

## The Evolution of Special Operations Command

Lieutenant General Donald C. Wurster

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**LtGen Wurster:** - to get things done. Many of you may not know that these mules had been operated on so they couldn't bray, so they wouldn't compromise the ground forces.

Next slide.

That continued in Korea. Our history in Korea is very tightly held and there is not a great deal written about it, but these were the air resupply and communications squadrons who did a lot of leaflet drops way far north with B-29s, and C-119s and the H-19s have a fairly significant history [...Tape Skip...] in placement and recovery, some of whom look like this.

Next slide.

Vietnam, of course, was a time where we were really pursuing two different roles. One was the direct action role, a combat role, by the United States forces engaging enemies. And the other one was one of our earliest goes at building partnership capacity through the water pump program, jungle gym, and other things where we taught Laos and Thais and Vietnamese to fly AT-28s, A-1s, and things likes that. That is a resurgent business obviously. The gunship being one of the most famous platforms of that era.

Next slide.

In the course of that, we did the Son Tay raid, which really set the bar for how to conduct long-range deep infiltration tactical operations. This really was a masterful assembly of talent and a uniquely effective means of employment, and I will tell you a story. The aircraft that led that raid that carried the people into that compound, carried Bull Simons, we put in the Air Force Museum two months ago, and it came directly from the battlefield in Iraq, and that airplane has flown in combat all that time. We looked back at its history, and including the shooters they carried to Son Tay, its history included two Air Force Crosses, two Distinguished Service Crosses and 36 or 38 Silver Stars over the course of its lifetime.

Next slide.

The good news is that our history comes and visits. That is General John Alison, who was one of the first co-commanders of the first air commandos. He and Phil Cochran, in this picture right here, were the people that Hap Arnold personally picked, and he is a marvelous and very active gentlemen. I wouldn't be surprised to see him here some time this week. But we invited him down to Hurlburt, and he came.

Next slide.

That's sort of our past. Here's what we're doing these days. Many of these missions you'll recognize. Gunships do this. Helicopters did it in Vietnam. Specialized air mobility, it's the kind of thing that we have always done, with the primary task that is unique to AFSOC of deep enemy penetration denied or hostile air support air space to air land or air drop forces behind the enemy lines. Battlefield air operations, which is our combat controllers, pararescue and combat weather and soon tactical air control parties.

Intelligence, surveillance, and reconnaissance is new for us. It is a dramatic growth industry as it is for everybody else. We have strapped that on and have the Predator squadron that [inaudible] will talk to you about.

Aviation foreign internal defense. Again, it is something that we know how to do from Southeast Asia, and it is something that we will continue to pursue. Right now we have people that are working with foreign nations, and I will talk a little bit about our 6<sup>th</sup> Special Operations Squadron, who train in foreign equipment, can speak foreign language, and are regionally and culturally attuned. So if you're a Pashtu speaker and you can fly an MI-17, meet me in the front. [Laughter].

Agile combat support, of course, is essential for the rapid deployment and employment of our forces. Specialized refuelings. Our MC-130 tankers that move helicopters and soon CV-22s to critical objectives and information operations. There's one for us that we're working with our partners in [AFESRA] and their organizations to best exploit that.

Psychological operations. We are part of the joint team that does that, primarily through transmission of messages through the commando solos in our sister National Guard unit up at Harrisburg, Pennsylvania.

But there's a lot going on, and if you look across the spectrum of AFSOC, every aspect of our mission and our force is in a period of change at fairly high velocity.

Next slide.

This is our organization. I see some of the former AFSOC commanders out there, and they, but not I, would tell you this is the one-fire-hydrant/two-dog plan. [Laughter]. I think General Patterson was the guy who invented that slide. But this is the first SOW you know about at Hurlburt. These are our overseas groups, the 352<sup>nd</sup> in England, the 353<sup>rd</sup> in the Pacific and Okinawa. We recently stood up the 27<sup>th</sup> Special Operations Wing at Cannon about a year ago, and it will grow to a hundred aircraft within a matter of a very few years.

The Air Force Special Operations Training Center, I will talk a little bit about. That is an initiative, so that every incoming air commando gets some sort of selection, assessment, indoctrination on who they are and what they are part of. Starting with Airmen and making them air commandos.

These are our partners up in the Reserves at the 919<sup>th</sup> SOW, and during the time that we are in - they fly Combat Talon I's - the oldest platforms in our inventory. We lost the first one in combat in 1967 and they have flown everything since then, but they are - during the time that our Talon II's go through center wing box cracks, the largest single force we have of deep penetrating trained following C-130s is, in fact, in the Reserves. And the 193<sup>rd</sup> SOW are the commando solos I talked about, Guard partners up at Harrisburg.

