsystems suitable for attack. In this example, the Bulk Electric/Generation subsystem has been selected.							

Figure 4-2. Sample operational CARVER matrix application

TACTICAL CARVER EVALUATION CRITERIA

4-27. The purpose of tactical target analysis is to determine the military importance, priority of attack, and weapons required to obtain a desired effect on a target or set of targets within a target system in order to

obtain a desired effect on a node or component of a target. For tactical-level analysis, components of the subsystems or complexes selected for attack are listed (figure 4-3).

Sample Tactical CARVER Matrix Application							
TARGET COMPONENTS	C	A	R	V	E	R	TOTAL
Water Intake	3	5	1	1	5	4	19
Water Filters and Pumps	5	4	5	4	5	3	26*
Ion Filter	2	1	1	1	5	1	11
Pre-heater and Pumps	5	2	4	3	5	2	21*
Air Intake	2	1	1	1	5	1	11
Blowers	2	2	1	1	5	1	12
Barges	1	5	1	4	1	5	17
Docks and Oil Pumps	3	5	2	3	1	4	18
Storage Tanks	1	4	1	4	1	5	16
Pre-heaters and Pumps (Fuel)	5	4	4	3	5	4	25*
Boiler	5	4	5	3	5	4	26*
Turbine/Generator	5	3	5	4	5	5	27*
Transformers	3	4	2	4	5	4	22*
Power Lines	5	1	1	1	1	1	10
Switching Station	2	1	1	2	1	1	8
* Indicates target components suitable for attack. In this example, the Turbine/Generator target has been selected.							

Figure 4-3. Sample tactical CARVER matrix application

Chapter 5

Intelligence

SO commanders use the intelligence process to provide accurate, detailed, and timely support to their forces. The intelligence enterprise consists of interconnected intelligence networks and nodes from the national to the tactical level. It is flexible and responsive enough to support ARSOF commanders and their forces during their wide range of missions.

SO commanders drive the intelligence process by articulating their priority for the intelligence effort. Unit G-2s or S-2s satisfy the commander's requirements by planning, directing, and coordinating for the provision of intelligence and counterintelligence. Because organic assets are rarely sufficient, unit G-2s or S-2s rely heavily upon the TSOC J-2, the theater of operations J-2, and joint intelligence center (JIC) assets to meet requirements.

ARSOF units are both consumers and producers of intelligence. The nature of SO missions often dictates a high degree of detail and accuracy. Conversely, ARSOF units, due to their specialized capabilities, can provide critical HUMINT for decisionmakers.

SPECIAL OPERATIONS INTELLIGENCE CRITERIA

5-1. SO missions are both intelligence-driven and intelligence-dependent. Intelligence products developed for ARSOF must be detailed, accurate, relevant, and timely. For example, infiltrating a building in a nonpermissive noncombatant evacuation operation requires exact information on its structure and precise locations of hostages or persons to be rescued. National- and theater-level intelligence products are often required at a lower echelon than is normally associated with support to conventional forces. They may also require near-real-time dissemination to the operator level.

5-2. SO requirements are heavily mission- and situation-dependent. Because ARSOF missions may vary widely, the associated intelligence support also may vary. Therefore, intelligence support for SOF requires a thorough understanding of SO requirements at the tactical level. This causes national and theater support to be much more detailed and precise to support SO requirements.

5-3. The following variables can affect intelligence support:

- Combat (hostile) or cooperative noncombat (permissive) environments.
- Multinational, combined, joint, or unilateral operations.
- Force composition.
- Maritime or land-based operations.
- Mission duration.
- Mission command elements and intelligence support facilities.
- Adversary capabilities, objectives, and operational concepts.

INTELLIGENCE CRITERIA FOR SURGICAL STRIKE MISSIONS

5-4. This set of criteria supports DA, SR, and CT missions. Because SOF missions apply direct military force to concentrate on attacking or collecting information on critical targets, the information required is highly perishable, requires near-real-time reporting, and often requires special handling to protect sources.

5-5. SOF engaged in these missions depend on detailed and current target materials for mission planning and execution. SOF require extensive information from national, theater of operations, and SOF-specific threat installation and target assessment databases, files, studies, and open-source information. SOF require current intelligence updates on targets and target changes from assignment of the mission through planning, rehearsal, execution, and poststrike evaluation.

5-6. The basis for successful SOF mission planning is the target intelligence package normally developed by TSOC intelligence staff in coordination with the theater of operations JIC or joint analysis center (United States European Command [USEUCOM] only). The information and intelligence necessary for the target intelligence package is gained by leveraging the intelligence enterprise. Target intelligence packages must contain timely, detailed, tailored, and all-source intelligence describing—

- The target description.
- The climate, geography, or hydrography.
- Demographic, cultural, political, and social features of the JSOA.
- The threat, including the strategy and force disposition of the military, paramilitary, or other indigenous forces, as well as any forces that endanger U.S. elements.
- Infiltration and exfiltration routes.
- Key target components, including lines of communication.
- Threat command, control, and communications.
- Threat information systems.
- Evasion and recovery information.

5-7. Current geospatial intelligence (imagery, imagery intelligence, and geospatial information) products of the target and AO are an important part of any target intelligence package. SOF elements in premission isolation use target intelligence packages as primary intelligence resources. The target intelligence packages help focus requests for information not covered or for data requiring further detail.

5-8. During all phases of these missions, SOF teams depend upon the timely reporting of detailed and highly perishable intelligence related to their operational situation. They also require rapid, real-time, or near-real-time receipt of threat warnings to enable them to react to changing situations and to ensure personnel protection.

5-9. Teams conducting missions are primary providers of information and intelligence for both SOF and conventional forces assigned to a theater of operations or JOA. Mission preparation requires that participants be aware of collection requirements and that procedures are established for reporting and dissemination.

INTELLIGENCE FOR SPECIAL WARFARE

5-10. This set of criteria supports UW, FID, MISO, CAO, and security assistance, as well as ARSOF involvement in humanitarian assistance and disaster-relief operations. Intelligence required to support indirect missions may be more historical in nature and less perishable than that required for direct missions. The information may be unclassified, with much of it available in open-source formats. The emphasis is generally away from detailed, target-specific intelligence toward general military intelligence. Intelligence support focuses on leveraging the intelligence enterprise for social, economic, political, and psychological conditions within a targeted country or area to U.S. benefit. Developing and maintaining good rapport with HN governments and indigenous population groups is essential to successful mission accomplishment. To establish rapport, ARSOF Soldiers require extensive knowledge of the local populace and its culture and language.

5-11. UW operations require extensive information on insurgent groups and their organization, location, and capabilities. UW also requires information on the presence and viability of subversive movements and military activity, as well as target-specific information. In addition, the information must describe the populace's likely response to government actions, thereby indicating the strength of potential local opposition to the foreign nation government.

5-12. ARSOF teams engaged in FID and foreign humanitarian assistance require detailed intelligence on the indigenous economic, military, social, and political structure and situation. Country or area studies are often invaluable sources of information. Such studies encompass a wide range of topics covering all aspects of a country and its populace. Many country or area studies are unclassified and prepared using a variety of resources. They normally include text, imagery, and mapping data.

5-13. MIS forces require access to open-source networks and the intelligence enterprise to assess the impact of all information activities. Requirements for MISO are often nontraditional (indigenous newspaper distribution figures, emotions of local population to key communicators, and local media and advertising). The cultural intelligence section provides ARSOF commanders useful military, sociological, psychological, and political information, as well as valuable demographic data.

5-14. Through area study, civil reconnaissance, and the execution of CAO, SO CA forces gather civil information on the PMESII-PT variables. SO CA elements conduct civil information management to develop, maintain, and fuse the civil COP with the commander's COP. Civil information management enables current operations tracking, future operations planning, and a holistic understanding of the operational environment.

NATIONAL-LEVEL INTELLIGENCE SUPPORT

5-15. The members of the intelligence community are important sources of intelligence for ARSOF elements. Intelligence community sensors have a depth and breadth of coverage that allows them to see into denied or hostile areas where SOF operate. Consequently, they provide unique and critical information. ARSOF can often rely upon such intelligence community systems to cover areas of interest early in crisis or contingency situations when political sensitivities are high and SOF are the first or only military forces committed.

5-16. The primary intelligence community members that support SOF are the Defense Intelligence Agency, the National Security Agency, the National Geospatial-Intelligence Agency, and the Central Intelligence Agency. ARSOF component subordinate units can have embedded National Geospatial-Intelligence Agency analysts to provide additional support. These organizations, along with the Service intelligence organizations, support theater of operations task force operations. They provide substantive intelligence assets, dedicated communications connectivity, personnel augmentation, and counterintelligence support. The focal point for national-level intelligence support to theater operations is through the supported GCC's JIC or joint analysis center from the National Military Joint Intelligence Center.

THEATER INTELLIGENCE

5-17. The TSOC J-2 is the primary intelligence officer for theater of operations SOF. He ensures intelligence products are available to support each SO command mission tasking. He relies on the theater of operations JIC or joint analysis center and Service organizations to collect, produce, and disseminate intelligence to meet SOF needs. He validates, reconciles, consolidates, and prioritizes requirements to optimize collection and production efforts. The TSOC J-2 coordinates joint SO intelligence operations and the production and dissemination of target intelligence packages to support SO targeting. He directs subordinate SOF units to collect and report information supporting the TSOC's intelligence requirements. He also coordinates with the TSOC J-6 to obtain secure (sensitive compartmented information) voice and data communications with subordinate, supporting, and supported units. In some missions, a SOJTF or JSOTF is established, and, in those cases, the J-2 functions in the same manner as the TSOC J-2.

THEATER OF OPERATIONS JOINT INTELLIGENCE CENTER

5-18. The theater of operations JIC and joint analysis center (USEUCOM only) are the primary AOR all-source analysis and production organizations. National intelligence agency representatives are integrated into the JIC augmenting its analytical and production capability. The JIC provides much of the intelligence production agency support needed for target intelligence packages required for ARSOF

missions identified in the joint SOF targeting cycle. The JIC should fully integrate MISO and CAO information into its all-source analytical and production effort.

5-19. The JIC normally locates near the joint operations center. The center serves as the focal point for operational and intelligence support to crisis or contingency operations. It is also the primary theater of operations interface with the National Military Joint Intelligence Center.

SPECIAL OPERATIONS COMMAND JOINT INTELLIGENCE CENTER

5-20. The Special Operations Command Joint Intelligence Center provides complementary SOF-peculiar intelligence support to all TSOCs upon request of the theater of operations JIC. Specifically, its mission is to provide timely analysis, production, and dissemination of all-source intelligence relating to SO, MISO, and CAO to—

- GCCs.
- TSOCs and supported commands.
- USSOCOM component commands and subordinate units.

