

# ***US Special Operations Command***

---



## **Successes / Lessons Learned: Adapting Technology to Enhance the Warfighter**

**Mr. Doug Richardson  
SOAL-T WSO  
4 September 2007**

The overall classification of this briefing is:  
**UNCLASSIFIED**

**SOAL-T**





# USSOCOM Roles

---

- **Supported Combatant Commander (COCOM)**
- **Supporting COCOM**
- **Military Department (MILDEP)-Like:**
  - **Budget & Programming Authority (MFP-11: Science & Technology, Research and Development, Procurement, Operations & Maintenance, Military Construction)**
  - **Acquisition Authority, Head Contracting Activity (SOFARS), Chief Information Officer, Chief Financial Officer, Investigations and Audits**
- **Service-Like:**
  - **Organize, Train, Equip**
  - **Requirements**
  - **Operational Testing**
  - **Operational Logistics**



# USSOCOM Acquisition Mission



**Provide Rapid and Focused Acquisition, Technology, and Logistics Support to SOF Warfighters**

**SOAL-T**



# Recent News Excerpts

- **Weekly Standard, 3 Sep 07, Operation Phantom Strike**
  - “Disruption is a way to seize and maintain the initiative”
  - “Disruptive attacks keep the enemy off-balance”
  - “Being able to distinguish between insurgent and civilians is the key to victory”
  
- **U.S. News and World Report, 3 Sep 07, Planning and Training for the Post-Surge**
  - “Greater role for U.S. military advisor”
  - “The preparation for transition teams has seen substantial change”

**Science & Technology (S&T) is Supporting  
the Surge and Post Surge Periods -- Now**



# Commander USSOCOM - Vision -

---

- **“The SOF Warrior: A Disruptive Force in a Complex Environment”**
- **“These Continuously Evolving Capability Increases Will Allow SOF to Not Only Conduct Find and Fix Operations Globally, But Also to Disrupt or Even Disintegrate the Terrorist Organizations”**

*VADM Olson, 2004, Disruptive Technology Briefing  
– then Deputy Commander, USSOCOM*

**Disruptive Warriors, Conventional and SOF,  
Are Using S&T Derived Capabilities -- Now**



# Challenge

---

- **If You Have Applicable Technologies That Can Influence the Surge – Move Them Now**
- **Otherwise: Analyze, Plan, and Begin S&T That Will Support the Post Surge Environment**

**Choosing an Efficient Path for Moving S&T to Fielded Capability  
Is a Key Enabler – *Lessons Learned***





# Example: Urgent Deployment Acquisitions



Laser Targeting Devices



Leaflet Delivery System



Standoff Detectors

CMNS Requirement	IOC
Laser Targeting Devices	7 days
Remote Camera Controller	11 days
All Terrain Vehicles	5 wks
Coalition Video Teleconferencing	4 wks
Standoff Explosive Detection System	10 wks
Man-Portable Decontamination (Cbt Eval)	9 wks
Small Un-piloted Aerial Vehicles	14 wks
Leaflet Delivery System	14 wks
Remote Observation Post	18 wks
Personnel Tracking System	21 wks



Remote Camera Controller



UAV Pointer



Man Portable Decontamination



All Terrain Vehicles

Coalition VTC



SOAL-T





# Organizational and Cultural Barriers to S&T

---

- **S&T Community has Difficulty Projecting and Meeting Dates for Availability of Technology in a Form Useful to the Acquisition Community**
- **Acquisition Community is Reluctant to Build a Program Schedule Around Uncertain Technology Availability**
- **The Comptroller Community Routinely Penalizes Both the S&T and Acquisition Communities for Failure to Meet Dates, and Typically Uses S&T Budgets as Bill Payer for Operational Funding Shortfalls**
- **Requirements and Operational Community: Unfounded Expectations, “Irrational Exuberance”, and Rapid Disenchantment**

