UNITED STATES SPECIAL OPERATIONS COMMAND

7701 Tampa Point Boulevard

MacDill Air Force Base, Florida 33621–5323

USSOCOM DIRECTIVE

Number 70-1   **11 April 2001**

Research, Development, and Acquisition

ACQUISITION MANAGEMENT SYSTEM POLICY

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1. Purpose. This directive implements the Defense Acquisition System (DAS) within the United States Special Operations Command (USSOCOM) and is the USSOCOM acquisition policy directive. It defines the USSOCOM-unique acquisition management, technology development, and logistics policies for life cycle management of materiel/systems. See the Glossary for definitions of USSOCOM-unique terms and key reference documents.

2. Applicability. This directive applies to personnel supporting and conducting acquisition of equipment and systems resourced by, or in support of, USSOCOM, including materiel and systems where acquisition management has been delegated to a Service. For programs managed by a Service, deviations from this directive shall be documented and approved in a Service-USSOCOM Program Specific Memorandum of Agreement (PSMOA).

3. Authorities. Per Title 10, United States Code, Section 167, the United States Commander in Chief, Special Operations Command (USCINCSOC) shall be responsible for, and shall have the authority to conduct development and acquisition of Special Operations (SO)-peculiar equipment and acquisition of SO-peculiar materiel, services, and supplies. Subject to the authority, direction, and control of the Secretary of Defense, USCINCSOC shall have the authority to exercise the functions of Head of Agency under Chapter 137 of Title 10. USCINCSOC has delegated these authorities to the Special Operations Acquisition Executive (SOAE). USSOCOM Program Executive Officers (PEO) and Program Managers (PM) exercise the authority of the SOAE to manage assigned programs.

4. USSOCOM Acquisition Management System (AMS). The USSOCOM AMS encompasses all aspects of acquisition which includes technology development and exploitation, new start programs, modification and upgrade of existing systems, product sustainment and product disposal. The USSOCOM AMS is designed to provide quality products and services in a timely manner, at affordable total ownership costs, to satisfy operational requirements. Acquisition management is accomplished with minimal oversight through direct lines of communication. Responsibility and accountability for program execution resides at each level of the acquisition authority chain (SOAE-PEO-PM). See Appendix A, Roles and Responsibilities.

5. Key Program Management and Oversight Documents. USSOCOM acquisition program management is built around three key, Milestone Decision Authority (MDA)-required program documents. These are the Acquisition Program Baseline (APB), the Single Acquisition Management Plan (SAMP), and Acquisition Decision Memorandums (ADM). These documents describe the acquisition program and management approach; define cost, schedule and performance parameters; and document key program decisions. PEOs are responsible to ensure that electronic copies of these documents are maintained in the Special Operations Acquisition and Logistics Information System (SOALIS).

a. **APBs.** Starting at program initiation, normally Milestone B, each acquisition program must have an MDA approved APB. See Appendix B, APB Procedures. The APB documents the management agreement among the MDA, PEO, and PM, in coordination with the user or user representative, regarding program cost, schedule, and performance objectives and thresholds. Modifications or Service Life Extension Programs (SLEP), directed by an Operational Requirements Document (ORD) which are not included in the APB of a parent program, must fulfill the APB requirement. All ORD Key Performance Parameters (KPP) will be tracked in the APB. Changes to program KPPs must be coordinated with the Special Operations Plans and Policy Center (SOOP) and approved by the Deputy Commander in Chief (DCINC).

(1) **APB Approval and Changes.** APBs must be approved by the MDA at program initiation, normally Milestone B, at subsequent milestone reviews, and anytime the program is rebaselined due to program changes or breaches.

Program APBs are signed by the PM, the user representative, the PEO, and the MDA. For Service-MDA programs, the Service MDA and the SOAE or USSOCOM PEO will jointly approve APBs and changes.

(2) **Breaches.** An APB breach, or program deviation, occurs when the PM becomes aware the current estimate or measurement of a cost, schedule, and performance parameter does not or will not meet the APB threshold value for that parameter. The PM must immediately notify the USSOCOM MDA and the SOAE that a program deviation has occurred. See Appendix B, APB Procedures, for definitive reporting requirements.

(3) **Administrative Breaches.** A baseline breach resulting from a change that is not the result of program problems (for example, USSOCOM Board of Directors (BOD) directed changes to quantities or level of funding or change from one appropriation to another without changing total program cost) is identified as an "administrative breach." Although the breach still must be reported via the normal channels, the PM may recommend to the MDA that the breach be classified as an "administrative breach." Administrative breaches will not be statistically recorded as breaches, however, the APB and the SAMP (if required) must be formally updated and approved to reflect the changed parameters/strategy.

b. **SAMPs.** The SAMP is a concise, integrated, executive-level document that identifies all relevant program issues and execution approaches. It is tailored to the specific needs of the program and is normally written by the PM supported by the Program Integrated Product Team (PIPT). The SAMP serves three major purposes. First, it describes the overall acquisition and program management strategy. This overall strategy provides the management framework to support program decisions. Second, the SAMP provides a vehicle to obtain the statutory and regulatory approvals under the purview of the MDA and a place to document waivers. The SAMP documents required statutory and regulatory (e.g., Public Law, United States Code, Federal Acquisition Regulation (FAR) and Defense FAR, and Special Operations FAR) actions applicable to the program. Third, the SAMP serves as the Acquisition Plan for programs requiring a FAR-compliant Acquisition Plan, and therefore, it contains all mandatory information.

