

19th ICCRTS

“C2 Agility: Lessons Learned from Research and Operations”

International SOF Coordination Center (ISCC)

Topic 1: Concepts, Theory, and Policy

Topic 2: Organizational Concepts and Approaches

Topic 4: Experimentation, Metrics, and Analysis

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Abstract

The concept of an International Special Operations Forces (SOF) Coordination Center (ISCC) conceived to operationalize the vision of the Commander, U. S. Special Operations Command (USSOCOM) to strengthen the Global SOF Network (GSN) and to support its regional operational hubs.

In April 2013, the Chairman of the Joint Chiefs of Staff (CJCS) issued Commander, USSOCOM a Planning Order to draft a campaign plan for providing U.S. SOF capability to the Geographic Combatant Commanders (GCCs) for employment in support of their requirements. The resulting Global Special Operation Forces Campaign Plan (GCP-SOF) describes how USSOCOM aligns, postures, deploys and sustains a robust, regionally aligned, agile, and networked set of SOF capabilities that can rapidly and persistently address regional contingencies and threats to stability, as well as achieve GCC's objectives and end states.

The ISCC will function as the principal international SOF information integrator and will leverage mutual security interests as well as supporting collaborative decision making at the strategic and operational levels to support and strengthen the network. Further operationalizing the ISCC organizational structure, equipment, personnel, facilities and communications will increase the flexibility and responsiveness of SOF worldwide, alone and in conjunction with Mission Partners (Allied and Partner Nations) and General Purpose Forces (GPF).

The ISCC will advance nations' collective SOF capabilities, interoperability, and will increase regional and global security and burden sharing to deter or prevent conflict.

Introduction

This document describes a new capability requirement for the Global Special Operation Forces Network (GSN) and outlines capability gaps that are limiting U. S. Special Operations Command (USSOCOM's) ability to accomplish the Global Special Operation Forces Campaign Plan (GCP-SOF) [ref. II] objectives, as well as Defense and National guidance [ref. C, AA].

The GSN is described the construct of the entire global Special Operations Forces (SOF) enterprise, which includes the International Special Operations Forces (SOF) Coordination Center (ISCC), which is a key element of the network. USSOCOM's overarching plan to support Geographic Combatant Commanders (GCCs') SOF-specific operational requirements delineated in the GCP-SOF plan involves the ISCC. It plays a vital part as a hub enabling SOF and the Joint Force to coordinate, and if possible, synchronize with mission partners achieving mutually beneficial effects. The ISCC will also support the regional operational hubs or Theater Special Operations Commands (TSOCs) of the GSN. The ISCC will function as the principal international SOF information integrator leveraging mutual security interests and fostering collaborative decision making at the strategic and operational levels to support and strengthen the overall network. The ISCC will advance nations' collective SOF capabilities, interoperability, and will increase regional and global security, while implementing a burden sharing mentality all to deter or prevent conflict.

The GSN Concept of Operations (CONOPs) [ref. CC] endorsed by Joint Requirements Oversight Council Memorandum (JROCM) 165-13, Oct 2013 [ref. FF], designated USSOCOM as Lead Component for this initiative, provides the foundation for this capability in the same manner as the Theater Special Operations Command (TSOC) Command and Control (C2) Initial Capabilities Document (ICD) and associated Doctrinal Change Recommendation (DCR). The CONOP describes the framework of the GSN and the links to strategic guidance, GCC-validated requirements for Joint SOF, and International SOF Mission Partners [ref. I, J, K, L]. The capability requirements we describe hereafter would directly support guidance in the 2012 Defense Strategic Guidance (DSG) [ref. E], the Secretary of Defense's Guidance for the Employment of the Force (GEF) [ref. F], the Capstone Concept for Joint Operations (CCJO) 2020 [ref. H], the Chairman of the Joint Chiefs of Staff (CJCS's) Strategic Direction to the Joint Force [ref. Y], and the USSOCOM GCP-SOF [ref. II].

"The Joint Force for the future will be...agile, flexible, ready...it will have global presence..."
Defense Strategic Guidance, President of the United States and the Secretary of Defense, Jan 2012 [ref. E]

Background

On 11 February 2013, the Secretary of Defense assigned all SOF worldwide to U. S. Special Operations Command, shifting combatant command (command authority) (COCOM) [ref. O, P, BB, GG] to USSOCOM. This change was undertaken with the full coordination and concurrence of all GCC, Military Services, the Defense Support Agencies, and approved with Secretary of Defense signing of the Fiscal Year 2013 Global Force Management Implementation Guidance, Unified Command Plan (UCP), and Forces For Annex [ref. A, B, G, M].