Extracts from USSOCOM Acquisition Executive Discussion on Technology Transition



# Adjusting the Way Ahead

---

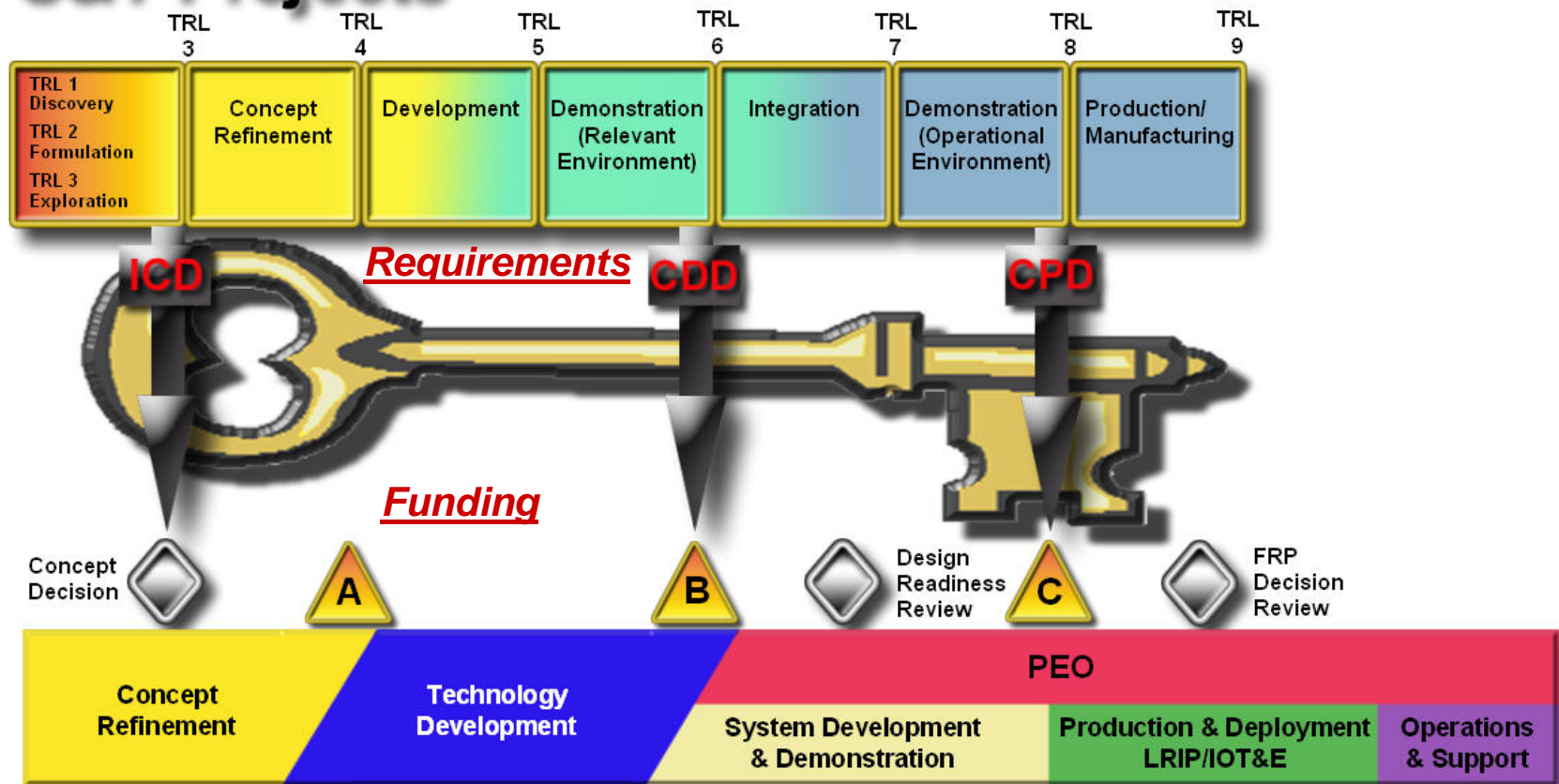
- **Program Executive Offices (PEOs)/Program Managers (PMs) Maintain Portfolio Plans that Identify Technology Needs and/or Insertion Points**
- **Technology Insertion Funding is Planned with the PEO/PM Program Budget**
- **Conduct Effective Institutionalized Outreach Between PEOs/PMs and S&T Community – S&T becomes Part of the Team**
- **PEOs/PMs are Chartered to Provide Solutions to Operator Requirements – They are the Key Link Between Technology and the Operator**



# Technology Transition Challenge – Move S&T Closer to the PEO/PM

## S&T Projects

Defined By DoD Directives and Public Law



## Acquisition Programs of Record

ICD: Initial Capabilities Document; CDD: Capability Development Document; CPD: Capability Production Document