(1) **SAMP Requirement.** All USSOCOM programs preparing for Milestone B, and programs preparing for subsequent milestones, for which USSOCOM is the MDA, require a SAMP. The SAMP will be prepared, along with the APB, in lieu of other acquisition management plans requiring MDA approval.

(2) **SAMP Approval.** PIPT members review the SAMP prior to the Milestone B review and all successive milestone decision reviews. The Chief, USSOCOM Operational Test & Evaluation (OT&E), the Director of Logistics, and the Procuring Contracting Officer (PCO) sign the SAMP concurring in the SAMP aspects related to their respective areas of expertise. The MDA approves the SAMP.

c. **ADMs.** ADMs document MDA decisions including milestones, full-rate production, guidance issued at in-phase reviews, action items, and exit criteria for the next phase.. For USSOCOM-managed programs, the PM will draft the ADM, and coordinate it with PIPT members, prior to the Milestone Decision Review (MDR). For Service-managed USSOCOM MDA programs, the PM will draft the ADM and the PM or System Acquisition Manager (SAM) will ensure coordination with PIPT members, prior to the MDR. At the MDR, the MDA shall provide direction for finalizing the ADM. For programs where a USSOCOM PEO is MDA, PEOs shall provide information copies of their ADMs, through SOAL-M, to the SOAE.

6. Program Management Structures. All USSOCOM acquisition programs are managed within one of three program management structures (see paragraphs a, b, and c below). The approved management approach is documented in a Program Management Allocation Criteria (PMAC) study. The PMAC is approved by the SOAE, normally during the Concept and Technology Development Phase (between Milestones A & B). For Acquisition Category II and III USSOCOM-funded programs, the SOAE may delegate post-Milestone A MDA. For each USSOCOM program, either a PM or a SAM is assigned. The three management structures are:

   a. **USSOCOM Managed – USSOCOM MDA.** The SOAE charters a USSOCOM PM to manage one or more acquisition programs on behalf of USSOCOM. The SOAE is the MDA unless the SOAE delegates that authority.

   b. **Service Managed – USSOCOM MDA.** Through a Program Specific Memorandum of Agreement (PSMOA), the SOAE and Service agree on the appointment of a Service PM to manage the program under the direction of a USSOCOM MDA. The responsible USSOCOM PEO appoints a SAM to monitor the program.

   c. **Service Managed – Service MDA.** Through a PSMOA, the SOAE transfers both PM and MDA responsibility to a Service to execute the program on behalf of USSOCOM. The responsible USSOCOM PEO appoints a SAM to monitor the program. The SOAE or USSOCOM PEO participates, with the Service MDA, in milestone decisions for these programs and, if agreed to in the PSMOA, cosigns ADMs.

7. General Policies.

   a. **PSMOA.** USSOCOM has umbrella MOAs with each of the Services. Each has a Research, Development & Acquisition (RD&A) Annex. The RD&A annexes outline Service and USSOCOM responsibilities for acquisition programs accomplished on behalf of USSOCOM. These annexes also provide for the establishment of PSMOAs for individual acquisition programs. Every Service-managed acquisition program must have a PSMOA that delineates the roles and responsibilities of USSOCOM and the managing Service. USSOCOM PEOs and PMs may use PSMOAs for acquiring program specific support from USSOCOM Component organizations or Service labs, test organizations, etc. In addition, PSMOAs may also be used to establish joint integration management responsibilities when systems managed by one PM are to be integrated with a system managed by another PM. Unless delegated, the SOAE signs PSMOAs for USSOCOM.

   b. **Contracting Support.** USSOCOM PEOs and PMs may obtain contracting support from whatever office they determine will best satisfy their requirements (be it USSOCOM, a Service, or other contracting activity). Before passing a contract requirement to an agency outside of USSOCOM, PMs shall consult with the USSOCOM contracting officer on the PIPT or the contracting officer that supports the program's PEO, to evaluate the best way to obtain contract support for the program.

   c. **Release of Program Information.** USSOCOM personnel representing PEO, Director of Technology or Director of Logistics programs shall coordinate their documentation and/or briefings with the appropriate PEO or Director.

d. **Special Mission Area Programs.** A classified Appendix C to this Directive will be established and maintained to address unique policy and procedures for management of special mission area programs. For access to this classified appendix, coordinate with the Special Operations Acquisition and Logistics Center (SOAL) PEO for Special Programs (PEO-SP).

