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# **“Perspectives on Special Operations and Warfare in the Seams”**

**Tom O’Connell**  
**Assistant Secretary of Defense**  
**NDIA SO/LIC Symposium**  
**28 Feb, 2007**



# Thank-yous are in order.....



- 
- Thanks to the NDIA SO/LIC Board
  - Thanks to Industry/Government Exhibitors for their investment in the Symposium
  - Thanks to the superb members of SOF
  - Thanks to the Industry innovators
  - Special thanks to TSWG/CTTSO (More Later)



# US Special Operations Command



**US Army Special Operations Command**

**Air Force Special Operations Command**

**Naval Special Warfare Command**

**Joint Special Operations Command**

**Marine Special Operations Command**

Special Forces  
Rangers  
160<sup>th</sup> SOAR  
Psychological Operations  
Civil Affairs Operations

Fixed Wing Special Opns Aviation  
Rotary Wing Special Opns Aviation  
Special Tactics units

SEALS  
SEAL Delivery Vehicle Teams  
Special Boat Units

Ensures SOF Interoperability;  
Conducts Joint Studies, Training, and Operations

MSOBs  
FMTU  
MSOSG  
MSOS



# MARSOC Mission Statement



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U.S. Marine Corps Forces, Special Operations Command (MARSOC), as the U.S. Marine Corps component of U.S. Special Operations Command (USSOCOM), trains, organizes, equips; and when directed by CDRUSSOCOM, deploys task organized, scaleable, and responsive U.S. Marine Corps special operations forces worldwide in support of combatant commanders and other agencies.



# Issues-SOF



- 
- SOCOM –Great Success in QDR-QDR Falls Short of Required Defense Capacity. Forces ARE Stressed.
  - Industry Partnership-Support for the SOF Community has been superb.
  - ISR, TT&L, Sensors-Persistent Surveillance is Critical.
  - Exploitation-Remote Interrogation, Rapid DOCEX, Lightweight Power
  - Recapitalization of Fixed Wing Fleet-Complex Issue
  - Foreign SOF Interface and Surrogates-Counter/Network
  - New Models of Success-JTF HOA, JIATF-S, W, JTF-P



# Issues for SOF



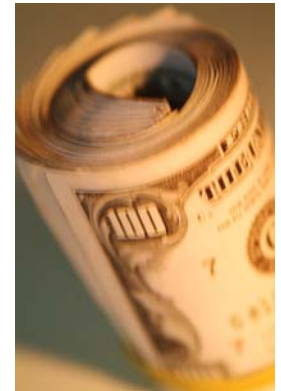
- We cannot be victims of Interagency Turf Struggles. Suggest reading Title 10 of the US Code. Results in Delay of Critical Authorities.
- Personal Conduct of SOF is Explosive Issue (Front Page/Back Page)
- SOF Stations-Key Countries-Should be a standing, funded organization
- Global SOF Posture-European Stability



# A Nation at War ?



- **Election Approaching -18 Months of Potential “Silly Season”**
- **Resources constrained??- Heritage 4% Solution (GDP)**
- **Public Opinion – Less Certain**





# A Nation at War



- **Fighting two COINs/  
Shooting Wars**
- **Trying to transform  
force**
- **Cold War Authorities  
and Mindset**



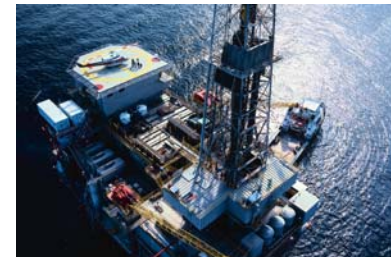




# A Nation at War



- **Ever Increasingly Hostile Media (Domestic)**
- **Openly Hostile Foreign Media**
- **Energy Uncertainty**





# A Nation at War



- **Pandemic uncertainty, Border Demands**
- **Growing Islamic population growing in frustration**
- **WMD within constant reach of the enemy**





# A Nation at War



- An enemy adept at information technology tools
- War in Iraq and Afghanistan will continue to foster view that USA is anti-Islamic
- Enemy's perspective of a circa 1500 Caliphate is real





# A Nation at War



- **Al Qa'ida has stated their four major objectives (all are clear and resonate within the Islamic World)**
- **Moderate voices not calling out**
- **New Intel Laws – New Organizations**  
**SOCOM'S CSO– NCTC**  
**JIOCs-JIATFs-DNI**