**SOAL-T**



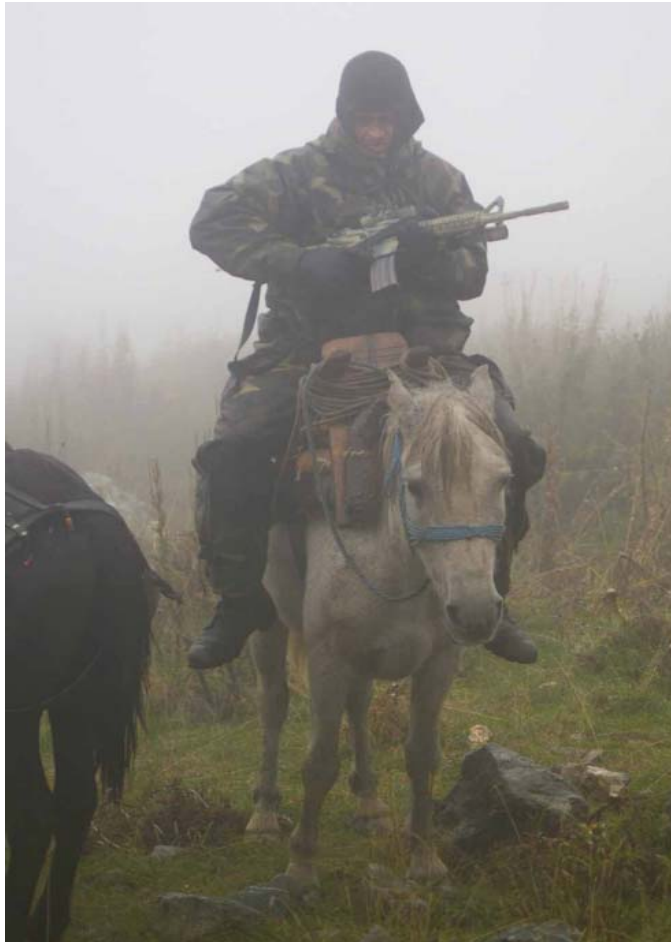
# Accelerating New Capabilities Forward

---

- **Ensure that the Relevant PEO/PM is Aware of the Technology Opportunity**
  - **Title 10 Authority, Appropriate Orders, Releases, and Requests**
  - **Different Processes for Government and Private Sectors**
- **When Mining for Requirements, Keep PEO/PM, Requirements and Programming Communities in the Loop.**
- **Partner When Possible to Develop a More Complete Technology “System”**
- **Mutual Respect and Cooperation**