8. Advanced Technology Policies. The Director, Advanced Technology (SOAL-T) coordinates all pre-Milestone A technology development/demonstration activities and is the central point of contact within USSOCOM for Advanced Concept Technology Demonstration matters. USSOCOM technology activities focus on needs that are peculiar to special operations. Where possible, these efforts leverage basic research and advanced development done by the Services, other government agencies, and industry. Pre-Milestone A technology development/demonstration activity will be evaluated by the Operations, Plans and Policy Center (SOOP), coordinated with PEOs, and approved by SOAE prior to initiation.

a. **Goal and Objectives.** The USSOCOM technology goal is to maintain technology dominance over SOF adversaries. Objectives are: to obtain maximum leverage of Service, Defense Agency, and non-DoD technology efforts to enhance SOF operational capabilities or correct SOF operational deficiencies; to exploit technological opportunities of benefit to SOF; to strive for a balance between "Leap ahead" and "Evolutionary" technology to ensure that both near-term and long-term objectives are met; to monitor, influence, and support Service, Defense Agency, and non-DoD technology development programs that may benefit SOF. All goals and objectives must support either a Desired Operational Capability, Special Operations Technology Objective, Thrust Area, Flagship Capability, or be USCINCSOC directed.

b. **Overarching Technology Integrated Product Team (OTIPT).** The SOAE-chartered OTIPT ensures economy of effort, eliminates redundancy, and promotes interoperability within the SO-technology community. The Director, SOAL-T chairs the OTIPT with O-6/GM-15 level representatives from the USSOCOM staff and component commands as members. As appropriate, the chairperson may invite representatives from Theater Special Operation Commands, other Defense agencies, and external organizations. The OTIPT will consider and recommend a USSOCOM position on any new technology effort proposing SO involvement, funding or support.

c. **Management of Technology-Related Activities.**

(1) **SOAL-T manages:**

(a) The Special Operations Technology Development (SOTD) program links non-system technology opportunities to USSOCOM technology objectives and Special Operations mission area deficiencies. SOTD nominations are not required to be sponsored.

(b) The Special Operations Special Technology (SOST) program provides prototyping and demonstrations of emerging/advanced technologies to meet SO-peculiar deficiencies. A Component, Joint Special Operations Command, Theater Special Operations Command, or USSOCOM Center Directors and PEOs must sponsor SOST project nominations. An approved Mission Need Statement (MNS) or Capstone Requirement Document (CRD) is required prior to the start of a SOST project.

(c) The Medical Technology Development (MEDTECH) program funds physiological and informational studies to protect, enhance, and restore the health of the SOF warfighter.

(d) The Small Business Innovative Research (SBIR) program, mandated by Public Law, is designed to stimulate small business involvement in Research & Development.

(2) **PEO-Intelligence and Information Systems (PEO-IIS) manages:**

(a) The National System Support to SOF (NSSS) program.

(b) The Special Reconnaissance Capabilities (SRC) program.

(3) PEO-SP manages the Counter Proliferation program which integrates technology to improve the capability of SOF elements to detect, identify, destroy and/or neutralize Weapons of Mass Destruction (WMD) and WMD specific means of delivery.

9. Acquisition Policies.

a. **PIPT.** USSOCOM MDA programs will be supported by a chartered PIPT. PEOs or PMs charter PIPTs to perform acquisition activities and to define and resolve program-specific issues. Members are program stakeholders representing the interest of the user, the requirements, acquisition, testing, logistics, contracting, comptroller, SOAE staff, and others as required. PMs managing multiple programs may charter a single PIPT to work multiple programs as long as those programs are all in the same commodity group and do not require different members from the stakeholder organizations.

b. **Milestone Decision Points.** All USSOCOM-funded acquisition programs, including modifications and SLEPs and evolutionary acquisition program block insertions, require definition of milestone decision points and documentation of the milestone decisions. These decision points will be documented in the APB and the SAMP. For Service managed programs, the decision points will also be specified in the PSMOA.

c. **Test.** Efficient and effective testing provides acquisition decision authorities with a continuous assessment of the program's status. USSOCOM acquisition programs will utilize an integrated developmental and operational testing approach. Developmental Testing (DT) describes engineering-type tests used to verify that design risks are minimal, substantiate achievement of contract technical performance, and certify readiness for OT&E. PMs ensure that sufficient DT activities and organizations are identified in the test strategy portion of the SAMP. In addition, the test portion of the SAMP will address the integration of DT and Operational Test (OT). OT&E is testing conducted in a realistic operational environment with users who represent those expected to operate and maintain the system when it is fielded. USSOCOM OT&E provides the USCINCSOC with an independent assessment that program OT was conducted under as realistic conditions as possible, and the system is effective, suitable, and safe for use. PMs ensure that the test strategy portion of the SAMP includes sufficient OT activities and identifies potential test agencies unless otherwise addressed in separate test documentation.

d. **System Production Certification (SPC).** Formerly called "Release for SOF Use". All systems issued to SOF require SPC or Service equivalent prior to a production decision.

SPC is a memorandum jointly signed by the PEO; the Chief OT&E Division; and the Director of Logistics certifying the system is ready for production and has met the following minimum requirements: the system has undergone realistic operational testing, is operationally effective, suitable and safe to use, and sustainment plans are adequate. Upon issuance of SPC, SOF units may use the system for the development of tactics, techniques and procedures, and for training.

e. **Program Protection Planning and Security.** For all acquisition programs, the PM is responsible to ensure the program team follows applicable National, Department of Defense (DoD), Service and USSOCOM security, industrial security, program protection planning and international security policies and procedures. As a minimum, a Critical Program Information (CPI) analysis and Cooperative Opportunities Assessment (COA) are required for every program. The management and implementation of industrial security, program protection planning (to include anti-tamper), and international security is the responsibility of the PM. The need for stand-alone Security Classification Guide and/or other program documentation to meet these requirements will be reflected in the SAMP. If the program does not have a SAMP, the PM will otherwise document his/her assessment of the need for program protection planning and security documentation.

