



# TIP OF THE SPEAR



**Bull Simons Award for Scholtes, Meadows**

**USS Florida reconfigured, ready for SOF missions**

**Tactical Combat Casualty Care saves lives in the field**

*U.S. SPECIAL OPERATIONS COMMAND MACDILL AIR FORCE BASE, FLA., JUNE 2006*

# Departments

**Global War On Terrorism**  
**U.S. Army Special Operations Command**  
**Naval Special Warfare Command**  
**Marine Corps Forces Special Operations Command**  
**Air Force Special Operations Command**  
**Headquarters USSOCOM**

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## Bull Simons Award goes to Meadows, Scholtes

*Col. Arthur "Bull" Simons is the namesake for Special Operations Forces most prestigious award. In November 1970, Simons led a mission to North Vietnam, to rescue 61 Prisoners of War from the Son Tay prison near Hanoi. USSOCOM photo. See page 20.*



# Tip of the Spear

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*Front cover: Retired Maj. Dick Meadows, left and retired Maj. Gen. Richard Scholtes, right, are recognized with the Bull Simons Award. Photographic by Mike Bottoms.*



# Highlights

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# Interview with Gen. Doug Brown part two

*The following is part two of an interview with Gen. Doug Brown, commander, U.S. Special Operations Command, about the future of Special Operations Forces. Part one can be found in April's Tip of the Spear.*

**TOTS: What does the future hold for Army special operations aviation?**

**Gen. Brown:** Well, the 160th is growing pretty significantly and they are adding a battalion of MH-47's to be stationed on the West Coast at Fort Lewis, Wash. We'll transform the 160th to the "Mike" model Little Bird, the "Mike" model Blackhawk, with a unique engine which will provide more lift, and transition to MH-47G model Chinooks. That will give us an east coast battalion, a west coast battalion, and the traditional battalion still located at Fort Campbell, Ky..

My opinion is we need to build the M-model Blackhawk, G-model Chinook, and the M-model MH-6 in the 160th. However, once those transitions are completed, it'll be time to look for a replacement for helicopters in the 160th. It's time to get out of rotor blades, out of the 120 knot mentality and get us into the true speed and capability we need on the battlefield.

We have been working on the V-22 now for at least 15 years and it has taken us that long to develop it. So if we don't get started now, in 2025 when we need to replace our helicopters, there won't be any alternatives.

I don't know if the replacement will be a tilt rotor; I don't know what it will be. The technology for airspeed and the ability to hover is moving along very fast and we need to get ahead of it now.

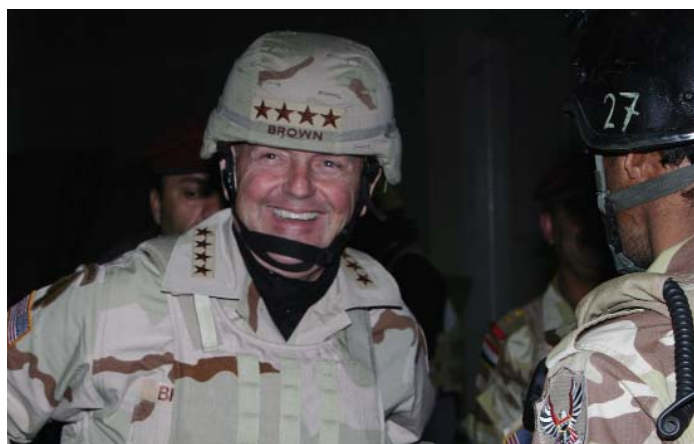
**TOTS: You referred to the importance of the indirect approach in the Global War on Terrorism. How does the indirect approach fit into GWOT versus direct action missions?**

**Gen. Brown:** There are five lines of operation in our overall strategy. Two are more direct action oriented for immediate effects, and three impact the environment and are designed to keep insurgents off balance and from starting new terrorist organizations.

Direct action is critical to defending the homeland by capturing or killing bad guys far away from the United States' borders. However, our Nation's long-term success in the Global War on Terrorism is dependent on the indirect approach.

The direct action piece is immediate but the long-term piece is changing and shaping the environment. That is a critical part of our global plan.

The indirect approach relies on our Special Forces, SEALs, the FMTU (Foreign Military Training Unit) conducting Foreign Internal Defense, Air Force special operations personnel providing aircraft and maintenance training, and our Civil Affairs and Psychological Operations forces working to eliminate underlying conditions that cause terrorism in the first place. Civil Affairs forces building infrastructure and Psychological Operations units using truthful information to



USSOCOM Photo

help eliminate radical ideologies partnered with our ability to train foreign military forces to defend their own borders are the primary elements of the indirect approach and the keys to success. Combined with direct action and defending the homeland well forward, the indirect approach gives you a comprehensive strategy for the Global War on Terrorism.

**TOTS: What other SOF are enablers central to the long range strategy in the GWOT?**

**Gen. Brown:** There are several such as operators and equipment that provide us with HUMINT (human intelligence), SIGINT (signal intelligence), and special skills including clandestine capabilities. The activation of the Predator squadrons will establish the persistent overhead coverage that has become vital to successful special operations.

As I've mentioned, the indirect approach is a key element of our strategy and relies heavily on our Civil Affairs forces and our Psychological Operations forces who both work very hard to eliminate underlying conditions causing terrorism in the first place. Our Civil Affairs forces are going to grow and we are going to standup a Civil Affairs brigade. At the same time USASOC will maintain proponentcy, and we will maintain all the training for Civil Affairs forces. Additionally, we'll realign our reserve component Civil Affairs forces so they can be better supported by the units they go to war with. We'll do the same with Psychological Operations. Those two capabilities, Civil Affairs forces building infrastructure, and Psychological Operations using truthful information to help eliminate radical Islamic ideology, partnered with our ability to train foreign militaries to defend their borders and stop terrorism in their own areas are central to the long range strategy in the Global War on Terrorism.

**TOTS: What is SOF retention like now and how effective have the retention bonuses been?**

**Gen. Brown:** First of all, I will tell you the bonuses have been successful. Statistics show more people are staying in and every opening in our SOF schools is filled. Our recruiting is excellent and our retention is not perfect but very good. We're



not keeping everyone that we would like to keep and there are some issues we need to work harder on, but overall our retention is very good right now.

The bonus is an important issue, but it's also an emotional issue. When I was the USASOC commander, we had attempted to put a bonus in place for Special Forces and, quite frankly, it didn't go very well. Shortly after taking command here, I met with a group of operators and their spouses, and we talked through different initiatives SOCOM could implement to improve our retention.

We continued with the program started at USASOC and tried to broaden it to target all of our shortage areas with a bonus, including the Green Berets, Combat Controllers, PJs (Pararescuemen) and SEALs.

We sent our proposal though the system and did not get it totally approved. We only got half of what we asked for — the \$150,000 bonus at the 19-year point. In my opinion that is not enough. We also need something from the 14 to the 19-year point as well as additional bonuses for other shortage MOSs (military occupational specialties).

To get these bonuses through the system is incredibly difficult because we don't own the authority to enact them. We are required to work the bonuses through the services to each Service chief and the Service secretaries to be signed off and then through the Office of Secretary of Defense system.

Today each of the Services offers different reenlistment bonuses for SOF operators so this issue, despite our success in getting the \$150,000, is still a very difficult one and there is much more to be done. We haven't stopped working on this, in fact, there are more people who deserve a bonus and there are people who deserve a bigger bonus. I can't make any promises but in spite of how hard this issue is we won't quit. We've been criticized for promising bonuses, but I believe it's important that our operators in the field know we are working hard to pay them appropriately for the difficult work we ask of them.

**TOTS: How are we going to maintain SOF standards during the projected period of growth?**

**Gen. Brown:** Again, we took a little bit of criticism about not growing fast enough, and that was my decision. Initially I chose to fully resource our schools so we would have the capacity for throughput without any degradation in the quality of our people. We can't grow SOF quickly at the expense of quality. So I decided if we built up robust schools, with appropriate facilities and with the appropriate number of instructors, it would allow us to be established for future growth without lowering standards. Since then, we've grown our schools at the Special Warfare Center and we're growing the school out at the Naval Special Warfare Command. We are now in a position where our schools are robust enough that we can manage increased throughput and maintain our high standards.

We graduated 791 active-duty, enlisted Green Berets last year, surpassing our goal of 750. That is almost an SF Group worth of Green Berets. However, you won't see a group on the books because, in fact, we are filling up the sixth A-team that

was always ignored. We are trying to get our A-teams back up to the 12 men they are supposed to have. Once we fill our current teams, we will start growing an additional battalion in each group.

Is it perfect? No it's not, but, quite frankly, we have put a stake in the ground right at the beginning of all this growth and we are going to hold the quality standard.

Overall, if we can recruit the right people, pay them the right bonuses, keep fielding them world-class equipment, give them good valuable work, and show them we appreciate their work, I think we will be successful in our growth.

**TOTS: The Department of Defense asked Gen. Wayne Downing to take a look at SOCOM and give a status report of the command. What did General Downing find?**

**Gen. Brown:** Secretary Rumsfeld asked me if I wanted Gen. Downing to take a look at the command and do a report. Gen. Downing is a former commander here, he has great special operations credentials, and he is a retired general officer who has stayed very current on world affairs and what is going on in the battlefield, particularly through many trips to the AOR. He was the perfect guy to come down and take a look at what we were doing. I have great respect for Gen. Downing and of course I said yes.

This is the fifth major study done on SOF, and we've been included in dozens more. Gen. Downing found exactly what we thought he would find. First of all, he affirmed that SOCOM's vision is right for the future. Additionally, he found the resources given to SOCOM are going to the right areas and about 80 percent of the initiatives he recommended for the command were already being done. He recognized SOCOM as a global combatant command was adapting very well to its responsibilities planning and synchronizing DODs efforts in the Global War on Terrorism. That is very important since no one has had the synchronization mission on this scale before. Overall, he found our processes and planning were good, but we need to really work hard on the mechanisms of how we, as a combatant command, link into the Joint Staff and OSD. These types of processes between combatant commanders, the Office of the Secretary of Defense, and the interagency have never been done before and we need to continue to work out ways we can do them appropriately and rapidly.

**TOTS: Is there anything you would like to say in conclusion?**

**Gen. Brown:** I want to conclude by re-emphasizing that U.S. Special Operations Command and Special Operations Forces are going through the most dynamic time in our history, and the Special Operations Forces on today's battlefield are the best I have ever seen. I am incredibly proud of our operators, support forces and headquarters staff. They've done phenomenal work around the world and continue to impress me with their motivation and dedication. Our people make it all worth it. The Soldiers, Sailors, Airmen, Marines, DODs civilians and families of USSOCOM can be very proud of their achievements and the contributions they have made to the Nation's security.

# Iraqi and U.S. **SOF operation** disrupts insurgent activity, frees hostage

## *USASOC Public Affairs*

Soldiers from the 1st and 2nd Battalions, 1st Iraqi Special Operations Forces Brigade, or ISOF, with U.S. Special Forces advisors, conducted a coordinated operation in northeast Baghdad March 27 to capture and detain insurgents responsible for kidnappings and executions.

Iraqi commandos and soldiers from the Iraqi Counterterrorism Force, or ICTF, killed 16 insurgents and wounded three others during a house-to-house search on an objective with multiple structures.

The security force of ISOF soldiers received fire almost immediately from several buildings near the target area. They maintained the outer perimeter enabling an assault force to move quickly clearing and securing the objective, a compound of several buildings in the Adhamiyah neighborhood in northeast Baghdad. They also detained 18 other individuals, discovered a significant weapons cache, and secured the release of an Iraqi being held hostage.

The weapons cache discovered on the objective included 32 AK-47 assault rifles, five grenades, four rocket-propelled grenades, or RPGs, two RPG launchers, two RPK heavy machine guns, 12 crush switch indicators used to make improvised explosive devices, and several rounds of ammunition. The cache was destroyed on the scene along with two vehicles that contained weapons and IED making material.

The hostage, a dental technician with the Ministry of Health, was kidnapped as he was walking outside of his office. During the next 12 hours, his captors beat him and threatened to torture him. After the ISOF soldiers rescued him, they took him to an undisclosed location where he received medical care from Iraqi doctors.

No ISOF soldiers or U.S. forces were killed during the operation. One ISOF soldier was wounded in the



*An Iraqi special operation forces soldier escorts a detainee after a recent raid searching for insurgents in Baghdad. USSOCOM photo.*

arm, but his injury is not life-threatening.

The three wounded insurgents received medical treatment on the scene.

This mission, planned and executed by the ISOF, and advised by U.S. Special Operations Forces, was conducted at a time designed to mitigate risk to innocent Iraqi bystanders and minimized the risk of collateral damage.