Over the last two years, in support of the Joint Chiefs of Staff (JCS's) Global Force Management process USSOCOM worked with the GCCs to identify and codify their SOF requirements. On 19 April 2013, the CJCS issued Commander, USSOCOM a Planning Order [ref. D] and directed him to operationalize those requirements via a GCP-SOF to persistently align SOF capability and provide the requisite SOF support to GCCs. The resulting GCP-SOF describes how USSOCOM aligns, postures, deploys and sustains SOF in support of GCC requirements. The GCP-SOF also describes how a robust, regionally aligned, agile, and networked U.S. SOF capability working with Mission Partner SOF can rapidly and persistently address regional contingencies and threats to stability, and achieve GCC objectives and theater end states. Executing the GPC-SOF will provide the GCCs both the ways and means to establish and maintain enduring partnerships and counter the regional and external threats to stability and security as described in the CCJO 2020 [ref. H].

Increasing the capability and capacity of the GSN is required to meet the objectives of the GCP-SOF. As part of Admiral McRaven's vision of strengthening the GSN in support of GCP-SOF and the TSOCs, the Admiral directed the establishment of the ISCC within USSOCOM [ref. W,X]. Providing solutions to the capability gaps identified will provide the GCCs with the ability to leverage allied and Mission Partner assets to consistently execute steady-state Phase 0 (shape) and Phase 1 (deter) activities, improve interoperability with Mission Partners, and enhance the effectiveness of SOF across the Department of Defense (DoD). The sustained level of coordination with Mission Partners provided by the ISCC will significantly enhance the GCCs capability to address the new set of security challenges outlined in the DSG and address the longstanding Mission Partner concerns of not having a single, global entry point for SOF coordination.

“Operations will move at the speed of trust.” “Trust is the sinew that binds the distributed Joint Force 2020 together, enabling the many to act as one...” **Mission Command White Paper CJCS, Apr 2012 [ref. U]**

The ISCC will act as the center of gravity for USSOCOM activities involving international SOF partnerships, in order to strengthen coordination and interoperability among partner-SOF and develop actionable options to support strategic level decision making among international SOF partners. The ISCC will act as the primary integrator of international SOF global information within USSOCOM. It will leverage mutual security interests and support collaborative decision making at the strategic and operational levels to support GCCs mutually beneficial regional and national military objectives. The ISCC and its functions begin to address the GSN and SOCOM 2020 Vision. I will also address the gap identified in the Mission Command paper and Capstone Concept for Joint Operations. Filling these gaps increases SOF Mission Partner nation's capabilities through Building Partner Capacity as well as increase-shared resources that will positively affect world stability. The ISCC will sponsor SOF international standardization agreements (ISA) and facilitate multinational processes for integration of Mission Partner support to SOF operations in coordination with the Joint Staff for inclusion into operations, activities and actions as well as doctrine, training, education, intelligence sharing and support activities, and funding processes. The establishment of the ISCC also meets longstanding partner nation concerns of not having a single, global entry point for SOF coordination. The U.S. Unified Command Plan structure is unique and in many cases presents unique obstacles for partner nations that have regional and global national interests, the ISCC will help to breach these barriers.

The end goal is to leverage and link our reliance on shared ally and partner SOF capabilities advancing U.S. and Mission Partner SOF capabilities and interoperability, facilitating DoD's ability to maintain a reduced U.S. presence in certain regions, but to continue a persistent SOF engagement for specified purposes, thereby retaining readiness and reducing overall operational cost.

"USSOCOM is enhancing its global network of SOF to support our interagency and international partners in order to gain expanded situational awareness of emerging threats and opportunities." **ADM William McRaven, Commander USSOCOM, Posture Statement to 113th Congress Senate Armed Services Committee, Mar 2013 [ref. JJ]**

The purpose of ISCC is to establish a functional element of USSOCOM and provide the Joint Staff and DoD with the requirement for incorporating Foreign Officers into USSOCOM's Battle-space Awareness and Net-centric capabilities while articulating capability requirements and associated capability gaps for initial review and validation. Capability, changes are in line with overall national and defense strategic and operational goals, and are for comparison to legacy capability solutions, if any, in order to evaluate the most appropriate path forward to satisfy the capability requirements and reduce or eliminate any associated capability gaps.

“globally postured Joint Force... quickly combine(s) capabilities with itself and mission partners across domains, echelons, geographic boundaries, and organizational affiliations”
“rapidly deployable...have operational reach... persistent...and [do] not constitute an irreversible policy commitment” **Capstone Concept for Joint Operations: Joint Force 2020, Sep 2012 [ref. H]**

The GCCs supported by the ISCC through the TSOC’s OPCON relationship to the GCCs. USSOCOM sharing of SOF information with partner nations through bilateral or multinational agreements will support the building of allies’ strategic and operational capacity facilitated through the ISCC.