# ***Global War on Terrorism: A War Unlike Any Other***

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- **In the war on terrorism, our enemies operate globally from:**
  - **States in which we have active military operations.**
  - **States that are not at war with us.**
  - **Ungoverned areas such as failed and failing states.**
- **While the U.S. has the finest military forces in the world, many GWOT tasks can be accomplished better by and with partner nations because they know the local geography, language, and culture.**
- **Building partnership security capacity enables our partners to:**
  - **Disrupt terrorist and criminal activity.**
  - **Meet common threats.**
  - **Fight alongside of us or instead of us.**



# ***Building Partnership Capacity: Cold War Constructs-Outdated and Inflexible***



- Existing Cold War tools for building partnership capacity were primarily designed for:
  - Increasing U.S. influence in countries, rather than building their capacity to contribute to the defeat of a common enemy.
  - Building forces to defend against a conventional threat.
  - Measuring quantities of equipment sold and men trained, rather than tangible contributions to U.S. national security.
- This is 2007, not 1947. Interagency needs restructuring
- NSC Staff could benefit from Goldwater-Nichols approach.
- SOCOM has been a model for interagency efficiency.
- What about a Deputy Secretary for Interagency Affairs? Present at EEOB and National Security Advisor with an IT reach-back capability.



## ***Why the QDR Falls Short-***

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- **We are driven by budget rather than military considerations**
- **Few realize the true impact of inattention in the 1990's**
- **Operational Tempo way up, yet total force is half the size of 1992**
- **Average aircraft age now 24 years.....in 1973, it was 9. Older platforms strain readiness, increase inventory costs**
- **DoD's rush to meet budget targets causes us to cut back and therefore increase production costs in the long run.**
- **Years of uncertainty have shrunk the defense industry...more mergers, more sole source contracts, less research and therefore higher costs.**

**Sen. Jim Talent-Heritage**



# Section 1206 Authority: What It Does and Does Not Do



- **Section 1206 does:**
  - Give DoD a 2-year \$200M (per year) train and equip authority.
  - Require that DoD jointly formulate programs and coordinate implementation with State.
  - Allow DoD to build the capacity of a foreign country's military forces to conduct time-sensitive:
    - A. Counter-terrorism or counter-terrorism WMD-proliferation operations; or
    - B. Stability operations in which US forces are a participant.
  - Require a Presidential review of the Foreign Assistance Act and Arms Export Control Act, due at the end of FY06 (SEP 06).
  - Expire on 30 September 2007 -- though could be renewed and even expanded if the Executive Branch demonstrates to Congress that it has been well used.
- **Section 1206 does not:**
  - Create a slush fund for State and DoD operations that are unlikely to build *enduring* security capacity.
  - Provide resources for Iraq or Afghanistan, whose training and equipping are provided by separate appropriations.
  - Provide appropriated funds – 1206 funds are drawn from DoD O&M accounts.