No mosques were entered or damaged during this operation.



# Iraqi and U.S. SOF medical personnel work together for a **healthier Iraq**

*By Staff Sgt. Christopher Stanis  
CJSOTF-AP Public Affairs*

The halls of a rural hospital in the town of Ash Sharqat, near Bayji in northern Iraq echoed with the voices of the sick, weary and wounded waiting to see a doctor.

In one treatment room a baby received a vaccination, in another, a woman was being examined for severe lower back pain. In a third room, a man was receiving stitches to close lacerations across the side of his face and body. Many more waited in another room.

This scene is all too common in many rural Iraqi hospitals. Overcrowded waiting rooms overwhelm Iraqi medical staffs who have the skills to treat patients, but lack the capacity due to a shortage of resources. This shortage of resources makes it difficult for Iraqi doctors here to handle many significant critical care cases.

“The (Iraq) Ministry of Health is trying to show they have doctors and health care providers who are competent, and I have no doubt their medical capabilities as doctors ranks right up there with a lot of doctors in the United States,” said a U.S. Army Special Forces medic who participated in a civil-military medical operation.

The problem, the medic pointed out, the majority of the Health Ministry’s funding goes to large cities such as Baghdad and Mosul, leaving the outlying areas with the ability to perform only basic medical care.

During this civil military operation, a U.S. Army SF Team and medical personnel representing the Combined Joint Special Operations Task Force – Arabian Peninsula provided medical supplies and worked with Iraqi doctors to increase the number of patients treated.

The team brought a five-ton truck loaded with medical supplies and several experienced care providers including SF medics, a U.S. Army medical doctor, and a U.S. Army dentist. While they all did not come to push their practices on the local Iraqi doctors, they did come to lend their support and try to raise awareness for the plight of rural hospitals in Iraq.

“We weren’t just medical personnel from the United States Army, U.S. Special

Forces going in to work on their people,” the medic said. “We were there to coordinate with the staff of the hospital already in place, to work in conjunction with them and along side of them.”

“I know they don’t want us just running in and treating their people and running out,” said another AF medic on the team. “It doesn’t do anything for the hospitals and it doesn’t do anything for the people to get trust in their hospitals. What we need to look at, from the ground level, is pushing these types of operations more because it shows friendly faces working hand-in-hand (with Iraqi doctors) and we can provide support to them to increase their treatment capabilities.”

If the Ministry of Health sees what these hospitals can do with an improved facility, it may provide the funds required to sustain those capabilities.

“Once (the hospitals’) capabilities are increased, and they have the support they need, the people are going to trust them,” the medic said. “And once the people trust the hospitals, they’re going to go to them.”

At the end of the day the U.S. personnel helped treat more than 160 patients before their supplies ran out — definitely a successful day.

“These are key operations for us to conduct in order to give that positive presence Special Forces has had throughout the world for decades now,” he said.



**U.S. Army special operations medical personnel unload medical supplies during a U.S. Iraqi medical civil-military operation in Ash Sharqat, Iraq. The operation brought U.S. military medical providers together with Iraqi doctors to provide free medical care. Photo by Staff Sgt. Christopher Stanis.**

# Focusing, framing future SOF fight

By Boyd Ballard  
USSOCOM

Since its inception, U.S. Special Operations Command has been committed to making its role in a current or future fight a success. Conceived from an attempt that failed to rescue American hostages in Iran in 1980, USSOCOM would come to exemplify the concepts of jointness and transformation before the terms became widely used.

From the ashes at a site known as “Desert One” came a loud call for reform: a change in the nature, condition, and character of a force that needed to be interoperable across and outside the services to deal with the growing threat of low-intensity conflict. Congress and the Department of Defense would spend several years determining the policy fixes required to improve Special Operations Forces readiness and capability. Ultimately, those requirements would equate to a highly capable, uniquely skilled and equipped group of Active Duty and Reserve Component forces who successfully conduct Special Operations.

Assessing current readiness and forecasting future needs in support of national security strategy and military strategy are still command priorities. While remaining focused on maintaining its strengths in personnel and equipment for today’s war, USSOCOM also realizes it must constantly seek to improve its education, training, technology, and equipment for tomorrow, and to transform to meet the future challenges of special operations. President George W. Bush described transformation as: a process, not a one-time event. It’s not easy because it requires balancing two sometimes conflicting priorities, the need to train and maintain our forces, to meet all our security responsibilities in the world right now, with the need to research, develop, plan, and deploy new systems and strategies that will allow us to meet our responsibilities in a much different world. USSOCOM recognizes those relentless issues and has dedicated personnel and resources not only to evaluate current readiness, but also to concentrate on what SOF should look like tomorrow.

## ***A Clearly Focused Command***

Established by Congress in 1987, USSOCOM was envisioned as a unified command with service-like responsibilities to oversee all of SOF. Designated responsibilities outlined in Title 10 of the U.S. Code included resource allocation and budget management, ostensibly to bolster special operations capabilities in such areas as joint doctrine and training, personnel management,



***A Special Forces Soldier conducts Security Assistance Training for members of the Armed Forces Philippines. This field training is held on the Zamboanga Peninsula of the Philippine Islands with the Joint Special Operations Task Force Philippines. Photo by Petty Officer 1st Class Edward Martens.***

and mission planning. The law also mandated that, should the President or Secretary of Defense direct, the commander of USSOCOM would exercise command of a selected special operations mission. Thus, although most of the command’s effort would support the other combatant commands, under certain circumstances it could become a supported command.

In 2002, Secretary of Defense Donald Rumsfeld expanded the command’s role with two additional tasks; leading planning for the war on terror, and commanding specified operations in the war. The twofold USSOCOM mission statement captures both new and old roles; “plan, direct, and execute special operations in the Global War on Terrorism” as the lead combatant command, and “train and equip” SOF.

USSOCOM is unique because it can act as a supporting or supported command, and it has its own funding and budget authority. It combines a Service-like force provider role, allowing SOF to act aggressively with speed, creativity, and boldness. Superbly equipped and trained, with the authority to develop imaginative solutions, SOF routinely succeed in complex operational environments. Numerous missions in Operations Enduring Freedom and Iraqi Freedom illustrate SOF unique skill sets and the force’s ability to achieve objectives no one else has trained or prepared for. These longstanding characteristics of special operators did not appear overnight, but were the result of an organization that understood the power of looking toward future needs.

## ***Organized for Success***

The command takes pride in its ability to shape a



headquarters organization to best fulfill its mission. The first commander, Gen. James J. Lindsay, U.S. Army, organized USSOCOM along the lines of a typical unified command “J-directorate,” with two modifications. He assigned budgeting and acquisition responsibilities to the J-8 (Resources) directorate and created a new J-9 (Futures) directorate to support Psychological Operations and Civil Affairs, two of the command’s nine core tasks. In the late 1990s, Gen. Peter Schoomaker, USA, eliminated the traditional J-staff alignment to focus on the command’s critical role to resource special operations. The alignment incorporated like or complementary functions into five centers of excellence: command support; acquisition and logistics; requirements and resources; intelligence and information operations; and policy, training, and readiness. Each center, led by a general officer, flag officer, or senior executive service civilian, concentrated on strategic and operational priorities relevant to its functional responsibilities.

Confronted with Secretary Rumsfeld’s 2002 guidance on the war on terror and the USSOCOM role as a supported command, Gen. Doug Brown, the current commander, immediately began a phased realignment of his staff. It began with creating the Center for Special Operations, a joint, interagency directorate responsible for operational issues related to the war on terror. The next phase consolidated all intelligence, operations, and planning functions, previously performed across three different centers, into the new center. During the third phase, USSOCOM established a deployable, standing joint task force headquarters embedded in the CSO. This action enhanced the command’s ability to meet the Secretary’s guidance and will provide additional capability in the command and control of SOF.

The realignments that formed the CSO reduced or removed many of the responsibilities in two existing centers. This led to changes in functions and titles in two of the six centers. The command also supplements its center designations with subordinated J-coded directorates, improving coordination with outside agencies more familiar with a J-staff structure and functions. For example, the J-6 is under the Center for Networks and Communication. Its comprehensive mission is to implement and manage global communications and networks for USSOCOM, its components, and subordinate commands. It also ensures the reliability, interoperability, and security of command, control, communications, computer, and intelligence systems to SOF across the spectrum

of conflict.

For a command with three diverse but linked priorities (the war on terror, readiness, and the future), the Center for Knowledge and Futures was conceptualized to meet current readiness and long-range transformational functions simultaneously. What used to belong primarily to the Center for Policy, Training, and Readiness has been radically transformed. Led by a one-star general, the Center for Knowledge and Futures consists of a Directorate of Joint SOF Knowledge (J-7) and a Directorate of Futures (J-9). The J-7 directorate predominantly develops, matures, and integrates the joint SOF body of knowledge formulated from doctrine, lessons learned, training, exercises, and educational venues. The J-9 directorate leads in concept development, transformation, joint experimentation, and wargaming in order to investigate and create a compelling vision of the future of Special Operations.

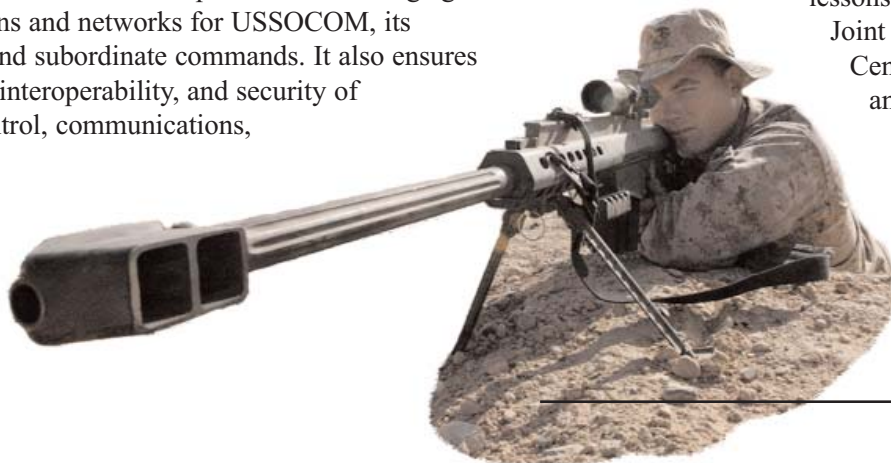
### ***Focus Areas***

The Center for Knowledge and Futures focuses on five tasks that are inexorably linked to SOF readiness and the future of special operations.

***Joint SOF Body of Knowledge.*** All professions and organizations have a body of knowledge; joint special operations and USSOCOM are no different. It is the J-7’s responsibility to foster the interrelationships and transfer of knowledge between and among doctrine, lessons learned, education, training, and exercises. Dynamic doctrine is the framework for SOF warfighting and is where the development and sustainment of training and education programs start. It is supplemented and refined through an effective lessons learned program and renewed and delivered through a comprehensive coordination process with the Joint Staff, Services and combatant commands.

In late 2003, the command established a lessons learned program to capture and record information gleaned directly or indirectly from SOF participating in exercises or operations. The command then used a remedial action program with representatives from across the headquarters centers to quickly address areas requiring investigation and resolution. In July 2004, the division activated a Web portal to provide searchable database functions. Although in its infancy compared to the Services’

lessons learned programs and U.S. Joint Forces Command’s Joint Center for Operational Analysis and Lessons Learned (all of which supported USSOCOM developmental efforts), the command’s program is increasingly contributing



***A scout sniper sights in with a M82A3. USMC photo.***



**After establishing a runway and clearing air space, Combat Controllers give a C-130 take off clearance while conducting air traffic and control procedures. Photo by Staff Sgt. Jeremy Lock.**

to readiness and transformation.

The command continues to refine and expand educational and knowledge-sharing opportunities within its own institutions, such as the Joint Special Operations University, and throughout the joint professional military education community at large. Activated in 2000, JSOU continues its proven programs of SOF-specific curriculum development and education outreach to the intermediate and senior service and joint academic institutions. Two examples are the U.S. Army School of Advanced Military Studies program at Fort Leavenworth, Kan., and the inaugural class of the Joint Advanced Warfighting Studies program at the Joint Forces Staff College in Norfolk, Va. Besides its resident and mobile education teams supporting primarily special operations units, JSOU's newly-formed Strategic Studies division is sowing SOF strategic influence throughout the senior national, DODs, and interagency communities. Essential to this SOF virtual think tank capability is the close association of carefully selected senior fellows who research, analyze, and publish products on SOF's strategic challenges.