“Pure military skill will not be enough. While the ability to conduct high-end, direct action activities will always remain necessary, it is the indirect approach, working through and with others in building a global network of partners, that will have the most decisive and enduring effects.” **Admiral Olson former 8th Commander USSOCOM, Aug 2009 [ref. KK]**

The ISCC’s reach as a multilateral organization located within USSOCOM (Figure1 below) that will support U.S. and Mission Partner goals in conjunction with other mission partners on a global scale. It will also help facilitate TSOC planning and execution of long-term shaping activities to ensure mutual understanding of the capabilities, limitations, and consequences of military actions as well as the understanding of end state and termination requirements. Ultimately, the ISCC efforts will support Presidential Policy Directive (PPD) 23 [ref. N], the United States policy on Security Sector Assistance aimed at strengthening the ability of the United States to help allies and partner nations build their own security capacity, consistent with the principles of good governance and rule of law. The desired USSOCOM 2020 Vision and end state is “A globally networked force of SOF, interagency, allies and partners able to rapidly or persistently address regional contingencies and threats to stability”. The ISCC organizational structure and supporting capabilities will provide the global SOF enterprise with connectivity and integration significantly increasing the flexibility and responsiveness of all SOF worldwide.

Figure 1 depicts the International Special Operations Forces Coordination Center Operational View (OV-1) and provides a high-level description of how U.S. Special Operations Command plans to institutionalize support for the CDRUSSOCOM’s vision of strengthening the global Special Operations Forces network. The ISCC will be the center of gravity for USSOCOM activities involving international SOF Mission Partners (shown as MP in the OV-1).