f. **Realignment of Funds.** PEOs are empowered to realign and reprogram funds among approved, funded programs on the Resource Constrained-Capabilities Based Program List (RC-CBPL). PEO realignment is subject to all of the following criteria: (1) the total increases to any program is less than five million dollars ($5M) in any execution year per fiscal year; (2) a 6-month slip or acceleration or less in any affected programs schedule; (3) no change to the Center Directors Board (CDB)-approved total inventory objective;   (4) no effect on manpower; and, (5) no breach of performance threshold(s). Approval of funding adjustments that do not meet the criteria for PEO unilateral approval shall be coordinated with the Force Structure, Resources, Requirements and Strategic Assessment Center (SORR). Any reprogramming resulting in a transfer of acquisition funding from one PEO to another must be approved by the SOAE. The above applies to the budget and execution years. PEOs realign outyear funding through the strategic planning process.

g. **Urgent Deployment Acquisitions (UDA).** Emergency deployment requirements, generated from an approved Combat-Mission Need Statement (C-MNS), necessitate immediate fielding of a system or modification to an existing system. When directed, the SOAE shall initiate a UDA program to expeditiously field the required equipment. Upon completion of the emergency mission(s), the program shall return to the normal acquisition management process.

10. Sustainment Policies.

a. **Logistics.** The PM is responsible for developing the integrated logistics support strategy. Logistics considerations must be defined as early in the acquisition cycle as possible. Major logistics concepts, including the maintenance concept and disposal/replacement concept must be addressed beginning with the Milestone B SAMP. The USSOCOM PEO and the Director of Logistics shall review acquisition logistics concepts including integrated logistics support elements; configuration management; reliability, availability, and maintainability; and safety related areas for all Service-MDA programs in his portfolio.

b. **Cradle-to-Grave (CTG) Sustainment Responsibility.** PMs must plan for the total life cycle support of each SO-peculiar program. USSOCOM MDA programs (pre-MS III/C) will reflect CTG management planning in program documentation. Property accountability and disposal plan for SO-peculiar equipment will be documented in the Materiel Fielding Plan. The PM and Component(s) will establish an Operation & Sustainment (O&S) baseline prior to fielding and conduct cost validation to measure O&S cost savings. The PM will establish customer satisfaction – Customer Wait Time (CWT) metrics.

c. **Life Cycle Sustainment Manager (LCSM).** The LCSM is responsible for managing day to day life cycle events of a fielded system or equipment for the technical and logistics elements that affect it. The LCSM provides the PM POM and budget data for managed equipment and systems, inventory management, maintenance, configuration management, supply support, technical publications, safety, product improvements, and reliability and maintainability analysis through disposal. As with any potentially resource-intensive activity on a SO-peculiar program, at least two agencies/activities should be considered when selecting a LCSM. The PM shall explore various life cycle management solutions and funding strategies. In support of USCINCSOC designation of the Special Operations Forces Support Activity (SOFSA) as the Center of Excellence for SOF Logistics, SOFSA shall always be considered as one of the agencies/activities in the selection analysis. Selection of the LCSM will be based on cost effectiveness, capabilities, and good business sense. The PEO will submit the LCSM selection documentation to the SOAE for final selection approval.

d. **Fielding and Deployment Release (F&DR).** All equipment issued to SOF requires F&DR or Service equivalent. For programs where USSOCOM is the MDA, before field delivery and operational use of the first item, the PM must obtain F&DR (formerly called "Materiel Release") certification. The responsible USSOCOM PEO and the Director of Logistics certify all integrated logistics support requirements have been met and the planned logistics support system is in place to support deployment and sustainment in accordance with logistics and test planning documentation. The USSOCOM OT&E Division Chief (SOOP-RE) certifies all safety and testing issues have been resolved or mitigated, and the system meets the requirements for operational effectiveness and operational suitability. For Service-MDA programs, the PM will obtain F&DR as mutually agreed to in the PSMOA.

e. **SOF Sustainment, Asset Visibility, and Information Exchange (SSAVIE).** PMs will assist SSAVIE in linking to their logistics data and sites or provide that information to SSAVIE.

11. Proponent. The proponent for this directive is the Acquisition Executive (SOAE) and the Special Operations Acquisition and Logistics Center, Director of Management, Acquisition Policy and Test Division (SOAL-MP). Users are invited to send comments and suggested improvements directly to: USSOCOM, ATTN: SOAL-MP, 7701 Tampa Point Blvd., MacDill AFB, FL 33621-5323.

(SOAL-MP)

FOR THE COMMANDER IN CHIEF:

OFFICIAL: THOMAS W. STEFFENS
                                             Rear Admiral, U.S. Navy
                                             Chief of Staff

LEO M. SMITH, JR.
Chief, Command Information Services Division, SOCS-DP-S

DISTRIBUTION: A; C

SUMMARY OF CHANGES

This revision consolidates the previous Directive 70-1, Directive 70-4 (USSOCOM Technology Programs), and Directive 700-10 (Special Operations Forces Life Cycle Logistics). It reflects advancement in policy brought about by acquisition reform initiatives and the January 4, 2001 versions of DoD Directive 5000.1 and DoD Instruction 5000.2. Changes include: removal of information stated in other USSOCOM Directives and DoD publications; relocation of several internal SOAL guidelines, procedures, and tutorial information to a SOAL Standard Operating Procedures publication; changing the term "Release for SOF Use" to "System Production Certification"; and changing the term "Materiel Release" to "Fielding and Deployment Release".