**Joint SOF Training.** The combination of basic and specialized military skills and knowledge SOF require starts with intense training. The J-7 Training, Policy, and Validation Division oversees the multiple institutions and organizations that prepare SOF warriors. One of its core responsibilities is overseeing development, coordination, and maintenance of USSOCOM's joint mission essential task list, the special operations-relevant portions of the Chairman of the Joint Chiefs of Staff's Joint Training System. This is essential to developing validated training courses and programs. The command foreign language program, for example, turns out hundreds of language-trained special operators annually, based on long-

established requirements of the regional combatant commanders. In light of Operations Enduring Freedom and Iraqi Freedom, the command has revitalized its foreign language program, both to maintain the language skills regional combatant commands need and to remain flexible enough to focus language training against areas where SOF may operate.

One key area the Training Division manages is the continuing development, improvement, and implementation of sophisticated live, virtual, and constructive simulations to better support SOF and overall joint training. Without a multidisciplinary approach to provide common operational, technical, and system architectures, such integrated simulations could not operate among those service programs that support special operations. The command's Database Generation System, for example, provides realistic databases to support sophisticated SOF training and rehearsal systems. Such systems are crucial to the elevated level of preparation SOF needs in the war on terrorism. Ongoing development and refinement of a consolidated Geospatial Intelligence Data Management process is similarly improving interoperability within SOF and DODs mission preparation, planning, training, rehearsal, and experimentation systems.

**Warrior Preparation.** Recognizing the tremendous potential of the Joint National Training Capability, the command actively supports U.S. Joint Forces Command in developing numerous joint training opportunities. For example, USSOCOM works actively with its Service components, focusing on opportunities to align schedules and training events with their conventional deployment partners. SOF provide their expertise in numerous exercises sponsored by the geographic combatant commanders each year. To support its role in the war on terror, USSOCOM sponsors Able Warrior, its own command post and field training exercise. This exercise concentrates on the rapid decision making capability between headquarters, USSOCOM, the geographic commanders, and the Joint Staff. Able Warrior has been approved to become part of the Joint Chiefs of Staff Exercise Program in fiscal year 2006, and the J-7 Exercise Division is working to link it to other exercises in that program.

**Strategic Planning.** The command's vision statement, "To be the premier team of special warriors, thoroughly prepared, properly equipped, and highly motivated: at the right place, at the right time, facing the right adversary, leading the Global War on Terrorism, and accomplishing the strategic objectives of the United States," shows where the command's spear is pointing. A significant part of the strategic planning process identifies the objectives where SOF future operating concepts can support this vision.

The J-9 ensures that transformational considerations



are debated and linked appropriately to priorities and operating concepts envisioned in SOF's future. Proof of concepts is obtained in exercises and through experimentation, concept prototyping, and wargaming. J-9 uses its own expertise and linkages outside of the command in each of these areas to determine the right level of engagement, based on the commander's priorities and endorsement. Linking special operations concepts to JCS-sponsored exercises and experimentation, for example, provides the opportunity to amplify ideas and identify potential future capabilities and strategies.

**Clearinghouse of Ideas.** To maintain its effectiveness as a unique command tasked with planning the war on terror and training and equipping SOF, Gen. Doug Brown, USSOCOM commander, tasked the Futures Division to be his "clearinghouse of ideas." Its primary task is to gather and evaluate innovative ideas both from within the command and DODs and beyond — the limitless array of thinking in universities, government, science labs, think tanks, and the private sector. The Strategic Operations Working Group, for example, is a panel specifically developed to provide the commander and his senior staff alternative perspectives to areas of concern facing the command.

Since 2004, three panels have addressed operations, strategy, technology, and scientific issues. The first, the SOF Senior Leaders Panel, included prominent retired members of the SOF community who examined command and control, authorities, logistics, and other military issues the command may confront as the war on terror evolves. A Strategists Panel convened futurists, authors, academics, and strategic thinkers attuned to the command's near- and mid-term challenges. It examined potential effects of current strategies, discussed goals in the war on terror, and analyzed ways to strengthen multilateral alliances. A third, the Scientists Panel, assembled military and civilian scientists from both the physical and behavioral sciences. These scientists, together with technologists, addressed from a scientific perspective the new paradigm spawned by the war on terrorism: cultural and communications issues,

sensor networks, tunable weapons systems, surveillance and detection tools, data mining and link analysis, and medical enhancements for performance and endurance. Each panel has provided the commander with valuable insights.

As the military looks at potential paths to understanding and traversing future challenges, USSOCOM continues to set the pace. "Special Operations Forces will focus on the disruption, defeat, and destruction of terrorists and terrorism around the globe. We will ensure that we can sustain that fight indefinitely by making readiness a priority for the long term." This mission statement clearly demonstrates recognition that investment in educating and training our people and building future leaders is crucial to meeting the Nation's security commitments. Lifelong improvement of special operations personnel absolutely depends on mindful information gathering and sharing knowledge. "Humans are more important than hardware," states the first of SOF's enduring truths. It has never been more appropriate.

The mission statement continues, "While maintaining the offensive in the Global War on Terrorism, we will simultaneously seek to transform the command into an organization that continues to leverage every possible advantage." SOF training and exercises are undergoing constant improvements, and the command looks to the DODs training transformation effort as a prime opportunity to demonstrate its current level of readiness and as a place to hone or test new concepts. How to transform — how to identify and develop those capabilities SOF will need to be a useful part of the future joint team while maintaining the readiness to shape and respond to the world today — is a significant linchpin. Methodically and intentionally looking to the future through various lenses will better position USSOCOM to carry out its lead role in the war on terrorism and its Service-like responsibilities to man, equip, and train special operations. More importantly, it will lead to SOF warriors with stronger capabilities, better warfighting concepts, and improved joint operational skills that serve the combatant commanders and the Nation.



**SEALs demonstrate small unit tactics. Photo by Staff Sgt. Amber K. Whittington.**

# Reconstructing Nias, Indonesia

By Cpl. Jeremy Vought  
SOCPAC Public Affairs

U.S. Army and Navy personnel are finishing up joint construction projects alongside the Indonesian armed forces on the Indonesian Island of Nias, a first since a seven year State Department restriction on military assistance with that country after human rights violations from fighting in East Timor.

In March 2005, only three months after the destructive Tsunami in South East Asia, Nias was hit by a massive earthquake measuring 8.7 on the Richter Scale. Due to recent political debate on Capitol Hill, changes in the U.S.'s relationship with Indonesia have opened doors for the U.S. military to start working with Indonesia again.

"The (Indonesian) military has evolved, although there's still more progress needed and I think all of us who work here in Indonesia have come to realize maybe the best thing for the evolution of the Indonesian military was more contact with the American military," said Paul Berg, principle officer at the American Consulate in Medan, North Sumatra. "So the Secretary of State realized in November 2005 the time had come to lift the embargo and so she did. And we were very happy because the first big joint event between the two militaries took place in Sumatra in my consulate district in November."

That first big joint event was the rebuilding of two elementary schools and two bridges in Nias.

Army Civil Affairs Soldiers and Navy Seabees are working with the Indonesian military to complete the four projects. These projects are the first military-to-military operations between the two nations since the previous ban on military restrictions was lifted by the State Department in November 2005.

"As the U.S. military for this project," said the CA team leader, 96th CA Battalion, Bravo Company out of Fort Bragg, N.C., "we are facilitating bringing in equipment and the material to get the job done, assisting with the technical aspects of the blueprints, reading it and making sure the concrete goes up in accordance with the standards, and also just being here in a partnership working mil-to-mil for the first time since the previous ban on mil-to-mil relations with Indonesia."

Collocated, the elementary schools will house hundreds of children in the village of Teluk Dalam as well as in the outer lying villages.

According to the U.S. team members, local families had to send their children out to farther schools, placing more stress on them. This project, they say, will turn that around ten-fold.



**Civil Affairs Planner, right, and CA Team Leader, middle, both with the 96th CA Battalion, Bravo Company, Fort Bragg, N.C., talk with an Indonesian officer in the village of Teluk Dalam on the Indonesian Island of Nias. SOCPAC photo.**

Because of the frequency of earthquakes in this region, many of the bridges are in dire need of repair. The two bridges the U.S. and Indonesian forces are rebuilding both have a severe bow in them from past earthquake's. That's where Petty Officer Alan Bonham came in, Navy Seabee with Naval Mobile Construction Battalion 133 out of Gulf Port, Miss. He's taught at the Navy's bridging school and recreated the plans for the new bridges.

"The bow is caused by years of it sitting here and with all of the earthquakes the compression of the two abutments coming together," Bonham said. "The bridge finds its weakest point to start giving which creates the bow in the side. The tension's all pushing out the edge."

The island has a single road around it where these two bridges sit and it's the only route for villages needing to buy and sell their goods. According to Bonham, the bow greatly reduces the strength of the bridge and is not safe for travel but is used daily.

"It's very important to the community because without the bridge people don't get their goods to town and they don't get any services to bring back to survive," the team leader explained.

Other examples of the U.S. military's involvement with Indonesia were the recent completion of a Joint Combined Exchange of Training with Special Operations Command-Pacific soldiers and the donation of a Fleet Hospital by Pacific Command.



# MIST: Small footprint big impact

*By Tech. Sgt. Jim Moser  
USSOCOM Public Affairs*

The Global War on Terrorism has no boundaries. The enemy is shadowy. They drift across borders across the world settling in and finding fertile ground for their rhetoric of hate in places where hope for anything more than a hard life of toil and burden are out of reach. The inflammatory information spread by these ministers of disinformation can and will take root unless countered by the truth.

Unfortunately governments in these regions sometimes do not have the resources or the capability to deal with these issues. This is where U.S. Military Information Support Teams find themselves on the frontlines of the GWOT.

MIST teams differ greatly in size and composition from normal battlefield Psychological Operations teams, but their objectives are the same—spread truthful information.

A team is normally four to six people specifically focused on the area they are going to, knowledgeable in both the culture and the language.

“The way these small, extremely professional teams work, is they go into a theater with the authority of the combatant commander and meet with the ambassador of the country that needs support,” said Col. Jack Summe, Joint Psychological Support Element commander. “They brief the ambassador on the concept, explain to him that the team is under his full control and he is the approval authority for the PSYOP products ... the actual things that are going to go on the billboards, on the radio or on television.”

Once the ambassador and the combatant commanders sign off on the plan, the teams go to work.

“As soon as the PSYOP units find out they are going to be involved with a particular culture, they begin extensive research on it,” the MIST team OIC said. “It is very important that we don’t offend the host nation to make sure we understand them and find out what we can do to work with them.”

“When the team gets the OK, they begin to work closely with the host nation,” Summe said. “The host nation government knows we are there and supports us. They review the products and assist us with working contracts for the mediums the teams are going to use ... billboards, radio spots, TV and so on.”

Once in the field, the MIST teams operate more like public relations firms than government entities.

“(PSYOP) is just like advertising,” Summe said. “Advertisers expose people to their product by buying time on television, radio and newspaper space. We do the exact same thing. We take the objectives of the U.S. government,

and portray them in a way the audience can understand and use a medium that they can see.”

“PSYOP is not just dropping leaflets — it is the dissemination of truthful information,” the MIST team leader said. “Take for example de-mining in Bosnia and Kosovo, the products we use there inform people to be aware that if you touch a certain item you might lose a hand. It makes the audience aware of potential dangers and what is going on in their country.”

Most teams stay in country about six months.

Overall, Summe feels the MIST teams are extremely effective as long as two conditions are understood.

“First off, we operate in the area of truth,” he said. “Lying would damage our ability to perform our mission, especially when mission success relies on people believing you to be a credible source of information. The other is the point I can’t stress enough ... the teams do nothing — nothing without the approval of the ambassador. We are not out there on our own.”

Although initially conceived as a means to help fight the war on drugs in the Southern Command area during the late 1980s and 1990s, MIST teams have become a key element of SOCOM’s strategy to win the Global War on Terrorism. The MIST team concept has been modified to assist partner nations in denying safe haven to terrorists and counter the underlying ideological support for terrorism.

“MISTs are a critical part of SOCOM’s GWOT mission and are a key element of the SOF team,” Summe said.



*Psychological Operations Soldier hands out book bags to local children in Baghdad, Iraq. Photo by Spc. David Kobi.*



# 75th Rangers win 2006 Best Ranger

## USASOC Public Affairs

Teams from around the world traveled here with a goal of winning the Best Ranger Competition. They trained several months for the event known to test the best Soldier's mental and physical toughness.

The incentive? A trophy, a pistol and most importantly the title of Best Ranger. Only one team, two Soldiers, can hold that title for a year.

Spc. Mikhail Venikov of the 2nd Battalion, 75th Ranger Regiment, is now a 'Best Ranger.' He earned that title with fellow 75th Ranger Regt. Soldier Sgt. 1st Class John Sheaffer from the Ranger Operations Company, Fort Benning, Ga.