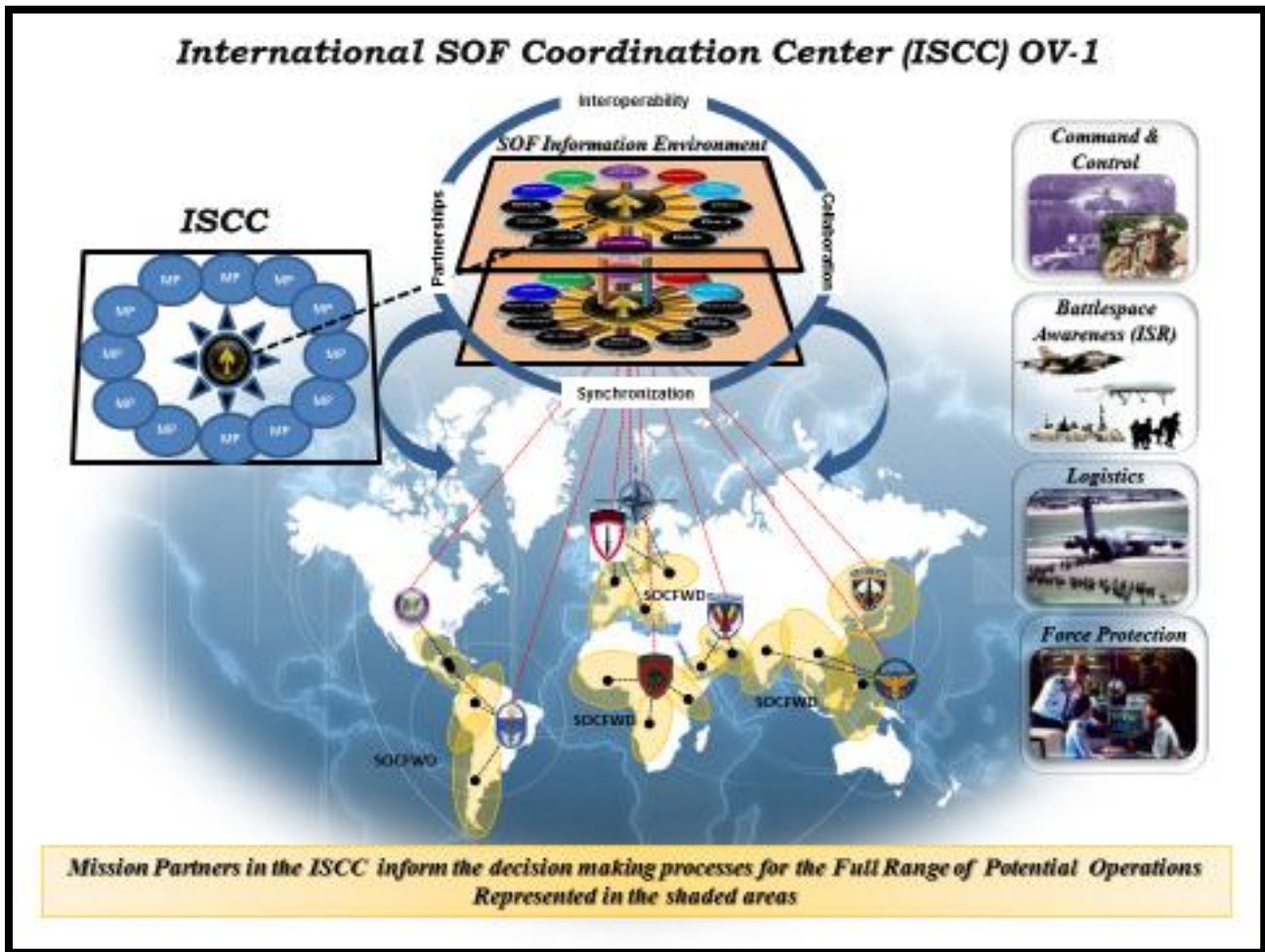


Figure1. Depiction of ISCC OV-1 and engagement

Joint Capability Areas [ref. DD, HH]:

The ISCC's capability development timeframe is 2014 to 2020 and primarily supports the Tier 1 Joint Capabilities Areas (JCA) of Building Partnerships, Battle Space Awareness, Force Support/Force Application, and Net-Centric. These JCAs frame the ISCC's operational construct in having the capabilities and capacity to better support GCCs' planning and conduct of Security Force Assistance (SFA) and Building Partner Capacity (BPC) activities.

Required Capabilities (RC):

Capability and gap analysis was conducted by USSOCOM and GCC stakeholders focused on the necessary functional requirements to provide enterprise-wide coordination, and oversight while

integrating new and existing human and technical assets from across the GSN to ensure the right capabilities are available to support both U.S. national and Mission Partner national security interests. Findings were cross-walked with the PPD 23 goals, the Universal Joint Task List (UJTL), and the FY14 Command and Control Capability Operational Priorities List validated by the JROCM 068-13 [ref. EE]. The process involved a series of Rehearsal of Concept (ROC) Drills with TSOC and GCC Commanders. The ISCC will provide the focal point to coordinate, when possible synchronize Mission Partner SOF activities, provide enhanced decision support to the Commander USSOCOM and our International Mission Partners in order to expand, strengthen and sustain the GSN and support the growth and interoperability of our global SOF partners. The Required Capabilities for the ISCC are:

RC-1: USSOCOM requires a single, global entry point for SOF coordination. A new entity/organizational structure within USSOCOM that establishes a global point of fusion for U.S. and Partner Nations SOF to execute strategic and operational coordination enable support for U.S. or other Allied SOF missions as envisioned in the latest DPG, QDR concepts and Chairman's CCJO concepts.

RC-2: The ISCC requires the ability to develop and maintain shared situational awareness and understanding with all member nations of the ISCC. Building on the releasable sections of the U.S. focused developed and maintained common operational views to produce and maintain a consolidated Global SOF operational view that provides CDR USSOCOM (and international SOF leaders) with a collaborative Analysis, Prediction and Production process focused on the de-confliction and synchronization of strategic and operational activities and agreed upon outcomes.

RC-3: The ISCC requires the ability to coordinate and collaborate with mission partners. Allows TSOCs in bridging cultures, languages, interests and perspectives supporting GCC missions as outlined in the Chairman's GCP-SOF.

RC-4: The ISCC requires the ability to codify and identify international SOF requirements requiring de-confliction and synchronization with U.S SOF initiatives and programs. International SOF requirements will influence decisions on SOF posture and used to balance support to GCC's.

RC-5: The ISCC requires standing authority from OSD-P to be the sponsor for SOF international standardization agreements (ISA) and support modification or development of Multinational publications in coordination with those responsible for U.S. SOF doctrine development to the Joint Staff for inclusion into U.S. Doctrine. The ISCC needs to be designated as the principal international SOF global information integrator within DoD.

Required capabilities, their association to Tier 1 and Tier 2 attributes, metrics, and minimum values delineated as stated in CJCSM 3170-01H [ref. DD] in Table 1 below:

