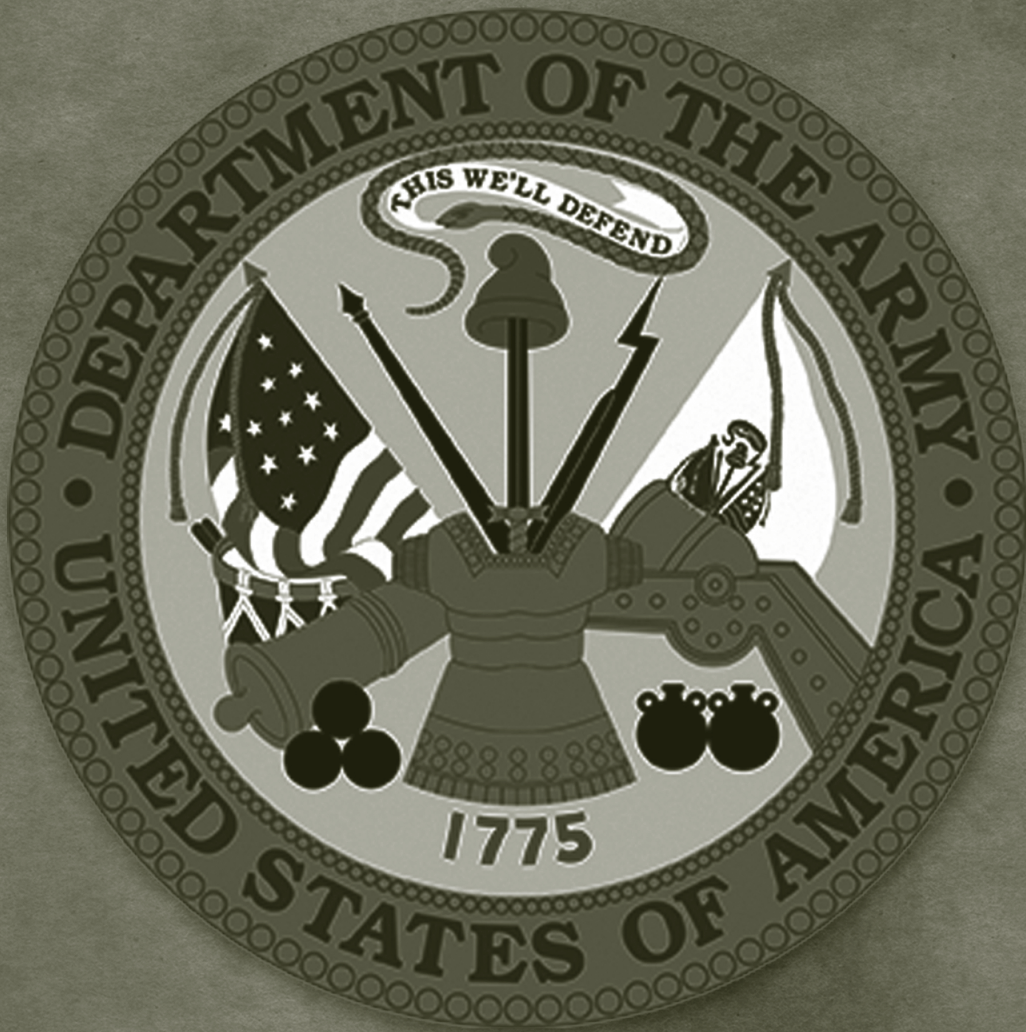


ADRP 3-05

SPECIAL OPERATIONS



JANUARY 2018

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Special Operations

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Preface

ADRP 3-05 provides a broad understanding of Army special operations by describing how executing the two mutually supporting core competencies 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 (JFC'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 (JTF) 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 (HN) laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement (ROE).

Army special operations are doctrinally and operationally linked to ADP 3-0, *Operations*. Figure 1, page v, demonstrates the correlation of unique aspects to Army special operations as they are overlayed against the operational construct the Army uses in ADRP 3-0, *Operations*.

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. Terms and 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.

ARSOF 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 (JP 3-05, *Special Operations*). The acronym ARSOF represents Civil Affairs (CA), Psychological Operations (PSYOP), Rangers, Special Forces (SF), Special Mission Units, and Army special operations aviation (SOA) forces assigned to the United States Army Special Operations Command (USASOC)—all supported by the 528th Sustainment Brigade (Special Operations) (Airborne) (SB[SO][ABN]).

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

The proponent of ADRP 3-05 is the U.S. Army Special Operations Center of Excellence. The preparing agency is the U.S. Army Special Operations Center of Excellence, USAJFKSWCS, Directorate of Training and Doctrine, Joint and Army Doctrine Integration Division. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Special Operations Center of Excellence, USAJFKSWCS, ATTN: AOJK-SWC-DTJ, 3004 Ardennes Street, Stop A, Fort Bragg, NC 28310-9610.

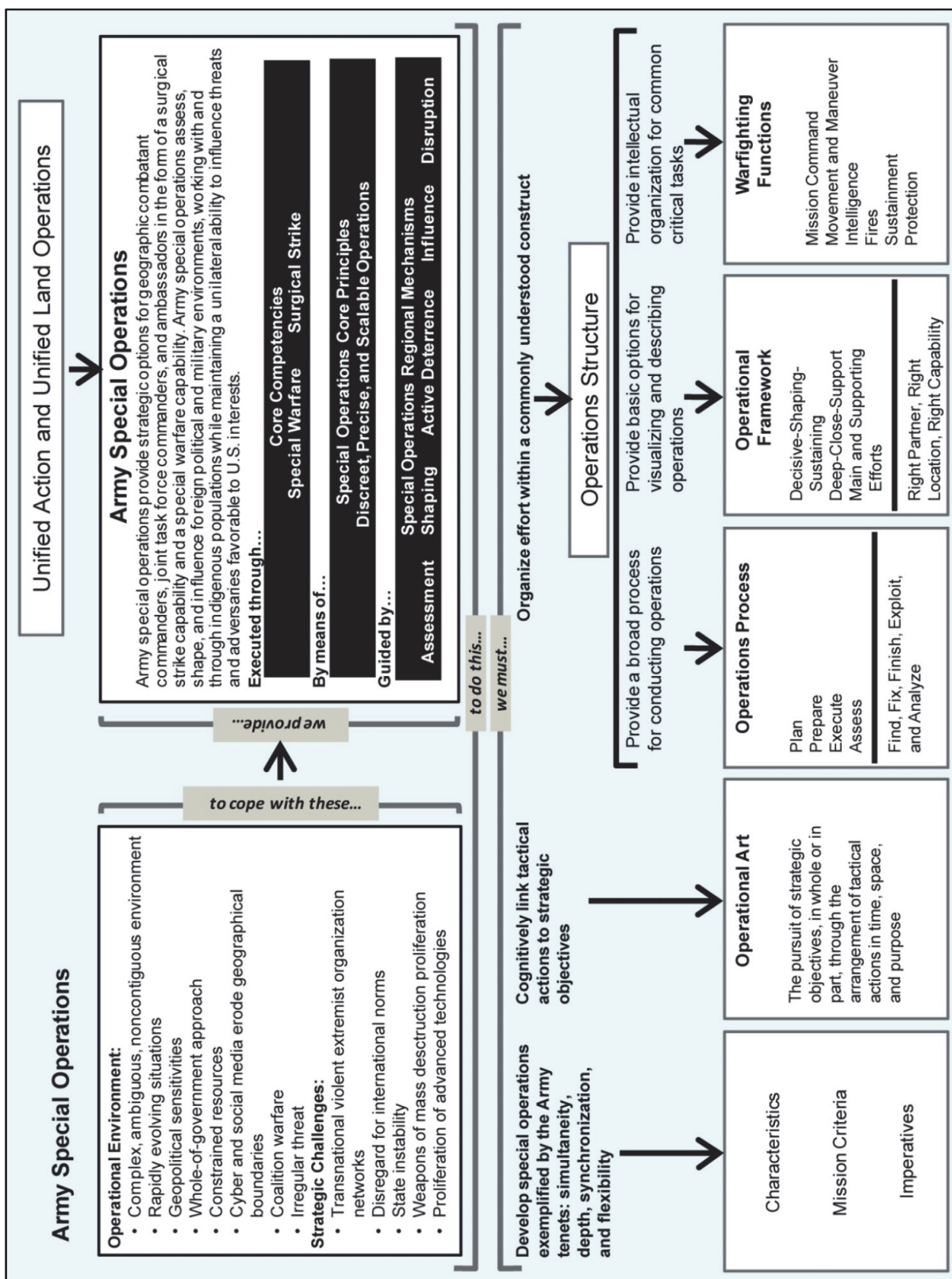


Figure 1. Army special operations

Introduction

ADRP 3-05 provides the principles of special operations. ADRP 3-05 updates doctrine on Army special operations, to include incorporating the Army's operational concept of unified land operations found in ADRP 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, the chapter discusses two core competencies: 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.

Chapter 2 discusses how ARSOF are organized, trained, and equipped specifically to accomplish the core activities and tasks. 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 synchronize effects, often in concert with conventional forces. The chapter concludes with discussions of the core activities that are operationally significant—unique capabilities that SOF apply 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.

Chapter 4 provides guidelines for effective special operation fires execution. It describes how ARSOF units enhance their effectiveness through the planning, coordination, synchronization, and execution of lethal joint fires and nonlethal actions to create desired effects. The chapter concludes with a discussion of the threat center of gravity analysis, which is used to determine and evaluate the enemy's (and others') critical vulnerabilities for exploitation. The CARVER—criticality, accessibility, recuperability, vulnerability, effect, and recognizability—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 health service support above unit organic capabilities. Next, this chapter describes the ARSOF sustainment structures. The chapter concludes with discussions of HN and contractor support, along with the statement of requirements considerations for sustainment planners when determining sustainment requirements in support of special operations within developed and undeveloped theaters of operations.

Chapter 7 discusses and explains 6 of the 12 protection tasks that ARSOF integrate. The chapter describes the protection and preservation of the ARSOF as an inherent command imperative and the manner in which 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 a 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 the proponent have been added, rescinded, or modified for purposes of this publication. The glossary contains acronyms and defined terms. (See introductory table 1 for new and modified terms.)

Introductory Table 1. Terms

Term	Remarks
advanced operations base	New term and definition.
Army special operations aviation	Modified definition.

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Chapter 1

Overview of Special Operations

This publication first defines and discusses special operations in the strategic context within which ARSOF expect to operate. It also discusses the roles and core competencies of Army special operations. It concludes by describing the principles, regional mechanisms, characteristics, and imperatives of ARSOF.

Special operations are defined as 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).

Army special operations' comprehensive approach of unified land operations provides combatant commanders (CCDRs) and ambassadors with discreet, precise, and scalable operations that integrate military operations with other activities. These engagement activities focus on the human geography or human aspects of military operations. They are designed to assess, shape, and influence in foreign political and military environments unilaterally or by working through and with HNs, regional partners, and indigenous populations with cultural understanding. This understanding creates immediate and enduring results 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). Special operations are responsive and effective at every point on the range of military operations by using partnership-enabling activities to operate with and through unified action partners and indigenous populations. 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.

STRATEGIC CONTEXT FOR SPECIAL OPERATIONS

1-1. The strategic context for the employment of SOF is determined by several factors: national policy, geographic combatant commander (GCC), JFC, or ambassador requirements; the character of the operational environment; and the nature of the threat. Missions executed by ARSOF may be limited in duration or long-term joint campaigns with multiple lines of operations. These campaigns may be overt, covert, or clandestine and may be undertaken in peacetime environments or designated theaters of war. They are usually conducted in small numbers in hostile, denied, or politically sensitive environments. ARSOF constitute over half of the Department of Defense (DOD) special operations capabilities and about five percent of the total active duty Army strength. USASOC commands all ARSOF in the continental United States.

JOINT FORCE COMMANDER REQUIREMENTS

1-2. JFCs, either the combatant commander or JTF commander, identify operational outcomes that may require the application of ARSOF's two different but mutually supporting core competencies: surgical strike and special warfare. Surgical strike provides a primarily unilateral, scalable direct action capability that is employed in counterterrorism (CT), counterproliferation (CP), hostage rescue, kill/capture operations against designated targets, and other specialized tasks of strategic importance. Special warfare provides a capability that achieves impact largely by working with and through others to assess and moderate behavior, address local conditions, and/or build indigenous warfighting capability, typically in long-duration campaigns. This capability is employed in unconventional warfare (UW), counterinsurgency (COIN), foreign internal defense (FID), security force assistance (SFA), stability tasks, and select intelligence activities, such as preparation of the environment (PE). ARSOF units with the mission to close with and destroy an enemy are the U.S. Army Special Forces (UW, COIN, and combat FID), Special Mission Units, and Rangers (CT and CP of WMD). These ARSOF maneuver units will conduct combat operations under a joint SOF headquarters, which may or may not be subordinate to a JTF. Military information support operations (MISO) and Civil Affairs operations (CAO) are both a core activity and capability in support of both ARSOF maneuver units (SF, Special Mission Units, and Rangers) and conventional force formations.

1-3. ARSOF normally deploy as part of a joint special operations task force (JSOTF) whose mission is to achieve desired operational- or strategic-level outcomes. United States Special Operations Command (USSOCOM) and its subordinate Joint Special Operations Command advise JFCs on the use of ARSOF's surgical strike capabilities. The theater special operations commands (TSOCs) support USSOCOM core operations and activities. The TSOCs are trained, organized, and equipped to provide command and control of ARSOF executing special warfare and surgical strike. The TSOCs, in support of GCCs and JFCs, are postured to respond rapidly to emerging regional crises.

OPERATIONAL ENVIRONMENTS

1-4. The world remains a dangerous place, full of authoritarian regimes, ungoverned or undergoverned territories, transnational terrorist organizations, and transnational criminal organizations in which combined influences extend across the human geography and the realm of human suffering by undermining legitimate governance. They foster an environment for extremism and the drive to acquire asymmetric capabilities and WMD. The threats to peace and stability are numerous, complex, often linked, and sometimes aggravated by natural disaster.

1-5. The operational construct of Army special operations addresses the challenges envisioned in future operational environments through the application of core competencies and regional initiatives in support of unified action and unified land operations. It creates the desired effect through an operations structure that uses a process of find, fix, finish, exploit, analyze, and disseminate (F3EAD) and a framework of right partner, right location, and right capability.

1-6. Current strategic assessments describe future operational environments as multipolar, 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, creating a more unpredictable, complex and potentially dangerous operational environment than the United States faces today. 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.

1-7. To understand the operational environment and the human geography, all echelons of Army special operations will need to understand the operational variables from a strategic through tactical perspective. They also need to understand how populations and individuals act, engage, and influence activities across each of the domains and how these activities can be channeled to create favorable outcomes in support of operational and strategic objectives. Army special operations place emphasis on understanding the sociocultural factors that characterize the population within that operational environment. *Sociocultural factors* are the social, cultural, and behavioral factors characterizing the relationships and activities of the population of a specific region or operational environment

(JP 2-01.3, *Joint Intelligence Preparation of the Operational Environment* and ATP 2-01.3, *Intelligence Preparation of the Battlefield/Battlespace*). In order to engage and influence civilian populations, Army special operations will require an understanding of human factors and the ability to incorporate those factors into planning to conduct partnership activities and operations through unified action partners or location populations.

SUPPORT OF GLOBAL OPERATIONS

1-8. *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). The U.S. military is engaged in one of the most challenging periods in its history. Army special operations are—and will be for the foreseeable future—continuously engaged.

1-9. ARSOF execute activities specified in Section 167 of Title 10 to United States Code 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 special operations provide CCDRs precise lethal and nonlethal capabilities. The special operations activities are shown in progression from legislation to doctrine in figure 1-1, page 1-4.

1-10. ARSOF support global operations by providing forces trained and equipped to support the USSOCOM effort. Army special operations employ their forces to prevent and deter conflict or prevail in war by conducting missions and activities guided by assessment, shaping, active deterrence, influence, disruption, and, when necessary, destruction of threats and their support systems.

1-11. SOF are a key enabler in global operations against terrorist networks by conducting operations that result in obtaining critical information and intelligence. Such information and intelligence assists commanders in determining the appropriate force package in preparing the force to destroy adversarial networks and other related threats. The operations could be unilateral, in conjunction with indigenous forces, or in conjunction with joint conventional forces. Army special operations 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 system for processing, analysis, and dissemination to military and other governmental departments and agencies, as well as indigenous military, police, or other HN personnel for execution.

STRATEGIC ENVIRONMENT

1-12. 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 they must also be prepared to address emerging regional competitors and irregular, catastrophic, and disruptive challenges. These challenges include irregular warfare, catastrophic terrorism employing WMD, and disruptive threats.

1-13. The focus of irregular warfare 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 irregular warfare "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 irregular warfare will vary according to established national and coalition objectives, the specific type or combination of operations required, such as COIN, CT, FID, UW, or stability tasks, according to situation-specific factors. ARSOF provide a shared understanding of the strategic environment to the conventional forces, through the

operational tenets of engagement by incorporating human aspects into campaign and operations planning. The operational tenets of engagement consist of—

- Understanding human factors of the operational environment.
- Incorporating human factors into planning.
- Fostering partnership activities and enablement.
- Operating with and through unified action partners.

United States Code Title 10 Section 167 <i>Unified Combatant Command for Special Operations Forces</i>	Department of Defense Directive 5100.01 <i>Functions of the Department of Defense and its Major Components</i>	United States Special Operations Command Publication 1 <i>Doctrine for Special Operations</i>	Joint Publication 3-05 <i>Special Operations</i>
<ul style="list-style-type: none"> • Direct action • Strategic reconnaissance • Unconventional warfare • Foreign internal defense • Civil Affairs • Psychological Operations • Counterterrorism • Humanitarian assistance • Theater search and rescue • Such other activities as may be specified by the President or the Secretary of Defense 	<p>Subject to this 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> <ul style="list-style-type: none"> • Counterproliferation operations • Counterproliferation of weapons of mass destruction • Foreign internal defense • Security force assistance • Counterinsurgency • Unconventional warfare • Direct action • Special reconnaissance • Civil Affairs operations • Military information support operations • Information operations 	<ul style="list-style-type: none"> • Countering weapons of mass destruction • Counterinsurgency • Counterterrorism • Foreign internal defense • Stability operations and campaigns • 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 • Countering weapons of mass destruction • Counterterrorism • Unconventional warfare • Foreign internal defense • Security force assistance • Hostage rescue and recovery • Counterinsurgency • Foreign humanitarian assistance • Military information support operations • Civil Affairs operations

Figure 1-1. Special operations activities

RANGE OF MILITARY OPERATIONS

1-14. The United States employs Army special operations 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, large-scale combat operations. Use of Army special operations 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

1-15. 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. 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.
- Allowing capable HN forces to defeat terrorist and other threats within their sovereign borders unilaterally or in conjunction with ARSOF.

