

ADMIRAL ERIC T. OLSON

COMMANDER

UNITED STATES SPECIAL OPERATIONS COMMAND

Introduction

Mr. Chairman and distinguished Members of the Committee, thank you for this opportunity to update you on the United States Special Operations Command (USSOCOM). It is an honor to do so for the third time as Commander.

Over two decades ago, Congress directed the establishment of a headquarters dedicated to "prepare special operations forces to carry out assigned missions" in support of Geographic Combatant Commanders. Since then, the forces and the missions have expanded and changed in response to very dynamic global conditions and threats.

In this 'new normal' in which our forces operate, emerging security challenges to our nation come evermore from agile and elusive adversary networks versus traditional, uniformed military formations. Therefore, the value of adaptive special operations forces is at least as much in their mindset as in their skill set.

US Special Operations Forces (USSOF) respond to the sound of guns with a combination of speed, discipline, and tenacity. They also apply their knowledge and experience well ahead of the sound of the guns to prevent violence from erupting whenever and wherever possible. These are warriors who can act swiftly with precision and lethality, yet

remain simultaneously capable of building long-term relationships and trust with international partners.

Resourcing: Force and Mission

On an average day, in excess of 12,000 Special Operations Forces (SOF) and SOF support personnel are deployed in more than 75 countries across the globe. An invaluable ingredient is our reserve element, about 14 percent of SOF's total manpower.

Currently, 86 percent of deployed SOF are in U.S. Central Command (USCENTCOM)'s area of responsibility under the operational control of General Petraeus. The rest of the deployed force - along with over 3,000 members permanently stationed in Europe and the Pacific - are serving the other Geographic Combatant Commanders.

To support special operators and their capabilities, the President's proposed budget request for FY 2011 is about \$6.3 billion in baseline and \$3.5 billion in Overseas Contingency Operations funding. Managing these funds is my responsibility.

Along with USSOCOM's Major Force Program (MFP)-11 funding - one intended to fund SOF-peculiar requirements - the Command is heavily dependent on each of the Military Services for key enablers to special operations. Within our organic structure - both to provide sufficient speed of response and a degree of reliable sustainability - USSOCOM is growing organic combat service and service support assets for special operations forces, to include: communications, information support specialists, forensic analysts, military working dog teams,

intelligence experts, and more. The FY 2011 budget proposes a total manpower increase of 2,700 people across the Force, a 4.6% growth from the previous fiscal year.

Working closely with Joint Force Commanders, senior Department of Defense (DoD) leaders, and Congress, USSOCOM also develops SOF-specific doctrine, and advises on policy and legislation supporting these activities.

USSOCOM is tasked to synchronize planning for global operations against terrorist networks. The 7500 series of Concept Plans (CONPLANS), crafted at USSOCOM and approved by the Secretary of Defense, continue to function as both the framework for planning within DoD and a supporting mechanism within the interagency environment for combating global terror networks. The plans are supported by regional plans formulated by each of the Geographic Combatant Commanders specific to threats within their areas of responsibility.

In our role, USSOCOM receives, analyzes and prioritizes these regional plans, and makes recommendations to the Secretary of Defense and the Chairman, Joint Chiefs of Staff on force and resource allocations. We also serve as an extension of the Joint Staff in coordinating SOF programs and operations with our interagency partners.

The authority most often referred to as 'Section 1208' - unique to USSOCOM since 2005 - is a key tool for our widely dispersed and often isolated special operations forces around the world. This

authority enables USSOF to train and equip indigenous forces, both regular and irregular, and to enable them to support ongoing counterterrorism operations. Indigenous forces - while serving a leading role and supported by USSOF - provide essential access to locations, populations, and information otherwise inaccessible. Support to indigenous forces through Section 1208 reprioritization of funding has resulted in many successful counterterrorist operations.

Strategy: Direct and Indirect Approaches

CONPLAN 7500 calls for the use of both a direct and indirect approach to fighting terrorist networks. The direct approach to violent extremists consists of USSOF efforts that disrupt terrorist organizations by capturing, killing, and interdicting extremist networks and resources, thereby preventing them from harming us in the near term. These actions include denial of access and use of weapons of mass destruction.

The direct approach is urgent, necessary, and largely kinetic. In the last year, USSOF - deployed in support of geographic combatant commanders - inflicted substantial losses against the leadership and operational capacity of Al Qaeda and its violent extremist affiliates. These effects - while significant in the short term - are not by themselves decisive.

The enduring results come from indirect approaches - those in which we enable partners to combat extremist organizations themselves by contributing to their capabilities through advising, training, and

- when authorized and funded - equipping. This includes efforts to deter active and tacit support for violent extremist organizations in areas where the existing government is either unwilling or unable to remove terrorist sanctuaries.