After three days of intense competition, only 30 of the 52 competitors who began the competition survived the 60 hours of grueling events to cross the finish line.

Sgt. Keith Pierce of 2nd Ranger Bn., who was one of the two youngest competitors this year, competed with Sgt. Bradley Spearing from the 3rd Bn., 75th Ranger Regt., at Fort Benning. They earned a seventh place finish. Spc. Grady Smalling, also assigned to 2nd Ranger Bn., competed with Sgt. Thomas Payne from 1st Ranger Bn., 75th Ranger Regt., Hunter Army Airfield, Ga. They finished in ninth place.

In all, five teams from the 75th Ranger Regt. completed the competition.

The 23rd annual U.S. Army David E. Grange Jr. Best Ranger Competition took place April 21- 24. The event concluded with a formal awards ceremony during which Gen. Richard A. Cody, Vice Chief of Staff of the U.S. Army, recognized each of the competitors that completed the competition.

The first day of events started in pitch black at 6 a.m. with a series of physical fitness type challenges including an obstacle course, chin-ups, pull-ups and combatives. Competitors then jumped from a helicopter and had to navigate their parachute to land themselves in specific locations on a drop zone in an event called a spot-jump. Ranges focusing on marksmanship skills followed before the Rangers had to complete an all-night road march that included weapons assembly and night fire.

Day two focused on Ranger Day Stakes, a day-long event that tested the Rangers on many tasks including archery, knot tying, grenade proficiency, repelling and a stress shoot.

Rangers threw tomahawks at targets around 10 meters away with only six practice throws to warm up. Following that, they were required to shoot six arrows at targets up to 25 meters away

with out a practice run.

Contestants were timed as they assembled M-4A1 rifles. Blindfolded. During the Ranger Medic lane, one team mate had to lay down suppressive fire as his buddy evaluated a simulated casualty's wounds and treated any injuries found, all to the soundtrack of mortar rounds and machine gun fire.

Rangers then executed a punishing prusik climb up a 60-foot tower and repelled off the other side.

The last day of the competition demanded teamwork and a final push of physical and mental determination.

Competitors completed the Darby Queen obstacle course, a challenging series of obstacles over about a 1.5-mile stretch. Next was a water confidence test that required the men to climb ladders, crawl down ropes over a lake before loading up on a helicopter just to jump back in the water and swim across the same lake. A 2.5-mile buddy run concluded the competition around 5 p.m. Sunday evening.

The three-day Best Ranger Competition was established in 1982 and has been compared to Ironman and Eco-Challenge competitions. The competition challenges two-man Ranger teams in events that test their physical conditioning, Ranger skills and team strategies. The events are purposely scheduled back-to-back and around the clock for 60 hours, allowing little time for rest and meals. The competition is conducted on a "come as you are" basis, with no tasks or events announced prior to the competition. All events are timed and competitors score points for each completed event. Both team members must complete each task.



**Sgt. 1st Class John Sheaffer and Spc. Mikhail Venikov, teammates from the 75th Ranger Regiment, cross the finish line as victors of the Best Ranger Competition 2006. U.S. Army Photo.**



# Psychological Operations trains rookies, celebrates fewer IEDs

*Spc. Cassandra Groce  
133rd Mobile Public Affairs*

Soldiers from the 324th Tactical Psychological Operations Company had more to celebrate lately than just their impending return home. A frequently recalcitrant village stepped up to the responsibility of keeping their road clear.

The village road had been a hot zone for improvised explosive device attacks in recent months. However, in the last two weeks not a single incident happened.

“Since we spoke to the village leader last time, telling him he needed to be responsible for watching his village and road, we haven’t had any IEDs,” said an acting support element and platoon leader in the 327th Infantry Regiment, 1st Brigade Combat Team, 101st Airborne Division. “It’s been a dramatic drop.”

The 324th familiarized their replacements, the 310th Tactical PsYOP Company out of Atlanta, Ga., with the village as part of their training.

“Right now we have our replacements and are taking them to the smaller villages” said a 324th NCO. “The smaller villages are key to security because they control most of the roads.”

In addition to ensuring locals understand the importance of keeping their homes clean of insurgent activities, the replacements also learned more about interacting with Iraqis.

“We are showing them the schools and the kids, because the children are the future of Iraq,” the NCO said. “It’s not all just talking to adults, and we want them to realize that.”

Soldiers handed out clothing and school supplies to the children, and an impromptu game of soccer broke out.

“We’re just hanging out and showing them we aren’t all bad,” the 324th NCO said.



**A NCO from the 324th Tactical Psychological Operations Company engages with an Iraqi child during a visit to the village of Hawija. Photo by Spc. Cassandra Groce.**

The IED decline in the PSYOP Soldiers’ sector was not the only progress in the area. During the December elections, the Soldiers worked tirelessly to improve voter turn-out.

“I’d say our greatest accomplishment was the elections,” said another NCO in the 324th. “When we first got here the turn out from the previous election was only about 32 percent.”

The Soldiers spent their first six months in country explaining democracy to the chiefly Sunni voters.

“To get their voice heard, they needed to participate,” the NCO said. By the time the December election came, Hawija had around a 73 percent turnout.

“Every time you see someone walk out with an ink stained finger, that’s one more victory for democracy,” he further explained.

Soldiers passed down to the 310th the knowledge they gained while in Iraq to ease their transition into a combat zone.

“We saw villages and IED holes,” said a Soldier in the 310th. “We waved at kids and played with kids. It was great.”

# ***USS Florida makes stealthy entrance into SOF community***

*Story and photos by Mike Bottoms  
USSOCOM Public Affairs*

After an overhaul for almost three years at the Norfolk Naval Shipyard the *USS Florida* begins its service in the Special Operations Forces community.

The U.S. Navy project to convert four ballistic missile submarines to SOF and cruise missile boats is well underway with the *USS Ohio* (SSGN 726) and *USS Florida* (SSGN 728) already in service. The *USS Michigan* (SSGN 727) is scheduled to begin sea trials late this year, and *USS Georgia* (SSGN 729) is scheduled for completion in mid-2007.

The transformation has converted the four Cold War submarines with their former strategic nuclear missions into tactical, asymmetrical ships designed to meet the challenges of the Global War on Terrorism.

“The conversion from the SSBNs to the SSGNs is designed from the ground up for SOF missions,” said (SEAL) Cmdr. Claude Lim, Naval Special Warfare Group 3. “The SOF input into the design of the boat gives us a greater clandestine ability.”

The conversion involves modifying the 40-foot-long Trident launch tubes to carry 154 Tomahawk or new generation cruise missiles, installing diver lockout chambers and landing pads for dry deck shelters and Advanced SEAL Delivery System, and extra berthing and storage for 66 SOF personnel.

Conversion of the ballistic missile tubes for use as diver lockout chambers enable them to accommodate up to nine men. The diver lockout chambers are the underwater staging areas for SEAL missions. Tubes one and two are the lockout chambers which are broken into three vertical sections with the top section being the release point into the sea.



*Diver Chief Warrant Officer Steve Reinagel, Naval Special Warfare Group 3, explains the new lockout chambers which will be used by SEAL teams aboard the USS Florida, May 17.*

“In the fast attack subs we could only fit three SEALs into the escape trunk whereas now we can triple that capacity,” said Diver Chief Warrant Officer Steve Reinagel. “Additionally, the old escape trunks would force us to crouch and be very uncomfortable, but the SSGNs allow us to stand and be more comfortable.”

Eight tubes (tubes 3 through 10) have been rebuilt to permit them to be used alternatively for stowing Naval SOF equipment, cruise missiles and Unmanned Aerial

*USS Florida pulls up to Charlie Pier, Naval Station Mayport, Fla., May 17.*





Vehicles. These tubes are designated as SOF canisters.

“The capability to store a variety of SOF equipment is another distinct advantage of the SSGN conversion,” Lim said. “We can launch a much broader spectrum of missions because of the SOF canisters.”

The remaining 14 tubes have been converted to house up to a seven-pack of Tomahawk cruise missiles. If the SOF capable tubes are also used, each boat can carry up to 154 Tomahawks. The Navy considers the SSGNs a force multiplier because the submarine frees up other Naval forces for priority tasking, such as anti-submarine warfare, controlling airspace, and theater ballistic defense.

On board the SSGNs, the room allotted for the Poseidon missile command and control systems from the SSBNs has been replaced by command and control facilities for SOF called the Battle Management Center.

“The BMC is a luxury we have never had,” Lim said. “We simply did not have the room or real estate on fast attack subs to house a command and control center. The center provides command and control so we can talk to our guys on the beach and gives us a nearby situational awareness some distant command center may lack.”

“The BMC gives us the ability to track SEAL delivery vehicle launches or missions from the Dry Dock Shelters,” said (SEAL) Senior Chief Petty Officer Steven Schroder. “Also, if trouble arises we can organize a quick reaction force from the BMC.”

The SOF missions launched from the SSGNs have the capability for joint, interagency missions.

“It is important to note the SSGN’s SOF missions are not always SEAL missions or SEAL specific,” said Capt. Timothy Lindstrom, chief of staff, Command Submarine Group 10. “The ships could house Army Rangers, Air Force Special Operations, law enforcement or CIA operators. The ship is flexible to support any kind of special operations mission.”

The BMC will have command and control modules developed permitting the SSGNs to be used as combined



***(SEAL) Cmdr. Claude Lim, Naval Special Warfare Group 3, explains how command and control will occur in the Battle Management Center aboard the USS Florida, May 17.***

joint task force headquarters.

“A CJSOTF (Combined Joint Special Operations Task Force) commander can command missions from the submarine BMC,” Lindstrom said. “The BMC puts a commander close to a tactical situation and can give them a better feel to make important combat decisions.”

Each boat can house a 66-man SOF team for relatively long periods, and up to 102 for shorter periods.



“For me, what I like the most is that we have a dedicated berthing area for the operators” Schroder said. “We have a place on the ship where we can work out and train and are not in the way of the very important day-to-day operations of the ship.”

The ability of the SSGNs to pull up to a coastline and loiter stealthily is a proven capability of the submarine. Yet, the mission has changed from a strategic mission to a tactical one.

“The *USS Florida* gives a large volume of strike and SOF capability,” said Cmdr. Gregory Ott, commander, *USS Florida*. “Most importantly the ship with its proven stealth provides covert strike capability with both missiles and SOF.”

“The ship is 20 years old, but has at least 20 years left of service,” Ott said noting the importance of transformation. “Its design is flexible and the ship can be reconfigured to meet any tactical mission.”

According to Ott, the submarine’s deployment cycle will last 15 months with the blue and gold crews changing out every three months unless they are in the middle of a sensitive mission. At the 12 month point the *Florida* will head to home port for maintenance.

The rather short history of the *USS Florida* began as the initial ship’s crew formed the pre-commissioning unit on July 8, 1980. The first shipboard watches were stationed on Feb. 14, 1981, to support the operational control transfer of engineering systems to ship’s force control. The Secretary of the Navy named her *USS Florida* on Jan. 19, 1981.

*USS Florida* was launched on Nov. 14, 1981. Her reactor was initially taken critical on Nov. 13, 1982, and she went into service and the crew moved onboard on Jan. 21, 1983. She was commissioned on June 18, 1983, with Capt. William Powell in command of the blue crew and Capt. G.R. Sterner in command of the gold crew.

Both crews successfully completed the demonstration and shakedown operations, each culminating in the successful launch of a Trident C-4 missile. *Florida* transited the Panama Canal in February and arrived in Bangor, Wash. on March 25, 1984. She completed her first strategic deterrent patrol on July 25, 1984. As of Nov. 1994, *Florida* had successfully completed 38 strategic deterrent patrols.

*Florida* entered Norfolk Naval Shipyard in July 2003 to undergo a refueling and conversion from an SSBN to an SSGN. *Florida* completed her conversion in April 2006 and will be home ported in Naval Submarine Base Kings Bay.

***A petty officer assigned to the USS Florida stands watch as the submarine pulls into port at Naval Station Mayport, Fla., May 18.***





# First enlisted SEAL in Naval War College

*By Chief Petty Officer Scott Boyle  
Naval Special Warfare Public Affairs Office*

Command Master Chief Petty Officer Roy Maddocks will be the first enlisted SEAL to attend the Naval War College in Newport, R.I.

Maddocks, the former command master chief of SEAL Team 8 in Norfolk, Va., will begin his one-year journey towards a Master of Arts degree in national security and strategic studies.

He believes the joint operations focus of the courses will have a direct impact on Naval Special Warfare's mission effectiveness.

According to Maddocks, Naval Special Warfare is growing and is ready for this opportunity. The community now has seven flag officers, including two three-star admirals. The enlisted side of the community is headed by a Force Master Chief. SEAL leaders "are now seeking advanced education opportunities and rising to positions of greater influence."