1-16. *Security cooperation* involves all DOD interactions with foreign defense establishments to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a HN (JP 3-22). ARSOF participation in security cooperation missions fosters relationships with HN forces and key leaders. Security cooperation and partner activities are key elements of global and theater shaping operations and are military mission areas of WMD nonproliferation.

1-17. Deterrence helps prevent adversary action through the presentation of a credible capability and willingness of counteraction. Joint actions, such as foreign assistance, are applied to meet military engagement and security cooperation objectives. Foreign 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 special operations capabilities in theater security cooperation plans and engagement with HN militaries and governments through training exchanges, foreign assistance, and support to counterdrug operations, among other activities, provide a potent deterrent to aggressors in unstable regions.

CRISIS RESPONSE AND LIMITED CONTINGENCY OPERATIONS

1-18. 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 depend on the circumstances. Included are operations to ensure the safety of American citizens and U.S. interests, while maintaining and improving the ability of the United States 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 other governmental departments and agencies and nongovernmental organizations. A crisis

may prompt the conduct of Army special operations activities—PE, special reconnaissance (SR), stability tasks, CAO, MISO, FID, CT, hostage rescue and recovery, countering WMD, or direct action.

LARGE-SCALE COMBAT OPERATIONS

1-19. 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

1-20. Army doctrine addresses decisive action as described in ADRP 3-0. Army commanders at all echelons may combine different types of operations simultaneously and sequentially to accomplish missions. For each mission, the 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 tasks. Army special operations commanders are either subordinate to a JFC and can support the JFC at all levels of war or are designated as a JFC.

LINES OF EFFORT

1-21. Army special operations provide strategic options for GCCs, JTF commanders, and ambassadors. Special operations complement the Army's ability to provide a force that is postured to shape and influence through global SOF operations and develop a global SOF network that is prepared to conduct combat operations as part of the joint fight. Three lines of effort (figure 1-2, page 1-7) guide the development and employment of special operations: generating a force with a purpose, operating a force with sustained engagement, and executing operations in support of U.S. interests and HN objectives. These lines of effort are reinforced through the training and education at the U.S. Army Special Operations Center of Excellence. Generating a force with a purpose is instrumental in the premission training of all SOF. Sustained engagement is what can be expected by the Army's leadership and the leadership of regional partners and HNs as Army special operations are positioned in strategic locations around the globe. Army special operations provide capabilities of executing operations across the range of military operations in support of U.S. interests and HN objectives.

1-22. The two core competencies of special warfare and surgical strike represent the core of America's unique Army special operations capabilities. Specially selected, trained, educated, and equipped, ARSOF are national assets and proudly represent the U.S. Army's commitment to providing for the broad requirements of our nation's defense. ARSOF's expertise in special warfare and surgical strike make them invaluable and necessary assets for the planning and execution of UW, COIN, and CT campaigns.

1-23. Figure 1-2, page 1-7, shows the construct that USASOC uses to establish its doctrine and focus the command on its evaluation and development of the doctrine, organization, training, materiel, leadership and education, personnel, and facilities domains required to effectively support the Army and the joint force.

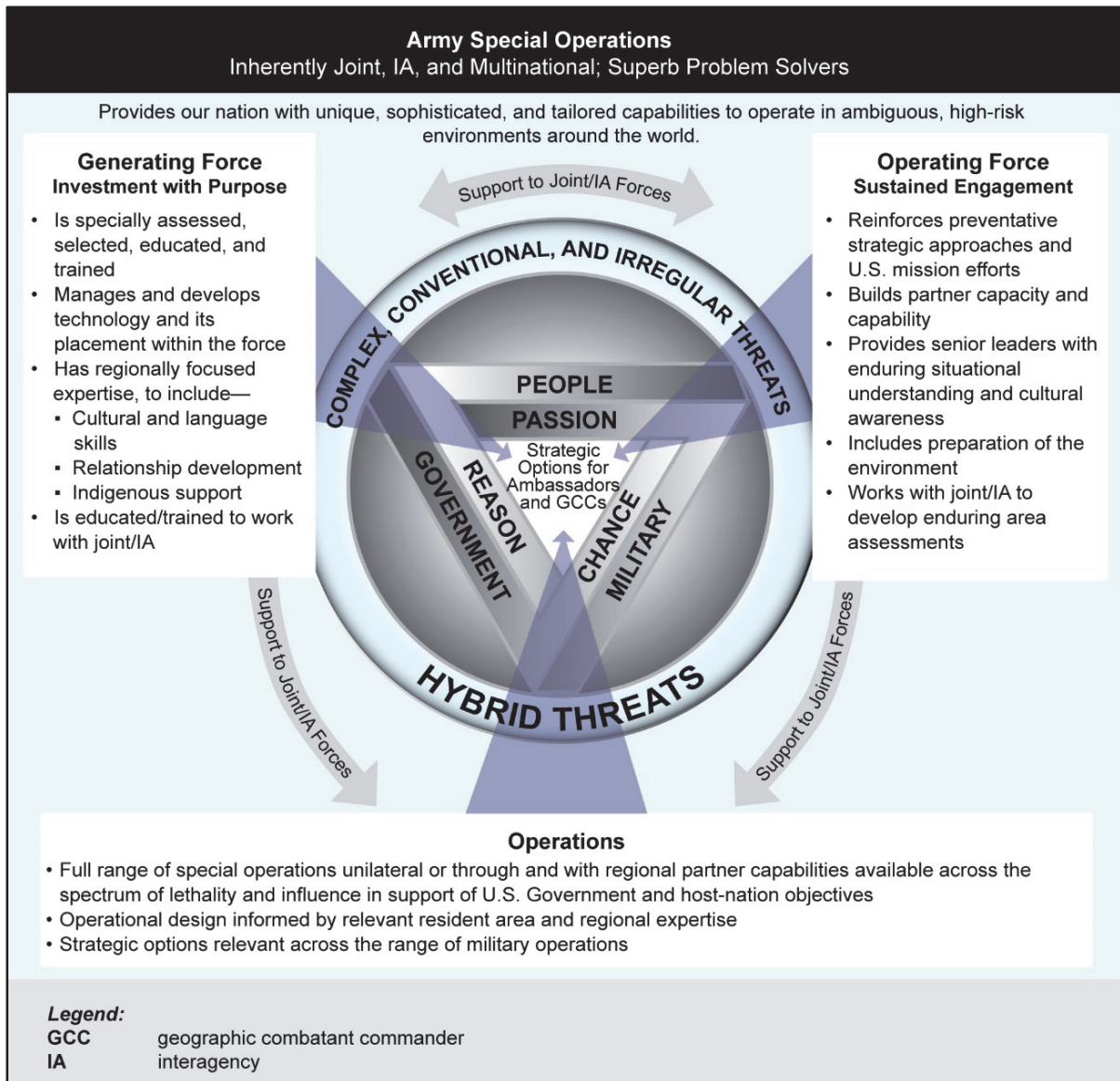


Figure 1-2. Army special operations lines of effort

CORE COMPETENCIES

1-24. ARSOF have two core competencies: special warfare and surgical strike. Special warfare activities executed by CA, PSYOP, and SF include UW, FID, COIN, SR, and SFA, and include stability tasks. Surgical strike activities executed by the National Mission Force, Rangers, and Commanders' Crisis Response Force include CT, hostage rescue and recovery, and countering WMD. Surgical strike is the Army's contribution to the national mission. The activities of direct action and PE transition across both capabilities. PSYOP forces and special operations CA forces execute MISO and CAO respectively, as part of both special warfare and surgical strike, which enhance the effect of both ARSOF core competencies. The demands of special warfare and surgical strike require nonstandard support in their employment, execution, and sustainment; the SOA element and the 528th SB(SO)(ABN) provide capabilities not replicated in the conventional forces and are built to support the special operations executed by USASOC.

1-25. ARSOF are designed to execute these core competencies through either collaborative efforts (special warfare) with indigenous populations or unilateral actions (surgical strike). The tailored application of core competencies 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.

SPECIAL WARFARE

1-26. ***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.**

1-27. 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.

SURGICAL STRIKE

1-28. ***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.** Executed unilaterally or collaboratively, 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 postoperation activities. ARSOF enhance the effects of surgical strike activities by mitigating negative impacts, amplifying psychological effects, and generating acceptable lethal activities within the operational environment.

OPERATIONAL APPROACH

1-29. ARSOF have a significant role in the successful outcome of UW, CT, and COIN campaigns. SOF provide a lethal, unilateral, or collaborative and indigenous counternetwork capability against insurgent and terrorist groups, a means to assess and moderate population behavior by addressing local underlying causes, and a means to organize indigenous security and governmental structures. In both special warfare and surgical strike capabilities, ARSOF provide a population-centric, intelligence-enabled capability that works with multinational partners and HNs to develop regional stability, enhance global security, and facilitate future operations (figure 1-3, page 1-9).

1-30. 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.

1-31. As part of these core competencies, 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 unequalled capability to execute unified land operations across the range of military operations.

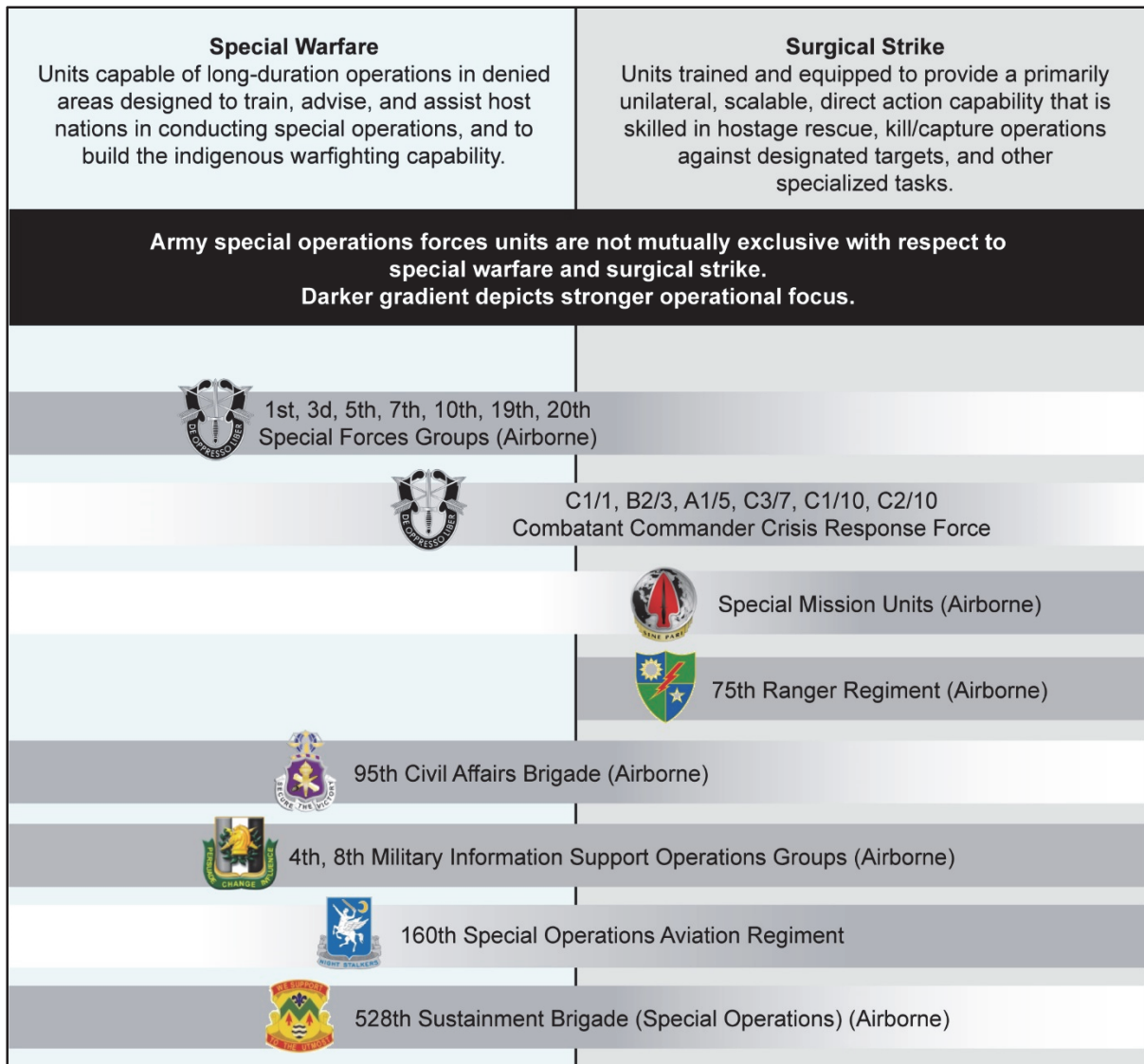


Figure 1-3. Core competencies: special warfare and surgical strike

SPECIAL OPERATIONS CORE PRINCIPLES

1-32. The core principles of discreet, precise, and scalable operations are reflected in ARSOF's ability to operate in small teams and in friendly, politically sensitive, uncertain, or hostile environments to achieve U.S. objectives unilaterally or with or through indigenous forces and populations. ARSOF blend the core principles—discreet, precise, and scalable operations—in the execution of all special operations, activities, and tasks. The core principles are discussed in the following paragraphs.

DISCREET, PRECISE, AND SCALABLE OPERATIONS

1-33. 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 direct action raids to MISO and CAO that shape the operational environment and influence target audiences.

1-34. Discreet, precise, and scalable operations enhance the legitimacy of partners because the capability is applied in a discreet manner (deliberately reducing the signature of U.S. presence or assistance), is precise

mitigating 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.

ROLE OF ARMY SPECIAL OPERATIONS

1-35. In each of the joint operational phases—shape, deter, seize initiative, dominate, stabilize, enable civil authority (and back to shape)—U.S. leadership determines the level of required or acceptable military commitment and effort (figure 1-4, page 1-11). Because special operations can provide a discreet, precise, politically astute, and scalable capability, they are frequently used in diplomatically sensitive missions. In these diplomatically sensitive environments, ARSOF create effects of a magnitude disproportionate to their small footprint.

1-36. Army special operations are executed across the joint phasing model; however, Army special operations in the shape and deter phases focus on preventing conflict. The graphically extended shape phase, depicted on both ends of the notional operation plan phases (figure 1-4, page 1-11), highlights the disproportionate amount of time that should be spent in this phase. The extension of the shape phase not only reflects the significant level of commitment by ARSOF in this phase, it complements every aspect of the Army's ability to prevent, shape, and win.

1-37. In the shape and deter phases, Army special operations focus on the assessment, shaping, active deterrence, and influence activities. Army special operations include a range of coordinated and synchronized activities that are frequently conducted with unified action partners. Through sustained engagement with these operational partners, ARSOF foster an environment of information sharing, enhanced interoperability, and the collaborative execution of missions—all of which facilitate joint operational planning and execution of operations.

1-38. In all phases, ARSOF are postured to conduct disruption operations against threats unilaterally through a surgical strike capability. In the deter phase, special operations may be executed against enemy activity in locations where the JTF threshold is unlikely to be crossed, and yet the enemy must be confronted.

1-39. In figure 1-4, page 1-11, the threshold for major combat operations is indicated by a decision point (reflected as a straight dotted line with a star) that could occur at any time. Special operations conducted during the shape and deter phases can hasten or delay the employment of a task force and provide more time for the JFC to make a decision or explore alternative options. More importantly, optimal use of special operations could eliminate the threshold completely and obviate the establishment of a JTF or the need for a large-scale conventional force deployment.

1-40. ARSOF are prepared to disrupt or eliminate threats unilaterally, with partners or friendly indigenous forces, or as a component of a joint force in all of the joint operational phases. This could take the form of a unilateral surgical strike in the shape phase or key-leader engagement in the deter phase. ARSOF also support the integration of interagency and multinational partners in unified action. As the operational environment is stabilized, Army special operations support the conventional force drawdown, assist in the transition of civil activities, support HN sovereignty, and set conditions to prevent further conflict. It is at this point that the shape phase begins again.

1-41. Managing the optimal relationship between ARSOF, Army conventional forces, joint forces, and indigenous security forces and institutions can prevent future conflict or mitigate the frequency and duration of a potential future crisis. The curved dotted lines in figure 1-4, page 1-11, represent the level of effort that can be conserved by effective shape and deter operations.

1-42. Achieving the optimal force composition of Army special operations, conventional forces, joint forces, and indigenous security assets directly affect U.S. success throughout the range of military operations. The environment, threat, and scale lend themselves to a flexible template for blended or integrated operations that are either SOF-specific (only), SOF-centric (primarily), and/or conventional force-centric. Interagency involvement is likely required in all circumstances. Such blended operations are more successful when conducted with units that are habitually aligned with SOF by region, have routinely trained together, and perhaps have an advisory cadre to augment SOF capabilities. Innovative small-footprint missions may, in their totality, exceed SOF capacity, and certain engagement/security cooperation and deterrence activities may not be SOF-specific but would significantly benefit from SOF assistance.