Tier 1 & Tier 2 JCAs	Capability Requirements and Attributes	Metrics	Minimum Value
<p>Tier 1: Force Support/ Force Application Tier 2: Force Management</p>	<p>RC-1: A single, global entry point for SOF coordination. Organization structure established as point of fusion for US and Partner Nations to execute strategies</p> <p>Timeliness Completeness Operational Trust</p>	<p>Personnel available to fill core organizational structure to execute strategic coordination and support for U.S. or other Allied SOF missions by 2020</p>	<p>100% of resources available to execute strategic coordination of US and Mission Partner SOF</p>
<p>Tier 1: Battle Space Awareness / Command and Control Tier 2: Understand Planning, Direction, Collection, Processing, Analysis, Prediction, Dissemination</p>	<p>RC-2: Ability to develop and maintain shared situational awareness and understanding with all member nations of the ISCC.</p> <p>Interoperability Completeness Robustness</p>	<p>ISCC has the required capabilities and training to establish and perform the functions by 2020</p>	<p>95% of capabilities are integrated, synchronized and mutually supportive</p>
<p>Tier 1: Battle Space Awareness / Command and Control Tier 2: Understand Planning, Direction, Collection, Processing, Analysis, Prediction, Production, and data Dissemination</p>	<p>RC-3: Ability to coordinate and collaborate with mission partners</p> <p>Comprehensive Integrated Accuracy Relevance Timeliness Completeness Accessibility Security</p>	<p>Leaders and users have access to relevant [need to know] information at all times in the operational environment to support situational awareness. The ability to develop intelligence requirements, coordinate and position the appropriate collection assets, to ensure robust situational awareness and knowledge of intended domains</p>	<p>98% accuracy of translation</p> <p>85% of mission partner capabilities are integrated, synchronized and mutually supportive IAW collective risk assessment</p>
<p>Tier 1: Building Partnerships Tier 2: Shape</p>	<p>RC-4: Ability to codify and identify international SOF requirements and areas requiring de-confliction and synchronization with U.S initiatives and programs</p> <p>Understanding Accessibility Operational Trust</p>	<p>Rapidly identify, establish and facilitate appropriate relationships, collaboration and communications with mission partners</p>	<p>95% of critical information available to individual responsible for action within time to react</p> <p>85% of mission partner capabilities are integrated, synchronized and mutually supportive IAW collective risk assessment</p>

<p>Tier 1: Building Partnerships Tier 2: Shape</p>	<p>RC-5: Receive standing authority designation from OSD-P to be the sponsor for SOF international standardization agreements (ISA) and support development of Multinational publications as needed to support advancement of GSN.</p> <ul style="list-style-type: none"> Understanding Accessibility Operational Trust Accuracy Completeness 	<p>Rapidly identify, establish and facilitate formal guidance as appropriate to enhance relationships, collaboration and communications with Mission Partners</p>	<p>95% of critical information available to individual responsible for action within time to react</p> <p>85% of Mission Partner capabilities are integrated, synchronized and mutually supportive IAW collective risk assessment</p>
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Table 1 Required capabilities

Capability Gaps:

USSOCOM undertook a strategy-to-requirements process in addressing GSN capability gaps in 2011 through 2013. The resulting capability gaps assessed as limiting USSOCOM’s overall ability to integrate SOF capability and collaborate efficiently with SOF mission partners in geographically located areas where SOF operations are required to achieve desired effects. The ISCC will enable TSOC/GCC planning and execution of collaborative and integrated long-term shaping activities by providing SOF mission partners with a single global entry point into the U.S. SOF enterprise to ensure mutual understanding of the capabilities, limitations, and consequences of military actions as well as the understanding of end states. The ISCC will enable greater support to GCC requirements, and support greater interoperability with mission partners. The capability gaps identified in the capability assessment directly relate to RC 4 and 5. The establishment of the ISCC also meets longstanding Mission Partner concerns of not having a single, global entry point for SOF coordination. The U.S. Unified Command Plan structure presents unique obstacles for partner nations that have regional and global national interests.

This addresses the organizational structure, and missions and functions of the ISCC. The President of the United States tasked and the Secretary of Defense directed the Commander USSOCOM to coordinate SOF activities with the GCCs and synchronize planning against terrorist networks and other threat networks. The DSG directs the DoD to build partnerships and relationships and globally posture the joint force. The USSOCOM 2020 vision and the GCP-SOF is the response to that guidance which is a globally networked force of SOF, inter-agency, allies, and emerging partner relationships able to rapidly and persistently address regional contingencies and threats to stability. It will facilitate a broader situational awareness between USSOCOM and Mission Partner SOF when developing crisis response recommendations at the strategic and operational level. The following gaps were determined from the capability requirement section 3:

GAP 1: USSOCOM lacks a single, global entry point for SOF coordination and an organization/function that establishes a global point of fusion and integration for partner nations to execute strategic coordination.

Limited organizational structures currently exist to integrate Non Reciprocal Exchange Officers (Foreign Officers and NCOs) into USSOCOM. The ISCC represents a way to empower the GSN and enable a global effort with capable allies and partners, allocate burdens effectively, and assure access to and use of the global commons through maintaining and improving relevant and interoperable special operation capabilities. Effective/enduring ability to help partner nations build sustainable SOF capability to address common security challenges. As well as an enduring SOF forum/venue to promote/shape partner support for tasked SOF operations, actions or activities as part of GCC efforts and U.S. interests. There is currently no mechanism for collective security and multinational defense arrangements pertaining to SOF within a single organization. Respond to emergent opportunities and challenges in partner security environments. USSOCOM and the DoD lacks a standing body to sponsor SOF international standardization agreements (ISA) and Multinational publications to Joint Staff.