5-21. USSOCOM provides intelligence support to TSOCs from its Special Operations Command Joint Intelligence Center and from deployable SOF intelligence support packages. USSOCOM deploys tailored packages of personnel, systems, and equipment to GCCs for direct support to theater of operations SOF. The personnel, systems, and equipment in these tailored packages achieve access to general military intelligence databases focused on the AO, plus other operational needs.

FUSION CENTER

5-22. Fusion centers mark a significant improvement to dynamic operational support by integrating mission command together with focused analysis and other partners within a single centralized entity. A fusion center is an ad hoc collaborative effort between several units, organizations, or agencies that provide resources, expertise, information, or intelligence to a center with the goal of supporting the operations of each contributing member. They are primarily designed to focus collection and promote information sharing across multiple participants within a set geographic area. These centers are not operations centers. Commanders at various echelons create fusion centers to manage the flow of information and intelligence; focus information collection to satisfy information requirements; and to process, exploit, analyze, and disseminate the resulting collection. ADRP 2-0, *Intelligence*, includes more information.

SPECIAL OPERATIONS CAPABILITIES

5-23. The ARSOF intelligence team's organizations and roles are as varied as the units and missions they support. The intelligence team's goals of all intelligence operations include evaluating the information to determine accuracy, timeliness, usability, completeness, precision, and reliability, as well as determining if it is relevant, predictive, and properly tailored.

SPECIAL FORCES

5-24. SF have a robust, organic intelligence support organization. At both group and battalion levels, staff elements (S-2s) and military intelligence detachments directly support their respective commanders. The five principal military intelligence elements that support the group are the all-source production section, the collection management and dissemination section, the technical control and analysis element, the HUMINT analysis team, and the geospatial intelligence (imagery, imagery intelligence, and geospatial engineers) team. The all-source production section, technical control and analysis element, HUMINT analysis team, geospatial intelligence team, and collection management and dissemination section receive and analyze intelligence produced by outside sources.

5-25. Special operations teams A (SOT-As) are ground-based signals intelligence teams. There are three SOT-As organic to each battalion military intelligence detachment. The SOT-A mission is to monitor the electromagnetic spectrum in a SO environment to perform SR and to support protection. This intercept and

direction-finding capability gives the commander a signal intelligence collection asset that is directly responsive to his needs in understanding the operational environment.

5-26. Counterintelligence agents conduct protection for deployed forces and operational bases. Interrogation specialists conduct debriefings and interrogations to enhance the HUMINT collection effort. These personnel are trained and certified to conduct military source operations and interrogation.

5-27. SF units rely on attached USAF SO weather teams to provide valuable data on weather, climate, and light for SO planning. The SF operational detachment performs intelligence collection, analysis, and production to support their team's varied missions and the ARSOF commander's mission intent.

RANGERS

5-28. The Rangers have an organic analysis capability. The regiment S-2 has all-source technicians, analysts, and imagery specialists. It also has a counterintelligence element whose primary function is protection. The regiment S-2 also possesses a 2X section that serves as the HUMINT oversight mechanism for the regiment. In addition to the regimental S-2 section, the Rangers have a military intelligence company under the Ranger Special Troops Battalion. Three operational signals intelligence teams reside in the military intelligence company. Operational signals intelligence teams are ground-based signals intelligence teams that perform electronic support. Battalion S-2s have a limited capability. The concern of both S-2 elements is primarily analysis to support situation and target development. The Ranger Reconnaissance Company provides the commander a long-range reconnaissance capability, and the reconnaissance platoons in each battalion collect combat information to satisfy the Ranger commander's critical information requirements. The Ranger S-2 section also includes a geospatial intelligence team.

SPECIAL OPERATIONS AVIATION

5-29. SOA's intelligence concerns are target-oriented and imagery-intensive. SOA requires detailed threat information along infiltration and exfiltration routes. SOA aircraft can also provide platforms to perform information collection in denied areas and provide products for target development or intelligence analysis.

MILITARY INFORMATION SUPPORT OPERATIONS

5-30. MIS capabilities are predominantly in the realm of open-source research of MIS-focused information on the ground in the form of observations, interviews, still photographs, and video, coupled with the technical means to push that information to analysts within the theater or wherever needed to facilitate support and decisionmaking. MIS forces cannot collect the information themselves; they require support from the unit intelligence section or other higher-level organizations. MISO information and intelligence requirements are unique because they analyze target audiences within the AO to determine their attitudes, values and beliefs, psychological vulnerabilities, the most effective means to change their behavior, and the effectiveness of MISO efforts. A significant amount of psychologically relevant information is from open sources. Deployed MIS units, because of their interaction with and understanding of the local populace, can supplement the ARSOF intelligence effort with information about their attitudes, vulnerabilities, susceptibilities, key leaders within the population (both formal and informal), and social or other types of networks.

CIVIL AFFAIRS

5-31. CA-organic assets provide open-source research products and support for their commanders. CA forces require support from the unit intelligence section or other higher-level organizations for intelligence collection efforts. Deployed CA elements can supplement intelligence capabilities through research since they are often in a favorable position to provide information due to the nature of their operations. The CA element's civil information management sections and databases provide detailed, civil-related information on a wide variety of CAO areas, accessible by all units, national agencies, and local governments. The CA brigade also has geospatial engineers to assist with database management.

SPECIAL OPERATIONS INTELLIGENCE ARCHITECTURE

5-32. Figure 5-1 shows how intelligence flows between the national level and the deployed ARSOF. As shown, the JSOTF J-2 or TSOC is the primary support for ARSOF units for all theater of operations-related requirements.

5-33. USSOCOM and the GCC it supports have agreements that authorize direct liaison between USASOC operational elements and the supported TSOCs for operational and exercise purposes. Organic S-2 organizations provide intelligence support to SF, Ranger, SOA, CAO, and MIS elements to battalion level. Their primary function is to process requests for information and to tailor and disseminate products produced at the joint force, GCC, and national levels for SOF use. They then combine this tailored intelligence with tactical information collected by subordinates and develop all-source intelligence and products for the commander, staff, and operators. Critical to this process is the translation of operational requirements, articulated by tactical subordinates, into the information collection plan.

5-34. To ensure seamless reachback capability through the Joint Worldwide Intelligence Communications System, unit S-2s must aggressively coordinate with their staff counterparts and their units' communications elements. By ensuring interoperability within theater of operations systems and access to national and Service-unique information sources, the commander should have the required intelligence support for the full range of ARSOF missions.

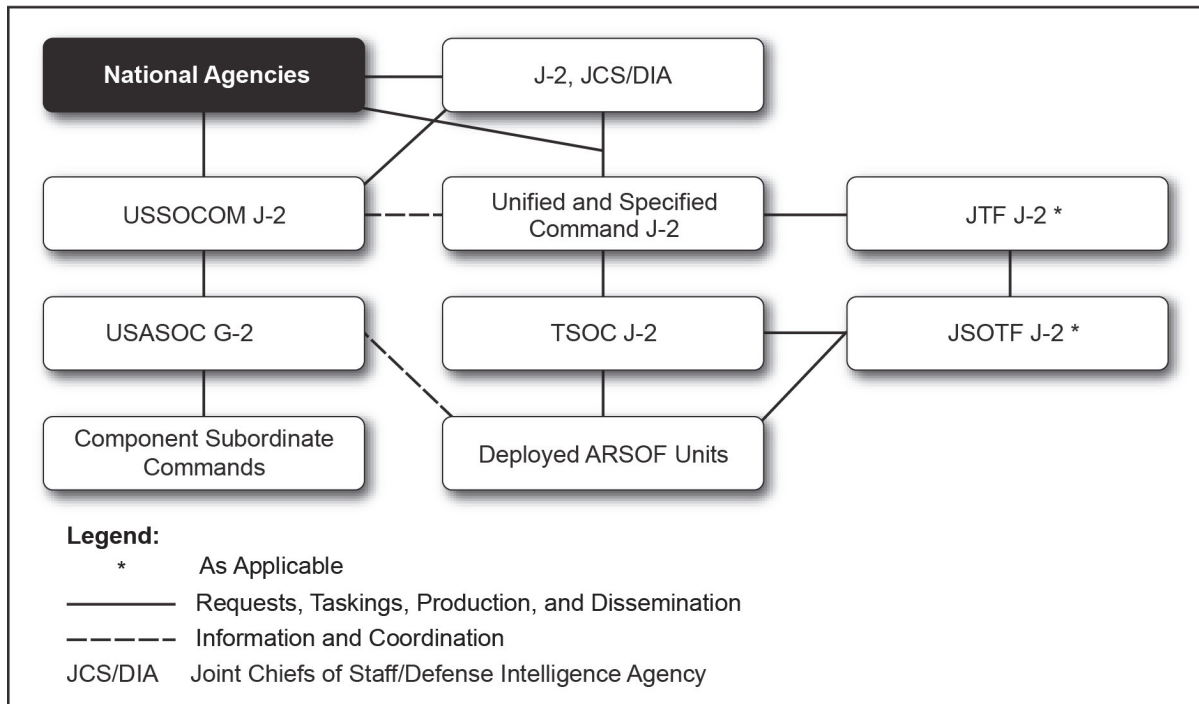


Figure 5-1. Special operations intelligence architecture

SPECIAL OPERATIONS UNMANNED AIRCRAFT SYSTEMS

5-35. Unmanned aircraft systems (UASs) provide ARSOF a versatile platform capable of performing a myriad of tasks with reduced risks to ARSOF Soldiers. Examples of UAS applications include air-to-surface lethal fires, MISO message delivery, resupply delivery, intelligence-gathering, and communications enhancement. ARSOF units must have a thorough understanding of UASs and their capabilities, planning factors, and airspace coordinating measures.

5-36. The SOFJFE is the planning and deconfliction representative for UAS support to the SOTF. Subordinate units submit a SOF five-line airspace control means request to the SOFJFE for airspace

deconfliction within a JSOA or a SO area. The SOFJFE provides the airspace control means request to the joint air operations center through the SOLE airspace manager. The air operations center deconflicts the UAS mission with other air operations and publishes updates to the airspace control order or the air tasking order. The SOFJFE notifies the airspace requester of approval or disapproval.

PROCESSING, EXPLOITATION, AND DISSEMINATION

5-37. ARSOF are a key enabler in decisive, shaping, and sustaining operations by conducting activities that result in obtaining actionable intelligence. The processing, exploitation, and dissemination of such intelligence assists commanders in determining the appropriate force package in preparing the force to conduct activities against threat networks and other related hybrid threats. The activities could be unilateral, in conjunction with indigenous forces, or with joint conventional forces.