"We have been in sustained combat operations for nearly four years. These operations have been with joint and combined coalition forces. With the increased complexity of joint operations and the advances in technology today the rate of change is faster than I have ever seen," he said.

Naval Special Warfare has earned the trust of America's top leaders. Professional military education, such as that offered at the Naval War College, will help senior enlisted SEALs improve their skills and geopolitical awareness — traits important to their commanders and the junior Sailors they lead.

"The CMC and executive officer have to be on par with the commanding officer, with varying experiences," he said. "The CMC has to be as knowledgeable, not only to comprehend the needs of the force, but to be proactive in the evolutions."

Senior enlisted participation is drawing raves from the college's staff.

"These seasoned enlisted leaders brought a new insight and perspective that we did not previously benefit from," Dr. Mackubin Owens, Professor, Strategy and Force Planning, said about the first two graduates of the pilot program, Master Chief Petty Officers Mike Bruner and Raymond James.

Maddocks said he has personally seen the benefits from continuing his education.

"The analytical and problem-solving skills developed in college have improved my capacity for organizational management and directly affected my success in leadership



**(SEAL) Command Master Chief Petty Officer Roy Maddocks stands in front of the Claiborne Pell Bridge at the Naval War College in Newport, R.I. Photo by Chief Petty Officer Robert Inverso.**

roles," he said.

Beyond the personal knowledge, increased education trickles down to the entire force.

"The improved management and organization skills learned from courses like these can be passed on to chiefs and junior Sailors," Maddocks said. "How can we mentor [Sailors] without continuing to pursue our own education? At this stage of my career, my fulfillment comes from helping the young Sailors achieve."

Established in 1884, the Naval War College was open only to senior maritime officers throughout its first 120 years of existence. In 2004, a change in admission policy, spurred by guidance from the Chief of Naval Operations, encouraged senior enlisted leaders to apply for the program.

"In order to better empower senior enlisted leaders to serve in both Navy and joint operational assignments, we must provide them with opportunities which will hone their analytical skills and increase understanding of leading change in large, complex organizations that deal with national security."

Applicants for the program must have a bachelor's degree from an accredited university, the CMC or Chief of the Boat, and they must have completed a successful tour as CMC/COB. For more information refer to Naval Administration for more information on the program.

# Scholtes, Meadows rec



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# ceive Simons Award

Since 1990, the “Bull” Simons award has been presented during SOF Mess Night.

The 2005 Bull Simons’ Award winner is retired Maj. Gen. Richard Scholtes, and the 2006 winner is Maj. Richard “Dick” Meadows.

The award recognizes recipients who embody “the true spirit, values, and skills of a special operations warrior,” and Col. Arthur “Bull” Simons, whom the award is named after, is the epitome of these attributes.

A career Soldier, Simons led special operations in World War II and Vietnam. Born in New York City in 1918, Simons graduated from the University of Missouri in 1941 with a degree in journalism and served in the Pacific theater in World War II. He rose to company commander in the 6th Ranger Battalion and participated in several amphibious landings in the Philippines. On one noteworthy occasion, he and his men scaled a steep oceanside cliff under cover of darkness and overwhelmed a garrison of Japanese soldiers at the Suluan lighthouse.

Simons left the Army after World War II, but returned to duty in 1951. He completed the Special Forces Officers Qualification Course in 1958 and took command of a detachment in the 77th SF Group (Airborne). From 1961 to 1962, as head of the White Star Mobile Training Team, he served as the senior military advisor to the Royal Lao Army. His familiarity with the region would prove useful a few years later.

In 1965, Simons returned to Southeast Asia as a member of Military Assistance Command Vietnam’s Studies and Observations Group (MACV-SOG). Serving under then Col. Donald Blackburn, Simons commanded OP-35, one of three operational directorates within SOG. For approximately two years, he led OP-35 on an interdiction campaign against the

North Vietnamese Army (NVA) along the Ho Chi Minh Trail in Laos and Cambodia. OP-35 interdicted the trail by inserting “hatchet” teams and reconnaissance teams. The hatchet teams, composed of Nung or Montagnard tribesmen led by a Special Forces NCO, conducted hit-and-run raids against NVA units, and the recon teams ran long range patrols scouting the trail, but also “snatched” prisoners when the opportunity arose.

Simons left Vietnam in 1966, but returned four years later as the Deputy Commander of Joint Contingency Task Group Ivory Coast — the Son Tay Raiders. The task force, commanded by Brig. Gen. Leroy J. Manor, U.S. Air Force, was formed in the spring of 1970 after American intelligence had identified Son Tay Prison, near Hanoi, as a prisoner of war detention camp. After six months of planning and rehearsals, the task force deployed to Thailand on Nov. 18.

Two nights later the task force flew into North Vietnam. The assault group, led by Capt. Dick Meadows, landed in the prison compound and killed about 50 NVA guards, but found the compound to be otherwise abandoned. Meanwhile, Simons had landed with the support group in an adjacent school compound, which was teeming with Russian and Chinese soldiers. Simons and his team killed or repelled hundreds of these soldiers, eliminating the principal threat to the assault group. The raiders executed the entire operation in 28 minutes, successfully faced an enemy force of approximately 350 men, and left with only 2 injuries. Although the raid at Son Tay failed to accomplish its principal objective, it sent a clear message to North Vietnam, and the treatment of American prisoners improved somewhat thereafter.

Simons retired from the Army in 1971, but he was to conduct one more special mission. In 1979, Mr. H. Ross Perot asked Simons to rescue two of his employees; the Iranian revolutionary regime was holding them in a Tehran prison and was demanding a \$13 million dollar ransom. In April of that year, Simons led a civilian rescue party into Iran and safely extracted the American hostages. Just one month later, Simons suffered a massive heart attack and died.

The previous award recipients are: Mr. H. Ross Perot, Gen. Edward “Shy” Meyer, The Honorable John O. Marsh, Jr., Col. Aaron Bank, Lt. Gen. Samuel V. Wilson, Lt. Gen. Leroy Manor, the Honorable Sam Nunn, the Honorable William S. Cohen, Gen. James Lindsay, Maj. Gen. John R. Alison, Col. Charlie Beckwith, Brig Gen. Harry “Heinie” Aderholdt and Command Sgt. Maj. Ernest Tabata.

*“We are going to rescue 70 American prisoners of war, maybe more, from a camp called Son Tay. This is something American prisoners have a right to expect from their fellow Soldiers. The target is 23 miles west of Hanoi.”*

*Col. Arthur “Bull” Simons  
Five hours before the Son Tay Raid.*

# Maj. Gen. Richard Scholtes: 2005 Bull Simons Award Winner

*By Capt. Joseph Coslett  
USSOCOM Public Affairs*

Each person's reason for entering West Point is different, but not many people would guess that Maj. Gen. Richard "Dick" Scholtes' catalyst was a talking mule named Francis.

Born in Joliet, Ill., on March 18, 1934, Scholtes joined the Illinois National Guard in 1949 at the age of 15. In 1951, he found himself activated and training for the Korean War at Camp Cooke, Calif. During some down time, he went to see the film "Francis Goes to West Point." Walking out of the theater, his regimental adjutant called him over and asked if he had ever considered going to West Point. It dawned on Scholtes the adjutant figured if a mule could make it at West Point, so could he. Several months later, the division commander called Scholtes into his office and congratulated him on his selection to the U.S. Military Academy Preparatory School.

After graduating from the U.S. Military Academy in 1957, Scholtes was assigned to the 82nd Airborne Division where he completed airborne school and received the Basic Airborne Badge. He also successfully earned the Ranger tab in 1958 while at Fort Benning, Ga., as an honor graduate. In 1960, Scholtes earned his senior parachutist wings while still assigned to the 82nd.

After serving three years in Panama with the 2nd Battle Group, 10th Infantry Division, Scholtes began the first of his two Vietnam tours in 1964. The 7th Vietnamese Airborne Battalion operated all across Vietnam and even entered Laos

on one operation while Scholtes served as advisor. In 1965, Scholtes finally earned his master jump wings and received the Vietnamese Jump Wings with the 7th. During this tour, he was awarded the Silver Star, the Bronze Star with V device, two Purple Hearts and the Vietnamese Gallantry Cross.

Once Scholtes was back in the United States, he graduated from the National War College in 1973. He then moved to Fort Carson, Colo., and worked at the G3 Division as Chief of Staff and became a brigade commander in the 4th Infantry Division. After only one year in Germany, Scholtes was ordered back to the United States and placed in the newly established position of Brigade Tactical Officer at the U.S. Military Academy in 1977. This position was established following the recommendations of the Borman Commission which was investigating a major cheating scandal at the academy. In 1978, Scholtes was promoted to brigadier general and reassigned as the Director of Operations of the National Military Command Center in the Pentagon.

Throughout the '70s, Scholtes held a wide variety of conventional and non-conventional positions within the Army. These roles and experiences, coupled with his Vietnam experience, would eventually help become instrumental in his ability to articulate the need for a separate special operations command.

In 1980, he became Assistant Division Commander for Operations in the 82nd Airborne Division at Fort Bragg. In September of that year, however, he received a call from Gen. Edward "Shy" Meyer, the Army chief of staff, informing him he was to assume command of the newly created Joint Special Operations Command, or JSOC.

JSOC was established based on the recommendation of the Holloway Commission. The commission was charged with investigating the failed Iranian hostage rescue mission. As the JSOC commander, Scholtes developed a joint force with special operations tactics, techniques, and procedures.

Starting with a military staff of 74 and a few wooden buildings at Ft Bragg, Scholtes began the process of organizing, training, and building JSOC into a new organization.



*In 1965, Richard Scholtes receives the Vietnam Gallantry Cross during the Vietnam War.*



“In the formative years of JSOC, it was a difficult time to get funding,” said Col. (retired) John Carney, former JSOC operations officer. “Special operations was not popular with the American public, in our governance or DODs at the time. He had to basically struggle for the funding and manpower billets for each of the units from the Army, Air Force and Navy components to cobble together a joint special operations force. He had the intelligence and tenacity combined to pull that off.”

In 1981, Scholtes was promoted to the rank of major general. General Scholtes would lead Operation Urgent Fury’s Joint Task Force 123 in Grenada. The force was comprised of Army Rangers and Special Forces, Navy SEALs, special operations aviation assets, and Air Force Special Tactics operators.

Urgent Fury kicked off on October 25, 1983, and under Scholtes’ leadership, JTF 123 spearheaded the effort to rescue nearly 600 U.S. citizens and 80 foreign nationals. However, in the aftermath of Urgent Fury, it was determined the difficulties encountered by SOF resulted from institutional problems within the military, specifically from the misuse of SOF by conventional military commanders.

The SOF lessons learned would not go unnoticed by Scholtes who relinquished command of JSOC in August 1984. He took command of the 2nd Armored Division at Fort Hood, Texas. At the time, Congress was discussing and creating legislation to address SOF problems and set a new course. By September 1986, there were three proposal bills; from DOD’s, the Senate and the House of Representatives. To accurately testify about SOF issues, General Scholtes retired before appearing before the Senate Sea Power and Force Protection Subcommittee on August 5, 1986.

“General Scholtes has a reputation for integrity and principle. He would tell it like it was ... that was important to the (Armed Service Committee) members,” said former Sen. William S. Cohen, also former Secretary of Defense. “The Pentagon was waging a frontal and rear assault in opposition to the creation of a special operations command. Without his testimony it (USSOCOM) might not have happened, or we might have created a command with only two or three stars. Once he testified on what took place in Grenada — that was the pivotal point. We were conducting an invasion of a tiny country. It should have taken a day or so, but it took almost a week. General Scholtes came forward to explain exactly what had taken place, why it took so long, the kind of confusion, and finally the lack of integration and jointness. It was General Scholtes speaking from the heart to the committee members that really made the difference. No doubt that is why he is being honored with the Bull Simons Award and it is well deserved.”

The very next day, a modified version of Cohen’s bill, was introduced as an amendment to the 1987 Defense Authorization Bill. A month later, the bill was passed in both houses of Congress and later signed into law, known as the Nunn-Cohen Act, in November 1986. The act cleared the way for the creation of a four-star USSOCOM headquarters.

*(Tech. Sgt. Mark Depass contributed to this story.)*

**In 1970, Richard Scholtes during his second tour in the Vietnam War. Courtesy photo.**



# Maj. Richard ‘Dick’ Meadows: 2006 Bull Simons Award Winner

*By Capt. Joseph Coslett  
USSOCOM Public Affairs*

Richard “Dick” Meadows was born and raised in West Virginia. He lied about his age and enlisted into the Army at age 15. After basic infantry training in 1947, he went to airborne school at Fort Benning, Ga., and was stationed at Fort Bragg, N.C. He spent the next four years developing his military skills and quickly advancing in rank.