And the 720<sup>th</sup> Special Tactics Group is where all the battlefield airmen are; combat controllers, pararescuemen, TACP starting 1 October and combat weather. And we are - that's a growth industry for us. SOCOM validated a large number of manpower spots, which we know we won't be able to fill so we're going to work at it incrementally. But the combat controllers we have on the battlefield are tremendously appreciated by their teams, and whenever I go out to an ODA in Afghanistan or Iraq, the Special Forces captain who is running that team will almost invariably come up to me and say, see that guy in that red hat; he saved my life. And so they are highly respected and doing a terrific job on the battlefield.

Next slide.

These are General Schwartz's five priorities, and these are Admiral Olson's three priorities. If you look at - across here - these align, these align, and these align. SOCOM doesn't really have a portion of the nuclear enterprise unless we want to go and take one. [Laughter]. And acquisition excellence is something, of course, that the Chief of Staff of the Air Force seeks to reinvigorate as we move forward.

So we have fairly congruent guidance from our commanders, and what they are is: Let's win, take care of our people, and build the next force.

Next slide.

And so there are two pieces really to AFSOC. We are employing the force we've got, and we are trying to build the next one. So this is the guidance that I've given the command. We need to employ the Force, and we need to modernize it. And within AFSOC, these are the priorities that we have established that we think are the most significant and important, and I will come back to each of the first few there in some detail.

What we're looking for is how do we get most of the answer quickly with the means to achieve the remainder of the portions that we find are important. But we are not an organization, nor is SOCOM an organization that insists on perfect day one, where you would gladly-pay-Tuesday-for-a-hamburger-today sort of thing. What we're looking for is how do we get something that gets the job done that we can migrate along as we go.

Next slide.

Our MC-130 Recap program - those videos don't look like they're going to work. Is it on the stick, Bob, or is it on the hard drive?

**Bob:** It's on the hard drive.

**LtGen Wurster:** Okay, it ought to work. Heisman candidate, Bob. [Laughter]. What we're doing on the MC-130 Recap program is we intend to replace our oldest MC-130Es and MC-130Ps, both of which are Vietnam vintage. We have 37 of them, with a derivative of the Marine KC-130J. It's an open production line. It's an engineered configuration, and what we're going to do to it is add an air refueling receptacle on the top. We're going to put a navigator in the cockpit, using a station that was developed for our commando solos - which are flying Js - put an infrared detection system on the front, a couple of

radios and some defensive equipment; we're going to push that out in the field.

Last year, with the help of the Congress, seven were added to the fiscal '08 supplemental request to get that rolling. This is going to be very important, particularly as our Talon II's go down for wing box cracks. The first ones of those are headed for Cannon Air Force Base, New Mexico.

Next slide.

CV-22. Program America buys 50 of those. And what you see here is pictures of the V-22 doing what it does in nice, pretty daytime pictures. But this is what it really looks like. [Laughter]. Because that's where we go.

It is an extremely capable platform, very versatile. It'll carry an ODA; it'll carry a SEAL platoon. It'll carry Rangers. It will, I think, alter the way we do airfield seizures by not requiring us to land on the runway and unload and drive to places. We can go directly to blocking points and things like that. It's going to be a very versatile platform for us, and it flies an extremely aggressive terrain-following program. I'm a PAVLO guy growing up and then flying the CV-22 now, and the terrain-following radar on this airplane really is a remarkable piece of gear.

Next slide.

AC-27, which has drawn a lot of interest of late. Our AC-130 fleet, recognizing that the 8-H models we have date back to Vietnam era. And the U models we have are deployed and training crews as we speak, but we are flying those aircraft at extremely high use rates. There were times that we were utilizing them at four times their monthly anticipated flying rate, and we have stabilized that some but everybody wants a gunship overhead. There are unsatisfied requests every day, and the AC-130 Us and Hs are an incredibly lethal and capable platform.

And no matter what you read in the paper, the AC-130U hits exactly what it's aiming at. Now, it may be aiming at something you don't like, but it hits exactly what it's aiming at. It is not an indiscriminate weapon. It is a tremendously accurate and precise fires.

The AC-27 is an opportunity for us to build an airplane that a lower footprint, a smaller footprint, that we can rapidly deploy. The other thing that we have done is we have built, with the help of the Armaments Center,

the mount and gun and electrically actuated steering for a single weapon. We have also installed - plan to install a fully proven and operational system of dual sensors and off-axis weaponry that is off the shelf.

So what we would desire would be to get C-27s off the line, modify them with SOF unique equipment and field them very quickly. Recently, it was reviewed at the level of the DAWG very favorably, and the request is to field 16 of those within about the next six or seven years, and so that's a very high-paced program.