5-38. ARSOF are balanced and sustainable across operations, activities, and tasks to accomplish strategic end states in support of theater operations. The balanced approach includes the ability to team SOF activities with organic enabling capabilities of intelligence operations, surveillance, reconnaissance, and rotary-wing lift in support of unified land operations. The synchronization and integration of processing, exploitation, and dissemination with sensors and assets focuses on priority intelligence requirements while answering the commander's critical information requirements. Processing, exploitation, and dissemination activities facilitate timely, relevant, usable, and tailored intelligence.

5-39. In joint doctrine, processing, exploitation, and dissemination is a general concept that facilitates the allocation of assets to support intelligence operations. Under the processing, exploitation, and dissemination concept, planners examine all collection assets and then determine if allocation of additional personnel and systems are required to support the exploitation of the collected information. These enablers are distinct from intelligence collection systems and all-source analysis capabilities. Processing, exploitation, and dissemination activities are prioritized and focused on intelligence processing, analysis, and assessment to quickly support specific intelligence collection requirements and facilitate improved intelligence operations. Due to the complexity of this task, the G-2/S-2 plans the processing, exploitation, and dissemination portion of the intelligence architecture and then advises the commander on prioritizing and resourcing supporting activities. A thorough assessment of processing, exploitation, and dissemination activities requires an understanding of the capabilities and the requirements for many different supporting systems and personnel from across the intelligence enterprise. ADRP 2-0 includes more information on processing, exploitation, and dissemination.

5-40. The task, collect, produce, exploit, disseminate (or a similar technique) may be used as a model for executing intelligence operations. Produce, exploit, disseminate is a general concept that facilitates the allocation of assets to support intelligence operations. Under the produce, exploit, disseminate concept, planners examine all collection assets and then determine if allocation of additional personnel and systems are required to support the exploitation of the collected information. Accounting for produce, exploit, disseminate facilitates processing collected information into usable and relevant information for all-source production in a timely manner. Produce, exploit, disseminate capabilities are the specialized intelligence and communications systems, advanced technologies, and the associated personnel that conduct intelligence processing as well as support other single-source analytic capabilities within intelligence units. These capabilities are distinct from intelligence collection systems and all-source analysis capabilities. Produce, exploit, disseminate capabilities are prioritized and focus on intelligence processing and assessment to quickly support specific intelligence collection requirements and facilitate improved intelligence operations. (ADRP 2-0 has more information on the task, collect, produce, exploit, disseminate technique.)

RECONNAISSANCE AND SURVEILLANCE

5-41. When required, SOF personnel can transport Class II and Class III UASs into an AO. During the mission-planning phase of an operation, SOF personnel conduct a detailed analysis of the target to generate the UAS mission profile. This profile determines the following as a minimum: air platform route, launch and recovery points, SR location, required payload, flight time, weather, threat to platform, information collection reporting requirements, and transmittal method. The aspects of the UAS mission profile are

briefed to all team members, and specific team responsibilities (pilot, mission commander, security, and analyst) are assigned to support the SR mission.

5-42. When planning is completed, the team and UAS may be delivered by air-insertion, man-packed, or ground-transported method, or otherwise delivered to a mission-support site. While in the mission-support site, the UAS can be configured by adding a mission-specific payload, such as the day camera or thermal imager, and the flight plan programmed into the operator control unit.

5-43. During mission execution, the UAS payload provides real-time video, audio, or other sensor data back to the team commander, who then has the option of forwarding images or other data back to the SOTF. The commander can then retask the platform to look at other targets.

PROTECTION

5-44. In addition to SR missions, UASs may be employed as a security or protection aid during mounted or dismounted movement. The UAS can be flown along a preset mission flight path ahead of the team’s planned movement and can provide images of potential threats along the route—for example, mines, obstacles, enemy forces, and damage caused by radiological and/or chemical contamination. Since the operator control unit can be viewed and flight route reprogrammed while on the move, the operator can continue to push the UAS ahead of the team’s ground movement. This ability to program or update the route while on the move allows enhanced danger-area negotiation and alternate route reconnaissance.

5-45. UASs are organic to the SOAR and the SF groups. Current systems within ARSOF include the MQ-1C Grey Eagle, the RQ-7B Shadow, the RQ-11B Raven, and the Wasp (table 5-1).

Table 5-1. Special operations unmanned aircraft system platforms and payloads

Name	Mission Design Series	Electro-Optical Infrared	Full-Motion Video	Remote Video Terminal	Laser Range Detector/Laser Range Finder	Infrared Pointer	Synthetic Aperture Radar	Ground Moving Target Indicator	Signals Intelligence	Communication Relay	Weapons/Cargo
Grey Eagle	MQ-1C	X	X	X	X	X	X	X	X	X	Hellfire
Shadow	RQ-7B	X	X	X	X	X					
Raven	RQ-11B	X	X	X		X				X	
Wasp		X	X	X							

Chapter 6

Sustainment

ARSOF sustainment is not self-sufficient; it is reliant upon regional or combatant command theater of operations infrastructure for virtually all logistics, personnel services, and Army Health System (AHS) support above unit organic capabilities. The planning and execution of support to SO must be nested within the CCDR's concepts of operation and sustainment, as well as tailored to interface with the theater of operations logistics structures. To be effective, Army and SO planners must understand the ARSOF sustainment organizations' operational concepts, the basic principles of sustainment, and sustainment warfighting function.

PLANNING

6-1. Planning sustainment in support of unified land operations is vital to mission success. The type of operation, phase of operation, the deployment sequence, unit basing, and the AO shape the sustainment environment for SO.

6-2. A robust sustainment system that builds up over time into a mature logistics infrastructure characterizes a protracted major theater of war. Except for unique direct support that ALEs must provide, the theater of operations support system can meet SO requirements. The theater Army is responsible for providing sustainment. The theater-aligned TSC is overall responsible but may execute this responsibility through an ESC or a sustainment brigade. SO sustainment planners must then concentrate on—

- *Initial entry.* They must determine the type of sustainment required, the number of days of accompanying supplies based on the time-phased force and deployment list, and the ARSOF basing needs.
- *Buildup and integration.* They must coordinate and integrate ARSOF logistics with the theater of operations support system before time-phased force and deployment list closure and as it continues to mature. In some cases, the theater of operations logistics infrastructure never achieves full maturity.
- *Redeployment.* As units start the redeployment phase, the ASCC ensures the remaining support units are tailored (HN or contract) to meet stay-behind ARSOF support requirements.

6-3. Each operation is unique and requires mission-specific analysis that develops a tailored sustainment force. Joint, interagency, intergovernmental, and multinational activities add complexity to the sustainment system. Because of geographic location, SOF may conduct operations outside an AO support system.

6-4. All logistics operations constantly strive to maintain units at a desired level or readiness. To maintain the desired level, planners must—

- Coordinate with the TSC, ESC, or sustainment brigade, as appropriate.
- Maximize the use of existing fixed facilities.
- Limit logistics requirements to mission essentials within acceptable risk.
- Minimize the handling of supplies.
- Concentrate maintenance on returning major end items to service.
- Rely on air lines of communications for rapid resupply.
- Anticipate high attrition of supplies while performing missions in denied areas.
- Identify to the supporting logistics HQ, as early as possible, those items that require special logistics arrangements.

- Make maximum use of host-nation support, including local and third-country resources.
- Conduct threat assessment.
- Conduct risk assessment.

6-5. Contingency planning and crisis-action planning are the two methodologies used when planning military operations. In contingency planning and preparation, ARSOF and the TSOC can fully identify support requirements in operation plans and concept plans, from a bare-base statement of requirement down to the user level, based on an established set of planning assumptions. In this way, the ALE coordinates how to fulfill requirements from the support structure in the ASCC for Army-common items and services or to USSOCOM for SOF-peculiar items and services. In crisis-action planning and preparation, the requirements anticipated at the GCC level dictate the amount of responsiveness and improvising required to provide reactive, no-notice support and sustainment. Actual circumstances may dictate that preplanned requirements be modified to support new requirements that were unanticipated during the contingency planning process.

6-6. During contingency planning for a mission, the TSOC may use ARSOF (either in the AOR or requested from USSOCOM) to assist the planning process by conducting assessments or site surveys. These missions can also serve theater Army preparations. When feasible, planners integrate these assessments into the AOR campaign plan to provide intelligence, operational, and logistics information for logistics preparation of the theater of operations.

6-7. The use of assessment teams may not be practical during crisis-action planning. When crisis-action planning occurs, the TSOC staff and the ASCC must anticipate the combatant command's ARSOF support requirements. USASOC can deploy advance party personnel to assist the ASCC in receiving ARSOF and to establish access to the AOR support structure.

6-8. The GCC establishes the command relationship involving ARSOF in his AOR. However, the theater Army has Title 10, United States Code, responsibility—regardless of OPCON arrangements within the combatant command—to provide administration and support to deployed ARSOF. Also, when directed by the GCC, the theater Army supports and sustains designated SOF of other U.S. Services and other multinational SOF where the Army is the executive agent for logistics and contracting.

SPECIAL OPERATIONS LOGISTICS SUPPORT EXECUTION

6-9. Conventional logistics support organizations and procedures are usually adequate for ARSOF requirements. Standard procedures are in place to handle the few ARSOF-peculiar requirements. The ASCC provides reception, staging, onward movement, and integration (RSOI) and follow-on support and sustainment of theater of operations Army forces, including ARSOF. In some Phase 0 operations, the SB(SO)(A) may be required to conduct initial entry/RSOI operations if no ASCC forces are in the AO. The ASCC also provides support to Army forces in intermediate staging bases. ARSOF have some key differences that affect the type of support required for RSOI and sustainment. The following conditions occur often enough that they must receive special consideration during logistics planning:

- Forward-deployed ARSOF units are usually in isolated and austere locations. Distribution is the key consideration. SOF must be prepared to coordinate logistics support through contingency contracting and/or acquisition and cross-servicing agreements (ACSAs).
- Some special equipment exists; however, most equipment is Army-common and organic ARSOF assets can maintain that equipment.

6-10. The GCC supports SOF in his AOR. The ARSOF logistics planners identify the support requirements in the planning phase. The ASCC must also identify the logistics shortfalls for inclusion in the GCC's risk assessment in his AOR. If the ASCC cannot support ARSOF, the ASCC must raise the shortfall to the supported GCC for resolution.