APPENDIX A

ROLES AND RESPONSIBILITIES

A-1.   Roles and Responsibilities.   Acquisition Management System roles and responsibilities of headquarters USSOCOM Centers and USSOCOM Components are outlined in the following table:

Organization	Roles and Responsibilities
SOAL	a. Exercises delegated Head of Agency and Senior Procurement Executive responsibilities. b. Oversees and executes the USSOCOM Acquisition Management System. c. Develops agreements with Service and Government Agencies concerning acquisition activities and, when appropriate, to delegate program management functions. d. Directs and controls the planning and execution of USSOCOM's worldwide procurement function. e. Provides Office of the Assistant Secretary of Defense for Special Operations and Low intensity conflict (OASD (SO/LIC)) advanced notice for MDRs through access to SOALIS. Recommends to OASD (SO/LIC) and the Assistant Secretary of Defense for Acquisition, Technology and Logistics (ASD (AT&L)) which programs should receive additional oversight. f. Reviews operational requirements for materiel solutions. Provides acquisition representative to Requirements Integrated Product Teams (RIPT). g. Initiates acquisition activities for approved and resourced requirement documents. Ensures that user requirements are accomplished within acceptable management risk. h. Manages, oversees, and executes all USSOCOM technology development, research, prototyping efforts, and transition to acquisition. i. Is responsible for Planning, Programming and Budget System aspects of acquisition funding to include Research Development Test and Evaluation (RDT&E), Procurement and Operations and Maintenance (O&M), including system sustainment and disposal funds. j. Charters and leads PIPTs to facilitate program coordination and decision making. k. Manages the SOFSA, the SSAVIE, Joint Operational Stocks (JOS) Program, and Storefront Service Center operations. l. As delegated, serves as the Designated Acquisition Disclosure Official for USSOCOM-originated Classified Military Information. Oversees USSOCOM Foreign Comparative Test program, Foreign Military Sales (FMS) and Direct Commercial Sales (DCS). m. Serves as single gateway for industry marketing and introduction. n. Approves, jointly with SOOP, System Production Certification and Fielding and Deployment Release. o. Charters PEOs and PMs.

Organization	Roles and Responsibilities
Intelligence and Information Operations Center (SOIO)	a. Participates on PIPTs and the OTIPT, particularly in conducting System Threat Assessments; Critical Program Information analyses and Cooperative Opportunities Assessments to meet Program Protection Plan and Anti-Tamper requirements; and when applicable, provide user representative. b. Provides the Chief Information Officer (CIO). The CIO interfaces with SOAL through Information Technology (IT) requirements definition and participation in IT acquisition milestone reviews. The CIO's primary instrument for collecting and consolidating the Command's IT requirements is the CIO Council. The CIO identifies and consolidates SOF IT requirements at the MNS and ORD levels. Provides IT requirements to the SO Command Requirements Evaluation Board (SOCREB) for validation. The CIO provides IT policy, guidance, and assistance to the SOAE and other senior management to ensure IT capabilities support operational requirements as published in approved MNS and ORDs in accordance to priorities established by USCINCSOC. c. From a threat/intelligence perspective, coordinates on FMS, DCS, and SOAL-lead foreign disclosure matters (National Disclosure Policy Categories 2, 3 and 4).
SOOP	a. Provides representation on PIPTs and the OTIPT. b. Provides OT&E oversight. The Chief, OT&E Division, serves as the Principal Staff Assistant and advisor, through the Director, Center for Operations, Plans, and Policy, to the CINC, USSOCOM. In this capacity, the Chief, OT&E: - Prescribes policies and procedures for the conduct of OT&E within USSOCOM (subject to established Memoranda of Agreement). - Provides advice and make recommendations to the CINC, and issue guidance to and consult with the SOCOM Components with respect to OT&E in USSOCOM. - Develops systems and standards for the administration and management of approved OT&E plans. Monitors and reviews all OT&E in USSOCOM to ensure adherence to approved policies and standards. - Initiates/coordinates plans, programs, actions, and taskings to ensure that OT&E for SOCOM is designed to evaluate the operational effectiveness and suitability of SO-peculiar systems. - Reviews and make recommendations to the USSOCOM senior leadership on all budgetary and financial matters relating to OT&E, including operational test facilities and equipment. - Reviews and reports to the USSOCOM senior leadership on the adequacy of operational test planning, priorities, support resources, execution, evaluation, and reporting for SO-peculiar systems. - Promotes coordination, cooperation, and mutual understanding within the USSOCOM Components, and between USSOCOM and the Services, other Federal Agencies, state, local, and foreign governments, and the civilian community with regard to OT&E matters. - Approves program operational test plans. - Provides an independent assessment of operational testing results and adequacy directly to USCINCSOC and the MDA at milestone reviews.

