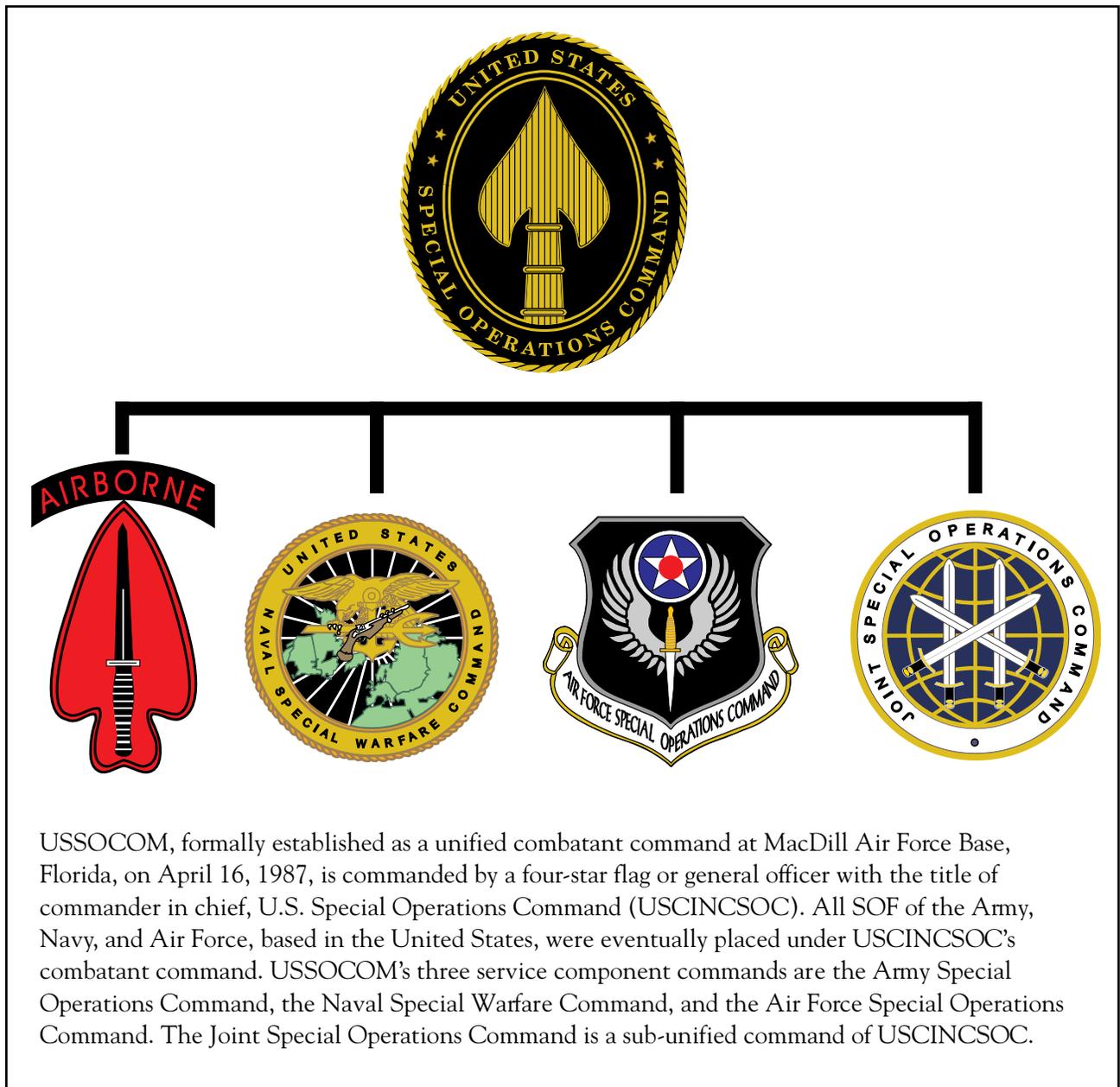


APPENDIX B

ORGANIZATION

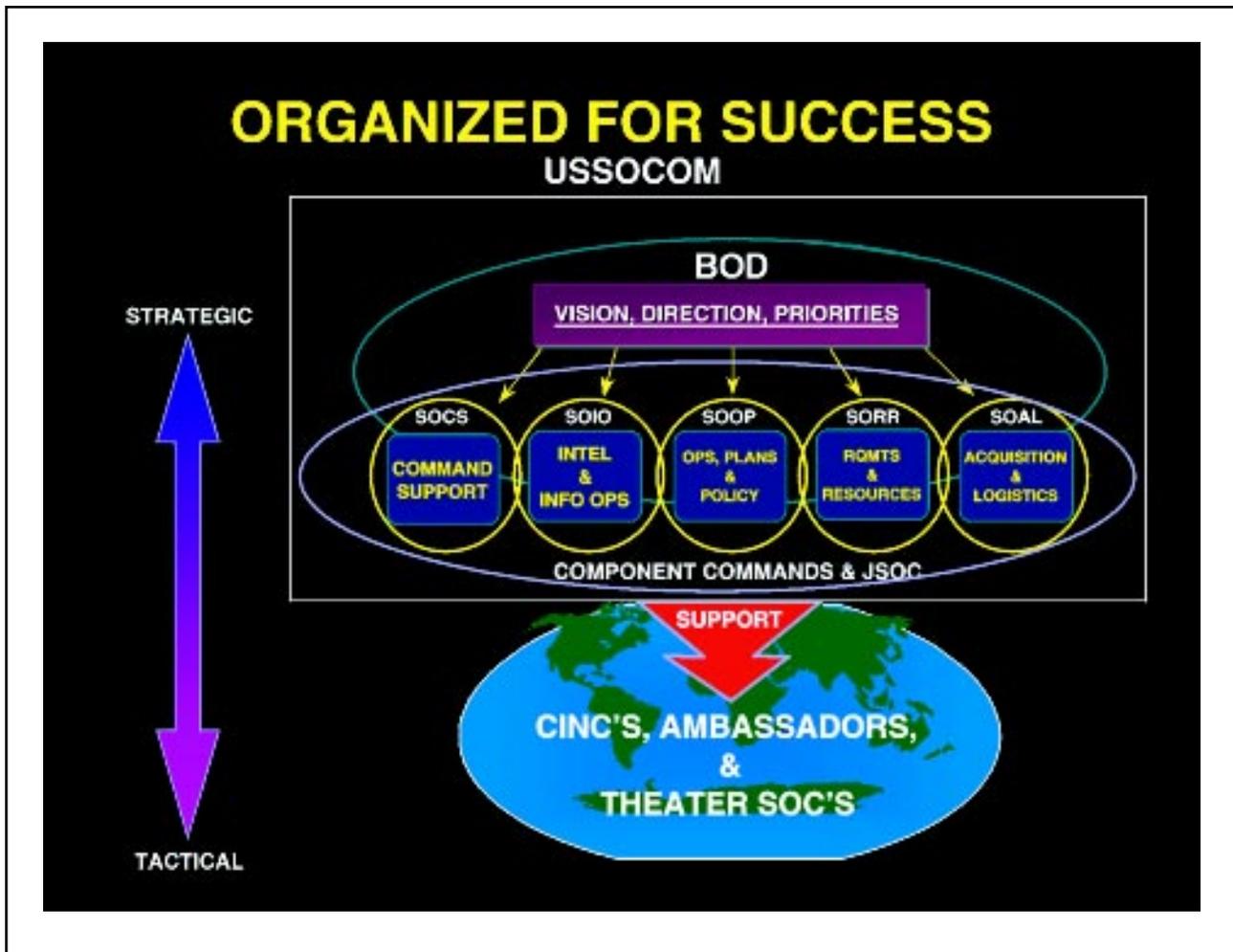




Headquarters, U.S. Special Operations Command (HQ USSOCOM)

In November 1998, USCINCSOC reorganized the USSOCOM headquarters staff from a standard J-staff configuration to five functional centers. This action strengthens USSOCOM's ability

to support its customers by ensuring a flexible command structure adaptable to future challenges. An overview of the new organization is shown below.

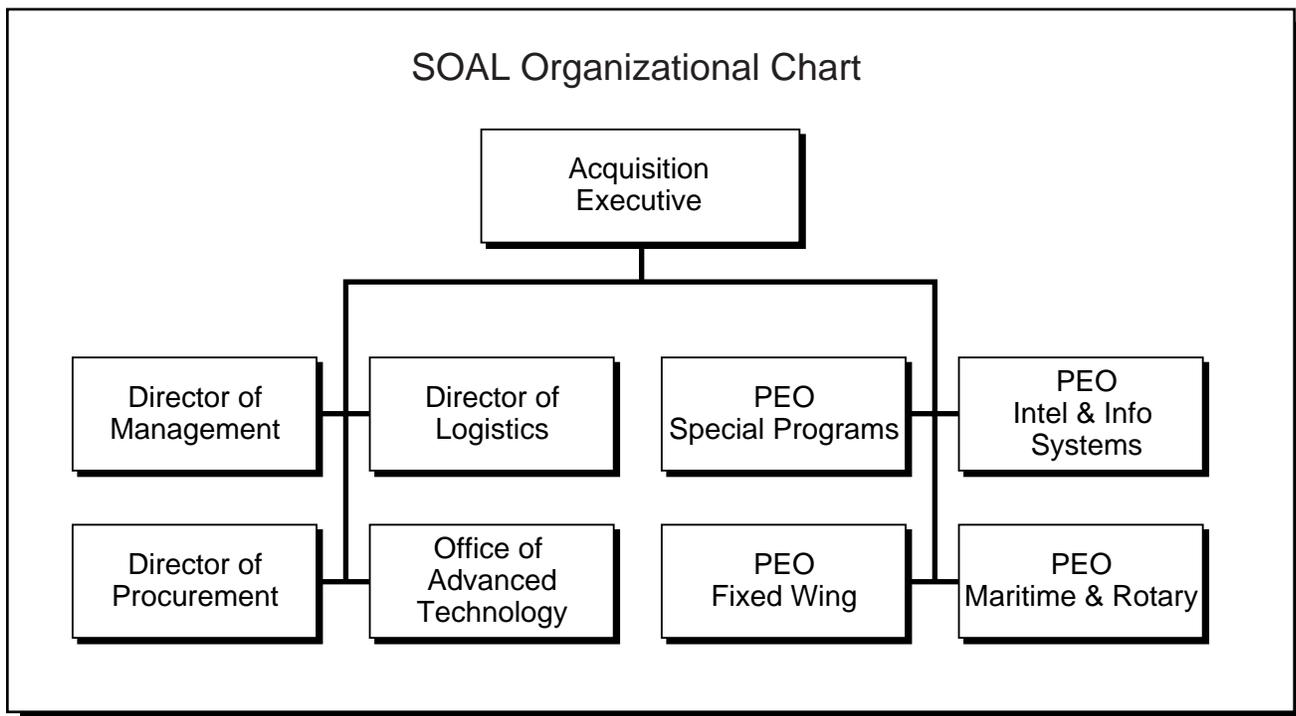


Special Operations Acquisition and Logistics (SOAL) Center

The SOAL combines the acquisition function of the command and the logistics functions of the J-4 staff to provide research, development, acquisition, and logistics support to USCINCSOC. The SOAL plans, directs, reviews, and evaluates materiel development, procurement, and sustainment for USSOCOM; conducts liaison with USSOCOM components to ensure operational requirements are met by developmental programs; develops and promulgates USSOCOM acquisition and logistics policies and procedures; and manages a select group of special operations-peculiar programs.