Central to USSOCOM's contribution are our career, multi-dimensional operators, individuals adept in defense, diplomacy, and development. SOF operators are often locally grounded in their areas of responsibility, diplomatically astute, and experts in specialized tactical skills. It is demanding work.

The number of individuals both eager and qualified to serve as SOF operators is limited. Overall, SOF personnel growth continues to be managed at about 3 percent annually, a strategy intended to retain the best while adding additional manpower only as it can be recruited, trained, absorbed and deployed.

Still, direct and indirect approaches must be carefully balanced. While the direct approach is often necessary and has immediate impact, it essentially creates time for the indirect approach to achieve lasting outcomes through other means.

Security Force Assistance (SFA) remains a highlight of USSOF indirect action. SFA is a collaboration engine for the Command to include: security cooperation, security assistance, foreign internal defense, internal defense and development, and security sector reform.

SFA enhances the military capabilities and capacities of our allies and partners via training, advising, assistance, and - as authorized - equipping and supporting foreign military and security

forces. "Build[ing] the security capacity of partner states" is directly referenced within the 2010 Quadrennial Defense Review (QDR) as one of six key missions.

The paradigm of national sovereignty is challenged by the trends of crime, migration, extremism, and the competition for resources which drive populations and provoke conflict. Recognizing this, the Command's engagement efforts through the 'Sovereign Challenge' Program continue as a unique method of establishing relationships with senior military leaders from around the world. The program - in collaboration with the U.S. Department of State - aims to provide venues in which robust dialog about threats to sovereignty can take place. In this indirect and mutually beneficial approach to military relationships, long-term success is measured by other countries actions in their own and the region's security interests.

Global Synchronization

As previously stated, U.S. Special Operations Command is designated as the command responsible for synchronizing planning for global operations against terrorist networks. In this ongoing Global Synchronization Process, USSOCOM coordinates with other Combatant Commanders, the Services, and - as directed - appropriate U.S. government agencies and international partners to deter, disrupt and defeat terrorism across the globe. Regular meetings, video teleconferences, and 'community of interest' forums facilitate planning, promote situational awareness, and enhance synergy within

the overall war on terror effort. The Command's Global Synchronization Workshops - now five years old - unite hundreds of planners from across the Global Synchronization Process Community.

Enablers: Mobility

While attention is first given to operators conducting missions around the globe, these individuals are supported by a set of essential mobility capabilities that allow USSOF to move, influence the environment, share information, and strike when necessary. In challenging settings and situations, success can depend upon these capabilities. For example, in Haiti's Operation Unified Response this mobility allowed USSOF to open a closed and damaged airfield to enable relief efforts. This was accomplished within 26 hours of the earthquake, and 28 minutes of being on the ground. SOF personnel subsequently assisted with medical and humanitarian assistance to include rescue of trapped citizens, injury treatment, and continuous broadcasting of relief locations and protocols.

I've paid particular attention to mobility enabling capabilities, making them a focal point of the USSOCOM Strategic Plan. This importance is echoed by the Secretary of Defense in the 2010 QDR, calling to "increase key enabling assets for special operations forces."

For the Special Operator, mobility enhancements mean a variety of improved strategic and tactical capabilities. These provide, for example, quick strike capabilities regardless of terrain. In

cooperation with the Army, we will grow USSOCOM's helicopter fleet by eight MH-47 Chinooks by FY 2015. We are also nearing fielding completion of upgraded MH-47G and new MH-60M helicopters, improvements that provide USSOF with modernized helicopters specifically adapted to SOF-peculiar requirements like aerial refueling, advanced night operations, and terrain-hugging flight profiles.

Growth is also evident in the Tilt/Hybrid Wing Aircraft Programs. The CV-22 Osprey offers high-speed, long-range insertion and extraction of SOF. SOCOM currently has 12 CV-22's, growing to 50 by FY 2016.

In their first combat deployment, six CV-22s logged over 600 flight hours, performing 45 direct action assault force missions and 100+ combat service support missions in the process. A recent national contingency mission used three of these aircraft for combat search and rescue, personnel recovery, and quick reaction force support.

Our goal is to accelerate delivery of CV-22's to better support the forces requiring them. We are looking to add five more CV-22s in the coming year.

The C-130 - in several variants - remains the workhorse of the USSOF, fixed-wing mobility fleet. C-130's provide USSOF with important tactical lift and precision fire for our ground and maritime forces. Ongoing efforts to recapitalize the oldest of these airframes are a current top priority for Air Force Special Operations Command, our air component.