Organization	Roles and Responsibilities
SOOP	- In conjunction with the responsible PEO and SOAL-L, provides "SPC" and "F&DR" approval. c. Prepares (or designates a user to prepare) and provides Concept of Operations (CONOPS) and Reliability, Availability, and Maintainability (RAM) requirements to PMs. d. Leads the ORD and ORD Annex Headquarters coordination process. e. Endorses technology efforts. Validates materiel and non-materiel requirements. f. From an operational and regional stability perspective, coordinates on FMS, DCS, and SOAL-lead foreign disclosure matters (National Disclosure Policy Categories 2, 3 and 4). g. Validates JOS loans and JOS inventory.
SORR	a. Provides PEOs and PMs/SAMs access to Component system sustainment cost data. b. Participates on PIPTs and the OTIPT. c. Identifies and plans for USSOCOM manpower and force structure impacts of USSOCOM acquisition programs. d. Performs Sufficiency Reviews of program life cycle cost estimates at major decision points for programs with estimates exceeding $10 million in combined RDT&E and procurement funds. Provides a brief written courtesy review of program life cycle cost estimates for programs resourced below the $10M threshold. e. Provides Modeling and Simulation support to PIPTs and Acquisition Managers. f. Provides a recommended prioritization of all technology project nominations.
Command Surgeon (SOCS-SG)	a. Develops user requirements for SO-peculiar medical equipment and supplies. b. Participates in IPTs for SOF medical equipment acquisition and technology programs. c. Chairs the Biomedical Initiatives Steering Committee.
Command Operations Review Board (SOOR)	USSOCOM Command Operations Review Board (CORB) provides oversight to ensure propriety, legality, and accountability of sensitive activities conducted, or participated in, by USSOCOM. Sensitive activities are defined as all matters excluded from routine staff review and oversight procedures owing to their classification or compartmentation. These matters include, but are not limited to: acquisition, funding, requirements-validation issues, sensitive operational proposals, training, plans, core training courses, and travel issues relating to the command's sensitive operations. Specifically, the CORB's Special Access Program (SAP) Central Office (SAPCO) provides oversight for all SAP activity including the acquisition process as it impacts on SAP's; all SAP technology transfer actions; and financial accountability for SAP's.
Inspector General (SOIG)	Per granted authority by the USCINCSOC, and Title 10 USC Section 167, audits/inspects USSOCOM acquisition and technology program activities from cradle-to-grave. This coverage includes special access programs, programs that are executed by the Services, and contracts that are off-loaded to other organizations for contracting support.

Organization	Roles and Responsibilities
Staff Judge Advocate (SOJA)	a. Advises the SOAE and the SOAL staff on any legal issues, which may arise during the acquisition of SO-peculiar acquisition or technology development programs. b. Participates in PIPTs as required and the OTIPT.
Legislative Affairs (SOLA)	a. Serves as the prime interface between Congress and the USSOCOM for acquisition matters. b. Reviews and analyzes congressional language for SOF acquisition impact. Obtains copies of completed PEO responses to Congressional inquiries and maintain historical files. c. Manages the USSOCOM Congressional appeals process.
Component Commands	a. Participate on PIPTs. Represent the user, as appropriate. Participate in cost tradeoff analysis. Brief the user perspective at Decision Reviews. b. Provide materiel-fielding acceptance via the Materiel Fielding Plan. c. When assigned, sustain fielded systems and materiel. d. Provide personnel and facilities to support operational testing and new equipment training. e. Nominate and sponsor SOST projects. Provide support for user evaluations, prepare CONOPS and requirements documentation, and provide user input during the process of transition to acquisition. f. From an operational perspective, coordinate on FMS, DCS, and SOAL-lead foreign disclosure matters (National Disclosure Policy Categories 2, 3 and 4).

APPENDIX B

ACQUISITION PROGRAM BASELINE (APB) POLICY
SECTION I – GENERAL

B-1. Introduction. This appendix establishes procedures for the preparation, submittal, coordination, approval, and reporting of Program APBs for USSOCOM Acquisition Category II and III programs when USSOCOM is the MDA or when called for in a PSMOA when USSOCOM is not the MDA. Section I provides general guidelines, Section II is the APB format that is consistent with the SOALIS Program APB template, and Section III provides criteria for reporting program status in the SOALIS.

B-2. APB Policy and Content.

a. Starting at the Program Initiation decision, normally Milestone (MS) I or B [1,] a current and approved APB is required for each acquisition program funded in whole or in part by USSOCOM. The USSOCOM APB is a management document that permanently records program cost, schedule, and performance agreements among key members of the acquisition management chain. The APB is established to enhance program stability and provide a critical reference point for measuring and reporting the status of program implementation.

b. For new programs, the PM/SAM drafts the APB. The APB is then coordinated with all PIPT members, forwarded to SOAL-MP, and then approved by the SOAE at Program Initiation. APBs are then updated as required for breaches and for each subsequent Milestone Decision or Decision Review. APB updates can only be approved by the MDA through a formal APB revision, and APBs must be kept current and posted in SOALIS.

c. Hardware/software upgrades (such as block improvements, evolutionary acquisitions, modifications, preplanned product improvements, software releases, etc) must be covered by an APB. The MDA will determine whether a separate APB will be established for the upgrade or if it should be included as an update to one or more existing APBs.