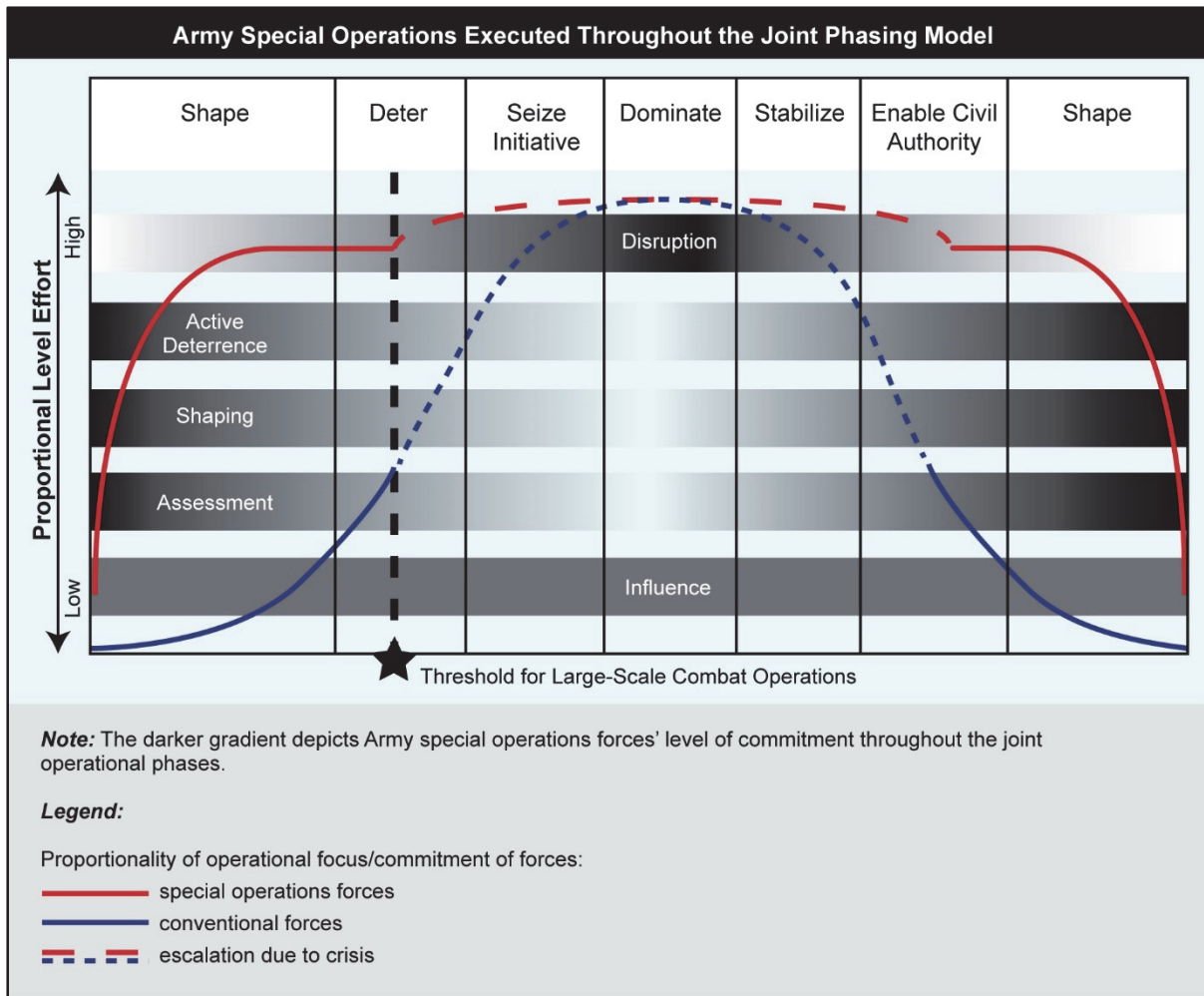


Figure 1-4. Army special operations executed throughout the joint phasing model

PRINCIPLES OF WAR

1-43. Special operations missions may require unorthodox approaches, but these approaches do not negate the principles of war—objective, offensive, mass, maneuver, economy of force, 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 special operations 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.

1-44. 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 special operations can support a JFC in war through the conduct of a variety of offensive, defensive, and stability tasks. One of the common operating precepts of joint special operations is to integrate joint capabilities to be complementary rather than merely additive. Army special operations 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 special operations to counter adaptive threats and adversaries are ensure freedom of action and maintain operational and organizational flexibility.

THREE ADDITIONAL PRINCIPLES OF JOINT OPERATIONS

1-45. Army special operations 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

1-46. The purpose of restraint is to limit collateral damage and to prevent the unnecessary or unlawful use of force. Restraint requires the careful and disciplined balancing of the need for decisive combat action, security and protection, and the strategic end state (or overall combatant command mission). A single act could cause significant military and political consequences; therefore, judicious use of force is necessary. For example, the exposure of intelligence operations, such as interrogation of detainees, could have significant political and military repercussions and, therefore, should be conducted with sound professional judgment. Casualties to noncombatants or friendly forces may have severe consequences in efforts to gain or maintain legitimacy and impede the attainment of both short-term and long-term goals. Excessive force antagonizes those leaders and civilians involved because of 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. Restraint increases the legitimacy and trust of the Army forces who exercise it, while potentially damaging the legitimacy of an opponent.

1-47. Consideration should be given to choices of nonlethal versus lethal means for supporting mission accomplishment and exercising restraint. MISO 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.

1-48. 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 (AR 350-1, *Army Training and Leader Development*), and the established ROE and that they are 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.

1-49. 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 consistent with the moral principles of the Army Ethic 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. In addition, 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 the coalition's or allied force's ROE.

1-50. 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

1-51. 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

1-52. 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 are 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.

1-53. Committed ARSOF must sustain the legitimacy of the operation and of the emerging or host government, as applicable. Communicating U.S. intent to the foreign civilian populace is critical to establishing and maintaining legitimacy and trust. 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 that build and demonstrate trust of ARSOF must be considered in the light of potentially competing strategic and tactical requirements and must exhibit impartiality, fairness, and trust in dealing with competing factions, as appropriate. Legitimacy may depend on adherence to objectives agreed to by the international community, ensuring the action is appropriate to the situation, and ensuring fairness, impartiality, and transparency 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

1-54. ***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.*** Army special operations focus on the effective mechanisms of assessment, shaping, active deterrence, influence, and disruption to manage precrisis/crisis thresholds; Army special operations 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.

1-55. Regional mechanisms provide methods for commanders to apply elements of power, both special operations 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

1-56. Operating through and with HNs and friendly indigenous forces enable 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, ethical, and effective.

1-57. 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.

1-58. 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

1-59. Army special operations 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.

1-60. 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.

1-61. Adequate PE is the key to successful operations. Shaping includes intelligence and operational preparation of the environment (OPE), which seek to first understand the theater of operations (global, regional, or local) and the key players within it (friendly, threat, or neutral). Shaping then sets the conditions for operational success by cultivating relationships, establishing networks of partners, and laying the groundwork to 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.

1-62. ARSOF routinely shape the operational environment and gain access to nations through their inherent special operations activities, operations, actions, and tasks. This access provides the 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

1-63. Army special operations 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 direct action, 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.

1-64. 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.

1-65. 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.

1-66. Selecting the right deterrent options or course of action is synonymous with right partner, right location, and right capability. To deter and prevent conflict escalation, the appropriate operations, actions, or tasks are designed for a specific application to sustain and project military power.

1-67. 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.

1-68. Deterrence may also include the activity of CAO to persuade neutral audiences. Deterrence through civil-military operations (CMO) 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

1-69. Army special operations 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.

1-70. Influence includes partnering to gain strategic access and retain unhindered access. ARSOF accomplishes 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.

1-71. 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 psychological actions may influence threat behavior to the point of averting the direct approach activity altogether.

DISRUPTION

1-72. Army special operations 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.

1-73. 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 combat effectiveness. The 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

1-74. The nature of special operations is characterized by a number of factors. These factors, described in the following paragraphs, apply to ARSOF across the range of military operations.

TEMPO

1-75. Tempo is critical to ARSOF's ability to conduct special operations 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

1-76. 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.
- CP activities to slow or inhibit development of a capability.
- Direct action 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

1-77. 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. Direct action 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 tactical deception, 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 the HN in creating a military shield (through FID), behind which other governmental departments and agencies can operate to remove the causes of insurgency.

DISRUPTION

1-78. ARSOF can disrupt the enemy through attacks against strategically and operationally significant 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.
- Direct action strikes against critical 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.

1-79. 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

1-80. 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. Direct action 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

1-81. The SOF 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. In general, the main effort should be aimed at some critical enemy vulnerability that if attacked will contribute most directly to accomplishing the mission.

INTELLIGENCE

1-82. ARSOF require timely, responsive, predictive, 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 accurate, predictive, and timely intelligence are prerequisites 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, process, and produce), particularly in answering commander's critical information requirements and information requirements.

DECENTRALIZATION AND CENTRALIZATION

1-83. Although ARSOF personnel must be included in centralized planning at the CCDR and subordinate JFC levels, successful ARSOF operations require decentralized planning and execution for individual missions. Independent judgment and effective coordination by ARSOF leaders at every echelon are vital to successful special operations.

INITIATIVE

1-84. 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 a professional environment that encourages ethics, trust, freedom of action, and initiative in subordinates. Successful missions result from subordinate leaders at all echelons understanding the commander's intent, assessing and accepting risks, and exercising disciplined initiative to accomplish missions.

ARMY SPECIAL OPERATIONS FORCES CHARACTERISTICS

1-85. 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 special operations missions and to assess how the missions can be employed in the application of national and military power. Army special operations 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 direct action.

1-86. 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 direct action to more politically nuanced UW.

1-87. 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. Because of 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.

1-88. 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

1-89. 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 forces 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 special operations:

- It must be an appropriate SOF mission or task. ARSOF should be used to create 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, and 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, influence activities, medical, logistics, space, weather effects, 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 it also considers 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

1-90. SOF imperatives are the foundation for planning and executing special operations 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.** Special operations 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 by developing plans to act within the realities of those operational environments. ARSOF must identify the friendly and hostile decision makers, 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 special operations 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 operational environments in which military factors are not the only concern. Special operations frequently create conditions for nonmilitary activities to occur within indigenous populations and for civil institutions to achieve U.S. and HN objectives. Consequently, the advancement of political objectives may take precedence over the achievement of military priorities.
- **Facilitate Interagency Activities.** Most special operations occur in an interagency environment where the U.S. Government departments and agencies are supporting 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.** Special operations missions often have sensitive political implications. Therefore, commanders must carefully select when, where, and how to employ ARSOF. Special operations may be applied with precision and accuracy 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, cultural, demographic, 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 GCC long-term objectives with a desire for immediate or short-term effects. Special operations 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 special operations activities. Legitimacy and mutual trust are the most crucial factors in developing and maintaining internal and international support. The United States cannot sustain its assistance to a foreign power without legitimacy. Commanders, staffs, and subordinates foster legitimacy, credibility, and trust 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 their collective acceptance of its right and authority to govern and exercise power. The perceived legitimacy of its cause and the ethical application of its power, based upon international rules of law, are strong factors in determining political legitimacy. Without legitimacy, credibility, and trust, ARSOF will not receive the support of the indigenous elements that is essential to success.

- **Anticipate and Control Psychological Effects.** All special operations 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 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 foreign forces and entities requires them to assume primary authority and accept responsibility for the success or failure of the mission. All U.S. efforts must reinforce and enhance the capacity, effectiveness, legitimacy, credibility, and trust 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.
- **Ensure Long-Term Engagement.** ARSOF must recognize the need for persistence, patience, and continuity of effort. SOF must demonstrate continuity of effort when dealing with political, economic, informational, and military programs. Special operations 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 intelligence systems to address intelligence shortfalls and to ensure that timely, relevant, accurate, and predictive intelligence is on hand. Human intelligence is often the primary intelligence discipline for satisfying SOF critical intelligence requirements, whether from overt or controlled sources. The key to effective intelligence support is for special operations to fully leverage the entire intelligence support system and architecture. ARSOF units also provide information and intelligence through area assessments, SR, and postoperational debriefing of units.
- **Balance Security and Synchronization.** Security concerns often dominate special operations, but overcompartmentalization can exclude key special operations forces and conventional forces personnel from the planning cycle. 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

1-91. 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.

1-92. 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 irregular warfare; for example, ARSOF are

trained to conduct UW, FID, and CT, while conventional forces are trained to conduct decisive action (offensive, defensive, stability, and defense support of civil authorities tasks). 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 forces 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 forces and SOF because they benefit each other. ARSOF are reliant upon operating with the support of the Army. Irregular warfare 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.

1-93. 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 special operations missions are critical. The tactical commander must consider both conventional and special operations 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 are 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.

1-94. 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 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. Within the population centric environment that both ARSOF and conventional forces will most likely share, the four operational tenets which incorporate human aspects into campaign and operations planning are critical to mission success across the range of military operations.

1-95. Integration of SOF with conventional forces is always a critical concern for ARSOF commanders, and areas of interest typically include—

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

- Coordination of sustainment and theater of operations support.
- Personnel recovery.

1-96. Special operations often involve air operations that transit theater of operations airspace control areas, which normally coincide with air and missile defense boundaries. These operations often occur in areas affected by surface and air attacks by friendly conventional forces on targets. Therefore, the coordination of ARSOF operations in enemy territory is extremely important to prevent duplication of effort or fratricide. To prevent these actions, the special operations task forces (SOTFs) and the JSOTF must coordinate closely.

1-97. The Army is reliant on space-based capabilities and systems, such as global positioning, communications, weather satellites, and intelligence platforms. These systems are critical enablers for special operations 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 they are required and regularly used to enable special operations. Planning and coordination of space support with national, Service, joint, and theater resources takes place through liaison with space professionals.

1-98. 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.

Chapter 2

Core Activities and Tasks

ARSOF possess unique capabilities to support USSOCOM's roles, missions, and functions as directed by Congress in Section 164, *Commanders of Combatant Commands: Assignment; Powers and Duties*, and Section 167, *Unified Combatant Command for Special Operations Forces*, Title 10, United States Code. ARSOF plan, conduct, and support special operations 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.

CORE ACTIVITIES

2-1. SOF conduct core 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 activities and tasks shown in figure 2-1.



Figure 2-1. Special operations core activities and tasks

CORE TASKS

2-2. Core activities 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

2-3. *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.** 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.

2-4. Planners broadly use the term insurgency to describe the concept of achieving aims through a strategy of armed conflict and subversion against an indigenous government or occupying power. Planners use the term resistance movement to convey a unique type of insurgency that focuses on the removal of an occupying power. The difference in terminology is important to the concept of UW because planners must understand the significant differences in dealing with a resistance movement—that forms in response to an occupying power—and an insurgency—that grows over time out of discontent for a current regime.

2-5. As an effort to support an insurgency or resistance movement, the United States may engage in UW as part of a major theater war or limited regional contingency. Experiences in the 1980s in Afghanistan and Nicaragua proved that support for an insurgency could be an effective way of putting indirect pressure on the enemy. However, the costs versus the benefits of using UW must be carefully considered before employment. Properly integrated and synchronized 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.

2-6. 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 the HN opportunities to seize the initiative through preemptive covert or clandestine offensive action without an overt commitment of a large number of conventional forces.

2-7. 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 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

2-8. *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 activities provide the United States with a capability that is neither enemy focused nor reactive in nature but 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. FID is an activity of irregular warfare and involves a comprehensive approach. The comprehensive approach includes all instruments of national power—diplomatic, information, military, and economic.

2-9. 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 the 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 program objectives. FID is best achieved at levels that avoid deployment of large numbers of U.S. military personnel. The 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 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.

2-10. 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 tasks 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 tasks concept is a great example of a combined element conducting FID and stability tasks 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. efforts is to support the HN program of internal defense and development.

2-11. FID is not restricted to times of conflict. FID is applied across the range of military operations 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 counter 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.

2-12. 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. (ATP 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

2-13. 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 designed to simultaneously defeat and contain insurgency and address its root causes (JP 3-24, *Counterinsurgency*). 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.

2-14. 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.
- Deception (both tactical and military deception)
- Language skills.
- Region-specific knowledge.

2-15. 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. 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 mission are of equal importance and must be conducted at the same time.

COUNTERTERRORISM

2-16. *Counterterrorism* is defined as activities and operations taken to neutralize terrorists and their organizations and networks in order to render them incapable of using violence to instill fear and coerce governments or societies to achieve their goals (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.

2-17. 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 the DOD's overall efforts.

2-18. ARSOF conduct CT missions as special operations by covert, clandestine, or low-visibility means. ARSOF activities within CT include—

- 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 rescue recovery 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 MISO messaging, CAO, UW, FID, and other information-related capabilities.

COUNTERING WEAPONS OF MASS DESTRUCTION

2-19. Countering WMD includes three pillars: nonproliferation, CP, and WMD consequence management. *Nonproliferation* includes actions to prevent the acquisition of WMD by dissuading or impeding access to, or distribution of, sensitive technologies, materiel, and expertise. *Counterproliferation* is those actions taken to reduce the risks posed by extant WMD to the United States, allies, and partners. *WMD* are chemical, biological, radiological, or nuclear weapons capable of a high order of destruction or causing mass casualties, and excluding the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon (JP 3-40, *Countering Weapons of Mass Destruction*). 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:

- Providing expertise, material, and teams to supported combatant command teams to locate, tag, and track WMD, as required.
- Conducting direct action operations in limited access areas, as required.
- Building partnership capacity for conducting CP activities.
- Employing MISO and other information-related capabilities to dissuade adversary reliance on WMD.
- Providing other specialized countering WMD capabilities.

2-20. Special operations 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—in which cases 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.

SECURITY FORCE ASSISTANCE

2-21. *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.

2-22. 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

2-23. *Direct action* is defined as 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 (JP 3-05). Direct action 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.

2-24. Normally limited in scope and duration, direct action 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.

2-25. SOF may conduct direct action operations independently or as part of larger conventional or unconventional operations. Although normally considered close-combat-type operations, direct action 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 or recovery or capture of personnel or materiel.

2-26. Direct action 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. ARSOF can use close quarters battle in direct action 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.*** Direct action operations differ from the opportune personnel recovery method of combat search and rescue by the use of—

- Dedicated ground combat elements.
- Unconventional techniques.
- Accurate, precise, and predictive intelligence.
- Indigenous assistance.

2-27. Direct action operations may be unilateral or multinational, but the operations are still short-duration, discreet actions. A SOF chain of command executes direct action 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

2-28. *Special reconnaissance* is defined as reconnaissance and surveillance actions conducted as a special operation in hostile, denied, or diplomatically and/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, radiological, and nuclear or environmental hazards in a denied area. SR includes target acquisition, area assessment, and poststrike reconnaissance.

2-29. 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 effects, terrain-masking, or hostile countermeasures. Selected ARSOF conduct SR as a human intelligence activity that places U.S. or U.S.-controlled "eyes on target," when authorized, in hostile, denied, or politically sensitive territory.

2-30. 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 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. SOF and conventional elements working within the same AO may develop formal or informal information-sharing relationships that enhance each other's operational capabilities.

2-31. 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

2-32. The function MISO, formerly known as PSYOP, is both a SOF core activity and a capability for which PSYOP forces are specifically organized, trained, and equipped to execute. Designated USASOC and USAR PSYOP forces conduct specialized activities for commanders. As a core activity, MISO are integrated in all

of the other core activities and tasks by creating psychological effects inherent in their application. Other core activities may support MISO by serving as the means to create 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 can augment other capabilities or be the main effort, depending on mission requirements.

