POSTURE STATEMENT OF

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Mr. Chairman and distinguished members of the Committee, thank you for this opportunity to provide an update on the United States Special Operations Command (USSOCOM). Our Special Operations Forces give us much cause for great pride and it is my deep privilege to represent them to you, and especially to do so for the fourth time as their commander.

My intent today is to describe the current status, activities and requirements of Special Operations Forces. I'll begin by briefly describing USSOCOM and its assigned Special Operations Forces.

As many of you know, USSOCOM is a creation of Congress, legislated into being in 1986. A relatively small number of Army, Navy and Air Forces units designated as Special Operations Forces were assigned to USSOCOM, with Marine Corps forces joining the Command just over five years ago.

Before the establishment of USSOCOM, the Nation's Special Operations Forces had generally not been treated as a top

priority. They now thrive under the focused attention of a single headquarters and a dedicated budget. In the 24 years since USSOCOM was established, Special Operations Forces have repeatedly proven their value, often under extraordinarily demanding conditions.

In many ways, USSOCOM is a microcosm of the Department of Defense, with ground, air and maritime components, a global presence, and authorities and responsibilities that mirror the Military Departments, Military Services and Defense Agencies. We take pride in the diversity of our people and our mission.

One of our headquarter's functions is to synchronize Department of Defense planning against terrorists and their networks globally. This is complex work that connects us across DoD and into other U.S. Government departments and other nations' military forces. The effects of this are manifested in a series of planning documents that guide specific actions by the Services and Combatant Commands.

Primarily, USSOCOM organizes, trains and equips Special Operations Forces and provides those forces to the Geographic Combatant Commanders under whose operational control they serve. The Command also develops special operations strategy, doctrine and procedures for SOF employment and develops and procures specialized equipment for the force.

Our key subordinate commands are U.S. Army Special Operations Command, Naval Special Warfare Command, U.S. Air Force Special Operations Command, Marine Corps Forces Special Operations Command and Joint Special Operations Command. Within these commands are the legendary Special Forces or Green Berets, SEALs, Air Commandos, Rangers, Night Stalker helicopter crews, and the modern version of yesterday's Marine Raiders. Our force also includes the active duty practitioners of Civil Affairs Operations and Military Information Support Operations, and all of the instructors, logisticians, administrators, analysts, planners, communicators, doctrine writers and other specialists who are key to our ability to meet our Nation's needs. Most are active duty military, but we depend heavily on our Guard and Reserve units and the government civilians and contractors who perform duties that don't require a uniformed service member.

We now total close to 60,000 people, about a third of whom are career members of Special Operations Forces, meaning those who have been selected, trained and qualified to earn the Military Occupational Specialty or skill code identifier of a SOF operator.

The activities of the force are as varied as its character. From high-risk, high-intensity counterterrorist raids; to meticulous intelligence analysis; to providing first response during a natural disaster; to launching from submerged

submarines; to training and accompanying foreign counterparts; to working with local leaders to determine what will bring value to their village; to providing supporting precision fires to fighting troops from orbiting aircraft - SOF personnel are in vital roles, in key places, performing essential tasks.

Our presence is generally small and agile, inherently joint and persistent. Our formations normally include an array of attached capabilities that are necessary to optimize the force - including female Cultural Support Teams, Tactical Air Controllers, Military Working Dogs, interpreters, maintenance and repair personnel, Explosive Ordnance Disposal technicians and others. SOF rarely dominate an area with their mass, so they must work with indigenous forces and the local civilian population to accomplish their missions. This is often complicated, demanding and high-risk.

Each of the Geographic Combatant Commanders who will appear before you is well served by the Special Operations Forces that are deployed to his region, although the balance is heavily weighted towards U.S. Central Command. In fact, about 85 percent of deployed SOF are directly engaged in Operations NEW DAWN and ENDURING FREEDOM. I will defer to the regional commanders to highlight the contributions of Special Operations Forces in their theaters. I will just say here that, although the precision counterterrorism missions certainly receive the

most attention, SOF are conducting a wide range of activities in dozens of countries around the world on any given day - at the request of the host government, with the approval of the U.S. Ambassador and under the operational control of the U.S. Geographic Combatant Commander.

To support these forces and activities, USSOCOM invested in many specialized programs and equipment. As the commander responsible for the preparation and readiness of SOF, I focus on developing and sustaining operational skills and capabilities, training and maintaining the quality of the force, caring for its families, and ensuring that our people have the right equipment in sufficient quantity. I also carefully monitor global military and political trends in my role as the senior advisor on the employment of SOF.