Our intent will be to build the first one, do some DT on it to make sure it shoots where it's pointing, and then push it over into the combat theatre and probably do much of the OT shooting at the enemy, because there is such a high demand for gunships.

Next slide.

We're also - as you look outside of Iraq and Afghanistan - around the world there's a very dramatic need for ambassadors and country teams and host nation partners and chiefs of station and foreign heads of military forces to cooperate as we try to deny sanctuary and establish presences that forces them to do things like communicate, do logistics, work on intelligence activity, get money, and move. And all of those things create signatures that are detectable by our very sophisticated intelligence architectures. And so what we want to be able to do is take a little airplane that allows us to get Special Forces soldiers or Navy SEALs or Air Commandos or other members of our force into places that we might not care to visit with an MC-130, which was working on a different mission.

And so, what we're looking at it is buying a number of small platforms. We're leasing four dash-8s as we speak, actually from - I'm not sure who it's from - but we're leasing them, and we're putting crews in them and their job is to do lift for these small Special Forces teams in areas that really fall below the threshold of the TRANSCOM Air Mobility structure.

And I'll give you a for-instance. Back when the Nepalese royal family was killed by the son, who was the heir apparent, who then killed himself, there was a great interest for us to get some Special Forces into the country to work with the military and help them get through that. And it was 30 or 40 guys, and it was - but they were carrying secrets and cold-weather gear and weapons and things like that, but when you go back into the mobility system there really is nothing that says well that's not an

efficient use of airpower, so the system will bump you off into commercial transport.

And that's exactly the kind of thing that we want to use these machines for. They can fly into country - it's not a big deal - and offload guys, maybe move the ambassador someplace that he needs to go, things like that. But these are going to be extremely useful.

Right now we have a fairly connected array of Special Operators from all services across the globe working with country teams and other federal agencies to share information and create access. And the primary objective is to look, listen, and complicate the actions of our enemy. So that every day they go to bed wondering if today was the day that I made the mistake that might cause me not to see the dawn. And we think this is going to be extremely important in that role.

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Like I said, this is one of the biggest changes for our business, and [CalTag] will talk about it in some detail. He has got some good video also, but they may not run [CalTag].

But we have one squadron. Let me give you a for-instance. That squadron flies - one squadron - flies more hours than all of AFSOC - the rest of it. So I think they're flying 60,000 hours this year. And when you look at the Air Force application and of the mindset of air power commitment to what we do, nobody but the Air Force would fly a squadron of Predators at that rate. Other services will use them. There are other ways that they find valuable, but when you talk about industrial strength air power this is how the Air Force does it.

The backside of that is the intelligence processing, so of the people that are taking the information, assembling the pattern of life data, making sure they know that the vehicle that came here that happened to be at the place where the IED went off, that went back here, that is handed back off to the target developers and we go visit that house some night.

But this combination of platforms and people has proven to be the thing that makes Special Operations different in this decade.

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Special Tactics we talked about. This is something we need more of. Like the Air Force is moving forward to try and put TACPs into the brigade structures, our desire is to put TACPs into Special Operations and Special Forces teams.

Basically, each Green Beret team would like to have their own guy, and then when something happens, they go hey, Air Force, get us airpower. We will not be able to produce that many, but they plug right into the teams, and they are the guys that bring danger close fires down.

And sometimes our platforms - we've got, had a recent experience where some SEALs were chasing down some bad guys, were walking up on them, and one of the guys jumped up, shot a couple of the SEALs, and we had a gunship walk rounds in within five meters of the SEALs. That's about half the width of this room. And these are the people that are with those teams that can call danger close fires and really know what they are talking about, so we never kill a good guy.

This is a big one for us. If you've got somebody that's young and in shape and can swim, we'd like to meet them in the front of the room, too. [Laughter]. Because we have hundreds of openings for people that want to get in this business. They operate in teams of one when they are deployed with their counterparts, and it is a difficult and demanding life.

And I went up to McCord when the 22<sup>nd</sup> Special Tactics Squadron came back from combat. They're on about a 1:3 rotation, and that squadron came out of battle and they had deployed 30 people into Afghanistan and Iraq on their rotation. And of those 30 people, at the Awards Ceremony, I gave out 15 Bronze Stars with Valor, one Silver Star with one pending, two Purple Hearts, and 15 Combat Action Ribbons. That's in one squadron, one rotation, 30 people. So they really are terrific.

Next slide.

This is one of the things that is relatively new for us, and it is purposeful, and there are 13 attributes that we're looking for in people that want to be in the Air Commando business. And we know what they are. We reinforce them amongst ourselves.