Benefits derived from this organization include:

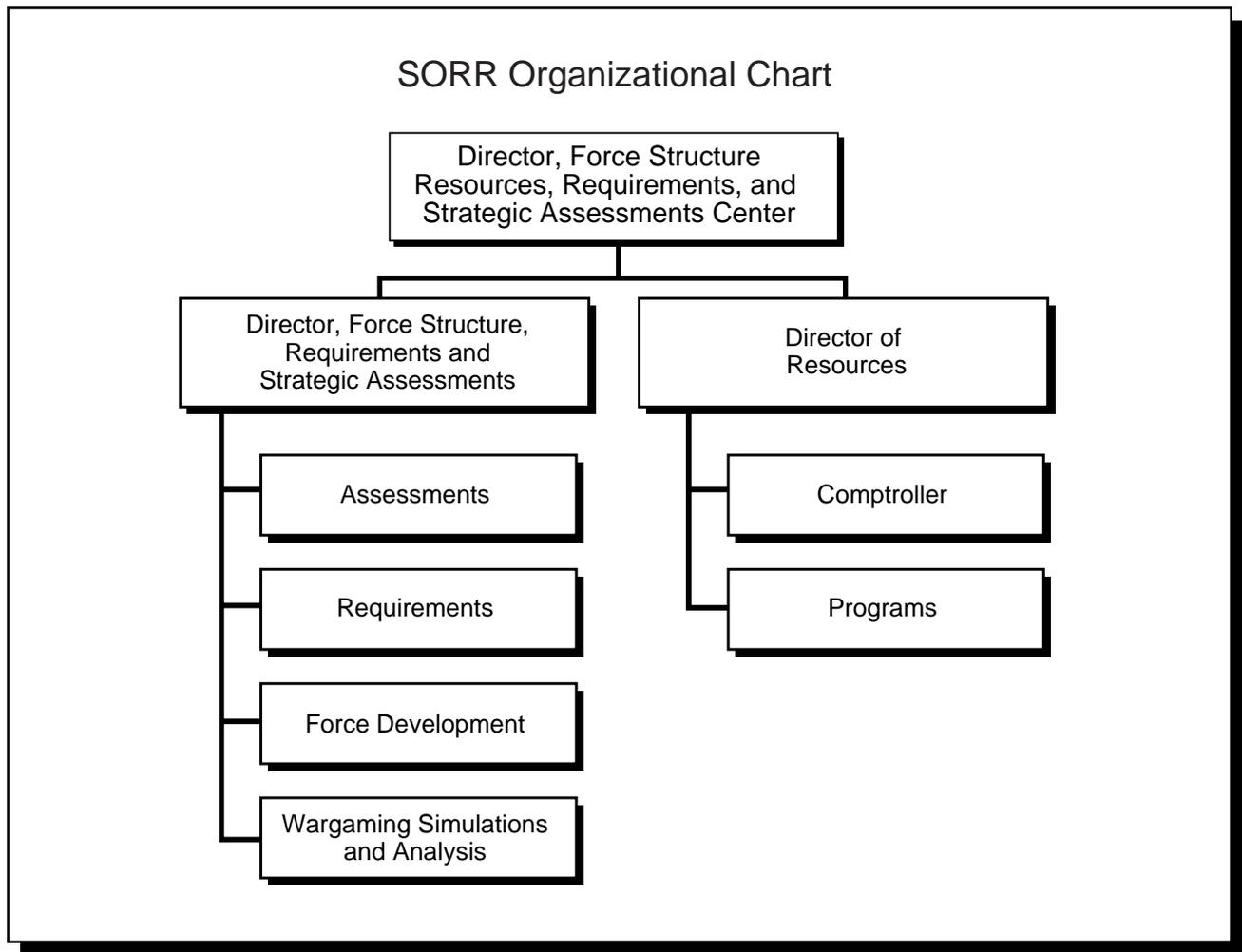
- cradle-to-grave management of SOF-related systems
- improved life-cycle cost management
- portfolio and materiel management
- elimination of organizational stove pipes or barriers to collaboration
- worldwide logistic support of SOF



Special Operations Requirements and Resources (SORR) Center

The SORR combines the planning (J-5 and J-7) and resourcing (J-8) functions, to include the USSOCOM Strategic Planning Process. The mission of the SORR is to support

SOF through the development of resourcing, operational mission and force structure analysis, strategic assessments, and requirements reviews.