2-33. 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.
- Conduct influence activities as a core special operations capability.
- Influence activity across the range of military operations.
- Support other agency influence efforts (interagency/intergovernmental support).
- Support the countering of adversary information.
- Provide an important influence capability under mission command and synchronized through the fires warfighting function.
- Conduct military and tactical deceptions.
- Train and advise HN forces on building organic influence capacity.
- Conduct precision influence targeting.
- Analyze targets and audiences within the operational environment.
- Analyze the communications environment within the operational environment.

2-34. In today's complex and rapidly evolving information environment, perceptions, decisions, and, ultimately, behavior are influenced by the psychological effects of actions and information. Emphasis on psychological objectives places PSYOP Soldiers in a unique and important position with the responsibility to advise U.S. military commanders, ambassadors, or HN civilian and military leadership on the potential impact of messages and actions on targets and 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 effects 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 targets and 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

2-35. *Civil Affairs operations* are actions planned, executed, and assessed by Civil Affairs forces that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government (JP 3-57, *Civil-Military Operations*). CAO are conducted by the designated Regular Army and USAR CA forces organized, trained, and equipped to provide specialized support to commanders. CAO performed by assigned CA forces is a special operations core activity. The 95th Civil Affairs Brigade (ABN) is specifically organized, trained, and equipped to execute CAO. Military commanders must consider not only military forces but also the entirety of the operational environment in which they operate. This operational environment includes a populace that may be supportive, neutral, or antagonistic to the presence of military forces, both friendly and opposing. A supportive populace can provide resources and information to facilitate friendly operations. CAO ensure that commanders are advised on civil considerations, to include fulfillment of legal and moral obligations to the populace (in conjunction with the commander's legal advisor), which can impact foreign policy objectives. A hostile populace threatens the operations of deployed friendly forces, can undermine mission legitimacy,

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 CMO.

2-36. CA forces conduct CAO to support the commander's CMO concept. These forces are the commander's primary asset to purposefully engage nonmilitary organizations, institutions, and populations. CA capabilities 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 or perform activities and functions that are normally the responsibility of local government. CAO may occur before or during military operations or post conflict. They may also occur, if directed, in the absence of other military operations.

2-37. CAO are planned and executed by CA forces and supported by other forces to enhance stability, to set conditions for the mitigation or defeat threats to civil society, and to assist in establishing local government capability or enhancing the capacity for deterring or defeating future civil threats. CA engage and influence the civil component of the operational environment, establish and conduct military government operations, provide civil considerations expertise through the planning and execution of CAO, and enable CMO. CA forces are organized, trained, and equipped specifically to plan and execute CAO across the range of military operations, engaging many different civil entities (indigenous populations and institutions, unified action partners, and interagency partners). 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

2-38. PE 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 PE 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.

2-39. SOF conducts PE to support special operations core activities that may be conducted in the future. PE consists of OPE, advanced force operations, and intelligence operations. PE is an umbrella term for operations and activities conducted by selectively trained SOF to develop an environment for potential future special operations. This is a key contribution of SOF during the shaping phases of an operation that helps define the operational environment and prepares for the entry of forces and supporting governmental agencies.

2-40. OPE is the conduct of activities in likely or potential areas of operations to prepare and shape the operational environment, mitigate risk, and facilitate the success of operations and activities. CCDRs conduct OPE to develop knowledge of the operational environment, to establish human and physical infrastructure, and to develop general target development. OPE activities include passive observation, area familiarization, site surveys, mapping the information environment, developing nonconventional assisted recovery capabilities, use of couriers, developing safe houses and assembly areas, positioning transportation assets, and cache emplacement/recovery.

2-41. This is accomplished through advanced force operations, assessments, shaping, and intelligence operations, some derived from nontraditional sources. Advanced force operations are those operations that precede main forces into an area to locate and shape the operational environment for future operations against a specific adversary. *Advanced force operations* are conducted to refine the location of specific, identified targets and further develop the operational environment for near-term missions (JP 3-05). Advanced force operations encompass many OPE activities including close-target reconnaissance; tagging, tracking, and locating; reception, staging, onward movement, and integration (RSOI) of forces; infrastructure development; and terminal guidance. Unless specifically withheld, advanced force operations also include direct action in situations when failure to act will mean loss of fleeting opportunity for success.

2-42. SOF conduct advanced force operations as a means to finalize preparations prior to the execution of a tactical operation. SOF also assists in developing cultural intelligence, measuring perceptions and attitudes

of the population, gaining situational awareness through area reconnaissance and media assessments, and operating covertly/ clandestinely in areas where conventional forces cannot.

2-43. Intelligence operations are tasks carried out by intelligence, counterintelligence, and operations personnel to support intelligence requirements and activities. Intelligence operations include human intelligence activities (to include military source operations); counterintelligence activities; airborne, maritime, and ground-based signals intelligence; tagging, tracking, and locating; and intelligence, surveillance, and reconnaissance. Intelligence operations complement OPE and advanced force operations in the overall PE.

HOSTAGE RESCUE AND RECOVERY

2-44. 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. SOF may conduct direct action operations independently or as part of larger conventional or unconventional operations or campaign. Although normally considered close-combat-type operations, direct action operations also include SOF-employed close-combat tactics and techniques when the mission requires the recovery or capture of personnel or materiel. Direct action 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. Direct action operations differ from combat search and rescue by the use of—

- Dedicated ground combat elements.
- Unconventional techniques.
- Precise survivor intelligence.
- Possible indigenous assistance.

FOREIGN HUMANITARIAN ASSISTANCE

2-45. *Foreign humanitarian assistance* consists of Department of Defense activities conducted outside the United States and its territories to directly relieve or reduce human suffering, disease, hunger, or privation (JP 3-29, *Foreign Humanitarian Assistance*). While U.S. military forces are not the primary U.S. Government means of providing humanitarian assistance, the assistance they are tasked to provide is designed to supplement or complement the efforts of the civil authorities or agencies that have the primary responsibility for providing that assistance.

2-46. SOF can deploy rapidly with excellent long-range communications equipment and operate in austere and often chaotic environments typically associated with disaster-related humanitarian assistance efforts. Perhaps the most important capabilities found within SOF for foreign humanitarian assistance are their geographic orientation, cultural knowledge, language capabilities, and their ability to work with multiethnic indigenous populations and international relief organizations to provide initial and ongoing assessments. CA are particularly well suited for stabilization efforts in disaster areas. SOF can provide temporary support, such as airspace control for landing zones, communications nodes, security, and advance force assessments, to facilitate the deployment of conventional forces and designated humanitarian assistance organizations until the HN or another organization can provide that support.

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Chapter 3

Command Structure

ARSOF require a centralized, responsive, and unambiguous command structure. Unnecessary layering of a headquarters 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 headquarters (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 decision-making 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 nongovernmental organizations and intergovernmental organizations, 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 special operations.

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 headquarters (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 MISO and CA planners to conduct functional planning without a transfer of OPCON request those directly from USSOCOM. After CA and PSYOP forces are deployed into the supported GCC's AOR, the command of those forces can be structured in a variety of ways, depending on their assigned mission. Command relationships 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, PSYOP 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 synchronize 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 headquarters serves as the Army Service component command (ASCC) for the GCC. The theater Army provides a regionally oriented, long-term Army presence for 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 CCDR's daily operations requirements, setting the theater or joint operations area, 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 headquarters 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 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)(ABN) coordinates closely with the ARSOF 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. Chapter 6 of this publication provides a more detailed discussion of ARSOF sustainment support.

3-11. The theater Army also has MISO staff elements embedded within the G-3 (assistant chief of staff, operations) staff section. CA staff elements are embedded within the G-9 (assistant chief of staff, Civil Affairs operations) staff section and the G-3 security cooperation section, staff section, and 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 a joint command subordinate to the GCC, 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 special operations 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 is a subordinate command of United States Pacific Command. Special Operations Component, Korea is a functional component command of United States Forces, Korea, itself a subordinate command of United States Pacific Command.

3-14. To provide the necessary unity of command, each GCC has established a TSOC as a subordinate command. There are currently six TSOCs supporting GCCs worldwide:

- Special Operations Component, United States Central Command.
- Special Operations Component, United States European Command.
- Special Operations Component, United States Pacific Command.
- Special Operations Component, United States Southern Command.
- Special Operations Component, United States Africa Command.
- Special Operations Component, United States Northern Command.

Note: The Special Operations Component, Korea 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 unified 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 GCC campaign plan. The role of the theater of operations special operations 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 unified command, or JTF responsible to the establishing commander for making recommendations on the proper employment of SOF and assets, for planning and coordinating special operations, 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 JSOTF

commander may be dual-hatted as the JFSOCC. When a joint force special operations component is established and combined with elements from one or more allied or coalition nations, it becomes a combined forces special operations component and its commander becomes a combined forces special operations component commander.

ESTABLISHMENT AND ORGANIZATION OF A SPECIAL OPERATIONS TASK FORCE

3-16. A SOTF is normally established by a JFC to plan and conduct special operations. The SOTF, when established, is a task force composed of SOF from one or more Services to carry out a specific operation or prosecute special operations in support of the theater campaign or other operations as directed. It may consist of conventional forces assigned or attached to support the conduct of specific missions. It may be established subordinate to another JTF or directly subordinate to a geographic combatant command or subunified command. A SOTF commander may organize the SOTF headquarters as necessary to carry out all assigned duties and responsibilities. There are several options that may be used to organize a SOTF headquarters:

- Use a TSOC headquarters.
- Augment a core SOF component headquarters.
- Organize an ad hoc headquarters from various SOF contributors.

Whichever the option, a building process will be necessary. In addition, this process must support the SOTF mission and provide the best opportunity for success. When fully organized, the SOTF staff will be composed of appropriate members in key positions of responsibility from each Service SOF having significant forces assigned to the command.

SPECIAL OPERATIONS TASK FORCE

3-17. 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.

3-18. 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 special operations air assets functionally. Likewise, he may designate and organize a single SOTF to provide operational direction of ARSOF. **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.**

3-19. The JSOTF commander may also decide to designate and organize several subordinate SOTFs to conduct specific special operations 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.

3-20. 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 JSOTF commander assigns each SOTF an area within the JSOA or functional mission.

3-21. Since the SF group and battalion are multipurpose and extremely flexible organizations designed to have self-contained command and support elements for long-duration missions, the SOTF headquarters is normally based around the core of an SF group or battalion headquarters. The Ranger regiment may also form a SOTF headquarters 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 synchronize all activities of the SOTF. In the case of an extremely large SOTF that exceeds the organic mission command of the organic headquarters, the SOTF commander may have to request external staff augmentation to ensure adequate mission command.

3-22. 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 special operations.
- In linkup or postlinkup combat operations during the combat employment phase of an insurgency.
- During contingency operations when the SOTF headquarters is the senior Army headquarters in the AO.

SPECIAL OPERATIONS TASK FORCE ORGANIZATIONS

3-23. SOTFs are scalable organizations built around the nucleus of an Army SF or Ranger unit. ARSOF units normally establish the core of a SOTF with the commander and staff and their respective subordinate units. A SOTF may comprise the following forces: SF group (Joint Capable) (figure 3-1, page 3-6), SF battalion (figure 3-2, page 3-7) or Ranger regiment (figure 3-3, page 3-8). The SOTF normally has military information support (MIS) and CA forces attached even if there is a separate MIS task force or joint civil-military operations task force. The SOTF augmentation may also include SOA, communications, conventional forces, logistic units, or other functions.

MILITARY INFORMATION SUPPORT TASK FORCE

3-24. 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.

CIVIL-MILITARY OPERATIONS TASK FORCE

3-25. A joint CMO task force is a means for a JFC to plan, coordinate, and conduct CMO in support of his assigned mission. The GCC or JTF commander may establish a joint CMO task force when the scope of CMO requires coordination and activities beyond that which the organic CAO capability could accomplish. Although the joint CMO task force is not a CA organization, a requirement may exist for strong representation of CA-trained personnel. Because of their expertise in dealing with nongovernmental organizations, intergovernmental organizations, other governmental departments and agencies, and indigenous populations and institutions, these personnel will greatly enhance the supported commander's opportunity for success. This task force may have both conventional forces and SOF assigned or attached to support the conduct of specific missions.

ADVANCED OPERATIONS BASE

3-26. Because special operations are normally decentralized, SOF may establish an advanced operations base. An **advanced operations base** is a small, temporary base established near or within a joint operations area to command, control, and support special operations training or tactical operations. Facilities are normally austere, and the base may be ashore or afloat. If ashore, the base may include an airfield or unimproved airstrip, a pier, or an anchorage. The advanced operations base is normally fixed; however, the base may have to displace. An advanced operations base is normally controlled and/or supported by a SOTF at a main operations base or a forward operations base. The advanced operations base extends the functionality of a SOTF by augmenting or executing the following:

- Prepare SOF for deployment.
- Sustain SOF during deployment.
- Ensure SOF extraction and debriefing.
- Provide operational, administrative, and logistical support to uncommitted SOF.

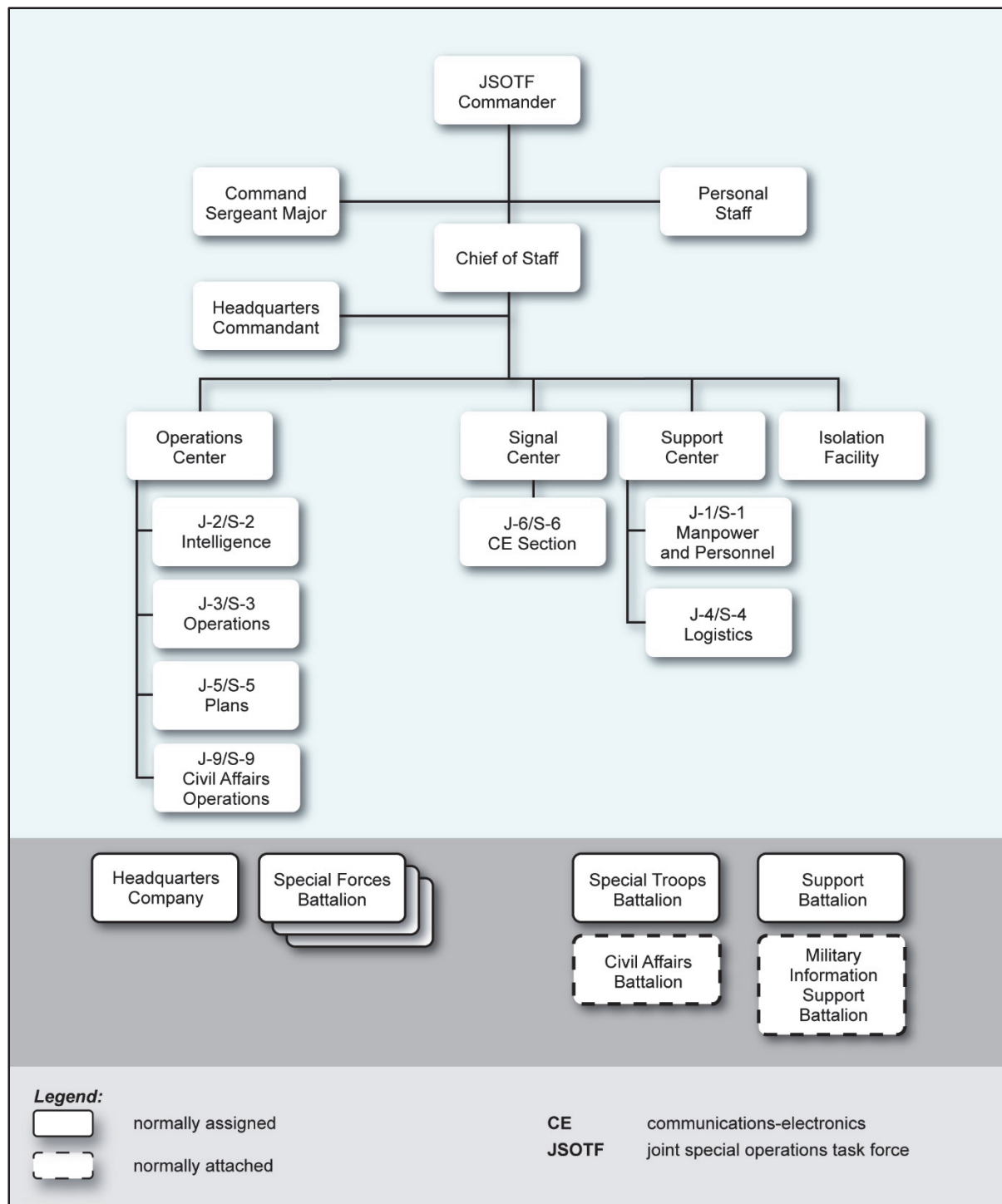


Figure 3-1. Notional special operations task force organization (Special Forces group)

