

NDIA SO/LIC Membership White Paper: Private Sector Efforts to Relieve the Burden on SOF Forces

How do Industry and NGOs believe that they can assist SOF with the challenge of a high OPTEMPO? Are there untapped resources to relieve SOF of duties that will allow SOF to focus on the tasks appropriate for uniformed military personnel? If so, what are they? What are the cost comparisons that SOCOM and its components should consider?

Private Sector Opportunities to Relieve Burden on SOF Forces

The growing challenges represented by the numerical *increase* to the list of 'failing states/recovering states' are increasingly complex; these challenges demand effective, achievable SOF mission employment planning, preparation, execution, sustainment, and End State realization in support of National and COCOM objectives to include operating in the non-symmetrical warfare environment.

Industry and the NGO community as well as other US Federal, State and Local organizations are in a unique position and have a clear opportunity to assist SOF in meeting the challenge of a high OPTEMPO through the use of individual and groups/organizational resources tailored to meet operational and planning needs that do not specifically require uniformed military personnel.

Simply put, there is a deep reservoir of subject matter experts [SME's] resident in Industry [private sector], the NGO community, other professionals who may be detailed from other US Federal, State and Local [FSL] government agencies, as well as former SOF personnel who possess key SME skills. Together, the private and public sector represent a viable resource that can be sourced to voluntarily augment any size of US-based or deployed SOF organization from the national level down to forward operating bases [FOB's] and intermediate support bases [ISB's].

The scope of this opportunity may extend to functioning as embedded SME enhancements of SOCOM and subordinate organizations and interoperability with coalition forces as well. Here again, these resources could be detailed from industry, NGOs and selected FSL organizations as well as individual SME augmentees under professional services contracts.

Specifically, the opportune areas include one or more SOF core activities of non-military *support* roles such as may exist in foreign internal defense, civil affairs, physical site security augmentation, movement security escorts, and information and psychological operations activities that may impact the full range of traditional nation building tasks, economic development, humanitarian assistance, broader NGO coordination and integration, and international community coordination and cooperation. The construct of many untapped Industry/NGO/FSL/SME resources options will enable SOF to pursue uniformed military tasks inappropriate for non-military organizations/personnel.

SOF Augmentation Opportunities May Include:

- Industry/NGO and FSL and SME sourcing for assignments as individual augmentees with discreet knowledge, skills and abilities [KSAs] to execute [*USG interagency/coalition coordinated*] high impact tasks within an irregular architecture that meet *concurrent* host nation/regional imperatives [and capacity] for training/mentoring in security, rule of law, mitigating criminal activities, economic development, public health, food production, transportation, telecommunications and energy;
- Use of small teams from Industry/NGO/FSL/SME to execute focused tasks, to expand/enhance activities in the above categories as well as *agile response* capacity to meet emergent needs/crisis situations above;
- Fully resourced Industry/NGO/FSL/SME utilization of larger groups capable of integration into a host nation [HN] governance organization[s] as mentors/advisors to maximize the potential of that nation's capacity to not only respond to change and but more significantly to enhance the basis for HN *ownership* of the path to an end state [*e.g., work yourself out of a job by training a host nation counterpart organization/individual to assume your role!*].

Use of Industry/NGO/FSL/SME resources offers the opportunity to develop, manage and execute scalable cost packages in terms of scope and Statement of Work [SOW], duration of the assignment [Period of Performance—POP], to execute the above nation building, humanitarian assistance, and economic development tasks. Procurement cost package constructs nominally would include labor costs, site life/environmental support, relevant site security options, and transportation. Cost packages shall include all provisions for assignment to remote sites/hazardous duty in accordance with US Department of State criteria.

Execution of SOF Augmentation and Assignment/Procurement Protocol

- Careful interagency [FSL] MOA/MOU/TOR tasking that address the detailed component's fit and function into the SOF organizational structure. MOA/MOU/TOR must address all life and environmental support, security, safety, transportation and period of performance;
- Suitable MOA/MOU/TOR documents that address the full range of cooperation, role and function with SOF organizations. MOA/MOU/TOR must address all life and environmental support, security, safety, transportation and period of performance;
- Agile contracting/procurement protocols that fully meet SOF augmentation needs in regard to Industry organizations as well as individual Professional Services Contracts. Procurement documents must address all life and environmental support, security, safety, transportation and period of performance.

- Comparative cost packages for SOF augmentees from Industry organizations, NGOs, FSLs and individual Professional Services SME contracts are 'scenario dependent' when measured against the operating cost profiles of the deployment of active/reserve organizations or individual augmentees.

Summary

Industry and the NGO community as well as other US Federal, State and Local organizations to include selected former SOF personnel are in a unique position and have a clear opportunity to assist SOF in meeting the challenge of high OPTEMPO through carefully managed assignment of individuals and groups/organizational resources tailored to meet operational and planning needs that do *not* specifically require uniformed military personnel.



Sam Miess
Principal Staff
Concurrent Technologies Corporation
Johnstown, PA 15904
US Mobile: +1-814-386-1975
miesss@ctc.com
www.ctc.com