6-11. The TSOC tasks missions to ARSOF. The TSOC works closely with the combatant command staff and the ASCC to articulate the ARSOF requirements. The GCC establishes priorities and allocates the available resources to ARSOF to accomplish each mission. The ASCC develops the AOR support plan,

which includes sustainment of ARSOF by the AOR logistics organizations. The TSOC then monitors ARSOF sustainment.

6-12. The TSOC, ALE, and ARSOF support cell logisticians coordinate with the ASCC to develop plans and subsequent orders to implement directives the ASCC will issue to support the ARSOF assigned to the combatant command. The TSOC advises the ASCC commander on the appropriate command and support relationships for each ARSOF mission. The ALE keeps USASOC informed of the status of ASCC's supporting plans.

ARMY SPECIAL OPERATIONS FORCES SUSTAINMENT STRUCTURES

6-13. ARSOF sustainment structures lack the capability to provide all sustainment functions required to support ARSOF missions. ARSOF receive comprehensive sustainment functions from the TSC, ESC, and sustainment brigade. ARSOF sustainment structures are designed to perform the following tasks:

- Enable expeditionary SO missions.
- Deploy early and rapidly.
- Collocate and habitually train with the supported unit.
- Fill immediate and critical logistical requirements with organic capabilities.
- Provide the capability to plug into theater of operations logistics structures, therefore achieving required logistics prolonged endurance.
- Tie the Army SO units to the theater of operations support structure.
- Provide the capability to link with theater health service support (HSS).

6-14. Only the Army SO units, SF groups, and the Ranger Regiment are resourced with organic sustainment support capabilities. SOA, CA, and MIS units possess only organizational-level sustainment personnel because they are designed to deploy and operate while task-organized under an Army SOF-led SOTF, with an SF group, or with the Ranger Regiment from which they would receive direct support and sustainment. USASOC also has one SB(SO)(A), which has a global, operational-level focus. The brigade's mission is to set the operational-level logistics conditions to enable expeditionary SO missions within Army theater of operations sustainment infrastructures.

6-15. Title 10, USC, allows for Services to provide common-user logistics. When required, Army logistics organizations may provide common items of logistics to other Services and SOF operations. ARSOF units lack the robust logistics structure normally associated with the Army. SOF routinely arrive into the AO early, execute forced-entry operations, and operate independently in small teams. Because of these factors, ASCC logistics support to SOF must be tailored to meet SOF logistics requirements based upon mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). For example, an SF group-led JSOTF with its organic group support battalion (GSB) cannot simply plug into the distribution network of a single sustainment brigade and execute tactical distribution to each of the SF battalions, companies, and SFODAs in its task organization. Most likely, a comprehensive concept of support, including multiple Army sustainment brigades and combat sustainment support battalions, spread across the JOA, will be required with some combat sustainment support battalions delivering down to the SFODA level. In addition to Service common-user logistics, SOF have requirements for SO-peculiar equipment that requires supply, sustainment, and maintenance mechanisms outside of the Army-common support structure. SO-peculiar sustainment requirements are the responsibility of USASOC.

6-16. Operational-level logistics planning is critical not only to mission success, but to the ability of regional ASCCs to be responsive to SO sustainment requirements. ARSOF units operate under the mission command of TSOCs; therefore, operational-level logistics planning begins with the TSOC's joint concept of operations. The 528th SB(SO)(A) ALEs develop the corresponding operational-level SO concept of support and coordinate logistics requirements with theater of operations ASCCs for resourcing SO-peculiar requirements. These requirements are passed back through the 528th SB(SO)(A) to USASOC for

resourcing. Refinement of the SO concept of support for an operation is coordinated by the 528th SB(SO)(A), ARSOF commands, and executing units.

6-17. ARSOF sustainment units enable SO missions by ensuring that operational-level logistics conditions are set through detailed planning prior to deployment. The 528th SB(SO)(A) focuses on operational-level logistics planning and synchronization (versus the tactical distribution focus of Army sustainment brigades).

SUSTAINMENT BRIGADE

6-18. USASOC is assigned one SB(SO)(A) that is deployable in support of ARSOF-led SOTFs in austere environments. Its mission is to set the operational-level sustainment conditions to enable SO. It accomplishes this mission by coordinating SOF requirements with the combatant command ASCC and ensuring the theater sustainment structure is responsive to those requirements.

6-19. The SB(SO)(A) is unique when compared to other Army sustainment brigades in that it contributes to global situational understanding of the ARSOF logistics support structure. The brigade is focused at the operational level for logistics planning and synchronization, and is designed to deploy small, modular teams like the ALEs and Army special operations forces support operations (ASPO) cells. The brigade can also serve as the senior logistics unit in the JOA. With the right augmentation and growth, it can establish theater-opening and intermediate staging base operations with tailored multifunctional Army sustainment enablers. The brigade also contains three expeditionary medical Role 2 teams to enable SO units to operate with conventional forward surgical teams or other resuscitative surgical teams.

SPECIAL FORCES OPERATIONS

6-20. Each SF group possesses an organic GSB with a subordinate group support company and a group service support company. The GSB is a multifunctional logistics organization organic to the SF group with force structure and capabilities tailored to support the group. The GSB is a cornerstone of tactical ARSOF logistics formations. The SF GSB plans, coordinates, and executes sustainment operations for the group and, when directed, supports forces task-organized with the group, or an ARSOF-led JSOTF. Each SF battalion has an organic battalion support company that provides organizational and limited logistics.

6-21. When an SF unit deploys into an undeveloped theater of operations, it must bring sufficient resources to survive and operate until it establishes a bare-base support system or makes coordination for ASCC, HN, or third-country support. All SF units require services to sustain food, water, and clothing, as well as medical and personnel needs. SOTFs often use a combination of external support, organic support, the SB(SO)(A), or other logistics systems to sustain their operations. SF commanders and their staffs task-organize their assets to work with the logistics procedures and mechanisms existing in the theater of operations.

RANGER OPERATIONS

6-22. The Ranger Regiment consists of a regimental HQ with a Ranger support operations detachment, a Ranger Special Troops Battalion, and three Ranger battalions with an organic Ranger support company. The Ranger Special Troops Battalion provides staff planning and supervision for all logistics within the regiment. The Ranger support operations detachment coordinates with logistics and AHS support personnel in the areas of supply, maintenance, and movement management for the support of all units assigned or attached. The Ranger support companies are multifunctional logistics companies that are organic to each Ranger battalion within the regiment and provide organizational and limited logistics.

6-23. The Ranger Regiment is an austere organization with organic logistics capability reliant upon support from home station or prepackaged supplies during initial stages of deployment. Rangers will deploy in support of an operation plan or concept plan. Therefore, the logistics concept of support must be flexible and tailored to support the operational requirement. As the theater matures, the TSC or joint logistics providers within the JOA provide replenishment.

SPECIAL OPERATIONS AVIATION

6-24. The 160th SOAR(A) battalions have organic centralized aviation field maintenance capability for all assigned aircraft, armament, and avionics. However, they have very limited organic sustainment support capability and are dependent upon other ARSOF sustainment elements, the TSC, and the joint special operations air component.

6-25. The TSC and ARSOF logistics support organizations and procedures are normally adequate for SOA requirements. Standard procedures are in place to handle the few SOA-peculiar requirements. The ASCC is responsible for RSOI and follow-on support and sustainment of theater of operations ARSOF, including SOA. The ASCC is responsible for SOA intermediate staging bases. SOA has some key differences that impact on the type of support required for RSOI and sustainment.

6-26. When SOA forces are attached to a SOTF or a JSOTF with SF or Ranger logistical organizations, the SF GSB or the Ranger Regiment support company is the primary common-user logistics provider for all deployed SOF, including SOA. Requirements are coordinated through the theater ALE to the TSC.

6-27. The 160th SOAR(A) is assigned flight surgeons, physician assistants, several SO combat medics (also qualified as flight medics), and a clinical psychologist or psychiatrist. The SOAR is dependent upon the AOR AHS assets for Role 2 and above support.

6-28. SOAR units are equipped with specialized aircraft that have sophisticated, state-of-the-art mission equipment. Because of this, they have a robust organic field maintenance capability for all assigned aircraft, armament, and avionics.

6-29. When planning support for the SOAR, it is important to remember that the regiment has additional water requirements to wash aircraft and flush engines to prevent corrosion during operations in austere environments.

SUSTAINMENT OF MILITARY INFORMATION SUPPORT OPERATIONS

6-30. MIS forces have limited unit-level sustainment capability and must establish logistics support relationships early on (prior to deployment). MIS units derive logistics support for operational elements from the ASCC. Tactical MIS forces are attached to the forces they support; therefore, in a mature theater of operations, they receive all common-user logistics support from the supported unit. Support for specialized MIS items is coordinated through the joint MIS task force or the ALE.

6-31. When MIS forces are attached to a SOTF or a JSOTF with SF or Ranger logistical organizations, the SF GSB or the Ranger Regiment support company is the primary common-user logistical provider for deployed MIS forces. Requirements not fulfilled by the SOTF can be coordinated through the theater ALE or deployed ASPO cell, to the Army TSC.

6-32. The following ARSOF MISO conditions occur often enough that they must receive special consideration during logistics planning:

- Supply distribution is the key consideration for deployed units located in isolated and austere locations.
- Units have significant amounts of unique equipment that require support through SO-peculiar logistics channels.
- Units have extensive and unique contractual requirements.
- Units have extensive and unique requirements for financial support.

6-33. The ARSOF MISO statement of requirement is a critical source of information the 528th SB(SO)(A), TSOC J-4, and ASCC need in their coordination and facilitation functions. The intent of the statement of requirement process is to identify logistics needs early in the planning cycle.

6-34. MIS units have extremely limited organic AHS assets. They are dependent upon the supported unit and ASCC for most aspects of AHS support.

SUSTAINMENT OF CIVIL AFFAIRS OPERATIONS

6-35. ARSOF CA, like MIS and SOA, have only limited unit-level sustainment capability and must establish sustainment relationships early on (prior to deployment), especially when assigned to a SOTF with ALEs, as in the GSB and Ranger support company.

6-36. The type of operation, deployment sequence, unit-basing, and AOR shape the logistics environment for SO CA forces. Geographic TSC organizations and procedures are normally adequate for CA requirements. The ASCC, assisted by the ALE, provides RSOI and follow-on support and sustainment of ASCC forces, including SO. The following conditions occur often enough that CA units must receive special consideration during logistics planning:

- Forward-deployed units are usually in isolated, austere locations. In such cases, distribution of the support requirement is the key consideration.
- Units have significant amounts of unique equipment that require support through SO-peculiar logistics channels.