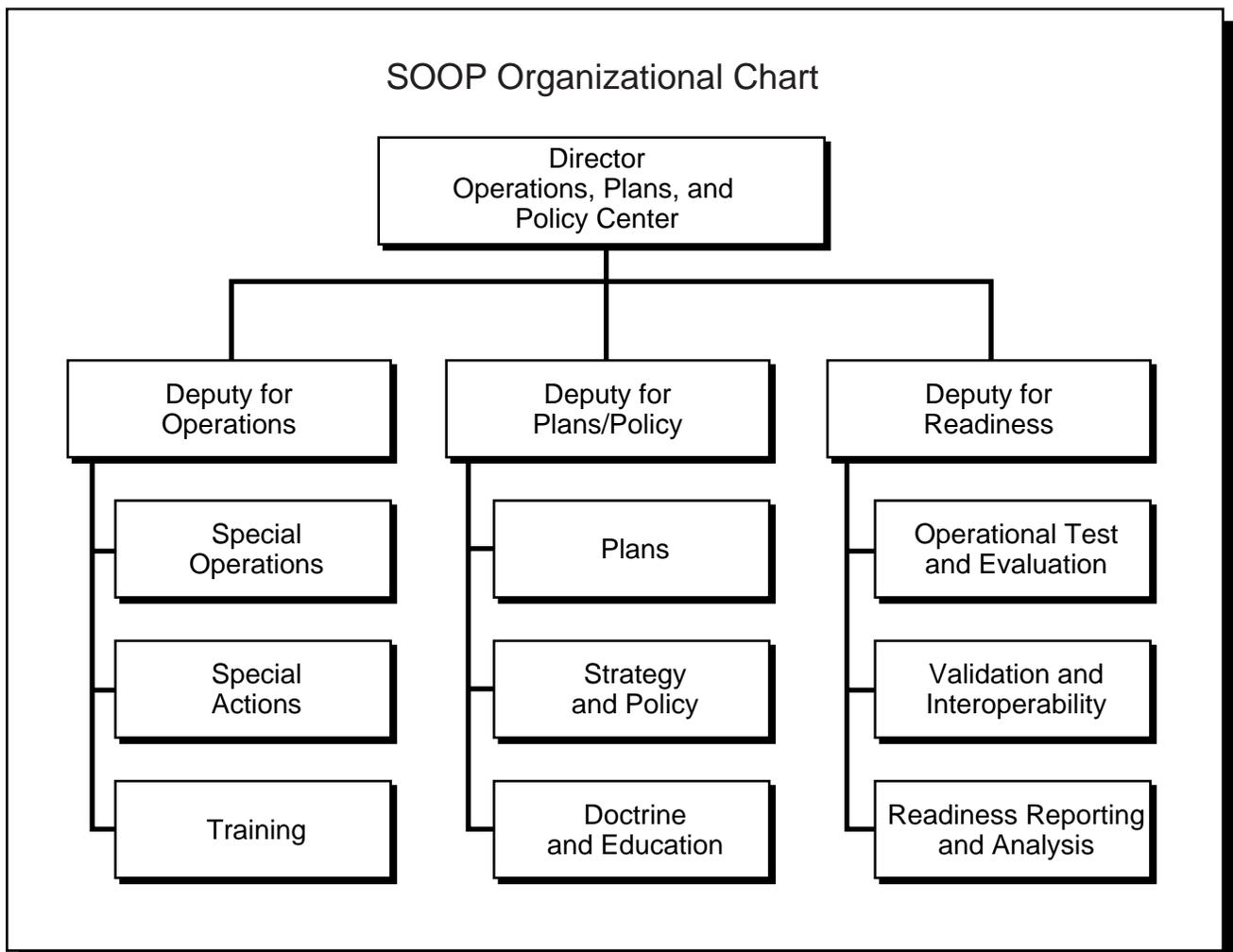


Special Operations Operations, Plans, and Policy (SOOP) Center

The SOOP combines the J-3 and the J-5 staffs to provide focused operational support in the areas of doctrine, plans, policy, operations, training, and special actions. Its mission is to ensure all special operations deployments and plans supporting the NCA, regional CINCs, and Ambassadors are tailored to mission requirements, reflect current force capabilities, and are consistent with USCINCSOC Title 10 responsibilities and core missions. In support of these objectives, the SOOP oversees SOF doctrine, education, tempo, and remediation, as well as the training

and exercise programs, in order to optimize force readiness and SOF relevance.

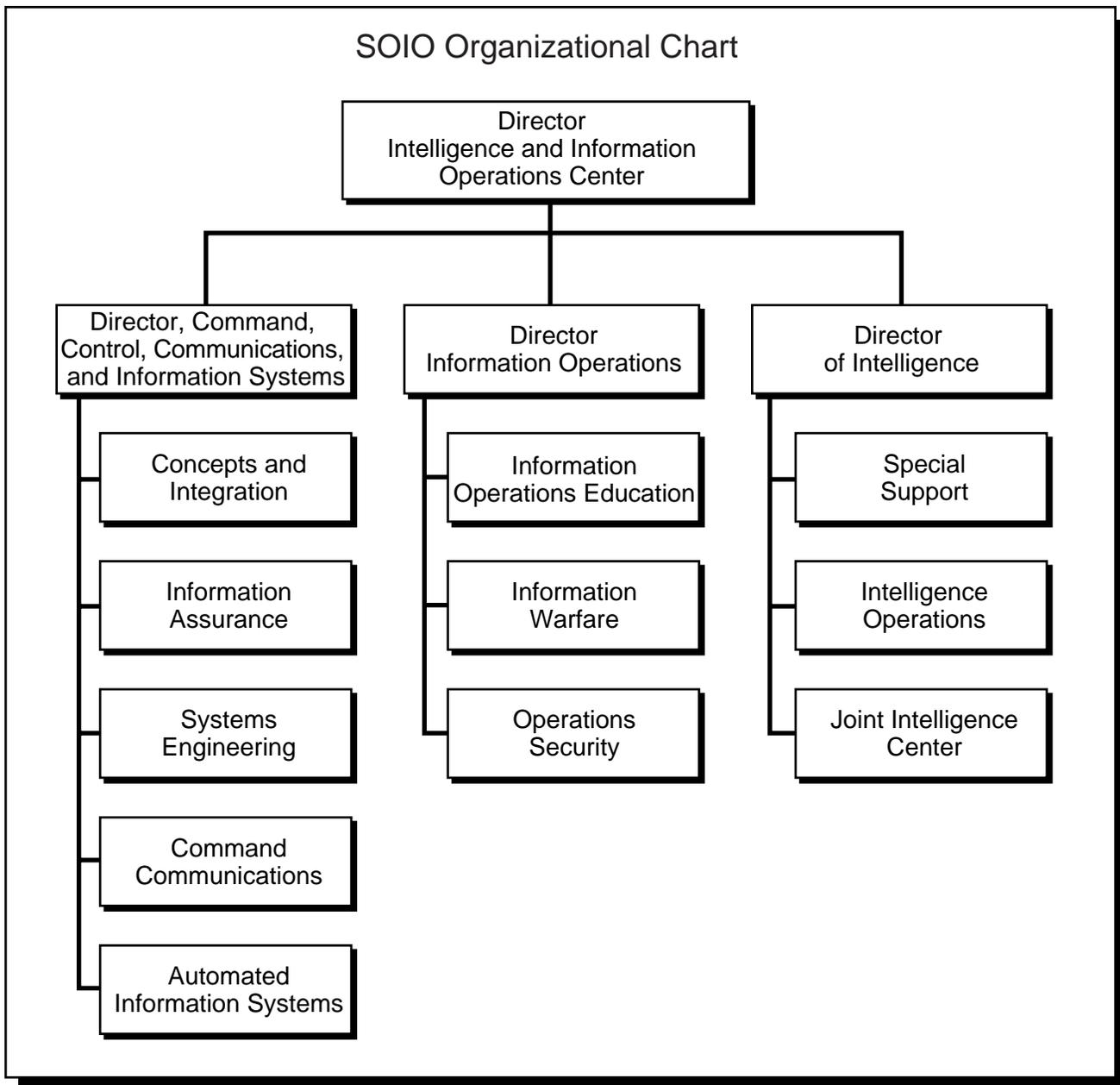
The SOOP also develops joint plans, policy, strategic assessments, and force structure, and directs deployment, employment, and readiness of approximately 46,000 Army, Navy, and Air Force SOF worldwide, including sensitive special mission units; validates operational requirements; and manages training resources, humanitarian programs, joint training exercises, and operational testing.



