

ARSOF 2022 PRIORITIES

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

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

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

1. INVEST IN HUMAN CAPITAL

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

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

1A. ENHANCED EDUCATION AND TRAINING

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

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

LONG-TERM

- » Consolidate selection and assessment courses across the force.

1B. INCREASED ADVANTAGE THROUGH HUMAN CAPITAL DEVELOPMENT

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

“If you know your the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but no the enemy, for every victory gained you will also suffer a defeat. If you know neither the enemy nor yourself, you will succumb in every battle.”

— Sun Tzu

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

—Adm. William H. McRaven,
Commander, USSOCOM

1C. PRESERVATION OF THE FORCE AND FAMILIES

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

2. OPTIMIZE SOF/CF/JIIM INTERDEPENDENCE

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

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

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

LONG-TERM

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

3. OPERATIONALIZE THE CONUS BASE

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

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

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

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

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

—George Orwell

4. DEVELOP SOF CAPABILITIES AT THE OPERATIONAL LEVEL

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

5. FACILITATE SOF MISSION COMMAND

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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



6. OPTIMIZE RESOURCING AND COMMODITY AREAS

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

6A. MOBILITY SYSTEMS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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



6B. AVIATION

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

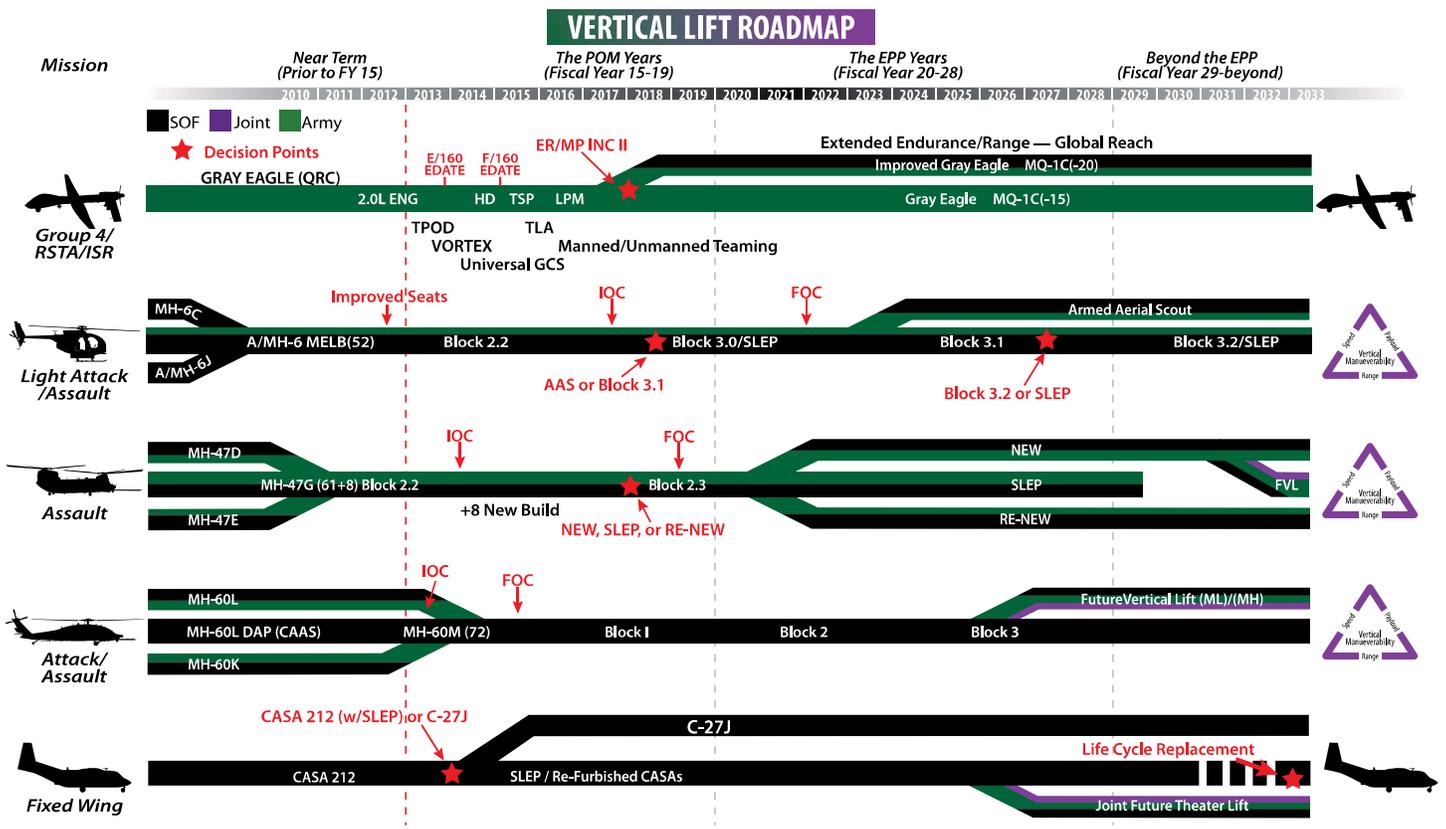
- » Field approved modernization for the mission-enhanced Little Birds.
- » Field approved modernization of MH-60M Blackhawks.
- » Improve Army unmanned aerial-system programs of record (Raven, Shadow and Gray Eagle) to meet joint expeditionary tactics, techniques, procedures, forward-based networking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

MID-TERM

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

LONG-TERM

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



6C. TARGET ENGAGEMENT

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

6D. COMMAND, CONTROL, COMMUNICATIONS AND COMPUTERS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

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

—Sun Tzu

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

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

6E. SOLDIER SYSTEMS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

6F. CYBER OPERATIONS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

6G. MISO SYSTEMS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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

6H. INTELLIGENCE SENSORS AND SYSTEMS

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

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

POTENTIAL SOLUTIONS:

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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



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



6I. MILITARY CONSTRUCTION

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

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

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

SHORT-TERM

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

MID-TERM

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

LONG-TERM

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