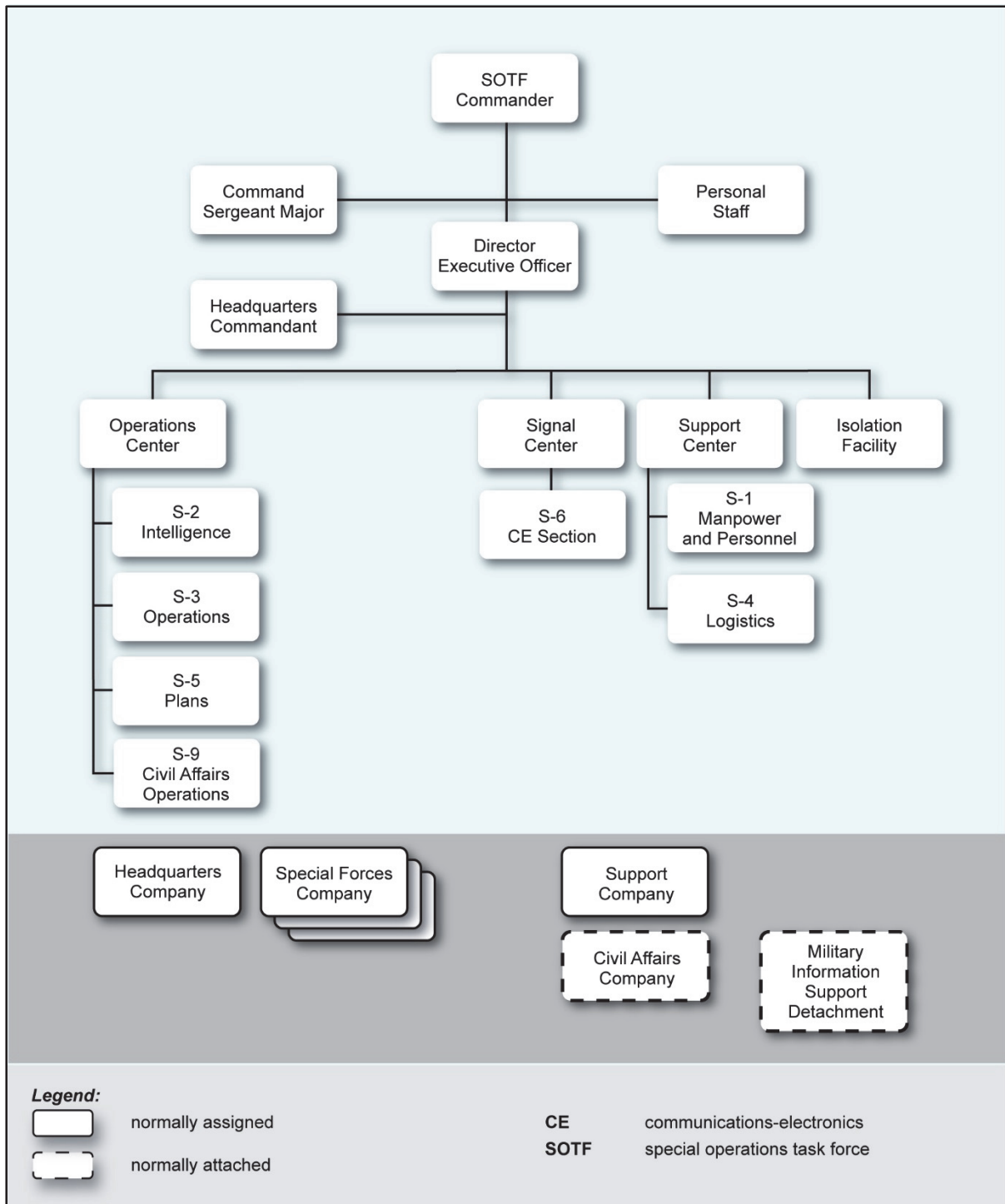


Figure 3-2. Notional special operations task force organization (Special Forces battalion)

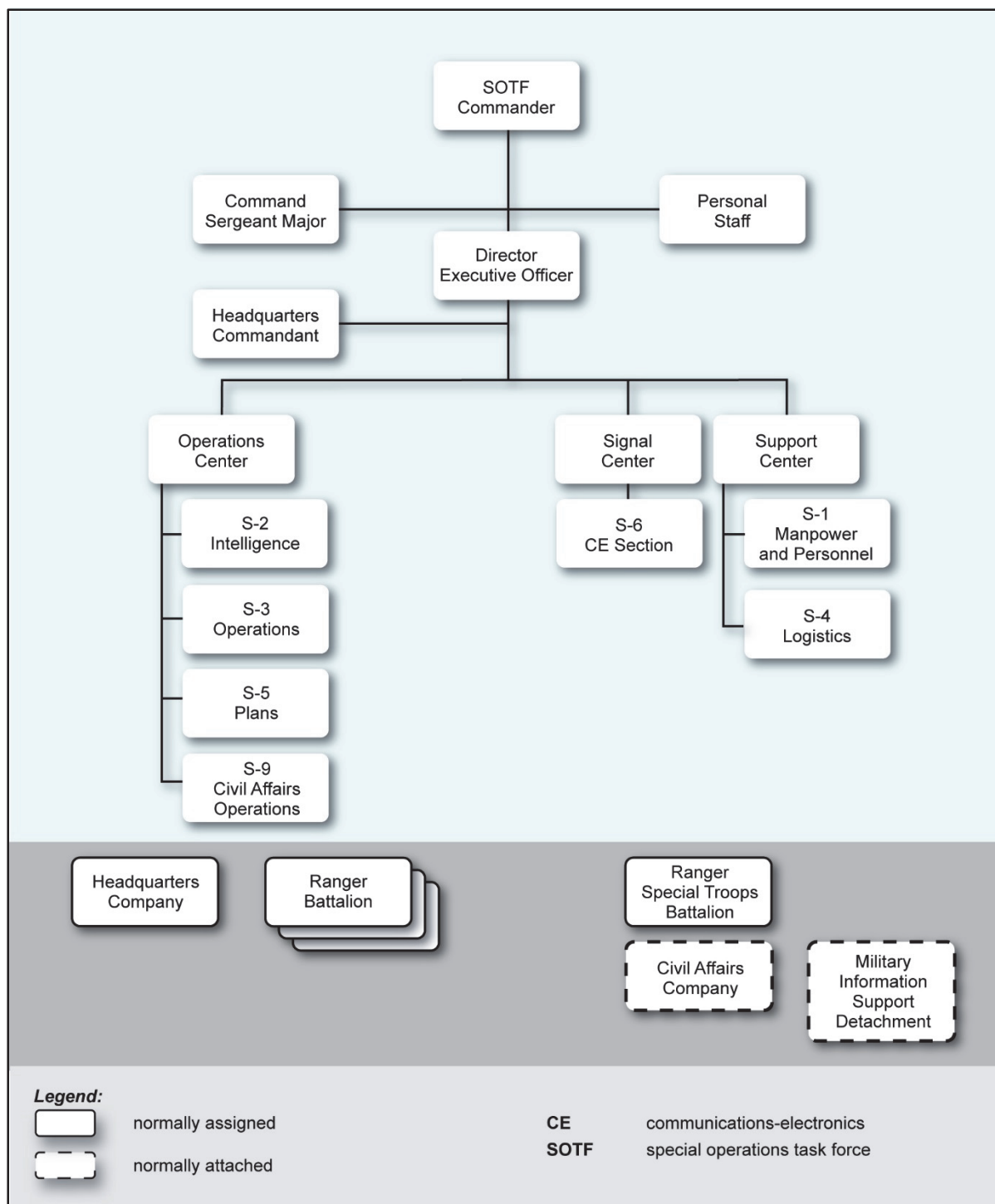


Figure 3-3. Notional special operations task force organization (Ranger regiment)

JOINT SPECIAL OPERATIONS AIR COMPONENT COMMANDER

3-27. SOA may operate under the OPCON of a JSOACC designated by the JFSOCC. The JSOACC is the Service special operations air commander who has the majority of SOA forces and is most capable of exercising 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 command and control of air assets under a single commander. 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

3-28. 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.

3-29. 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

3-30. 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 special operations with conventional ground force headquarters or, if a supporting commander, facilitate his supporting commander's responsibilities.

3-31. As described earlier, the JTF commander geographically organizes the joint operations area, 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 headquarters to coordinate and deconflict special operations with that component. In this role, the SOCCE performs liaison functions.

3-32. 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 joint operations area 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.

3-33. 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.

3-34. 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 in which

the JSOTF commander has been requested to provide information requirements of the supported commander (for example, SR reporting). The SOCCE can exercise 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.”

3-35. 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 OPERATIONS LIAISON ELEMENT

3-36. The JFSOCC (or the JSOTF commander, 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 personal 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. In addition, 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

3-37. A military information support team (MIST) is a tailored element that provides an 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 officials from other governmental departments and agencies, and it 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 operations, 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 officials from other governmental departments and agencies.

CIVIL AUTHORITY INFORMATION SUPPORT ELEMENT

3-38. During times of national disaster, the U.S. military may be assigned the mission to assist federal and local authorities. In such a case, the primary agency or civil authority must have a means to communicate and disseminate emergency information to local populations. One option is to form a civil authority information support element to deploy and use PSYOP personnel and capabilities to disseminate emergency information to local populations. In these situations, the civil authority information support mission is strictly for disseminating public service and safety information at the direction of a primary federal agency or civil authority. PSYOP units employed in a civil authority information support function strictly in an information dissemination role and will not direct efforts to influence at U.S. citizens. As with all PSYOP 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

3-39. The civil-military operations center (CMOC) is an organization, normally consisting of CA, established to plan and facilitate coordination of activities of the Armed Forces of the United States within indigenous populations and institutions, the private sector, intergovernmental organizations, nongovernmental organizations, multinational forces, and other governmental agencies in support of the JFC. The CMOC is the commander's tool in purposefully shaping the commander's 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, intergovernmental organizations, nongovernmental organizations, and indigenous populations and institutions.

3-40. The CMOC plans and coordinates CMO, 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 management and facilitates information fusion sharing information up, down, and across CA lines of communication. The civil information management cell develops and manages the civil information contributing to the CA running estimate, CA assessments, surveys, and studies and fuses information into the supported commander's common operational picture.

3-41. 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 headquarters 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 headquarters is located in one locale and units are spread throughout the operational area, subordinate Army commanders may establish their own CMOCs.

3-42. The CMOC provides both access and CMO-related data and information from and to nonmilitary agencies operating away from the military headquarters. 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 headquarters element, the communications cell, the sustainment cell, the operations and intelligence cell, the civil liaison team and representatives from the supported headquarters, and the functional specialty cell (not for a CA-company-established CMOC). It may include other elements, such as military, nongovernmental organizations, intergovernmental organizations, 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

3-43. Communications system support to special operations 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 special operations 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.

3-44. 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 DOD information network 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.

3-45. 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.

3-46. Data communications are increasingly becoming the primary means of communication in SOF units as new technological capabilities are exploited. Operational detachments–alpha (ODAs) and operational detachments–bravo generally have low-to-medium-rate data capability to receive intelligence and guidance and to send situation reports, providing clear, relevant information. At battalion or SOTF level, a higher rate data satellite capability is the primary means of data communications. SF battalions have satellite terminals to provide voice and high-rate data and imagery services between them and the SF group, which also has satellite terminals for higher data throughput. If needed, the 112th Signal Battalion (Special Operations) (ABN) provides a more robust satellite capability at high data rates. The Ranger regimental headquarters has medium-data-rate 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. ATP 3-05.60, *Special Operations Communications System*, provides more detailed information on ARSOF communications.

OPERATIONS STRUCTURE

3-47. 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 postoperational activities and enduring partnership.

ORGANIZATION

3-48. 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 to support the application of the diplomatic, informational, and economic instruments of national power.

ARMY SPECIAL OPERATIONS FORCES OPERATIONAL METHODOLOGY

3-49. The Army applies the plan, prepare, execute, and assess operations process. ARSOF executes the principles of the operations process through an operational methodology expressed through find, fix, finish, exploit, and analyze (F3EA). ARSOF's methodology—F3EA—is inherent in the execution of all special operations. Surgical strike uses F3EA to satisfy the requirement of reliable 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. 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 postoperation or postactivity intelligence, expansion of the common operational picture, 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.

3-50. Figure 3-4 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 effects.

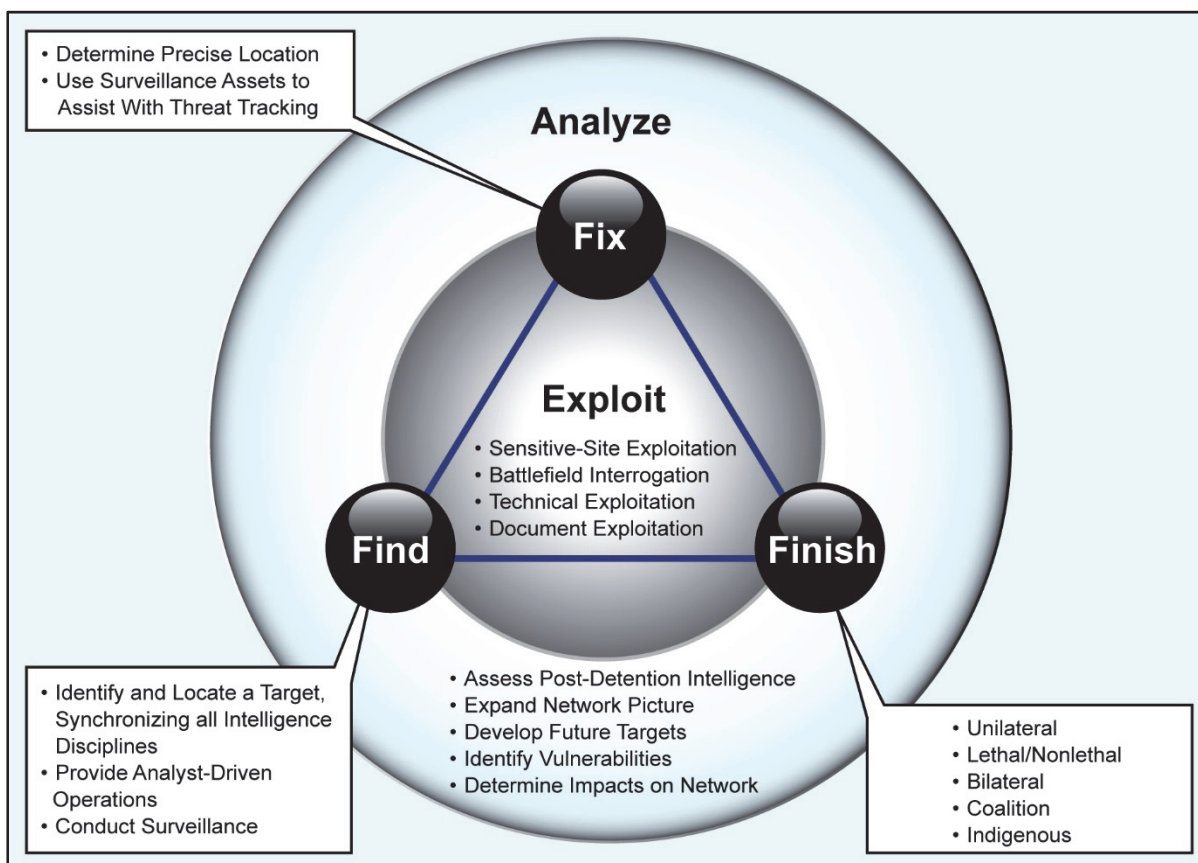


Figure 3-4. Find, fix, finish, exploit, and analyze process

ARMY SPECIAL OPERATIONS OPERATIONAL PLANNING CONSIDERATIONS

3-51. The Army's operational frameworks of deep-close-support, 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 special operations within the context of joint and Army operations. The right partner, right location, and right capability 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 right partner, right location, and right capability framework provides a cognitive model for leaders to prioritize and orient within the decentralized nature of special operations:

- **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

3-52. 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.

3-53. 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

3-54. 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.

3-55. When special operations 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

3-56. 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.

3-57. 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.

UNITED STATES SPECIAL OPERATIONS COMMAND

3-58. 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 and 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. In addition, the Unified Command Plan and other strategic guidance direct USSOCOM to synchronize the DOD's global campaign planning against terrorist networks.

3-59. 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-11 budget; developing special operations 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

3-60. 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 Army National Guard

SOF. USASOC is responsible for the development of unique ARSOF doctrine; tactics, techniques, and procedures; and materiel.

3-61. USASOC consists of three component subordinate commands and one component subordinate unit manned with civilians and Regular Army and Reserve Component military personnel. The component subordinate commands of USASOC are the 1st Special Forces Command (ABN), the USAJFKSWCS, and the Army Special Operations Aviation Command (ABN). The component subordinate unit is the 75th Ranger Regiment (ABN).

1ST SPECIAL FORCES COMMAND (AIRBORNE)

3-62. The 1st Special Forces Command (ABN) organizes, equips, trains, validates, and deploys forces to conduct special operations across the range of military operations, in support of the USSOCOM, regional commanders, American ambassadors, and other governmental agencies as directed.

3-63. The 1st Special Forces Command (ABN) consists of eleven component subordinate units manned with civilians and Regular Army and Reserve Component military personnel. The component subordinate units are five Regular Army Special Forces groups (ABN) and two Army National Guard Special Forces groups (ABN), the 95th Civil Affairs Brigade (ABN), the 4th and 8th Military Information Support Groups (ABN), and the 528th SB(SO)(ABN).

SPECIAL FORCES GROUP (AIRBORNE)

3-64. SF make up a unique unconventional Army force organization. They are highly trained, experienced, and trusted Army professionals with an extraordinary range of capabilities and degree of versatility. They can plan and conduct special operations 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.

3-65. 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.

3-66. The Special Forces group (ABN) constitutes the largest combat element of ARSOF. It consists of a headquarters and headquarters company, Special Forces battalions, a group special troops battalion, and a group support battalion. A chemical reconnaissance detachment (CRD) is a United States Army Special Forces Command (ABN) asset attached to a Special Forces group. The CRD conducts chemical reconnaissance and sampling in permissive, uncertain, and hostile environments for SOF commanders and the GCCs. The group headquarters and headquarters company provides administrative and logistics support to the group headquarters. The group support battalion provides sustainment and distribution support, maintenance support, medical support, and three forward support companies (which become the battalion support companies when deployed). The group special troops battalion provides Special Forces advanced skills support, intelligence support, signal support, and chemical reconnaissance support to the command and its deployed teams. The signals intelligence section conducts single-source collection, collection management, and analysis. The section consists of the technical control and analysis element and the advanced collection team.

PSYCHOLOGICAL OPERATIONS GROUPS (AIRBORNE)

3-67. PSYOP forces execute actions for psychological effect and deliver influential messages to affect the decisions and behavior of selected targets and audiences. PSYOP forces conduct MISO to change behaviors in specific ways that aid in achieving national and command objectives. PSYOP forces operate across the range of military operations, across U.S. Government agencies, and with allied and partner nations. Common attributes for the force are: regional alignment; cause and effect analysis; human engagement and communication skills; human factors information collection and processing; cultural awareness; and foreign language skills.

3-68. The 4th and 8th PSYOP Groups (ABN) have subordinate, regionally aligned battalions that execute missions with ARSOF, other DOD SOF, and U.S. Government agencies, and as part of contingency

operations. The battalions' capabilities are regionally aligned to deploy task-organized teams and detachments from the tactical level to the strategic level. In addition, there are organic cultural intelligence elements that provide country-expert intelligence for planning, targeting, and effectiveness evaluation. Finally, the 3rd PSYOP Battalion provides a wide range of visual, audio, and audiovisual messaging platforms that can deploy with forces or provide support from home station, as needed.

CIVIL AFFAIRS BRIGADE (AIRBORNE)

3-69. The 95th Civil Affairs Brigade (ABN) is a component subordinate command of the 1st SF Command (ABN). The brigade consists of five regionally aligned special operations CA battalions. The brigade's mission is to deploy regionally focused special operations CA planning teams, civil liaison teams, CMOCs, special operations CA battalions, special operations CA companies, and special operations CA teams to plan, enable, shape, manage, and execute CAO to mitigate civil vulnerabilities in support of TSOC commanders and U.S. Ambassadors.