Among USSOCOM's most important functions is the management of Major Force Program-11 (MFP-11). MFP-11 is provided to the Commander of USSOCOM to address requirements that are "SOF-peculiar" in nature, and it is the essential fuel that enables Special Operations Forces to meet the Nation's needs. It provides for the conduct of advanced and unique training, the timely and flexible fielding of equipment, and the capability to rapidly and effectively project our force. In Fiscal Year 2012, the request for MFP-11 funds totals $10.5 billion in baseline and Overseas Contingency Operations (OCO) funding. This is an

increase of 7 percent over the FY11 request, and every dollar is necessary to meet the ever-increasing demands placed on our Special Operations Forces.

At the forefront of budget discussions is the acknowledgment that many of the current expenditures funded by OCO are, in fact, part of USSOCOM's baseline requirement in the "new normal." This was highlighted by the Department last year when a commitment was made to eventually move funding required to execute Overseas Contingency Operations into the baseline as part of the SECDEF's initiative to "rebalance" the force. However, USSOCOM will continue to rely on OCO funding over the next few years as the phased transfer to the base budget occurs. For example, in the FY 2012 budget submission thirty-four percent of the total MFP-11 request is OCO funding. For some higher intensity SOF elements, the OCO percentage is greater than 75 percent. USSOCOM will carefully prioritize and manage the OCO to base transition. Overall, we are in a fiscally satisfactory condition, but the force requires continued support. The President's Budget Request for FY12, if approved, is an essential step towards meeting the growing demand on our force by providing USSOCOM the resources required to sustain critical programs and initiatives. Now, I would like to highlight some of these key efforts.

Programs

USSOCOM continues to expand and recapitalize its rotary and fixed wing aviation fleets. This year we began modification of the last of the originally planned 61 MH-47G helicopters, while starting procurement of eight additional MH-47Gs. We are also fielding the first of 72 planned MH-60M helicopters as part of our recapitalization of MH-60 K/L platforms. The tilt-rotor CV-22, having demonstrated its capabilities on multiple deployments, must remain on plan to ensure enhanced future mobility capabilities for SOF. USSOCOM's MC-130Ws, rapidly modified with a Precision Strike Package utilizing SOF's Joint Acquisition Task Force, are providing armed overwatch and mobility to deployed SOF as an interim augmentation to our Vietnam-era AC-130 gunship fleet. We are on a path to ultimately recapitalize the gunships with AC-130J models. The MC-130J program is on track to replace our aging MC-130Es and MC-130Ps. Our Non-Standard Aviation Program is delivering a variety of smaller aircraft to provide intra-theater airlift capacity and we continue to grow our aviation foreign training capability in support of the Geographic Combatant Commanders' engagement plans.

USSOCOM is also modernizing its maritime mobility systems. We will award competitive prototype contracts later this year for Combatant Craft - Medium (CCM) as replacements for the Naval

Special Warfare Rigid Hull Inflatable Boat (RHIB). We have realigned resources from the Advanced SEAL Delivery System (ASDS) and the Joint Multi-Mission Submersible (JMMS) to fund the development of a family of Dry Submersibles as part of our undersea mobility strategy. These will be launched from surface ships or Dry Deck Shelter-equipped submarines. As part of this modernization program, we will explore expansive and flexible approaches that are supportive of the Secretary of Defense's intent to streamline acquisition processes and accelerate delivery times.

Special Operations Forces continue to rely on a wide range of ground mobility vehicles, often leveraging Service and Department investments. Modified to meet the wide variety of SOF mission sets and provide enhanced crew protection, vehicles such as the MRAP have been essential to SOF teams operating in dispersed and rugged terrain throughout the USCENTCOM Area Of Responsibility. These vehicles, as well as our other ground mobility systems, will remain relevant well into the future as we synchronize our long-term sustainment strategy with the Services.

We continue to invest in airborne manned and unmanned Intelligence, Surveillance and Reconnaissance (ISR) programs, relying heavily on the Services to expand capabilities and capacity that benefit DoD across the board. USSOCOM is moving

toward a relatively small number of manned and unmanned ISR systems; essential Processing, Exploitation, and Dissemination (PED) capabilities; and supporting communications architectures.

One of the most noteworthy improvements within special operations over the last few years has been the growth of advanced communications and networking capabilities through our expeditionary SOF Information Enterprise (SIE). As our portion of the Department's Global Information Grid, the SIE provides network independence while maintaining connectivity into the global interface, and links Special Operations Forces across the globe into a common network. This connectivity shortens the decision cycle for SOF operators worldwide and allows more rapid information sharing. The research and rapid development of these types of technologies is an inherent strength of special operations.