Special Operations Intelligence and Information Operations (SOIO) Center

The SOIO combines the J-2 and J-6 staff functions to provide for integrated information management in intelligence, communications, information protection, network management, and audio/visual support. SOIO integrates command and control, communications, computer, intelligence,

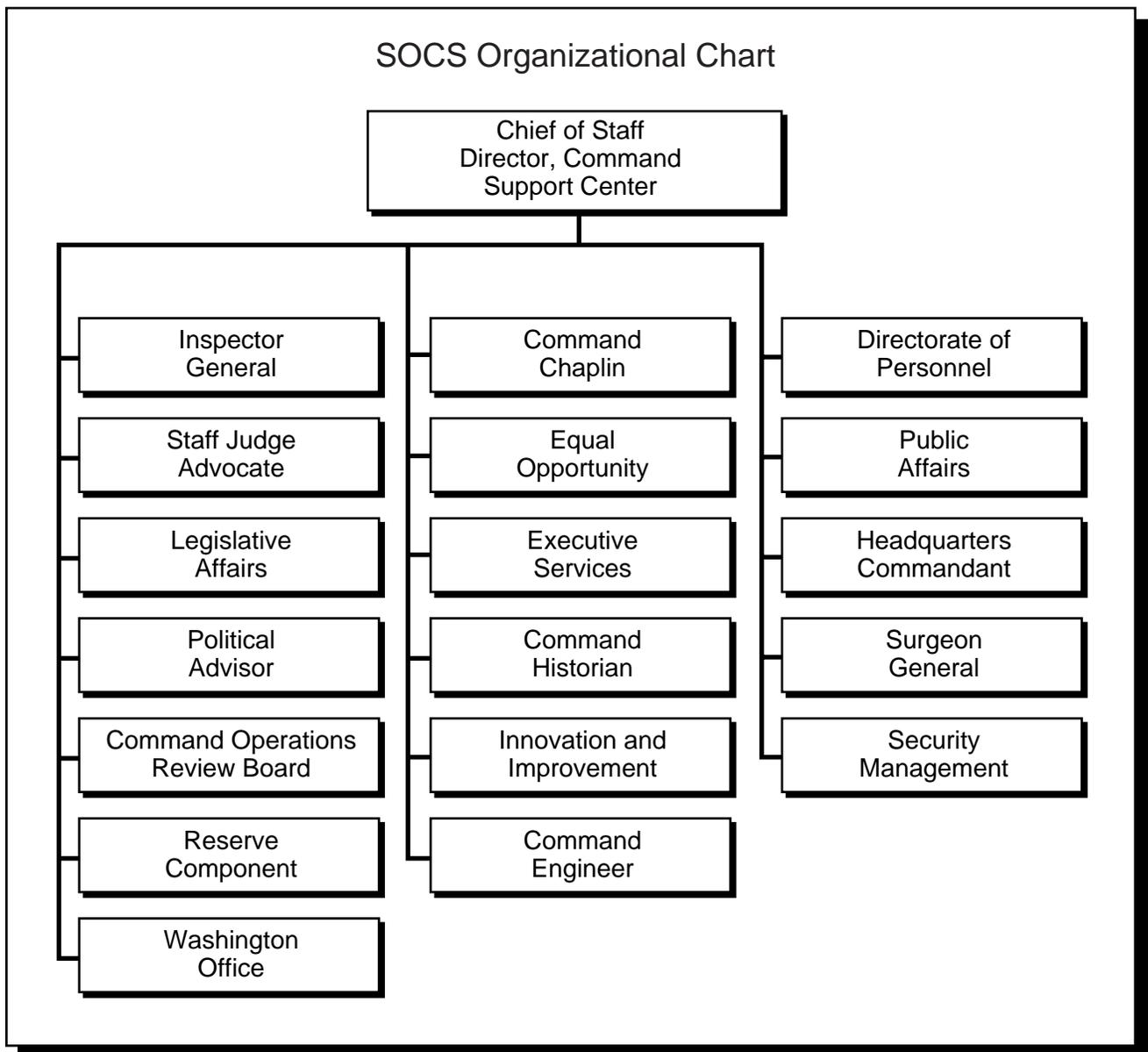
surveillance, and reconnaissance (C4ISR), and information operations (IO) to gain information superiority throughout the spectrum of engagement and conflict. The SOIO validates requirements and develops special operations C4ISR and IO training, doctrine, and procedures.

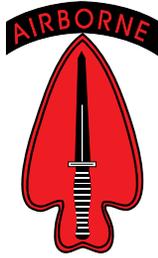


Special Operations Command Support (SOCS) Center

Created from the remaining command functions, the SOCS is a process-oriented support center that provides personnel and special staff support to the headquarters and its components. The SOCS includes public affairs, executive services,

medical, chaplain, historian, equal opportunity, security, quality integration, engineering, protocol, headquarters command, and joint secretariat support services. The USSOCOM chief of staff directs the center.





U.S. Army Special Operations Command (USASOC)

Army special operations forces (ARSOF) include active, Army National Guard, and U.S. Army Reserve forces consisting of Special Forces, Rangers, special operations aviation, civil affairs (CA), psychological operations (PSYOP), and combat- and service-support units. These units are assigned to USASOC located at Fort Bragg, North Carolina.

- Five active and two Army National Guard (ARNG) Special Forces groups totaling 15 active and six ARNG battalions
- One active Ranger regiment with three battalions
- An active special operations aviation regiment with one detachment in Puerto Rico
- Four reserve CA commands, seven reserve CA brigades, and one active and 24 reserve CA battalions
- One active and two reserve PSYOP groups totaling five active and eight reserve PSYOP battalions
- One active special operations support command composed of one special operations signal battalion, one special operations support battalion, and six special operations theater support elements
- Two active and two reserve chemical reconnaissance detachments (CRD)
- The John F. Kennedy Special Warfare Center and School

Rangers — *Rangers Lead the Way.* Providing a responsive strike force and fighting primarily at night, Army Rangers rely on elements of surprise,

teamwork, and basic soldiering skills to plan and conduct special missions in support of U.S. policy and objectives. Having taken part in every major combat operation in which the U.S. has been involved since the end of the Vietnam War, they are capable of deploying rapidly by land, sea, or air to conduct direct-action operations.