The Korean War began and it wasn’t long before Meadows found himself in the middle of the conflict. At the age of 20, he returned to the United States as the youngest Army master sergeant in the Korean War.

Always looking for a greater challenge, Meadows

volunteered for Special Forces and was assigned to the 10th Special Forces Group. During this time, Meadows earned a reputation as a well-respected trainer and leader who always made things work, despite the odds.

In 1960, joined by Capt. Elliot “Bud” Sydnor, Meadows made history when he was selected as the first noncommissioned officer to participate in an exchange program between the 7th SFG and the British 22nd Special Air Service Regiment. The SAS was so impressed with Meadows’ Special Forces knowledge it quickly made him a troop commander, a position normally held by an officer. Meadows became one of the first foreigners to be awarded the British SAS jump wings.

“They (SAS members) were eager to know what Meadows could teach them and he was widely accepted as the resident special operations expert and the guy who knew it all,” Sydnor said.

Immediately after returning to Fort Bragg, Meadows volunteered for a tour of duty in Laos. He joined White Star, a clandestine mobile training team led by then Lt. Col. Arthur “Bull” Simons. Meadows began his White Star assignment training the Laotian government forces in counterinsurgency operations against the Pathet Lao communist insurgency.

Meadows returned to the states in May 1962 and reported to the 7th Special Forces Group at Fort Bragg. Within a month, Simons specifically requested Meadows to form part of an advance party at Fort Gulick in the Panama Canal Zone. Simons and his team succeeded in setting up a training base at which the 7th SFG created the 8th SFG.

Meadows teamed up with 1st Lt. Chuck Fry to bring high-altitude, low-opening jumpmaster training to the 8th SFG.

“Colonel Simons sent Dick Meadows and myself to the HALO school at Fort Bragg,” Fry said. “We finished the course then they had to create a special course to qualify us as the first HALO jumpmaster instructors.”

In 1965, Meadows volunteered for a tour in Vietnam and was assigned to the 5th SFG. Immediately upon arriving at the 5th Group, Simons personally recruited Meadows into the Military Assistance Command, Vietnam Studies and Observations Group (MACV-SOG or SOG). His first real mission was with Recon Team Ohio. Their objective was to prove the North Vietnamese were inside South Vietnam. Team RT Ohio began their journey down the Ho Chi Minh Trail and along the way they encountered enemy resistance.



*In 1966, Dick Meadows with a Montagnard girl during the Vietnam War. Courtesy photo.*





*In 1970, Capt. Dick Meadows led the ground assault during Operation Ivory Coast in the attempted rescue of American prisoners of war from the Son Tay prison camp. Courtesy photo.*

Meadows and Team Ohio successfully took photos and video of the 24th North Vietnamese Regiment in South Vietnam. As a result of this mission, Meadows traveled to Saigon and personally briefed Gen. William Westmoreland and ultimately received the Silver Star for his actions.

By the time Meadows left Vietnam, he had established a SOG record with 13 prisoners of war captured from Laos. His continued successes and performance led to the first Vietnam battlefield direct commission to captain.

"In Dick's opinion, of all the awards he'd been given, the commissioning was the greatest," Syndor said. "It meant he had a greater influence in training over a greater number of men."

During his two combat tours in Vietnam, Meadows led more than two dozen clandestine missions behind enemy lines into North Vietnam and Laos, and throughout it all he never received a purple heart or lost a man.

One remarkable mission came in 1970. Meadows teamed up with Simons and helped organize and lead the attempted rescue of U.S. POWs. Operation Ivory Coast's objective was to recover approximately 70 American POWs thought to be held at the Son Tay prison camp near Hanoi. After more than 170 mission rehearsals, Meadows led the ground assault by intentionally crash-landing his assault forces inside the prison compound. After rushing out of the crashed helicopter, oblivious to enemy fire and without regard for his personal safety, he single-handedly cleared the southeast guard tower and two small adjacent buildings.

The disappointment came when the rescuers learned the prisoners had been moved to Hanoi. His courageous leadership and actions under fire earned him the Distinguished Service Cross.

After 30 years of active duty service, Maj. Dick Meadows retired in June, 1977. However, his career in special operations was far from over.

"He was instrumental in the formation of a special mission unit which I was involved in and not only did he help mentor us, teach us and coach us during our formative times but he played an important operational role," said Gen. Peter Schoomaker, Army chief of staff. "Twenty-six years ago he ended up standing on the ground in Iran as a critical component of the attempted rescue of the American hostages in Iran."

Working undercover in Iran, Meadows scouted the American embassy and arranged transportation for the rescue force. Though no fault of his own, the mission was aborted and he was forced to evacuate Iran on his own. Through careful planning, Meadows was able to escape Tehran.

One morning in June 1995, Gen. Wayne A. Downing, former USSOCOM commander and General Schoomaker went to Crestview, Fla., to visit the terminally ill Meadows. They presented him with the newly created HALO instructor badge, with the serial number 001. They told Meadows he was being inducted into the Ranger Hall of Fame, and he was going to receive the Presidential Citizens Medal, the second highest civilian award. They also told him a life size statue would be erected along with the creation of the Richard J. Meadows' Award for Heroism.

Meadows died of leukemia July 29, 1995, the morning of the Son Tay Raiders annual reunion and awards ceremony. His wife, Pamela, son, Mark, and daughter, Michele accepted the posthumous awards that evening.

"In Korea, Vietnam, Iran and many other dangerous locales, you established a legendary reputation that will forever be hallowed within the Special Forces and by all Americans who know of your extraordinary exploits," said former President Bill Clinton.

*(Staff Sgt. Andy Fletcher contributed to this story.)*

# MARSOC commander speaks at Marine Corps Association luncheon

## *MARSOC Public Affairs*

The commander of U.S. Marine Corps Forces Special Operations Command spoke about MARSOC to members of the Marine Corps Association during a luncheon at Paradise Point Officer's Club Mar. 22.

Brig. Gen. Dennis Hejlik took the opportunity to answer questions and clear up some common misconceptions about MARSOC.

MARSOC remains under administrative control of the Marine Corps, but U.S. Special Operations Command will maintain operational control of the organization. According to Hejlik, this means Marines with MARSOC will be required to maintain Marine Corps training standards and attend required schools in order to remain competitive for promotion, but MARSOC's missions will be assigned by USSOCOM.

One of the audience expressed concern regarding how Marine Force Reconnaissance battalions will be leveraged by MARSOC.

"The assets of their skills and experience will be used to help form the bodies of the Marine Special Operation Companies (MSOC) for the two MSOBs (Marine Special Operation Battalion)," Hejlik said.

MARSOC will also draw on Marines and Sailors throughout the Corps to help fill its ranks, and meet the goal of full operational capability by October 2007.

Questions were also raised about tour dates and deployments for Marines assigned to MARSOC.

Hejlik explained while the MARSOC headquarters is non-deployable, it will remain battle ready and Marines from the headquarters are eligible for deployment in support of USSOCOM missions.

Marines in operating units will serve three to five years and then return to the Fleet Marine Forces, Hejlik added. As for unit deployments, two Foreign Military Training Unit teams will deploy this spring for 30 to 90 days and the first MSOC will deploy with the 26th Marine Expeditionary Unit later this year.

The big question on the minds of those at the Marine



**Brig. Gen. Dennis J. Hejlik, commander, U.S. Marine Corps Forces Special Operations Command, speaks about the new unit to members of the Marine Corps Association during a luncheon at Paradise Point Officer's Club Mar 22. Photo by Cpl. Ken Melton.**

Corps Association luncheon seemed to be "Why MARSOC?"

The Marine Corps and USSOCOM have worked successfully together for the past 20 years to complete various missions. Now, as the Global War on Terrorism continues, the creation of MARSOC and formal integration of Marines into the Special Operations Forces will strengthen the military, increase capabilities, and help assure victory.

"The other commands have greeted us and welcomed us into their family just as the Marine Corps supported us becoming part of USSOCOM," Hejlik concluded. "This command will be a great thing for all of our families, our country and the Corps."



# Company “A” FMTU activates, becomes first functioning unit in MARSOC

*By Cpl. Ken Melton*  
*MARSOC Public Affairs*

Company “A” of the Foreign Military Training Unit officially activated Feb. 24 as the first functioning company in FMTU.

FMTU is part of the newly formed U.S. Marine Corps Special Forces Special Operations Command, activated last month and joined the three other existing Service components (Navy, Army, and Air Force) in the U.S. Special Operations Command.

The Marines of FMTU have worked hard since July to form and train teams to help fight in the Global War on Terrorism. The informal ceremony featured enlisted Marines as a way to boost the morale of the troops.

Company “A” includes eight teams of 11 Marines and will expand to 12 teams in the coming months.

“This is very exciting time for us,” said Cpl. Paul Maestas, FMTU Intelligence Analyst. “We started from scratch with about 50 Marines and along with all the training it has been very tough.”

FMTU is a unique unit specializing in foreign internal defense and unconventional warfare. The Marines of FMTU are trained in skills including speaking a foreign language, marksmanship, foreign weapon use and other military combat skills. They will deploy to developing countries to train and advise foreign military

forces in combat skills and counterterrorism operations.

“The training we get here provides us great opportunities for our future careers,” said Sgt. Douglas D. Gilland, a 27-year-old infantryman with Team-8, Company “A.” “Not only that, but we get to work with other types of commands and deploy to unique places. I can hardly wait for that.”

FMTU is constantly in search of new volunteers to join its ranks. The unit consists mostly of NCOs and above, who offer a wealth of experience and maturity, Gilland said.

Job fields featured in FMTU include infantrymen, corpsmen, and intelligence specialists. Experienced instructors and Marines who have attended and completed military schools are also needed.

“This unit needs to be filled with independent thinkers and operators with good initiative and great judgment,” Maestas said. “We are always hoping to find these types of people and retain them for as long as possible, so we can continue to strengthen our unit.”

As the guidon unfurled, the Marines understood they are part of something that will go down in Marine Corps history.

“It is great knowing years from now, we can say we were here and started it all. We put that brick in the wall,” said a smiling Gilland, who was the narrator for the ceremony. “Nothing is better than that. I’m proud to be a part of it.”



*Foreign Military Training Unit Commanding Officer, Col. Peter Petronzio, passes the guidon of Alpha company, the first company of FMTU, to its commanding officer, Lt. Col Kenneth Wolf, during an informal ceremony. Photo by Cpl. Ken Melton.*

# First class graduates from new Air Force Dive School



*Airman 1st Class Josh Welch and Staff Sgt. Brian Enslev, Combat Dive Course students, reach the shore after a closed circuit dive.*

*Story and photos by Chrissy Cuttita  
325th Fighter Wing Public Affairs*

This was the final test.

An underwater compass and a buddy harnessed three feet from their bodies provide direction.

A 25-pound breathing device strapped to their chests provides vital oxygen while underwater without making surface bubbles.

A 50-pound rucksack and weapon weighted on their backs are the tools they'll need to infiltrate the beach when they get there.

These teams of two kick underwater in murky water more than 2,000 yards to reach the shore. They have to hit a precise, targeted objective there without being spotted by anyone on boat or land.

Fortunately, they succeed.

The new Air Force Combat Dive Course graduated its first class of 17 special operations Airmen March 2, after students completed more than six weeks of high-risk rigorous training at the Panama City Naval Support Activity's Florida, shoreline.

To get there, the graduates had to build underwater confidence and teamwork.

"They are excited to be here and find an amount of ownership in being the first class," said Tech. Sgt. Marshal McClanahan, CDC NCO in charge of operations, who applies his former Marine force reconnaissance skills to the training he provides to the Air Force. "They'll eventually

meet others in this career field and share the experience with them. There is camaraderie in this small community service wide."

The new combat dive school is prepared to host six classes per year and 40 students each class to meet the Air Force's increased need for divers since 9/11. Before this year, students attended an Army Special Forces combat dive course in Key West, Fla. In 2004, the Air Force hosted its own course at the naval station in Panama City because of their need to increase graduates and the available infrastructure at the naval station.

The Air Force CDC is just one of nearly 10 schools the special operations students attend to become qualified in their career field. They are on their way to becoming Pararescuemen, Combat Controllers, Combat Rescue Officers or Special Tactics Officers.

Graduates here have varied careers. The youngest Airman joined the Air Force less than two years ago. The oldest classmate cross-trained from another career field in hopes of meeting a greater personal challenge and service to country.

"I did a lot of research online and read stories on Web





sites before joining, but I didn't expect the length of time training takes to be fully completed," said Airman 1st Class Joseph Akens, a CDC student. "It's cool to be a part of the first Air Force CDC."