# Questions?



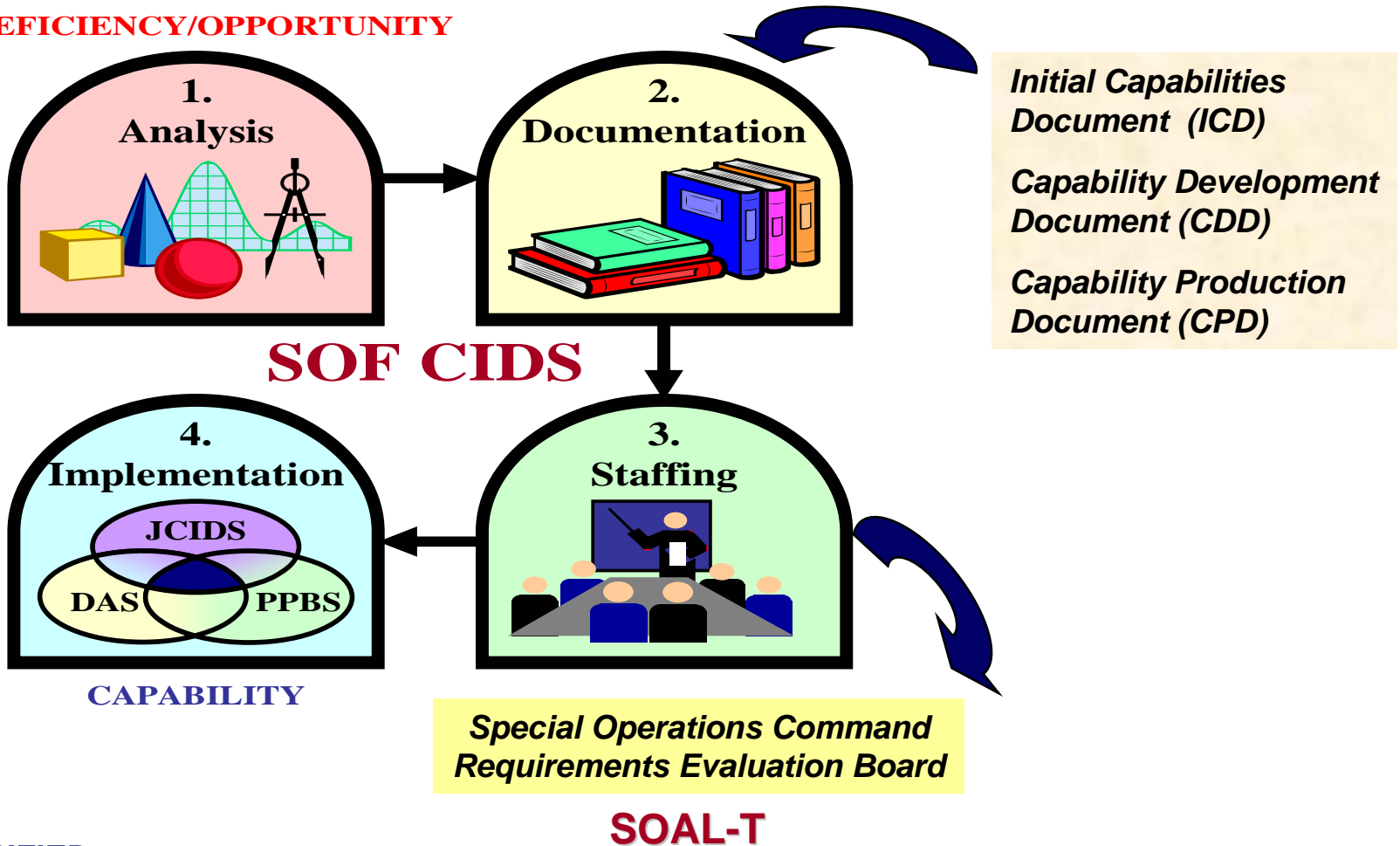
**SOAL-T**



# SOF CIDS Process

## Four Phases of the SOF Capabilities Integration and Development System

### DEFICIENCY/OPPORTUNITY





# Combat Mission Needs Statement (C-MNS)

- Rapid Validation, Approval, and Fielding of Critical (**Mission Failure** or **Loss of Life**) New or Existing SOF Materiel Capability
- Not an Unfunded Requirement Process (Separate UFR or Supplemental Process Exists)
- Not a Means to Circumvent or Accelerate the Normal Special Operations Command Requirements Review Board (SOCREB) Approval and Strategic Planning Process (SPP) Resourcing Processes

Approving a C-MNS Mandates an Offset (Must Pay Bill)



# C-MNS Criteria

System	Metric	Criteria
JCIDS	Critical Capability Need	<ul style="list-style-type: none"> <li>▪ Urgent and Compelling New or Existing Materiel Need Identified During Preparation for or Active SOF Combat/Contingency Operations That Must Satisfy at Least One of Two Criteria:               <ul style="list-style-type: none"> <li>– Satisfy Critical Shortfall on the Overall Success of the Mission (<b>Mission Failure</b>)</li> <li>– Mission Critical Combat Survivability Deficiency (<b>Loss Of Life</b>)</li> </ul> </li> </ul>
DAS	Capability Solution	<ul style="list-style-type: none"> <li>▪ Expeditious Acquisition of New or Existing Material to Meet Critical SOF Combat Needs. <b>Normally Fielded Within 180 Days of C-MNS Approval</b> <ul style="list-style-type: none"> <li>– Solution Sustainable Through Duration of Combat or Contingency Operation</li> <li>– Equipment No Longer Maintained or Sustained After Operation Unless Capability Document Approved IAW USSOCOM Directive 71-4</li> </ul> </li> </ul>
PPBE	Capability Resourcing	<ul style="list-style-type: none"> <li>▪ Resources Made Available to Finance Capability Solution</li> </ul>

Congress Established “Combat Mission Requirements” P-1 Line Item in FY06 Appropriations Bill

- USSOCOM Submits a Funded C-MNS Report Quarterly
  - Appropriated \$21 million in FY 2006
  - Appropriated \$22 million in FY 2007
- FY 2008 President’s Budget request contains \$20 million for C-MNS





# Policies and Procedures

- **Statutes**
  - 10 USC Sec 167 (HQ USSOCOM Acquisition and Budget Authority)
  - 10 USC Sec 2430 (Major Defense Acquisition Programs)
  - 10 USC Chap 137 (Head of Agency)
  - 10 USC Chap 87 (Defense Acquisition Workforce and Overarching Acquisition)
- **OMB/DOD/OCJCS**
  - OMB Circular A-109 (Major System Acquisitions)
  - DOD 5000 Series (Defense Acquisition System)
  - Defense Acquisition Guidebook
  - CJCSI 3170.01 (Joint Capabilities Integration & Development System)
  - DOD Financial Management Regulation (FMR)
- **Federal Acquisition Regulation (FAR), DOD FAR Supplement and HQ USSOCOM FAR Supplement**
- **HQ USSOCOM**
  - D70-1 (Acquisition Management Policy)
  - D71-4 (SOF Capabilities Integration and Development System)
  - D71-5 (OT&E)
  - R700-1 (Equipment Management)
  - D700-7 (Reducing SOF Total Ownership Costs)

**Same Overarching Statutes and Policies Which Are Used Throughout DoD**