Aviation — *Night Stalkers.* The 160th Special Operations Aviation Regiment employs state-of-the-art equipment to provide extremely accurate heliborne lift and attack capabilities in a wide range of mission profiles, including force insertion and extraction, aerial security, armed attack, electronic warfare, and command and control support. These soldiers' ability and performance exemplify their motto "*Night Stalkers Don't Quit.*"

Special Forces (SF) — *De Oppresso Liber.* Special Forces soldiers receive training in a variety of individual and special skills. These skills include operations, intelligence, communications, medical aid, engineering, and weapons. SF soldiers train, advise, and assist host-nation military or paramilitary forces in a variety of conventional and unconventional warfare techniques. SF soldiers are highly skilled operators, trainers, and teachers. Regionally oriented, these soldiers are specially trained in their respective area's native language and culture.

Civil Affairs (CA) — *By Sword, Deed, and Word.* Civil affairs units support the commander's relationship with civil authorities, and the civilian populace, by promoting mission legitimacy and thereby enhancing military effectiveness. U.S. Army Reservists, comprising 97 percent of the force, bring civilian job skills to support civil military operations and civil administration. Some of these specialized skills

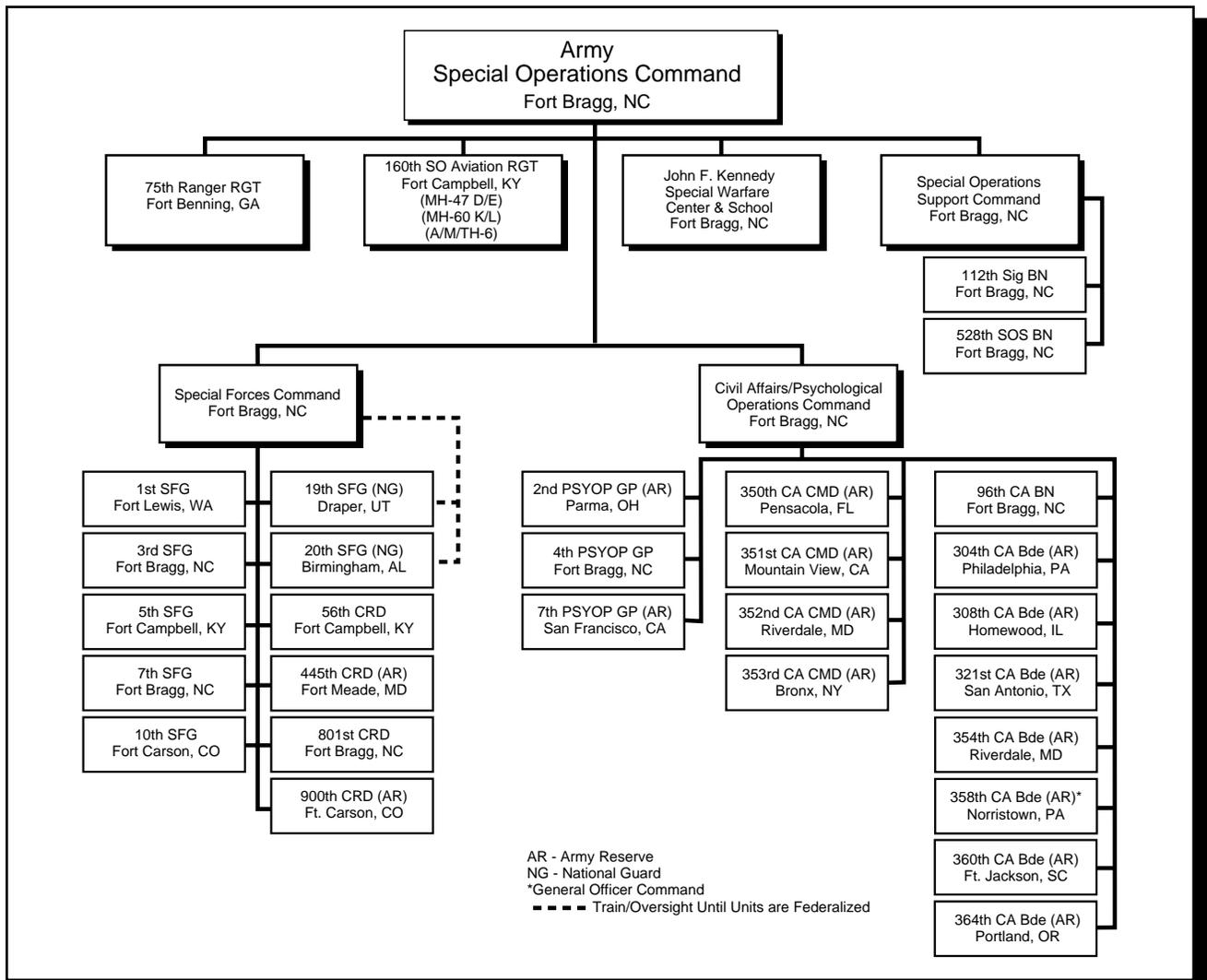
include: public safety, agriculture, finance, economy, and support of dislocated civilian operations.

Psychological Operations (PSYOP) — *Persuade, Change, Influence.* PSYOP units support operations across the operational continuum to induce or reinforce attitudes and behaviors favorable to U.S. national goals in selected foreign-target audiences. Intense cross-cultural and language training provide PSYOP personnel with an invaluable regional orientation.

Special Operations Chemical Reconnaissance Detachment (CRD). CRDs conduct chemical reconnaissance in permissive, semi-permissive, and denied areas for special operations force commanders and theater CINCs. These special detachments are the only CRDs with this mission within the U.S. Army.

Special Operations Support Command (SOSCOM) — *Assured Support.* SOSCOM provides combat service support, combat health support, and signal support to Army special operations forces. To support this complex and demanding mission, the command's subordinate units (the 528th Support Battalion and the 112th Special Operations Signal Battalion) provide the necessary connectivity to sustain and support ARSOF around the world.