6-37. The GCC through the TSOC tasks missions to CA forces. The GCC's staff works closely with the TSOC, ALE, and the TSC to articulate the CA requirements. The GCC establishes priorities and allocates the available resources to accomplish each operation. The GCC develops the theater of operations support plan for theater of operations logistics organizations that include CA logistical requirements.

6-38. The TSOC establishes the command relationship involving CA forces within the theater of operations. CA logistics planners coordinate with the USASOC 528th SB(SO)(A) and ALE to develop plans and subsequent orders or to implement directives. These requirements are coordinated with the TSC and integrated into the overall logistics support plan. The ALE keeps the 528th SB(SO)(A) informed of the status of GCCs' supporting plans and projected CA logistic shortages.

6-39. SO CA units should develop a concept of support and logistics estimates during the military decisionmaking process. The SO CA units should communicate their sustainment requirements early on with their logistics planners and USASOC. Doing so ensures CA teams possess basic support until they receive required support from the supported unit. When a CA unit is attached to an ARSOF-led JSOTF with organic ARSOF logistics units (GSB/Ranger support company), the ARSOF units can provide common-user logistics to the CA elements. The GSB/Ranger support company can also act as a "plug-in" to the theater-level sustainment units. The deployed CA unit should establish a relationship early on with the 528th SB(SO)(A)'s ALE/ASPO cell, especially when there is no ARSOF-led JSOTF or ALEs in the AO. The key to success is the early planning and coordination with the 528th SB(SO)(A) elements, theater of operations sustainment units, and the TSOC J-4.

HEALTH SERVICE SUPPORT

6-40. The AHS support includes both HSS and force health protection (FHP). The HSS mission is a part of the sustainment warfighting function and the FHP mission falls under the protection warfighting function.

6-41. The Army HSS mission provides flexible, responsive, and deployable medical support designed to sustain a force and its varied missions. The HSS mission includes casualty care, which encompasses a number of Army Medical Department functions, including organic and area medical support; hospitalization; the treatment aspects of dental care and behavioral health/neuropsychiatric treatment; clinical laboratory services; treatment of chemical, biological, radiological, and nuclear patients; medical evacuation; and medical logistics.

6-42. HSS encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well-being of Army personnel and, as directed, other Services, agencies, and organizations.

6-43. ARSOF are oftentimes required to operate in remote, austere, and denied environments with or without indigenous forces for prolonged periods of time without direct support from any military medical infrastructure, such as facilities, personnel, and/or transportation (medical evacuation). Therefore, they must be self-sustaining in all areas of medical care throughout all spectrums of operations creating a situation where ARSOF medical personnel assume the responsibility and implementation of AHS support

for ARSOF. To meet these unique requirements, an enhanced medical capability tailored specifically toward ARSOF operations has been developed in order to reduce preventable deaths and minimize effects from injuries directly contributing to the likelihood of SO mission accomplishment and force sustainment.

6-44. The SF group has the most robust AHS structure of any ARSOF unit due to its unique mission requirements of working with indigenous personnel in denied territory and beyond normal logistical lines, with a limited and difficult resupply of essential medical items or evacuation capabilities. The Special Forces medical sergeant (SFMS) (military occupational specialty 18D), a physician extender, is the first-line medical treatment provider for the SF group. The SFMS is supported by one physician, one physician assistant, and a senior SFMS per SF battalion. At the SF group, medical support and operations are conducted and coordinated by a physician, a veterinarian, a senior SFMS, and medical operations and support NCOs. The GSB medical detachment does not have a general surgeon or the capability to perform damage control surgery. There are two SFMSs authorized per SFODA. However, SFODAs are similar to other light units in that they are dependent upon AOR AHS assets for timely evacuation and Role 2 support when collocated with conventional forces and/or medical assets are available.

6-45. The AHS structure in the Ranger Regiment is similar to that of an airborne infantry brigade, although somewhat more austere. The primary difference between these two types of organizations is the lack of a forward support medical company in the regiment. Further, the Ranger units have organic SO combat medics. The regiment and its battalions are dependent upon the theater of operations for Role 2 and above medical care on an area support basis. The Ranger Regiment requires that every infantry squad maintain a military occupational specialty 11B (infantryman) trained and certified as an emergency medical technician–basic. All Rangers are qualified as Ranger First Responders in their selection training or within six months of being assigned to a unit. Ranger First Responders must conduct yearly recertification. Ranger units modify the battalion aid station concept into platoon, company, and battalion patient (casualty) collection points. Although designated as patient (casualty) collection points, these are locations where squad personnel certified as emergency medical technicians, SO combat medics, physician assistants, physical therapists, and/or physicians render care before patients are evacuated. Ranger Regiment patient (casualty) collection points are often established as joint casualty collection points due to multiple Service elements that are often employed during Ranger operations. The joint casualty collection point manning is mission-dependent and typically requires augmentation. The Ranger Regiment does not have organic medical evacuation assets and normally uses mission aircraft, such as logistical platforms, to backhaul patients to support bases. The Ranger Regiment does not have an organic forward support battalion and depends heavily on augmentation and area support when placed in a conventional fight. The Ranger Regiment has an organic regimental support battalion that offers a support company to each maneuver battalion.

6-46. The SOAR is assigned flight surgeons, a clinical psychologist, physician assistants, and several SO combat medics who are qualified as flight medics. However, like other light units, it is dependent upon the AOR AHS assets for the Role 2 and above support on an area support basis. The SOAR battalion (A) is normally assigned a flight surgeon, several SO combat medics, and aviation physician assistants.

6-47. The 528th SB(SO)(A) is designed to provide operational logistical and signal planning for deployed ARSOF. For ARSOF, the sustainment brigade has two Regular Army and one Reserve Component medical detachments; each medical detachment provides two sections capable of providing patient holding for up to ten patients each. Each patient-hold section provides four intensive/critical care (ventilator capable) cots for postsurgical and seriously injured patients and is capable of providing Role 2 care when combined with the medical elements in the GSB. Role 2 ARSOF medical detachments similarly provide basic emergency medical treatment procedures and additional emergency measures when advanced trauma management care is necessary. To perform their AHS planning function, the brigade has a medical planning cell composed of a command surgeon, two medical operations officers, a medical logistics officer, a field veterinary officer, a medical operations NCO, a preventive medicine (PVNTMED) NCO, and a medical supply NCO. The ARSOF must rely on theater of operations area or JTF support assets for large or sustained operations, and the brigade provides the connectivity. The Role 2 medical treatment facility has the capability to provide advanced laboratory services, digital X-ray, medical laboratory, and dental support. Class VIII material is managed at the wholesale role in the brigade by the medical operations branch. The medical operations branch provides medical logistics commodity management of

Class VIII and the medical maintenance within the brigade and ARSOF, as applicable. The brigade medical detachments do not have a general surgeon or the capability to perform damage control surgery.

6-48. CA units have medical personnel assigned with the duties of providing advice, evaluation, and coordination of medical infrastructure, support, and systems issues in foreign countries. Particular emphasis is placed on PVNTMED (sanitation and disease prevention), veterinary medicine, and prevention of zoonotic diseases. Therefore, CA units are dependent on the theater of operations assets for most aspects of AHS support. Assigned SO combat medics can provide AHS support to members of the unit during mission profiles.

MEDICAL PERSONNEL

6-49. ARSOF units have medically trained personnel who provide Role 1 medical care to deployed forces. Further, ARSOF medical personnel provide advice and training to the indigenous personnel and paramilitary organizations they are supporting. The roles and responsibilities of these medical personnel and the organizations to which they are assigned are discussed in the following paragraphs. ARSOF have very limited patient-holding capabilities and must rely upon the theater of operations to provide HSS on an area support basis for complete Role 2 and above care.

6-50. The ARSOF surgeon, at all roles of command, is responsible for planning, coordinating, and synchronizing AHS functions and missions. This includes the necessary coordination to ensure that AHS support is obtained from the theaterwide AHS when requirements exceed the organic capabilities of deployed ARSOF.

6-51. Physician assistants are commissioned military officers trained and certified to practice primary or specialty medical care with significant autonomy. They focus on the management of illness and injury, disease prevention, health promotion, and may also provide minor surgery and wound care. Each SF and Ranger battalion is authorized one physician assistant. Duties include providing primary health care to all assigned personnel. Physician assistants serve as the primary trainers for SFMSs and other assigned medical personnel for sustainment training. They provide guidance on health threats, medical logistics, and mission planning. They function as special staff officers in the absence of the battalion surgeon. Physician assistants may also be trained as aviation physician assistants or diving medical officers and may receive advanced training in tropical medicine. In the role of the aviation physician assistant, their duties and responsibilities are similar to the flight surgeon with the exception of reinstating flight status.

6-52. The medical plans and operations officer is the principal advisor to ARSOF surgeons and staff on all aspects of AHS planning, coordination, and liaison with conventional force medical planners. In addition, the medical plans and operations officer prepares patient estimates, medical materiel consumption rates, and medical intelligence and threat analysis.

6-53. The SFMS forms the backbone of medical care within the SF group. The two SFMSs assigned to each SFODA provide emergency and routine medical care for detachment members, associated allied or coalition forces, or indigenous personnel. They also provide emergency dental care and veterinary care.

6-54. The SO combat medics are trained to assess and manage combat trauma at a capability rated equivalent to a civilian emergency medical technician-paramedic. The SO combat medics maintain Army emergency medical technician-basic and emergency medical technician-paramedic certifications through biennial attendance at the Special Operations Combat Medic Skills Sustainment Program. They ensure medical preparedness, and assemble and maintain medical equipment and supplies. They are assigned to the Ranger Regiment and its battalions, the 528th SB(SO)(A), SOAR, and USASOC CA units.

6-55. The CA medical NCO provides emergency and routine medical care for team members and associated allied, coalition, or indigenous personnel. These NCOs can also provide emergency dental and veterinary care.

THEATER OF OPERATIONS LOGISTICS CONSIDERATIONS

6-56. HN and contractor support, along with the statement of requirements, are considerations for logistics planners when determining logistics requirements in support of SO within developed and undeveloped theaters of operations.

DEVELOPED THEATER OF OPERATIONS

6-57. In a developed theater of operations, the ASCC establishes a logistical structure within the AOR that provides sustainment operations in support of ARSOF. The supported ASCC has an ARSOF ALE charged to coordinate logistics for operating in-theater. The ALE is a key element in ensuring logistical requirements meet ARSOF requirements. Pre-positioned war reserve materiel stock and operational project stocks are in place, and foreign nation support agreements exist. The ARSOF logistical force structure has the mechanisms to “plug in” all joint and Army logistical and sustainment structures required for replenishment operations. It uses the same emerging technologies and support concepts as joint and Army forces.