USSOCOM, inherently joint in all it does, is in a unique position to leverage and apply Service and Department Science and Technology (S&T) efforts to rapidly field new technologies on the battlefield. USSOCOM's "Rapid Exploitation of Innovative Technologies for SOF" (REITS) program, enables innovative new capabilities to be developed and inserted quickly into the battlefield - advanced "talk and jam" capabilities for SOF vehicles; mobile repair and maintenance "shops in a box"; to solar panel energy technology that supports SOF in remote

locations. USSOCOM also seeks to expand its biomedical research and development activities. To date, USSOCOM has pushed "state of the art" combat medicine with modest resources through the Tactical Combat Casualty Care program. However, we also have great need to explore innovative methods of treating our wounded members so that they may be reintegrated and returned to duty as rapidly as possible.

As a force that operates from the tropics to the Arctic regions, from under water to high elevations, and from peaceful areas to violent combat zones, Special Operations Forces serve as an ideal "control group" for Service R&D investments that can result in significant benefits across DoD.

USSOCOM's development of the Joint Acquisition Task Force (JATF) concept enabled accelerated acquisition and fielding of urgent SOF capabilities. First demonstrated on the MC-130W Dragon Spear program, USSOCOM expanded use of the JATF concept to address many emerging requirements of SOF warfighters. Innovative approaches such as the JATF, coupled with a professionally trained and certified SOF acquisition corps that stays in close and frequent contact with the operators, continue to ensure that USSOCOM remains as a vanguard of rapid acquisition within DoD.

USSOCOM's acquisition planning, collaboration, and continuing dialogue with the Services continues to improve as we become

more efficiently effective while rapidly moving capabilities to the warfighter. USSOCOM, in conjunction with USD AT&L, initiated a series of Acquisition Summits with the Military Department Acquisition Executives to minimize programmatic disconnects and to better align requirements, co-sponsorship opportunities, funding efficiencies, and contracting actions among MFP-11 programs and Service-related/dependent programs. These periodic meetings offer a level of transparency among all our accounts that enables us to seek common solutions for Service-wide requirements and to better invest in SOF-peculiar modifications or special capabilities. This forum identified several opportunities, which if supported by Congress, would enable more efficient execution of SOF unique acquisitions.

USSOCOM is making a significant investment in Military Construction (MILCON) to address shortfalls resulting from fielding new capabilities, a growing force structure and aging infrastructure that was inherited without a future recapitalization budget. To address the shortfall, the Command's 2012 budget submission is based on a MILCON roadmap that identifies over 300 prioritized requirements valued at more than $5 billion between 2012 and 2025. Specifically, our FY12 budget submission includes 33 of these projects, valued at $631M across eight states and representing 9 percent of the Command's projected base budget request - a near record level. This

investment demonstrates a commitment to addressing our critical infrastructure needs. To continue this effort, the Command's new Strategic Planning and Programming Guidance raised the MILCON funding minimum from 4 to 6 percent to support this priority in future budgets.

A Congressional action that enhanced the effectiveness of our force is our Section 1208 authority. This authority to reallocate limited MFP-11 funds remains a key tool used by widely dispersed SOF to leverage indigenous forces in support of counterterrorism operations. USSOCOM is appreciative of the increase to $45 million provided by Congress in the FY11 National Defense Authorization Act, as it provides us the ability to support ongoing operations with a measure of flexibility should a contingency arise. Continuation of Section 1208 authority provides enhanced effectiveness to our force both strategically and tactically.

Initiatives

Our primary challenge is the need to carefully manage the growth of Special Operations Forces, even in these periods of high demand, in order to ensure the continued quality the nation expects. I have stated in my last three posture hearings that SOF's organic manpower growth should be in the range of 3-5 percent per year. That is the pace we have sustained to great effect over the past several years and our FY12 budget

submission continues this pace. But 3-5 percent growth within USSOCOM will not answer the increasing demand for our force unless it is matched by the Military Services' commitment to attach supporting and enabling forces at a commensurate rate. SOF units must include a limited amount of these enabling forces to ensure rapid response to emerging requirements, but we were designed and intended to rely on the Services to meet most of our combat support and combat service support requirements. In order to establish a predictable demand signal for these Service-provided capabilities, USSOCOM is proposing changes to the way we build, train, deploy and sustain a fully enabled force.

To better build the SOF team, we are developing a force generation system that engages the existing Service systems. In 2011, USSOCOM will strive to create a SOF Force Generation system that will be synchronized with the Services, matching their capabilities with our Special Operations core units in time to provide fully optimized force packages to the Geographic Combatant Commanders. For elements organic to SOF, such as our Civil Affairs and Military Information Support Operations, we will expand their capacities to meet the increasing demand for their capabilities.