The John F. Kennedy Special Warfare Center and School — *Truth and Liberty.* The John F. Kennedy Special Warfare Center and School — the Army's special operations university — is responsible for special operations training, leader development, doctrine, and personnel advocacy. The center and school's Training Group conducts the complete spectrum of special operations training.





Naval Special Warfare Command (NAVSPECWARCOM)

Naval special warfare (NSW) forces are organized to support naval and joint special operations within the theater unified command. These forces are organized, equipped, and trained to be highly mobile and quickly deployable. Forces are assigned to NAVSPECWARCOM which is located in Coronado, California.

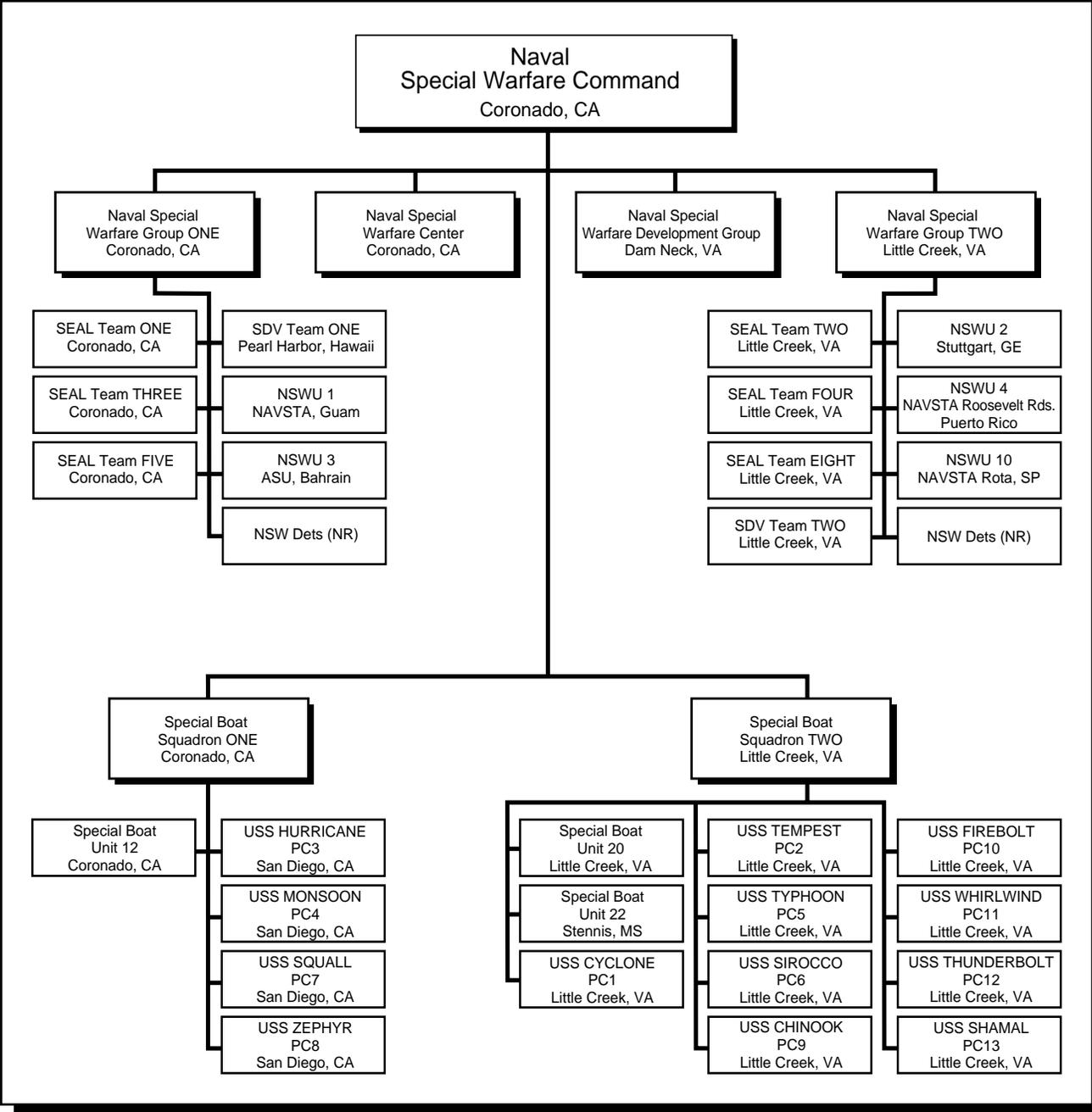
- Two active NSW groups
- Five active NSW units stationed overseas
- Two active special boat squadrons
- Thirteen active patrol coastal ships
- Three active special boat units
- Two active sea, air, land (SEAL) delivery vehicle (SDV) teams
- Six active SEAL teams
- The Naval Special Warfare Development Group
- The Naval Special Warfare Center

Sea, Air, Land (SEAL) Teams. SEAL teams are maritime, multipurpose combat forces organized, trained, and equipped to conduct a variety of special operations missions in all operational environments. Operating mainly in 16-man platoons from sea-based platforms, SEALs primarily conduct clandestine ground and

waterborne reconnaissance and direct action missions in a maritime, littoral, or riverine environment in support of joint and fleet operations. Today's SEALs trace their history from the elite frogmen of World War II. Their training is extremely demanding, both mentally and physically, and produces the best-trained combat swimmers in the world.

SEAL Delivery Vehicle (SDV) Teams. SDV teams are specially-trained SEALs and support personnel who operate and maintain SDVs and dry deck shelters (DDS). SDVs are wet submersibles designed to conduct clandestine reconnaissance, direct action, and passenger delivery missions in maritime environments. DDSs deliver SDVs and specially trained forces from modified submarines. When teamed with their host submarines, SDV and DDS platoons provide the most clandestine maritime delivery capability in the world.

Special Boat (SB) Squadrons and Units. SB squadrons and units are composed of specially trained naval personnel. They are responsible for operating and maintaining a variety of special operations ships and craft, such as rigid inflatable boats and patrol coastal ships, to conduct coastal and riverine interdiction and support naval and joint special operations. These specialized units have great strategic mobility and can respond to crises worldwide. They provide the Navy's only riverine operations capability and small-craft support for SOF.