And what we are doing is building training programs, so that even if you - if you come to Hurlburt and you're going to work in the dining facility or you're going to be the personnelist or you're going to be a crew chief, or you're going to be an Arabic-speaking [Antinav] pilot,

there's going to be some degree of indoctrination and training that you're going to require, depending on your job skill.

But we want everybody to know what our culture is about and what our history is about. And so we have built a scaled training pipeline, depending on what you're going to do, so that you will get the elements that matter the most for you. Some of these people need to learn to shoot foreign weapons. Some of them need to know how to get out of handcuffs. Some of them don't.

But the Special Ops Training Center is something that is moving well. Colonel Paul Harmon is in charge of it, and that is evolving well.

Next slide.

This is a slide I'm going to spend a little bit of time on. These aircraft are our Vietnam era aircraft. The average age of them is in the top right corner. The number of them and a decrement, if we've had any, is in the lower left corner. And so, you can see, we've retired four of the Talon I's. The other ten are in the Reserves. Average age, 44 years.

People think we've invested a lot of money in Special Operations and so we have fixed it. We have not invested a lot of money in the air in Special Operations. We are starting to, we've got the nose up but we're not climbing yet.

The MC-130Ps, 40 years old. The former king and crown birds from Vietnam. We had 20. We lost one. It pancaked on a mountain in Afghanistan and, remarkably, nobody killed.

AC-130Hs. These are the Vietnam era Specters. Probably the most lethal platform on the battlefield today and central to the success in Musikala and other places in Afghanistan in the last year. There's a total of eight of them.

MH-53Ms. We have seven left. We had 35; 28 have retired as we intend to bring on the CV-22s. The problem is as you can see from the number of CV-22s, we've only got five. Last year we had three. This year we had five. Next year we have seven. And we have drawn the 53 force down, because it's at the end of its lifecycle. Of those seven that remain, there are six in Iraq and they will fly until the end of the month. The last flight of an MH-53

PAVLO helicopter in the United States Air Force will be in combat.

The other aircraft is leaving tomorrow to fly to Hill Air Force Base and park in the air park. Just as proof that they don't want to go, on Friday we launched that airplane into the heart of Hurricane Ike, trying to rescue those people out there on that freighter. We sent two CV-22s of our five, one MC-130W, which happened to be in town from Cannon, one MC-130P. The V-22s, which could fly much faster probably got within about 20 minutes of the vessel in distress. The Coast Guard called us after they couldn't get to it. And they were at 40 feet, converted, nose in long, couldn't see out the front windows when they aborted. Fortunately, those people were recovered. But that 153 was out there without a wingman, headed out to do its final mission.

But these airplanes need replacing. These are the - these two will be replaced by the 37 MC-130Js that we are intended to procure. What we are looking for is AC-27 to get started on that, to offload the AC-130Hs and Us, which are at such an incredibly high tempo.

The MC-130W was added by Pittham some years ago. It is the same generation of the Talon II's and the AC-130Us, and they are our new old airplanes. These aircraft were procured after the failure of the Desert I mission. So we've got six of those going to twelve. Eventually, post-AMP, post center wing box, these two aircraft should be very similar.

U-28s are new. I talked a little bit about them before in the light mobility piece.

CV-22s; we need them faster. I'm not sure they can make them faster, but we need them faster. At a time that these aircraft - recognizing there's only 17; we lost four of them, two in combat and two in training accidents - we have 17 of those and that is the entire lift posture for night deep terrain-following penetration on active duty. And these aircraft are going to go down by six airplanes for five years while we do center wing box cracks.

And so there's a time of strategic risk when we don't have enough Talons. The PAVLOs are gone, and we haven't gotten the CV-22s, and we have not brought on the Js yet, that that's why the urgency to get the Js early, to accelerate the CV-22s, and on the gunship side, to bring the AC-27 in because these airplanes have the same wing box cracks. Given the rate we're flying them, it has pulled it

very far to the left in terms of the time that we're going to run into that dilemma with the center wing boxes.

These are AC-130Js, flown by the National Guard up in Pennsylvania, Congressman Murtha's district, and they've got some nice Js.

And these are our Predators, and we'll soon be adding Reapers to that force out at Cannon.

Next slide.

That's sort of my get-off part.

**Voice:** We need 60 seconds.

**LtGen Wurster:** Okay. So, if you've written anything on your card, I'll read it. If I like it, I'll answer it. [Laughter].

**Voice:** If anybody has some cards, I'll take them from you right now.

**LtGen Wurster:** Has anybody got a verbal question?  
Tim.

**Question:** Just a real quick one. What is the impact of the cancelation we just saw down at the JCA on your fleet? Does that put it solidly into Program 11 if the Air Force [inaudible] from the Air Force side?