UNDEVELOPED THEATER OF OPERATIONS

6-58. An undeveloped theater of operations may not have a significant U.S. theater sustainment support structure. Pre-positioned war reserve materiel stock, in-theater operational project stocks, and foreign nation support agreements are minimal or nonexistent. The bare-base support system may function from the continental United States, afloat (amphibious shipping or mobile sea bases), or at a third-country support base. The bare-base support system relies heavily upon strategic airlift or sealift for resupply.

6-59. Deployed SOF units in an undeveloped theater of operations may have to bypass normal logistics support echelons. They may maintain direct contact with their parent units in the continental United States, or they may request a tailored logistics mission command package from the 528th SB(SO)(A) ASPO cell to accompany them into the theater of operations. ARSOF may also rely on contingency contracting and CA expertise to obtain support and sustainment. In practice, the solution may be some combination of all options. It is imperative that special funding authority be understood to operate on the current and future battlefield. Programs such as Confidential Military Funding, Commander’s Emergency Response Program (CERP), and the National Defense Authorization Act (Sections 1206 and 1208) must be understood by both the ARSOF community and the logistician as they affect the way the United States sustains its forces as well as their partners.

6-60. In the early stages of an operation or during crisis-response and limited contingency operations, the 528th SB(SO)(A) may be responsible for performing RSOI and providing logistics support to units deployed forward into their AOs. As the theater grows and matures, this sustainment function will transition on order to the sustainment brigade tasked to provide theater distribution and/or to an operational-level sustainment brigade in-theater.

HOST-NATION SUPPORT

6-61. Outside the continental United States, military operations are often affected by agreements between the United States and the HNs (and other nations if the United States participates as a member of a multinational organization). These international agreements address a wide range of issues from legal jurisdiction involving crimes committed by U.S. personnel, to the resolution or waiver of claims, to the hiring of HN personnel to support an operation. International agreements can also influence the extent that contracting is used in support of military operations since agreements determine a contractor’s tax status, freedom of movement, immunities, and customs requirements. These are all important considerations when deciding whether to employ contractors.

6-62. In addition to HN support agreements, bilaterally negotiated ACSAs are important international legal framework agreements for cooperation in military logistic matters. ACSAs provide for the exchange of direct military-to-military logistic support, and supplies and services on a reimbursable basis with allies or coalition partners during training exercises or in multilateral operations. These agreements allow U.S.

forces to acquire and exchange most common types of support, including food, fuel, transportation, ammunition, and equipment. There are over 70 ACSAs in existence, and DODD 2010.9, *Acquisition and Cross-Servicing Agreements*, authorizes combatant commands, Army component commands, and contracting officers to negotiate additional agreements as required by military necessity, within the stated constraints.

6-63. The effect that international agreements might have on contracting support in a particular theater of operations must be considered during any operational planning. Because these agreements vary from nation to nation, planners must coordinate with their servicing command or theater of operations legal activity to determine if any agreements apply to the AO and if they would affect contracting support. Typically, international agreements that impact contracting support do so in terms of directing the use of HN support before contracting with commercial firms, or restricting the commercial firms with which they can contract. In some cases, international agreements may prohibit any contracting in a specified country or region.

6-64. The following factors limit the commander's use of contracting support:

- HN support, contingency contracting, and the logistics civilian augmentation program supplement do not replace the existing logistics systems.
- The lack of any U.S. international agreements—such as HN support, inter-Service, status-of-forces, and other authoritative agreements in the theater of operations or specific provisions in applicable agreements—may limit the contracting officer's ability to satisfy some requirements.
- Commanders must deploy contract law attorneys early to conduct legal review of procurements.
- U.S. public laws and the Federal acquisition regulation, the Defense Federal acquisition regulation supplement, and the Army Federal acquisition regulation supplement are not revoked or suspended by contingencies unless specifically exempted. Acquisition personnel must, therefore, comply with Federal law and applicable regulations in contingency contracting.
- Contracting, finance, and resource management remain Service responsibilities.

OPERATIONAL CONTRACT SUPPORT

6-65. The newly established Army Expeditionary Contracting Command provides direct support theater support contracting services to deployed ARSOF units and personnel. In order to facilitate this direct support arrangement, the ARSOF have an aligned contingency contracting battalion with seven subordinate contingency contracting teams available to provide this support. The primary mission of the Army Materiel Command aligned to contingency contracting battalions and contingency contracting teams is to provide dedicated theater support contracting services to deployed ARSOF organizations throughout the range of military operations. The aligned contingency contracting battalion also participates in deliberate and crisis-action planning, prepares supporting acquisition plans, and advises Army forces commanders on contract support matters.

6-66. Contract support will play an increasingly important role in the development of theaters of operations in which ARSOF operate. Contracted logistics and other support is and will continue to be a critically important source of supplies, services, and minor construction in support of projected and current ARSOF operations.

STATEMENT OF REQUIREMENT

6-67. A critical source of information the ASCC needs in its coordination and facilitation functions is the statement of requirement provided by the ARSOF units. The TSOC J-4 and other logistics staffs must be proactive and be included in the mission-planning process. The logistics planners must anticipate operational unit requirements at all stages of the mission. Ideally, the J-4 uses the ASCC operation plan in preparing its concept plan for inclusion in the mission order. This approach allows AOR support elements time to review required support before the SOF mission unit submits its mission-tailored statement of requirements. This review is especially critical in crisis-action planning and short-notice mission changes.

Chapter 7

Protection

Protection and preservation of the ARSOF has always been an inherent command imperative. ARSOF assist in preserving combat power, populations, partners, resources, and critical infrastructure through protection tasks. Every military activity, from training and predeployment preparation through mission accomplishment, requires the commander to assume responsibility for protecting his force while achieving the objective. Preserving the force includes protecting personnel (combatants and noncombatants), systems, physical assets, and information of the U.S. and multinational military and civilian partners, to include the HN.

The warfighting function of protection consists of fourteen tasks. The five protection tasks that ARSOF integrate with are explained in this chapter.

CONDUCT PERSONNEL RECOVERY

7-1. Personnel recovery is the sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel (JP 3-50, *Personnel Recovery*). Personnel recovery is the overarching term for operations that focus on recovering isolated or missing personnel before they become detained or captured. ARSOF have a long history of providing support to and conducting unilateral personnel recovery operations. Once in the JSOA, ARSOF can perform its mission unilaterally and with indigenous forces or OGAs to recover isolated, missing, detained, or captured personnel. ARSOF units possess the skills, capabilities, and modes of employment to perform personnel recovery missions. ARSOF units, in direct support of joint CSAR operations, may be inserted into hostile territory and travel over land to a predetermined rendezvous point to make contact with the evader. Once contact has been made, the recovery force and the evader move to a location that is within range of friendly assets for extraction.

7-2. ARSOF units are responsible for self-recovery in support of their own operations, consistent with organic capabilities and assigned functions and in accordance with the requirements of the supported commander. ARSOF units must make recovery planning an inherent part of every mission and include recovery and emergency exfiltration operations. The vast majority of the recovery planning can be facilitated through the unit subelement standing operating procedure that is subsequently plugged into the evasion plan of action. Personnel recovery of SO personnel in a conventional force AO may be assisted by the personnel recovery teams organic to ASCC, corps, or division HQ and coordinated by the SOCCEs in support of those HQ.

7-3. The conduct of unconventional assisted recovery operations by SOF differs from conventional recovery operations in the degree of political risk, operational techniques, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. ARSOF conduct nonconventional and unconventional assisted recovery in support of personnel recovery. Evader recovery is conducted by SOF UW forces and OGAs that are specially trained to develop nonconventional assisted recovery infrastructure and interface with or employ indigenous personnel. These forces operate in uncertain or hostile areas where CSAR capability is either infeasible, inaccessible, or does not exist to contact, authenticate, support, move, and exfiltrate isolated personnel back to friendly control. Nonconventional assisted recovery forces generally deploy into their assigned areas before strike operations and provide the JFC with a coordinated personnel recovery capability for as long as the force remains viable. FM 3-05.231, *Special Forces Personnel Recovery*, provides more information.

IMPLEMENT OPERATIONS SECURITY

7-4. Operations security is a process of identifying essential elements of friendly information and subsequently analyzing friendly actions attendant to military operations and other activities to identify those actions that can be observed by adversary intelligence systems; determine indicators that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation (JP 3-13.3, *Operations Security*). ARSOF apply operations security to all operations across the range of military operations. All ARSOF units conduct operations security to preserve essential secrecy. ARSOF commanders establish routine operations security measures in unit standing operating procedures. Operations security for ARSOF units may require separate reporting and accountability methods.

EMPLOY SAFETY TECHNIQUES

7-5. Safety in the protection warfighting function identifies and assesses hazards to the force and makes recommendations on ways to mitigate those hazards. All staffs understand and factor into their analysis how their execution recommendations could adversely affect Soldiers. Incorporating protection within the risk management integrating process is a key factor. Risk management integration is the primary responsibility of the protection officer or the operations officer. All commands develop and implement a command safety program that incorporates fratricide avoidance, occupational health, risk management, fire prevention and suppression, and accident prevention programs focused on minimizing safety risks.

PROVIDE FORCE HEALTH PROTECTION

7-6. AHS support includes FHP. The FHP mission falls under the protection warfighting function. FHP encompasses measures to promote, improve, or conserve the mental and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, protect the force from health hazards, and include the prevention aspects of a number of Army Medical Department functions, such as preventive medicine, including medical surveillance and occupational and environmental health surveillance; veterinary services, including the food inspection and animal care missions, and the prevention of zoonotic disease transmissible to man; combat and operational stress control; dental services (preventive dentistry); and laboratory services (area medical laboratory support).

7-7. The PVNTMED NCO assists the battalion SFMS in day-to-day operations, to include immunization program administration, immunization database entry into the medical protection system, and medical record maintenance. The PVNTMED NCO formulates and recommends PVNTMED programs and courses of action designed to meet the needs identified through surveillance procedures and processes. He assists in the implementation of PVNTMED programs and evaluation to ensure their effectiveness in maintaining the health of the command, physical fitness, and prevention of diseases and nonbattle injuries, and recommends actions to correct shortfalls to the surgeon.

7-8. The PVNTMED NCO maintains liaison with medical personnel of other military Services, allied and coalition military forces, civilian public health agencies, 528th SB(SO)(A), and CA units aligned with UW/FID missions. The PVNTMED NCO has the resources and training required to complete occupational and environmental health surveillance sampling.

7-9. The veterinarian is the principal advisor to the group surgeon and staff for all matters relating to animal use, veterinary training, zoonotic diseases, foreign animal diseases, food safety and security inspection, and care of military working dogs. The veterinary officer is responsible for sustainment training of the SFMS in assessing and managing diseases of animals, food inspection, and food.