3-70. Special operations CA forces are specially selected, trained, and organized to operate independently or as part of a larger special operations element within austere, politically sensitive, hostile, or denied AOs. At the tactical level, special operations 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.

3-71. From the tactical to strategic level, special operations CA elements plan, coordinate, enable, and execute operations, activities, and tasks to achieve specified U.S. Government objectives. Special operations 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. Special operations 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.

3-72. Actions planned, executed, and assessed by CA forces that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government.

SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

3-73. Unlike conventional sustainment units, ARSOF sustainment 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 sustainment support throughout the theater of operations. The 528th SB(SO)(ABN) provides operational logistics mission command, signal, intelligence, and role 2 medical care in support of ARSOF.

3-74. The 528th SB(SO)(ABN) 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 multicomposition in structure, is focused at the operational level for sustainment planning and synchronization, and is designed to deploy as small, modular teams. The brigade also trains, resources, and equips the 112th Signal Battalion (Special Operations) (ABN) and the 1st Special Forces Command Military Intelligence Battalion (Special Operations) (ABN) (Provisional). The 528th SB(SO)(ABN) contains expeditionary medical role 2 teams to enable ARSOF units to operate with conventional forward surgical teams or other resuscitative surgical teams.

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

3-75. The USAJFKSWCS is designated as the U.S. Army Special Operations Center of Excellence and is the proponent for CA, PSYOP, and SF branches. It consists of a headquarters and headquarters company; a combined arms center SOF cell; the Directorate of Training and Doctrine; the Force Modernization Directorate; the SF Warrant Officer Institute; a noncommissioned officer (NCO) academy; a special

warfare medical group; a special warfare training group, a special warfare education group, as well as branch proponent commandants for CA, PSYOP, and SF branches. USAJFKSWCS provides the training, personnel, doctrine, and policy to support ARSOF.

3-76. The USAJFKSWCS serves as the USASOC proponent for all matters pertaining to individual training, doctrine development 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 CA, PSYOP, and SF Soldiers.

ARMY SPECIAL OPERATIONS AVIATION COMMAND

3-77. *Army special operations aviation are designated Active Component forces and units organized, trained, and equipped specifically to conduct air mobility, close air support, and other special air operations.*

3-78. The Army Special Operations Aviation Command is headquartered at Fort Bragg, North Carolina. The command organizes, mans, trains, resources, and equips Army SOA units to provide responsive SOA support to special operations. In addition, 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, an SOA training battalion, and the 160th Special Operations Aviation Regiment (ABN) (SOAR [ABN]). The U.S. Army's tactically operational SOA unit is the 160th SOAR (ABN). It consists of a regimental headquarters and headquarters company and four SOA battalions.

3-79. 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 JFSOCC with the capability to infiltrate, resupply, and exfiltrate SOF elements engaged in all special operations core activities.

RANGER REGIMENT (AIRBORNE)

3-80. *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).

3-81. The 75th Ranger Regiment (ABN) can execute direct action operations in support of conventional non-special-operations missions conducted by a CDR 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 special operations 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.

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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 special operations 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 to evaluate nominations for assessing whether targets will achieve desired objectives.

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

TARGETING PROCESS

4-1. ARSOF use targeting 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 process. 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 phases, details, roles, and responsibilities associated with the joint targeting process are detailed in JP 3-60, *Joint Targeting*.

4-2. There are several targeting methods. Historically, land and maritime forces have used the decide, detect, deliver, and assess (D3A) targeting cycle, and air operations tend to use the find, fix, track, target, engage, and assess (F2T2EA) as outlined in JP 3-60. SOF have adopted a modified D3A targeting cycle. In addition, SOF has modified the F2T2EA targeting cycle to F3EAD—find, fix, finish, exploit, analyze, and disseminate. 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 targets. The “decide, detect, deliver, and assess” methodology facilitates the attack of the target with the right asset at the right time.

4-3. ARSOF implement a comprehensive approach and advocate that all actors, military and nonmilitary, be considered during the course of action development. In this context, SOF ensure that the effects of lethal and/or nonlethal actions are considered logically with an understanding of how those actions affect the targeted and non-targeted actors. Identification of the “non-targets” (for example, habitats of noncombatant civilians, religious structures, cultural monuments and artworks, and so on) that are to be designated as no-fire areas or restricted by other fire control measures must occur to ensure the protection of civilians and to ensure key cultural and infrastructure sites are “off-limits” for targeting. It can be detrimental to leap directly into the hard targeting process of F3EAD, particularly in a theatre dominated by UW (figure 4-1).

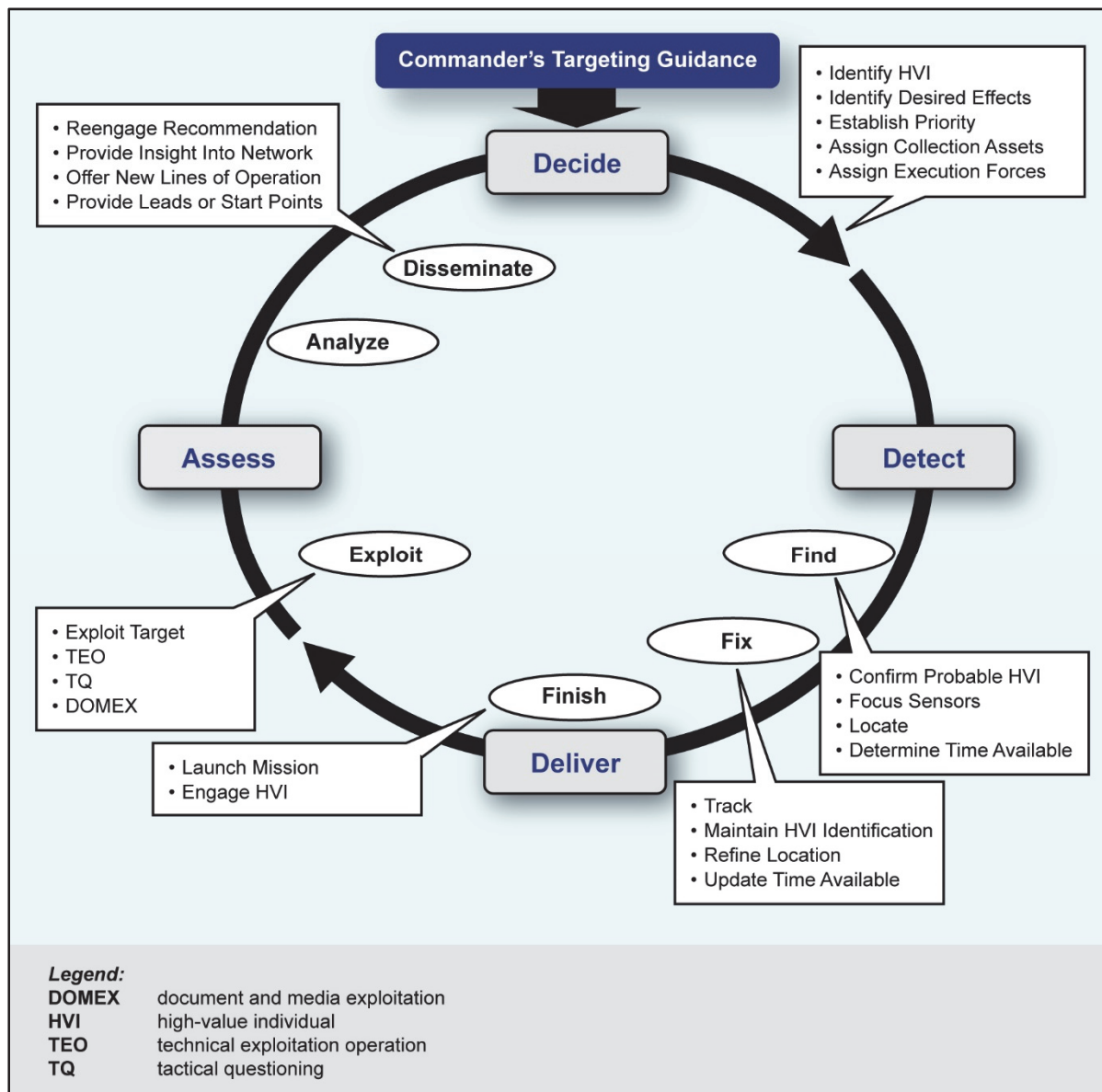


Figure 4-1. High-value individual targeting process (F3EAD cycle) within D3A

4-4. ARSOF must consider all means available to create a desired effect. Lethal targeting may create 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 capabilities can often provide an

economy-of-force means to create desired effects with a much lower profile than lethal means. The application of fires (indirect fire, close air support, and attack helicopters) has the greatest inherent risks of causing unintended collateral damage. Protection of noncombatant civilians and their property is a command responsibility and an essential element of the Army Ethic. Civilian casualty mitigation directly affects the success of the overall mission. In addition, the accountability, credibility, and legitimacy of a military operation, success of the overarching mission, and achievement of U.S. strategic objectives depend on the Army's ability to minimize harm to civilians. Failure to minimize civilian casualties can undermine national policy objectives and the strategic mission, while assisting the enemy. In addition, civilian casualties can incite increased opposition to unified forces (ATP 3-07.6).

LAND COMPONENT TARGETING PROCESS

4-5. Targeting involves selecting and prioritizing targets and matching the appropriate response, considering operational requirements and capabilities. Successful use of the targeting process 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

4-6. 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 joint operations area. 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

4-7. 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?

4-8. Risk management is the Army's primary decision-making 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

4-9. ARSOF units enhance their effectiveness through the planning, coordination, synchronization, and execution of joint fires to create desired effects. A joint fires element is an optional staff element that provides recommendations to the operations directorate of a joint staff (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 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 headquarters and three subordinate sections—targeting, operations, and plans.

SPECIAL OPERATIONS NONLETHAL ACTIONS

4-10. Nonlethal targeting plays an ever-increasing role in operations because of the growing asymmetric nature of warfare. Across the range of military operations, ARSOF must consider all means available to create a desired effect. Lethal capabilities may create 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 create desired effects with a much lower

profile than lethal means. Considering that all targeting can have physical or psychological effects, ARSOF planners should determine if nonlethal means can create a desired effect with a lower profile than a lethal solution. Nonlethal means—such as electronic warfare, MISO messaging, computer network operations, or CAO—can often create 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 provides examples of nonlethal actions.

Table 4-1. Examples of lethal and nonlethal actions

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	Military information support operations messages countering enemy forces recruitment strategies and Civil Affairs job programs aimed to decrease unemployment
Counter adversary information activities on the Internet	Strike on adversary information cells	Computer network operations; military information support operations

SPECIAL OPERATIONS FORCES JOINT FIRES ELEMENT IN THE TARGET NOMINATION PROCESS

4-11. The SOFJFE monitors and reviews higher headquarters, 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 joint targeting coordination board (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 joint targeting coordination board, 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 joint targeting coordination board 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.

4-12. The JFC compiles and publishes the no-strike list. All entries 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 of a joint staff (J-2) or intelligence officer (S-2), the J-3 or S-3, the judge advocate general, CA, MISO, component liaison officers, and higher headquarters, as appropriate. The SOFJFE also forwards any SOTF nominations to the no-strike list.

4-13. The SOFJFE drafts the fires portion of SOTF-level plans and orders. This effort includes participation with the plans directorate of a joint staff (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.

4-14. If the SOTF hosts its own joint targeting coordination board, the SOFJFE coordinates with component representatives and provides administrative support to conduct the joint targeting coordination board. The SOFJFE also prepares materials that are forwarded to the SOTF J-3 or commander for a final decision.

TIME-SENSITIVE TARGETING

4-15. Not all targets can be serviced following the normal targeting cycle. Time-sensitive targets (TSTs) are 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 joint operations area. ARSOF's contribution against TSTs begins with clandestine or covert reconnaissance, surveillance, terminal guidance and control of weapons systems, and direct action, and includes exploitation and amplification of the TST action for psychological effect.

4-16. 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 (table 1-1 of ATP 5-19, *Risk Management*).

4-17. TST execution may be coordinated from within the theater Army 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

4-18. The theater air-ground system is a system that coordinates 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.

4-19. 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.

4-20. 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, to include joint close air support, air interdiction, intratheater of operations airlift, and combat search and rescue.

4-21. Another asset for requesting and executing air support is the joint terminal attack controller. A *joint terminal attack controller* is a qualified (certified) Service member who, from a forward position, directs the action of combat aircraft engaged in close air support and other offensive air operations (JP 3-09.3, *Close Air Support*). 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.

4-22. 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.

INFORMATION OPERATIONS

4-23. Information operations is a staff synchronization and coordination function that creates synergy through the integration of information-related capabilities into the planning and execution of operations. Information-related capabilities are tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. Information operations is the integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own (JP 3-13, *Information Operations*).

4-24. The information operations staff is responsible for coordinating and synchronizing the employment of information-related capabilities to ensure effects are complementary and supporting of the commander's objectives and the narrative. Information-related capabilities include—

- Cyberspace electromagnetic activities.
- Public affairs.
- MISO.
- Military deception.
- Operations security.
- Soldier and leader engagement.
- Space operations.
- Combat camera operations.

4-25. ARSOF can leverage information operations to ensure activities support operational objectives and to ensure overarching themes (supported by influential actions and messages) are coordinated with conventional forces to reinforce unified land operations.

THREAT CENTER OF GRAVITY ANALYSIS

4-26. The purpose of performing a threat center of gravity analysis is to determine and evaluate the enemy's (and others') critical vulnerabilities for exploitation. The results of center of gravity analysis are used during course of action development to exploit identified vulnerabilities.

4-27. 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.

4-28. 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 the friendly mission that can prevent friendly forces from accomplishing the mission. Critical

capabilities are not tangible objects; they 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 critical vulnerability may be a tangible structure or equipment, or it may be an intangible perception, populace belief, or susceptibility. To test the validity of critical vulnerabilities, ask the following questions:
 - Will exploitation of the critical vulnerability disable the associated critical requirement?
 - Does the friendly force have the resources to impact or influence the identified critical vulnerability?
- **Prioritize Critical Vulnerabilities.** The CARVER—criticality, accessibility, recuperability, vulnerability, effect, and recognizability—method is a SOF methodology used to prioritize targets. The methodology can be used to rank-order critical vulnerabilities, thereby prioritizing the targeting process. FM 3-05, *Army Special Operations*, provides more information on the CARVER method.

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Chapter 5

Intelligence

Special operations 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.

Special operations commanders drive the intelligence process by articulating their priority for the intelligence effort. Unit assistant chief of staff, intelligence (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, joint intelligence center (JIC), theater intelligence brigades, the USSOCOM JIC, and the 1st Special Forces Command Military Intelligence Battalion (Special Operations) (ABN) (Provisional) to meet requirements.

ARSOF units are both consumers and producers of intelligence. The nature of special operations missions often dictates a high degree of detail and accuracy. Conversely, ARSOF units, because of their specialized capabilities, can provide critical human intelligence for decision makers.

SPECIAL OPERATIONS INTELLIGENCE CRITERIA

5-1. Special operations missions are both intelligence-driven and intelligence-dependent. Intelligence products developed for ARSOF must be detailed, accurate, relevant, predictive, 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. Special operations requirements are heavily mission- and situation-dependent largely driven by diverse and unique operational environments. The problems ARSOF are tasked to address are often not regional but trans-regional or global. Because ARSOF missions may vary widely, the associated intelligence support may also vary. Therefore, intelligence support for SOF requires a thorough understanding of special operations requirements at the tactical level and integration of intelligence products from across the operational environments and geographic combatant commands. This causes national and theater support to be much more detailed and precise to support special operations 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.
- Availability of mission command system elements and intelligence support facilities.
- Adversary capabilities, objectives, and operational concepts.
- Connectivity to agencies outside the operational environment.

INTELLIGENCE CRITERIA FOR SURGICAL STRIKE MISSIONS

5-4. This set of criteria supports CT, CP, direct action, recovery operations, and SR 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. Intelligence products are built to erase uncertainty before, during, and after execution.

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-access Internet information. SOF require current intelligence updates on targets and target changes from assignment of the mission through planning, rehearsal, execution, and poststrike evaluation. These requirements drive valuable resources, to include what has become known as the ‘unblinking eye’, constant imagery feeds of targets, key locations, and key actors.

Note: Open-source research pertains to electronic data that is publicly available without requiring an account, login, or other measures to access the information. Exploitation of Internet Web sites or social media that are not open-access should not be confused with open-source research. This type of exploitation will likely fall under other activities (intelligence or otherwise) and may include collection and acquisition of publically available information in cyberspace. These activities may include cyberspace operations, information operations, MISO, special operations, information security, personnel security, disaster and humanitarian support operations, force protection, or criminal investigative authorities. Open-source intelligence is an intelligence discipline and may only be conducted by intelligence professionals because of the authorities and restrictions placed upon intelligence personnel in Executive Order 12333, *United States Intelligence Activities*, DOD 5240.1-R, *Procedures Governing the Activities of DOD Intelligence Components That Affect United States Persons*, Army Directive 2016-37, *U.S. Army Open-Source Intelligence Activities*, and AR 381-10, *U.S. Army Intelligence Activities*. See ATP 2-22.9/MCRP 2-10A.3, *Open-Source Intelligence (U)*, for details.

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 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.
- Climate, geography, or hydrography.
- Demographic, cultural, political, and social features of the JSOA.
- 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. For example, in a recent operation, the executing direct action force did not have access to the

real-time imagery being monitored by supporting ARSOF intelligence forces. The supporting force, despite being continental United States-based, was able to provide a warning of an incoming threat to the direct action force in near-real-time.

5-9. Teams conducting missions are primary providers of information that feeds the intelligence process for both SOF and conventional forces assigned to a theater of operations or joint operations area. 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 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. Intelligence products are designed to allow the force to wade into uncertainty and prevail.

5-11. UW operations require extensive information on pre-existing, developing, and historical 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 background information. Such studies encompass a wide range of topics covering all aspects of a country and its populace. However, they may be dated and require validation. Many country or area studies are unclassified and prepared using a variety of resources. They normally include text, imagery, and mapping data.

5-13. PSYOP forces require access to open-access networks (such as public radio, television, newspapers, Internet) and the intelligence enterprise to assess the impact of all information activities. Requirements for MISO are often nontraditional (indigenous newspaper distribution figures, sentiments of local population to key communicators, and local media and advertising). The cultural intelligence section within PSYOP units provides ARSOF commanders useful military, sociological, psychological, and political information, as well as valuable demographic data. PSYOP forces rely heavily on operational variables (PMESII-PT) analyses to provide insight into the factors that drive population behavior.