**LtGen Wurster:** I'm sure that that would be a discussion that -

**Voice:** Did everyone hear the question, or not?

**LtGen Wurster:** The question was if the JCA is not procured from the Air Force, does the fact that it would not be service common present an issue to the acquisition of it. And Admiral Olson is a tremendous fan of the AC-27, probably one of its largest advocates. He does assume that the aircraft will be service common and will come to him without him having to purchase it uniquely.

Like the CV-22, which the service intends to procure none of but paid for the service common piece of the Marine equivalent, it would not surprise me if something like that could be worked out but no commitments, obviously have been made. And I'm not sure what'll be - that's relatively new news - and I'm not sure what the outcome of that will be.

Last chance. Okay. Way in the back.

**Question:** How are you going to [inaudible] JPAC into the combat controller [inaudible]?

**LtGen Wurster:** In the 720<sup>th</sup> Special Tactics Group, we have a couple of squadrons that are just combat controllers, and we have a couple of squadrons that are combat controllers and pararescuemen. We have a weather squadron, and on 1 October, the 17<sup>th</sup> ASOS TACP Squadron will be in AFSOC.

Our intent, as we grow TACP presence in AFSOC, is to incorporate it into the integrated units. So we would intend to put within a squadron that currently has pararescuemen and combat controllers, we would expect to put pararescuemen and combat controllers and TACPs while we maintain the 17<sup>th</sup> ASOS in its current form. Does that make sense?

**Question:** Sir.

**LtGen Wurster:** Okay. You've got a good idea?  
[Laughter].

**Voice:** Sir, we do have a couple of questions from the group on the cards here.

Can you highlight strides and interoperability made in Special Operations Command since the creation of the command?

**LtGen Wurster:** Interoperability with who, whoever asked that? Well, I will tell you that not only our national forces that are under the command of Admiral McCraven right now, but also the Special Forces in our organizations, on the air side we're completely integrated with what the CFAC is doing. The Joint Special Ops Air Component has an element inside the AOC that makes sure that they know what we're doing and how we're doing it. And then they command and control the air power that is supporting Special Operations.

The National Forces and the Special Forces are integrated through the Army architecture, much the way we are, and so I think right now the battlefield is relatively seamless until you bump into aspects of security and classification that deal with the most sensitive target set. I believe that the feedback from ourselves and from the people we are working around in theatre is that we're fully connected and we're not surprising each other.

**Voice:** We're ready.

**LtGen Wurster:** Okay. [CalTag].

**LtCol Caltagirone:** If you flip the slides fast enough, the press won't get my name right. [Laughter]. I am Lieutenant Colonel Paul Caltagirone. I'm Commander of the 3<sup>rd</sup> Special Operations Squadron. Currently the squadron has transferred to Cannon Air Force Base, but the mission entirely has not transferred yet. It's quite an adventure taking a 24/7 combat operation without dropping any capability from our 24/7 times 7 [gaps] and moving the squadron at the same time, so it's a juggling act that we execute every month as we move personnel and then equipment and everything else.

First slide, please.

A little bit of basic Predator 101 on the first couple of slides. Predator has been around since 1995. You can see the evidence of where it has been. The evolution of the platform and four specific things that have turned it into what it is today versus what it was at first.

The two that are most important for SOC is the adding of a Line-of-Sight Radio so we can talk to the teams on the ground and the adding of a Rover capability so we can send a video that's worth seeing directly down into a laptop. So the team on the ground can talk to us and hear what we've seen, and they can also see the video that we're looking at the target. So before they assault the compound they can be looking at the video and see exactly what's going on on the other side of the wall. When you're talking places that are like Afghanistan, where the compound walls can be 10-18 feet high, it makes a big difference to be able to see behind those walls like that.

The other two things that have made a big difference are obviously adding the Hellfire Missile, which all of a sudden made this platform a lot sexier. [Laughter]. And RSO - Remote Split Operations - the single biggest factor for the ability for us to surge and continue to surge a hundred percent. Remote Split Operations means we can fly these missions from the United States from home station and only have to send a small team forward to actually launch and recover the bird.

It means when someone comes to my squadron, they are going to fly combat missions day in and day out for three years. There is no reconstitution. A normal squadron that will go forward can only usually send about 40 percent of its force forward at any given time, because the rest of that force will then have to come back and reconstitute and

be replaced by another portion as well. In a UAV squadron, because of Remote Split Operations, 100 percent of the force can be directed to this - can be dedicated to fight 100 percent of the time.

Next slide, please.