CONDUCT CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS

7-10. Threat forces are continually attempting to gain possession of and employ chemical, biological, radiological, and nuclear (CBRN) devices in order to disrupt ARSOF lines of operation. Fear, distrust, and panic amongst the indigenous population are often the most far-reaching and decisive indirect effects of such an event. The lifecycle of a CBRN event starts with identification of threats, hazards, and vulnerabilities. Once these are identified, CP operations such as WMD interdiction, WMD offensive operations, WMD elimination, and CBRN active defense are conducted to disrupt the enemy's CBRN capabilities. If proliferation prevention fails, passive defense operations are conducted to avoid, protect against, or decontaminate if needed. If overwhelmed, the mission moves to a CBRN consequence management operation which consists of actions taken to plan, prepare, respond to, and recover from a CBRN incident that requires force and resource allocation beyond passive defense. Throughout the process, diligent and well-integrated CBRN staff sections are necessary to ensure the proper and efficient flow of information, as well as coordinating higher-level resources to facilitate operations.

7-11. CBRN operations include the employment of tactical capabilities that counter the entire range of CBRN threats and hazards through WMD proliferation prevention, WMD counterforce, and CBRN consequence management activities. CBRN operations support the commander's objectives to combat WMD and operate safely in a CBRN environment.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR ASSETS

7-12. CBRN personnel operate throughout USASOC. The Special Forces group (A), the Military Information Support group (A), the 95th CA Brigade (A), the 75th Ranger Regiment (A), the 160th SOAR(A), and the 528th SB(SO)(A) each have CBRN staff personnel. In addition to the CBRN staff elements, SF groups have a chemical reconnaissance detachment (CRD) and a chemical decontamination detachment. The Ranger Regiment also has three decontamination and reconnaissance teams.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR STAFF ELEMENTS

7-13. The CBRN staff serves in the HQ operations section (S-3) and functions as the principal advisor to the commander on all issues relating to CBRN. During the brigade or group planning process, CBRN staff personnel integrate CBRN defense and reconnaissance operations into the mission and monitor execution of the CBRN portions of the operation. Additionally, the CBRN staff personnel provide technical reachback capabilities to forward-deployed CBRN reconnaissance assets, such as the CRD. CBRN staff personnel also integrate with the S-2 to provide technical analysis of CBRN-related intelligence data. The chemical staff makes operational reports through the S-3 and provides other required reports as necessary. Additionally, the group chemical staff recommends task organization for both the CRD and the chemical decontamination detachment to support the group's mission. The company chemical NCO is the commander's chief advisor on all aspects of CBRN operations. He provides the commander with an organic source of chemical expertise for planning and conducting CBRN defense operations. He ensures that all detachments, teams, and sections can operate their assigned CBRN equipment. He trains company personnel to support operational or thorough decontamination operations.

7-14. CRDs are assigned to an SF group. These groups are regionally oriented to each GCC in various regions around the world. This alignment allows each CRD to conduct area studies of its assigned AO. Using a CRD in its targeted AO increases its effectiveness. All CRDs, regardless of alignment, are capable of being task-organized under any SOTF. Whenever possible, CRD elements are attached to the SOTF and deploy as part of that element. The CRD's primary support role is to the SOTF. If a chemical detachment A is not attached to the SOTF, operational control belongs to the parent unit, the GSB. The CRD is the basic building block for advanced CBRN support for SF operations. The CRD plans, conducts, and provides CBRN reconnaissance and surveillance support for SOF in support of strategic, operational, and tactical objectives in all operational environments (permissive, uncertain, and hostile) to support the functional and geographic CCDRs' intent and objectives. The CRD commander is a captain and the detachment sergeant is a master sergeant. These two individuals make up the detachment HQ section. The four internal chemical

detachments A are composed of four chemical operations NCOs of various ranks. Having four NCOs per chemical detachment A allows the detachments to conduct split-team operations when the situation does not warrant a full team. The CRD can serve as a manpower pool from which SOF commanders at all levels can organize a tailored composite team to perform a specific mission.

7-15. The critical wartime mission for the CRD is to support and conduct SO. As a component of ARSOF, SF units plan, conduct, and support SO activities in all operational environments and across the range of military operations. Mission priorities vary from theater to theater. SF missions are dynamic because politico-military considerations affect them directly. A change in national security policy or National Military Strategy may radically alter the nature of an SF mission.

7-16. The CRD supports the SO critical wartime mission by—

- *Supporting SO.* The CRD may conduct operations unilaterally without direct support from an SFODA or other operational entity. To conduct these operations, the CRD requires a more SF-oriented skill set to support infiltration, exfiltration, survival, escape, evasion, and coordination. This capability set is what differentiates the CRD Soldiers from the other military occupational specialty 74D personnel assigned to the SF groups.
- *Conducting inherent tasks for the CRD.* The CRD can infiltrate and exfiltrate specified AOs by air, land, or sea. When directed, the CRD can conduct operations in remote and hostile environments for limited periods with minimal external direction and support. Extended operations require that the CRD or chemical detachment A be attached to an SFODA or other operational entity. The inherent tasks are those that may or may not be done for every mission and do not fall within the other supporting missions.
- *Conducting CBRN reconnaissance operations.* The CRD core mission is to conduct CBRN reconnaissance and surveillance functions in support of SR, CP, and DA missions. This support may be conducted in all operational environments and usually supports strategic and operational objectives. They may be conducted unilaterally by the CRD or as a supporting function or mission of an SFODA or other operational entity. The CRD maintains close coordination with the supported force to ensure tactical security during operations.
- *Conducting CBRN survey operations.* The CRD conducts missions to determine the nature, scope, and extent of CBRN hazards activity on selected targets. These functions may support maneuver or deployment of conventional or coalition forces in the fight or be conducted to gather more information about suspect sites in the site exploitation role. The CRD maintains close coordination with the supported force to ensure tactical security during operations.
- *Organizing and training forces.* SF operations are normally joint and may be combined and/or part of an interagency activity. They may support or be supported by conventional forces. The CRD can plan and conduct SF operations separately or as part of a larger force. The CRD can assist the SFODA in developing, organizing, equipping, training, advising, or directing indigenous forces. The CRD can train, advise, and assist other U.S. and multinational forces and agencies.

Note: In a UW environment, the CRD can serve as a pilot team to assess the HN CBRN defensive operations potential, establish liaisons, integrate into the control structure, and assist in development of an area complex. The CRD and the chemical decontamination detachment provide CBRN capabilities to all forces assigned to a SOTF or JSOTF. In addition to task force support, the CRD can also provide technical intelligence to OGAs with analysis and presumptive identification of suspect chemical compounds and radioactive isotopes.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR ASSET INTEGRATION

7-17. Planners must ensure interoperability of SOF with conventional forces that either host or support their activities. Common standards for CBRN defense, especially training and equipment, must be established to maximize effectiveness and prevent inadvertent vulnerabilities in joint force capabilities. Gaps in the CBRN defense capabilities of multinational coalition forces must be addressed to ensure coalition cohesion and effectiveness in both planning and operations. This is especially true during time-

critical contingency operations. For example, if SOF are operating from naval surface vessels during forced-entry operations, SOF must be prepared to function compatibly with the host vessel in the areas of weapons, communications equipment, shipboard logistics, and CBRN defense procedures. Planners also must ensure interoperability of SOF with HN forces and equipment as listed below:

- Determine communications procedures and links to give deployed SOF elements CBRN situational awareness of the following:
 - Threat early warning.
 - Threat description (type, level, and estimated effects) and updates.
 - Situation-specific guidance on local CBRN response.
 - Primary U.S. or foreign agencies responsible for providing CBRN situational understanding.
- Determine technical CBRN detection capabilities of the HN.
- Determine HN alarm signals and procedures.
- Determine HN decontamination capabilities for personnel, aircraft, and equipment as follows:
 - Decontamination equipment type, condition, and availability.
 - Decontamination procedures.
 - Levels of HN training: currency and proficiency.
 - HN plans or capability for decontaminating HN personnel.
 - Estimated overall effectiveness of HN decontamination capability.
- Determine specialized decontamination equipment and procedures SOF elements must possess while residing on HN installations.
- Determine HN equipment compatibility: air and ground components.
- Consider the emergency recall requirements for unsupportable CBRN hazard situations.

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Glossary

The Glossary lists acronyms and terms with Army, multi-Service, or joint definitions, and other selected terms. Terms for which ADRP 3-05 is the proponent publication (the authority) are marked with an asterisk (*). The proponent publication for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

A	airborne
ACSA	acquisition and cross-servicing agreement
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
AHS	Army Health System
ALE	Army special operations forces liaison element
AO	area of operations
AOR	area of responsibility
ARSOAC	Army Special Operations Aviation Command
ARSOF	Army special operations forces
ASCC	Army Service component command
ASPO	Army special operations forces support operations
CA	Civil Affairs
CAO	Civil Affairs operations
CARVER	criticality, accessibility, recuperability, vulnerability, effect, and recognizability
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CDRJSOTF	commander, joint special operations task force
CMOC	civil-military operations center
COIN	counterinsurgency
COP	common operational picture
CP	counterproliferation
CRD	chemical reconnaissance detachment
CSAR	combat search and rescue
CT	counterterrorism
CV	critical vulnerability
DA	direct action; Department of the Army
DOD	Department of Defense
DODD	Department of Defense directive
ESC	expeditionary sustainment command
F3EA	find, fix, finish, exploit, and analyze
FHP	force health protection
FID	foreign internal defense
FM	field manual

G-2	Assistant Chief of Staff, Intelligence
G-3	Assistant Chief of Staff, Operations
G-7	Assistant Chief of Staff, Inform and Influence Activities
G-9	Assistant Chief of Staff, Civil Affairs Operations
GCC	geographic combatant commander
GSB	group support battalion
HN	host nation
HQ	headquarters
HSS	health service support
HUMINT	human intelligence
IIA	inform and influence activities
IGO	intergovernmental organization
IW	irregular warfare
J-2	intelligence directorate of a joint staff
J-3	operations directorate of a joint staff
J-4	logistics directorate of a joint staff
J-5	plans directorate of a joint staff
J-6	communications system directorate of a joint staff
JCMOTF	joint civil-military operations task force
JFC	joint force commander
JFSOCC	joint force special operations component commander
JIC	joint intelligence center
JOA	joint operations area
JP	joint publication
JSOA	joint special operations area
JSOACC	joint special operations air component commander
JSOTF	joint special operations task force
JTCB	joint targeting coordination board
JTF	joint task force
MIS	Military Information Support (used when referring to units)
MISO	Military Information Support operations
MISOC(A)	Military Information Support Operations Command (Airborne)
MIST	Military Information Support team
NCO	noncommissioned officer
NGO	nongovernmental organization
OGA	other government agency
OPCON	operational control
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time
PSYOP	psychological operations
PVNTMED	preventive medicine