Another challenge we face is how to effectively prepare and train the force to achieve enhanced interoperability with the

General Purpose Forces (GPF). Currently in the USCENTCOM AOR, SOF is executing the counterterrorist strike mission and the Village Stability Operations mission; two of the primary lines of operation underpinning the Afghanistan strategy. SOF's key role in both is creating opportunities for enhanced interoperability with the GPF such as the deployment of the 1ST Battalion, 16TH Infantry, now assigned to the Combined Joint Special Operations Task Force - Afghanistan (CJSOTF-A); a sea change in SOF-GPF relations. Currently, we are developing initiatives that will increase inter-operational effectiveness prior to the deployment phase of the operation.

In 2011, we will continue to review and coordinate changes to Service personnel policies to further incentivize language pay for key languages such as Pashto, Dari and Arabic. We will work to develop courses of action that allow SOF reliable and predictable access to Service resources such as training ranges for our ground and aviation elements. The shortage of readily available, local ranges currently hampers SOF's ability to meet deployment training timelines and causes our operators to "travel to train," further increasing their already excessive time away from home.

Understanding the operational context of the environments in which we operate is a hallmark of SOF. Developing this knowledge and experience within our force, and understanding the

value of "micro-regional" expertise allows SOF to conduct its activities with more predictable outcomes. While immersion opportunities enhance our regional sophistication, our training can never develop the level of nuanced understanding possessed by indigenous populations. To gain this high level of cultural knowledge, USSOCOM will continue to strongly support DoD's Military Accessions Vital to the National Interest (MAVNI) and the Army's Intermediate and Advanced Language Programs (IALP) to recruit and access the requisite expertise provided by native speakers. Additionally, our attached female Cultural Support Teams (CSTs) allow us to reach key elements of the population in some environments which was not previously possible. This concept of attaching females to SOF units is effective and long overdue; we are urging the Services to recognize the capabilities of CSTs as essential military skills.

Finally, our efforts to become more innovative include studying the best practices of other organizations. For example, we are inspired by the ability of the World War II's Office of Strategic Services to rapidly recruit specialized talent, develop and acquire new technologies and conduct effective global operations within the period of its relatively brief existence.

To further our engagement with our international allies and partners, and within the U.S. interagency community, USSOCOM

will continue to expand the Special Operations Liaison Officer (SOLO) and Special Operations Support Team (SOST) programs. Both of these outreach efforts provide SOF experts to support and enhance their host organizations while serving as SOF liaisons. Our priority is to assign SOLO officers wherever a foreign partner has, or is planning to establish, a USSOCOM-like headquarters.

Joint operations and special operations are two growing trends in many of our partner nation military forces. One manifestation is the recent establishment of the NATO SOF Headquarters. In accordance with the 2010 National Defense Authorization Act, the Secretary of Defense designated USSOCOM as the lead component for this Headquarters - a role we will embrace and expand in an effort to advise and assist an interoperable network of global SOF.

Importantly, we remain committed to caring for our service members and their families. I am concerned about the effects of nine years of focus on combat operations on the well-being of our extended special operations community. To support the wounded and injured and their caregivers, the Command remains committed to our Special Operations Care Coalition and the Tactical Human Optimization, Rapid Rehabilitation and Reconditioning (THOR3) Program. Both programs are focused on long term care, rehabilitation and reintegration of our

warriors. In an additional effort to be predictive and preventive, I established a "Pressure on the Force" Task Force to survey and analyze the effects of repetitive combat deployments over nearly a decade. Necessarily relying on soft data, collective experiences and commanders' instincts, it will try to determine what initiatives might help ease the strain and contribute to long term retention and force stability. I expect to receive the recommendations from this team within 90 days.

In conclusion, I will reinforce what I believe are the top challenges to the Command. As the Chairman of the Joint Chiefs of Staff recently stated, "…the first forces in are typically Special Forces. And the last ones out are going to be Special Forces." As we expect to remain the force of first choice for many military operations, USSOCOM must:

1. Carefully and deliberately meet the ever-increasing demand for Special Operations Forces.
2. Improve and expand our tactical and operational level skills, equipment and systems.
3. Preserve our proposed budget levels and authorities.
4. Find better structures and processes to obtain Service-provided capabilities.
5. Continue to improve our acquisition speed and agility.
6. Better understand the people and conditions in the places we go, whether to assist or fight.

7. As our most solemn duty, look after the health and well-being of this magnificent force from whom we ask so much.

Today's Special Operations Forces are the most capable, best prepared SOF in history. Their ingenuity, perseverance, spirit and skill continue to inspire and amaze. In significant ways, they have emerged from the shadows to make visible and dramatic impacts of great magnitude. It is my honor to have served within SOF for the last 37 years and to represent this extraordinary force today before this committee.

As always, our success is only possible because of your continued support and advocacy. Your approval of the President's Budget Request will help ensure our continued ability to address some of our Nation's most daunting security challenges.