# Special Operations and Combating Terrorism-New Thrusts



**“You Can’t Get to Where You Want to Be by Stayin’ Where You Are”**





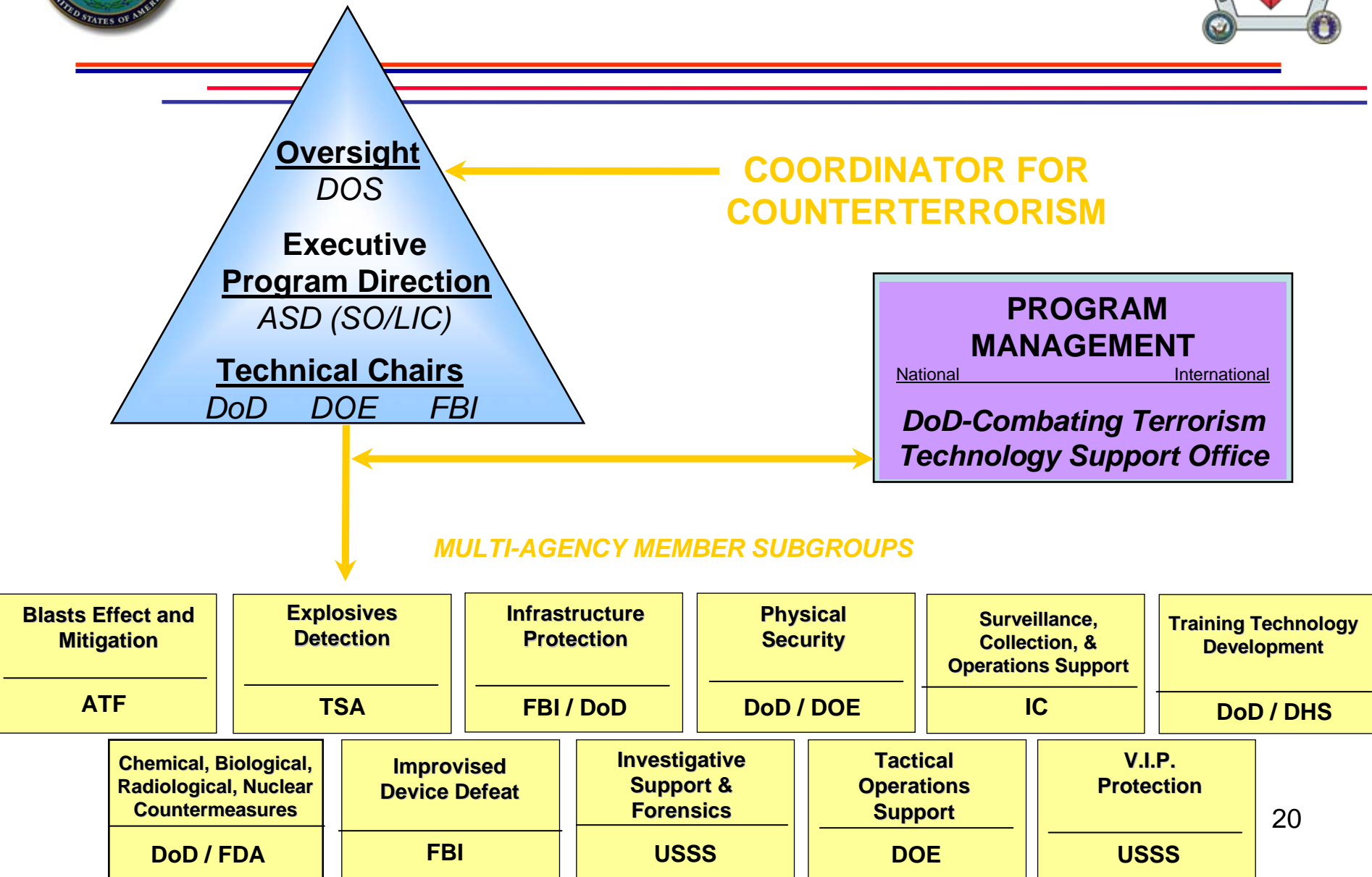
# TSWG Mission and Objectives



- **Mission:** Conduct the U.S. national interagency research and development program for Combating Terrorism.
- **Objectives:**
  - Provide interagency forum to coordinate R&D requirements for combating terrorism
  - Sponsor R&D for interagency advanced technology development
  - Promulgate technology information transfer
  - Influence basic and applied research



# TSWGW Structure





# TSWG Membership



## Department of Defense

OASD(SO/LIC)  
OATSD(NCB)CP/CBD  
OUSD(A&T) DDR&E and S&TS/LW  
Armed Forces Institute of Pathology  
Defense Advanced Research Projects Agency  
Defense Computer Forensics Laboratory  
Defense Intelligence Agency  
Defense Threat Reduction Agency  
Joint IED Defeat Task Force  
National Security Agency  
Pentagon Force Protection Agency  
Polygraph Institute  
The Joint Staff  
Unified Commands  
US Special Operations Command  
US Air Force  
    Air Combat Command  
    Air Force Research Lab  
    Electronic Systems Center  
    AFOSI  
US Army  
    52<sup>nd</sup> ORD  
    SBCCOM / ECBC  
    Corps of Engineers / ERDC / PMDC  
    Criminal Investigations Command  
    Natick RDE Center  
    22<sup>nd</sup> Chemical Battalion (Tech Escort)  
    Training and Doctrine Command  
    National Guard Bureau  
US Navy  
    Naval Criminal Investigative Service  
    Naval Facilities Engineering Service Center  
    Naval Special Warfare  
    NEODTD / DTRG

US Marine Corps  
    Chemical Biological Incident Response Force  
    Network Operations & Security Command

## Department of State

Bureau of Diplomatic Security  
Office of the Coordinator for Counterterrorism  
Overseas Building Operations

## Department of Agriculture

Agricultural Research Service  
Animal and Plant Health Inspection Service  
Food Safety and Inspection Service  
Office of the Inspector General

## Department of Energy

National Nuclear Security Administration  
Office of Energy Assurance  
Office of Security

## Department of Health and Human Services/USPHS

Centers for Disease Control & Prevention  
Food & Drug Administration  
National Institute for Occupational Safety and Health

## Department of Homeland Security

Border and Transportation Security  
Immigration and Customs Enforcement  
Office for Domestic Preparedness  
Emergency Preparedness & Response  
Transportation Security Agency  
Science and Technology  
US Coast Guard  
US Secret Service

## Department of Commerce

National Institute of Standards and Technology  
Office of Law Enforcement Standards

## Department of Justice

Bureau of Alcohol, Tobacco, Firearms and Explosives  
Drug Enforcement Administration  
Federal Bureau of Investigation  
Federal Bureau of Prisons  
National Institute of Justice  
Office of Justice Programs  
US Marshals Service