GAP 2: USSOCOM does not have the ability to develop and maintain shared situational awareness and understanding with all member nations of ISCC. USSOCOM does not have an organization, process, or capability to fuse U.S. and mission partner information and intelligence to develop, produce, and maintain a common operating picture that provides the GSN with shared situational awareness and understanding. The ISCC requires the ability to provide commanders at all levels, interagency and partner nations with situational awareness of sub-regional, regional, and trans-regional operational environments.

GAP 3: USSOCOM lacks the comprehensive authorities required to integrate international officers fully into the ISCC. Existing Exception to National Disclosure Policy (ENDPs) related to information sharing to support the National Security Strategy for Counterterrorism and DoD/SOF supporting activities against AQAA and other terrorist organizations (OTO) of concern in line with authorizations that are specific to other combatant command AORs. The absence of authorizations/exceptions that provide for the sharing of information outside of Counterterrorism inhibits USSOCOM abilities for information sharing to support the GSN.

GAP 4: USSOCOM has limited ability to coordinate and collaborate with mission partners to accomplish regional SOF objectives. USSOCOM has limited ability to share timely and accurate information with partners. Dissemination of accurate and timely information enables mission partners to better synchronize global and regional operations thus enabling unity of effort. USSOCOM requires ability to establish internal structures and processes as well as external interfaces to support its OPCON TSOCs tasked to accomplish GCC goals.

GAP 5: USSOCOM lacks a process to identify international SOF requirements and areas requiring de-confliction and synchronization with U.S. initiatives and programs. A process to identify these requirements will influence and enhance CDRUSSOCOMs and International Partners' decisions on SOF posture, in order to balance support to GCC's objectives, as delineated in the strategic guidance of all mission partners.

GAP 6: USSOCOM requires the baseline procedures and a backbone capability for a global collaborative non-classified but encrypted information network for information sharing and ongoing collaboration between U.S. and mission partners.

The Gaps and Required Capabilities to the relevant metrics, and minimum values delineated below in table 2 [ref. DD, HH]:

Capability Requirements Current Capabilities			Current Capability	
Capability Requirements	Metrics Minimum	Minimum Value	Metrics	Value
RC 1 USSOCOM requires a single, global entry point for SOF coordination. A new entity/organizational structure within USSOCOM that establishes a global point of fusion for U.S. and Partner Nations SOF to execute strategic and operational coordination	Centralized focal point for GSN Partners	One POC/Cell inside USSOCOM available 24/7	World Wide known GSN Center for Coordination	5%
RC-2 Ability to develop and maintain shared situational awareness and understanding with all member nations of the ISCC	Shared operating picture for all partnered SOF and areas of interest	A Common Operating Picture informed by more than US at multiple levels of classified military information	A Common Operating Picture releasable to Mission Partner	10%
RC-3 Ability to coordinate and collaborate with mission partners to accomplish regional SOF objectives	A GSN beyond Bilateral information transfer that enables combined ops on regional objectives	U.S. as host shares Mission Partner information on mutual interest items with multiple Mission Partner to take advantage of opportunities	Sharing of multi-national information in open forum	10%
RC-4 Ability to codify and identify international SOF requirements requiring de-confliction and synchronization with U.S SOF initiatives and programs	Requirements will influence and enhance CDRUSSOCOMs and International Partners' decisions on SOF posture ISO GCC's objectives and mutual priorities.	U.S. as host shares Mission Partner information on mutual interest items with multiple Mission Partner to take advantage of opportunities	Sharing of multi-national information in open forum	5%
RC-5: Receive standing authority/designation from OSD-P to be the sponsor for SOF international standardization agreements (ISA) and support development of Multinational publications as needed to support	Information sharing to support the GSN beyond Bilateral information transfer	U.S. as host allows Mission Partner access	A close to real-time Common Operating Picture	25%

advancement of GSN.				
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Table 2 Summary of capability gaps

Table 3 (below) depicts the correlation between the five required capabilities and the six gaps identified previously. An “X” in the box depicts a correlation/applicability between the gap and required capability. The priorities shown in the last row of the table based upon determination of which gaps, if closed, would have the greatest impact on achieving desired requirements.