"The most challenging part of this course is remembering all you have to do to be safe plus knowing all the tactical information while putting it into practice," said Tech. Sgt. Don Stevens, CDC student who applies his 10 years of experience in security forces to his combat control future.

But no matter where they come from, they share a bond in what lies ahead as members of a small, unique military family. Some have seen their class number go from 100 to 20 in the early stages of training, and all continue to be seriously graded by instructors, hoping they are not the one's who fall from the ranks throughout technical training.

Pool week is the hardest part of the course, said dive instructors.

"No one likes to be underwater without being able to breathe," said Capt. John Graver, CDC commander. "That's why it takes special people to do these special jobs. These men must be comfortable under the water and familiar with their equipment to correct deficiencies put in

place by instructors. The Pararescue Indoctrination and the Combat Control pre-scuba prepare these men for this caliber of training. Underwater confidence is the most important thing here, and the reason this course is one of the hardest they will have to complete."

It's for that reason the first two weeks of dive school are spent in the classroom learning diving physics, decompression tables, diving physiology, life-saving skills and aquatic knowledge of tides, waves and currents.

Pool week is an intense test in buddy rescue, equipment donning and loss-of-breath exercises so the students will be ready to handle the situations they may face in open water. A typical scenario consists of having to retrieve a lost breathing hose by holding



***Tech. Sgt. Sean McGinley, instructor, inspects Airman 1st Class Conor Wesling, a Combat Dive Course Pararescueman student. Instructors inspect each student before the students dive to ensure their equipment is connected correctly.***

their breath for one minute while untangling their equipment or sharing an airway with a buddy.

During the last 12 days, they learn closed-circuit diving in open water. The difference from open circuit is the breathing equipment. Instead of using the 80-pound oxygen tanks most scuba divers use, they use the sophisticated Mk-25 breathing system that allows them to circulate their own air through a tank up to 20 feet below the surface.

For one year, instructors developed a curriculum for its first class of students putting their combat experiences and teaching techniques learned from other military services into the class requirements.

"We tie everything we do operationally into training to try and get students to think and act like good operators, whether they are in the water or not," said Tobin Berry, CDC instructor. "They have to be able to mentally think and react to solve problems both underwater and in combat."

"We are able to start a whole new chapter in the book for the Air Force," Berry said. "This is a huge accomplishment for all of us."



***Combat Dive Course students dive backward from their boat into the gulf waters.***



# Bravery in Afghanistan firefight earns Silver Star, Purple Heart

By Jamie Haig  
16 SOW Public Affairs

A combat controller with the 23rd Special Tactics Squadron, received both the Silver Star and the Purple Heart for his actions in Afghanistan during a recent ceremony at Hurlburt Field Air Park, Fla.

Tech. Sgt. Bradley Reilly was awarded the medals for his medical expertise, marksmanship skills, air traffic control experience and saving a teammate's life.

Gen. Michael Wooley, commander, Air Force Special Operations Command, presented the medals to Reilly, exactly one year after surviving a grueling firefight and saving a teammate's life in Afghanistan.

Assigned to an operational detachment in 2005, Reilly was part of a quick-response force responding to an ambush by the Anti Coalition Militia of Gen. Khil Baz, the new border battalion commander.

Two helicopters, each carrying 10 men, headed into the mountains.

"We pretty much assumed it would be over by the time we got there," Reilly said. "Due to the timing, we didn't expect to find a firefight."

After locating and securing the safety of Baz, the teams obtained information on the enemy and searched for the insurgents.

One of the helicopters landed and took fire. The enemy was 30-50 feet higher on the ridge line, but the troops fought their way to the top.

After securing the area, Reilly and Army Special Forces Master Sgt. Paul Cooper noticed more enemy fire coming from below them.

While moving in the direction of the new fire, Reilly was shot in the foot and Cooper was shot in both legs.

They took cover behind a tree where Reilly tried to stop the bleeding in Cooper's legs. At the same time he reloaded the weapons, returned fire and called for air support.

"I told the helicopters 'if you can see us, get in here'," Reilly said.

Sergeant First Class Jubal Day, a Special Forces medic, went down the mountain to aid the two injured men.

"I was relieved to see him," Reilly said. "That's where



**Tech. Sgt. Bradley Reilly, 23rd Special Tactics Squadron combat controller, stands with former team members Master Sgt. Paul Cooper and Capt. Brian Dowling after the presentation of the Silver Star and Purple Heart to Reilly at Hurlburt Field Air Park, Fla. Reilly saved Cooper's life during a mission in Afghanistan on April 11, 2005. Captain Dowling was the team leader of the men on that mission in Afghanistan. Cooper has also been awarded the Silver Star for his efforts that day.**

the real life-saving got done."

The call was made for a medical evacuation, but there was still heavy enemy fire on the hill.

"One of the helicopter pilots told us the enemy was coming up the side at us," Cooper said. "The pilot told Reilly to put them (the helicopter) between us and the enemy. So he did."

"I looked up to see both gunners standing straight up, firing down at the enemy," Reilly said.

"That act alone helped us out a lot."

Army Capt. Brian Dowling, SF team leader, instructed the teams to get down the hill and clear the path for the medevac helicopter.

"Just before the helicopter came into range, we opened fire for five minutes," Dowling said. "It allowed the helicopter to fast rope in a medic and a stretcher to retrieve the men."

The injured men returned to the base and were stabilized before flying on to other bases for additional medical care.

Recovered from his injuries, Sergeant Reilly said he is ready to go out there and do it again.

"It's an auspicious day for valorous actions," said Lt. Col. Bradley Thompson, commander of the 23rd STS. "Brad is the epitome of the quiet professional."



# USSOCOM hosts SOF Week 2006

*By Mike Bottoms*  
*USSOCOM Public Affairs*

U.S. Special Operations Command hosts Special Operations Forces Week, Jun. 19-23, with a combination of leadership conferences and industry exhibits at the Tampa Convention Center.

“SOF Week 2006 will be a series of conferences designed to enhance collaboration among Special Operations Forces. SOF Week 2006 will be conducted concurrently with the SOCOM Advance Planning Briefing to Industry. The APBI and associated social events offer an excellent opportunity to foster SOCOM’s partnership with industry,” said Dr. Joe Daum, Systems Acquisitions Manager for USSOCOM.

The senior leadership conferences are broken down to the USSOCOM Commander’s Conference, Senior SOF Leader’s Conference and a Senior Enlisted Conference. Each conference will focus on issues about the evolution and future of SOF in the Global War on Terrorism.

The APBI is attended by

marketing and business development personnel. This special program is designed to enlighten corporate industry about upcoming USSOCOM acquisition opportunities.

“SOF Week 2006 is an excellent opportunity for companies to exhibit their latest products and technologies to Senior NCOs, officers and commanders within the SOF community. USSOCOM Headquarters’ Staff will be touring the exhibits and interacting with industry at the social events,” said USSOCOM Technical Industrial Liaison Officer, Dave Johnson.

During the APBI, the Special Operations Acquisition Executive, Dr. Dale Uhler, will present a keynote speech on the future direction of SOF acquisition. USSOCOM Program Executive Officers will also present briefings that will provide budget information on planned acquisition efforts to help potential USSOCOM contractors identify and prepare for upcoming acquisitions. The Director of Technology, Richard Chandler, and the Chief of Comparative Testing, Lt. Col. Thomas Lane, will provide information on USSOCOM

technology interests. Briefings by the TILO, Dave Johnson, and the Deputy Director of Small and Disadvantaged Business Utilization, Karen Pera will provide industry with information on how to pursue USSOCOM business opportunities. This year’s program will also include a presentation by the USSOCOM Director of Futures on USSOCOM long-range acquisition interest.

Industry will have more than 300 exhibits and the special operations component commands will showcase the latest technology in electronics, communications, weapon systems, optical and laser sensors, as well as automation and simulation.

The largest social event of SOF week will be USSOCOM’s SOF Mess Night. During the mess night, the Bull Simons Award winner is announced. The Bull Simons Award is given to an extraordinary quiet professional emphasizing the SOF core values of integrity, courage, competence and creativity.

USSOCOM will not sponsor an APBI in 2007. In 2007, USSOCOM will hold SOF Week in April and the week’s total focus will be the command’s 20th anniversary.



*A view of the Tampa Convention Center. Photo by Master Sgt. Doug Lingefelt.*

# Center for Special Operations opens new Warfighting Center

*By Mike Bottoms*  
*USSOCOM Public Affairs*

The Center for Special Operations officially opened the doors of the new Warfighting Center May 1 at U.S. Special Operations Command Headquarters, MacDill Air Force Base, Fla.

Congressman C. W. Bill Young from the 10th District of Fla., and Gen. Doug Brown, commander, USSOCOM presided over the official opening of the new facility.

"This will provide us great situational awareness around the world concerning all of Special Operations Forces and will be a platform to synchronize the war on terrorism," Brown said. "This building is so much more than just brick and mortar."

"I have been involved in defense issues for many, many years," Young said. "One promise I made to the men and women in uniform is that I would never send them to war unless they were properly prepared and protected. The Warfighting Center will help us do just that."

The 112,000 square-foot, state-of-the-art facility allows USSOCOM to fully exploit the capabilities of the building's many functional areas resulting in a more focused and centralized fight against terrorism.

The Center for Special Operations was established in June 2003 to enhance USSOCOM's capabilities as the lead combatant commander for planning, synchronizing, and as directed, executing global operations against terrorist networks in coordination with other combatant commanders. The CSO's joint staff, augmented with interagency liaisons, was designed to exercise command and control of USSOCOM's war on terrorism operations. The addition of synchronization responsibilities enable USSOCOM to coordinate military actions to ensure the optimum employment of military forces. This authority combined with USSOCOM's global mission makes USSOCOM a combatant command able to affect military action on a global scale, across all geographic boundaries.

In May 2004, the SOCOM staff was realigned to blend the functions of intelligence, operations, and long-range planning and strategy under the CSO directorate eliminating stove pipes and capitalizing on the natural synergy created when these functions are collocated under a single director. USSOCOM then redirected the CSO to develop a global perspective on terrorism, serve as the command's link to other government agencies, and coordinate USSOCOM's efforts with the overall U.S. strategy.

"The core of the reorganization of USSOCOM is the completion of the Center for Special Operations," Brown said. "The center is a joint and interagency directorate responsible for all war on terrorism-related operational issues."

The ribbon cutting ceremony was symbolic of special operations by Young cutting the ribbon with a Yarborough knife. The Yarborough knife is named after Lt. Gen. William Yarborough, one of the founders of Army Special Forces. Each Soldier graduating from the Special Forces Qualification Course is awarded the Yarborough Knife.



*Gen. Doug Brown explains the significance of the Yarborough knife before Congressman C.W. Bill Young cuts the ribbon during the opening ceremony of the Center for Special Operations new Warfighting Center, May 1, MacDill Air Force Base, Fla. Photo by Mike Bottoms.*



# JPSE marks first change of command

By Tech. Sgt. Jim Moser  
USSOCOM Public Affairs

May 3 marked a changing of the guard for the Joint Psychological Operations Support Element when Col. James Treadwell relinquished command to Col. Jack Summe in the unit's first change of command ceremony.

"I'm extremely humbled and proud of the fact Gen. Brown (Commander, USSOCOM) and Gen. Dell Daily (Director, Center for Special Operations) have given me the opportunity to command again," Summe said. "I think the ideological side of the Global War on Terror, much like the ideological side of the Cold War, is extremely important. The JPSE is the right step in that direction. I'm going to dedicate the next two years to helping win the Global War on Terrorism."

Treadwell, the out going commander and former Commander of the 4th PSYOP Group at Ft. Bragg, N.C., gave some insight into the accomplishments and challenges faced during his tenure with the JPSE.

"This time last year, we had about 28 people and we are up to 60 now both military and civilians," Treadwell said. "We have really become joint over the last year."

While the nature of the JPSE's mission has not changed since its creation, the actions of the people assigned to it are making an impact on GWOT.

Psychological Operations disseminate truthful information to foreign audiences through all communication mediums. U.S. Army PSYOP units are a force multiplier to commanders in the GWOT using words instead of bullets.

To assist in coordinating and executing GWOT Psychological Operations effort, an organization was needed that would be able to support all geographical commands in this important facet of the war.

The JPSE fills this role by planning, coordinating, integrating and, on order, executing trans-regional Psychological Operations to promote U.S. objectives.

This is accomplished by, with and through the combatant commands and our partner nations.

"In terms of activities we are involved in, the JPSE has always been a catalyst for things that happen in the combatant commands," Treadwell said. "Gen. Brown talked to Congress about having a capability to assist a combatant commander when they call him and say 'Hey I need help in PSYOP.' Gen Brown wanted to have the ability to make one phone call to us and we could send a team to provide them the capability.