It's not an unmanned aerial vehicle; we call it an unmanned aerial system because it is so much more than just a vehicle. Yes, you want [inaudible] a platform, but it takes a lot more to do it. At ground control stations, there's multi variants of them. The one you're seeing here is the lovely dumpster. Inside that environmentally unfriendly trailer sits the pilot and the sensor operator, and the third member of the Special Operations Crew, the MC, sits back in the operations center where the intel backbone behind it is. Of course the satellite link that allows us to do beyond line-of-sight operations with the Predator.

Next slide.

[Inaudible]. Pretty easy. Twice as big, twice as fast, twice as high. Much, much, much more lethal, and [inaudible] also has some interesting capabilities when you talk about the fact that you can hang a 500-pound bomb on it. You can actually bolt on and bolt off a lot of other really cool things. We'll get into that later when I talk about [inaudible].

Next.

Every Predator can basically do all of these things. The first bullets just - you know, a nice way of saying we've got a really cool camera and [inaudible] look into [inaudible] and look at IR. Mostly what we do is IR. It's - we get used to seeing a lot of green globs.

Next slide.

Unlike the boss, I need video to my presentation, to make it coherent. I'm not quite as polished at going off the cuff. What we have here is this is [inaudible] of OIF. A ground team is moving north, and they get pinned down and stopped by a sniper. They don't know where it is. They've got perimeter overhead and it tells them about where the sniper is.

The Predator comes on station, and you'll want to look at this window right here. The Predator comes on station and actually sees the muzzle flashes on the IR. Delta [inaudible] on the ground, and he knows where the sniper

is. We've got him. Request permission to engage. He got permission to engage, roll video.

No video. [Laughter].

Ah, there we go. [Laughter]. Let's try that again. [Laughter].

There we go. That's a heck of a shot. [Laughter]. Interestingly, probably only the build - the room above, the room below, and the room on either side were damaged. The rest of the building should be untouched. Very low collateral damage weapon, the Hellfire is.

Next slide.

The target in this one is this little antechamber right here, this little room on top of it. I want you to note this wall here, and the rest of the building.

Roll video.

Bring the Hellfire into this small room, and as the video clears you can see that the wall is still there and the building is more or less untouched. A tremendously valuable weapon in an urban environment for low collateral damage.

Next slide.

Predators are not stationed for a very long time. Strykers [inaudible] to stay on target. So the Predator is outstanding for command and control. What we can do is we can talk Strykers onto target, we can assist them in other ways and, if all else fails, we can use our laser to lase their weapon onto target. This is a 500-pound bomb dropped by a Harrier that we guided onto target with our laser.

Roll video.

Next slide, please.

And that's what basic Pred 101 [inaudible] videos.

SOF ISR [is unique]. What makes us different than other UAV units? It's not necessarily how we employ; it's the relationship we have with the ground team. The habitual working relationship is a SOF mantra. We go where they go. We train with them. We fight with them. We don't reconstitute, but we reconstitute with them. We have a very, very close relationship throughout all the services inside SOF.

I have crew members forward with their teams on the ground and they fly forward and serve as [LMOs]. We sit in their planning cells with them. Regularly scheduled face-to-face visits.

Our supported units work on a three-part scheduling system. They'll spend a third of their time training, getting ready to go into the box. A third of their time is in combat, and then a third of their time after that is reconstitution. We're involved in all of those stages. We train with them before they go out. We fight with them when they're in the box. We send our guys forward, and as soon as they're done, as soon as they come out we're part of all the [inaudible] as we adapt to lessons learned, and we're better the next time they go. We do that with every team we support, every time they go in.

SOF has various other technologies, computer systems, communications systems. We're fully integrated into all of them. It allows us even remotely to be part of intimate details of planning cells. We've got a great video later that discusses a lot of that, but it's our guys sitting with the team that they're getting ready to put the mission together that really makes it unique, that brings us in and makes us absolutely part of a joint team.

Better continuity on target is something that we get through scheduling efficiencies on our side and scheduling efficiencies in the theatre. Our birds fly the same lines and the same targets every day as we get ready to execute the mission. For days and days in a row, I may have the same crew on the same target getting prepared to do a raid. That crew is going to know that target as well as the shooters on the ground who are [inaudible] that target. It makes a big difference when you use the same personnel to do the same target every day instead of swapping them around.

Next slide.

Ninety-nine percent of our time is spent on the first two bullets. This is what we do. This is what we are very good at.

Next slide.