Gap and Required Capability Analysis						
Capability to Gap Relationship	GAP 1	GAP 2	GAP 3	GAP 4	GAP 5	GAP 6
Required Capability 1	X	X	X	X	X	X
Required Capability 2	X	X			X	X
Required Capability 3	X	X	X	X		X
Required Capability 4	X			X		X
Required Capability 5	X		X		X	X
Derived Priorities	High	Medium	Medium	Medium	Medium	High

Table 3 Gap and Required Capability Analysis

Evolutionary Development of Capabilities

The recommendation to identify evolutionary capabilities that may be present in existing systems and to identify capabilities that provide the greatest impact to the end state and the overall goal of the ISCC. This is a sound recommendation; however, there are several organizations and processes to conduct evaluations, testing and certifications. This is why we

still have the issues of today; there is no authoritative body that can approve all of what is needed. There may be a different way to work this issue. USSOCOM envisions unified, collaborative communication networks across the GSN. To answer that vision the Mission Partner Net (MPN) will serve as the secure (encrypted) unclassified environment, making full use of existing information technology networks, enclaves, architectures, lessons learned, and leveraging cloud technologies and frameworks to enable the scalability, extensibility, agility, dynamism, and efficiency with mission partners. MPN is currently running under proof of concept and is providing unclassified network linkage for all U.S. DoD and IA as well as 12+ foreign nations with ability to increase the number of partners as needed.

Desired Outcome:

The global security environment characterized by the proliferation of weapons of mass destruction, the rise of modern competitor states, pervasive violent extremism, regional instability, transnational criminal activity, and competition for resources. The challenges posed by the confluence of these trends dictate that the SOF enterprise must be an agile and enduring capability to coordinate and execute sustained special operations activities. These adversaries seek to offset U.S. conventional military advantages, highlighting the imperative to focus both US SOF and Mission Partner SOF capabilities on enduring pre-hostility or shaping efforts while maintaining a crisis response capability. Our enemies will use both lethal and non-lethal means to attack our ability to execute operations.

More than ever before, we share security responsibilities with other nations and Mission Partners to help address security challenges in their countries and regions, whether it is fighting alongside our forces, countering terrorist and international criminal networks, participating in international peacekeeping operations, or building institutions capable of maintaining security, law, and order, and applying justice.

The ISCC will support the GSN through a collaborative approach, both within the DoD, United States Government and among Mission Partners and multinational organizations. The capability gaps identified relate to the US SOF's and mission partner SOF's current ability to plan, coordinate, and conduct operations as envisioned in the DSG, CCJO, and GCP-SOF and should be considered as a national priority. Review and approval is required for Policy changes that will institutionalize US Government intelligence, strategic, operational and Tactics, Technics and Procedures for sharing. USSOCOM must work with stakeholders to provide solution options to address the capability gaps identified and not operate unilaterally. Hence the recommendation for the establishment of a working group with JS J-5, USD (AT&L) International Cooperation (IC), and ASD SOLC to facilitate Mission Partner collaboration addressing the capability requirements and associated capability gaps is necessary. USSOCOM must also continue

working with the Mission Partner Environment (MPE) Tier 1 and Tier 2 development efforts by the Joint Staff J6 and the Defense Information Systems Agency (DISA). Successfully completing recommendations will provide a more transparent set of solutions to DoD, Mission Partners, help achieve the goal of meeting GCC requirements by 2020, support PPD 23, and unlocking the potential for alignment and unity of effort.

Appendix A: References

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Appendix B: Acronym List

A2/AD	Anti-Access/Area Denial
AOR	Area of Responsibility
BPC	Building Partner Capacity
C2	Command and Control
CA	Civil Affairs
CCDR	Combatant Commander
CCMD	Combatant Command
CDRTSOC	Commander Theater Special Operations Command
CDRUSSOCOM	Commander United States Special Operations Command
COIN	Counterinsurgency
CONOPS	Concept of Operations
CONUS	Continental United States
CT	Counter Terrorism
CWMD	Counter Weapons of Mass Destruction
DA	Direct Action
DoD	Department of Defense
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DSG	Defense Strategic Guidance
FCC	Functional Combatant Command
FID	Foreign Internal Defense
GCC	Geographic Combatant Command
GSN	Global Special Operations Forces Network
GMSC	Global Mission Support Center
HQ	Headquarters
IT	Information Technology
ISR	Intelligence, Surveillance, and Reconnaissance
ISCC	ISCC International Programs Directorate
JFCC	Joint Force Component Command
JFSOCC	Joint Force Special Operations Component Commander
JP	Joint Publication
JROC	Joint Requirements Oversight Council
JTF	Joint Task Force
LOE	Limited Objective Experiments
MFP-11	Major Force Program -11
MISO	Military Information Support Operations
MPE	Mission Partner Environment
PPD	Presidential Policy Directive
OPCON	Operational Control
ROC	Rehearsal of Concept
ROMO	Range of Military Operations
RSCC	Regional Special Operations Forces Coordination Center
SCC	Subordinate Combatant Command
SECDEF	Secretary of Defense