5-14. Through area study, civil reconnaissance, and the execution of CAO, special operations CA forces gather civil information on the PMESII-PT variables. Special operations CA elements conduct civil information management to develop, maintain, and fuse the civil common operational picture with the commander's common operational picture. 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. Often the agencies that make up the intelligence community come together to form an interagency intelligence center that supports, works parallel to, or is integrated with the GCC's JIC. This collaboration

comes to fruition in a variety of means from capabilities, such as a Federal Bureau of Investigation's expeditionary forensic lab to liaison officers in the JIC that facilitate shared intelligence efforts.

5-16. An important element of the intelligence community is the Office of the Director of National Intelligence, which promotes the integration of the Defense Intelligence Agency, the National Security Agency, the National Geospatial-Intelligence Agency, Federal Bureau of Investigation, and the Central Intelligence Agency. These agencies are collectively referred to as the 'Big 5' within the intelligence community and are the primary intelligence community members that support SOF. 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 intelligence focal point for theater of operations SOF. The TSOC J-2—

- Ensures intelligence products are available to support each special operations command mission tasking.
- Coordinates with and relies on the theater of operations JIC or joint analysis center and Service organizations to collect, produce, and disseminate intelligence to meet SOF needs.
- Validates, reconciles, consolidates, and prioritizes requirements to optimize collection and production efforts.
- Coordinates joint special operations intelligence operations and the production and dissemination of target intelligence packages to support special operations targeting.
- Directs subordinate SOF units to collect and report information supporting the TSOC's intelligence requirements.

5-18. The J-2 coordinates with the TSOC communications directorate of a joint staff (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 task force J-2 functions in the same manner as the TSOC J-2.

THEATER OF OPERATIONS JOINT INTELLIGENCE CENTER

5-19. The theater of operations JIC and joint analysis center (United States European Command 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.

5-20. 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.

UNITED STATES SPECIAL OPERATIONS COMMAND JOINT INTELLIGENCE CENTER

5-21. The USSOCOM JIC 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 special operations, MISO, and CAO to—

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

5-22. USSOCOM provides intelligence support to TSOCs from its JIC 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

5-23. 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

5-24. 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.

5-25. Recently, the 528th Sustainment Brigade gained an intelligence battalion, the 1st Special Forces Command Military Intelligence Battalion (Special Operations) (ABN) (Provisional). The battalion provides multidiscipline intelligence support to 1st SF Command, TSOCs, and deployable SOJTF headquarters. In addition, the battalion integrates and synchronizes ARSOF intelligence operations with unified action partners across the intelligence enterprise. The battalion has three companies: a headquarters company, an analytical support company, and a mission support company.

5-26. The headquarters company performs the same role as all headquarters companies across the Army. The analytical support company conducts multidisciplined intelligence analysis, supporting the battalion's efforts to enable TSOCs, combatant commanders, JFCs, U.S. Ambassadors, and other governmental departments and agencies. The analytical support company is able to provide continental United States-based support or deploy elements forward with the executing force. While in garrison or while forward deployed, the mission support company conducts mission command and executes multidisciplined intelligence operations and knowledge management in coordination with and in support of the subordinate units of the 1st Special Forces Command.

SPECIAL FORCES

5-27. 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 human intelligence analysis team, and the geospatial intelligence (geospatial and imagery intelligence analysts and geospatial engineers) team. The all-source production section, technical control and analysis element, human intelligence analysis team, geospatial intelligence team, and collection management and dissemination section receive and analyze intelligence produced by outside sources.

5-28. Special operations teams A are ground-based signals intelligence teams. There are three teams organic to each battalion military intelligence detachment. The mission of the special operations teams A is to monitor the electromagnetic spectrum in a special operations 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.

5-29. Counterintelligence agents conduct protection for deployed forces and operational bases. Human intelligence collectors conduct debriefings and interrogations to enhance the human intelligence collection effort. These personnel are trained and certified to conduct military source operations and interrogation.

5-30. SF units rely on attached USAF special operations weather teams to provide valuable data on weather effects, oceans, rivers, snow, terrain, and solar and lunar data for special operations planning. By exploiting this knowledge, commanders can minimize the impact of environmental threats to friendly forces while simultaneously capitalizing on environmental conditions that maximize their advantage and operating at the limits of their capabilities. This proves especially advantageous as global and regional weather forecasting models continue their evolution to ever-increasing levels of spatial resolution (for example, to support operations within dense urban environments). 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

5-31. 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 human intelligence 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 each S-2 element 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

5-32. SOA's intelligence concerns are target-oriented and geospatial intelligence-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

5-33. MISO capabilities are predominantly MISO-focused information collection 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 where needed to facilitate support and decision making. Tactical PSYOP forces collect raw information through surveillance and SR activities; for finished intelligence, they require support from the unit intelligence section or other higher-level organizations. MISO information and intelligence requirements are unique because they analyze targets and 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 PSYOP 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. For more information on PSYOP element contributions to SR and other tactical information collection, refer to ATP 3-53.1, *Military Information in Special Operations*.

CIVIL AFFAIRS

5-34. CA-organic assets provide open-source research products focusing on the civil component 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 because of

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

5-35. Figure 5-1, page 5-8, 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. The 1st Special Forces Command Military Intelligence Battalion (Special Operations) (ABN) (Provisional) may provide additional support to the TSOC, the JSOTF J-2, the deployed ARSOF, or all three. The nature of their support relationship will be established in military orders.

5-36. 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 PSYOP 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.

5-37. The 1st Special Forces Military Intelligence Battalion (Special Operations) (ABN) (Provisional) is the nexus for continental United States-based intelligence support, integrating the efforts of each USASOC component. The military intelligence battalion with USASOC component S-2s, aggressively coordinate with their staff counterparts and their units' communications elements to ensure seamless reachback capability through the Joint Worldwide Intelligence Communications System. 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.

INTELLIGENCE PROCESSING, EXPLOITATION, AND DISSEMINATION

5-38. 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.

5-39. 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.

5-40. 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. Intelligence 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. Because of the complexity of this task, the G-2 or S-2 plans the intelligence processing, exploitation, and dissemination portion of the intelligence architecture and then advises the commander on prioritizing and resourcing supporting activities. A thorough assessment of intelligence 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 intelligence processing, exploitation, and dissemination.

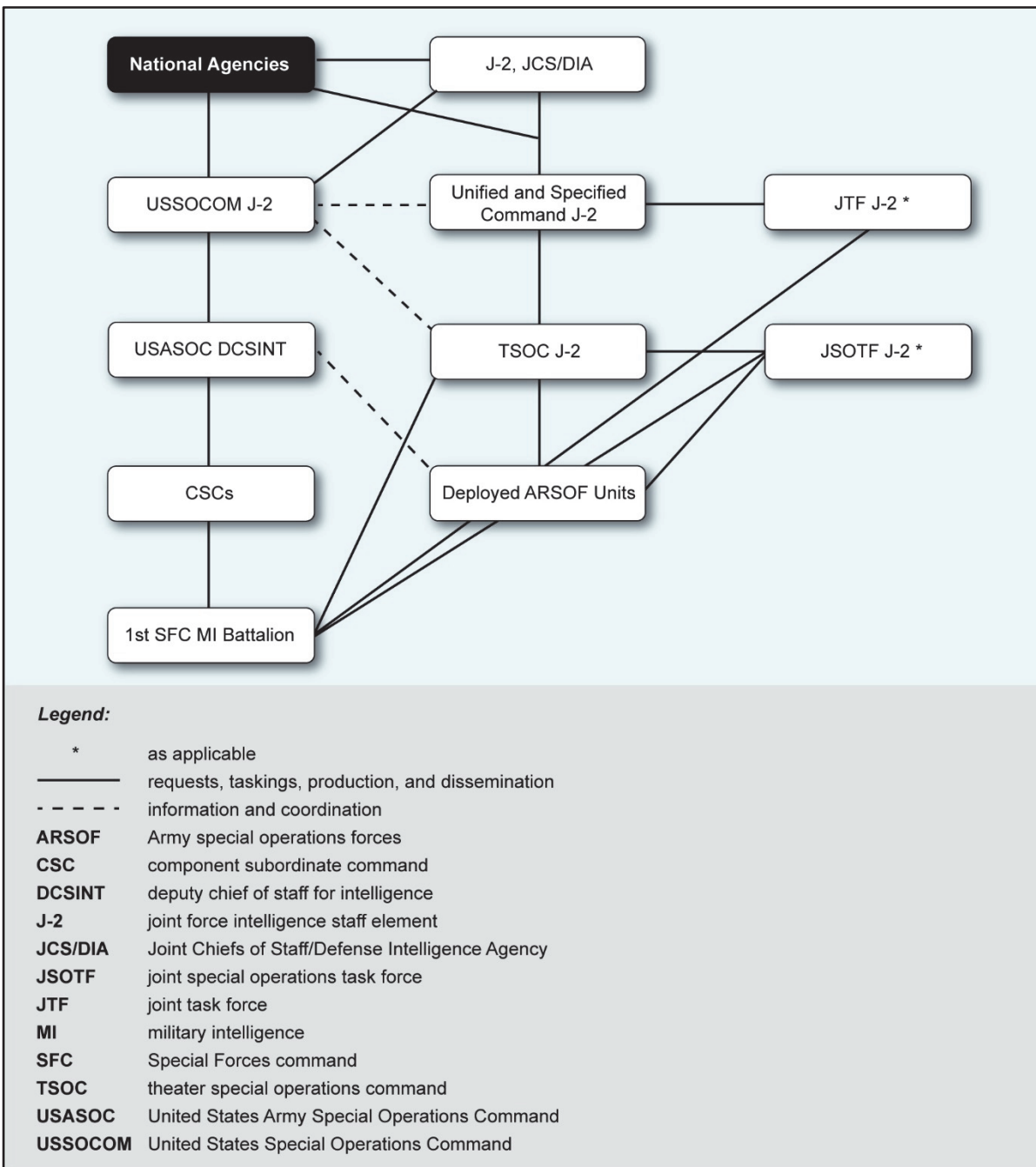


Figure 5-1. Special operations intelligence architecture

SPECIAL OPERATIONS UNMANNED AIRCRAFT SYSTEMS

5-41. 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, information gathering, and communications

enhancement. ARSOF units must have a thorough understanding of UASs and their capabilities, planning factors, and airspace coordinating measures.

5-42. 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 special operations 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.

5-43. UASs are organic to the SOAR and the SF groups. Current systems within ARSOF include the MQ-1C Gray Eagle, the RQ-7B Shadow, and the RQ-11B Raven (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	Communications Relay	Weapons/Cargo
Gray 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	

RECONNAISSANCE AND SURVEILLANCE

5-44. 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 effects, 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.

5-45. 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 imagery, and the flight plan programmed into the operator control unit.

5-46. 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

5-47. 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.

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Chapter 6

Sustainment

ARSOF are not self-sufficient; they are reliant upon a regional or combatant command theater of operations sustainment infrastructure for virtually all logistics, personnel services, and health service support above unit organic capabilities. The planning and execution of support to special operations must be nested within the CCDR's concepts of operation and sustainment, as well as tailored to interface with the theater of operations sustainment structures. To be effective, Army and special operations planners must understand the ARSOF sustainment organizations' operational concepts, the basic principles of sustainment, and the 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 special operations.

6-2. A robust sustainment system that builds up over time into a mature logistics infrastructure characterizes a protracted major theater of war. The theater of operations support system must meet special operations 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. Special operations 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 sustainment 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 sustainment infrastructure never achieves full maturity.
- **Redeployment.** As units start the redeployment phase, the ASCC ensures the remaining sustainment 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 sustainment operations constantly strive to maintain units at a desired level of 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 sustainment 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 sustainment headquarters, 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 information for sustainment 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. When directed by the GCC, the theater Army supports and sustains designated SOF of other U.S. Services and other multinational SOF in which the Army is the executive agent for logistics and contracting.

SPECIAL OPERATIONS SUSTAINMENT SUPPORT EXECUTION

6-9. Conventional sustainment 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 RSOI and follow-on support and sustainment of theater of operations Army forces, including ARSOF. In some operations, the 528th SB(SO)(ABN) 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 sustainment planning:

- Forward-deployed ARSOF units are usually in isolated and austere locations. Distribution is the key consideration. SOF must be prepared to coordinate sustainment support through contingency contracting and/or acquisition and cross-servicing agreements.
- 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 the AOR. The ARSOF sustainment planners identify the support requirements in the planning phase. The ASCC must also identify the sustainment 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 sustainment organizations. The TSOC then monitors ARSOF sustainment.

6-12. The TSOCs and ALEs 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 ALEs keep the 1st Special Forces Command (ABN) and its subordinate units 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, medical command (deployment support), medical brigade (support), and sustainment brigade. ARSOF sustainment structures are designed to perform the following tasks:

- Enable expeditionary special operations 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 sustainment structures, therefore achieving required sustainment prolonged endurance.
- Tie the Army special operations units to the theater of operations support structure.
- Provide the capability to link with theater health service support.

6-14. Only the Army special operations units, SF groups, and the Ranger regiment are resourced with organic sustainment support capabilities. SOA, CA, and PSYOP 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 sustainment brigade, the 528th SB(SO)(ABN), which has a global, operational-level focus, as well as a deployable mission in support of ARSOF-led SOTFs. The brigade helps set the operational-level sustainment conditions to enable expeditionary special operations missions within Army theater of operations sustainment infrastructures and helps ASCCs and TSCs plan the sustainment infrastructure to support special operations.

6-15. Title 10, United States Code, 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 sustainment 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 sustainment support to SOF must be tailored to meet SOF sustainment 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 cannot simply plug into the distribution network of a single sustainment brigade and execute tactical distribution to each of the SF battalions, companies, and ODAs in its task organization. Most likely, a comprehensive concept of support, including multiple Army sustainment brigades and combat sustainment support battalions, spread across the joint operations area, will be required with some combat sustainment support battalions delivering down to the ODA level. In addition to Service common-user logistics, SOF have requirements for special operations-peculiar equipment that includes supply, sustainment, and maintenance mechanisms outside of the Army-common support structure. Special operations-peculiar sustainment requirements are the responsibility of USSOCOM. These requirements are passed back through the TSOC to USSOCOM for sourcing.

6-16. Operational-level sustainment planning is critical not only to mission success but also to the ability of regional ASCCs to be responsive to special operations sustainment requirements. ARSOF units operate under the command of TSOCs; therefore, operational-level sustainment planning begins with the TSOC's joint concept of operations. The 528th SB(SO)(ABN) ALEs assist in the development of the corresponding operational-level special operations concept of support and coordinate sustainment requirements with theater of operations ASCCs for resourcing special operations-peculiar requirements.

6-17. ARSOF sustainment units enable special operations missions by ensuring that operational-level sustainment conditions are set through detailed planning prior to deployment. In addition to deploying as

required to serve as the senior sustainment command supporting ARSOF-led SOTFs, the 528th SB(SO)(ABN) focuses on operational-level sustainment planning and synchronization.

SUSTAINMENT BRIGADE

6-18. USASOC is assigned one sustainment brigade—528th SB(SO)(ABN)—that is deployable in support of ARSOF-led SOTFs in austere environments. Its mission is to set the operational-level sustainment conditions to enable special operations. 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 528th SB(SO)(ABN) is unique when compared to other Army sustainment brigades in that it contributes to global situational understanding of the ARSOF sustainment support structure. The brigade is focused at the operational level for sustainment planning and synchronization, and it is designed to deploy small, modular teams, such as ALEs and ARSOF support operations cells. The brigade can also serve as the senior sustainment unit in the joint operations area. 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 special operations units to operate with conventional forward surgical teams or other resuscitative surgical teams.

SPECIAL FORCES OPERATIONS

6-20. Each SF group possesses an organic group support battalion, and each SF battalion has an organic forward support company designed to provide support to the SF battalions, companies, and teams. The group support battalion is a multifunctional logistics organization organic to the SF group with force structure and capabilities tailored to support the group. The group support battalion is a cornerstone of tactical ARSOF logistics formations. The SF group support battalion plans, coordinates, and executes sustainment operations for the group and, when directed, supports forces task-organized with the group, or an ARSOF-led JSOTF. The group support battalion is also capable of receiving attached conventional sustainment companies to support special operations missions. SF organizations with their organic sustainment are responsible for sustainment without theater assistance for the first 15 days. Theaters, through TSCs, ESCs and sustainment brigades, are responsible for providing the flow of sustainment to SF and their organic sustainment units within the first 15 days of the SF deployment.

RANGER OPERATIONS

6-21. The Ranger regiment consists of a regimental headquarters with a Ranger support operations detachment, a Ranger Special Troops Battalion, and three Ranger battalions with an organic Ranger support company. The Ranger support operations detachment coordinates with sustainment and Army Health System 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.

6-22. 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. Ranger organizations with their organic sustainment are responsible for sustainment without theater assistance for the first 15 days. Theaters, through TSCs, ESCs, and sustainment brigades, are responsible for providing the flow of sustainment to Rangers and their organic sustainment units within 15 days of the Ranger deployment.

SPECIAL OPERATIONS AVIATION

6-23. The 160th SOAR (ABN) 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.

6-24. The TSC and ARSOF sustainment support organizations must support SOA requirements. Standard procedures are in place to handle the few SOA peculiar requirements. The ASCC is responsible for RSOI and SOA intermediate staging bases. SOA has some key differences that impact on the type of support required for RSOI and sustainment.

6-25. When SOA forces are attached to a SOTF or a JSOTF with SF or Ranger logistical organizations, the SF group support battalion or the Ranger regiment support company is the primary common-user logistics provider for all deployed SOF, including SOA. SOF organizations with their organic sustainment are responsible for sustainment without theater assistance for the first 15 days. Theaters, through TSCs, ESCs, and sustainment brigades, are responsible for providing the flow of sustainment to SOA and their organic sustainment units within 15 days of the SOA deployment.

6-26. The 160th SOAR (ABN) is assigned flight surgeons, aeromedical physician assistants, several special operations combat medics (also qualified as flight medics), and a clinical psychologist or psychiatrist. The SOAR is dependent upon the AOR Army Health System assets for role 2 and above support.

6-27. 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.

6-28. 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

6-29. PSYOP forces have limited unit-level sustainment capability and must establish sustainment support relationships early on (prior to deployment). PSYOP units have very limited organic sustainment support capabilities; therefore, these units are dependent upon other ARSOF sustainment elements. Tactical units 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 MISO items is coordinated through the joint MIS task force or the ALE/TSOC.