The story here is not for [inaudible]. The story here is not to capture the [ATI]. The story here is the days and weeks that we spent on a target ahead of time building pattern and life analysis. So that when the team goes in and they execute this raid they know exactly how

many people are going to be in each building. They know where the women and children might be. If somebody leaves, they may know where they go. It's us knowing exactly where the helicopters are going to land, where the guys are going to come out, how they're going to go to target, where the force protection areas need to be. It's all in those details that we are fully involved in in the planning process of it. It's working with all the other airplanes, knowing who's going to be where and who's going to have to cover what. It's knowing if the [squighter] leaves the target, like one does here, who's going to follow that [squighter]? It's us stepping out of video down to the team as they're heading in here, so they see what's going on in the compound. They see the livestock. They see the dogs running away.

There's the blue forces entering the front of the building - and exiting the back of the building here shortly. Here's our target. They see that as well. That's a [squighter]. What we do now is [squighter] patrol. There he goes, so we follow him.

HVI stands for high-value individual. [Laughter]. Sorry. I've got to get through this a little bit faster. So what we do [laughter] - again, all of this is coordinated ahead of time. We know that if anybody goes in this direction or if anybody leaves that target, we're primed, ready to do that. So off he goes. We're talking back to the guys on the ground, we're telling them we've got two guys we're following and they're going in this direction. Fortunately, they don't go in this house, which would make things a little bit more difficult to the eventual capture. But we also know who else is in all these houses around.

We also know how these houses are integrated into the network of - the social network of the village or the town that they're in, because in doing pattern-of-life analysis, you don't just look at the house you're looking at the whole neighborhood. So we know how [inaudible] interacts, and we know about where he'd go if he did. Squirt. In this case he does, and you can see some blue forces here coming in to eventually wrap him up.

So again, the raid is the sexy part. The guys enjoy participating in the raids, but again, 99 percent of the hours that we fly are dedicated to preparing to do things like this. Needless to say, there's not a lot of job satisfaction involved in sitting on a house for four hours at a time, taking a two-hour break and then sitting on that same house for four hours at a time unless you know exactly why you're doing it. Unless you know who you're looking

for, who they're connected to, and what impact their capture is going to have on everybody else.

There's a classified study that was done that more or less said that the way that SOF uses ISR is most efficient way. And it's the most efficient because approximately 98 percent of all the hours we fly lead directly to operations. It's a very targeted, very focused way to do it. It is a very soft way to do it. It's a single dedicated mission set and the joint team that executes it.

This is us. Like the boss said, 61,000 flying hours this year; more than the rest of the MAJCOM combined. We have never flown a training mission. Every mission we have ever flown has been in combat. We actually did have a Predator delivered to Cannon Air Force Base and we could have flown it, but we had to send it theater [inaudible]. We still have yet to fly a single training mission.

Ninety-two percent of everybody in the squadron is involved in combat operations. That's growing to 97 percent. I'm not gaining any more support staff as I gain more operators and, in fact, due to mission needs I am training some of my support staff to fill some of what I consider my critical combat need positions. Everybody that I can get that I can put towards the war effort, we're going to do. We are at surge. The nation is at war. We have heard the call, and we are throwing everything we have into this.

**Question:** [Inaudible]?

**LtCol Caltagirone:** Six days a week, thirteen hours a day. The way that we work, our work week generally brings our guys in a little bit more than five days a week. We have no top cover when guys do the work. That's it. And what we have is we have crews that also have to sit a one hour alert at home. If any of them get sick, if any of them can't show up, those guys are going to have to come in.

So in addition to the five-plus days a week that they're actually in the squadron flying the line they generally also get one day a week where they still pull a 24-hour [inaudible] period, where they're on a one-hour go.

The OpsTempo is tough. Like I said, job satisfaction is surprisingly high and morale is surprising good. And the reason is because of things like that raid. Because what we do matters. Because everybody can look at the 95 percent that they do. All the [ops] they've flown, they can go back and look at exactly at what that led to and

find the results from that target that they had been flying against.

In 2007, we flew 60 percent of all OIF/OEF Predator sorties. The unit is growing rapidly. We're above 50 percent in our manning now, but the way Predator works is it takes about seven personnel to maintain a constant 24/7 CAP. Every new seven personnel we get in each crew position, we add another CAP. The Air Force is going to be flying 31 CAPs by the end of the year, growing to 50 as quickly as we can after that. Again, every seven guys that graduate the schoolhouse, another CAP goes up.

And there's just some results from the citation of [inaudible] that we turned in. And yes, we accepted the award this morning. We were one of the Air Force Association's Citation of Honor Awards for 2008 for a lot of reasons we've already talked about.

Next slide.

The enemy is not dumb. They know what we do and, in some ways, they know how we do it. If we don't constantly change the way we do it, we're going to be continuously less effective. The hot washes that we have as a team when we come out of the field are critical [inaudible]. We are constantly changing little elements of the way that we do the mission. It's scary what we learn just by reading things on *Al Jazirah* about how much they really know about how we do business.