SFA	Security Force Assistance
USSOCOM- NCR	Special Operations Command- National Capital Region
SOCREB	Special Operations Command Requirements Evaluation Board
SOF	Special Operations Forces
TCP	Theater Campaign Plan
TCO	Transnational Criminal Organizations
TSOC	Theater Special Operations Command
UCP	Unified Command Plan
USG	United States Government
USSOCOM	United States Special Operations Command
UW	Unconventional Warfare
VEO	Violent Extremist Organization
WMD	Weapons of Mass Destruction

Appendix C: Glossary

Global Special Operations Force Network (GSN): An agile, responsive, and adaptive network of like-minded interagency, allies and partners who proactively anticipate threats and are prepared to operate toward cooperative security solutions in cost-effective ways, through complete human and technical connectivity. The U.S. portion of the network consists of SOF elements established to support a GCC or joint force commander as the single control agency for the management and direction of special operations.

International Programs Directorate (ISCC): The ISCC enables SOF and the Joint Force to coordinate, if possible synchronize with allies and mission partners to achieve mutually beneficial effects in support of GCC end states at the strategic and operational level. Also, it will help support the regional operational hubs of the GSN. The ISCC will function as the principal international SOF information integrator within USSOCOM. The ISCC will leverage mutual security interests as well as supporting collaborative decision making at the strategic and operational levels to support and strengthen the network. The ISCC will advance nations' collective SOF capabilities, interoperability, and will increase regional and global security and burden sharing to deter or prevent conflict.

Combatant Command (command authority). Nontransferable command authority established by Title 10 ("Armed Forces"), United States Code, Section 164, exercised only by commanders of unified or specified CCMDs unless otherwise directed by the President or the Secretary of Defense. Combatant Command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. (JP -1)

Engagement. Activities to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and/or individuals. Routine contact and interaction between individuals or elements of the Armed Forces of the United States and those of another nation's armed forces, or foreign and domestic civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence. (JP 3-0)

Forward Presence. Maintaining forces overseas and afloat. Forward presence activities demonstrate commitment, lend credibility to alliances, enhance regional stability, and provide a crisis response capability while promoting US influence and access. In addition to forces stationed overseas and afloat, forward presence involves periodic and rotational deployments,

access and storage agreements, multinational exercises, port visits, foreign military training, foreign community support, and military-to-military contacts. (GSN OPT & JP 3-0)

Geographic Combatant Command (GCC). A unified or specified command with specific geographic responsibilities, GCC is responsible for a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the CJCS. See also combatant command; unified command. (JP -1)

Interagency. Of or pertaining to United States Government agencies and departments, including the Department of Defense. See also interagency coordination. (JP 1-02)

Interagency Coordination. Within the context of Department of Defense involvement, the coordination that occurs between elements of Department of Defense, and engaged US Government agencies and departments for the purpose of achieving an objective. (JP 1-02)

Operational Approach. A description of the broad actions the force must take to transform current conditions into those desired at end state. (JP -102)

Operational Architecture. Descriptions of the tasks, operational elements, and information flows required to accomplish or support a war-fighting function. (JP 1-02)

Operational Control (OPCON). Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. (JP -1)

Operational Environment. The JFC's operational environment is the composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. It encompasses physical areas and factors (of the air, land, maritime, and space domains) and the information environment. Included within these are the adversary, friendly, and neutral systems that are relevant to a specific joint operation. (JP 3-0)

Regional Special Operations Forces Coordination Center (RSCC). RSCCs are multinational organizations that promote MISSION PARTNER SOF capacity building through coordination, education, and information sharing. These regional, multilateral engagement hubs will facilitate communication and interoperability among global SOF partners while improving regional cooperation and enhance interoperability among both interagency and SOF partners in support of the Geographic Combatant Commander's security cooperation goals. U.S. support of partner led RSCCs would occur after Congressional approval is obtained. (USSOCOM SOF Vision 2020)

Special Operations Command - National Capital Region (USSOCOM-NCR). USSOCOM strategic focal point for coordinating and aligning SOF activities with other USG agencies and departments, key partner nations and other multinational or private sector partners in the national capital region. It includes members from USSOCOM, partner nations, and representatives across USG. USSOCOM NCR enhances USSOCOM's ability to understand and support GCC requirements. (USSOCOM SOF Vision 2020)

Theater Special Operations Commands (TSOCs). TSOCs are subordinate unified commands, created to plan, conduct, and command and control joint special operations in their respective AORS. As of 11 Feb 2013, they are assigned to and under the Combatant Command (Command Authority) of CDRUSSOCOM, and are under the operational control of their respective Geographic Combatant Commanders. (Derived from JP 1)

Operational Tempo (OPTEMPO): The intensity and number of operations conducted over a period of time.

Rehearsal of Concept (ROC) Drills: A series of deliberate events designed to identify how SOF should be organized and postured to best meet GCC requirements by 2020.