R3	right partner, right location, and right capability
ROE	rules of engagement
RSOI	reception, staging, onward movement, and integration
S-2	intelligence staff officer
S-3	operations staff officer
SB(SO)(A)	Sustainment Brigade (Special Operations) (Airborne)
SF	Special Forces
SFA	security force assistance
SFMS	Special Forces Medical Sergeant
SFODA	Special Forces operational detachment A
SO	special operations
SOA	special operations aviation
SOAR	Special Operations Aviation Regiment
SOAR(A)	Special Operations Aviation Regiment (Airborne)
SOCCE	special operations command and control element
SOCKOR	Special Operations Command, Korea
SOF	special operations forces
SOFJFE	special operations forces joint fires element
SOJTF	special operations joint task force
SOLE	special operations liaison element
SOT-A	special operations team A
SOTF	special operations task force
SR	special reconnaissance
TSC	theater sustainment command
TSOC	theater special operations command
TST	time-sensitive target
UAS	unmanned aircraft system
U.S.	United States
USAF	United States Air Force
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USAR	United States Army Reserve
USASFC(A)	United States Army Special Forces Command (Airborne)
USASOC	United States Army Special Operations Command
USC	United States Code
USEUCOM	United States European Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
WMD	weapons of mass destruction

SECTION II – TERMS

* **Army special operations aviation**

Designated Active Component forces and units organized, trained, and equipped specifically to conduct air mobility, close combat attack, and other special air operations.

* **Army special operations forces**

Those Active and Reserve Component Army forces designated by the Secretary of Defense that are specifically organized, trained, and equipped to conduct and support special operations. Also called **ARSOF**.

* **auxiliary**

For the purpose of unconventional warfare, the support element of the irregular organization whose organization and operations are clandestine in nature and whose members do not openly indicate their sympathy or involvement with the irregular movement.

Civil Affairs

Designated Active and Reserve Component forces and units organized, trained, and equipped specifically to conduct Civil Affairs operations and to support civil-military operations. Also called **CA**. (JP 1-02. SOURCE: JP 3-57)

Civil Affairs operations

Those military operations conducted by Civil Affairs forces that (1) enhance the relationship between military forces and civil authorities in localities where military forces are present; (2) require coordination with other interagency organizations, intergovernmental organizations, nongovernmental organizations, indigenous populations and institutions, and the private sector; and (3) involve application of functional specialty skills that normally are the responsibility of civil government to enhance the conduct of civil-military operations. Also called **CAO**. (JP 1-02. SOURCE: JP 3-57)

civil considerations

The influence of manmade infrastructure, civilian institutions, and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. (ADP 6-0)

civil-military operations

The activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational U.S. objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated Civil Affairs, by other military forces, or by a combination of Civil Affairs and other forces. (JP 1-02. SOURCE: JP 3-57)

* **close quarters battle**

Sustained combative tactics, techniques, and procedures employed by small, highly trained special operations forces using special purpose weapons, munitions, and demolitions to recover specified personnel, equipment, or material.

combat search and rescue

The tactics, techniques, and procedures performed by forces to effect the recovery of isolated personnel during combat. Also called **CSAR**. (JP 1-02. SOURCE: JP 3-50)

conventional forces

1. Those forces capable of conducting operations using nonnuclear weapons; 2. Those forces other than designated special operations forces. (JP 1-02. SOURCE: JP 3-05)

counterinsurgency

Comprehensive civilian and military efforts taken to defeat an insurgency and to address any core grievances. Also called **COIN**. (JP 1-02. SOURCE: JP 3-24)

counterproliferation

Those actions taken to defeat the threat and/or use of weapons of mass destruction against the United States, our forces, friends, allies, and partners. Also called **CP**. (JP 1-02. SOURCE: JP 3-40)

counterterrorism

Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks. Also called **CT**. (JP 1-02. SOURCE: JP 3-26)

denied area

An area under enemy or unfriendly control in which friendly forces cannot expect to operate successfully within existing operational constraints and force capabilities. (JP 1-02. SOURCE: JP 3-05)
An area that is operationally unsuitable for conventional forces due to political, tactical, environmental, or geographical reasons. It is a primary area for special operations forces. (FM 3-05)

direct action

Short-duration strikes and other small-scale offensive actions conducted as a special operation in hostile, denied, or diplomatically sensitive environments and which employ specialized military capabilities to seize, destroy, capture, exploit, recover, or damage designated targets. Also called **DA**. (JP 1-02. SOURCE: JP 3-05)

foreign internal defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security. Also called **FID**. (JP 1-02. SOURCE: JP 3-22)

guerrilla force

A group of irregular, predominantly indigenous personnel organized along military lines to conduct military and paramilitary operations in enemy-held, hostile, or denied territory. (JP 1-02. SOURCE: JP 3-05)

insurgency

The organized use of subversion and violence by a group or movement that seeks to overthrow or force change of a governing authority. Insurgency can also refer to the group itself. (JP 1-02. SOURCE: JP 3-24)

irregular warfare

A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary's power, influence, and will. Also called **IW**. (JP 1-02. SOURCE: JP 1)

joint force special operations component commander

The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for recommending the proper employment of assigned, attached, and/or made available for tasking special operations forces and assets; planning and coordinating special operations; or accomplishing such operational missions as may be assigned. Also called **JFSOCC**. (JP 1-02. SOURCE: JP 3-0)

joint special operations air component commander

The commander within a joint force special operations command responsible for planning and executing joint special operations air activities. Also called **JSOACC**. (JP 1-02. SOURCE: JP 3-05)

joint special operations area

An area of land, sea, and airspace assigned by a joint force commander to the commander of a joint special operations force to conduct special operations activities. Also called **JSOA**. (JP 1-02. SOURCE: JP 3-0)

joint special operations task force

A joint task force composed of special operations units from more than one Service, formed to carry out a specific special operation or prosecute special operations in support of a theater campaign or other operations. Also called **JSOTF**. (JP 1-02. SOURCE: JP 3-05)

Military Information Support operations

Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of military information support operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. Also called **MISO**. (JP 1-02. SOURCE: JP 3-13.2)

preparation of the environment

An umbrella term for operations and activities conducted by selectively trained special operations forces to develop an environment for potential future special operations. (JP 1-02. SOURCE: JP 3-05)

Rangers

Rapidly deployable airborne light infantry organized and trained to conduct highly complex joint direct action operations in coordination with or in support of other special operations units of all Services. (JP 1-02. SOURCE: JP 3-05)

regional mechanism

The primary method through which friendly forces affect indigenous populations, host nations, or the enemy to establish the conditions needed to safeguard our interests and those of our allies. (ADP 3-05)

resistance movement

An organized effort by some portion of the civil population of a country to resist the legally established government or an occupying power and to disrupt civil order and stability. (JP 1-02. SOURCE: JP 3-05)

rules of engagement

Directives issued by competent military authority that delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered. Also called **ROE**. (JP 1-02. SOURCE: JP 1-04)

safe area

A designated area in hostile territory that offers the evader or escapee a reasonable chance of avoiding capture and of surviving until he or she can be evacuated. (JP 1-02. SOURCE: JP 3-50)

security force assistance

The Department of Defense activities that contribute to unified action by the U.S. Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. Also called **SFA**. (JP 1-02. SOURCE: JP 3-22)

sociocultural factors

The social, cultural, and behavioral factors characterizing the relationships and activities of the population of a specific region or operational environment. (JP 1-02. SOURCE: JP 2-01.3)

Special Forces

U.S. Army forces organized, trained, and equipped to conduct special operations with an emphasis on unconventional warfare capabilities. Also called **SF**. (JP 1-02. SOURCE: JP 3-05)

special operations

Operations requiring unique modes of employment, tactical techniques, equipment, and training often conducted in hostile, denied, or politically sensitive environments and characterized by one or more of the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk. Also called **SO**. (JP 1-02. SOURCE: JP 3-05)

special operations command and control element

A special operations element that is the focal point for the synchronization of special operations forces activities with conventional forces activities. Also called **SOCCE**. (JP 1-02. SOURCE: JP 3-05)

special operations forces

Those Active and Reserve Component forces of the Military Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called **SOF**. (JP 1-02. SOURCE: JP 3-05.1)

special operations liaison element

A special operations liaison team provided by the joint force special operations component commander to the joint force air component commander (if designated), or appropriate Service component air command and control organization, to coordinate, deconflict, and integrate special operations air, surface, and subsurface operations with conventional air operations. Also called **SOLE**. (JP 1-02. SOURCE: JP 3-05)

special operations-peculiar

Equipment, material, supplies, and services required for special operations missions for which there is no Service-common requirement. Also called **SO-peculiar**. (JP 1-02. SOURCE: JP 3-05)

*** special operations task force**

A temporary or semipermanent grouping of ARSOF units under one commander and formed to carry out a specific operation or a continuing mission. Also called **SOTF**.

special reconnaissance

Reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or politically sensitive environments to collect or verify information of strategic or operational significance, employing military capabilities not normally found in conventional forces. Also called **SR**. (JP 1-02. SOURCE: JP 3-05)

special warfare

The execution of activities that involve a combination of lethal and nonlethal actions taken by a specially trained and educated force that has a deep understanding of cultures and foreign language, proficiency in small-unit tactics, and the ability to build and fight alongside indigenous combat formations in a permissive, uncertain, or hostile environment. (ADP 3-05)

subversion

Actions designed to undermine the military, economic, psychological, or political strength or morale of a governing authority. (JP 1-02. SOURCE: JP 3-24)

surgical strike

The execution of activities in a precise manner that employ special operations forces in hostile, denied, or politically sensitive environments to seize, destroy, capture, exploit, recover or damage designated targets, or influence threats. (ADP 3-05)

theater special operations command

A subordinate unified command established by a combatant commander to plan, coordinate, conduct, and support joint special operations. Also called **TSOC**. (JP 1-02. SOURCE: JP 3-05)

unconventional warfare

Activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area. Also called **UW**. (JP 1-02. SOURCE: JP 3-05)

*** underground**

A cellular covert element within unconventional warfare that is compartmentalized and conducts covert or clandestine activities in areas normally denied to the auxiliary and the guerrilla force.

weapons of mass destruction

Chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties and exclude the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. Also called **WMD**. (JP 1-02. SOURCE: JP 3-40)

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