## Department of Transportation

Federal Aviation Administration  
Federal Railroad Administration  
Federal Transit Administration  
National Highway Traffic Safety Administration  
Volpe National Transportation Systems Center

## Department of the Treasury

Federal Reserve Board

## Independent Agencies

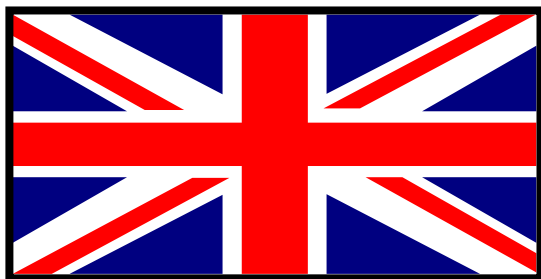
Environmental Protection Agency  
General Services Administration  
Intelligence Community  
Interagency Board  
National Virtual Translation Center  
Nuclear Regulatory Commission  
State and Local Agencies  
Supreme Court of the United States  
US Capital Police  
US Postal Inspection Service  
US Senate Sergeant at Arms  
US Supreme Court Police



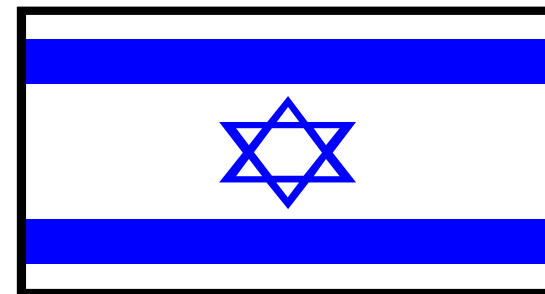
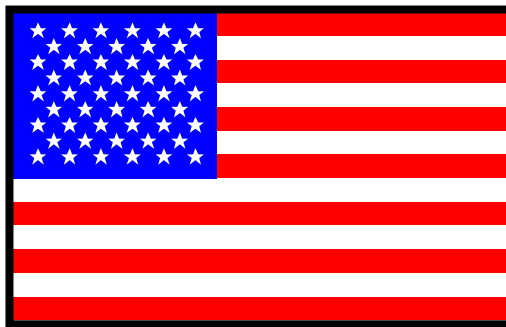
# International Partners



## *Bilateral Combating Terrorism R&D Agreements*



**United Kingdom**



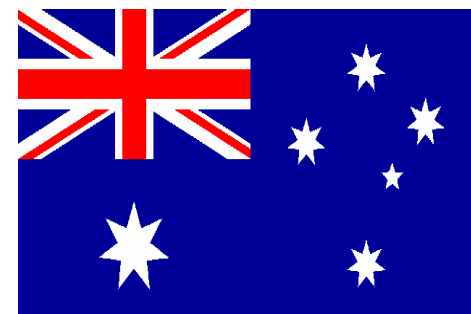
**Israel**



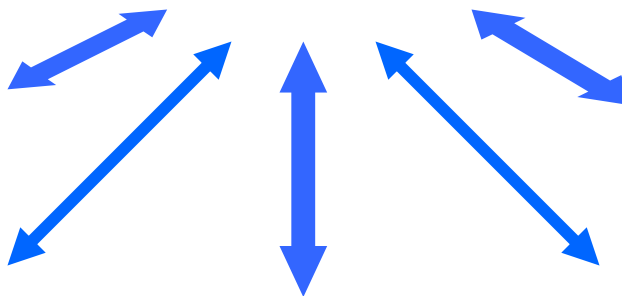
**Singapore**



**Canada**



**Australia**





# Summary

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- **Forum to Rapidly Identify, Prioritize, Resolve, and Fund Needs/Requirements**
- **User Driven**
- **Interagency and International**
- **Support Transition to Acquisition and Commercial Production**
- **Fast Track and Flexible Program Forum**



If the Surge Fails • Obama's Plan to Win

& WORLD REPORT  
**U.S. News**

FEBRUARY 19, 2007

EXCLUSIVE

# Terror's Next Target?

The scary truth  
about why  
America  
remains so  
vulnerable



\$4.50 U.S. / \$5.50 CANADA



www.usnews.com







# The Breath of the Beast



- “I recognized this arbitrary nature of terror immediately. I have seen its footprints in visits to Babi Yar and the Sbarro restaurant in Jerusalem. I watched it crash into the North Tower and slaughter Daniel Pearl on the internet. All of these events have their own unspeakable individual character but they all share the lunatic devaluation of human life that is born of a totalitarian belief system.” YB Moshe.



# Questions/Discussion