Finally, the Non-Standard Aviation Program supports Theater Special Operations Command mobility requirements worldwide. This program includes short takeoff and landing, light and medium, intra-theater aircraft. The FY 2011 budget request includes funds to procure nine additional light and medium aircraft plus associated spares and repair parts.

On land, a new Mine Resistant Ambush Protected All Terrain Vehicle will increase ground mobility for USSOF. The new model - funded through the Joint Program Office - provides improved safety, visibility, control and storage.

In the maritime environment, USSOCOM remains committed to developing undersea submersible platforms that will provide assured, clandestine access to denied and politically sensitive areas while enabling persistent intelligence, surveillance and reconnaissance (ISR) in support of high-priority SOF requirements. The Advanced SEAL Delivery System Program (ASDS) - one well-supported by Congress - delivered these operational capabilities until it suffered a significant lithium-ion battery fire.

As noted in last year's FY 2010 National Defense Authorization Act, the Office of the Secretary of Defense is coordinating with the Director of National Intelligence to assess the feasibility of establishing a cost-sharing agreement for ASDS follow-on capabilities. If approved, these capabilities are expected to capitalize on improved battery technologies, ones recommended to the Navy by the investigation panel reviewing the ASDS lithium-ion battery fire. The FY

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2011 budget request includes funds to conduct research and development on the Joint Multi-mission Submersible which will provide these capabilities.

Enablers: Intelligence, Surveillance and Reconnaissance (ISR)

These efforts are complemented by planned upgrades to SOF's Intelligence, Surveillance and Reconnaissance (ISR) portfolio. ISR remains an invaluable asset, most notably in the USCENTCOM area of responsibility. The ISR program is not about platforms; it is about complete systems including the people who operate them.

Proposed plans - contained within a Joint Staff-approved capabilities document and seconded by the Secretary of Defense within the 2010 QDR ("expanding manned and unmanned systems for intelligence, surveillance and reconnaissance") entail expansion of the Program's inventory to include both manned and unmanned systems. These systems will be supported by Processing, Exploitation and Dissemination capabilities, and robust communication architecture. Airborne ISR remains complemented by maritime capabilities.

Enablers: Information Sharing

Effective use of ISR, however, can only occur on communications systems and networks designed to handle the large amounts of information developed. Our evolving mission sets form a difficult and increasingly expensive information sharing reality, with data residing on, and transiting through, a variety of systems under varying security criteria.

Recognizing this problem, USSOCOM is moving toward a globally responsive network capable of cross-domain data sharing. USSOCOM's SOF Information Environment, or SIE, is our portion of DoD's Global Information Grid. The SIE is a SOF information technology enterprise that will offer permissions-based, single sign-on access to SOF resources from anywhere on the globe.

Enablers: Science and Technology

USSOCOM's modernization, research and development and acquisition enabling processes are interconnected to ensure needed technological agility. The Command's Rapid Exploitation of Innovative Technology (REITS) Program provides USSOCOM with the ability to identify, assess and exploit emerging technologies for SOF-peculiar applications.

REITS funds are assisting in the development of next generation software and antenna design for 'on-the-move,' mounted and dismounted geo-location technology. This new capability will conform to both current tactical vehicles and radio frequency systems, while providing organic, small unit find, fix and finish capabilities within a single tactical ground asset.

Enablers: Agile Acquisition Processes

Rapid fielding of the Dragon Spear Precision Strike Platform (PSP) is an example of the benefits of an acquisition process designed for flexibility and agility. This system benefits from the Combat

Missions Needs Statement (C-MNS) process which quickly addresses critical capability gaps that put missions or lives at risk. Funding execution responsibilities for C-MNS reside with the Joint Acquisition Task Force, meaning faster operational implementation.

By design, PSP is a modular, scalable weapons system, one flexible enough for many platforms and configurations. Four Dragon Spear systems are currently being fielded. Ongoing MC-130W Dragon Spear improvements include upgrades to its sensors, a Standoff Precision Guided Munitions system and supporting 30mm gun, a sensor operator console, and communication equipment and flight deck hardware.

USSOF MC-130 console reconfigurations enable aircrews to operate more efficiently and effectively. Improved infrared warning systems result in better threat detection. Updated line-of-sight antennae produce more communications capacity with improved reliability. All are modernization initiatives designed to cost-effectively optimize current USSOF aircraft.

Enablers: Education

The unique nature of special operations enables us to focus people on specific regions more so than other forces can. This ensures we are doing the best we can with what we have.

USSOCOM - partnered with the Services - is intensifying its efforts in training and personnel management to create opportunities for our personnel to truly build productive and enduring relationships with our partners. DoD Directive 5100.1 aims to address many of these issues by enhancing USSOCOM's ability to influence management of our assigned manpower.