Speed, stealth, and lethality. I hammer that all the time. For anybody in the industry out here, speed, stealth, and lethality, please. [Laughter]. I need faster, I need stealthier, and I need to be able to kill things faster, so --

[MT9] rules and responsibilities. This is interesting. Like I said, we've got a 500-pound hard [inaudible], and we've really talked about a lot of [inaudible] [MT9]. And some mission sets, you may not want to man your craft to do. For SOF missions, ISR, precision resupply, [inaudible], PsyOps, broadcast [inaudible], precision weapons delivered with command and control. Probably not true [inaudible], but true infiltration. However, if somebody really wants to strap themselves on to one of the hard points to get air-dropped in, more power to you. But I'd rather not do that mission myself.

Next slide.

Insatiable appetite. You all read the press. There's

not much more to say about that. As I said, every seven guys we get, another CAP. It doesn't really leave us much time to integrate our lessons learned into operations. I try and keep my [inaudible] above the line every now and then so they can go from [GCS to GCS] and talk about lessons learned and try and adapt to the way we do it.

Expeditionary mission. This is going to be SOF specific. A rapid response, a rapid reaction capability. We are putting the pieces of that together now. We need something that is exactly what it says. Small, easily set up, totally connected to the SOF network, able to react on very short notice, to load everything into the back of an aircraft, go somewhere and support a special operations team on the ground in a single period of darkness. We hope to get there within the next year and a half. A lot of challenges in that.

Back to you, Boss.

**LtGen Wurster:** Okay, thanks. I think there's a couple of questions we've got and I'll be happy to take them. We're about out of time.

Did we have any luck with that video? Keep working on it. If you can, we'll close with that.

**Question:** All right. You mentioned, Sir, you were talking about the CV-22 and that the need is to get them faster. And is there any thought that 50, the program of record, would be a sufficient number, or are there plans to go beyond 50?

**LtGen Wurster:** Good point. As you know, there has been an emphasis on Special Operations in the last six or seven years. We have grown the Special Forces Group by one battalion. So now there is four vice three. We've grown the Ranger regiment by a battalion. We've grown the SEALs by about a quarter. We've added a 2,500 person Marine component. The numbers you saw were to recapitalize the [air] that we essentially already have. There probably is a point in the future at which the right size of the force to match the growth in the Special Operations ground forces and maritime forces is appropriate. But right now, we just want to get what's on the books.

**Question:** Sir, you talked about also bringing a lot of new platforms on board. Could you say a little bit about supply and sustainment and maintenance, and is that going to require new skills for our airmen, and might there be a chance to partner with other services as far as maintenance and logistics are concerned?

**LtGen Wurster:** There's really no new ground. We have partnered with the Army on H-6s. We've partnered with the Navy on H-53s. The Navy has partnered with us on C-130s. The skill sets are the same. There's a composite repair piece that is relatively new, but there's no dramatic changes or new specialties that we think we need to make.

**Question:** This one has to do with survivability. We're flying these things an awful lot, particularly so many of our platforms. How are we doing as far as survivability goes and have we lost any in combat?

**LtGen Wurster:** I mentioned we'd lost a couple of Talons, but in terms of shot down by the enemy, we have - Since we started this, I'm not exactly sure, but I believe the number of customers who have died while they have been in our aircraft is three. Our tactics work, our crews are well-trained, our defensive systems are successful.

We had one H-53 that took an RPG in the nose. Incapacitated the entire cockpit crew, really, and one of the pilots managed to get it right side up and get it on the ground so they could engage in a ground battle. And, as a matter of fact, when we went to shut it down the throttle quadrant was gone and they found the cables and pulled the wires to shut the engines off. But their wingman was there and, after a number of engagements and attempts to get those guys out of there, they succeeded in doing that. But our aircraft and our crews are built for what they're made for, and the people we have got the heart to get it done.

Okay. Does the video work? Okay, run it. I just might get off the stage here once it starts. If it doesn't, I'm going to go down and knife the aide.  
[Laughter].

[Video shown].

**Moderator:** Well, Sir, that was certainly worth waiting for. What a great way to wrap up the presentation. We would like to thank you for participating with us today. We have a small token of our appreciation we would like to present to you a book on our Air Force Memorial, and I would like to invite all of you to make sure you please fill out your critique forms that will be e-mailed to you or are available in the cybercafé.

Also, please visit the exhibits downstairs of our contractors and other personnel who are down there. And if you see value certainly in presentations like this in this

symposium, and if you're not already a member of our great Air Force Association, we invite you to do so and join up. Memberships for one and three years are half-price during the three-day symposium.

Thank you all for coming.

[Applause].

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