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[1] This was MS I in the previous DoD 5000 numbering system. The 04 Jan 01 version of DoDD 5000.1 and DoDI 5000.2 changed the milestone structure from MS 0, I, II, and III; to MS A, B, C, and a Full Rate Production (FRP) Decision Review. USSOCOM programs that are past MS II will remain in the old numbering structure, those pre-MS I will adopt the new structure, and those that are between MS I and II will convert to the new milestone structure unless specifically waived in writing by the MDA.   For purposes of converting programs between MS I and II to the new structure, future SAMPs, APBs, and other program documentation will continue to reflect MS I as MS I, but will convert MS II to MS B, add a new MS C as appropriate, and convert MS III to the FRP decision.

d. The APB (see sample format in Section II) consists of a signature page and three sections – cost, schedule, and performance.

(1) For a program where the SOAE is the MDA, the signature page records the preparation signature of the PM, coordination signatures of a User representative and the PEO, and the approval signature of the MDA.

(2) For a program where a USSOCOM PEO is the MDA, the signature page records the preparation signature of the PM, coordination signature of a User representative, and the approval signature of the MDA.

(3) For a program where a Service is delegated as the MDA, at a minimum, there will be a preparation signature of the PM, a coordination signature by the SAM signifying coordination with the designated USSOCOM User Representative, a coordination signature by the Service PEO, and approval signatures by the SOAE or a SOAE-designated USSOCOM PEO and by the Service/Agency executive designated as MDA.

e. Each parameter included in the cost, schedule and performance sections of the APB must have both an objective and a threshold value. These objective and threshold values (and definitions) for any specific parameter should be consistent with those contained in the ORD. The APB must also be consistent with the SAMP and the Test Plan. Definitions for the terms "objective" and "threshold" are listed below.

(1) **Objective.** The objective value is that desired by the user and which the PM is attempting to obtain. The objective value could represent an operationally meaningful, time critical and cost-effective increment above the threshold for each program parameter. Program objectives (parameters, and values) may be refined based on the results of the preceding program phase(s).

(2) **Threshold.** The threshold value is the minimum acceptable value that, in the user's judgment, is necessary to satisfy the need. If threshold values are not achieved, program performance is seriously degraded, the program may be too costly, or the program may no longer be timely. The spread between objective and threshold values shall be individually set for each program based on the characteristics of the program (e.g., maturity, risk, etc.).

f. The most important performance parameters are the KPPs which must be incorporated into the APB exactly as specified in the ORD. When not specifically identified in the ORD, the MDA will establish the spread between objective and threshold values for each program based on the characteristics of the program (e.g., maturity, risk, etc.). When an objective value is specified but a threshold value is not specified, the threshold becomes equal to the objective value and vice versa. An APB for a program funded by multiple sources must reflect the cost, schedule, and performance requirements of all participants. For USSOCOM funded programs:

(1) Technical Performance objectives and thresholds. At a minimum, all ORD KPPs must be listed. The MDA may add additional performance parameters.

(2) Schedule objectives and thresholds. Mandatory schedule parameters are shown in the sample APB in section II. Unless otherwise specified, schedule threshold dates are normally six (6) months after the objective.

(3) Cost objectives and thresholds. The MDA establishes these in Base Year (BY) dollars, for the entire life cycle of the program. Mandatory cost parameters are shown in the sample APB in section II. Cost thresholds are normally ten percent (10%) above the objective.

g. The PM may trade-off cost, schedule, and performance within the range (also referred to as the "trade space") between the objective and the threshold values without obtaining MDA approval. Trade-offs resulting in one or more parameters being outside the trade space are considered baseline breaches. In the case of a baseline breach, a revised APB shall be coordinated and approved to document the new baseline. KPP threshold values are not tradable.

h. The APB may be revised at milestone decisions or program reviews based on a change in the requirements, and/or in response to results of activities that took place during the previous phase. An APB may also be revised as a result of an unrecoverable baseline breach. All APB revisions require that a new baseline column be added to the permanent APB record. Previous baseline columns cannot be changed or deleted.

i. Until a revised APB is approved (signed) by the MDA, the PM will continue to reflect the latest approved APB parameters in program reviews and other documentation.

B-3. Program Deviations/Breaches.

a. A program deviation occurs when the PM has reason to believe that the current estimate of a performance, schedule, or cost parameter is not within the threshold value for that parameter. When a deviation occurs, the PM shall immediately notify the SOAE, through the PEO, that a program deviation has occurred. The PM shall also:

(1) Within 30 days of the occurrence of the program deviation, update SOALIS as shown in paragraph c below, and notify the SOAE, through the PEO, of the reason for the program deviation and the actions that need to be taken to rebaseline or to bring the program back within the baseline parameters (if this information was not included with the original notification), and

(2) Within 90 days of the occurrence of the program deviation, ensure that one of the following has occurred:

(a) The program shall be back within APB parameters;

(b) A new APB (changing only those parameters that breached) shall have been approved;

(c) A review shall have been conducted to review the PM's proposed baseline revisions and make recommendations to the SOAE; or

(d) The PM shall at least have provided a date to the SOAE, through the PEO, when one of the above three actions will occur.

b. A baseline breach that is not the result of program problems (for example, USSOCOM BOD directed changes to quantities or level of funding) is designated as an "administrative breach." The breach still must be reported via normal channels, a revised APB must be approved by the MDA, and as directed by the MDA, the SAMP must be updated and approved by the MDA. Administrative breaches will not be statistically recorded as breaches.

c. At a minimum, the following SOALIS updates will be made.