"In the past year, JPSE has been involved in nearly every PSYOP initiative the combatant commands have undertaken



**Gen. Doug Brown, center, commander, U.S. Special Operations Command, presides over the Joint Psychological Operations Support Element change of command held May 3 at USSOCOM headquarters. Col. James Treadwell, left, is the JPSE's first commander. Col. Jack Summe, right, assumes command of the element as Sgt. Maj. John Condroski holds the unit's colors. Photo by Mike Bottoms.**

and in most of those, JPSE personnel were the catalyst. Not only did they participate, they went out there with one or two guys on the combatant command staff and talked to them about the kind of things we were doing and encouraged them to do the same," Treadwell said.

These missions have been completed despite negative media coverage generated by misconceptions of PSYOP activities in Iraqi and Afghanistan and a general fear of message bleed-over into domestic media.

"I have seen no message bleed over into the U.S. media," Treadwell said. "First of all, our messages are produced in the language spoken in the country we are working in. So it would have to be translated into English for the American media. Second, even if the message is translated, it is truthful information the public would be receiving."

He also pointed out some of the dynamics that are missed in the coverage of PSYOP by the media.

Call the number on a billboard in the United States that says "advertise here" and see if they will give the space for free. Iraq is no different, commented Treadwell. They want to make money too. It is the same with the Iraqi newspapers. It also helps get our messages—truthful messages—to the people.

Summe, also a former commander of the 4th PSYOP Group and the former USSOCOM J-39, focused on the reasons why the JPSE was created. "In the words of our President, we must deny safe haven to terrorists while convincing the rest of the world that international terrorism is harmful to free and open societies. The JPSE was established with that goal in mind."



# Tactical Combat Casualty Care:

*By Mike Bottoms  
USSOCOM Public Affairs*

Special Operations combat medics and non-medical special operators face immense challenges caring for their wounded teammates on missions while under enemy fire, often in the dark, with multiple casualties, limited equipment and long evacuation times to contend with.

Today's SOF warrior must be able to treat himself or his teammate in the event of a combat injury. Tactical Combat Casualty Care is the program of treatment now being taught to SOF combat medics and non-medical operators. It is Special Operations' answer for combat injuries and seeks to combine good medicine with good tactics to ensure the best possible outcome for both the casualty and the mission.

According to Navy Capt. (Dr.) Frank Butler, USSOCOM Command Surgeon, TCCC focuses on treating the most common causes of preventable death on the battlefield. "The training is designed to ensure that both the combat medics and non-medical SOF operators are able to recognize and treat these injuries correctly," Butler said.

The three objectives of TCCC are to treat the casualty, prevent further casualties and accomplish the mission.

TCCC emphasizes the basics of combat trauma care: controlling external hemorrhage with tourniquets or hemostatic agents, treating tension pneumothorax, and using tactically appropriate methods to manage the airway.

Battlefield trauma research has shown that approximately 90 percent of all combat deaths occur on the battlefield before the casualty ever reaches a medical facility. The individuals rendering care to the casualty during this critical period are first responders - combat medics and other combatants - not hospital personnel.

As the name implies, TCCC occurs during the combat mission. It's divided into three phases: care under fire; tactical field care; and combat casualty evacuation or CASEVAC care. In the care under fire phase, SOF operators are under effective hostile fire and are very limited with respect to the care they can provide. In the tactical field care phase, the rescuer and the casualty are no longer under effective hostile fire and can provide more extensive casualty care. In the CASEVAC phase, the ability to provide additional personnel and equipment often allows further increases in the quality of care rendered to the casualty.

During the care under fire phase, the need for mission personnel to assist in ensuring a successful outcome to the engagement may take priority over immediate medical care. The combat medic may be required to return fire before rendering care in some casualty scenarios. In addition, in the words of a former commanding officer of SEAL Team Four, "I also expect the casualties to continue to return fire as long as they are able to do so." Also during this phase, it is important to try and prevent the casualty and other mission personnel from receiving further injuries. The most important medical consideration of this phase is to control severe extremity hemorrhage with a tourniquet and to stop severe torso hemorrhage with a HemCon



*Special operators ensure a rescued pilot is secured to a transport before evacuating to a safe area in a combat search and rescue training during the Cope Thunder exercise at Eielson Air Force Base, Ala., Oct. 18, 2006. Photo by Airman 1st Class Rachel Walters.*



# saving lives on battlefield



*A SEAL medic readies a wounded teammate for evacuation to a medical treatment facility. USSOCOM photo.*

hemostatic dressing.

Once the rescuer and casualty are no longer receiving effective hostile fire, more comprehensive care can be accomplished during the tactical field care and CASEVAC phases.

Prior to the development of TCCC, combat medics were taught the trauma care techniques recommended by the Advanced Trauma Life Support course. ATLS is the standard of care used in emergency rooms throughout the United States and works very well in the controlled environment of an emergency room, but does not address many of the issues encountered in a combat environment. A combat environment can be pitch black, underwater, dusty, sweltering or cold.

TCCC was developed through a research project conducted by the U.S. Special Operations Command and the Uniformed Services University of the Health Sciences Casualty Care Research Center. The research adapted the trauma care taught in ATLS to the battlefield. TCCC has been used in SOF since 1997, was adopted by the Army in 2000, and is currently being phased into use in the Marine Corps, Navy, and Coast Guard.

The TCCC guidelines take the SOF tactical environment into consideration in developing treatment recommendations and recognize that almost all SOF casualty scenarios entail both medical and tactical emergencies and that the particulars of any given casualty scenario may require significant modifications to the basic management plan. The TCCC training course sponsored by USSOCOM and conducted by the U.S. Army Institute for Surgical Research for deploying SOF

units puts combat medics and other SOF operators through a variety of casualty scenarios in multiple mission environments.

How well are the TCCC techniques working in combat? Multiple reports from SOF first responders have credited TCCC techniques and equipment with saving lives on the battlefield. Conventional units, most notably the 3rd Infantry Division and the 101st Airborne, have also reported dramatic success using TCCC in combat. A recent study published in the *Journal of Trauma* found that U.S. forces in Operation IRAQI FREEDOM and Operation ENDURING FREEDOM are experiencing the highest casualty survival rate in U.S. history. The authors of this study credit personal protective equipment, faster CASEVAC times, and TCCC as the major factors in the improved survival of our casualties.

The TCCC guidelines are continually updated by the Committee on TCCC at the Naval Operational Medicine Institute and will continue to improve as we gather feedback from the battlefield about which techniques and equipment are working well and which ones need to be re-evaluated. The updated TCCC guidelines are published periodically in the Prehospital Trauma Life Support (PHTLS) Manual, which is endorsed by both the American College of Surgeons Committee on Trauma and the National Association of Emergency Medical Technicians.

People are our most valuable asset in SOF. TCCC has helped USSOCOM to protect and preserve our warriors as well as to increase our probability of mission success by optimizing the response in tactical casualty scenarios.



# Care Coalition grows for SOF wounded warriors

*By Mike Bottoms*  
*USSOCOM Public Affairs*

U.S. Special Operations Command sponsored the Care Coalition Conference held at the Davis Conference Center, MacDill Air Force Base, Fla., to further expand the coalition's relationship with non-profit organizations. The two day conference hosted representatives from 16 different benevolent organizations, liaison officers from USSOCOM components and service representatives.

"What the Care Coalition and the non-profit organizations do for our wounded men and women is just so important," said Gen. Doug Brown, commander, U.S. Special Operation Command. "The operator in the field takes great comfort and really focuses on the mission because they know that he and his family will be taken care of if something happens to them."

USSOCOM established the Care Coalition in August 2005 to track, support, and advocate for Special Operations Forces casualties from the Global War on Terrorism for life.

"The Care Coalition mission is to provide wounded special operations warriors and their families an advocacy program in order to enhance their quality of life and strengthen special operations readiness," said Jim Lorraine, director, USSOCOM Care Coalition.

The coalition accomplishes this through advocacy for health benefits, personnel issues, pay and entitlements. The coalition helps keep the wounded warriors and their families aware of benefits and applicable benevolent organizations. Additionally, the organization provides assistance negotiating the medical board process and transition assistance to civilian employment. The coalition also works with government organizations, such as the Department of Defense, services, military health care, and the Department of Veteran's Affairs, to ensure the needs of the casualties and their families are supported. Importantly, when a need does not fit into a government program the Care Coalition looks



**Staff Sgt. Joseph Kapaczewski, still assigned to A Co. 3/75 Ranger Regiment, sits in his hand-crank bicycle before a "Soldier Ride" race in Key West, Fla. Kapaczewski suffered serious hip and leg injuries from an enemy grenade in Iraq on Oct. 2, 2005. The Care Coalition and the Wounded Warrior Project helped his rehabilitation process. Courtesy photo.**

to non-governmental organizations with missions or charters that align with the need of the wounded person or their family.

The Special Operations Warrior Foundation is a unique non-profit organization and was represented by Steve McLeary at the conference. "The conference is a key way to expand the network of organizations bringing tangible help to the injured warrior and his family."

"Our organization will provide full funding for a four year college education for kids of SOF who die in training or operations," McLeary said. "We also have started sending a \$2,000 check to families of SOF warriors hospitalized due to severe combat wounds for incidental costs that government orders do not cover."

Another distinctive non-profit organization is the Southeastern Guide Dogs or "Paws for Patriots." The organization is the only guide and assist dog non-profit in the U.S. focusing on combat casualties. They provide guide dogs to blinded servicemembers as well as dogs specializing in helping wounded people keep their balance, open doors,



pick up items from the floor, call 911 and provide friendship to amputees, paralyzed or people with traumatic brain injury.

“Southeastern Guide Dogs’ mission is to help blind men and women find independence, mobility and dignity through the use of a professionally and humanely trained guide dogs,” said Bobby Newman, a founder of the organization. “Since our founding in 1982, Southeastern Guide Dogs has been a proud supporter of American veterans.”

According to Lorraine, the Care Coalition has many success stories. One such story is a servicemember who suffered a gunshot wound to his leg resulting in an amputation above the knee. The Soldier remains on active duty and needed a ramp built into his home. Since he remained on active duty he was ineligible for a Veteran’s Administration home adaption loan. Upon hearing this story, the Care Coalition contacted The Coalition to Salute America’s Heroes and the Armed Forces Foundation and both non-profit organizations combined their efforts in building a ramp and renovating his home.

“We were very happy that Jim Lorraine and the Care Coalition were able to help us when we believed that we were not going to receive any more assistance,” said the servicemember.

Another example is a SEAL’s daughter who was very ill and needed a referral to the Mayo Clinic in Scottsdale, Ariz. The mother traveled with the daughter from Alaska to Arizona and learned TRICARE had not yet provided the referral and the family would have to wait five days in a hotel for the approval. The Care Coalition worked with TRICARE to authorize the care from Mayo. The Care Coalition also coordinated with the Naval Special Warfare Foundation, and a member of the foundation adopted the family and invited them into their home. The Mayo clinic was able to diagnose and cure the daughter.

Recently, the Jewish Institute for National Security Affairs raised a \$120,000 to be donated to SOF wounded warriors. The organization made a \$7,000 donation to a 3rd Special Forces Group Soldier who suffered a double amputation..

“These are just three examples of hundreds of instances where the USSOCOM Care Coalition ensures the SOF Wounded Warrior and his family needs are met. The Care Coalition is a supporting mechanism for the operator and further allows the operator to fully concentrate on the missions faced in the Global War on Terrorism,” Lorraine said.

**Jim Lorraine, director, Care Coalition, converses with one of the non-profit representatives during the Coalition Care Conference held at the Davis Conference Center, MacDill Air Force Base, Fla. Photo by Tech. Sgt. Jim Moser.**



### *Pillars of the Care Coalition*

- *The Special Operations Warrior Foundation*
  - *Night Stalker Association*
  - *The Armed Forces Foundation*
  - *Naval Special Warfare Foundation*
  - *The Special Forces Association*
  - *The U.S. Army Ranger Association*
  - *Wounded Warrior Project*
  - *Soldiers’ Angels*
  - *Yellow Ribbon Fund*
  - *The Fisher House*
- *The Coalition to Salute America’s Heroes*
  - *Operation First Response*
  - *Helping Our Heroes Foundation*
  - *Paralyzed Veterans of America*
  - *Comfort for America’s Uniformed Services Elite (CAUSE)*
  - *Veteran’s Benefit Association*
  - *Operation Homefront*
- *United States Wounded Soldier Foundation*
  - *America Supports You*
- *The Psychological Operations Association*
  - *The Air Commando Association*
  - *Civil Affairs Association*
  - *Enable America*
  - *Jewish Institute for National Security Affairs (JINSA)*