Air Force Special Operations Command (AFSOC)

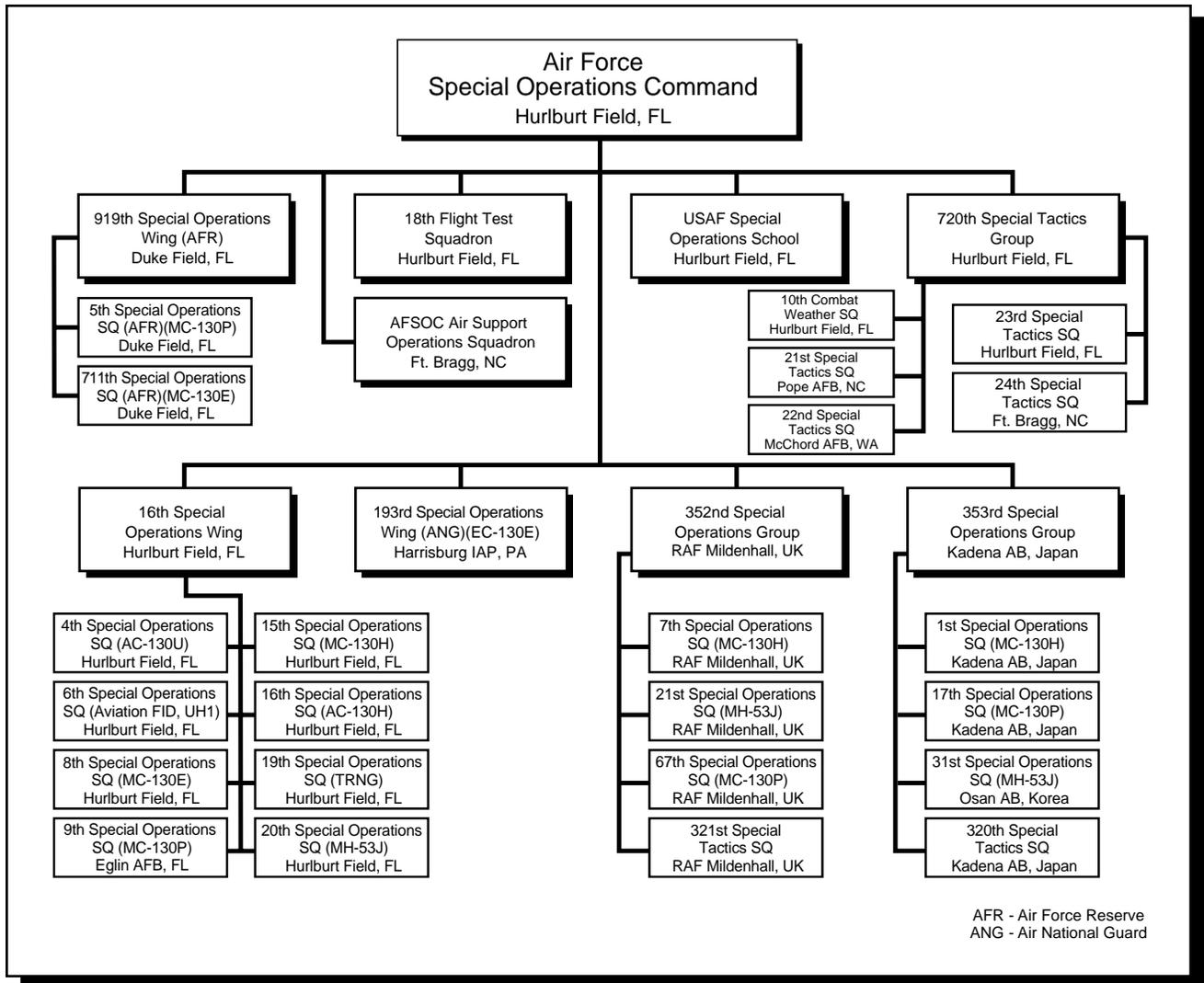
Air Force special operations forces (AFSOF) are comprised of highly trained, rapidly deployable airmen who are equipped with highly specialized, fixed- and rotary-wing aircraft. AFSOC's *quiet professionals* deliver the nation's specialized air power to provide: SOF mobility, forward presence and engagement, precision employment/strike, and information operations. The command is located at Hurlburt Field, Florida and has the following active, Air National Guard (ANG), and Air Force Reserve units assigned:

- One active special operations wing with eight special operations squadrons; squadrons include five fixed-wing, one rotary-wing, an aviation foreign internal defense (FID) unit, and a fixed-wing training squadron
- Two active overseas-based special operations groups; each theater-oriented group is comprised of two fixed-wing and one rotary-wing special operations squadron, and a special tactics squadron
- One AF Reserve special operations wing with two fixed-wing special operations squadrons
- One ANG special operations wing with one fixed-wing special operations squadron
- One active special tactics group with four special tactics squadrons and a combat weather squadron
- One active flight test squadron
- The Air Force Special Operations School

“Anytime, Anywhere” epitomizes AFSOF's commitment to stay a step ahead in a changing world. AFSOF's unique active, ANG, and AF Reserve units provide a global ability to conduct special operations missions ranging from precision application of firepower, to clandestine infiltration, exfiltration, resupply, and refueling of SOF operational elements. Unique capabilities include airborne radio and television broadcast for psychological operations, as well as aviation FID to provide other governments military expertise for their internal development. Special tactics squadrons combine combat control, weather, and pararescue personnel to ensure air power is integrated and operable with special operations and conventional ground forces.

USAF Special Operations School — *“Success is the human element...”*

The USAF Special Operations School's (USAFSOS) mission is to educate U.S. military and other personnel in the missions and functions of special operations. Since special operations forces routinely interact with foreign militaries and our allies, cross-cultural issues and communications are taught in regional orientation courses. Operational courses include aviation FID, crisis response management, joint PSYOP, joint planning and staff officer courses, and revolutionary warfare.



Joint Special Operations Command (JSOC)

The Joint Special Operations Command (JSOC) was established in 1980 and is located at Fort Bragg, North Carolina. It is a joint headquarters designed to study special operations requirements

and techniques; ensure interoperability and equipment standardization; plan and conduct special operations exercises and training; and develop joint special operations tactics.