6-30. When PSYOP forces are attached to a SOTF or a JSOTF with SF or Ranger logistical organizations, the SF group support battalion or the Ranger regiment support company is the primary common-user logistical provider for deployed PSYOP forces. USSOCOM is responsible for special operations-peculiar sustainment requirements. These requirements are passed back through the TSOC to USSOCOM for sourcing.

6-31. Supply distribution is the key consideration for deployed units located in isolated and austere locations. The following sustainment planning elements should be given special consideration to support MISO:

- Units have significant amounts of unique equipment that require support through special operations-peculiar sustainment channels.
- Units have extensive and unique contractual requirements.
- Units have extensive and unique requirements for financial support.
- Units have health support services over widely dispersed and austere environments.

6-32. PSYOP units have extremely limited organic Army Health System assets. They are dependent upon the supported unit and ASCC for most aspects of Army Health System support.

SUSTAINMENT OF CIVIL AFFAIRS OPERATIONS

6-33. ARSOF CA, like MIS and SOA, have only limited unit-level sustainment capability and must establish sustainment relationships early on, especially when assigned to a SOTF. ARSOF CA have very limited organic sustainment support and are dependent upon other ARSOF sustainment elements and theater support from the TSC.

6-34. The following sustainment planning elements should be given special consideration for ARSOF CA:

- 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 special operations-peculiar sustainment channels.

6-35. The GCC facilitates defense cooperation agreements and defense cooperation policy with specific countries. The GCC can task the TSOC to provide CA support. Some ambassadors desire CA support to achieve elements of their mission strategic plan (also known as country integrated strategy). GCCs facilitate support by funding of the embassy's international cooperative administrative support services account by executing a military interdepartmental purchase request.

6-36. The TSOC establishes the command relationship involving CA forces within the theater of operations. CA sustainment planners coordinate with the USASOC 528th SB(SO)(ABN) and ALE to develop plans and subsequent orders or to implement directives. These requirements are coordinated with the TSC and integrated into the overall sustainment support plan. The ALE keeps the 528th SB(SO)(ABN) informed of the status of GCCs' supporting plans and projected CA logistic shortages.

6-37. Special operations CA units should develop a concept of support and sustainment estimates and communicate their sustainment requirements early on with their supported command and ALE/TSOC sustainment planners. When a CA unit is attached to an ARSOF-led JSOTF with organic ARSOF logistics units (group support battalion/Ranger support company), the ARSOF units provide common-user logistics to the CA elements.

HEALTH SERVICE SUPPORT

6-38. The Army Health System support includes both health service support and force health protection. The health service support mission is a part of the sustainment warfighting function and the force health protection mission falls under the protection warfighting function.

6-39. The Army health service support mission provides flexible, responsive, and deployable medical support designed to sustain a force and its varied missions. Its mission includes casualty care, which encompasses a number of Army Medical Department functions, including medical treatment (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 (CBRN) patients; medical evacuation; and medical logistics.

6-40. Health service support 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.

6-41. ARSOF are often required to operate in remote, austere, and denied environments with or without indigenous forces for prolonged periods 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 in which ARSOF medical personnel assume the responsibility and implementation of Army Health System 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 special operations mission accomplishment and force sustainment.

6-42. The SF group has the most robust Army Health System structure of any ARSOF unit because of 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 group support battalion medical detachment does not have a general surgeon or the capability to

perform damage control surgery. There are two SFMSs authorized per ODA. However, ODAs are similar to other light units in that they are dependent upon AOR Army Health System assets for timely evacuation and role 2 support when collocated with conventional forces and/or medical assets are available.

6-43. The Army Health System 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 brigade support medical company in the regiment. Further, the Ranger units have organic special operations 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, special operations 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 because of 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.

6-44. The SOAR is assigned flight surgeons, a clinical psychologist, aeromedical physician assistants, and several special operations combat medics who are qualified as flight medics. However, like other light units, it is dependent upon the AOR Army Health System assets for the role 2 and above support on an area support basis. The SOAR battalion (ABN) is normally assigned a flight surgeon, several special operations combat medics, and aeromedical physician assistants.

6-45. The 528th SB(SO)(ABN) 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 10 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 group support battalion. 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 Army Health System 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 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.

6-46. 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 preventive medicine (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 Army Health System support. Assigned special operations combat medics can provide Army Health System support to members of the unit during mission profiles.

MEDICAL PERSONNEL

6-47. 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 health service support on an area support basis for complete role 2 and above care.

6-48. The ARSOF surgeon, at all roles of command, is responsible for planning, coordinating, and synchronizing Army Health System functions and missions. This includes the necessary coordination to ensure that Army Health System support is obtained from the theaterwide Army Health System when requirements exceed the organic capabilities of deployed ARSOF.

6-49. 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, and health promotion, and they 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 aeromedical 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.

6-50. The medical plans and operations officer is the principal advisor to ARSOF surgeons and staff on all aspects of Army Health System 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.

6-51. The SFMS forms the backbone of medical care within the SF group. The two SFMSs assigned to each ODA 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.

6-52. The special operations combat medics are trained to assess and manage combat trauma at a capability rated equivalent to a civilian emergency medical technician-paramedic. The special operations 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)(ABN), SOAR, and USASOC CA units.

6-53. 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 SUSTAINMENT CONSIDERATIONS

6-54. HN and contractor support, along with the statement of requirements, are considerations for sustainment planners when determining sustainment requirements in support of special operations within developed and undeveloped theaters of operations.

DEVELOPED THEATER OF OPERATIONS

6-55. In support of a developed theater of operations, the GCC/ASCC establishes a sustainment structure within the AOR that provides sustainment distribution to ARSOF sustainment units in support of ARSOF. The ALE/TSOC is a key element in ensuring theater logistical support requirements meet ARSOF requirements. The ALE/TSOC ensures pre-positioned war reserve materiel stocks and operational project stocks are in place and meet ARSOF requirements and that foreign nation support agreements exist.

UNDEVELOPED THEATER OF OPERATIONS

6-56. 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.

6-57. Deployed SOF units in an undeveloped theater of operations may have to bypass normal sustainment support echelons. They may maintain direct contact with their parent units in the continental United States, or they may request a tailored sustainment command package from the 528th SB(SO)(ABN) ARSOF support operations 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, 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 its partners.

6-58. In the early stages of an operation or during crisis-response and limited contingency operations, the 528th SB(SO)(ABN) may be responsible for performing RSOI and providing logistics support to units deployed forward into their AOs. The GCC or the ASCC is responsible to build up theater capability in order for this sustainment function to transition on order to the sustainment brigade.

HOST-NATION SUPPORT

6-59. 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.

6-60. In addition to HN support agreements, bilaterally negotiated acquisition and cross-servicing agreements are important international legal framework agreements for cooperation in military logistic matters. Acquisition and cross-servicing agreements provide for the exchange of direct military-to-military logistic support and for 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 acquisition and cross-servicing agreements 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.

6-61. 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 affect 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. 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

6-62. The Army Expeditionary Contracting Command provides theater support contracting services to deployed ARSOF units and personnel. In order to facilitate this direct support arrangement, 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.

6-63. Contract support will play an increasingly important role in the development of theaters of operations in which ARSOF operate. Contracted logistics and other support are critically important for supplies, services, and minor construction in support of projected and current ARSOF operations.

STATEMENT OF REQUIREMENT

6-64. The statement of requirement provided by the ARSOF units is a critical source of information that the ASCC needs in order to plan support for ARSOF operations. The TSOC logistics directorate of a joint staff (J-4) and other sustainment staffs must be proactive and be included in the mission-planning process. The ALE/TSOC J-4 will use the statement of requirements to coordinate required support from the theater GCC/ASCC.

Chapter 7

Protection

Protection and preservation of 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 twelve tasks. The protection tasks that ARSOF integrate with are explained in this chapter.

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 or returning human remains for identification and proper burial and honors. 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 other governmental departments and agencies 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 combat search and rescue operations, may be inserted into hostile territory and travel overland 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 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 standard operating procedure that is subsequently plugged into the evasion plan of action. Personnel recovery of special operations personnel in a conventional force AO may be assisted by the personnel recovery teams organic to ASCC, corps, or division headquarters and coordinated by the SOCCEs in support of those headquarters.

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 other governmental departments and agencies 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 combat search and rescue 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.

POPULACE AND RESOURCES CONTROL

7-4. Populace and resources control is conducted in conjunction with and as an integral part of all military operations. Populace and resources control consists of two distinct, yet linked, components: populace control and resources control. These controls are normally the responsibility of indigenous civil governments. Combatant commanders define and enforce these controls during times of civil or military emergency. FM 3-57, *Civil Affairs Operations*, and ATP 3-57.10, *Civil Affairs Support to Populace and Resources Control*, provide more information on populace and resources control.

POPULACE CONTROL

7-5. Populace control provides security for the indigenous populace, mobilizes human resources, denies enemy access to the population, and detects and reduces the effectiveness of enemy agents. Populace control measures are a key element in the execution of primary stability tasks in the areas of civil security and civil control.

RESOURCES CONTROL

7-6. Resources control regulates the movement or consumption of material resources, mobilizes materiel resources, and denies materiel resources to the enemy. Resources controls target specific sectors of a nation's material wealth and economy, including natural resources, food and agriculture, immoveable property, finances, and cultural and critical infrastructure.

RISK MANAGEMENT

7-7. Commanders use judgment when identifying risks, deciding what risks to accept, and mitigating accepted risks. Commanders accept risks to create opportunities, and they reduce risks by foresight and careful planning. Commanders use risk management to identify and mitigate risks. Risk is a function of the probability of an event occurring and the severity of the event expressed in terms of the degree to which the incident affects combat power or mission capability.

7-8. Safety is a subtask of risk management. It 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.

7-9. 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.

OPERATIONS SECURITY

7-10. Although not a primary protection task, 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 standard operating procedures. Operations security for ARSOF units may require separate reporting and accountability methods.

FORCE HEALTH PROTECTION

7-11. Army Health System support includes force health protection. The force health protection mission falls under the protection warfighting function. Force health protection 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).

7-12. The preventive medicine 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 preventive medicine NCO formulates and recommends programs and courses of action designed to meet the needs identified through surveillance procedures and processes. The NCO assists in the implementation of preventive medicine programs and evaluation to ensure the effectiveness of these programs for maintaining the health of the command, the physical fitness of the Soldiers, and the prevention of diseases and nonbattle injuries. The NCO recommends actions to correct shortfalls to the surgeon.

7-13. The preventive medicine NCO maintains liaison with medical personnel of other military Services, allied and coalition military forces, civilian public health agencies, 528th SB(SO)(ABN), and CA units aligned with UW/FID missions. The NCO has the resources and training required to complete occupational and environmental health surveillance sampling.

7-14. 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.

EXPLOSIVE ORDNANCE DISPOSAL

7-15. Explosive ordnance disposal supports, enhances, and enables ARSOF operations, planning, and training across direct and indirect lines of effort. Explosive ordnance disposal competencies specifically provide organic force protection capability, elevate and deepen the level of training assistance to indigenous forces, and reduce risks to missions and to forces during direct action missions, as well as other specialized tasks. Explosive ordnance disposal units provide both general support to ARSOF based on requested theater allocations, as well as direct support, with specialized and designated explosive ordnance disposal units to specified ARSOF units. The increasing proliferation and technological complexity of improvised weapons and other CBRN hazards drives this critical requirement of continued and embedded explosive ordnance disposal support to all ARSOF units in order to maintain required ARSOF core mission capabilities. JP 3-42, ATP 4-32.1, and ATP 4-32.3 provide additional information on explosive ordnance disposal.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR OPERATIONS

7-16. Threat forces are continually attempting to gain possession of and employ 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.

7-17. 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 counter WMD and operate safely in a CBRN environment.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR ASSETS

7-18. CBRN personnel operate throughout USASOC. The Special Forces group (ABN), the PSYOP groups (ABN), the 95th CA Brigade (ABN), the 75th Ranger Regiment (ABN), the 160th SOAR (ABN), and the 528th SB(SO)(ABN) each have CBRN staff personnel. In addition to the CBRN staff elements, SF groups have a CRD and a chemical decontamination detachment. The Ranger regiment also has three decontamination and reconnaissance teams.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR STAFF ELEMENTS

7-19. The CBRN staff serves in the headquarters 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. In addition, 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. In addition, 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.

7-20. 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, OPCON belongs to the parent unit, the group support battalion. 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 headquarters 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.

7-21. The critical wartime mission for the CRD is to support and conduct special operations. As a component of ARSOF, SF units plan, conduct, and support special operations 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.

7-22. The CRD supports the special operations critical wartime mission by—

- **Supporting Special Operations.** The CRD may conduct operations unilaterally without direct support from an ODA 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.

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- **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 ODA 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 direct action 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 ODA 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 ODA 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 other governmental departments and agencies with analysis and presumptive identification of suspect chemical compounds and radioactive isotopes.

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR ASSET INTEGRATION

7-23. 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.

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

ABN	airborne
ADP	Army doctrine publication
ADRP	Army doctrine reference publication
ALE	Army special operations forces liaison element
AO	area of operations
AOR	area of responsibility
ARSOFF	Army special operations forces
ASCC	Army Service component command
CA	Civil Affairs
CAO	Civil Affairs operations
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CMO	civil-military operations
CMOC	civil-military operations center
COIN	counterinsurgency
CP	counterproliferation
CRD	chemical reconnaissance detachment
CT	counterterrorism
D3A	detect, deliver, and assess
DA	Department of the Army
DOD	Department of Defense
DODD	Department of Defense directive
ESC	expeditionary sustainment command
F2T2EA	find, fix, track, target, engage, and assess
F3EA	find, fix, finish, exploit, and analyze
F3EAD	find, fix, finish, exploit, analyze, and disseminate
FID	foreign internal defense
FM	field manual
G-2	Assistant Chief of Staff, Intelligence
G-3	Assistant Chief of Staff, Operations
G-9	Assistant Chief of Staff, Civil Affairs Operations
GCC	geographic combatant commander
HN	host nation
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 directorate of a joint staff
JFC	joint force commander
JFSOCC	joint force special operations component commander
JIC	joint intelligence center
JP	joint publication
JSOA	joint special operations area
JSOACC	joint special operations air component commander
JSOTF	joint special operations task force
JTF	joint task force
MIS	military information support (used when referring to units)
MISO	military information support operations
MIST	military information support team
NCO	noncommissioned officer
ODA	operational detachment—alpha
OPCON	operational control
OPE	operational preparation of the environment
PE	preparation of the environment
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time
PSYOP	Psychological Operations
ROE	rules of engagement
RSOI	reception, staging, onward movement, and integration
S-2	intelligence staff officer
S-3	operations staff officer
SB(SO)(ABN)	Sustainment Brigade (Special Operations) (Airborne)
SF	Special Forces
SFA	security force assistance
SFMS	Special Forces medical sergeant
SOA	special operations aviation
SOAR (ABN)	Special Operations Aviation Regiment (Airborne)
SOCCE	special operations command and control element
SOF	special operations forces
SOFJFE	special operations forces joint fires element
SOJTF	special operations joint task force
SOLE	special operations liaison element
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
USAF	United States Air Force
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USAR	United States Army Reserve
USASOC	United States Army Special Operations Command
USSOCOM	United States Special Operations Command
UW	unconventional warfare
WMD	weapons of mass destruction

SECTION II – TERMS

advanced force operations

Operations conducted to refine the location of specific, identified targets and further develop the operational environment for near-term missions. (JP 3-05)

*** advanced operations base**

A small, temporary base established near or within a joint operations area to command, control, and support special operations training or tactical operations.

*** Army special operations aviation**

Designated Active Component forces and units organized, trained, and equipped specifically to conduct air mobility, close air support, 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 **ARSO**. (JP 3-05)

*** 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 3-57)

Civil Affairs operations

Actions planned, executed, and assessed by civil affairs forces that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying cause of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government. Also called **CAO**. (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. (ADRP 5-0)

civil-military operations

Activities of a commander performed by designated Civil Affairs or other military forces that establish, maintain, influence, or exploit relations between military forces, indigenous populations, and institutions, by directly supporting the attainment of objectives relating to the reestablishment or maintenance of stability within a region or host nation. (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. (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 3-05)

counterinsurgency

Comprehensive civilian and military efforts designed to simultaneously defeat and contain insurgency and address its root causes. Also called **COIN**. (JP 3-24)

counterproliferation

Those actions taken to reduce the risks posed by extant weapons of mass destruction to the United States, allies, and partners. Also called **CP**. (JP 3-40)

counterterrorism

Activities and operations taken to neutralize terrorists and their organizations and networks in order to render them incapable of using violence to instill fear and coerce governments or societies to achieve their goals. Also called **CT**. (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 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 3-05)

foreign humanitarian assistance

Department of Defense activities conducted outside the United States and its territories to directly relieve or reduce human suffering, disease, hunger, or privation (JP 3-29)

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 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 3-05)

insurgency

The organized use of subversion and violence to seize, nullify, or challenge political control of a region. Insurgency can also refer to the group itself. (JP 3-24)

irregular warfare

A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). (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 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 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 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 3-05)

joint terminal attack controller

A qualified (certified) Service member who, from a forward position, directs the action of combat aircraft engaged in close air support and other offensive air operations. (JP 3-09.3)

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 in a manner favorable to the originator's objectives. Also called **MISO**. (JP 3-13.2)

personnel recovery

The sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel. (JP 3-50)

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. Also called **PE**. (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 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.

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 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 1-04)

security cooperation

All Department of Defense interactions with foreign defense establishments to build defense relationships that promote specific US security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to a host nation. (JP 3-22)

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 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 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 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. (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 3-05)

special operations forces

Those Active and Reserve Component forces of the Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called **SOF**. (JP 3-05)

special operations liaison element

A special operations liaison team provided by the joint force special operations component commander to coordinate, deconflict, and synchronize special operations air, surface, and subsurface operations with conventional air operations. Also called **SOLE**. (JP 3-05)

special operations-peculiar

Equipment, material, supplies, and services required for special operations missions for which there is no Service-common requirement. (JP 3-05)

*** special operations task force**

(Joint) A scalable unit, normally of battalion size, in charge of the special operations element, organized around the nucleus of special operations forces and support elements. (JP 3-05)

(Army) 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 diplomatically and/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 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.

subversion

Actions designed to undermine the military, economic, psychological, or political strength or morale of a governing authority. (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.

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 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 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 excluding the means of transporting or propelling the weapon where such means is a separable and divisible part from the weapon. Also called **WMD**. (JP 3-40)

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29 January 2018

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