Our culture and language programs are supplemented with increased attention to interagency collaboration and information sharing, with specific emphasis on sub-regional and micro-regional knowledge.

I've directed USSOF schools to pay more attention to curricula dedicated to advanced language skills and regional expertise. Specifically, we will ensure better alignment of language skills, career management, and incentives within our force.

To prepare USSOF for the challenges ahead, we're prioritizing career development toward areas best suited for irregular environments with emphasis on specialized versus generalized operator performance. This entails building creative, adaptive and flexible leaders at every level of the enlisted and officer ranks.

USSOCOM's Lessons Learned Program supplements these efforts with vital, in the field knowledge. This program emphasizes analysis and information sharing relevant to the SOF Community, one that now includes research, development, technology and experimentation activities.

Care Coalition

We cannot sustain combat effectiveness without the enduring support of our families. Our operators are asked to do a great many things to protect our nation, and all of them place additional demands on those who are closest to us. Continuing care for our wounded or injured operators - and for the families of those who have been seriously injured or killed - is among our most solemn responsibilities. The 2010 QDR highlights the importance of such programs: "caring for our wounded warriors is our highest priority, and we will work to provide them top-quality care that reflects their service and sacrifice."

USSOCOM's Care Coalition currently supports over 2,800 wounded SOF operators by matching medical needs with available providers. The goal of this clearinghouse - via advocacy, education, treatment, recovery, and rehabilitation - is to increase the likelihood of returning to duty and/or succeeding in post-military service. Additional efforts include proactive programs by USSOCOM to identify, treat and prevent mental health care problems before they arise.

Along with its USSOCOM headquarters-based staff, eleven hospital liaisons help extend Care Coalition's reach across the country and globe. These efforts are also supplemented by support from over 70 partner organizations.

When supporting our wounded, ill and/or injured and their families, our job is never done. We still need to improve synchronization among the various government agencies supporting these individuals, also refine legislation to fund them.

Your support is essential. Over the past couple of years alone, SOF operators benefited from legislation that introduced a cognitive rehabilitation pilot program, pay and allowance continuation for wounded operators, care giver training and compensation, expansion of invitational travel orders for families of wounded, traumatic serviceman group life insurance, and memorial service support to our surviving families.

Looking Forward

The three priorities on which special operations forces need to focus - mission, people and equipment - are enduring. Through direct action, we deter, disrupt and defeat terrorist threats across the globe. In tandem, indirect action creates and sustains environments to empower longer term success.

As we remain prepared for urgent, bold and decisive action, we recognize that it is high-quality, low-profile, long-term engagement that fosters trust and enables essential partnerships. In this regard, we should measure success by how well we have prepared others to face their security challenges, not by what we do for them.

We also recognize that as we look forward, success increasingly depends upon the larger combination of defense, diplomacy, and development activities. In relaying his sentiments on the Afghanistan conflict, Chairman of the Joint Chiefs of Staff ADM Mullen indicated that "winning is not solely the responsibility of the U.S. Military." "Success," he said, "will come by and only through a concerted effort

by other agencies and partners.” We applaud policy and funding that provide other agencies the capabilities to contribute to this effort.

As always, USSOCOM and USSOF - with your continued support - will answer the needs of operational commanders. Technology areas seen as vital to short and long term intervention will continue as focus areas for USSOCOM research and development. Key enabling mechanisms across all terrains will yield the most effective, strategic and tactical implementation of our forces.

USSOCOM will emphasize even more precise methods for gathering, analyzing, processing and sharing of information and intelligence about these domains. We will continue to engender existing relationships with interagency partners while exploring opportunities to further improve them. Our technology investments will permit us to better locate, tag and track threats before they strike.

Sufficient infrastructure is essential to supporting our operators, and many of our existing facilities are in need of expansion or upgrade. The military construction program proposed for FY 2011 will help to improve this situation. Much-needed construction and modernization on 19 different projects at nine different installations will sustain SOF operations support, operational communications, aircraft maintenance and capabilities, and intelligence functions.

The contributions of this force amaze me every day. While relatively small in number, their dramatic, positive impact is of the greatest magnitude. They remain the world’s most precise and lethal

counterterrorism force, and the most effective special operations trainers, advisors and combat partners. It is a profound honor to be associated with this extraordinarily capable and uniquely innovative force and to represent them before this committee.

Our successes are only possible because of this Committee's active advocacy for the Command and its mission. Speaking on behalf of the entire Community, your visits to the theater and to troops in recovery are deeply appreciated. Your support of the President's budget will enable special operations to continue to meet our great nation's highest expectations. Again, thank you.