(1) On the "Status" edit page for each cost, schedule, or performance parameter that is breached, enter the following:

(a) Enter a new date in the "Projected/Actual" box;

(b) Change the "Status" to Red;

(c) Enter a brief description of what caused the parameter to be breached in the "Status Reason" box; and

(d) Enter a get well plan and date in the "Get Well Plan" box.

(2) On the overall program "Status" edit page, enter the following information for the primary cause for the breached parameters (if there is only one breached parameter, then this information should be the same as inserted for that parameter):

(a) Insert an "x" in the box labeled "Primary cause" under the appropriate primary cause for the breach(es);

(b) Enter the primary cause for the breach condition in the "Cause for Status" box;

(c) Enter the dollar and the schedule impact in the "Dollar/Schedule Impact" box;

(d) Enter a brief get well plan in the "Get Well Plan" box;

(e) Enter the get well date in the "Get Well Date" box; and

(f) Enter any additional comments or explanations in the "Comments" box.

SECTION II – APB FORMAT

UNCLASSIFIED

ACQUISITION PROGRAM BASELINE
PROGRAM XYZ

With the objective of enhancing program stability and controlling cost growth, we, the undersigned, approve this baseline document. Our intent is that the program be managed within the cost, schedule, and performance constraints identified.   We agree to support the required funding in the Planning, Programming and Budgeting System (PPBS).

This baseline document is a summary and does not provide detailed program requirements or content. It does, however, contain key cost, schedule, and performance parameters that are the basis for satisfying an identified mission need.

If USSOCOM MDA:	**If Service MDA:**
(USSOCOM PM or Service PM with USSOCOM MDA)	
PREPARED BY:	PREPARED BY:
[SIGNED]	[SIGNED]
Program Manager	Program Manager
(USSOCOM or Service)	(Service)
COORDINATION BY:	COORDINATION BY:
[SIGNED]	[SIGNED]
Designated USSOCOM User Representative	USSOCOM SAM*
[SIGNED]	[SIGNED]
USSOCOM Program Executive Officer	Program Executive Officer
(If SOAE is MDA)	(Service)
APPROVED BY:	APPROVED BY:
[SIGNED]	[SIGNED]
Milestone Decision Authority	Service Milestone Decision Authority
(SOAE or USSOCOM PEO)	
	[SIGNED]
	SOAE or USSOCOM PEO

* The SAM must obtain the concurrence of the designated USSOCOM User Representative and the USSOCOM PEO.

CLASSIFICATION

PROGRAM XYZ
ACQUISITION PROGRAM BASELINE

REFERENCE. Operational Requirements Document (ORD) dated <u>MM/DD/YY</u>

SECTION A: PERFORMANCE

	Concept Baseline MS I (or Prog Init Baseline)[2] (Appvl Date) <u>Objective/Threshold</u>	Devel Baseline MS II (or SDD Baseline MS B) (Appvl Date) <u>Objective/Threshold</u>	N/A (or PD Baseline MS C) (Appvl Date) <u>Objective/Threshold</u>	Prod Baseline MS III (FRP Baseline) (Appvl Date) <u>Objective/Threshold</u>

✶ ORD KPP #1

   Block 1 values

   Block 2 values

   Block n values

✶ ORD KPP #2

   Block 1 values

   Block 2 values

   Block n values

✶ ORD KPP #n

   Block 1 values

   Block 2 values

   Block n values

Other examples:

  Hit/Kill Probability
  Rate of Fire
  Accuracy
  Speed
  Altitude
  Range
  Mission
Time/Radius
  Payload
  Loiter Time
  Resistance to
Jamming

> Notes:
>
> SDD is System Development and Demonstration; PD is Production and Deployment; FRP is Full-Rate Production.
>
> Bold parameters with a "✶" are mandatory for each APB. They and other key parameters should be inserted per guidance from the MDA. As a minimum, list all ORD KPPs exactly as stated in the ORD, for all blocks or modification(s) identified in the ORD(s). The other performance parameters listed on this page are illustrative examples only.
>
> All performance parameters must be unambiguously defined with clear pass/fail criteria. Do not use ambiguous words like "available", "adequate", "lightweight", "fully functional", "interfaces with", "expandable", etc. as thresholds.
>
> New Performance Parameters can be added at subsequent APB approvals, but old performance parameters can not be changed or removed. If a performance parameter becomes "not applicable", show it as "N/A", "deleted", or equivalent in later columns. If a new one is added, show it as "N/A" or equivalent in the previous columns.
>
> If not stated otherwise, the performance threshold value will be equal to the objective value.
>
> Change columns are added anytime a revised APB is approved by the MDA. For numbering purposes, each baseline established at a milestone is considered to be Change 0. Thus, it is possible to have Change 1 columns for the Concept MS I (or Program Initiation) Baseline, for the Development MS II (or SDD MS B) Baseline, for the PD Baseline, and for the Production MS III (or FRP) Baseline.
>
> Columns are also added for each Decision Review that adds one or more blocks/modifications.

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[2] Some programs may hold a Decision Review in advance of MS B to initiate the program. In these cases, the first column will be titled Program Initiation Baseline.

CLASSIFICATION

PROGRAM XYZ
ACQUISITION PROGRAM BASELINE

SECTION B: SCHEDULE (Future Dates in Month-Year Format, Actuals in Day-Month-Year Format)

	Concept Baseline MS I (or Prog Init Baseline) (Appvl Date) Objective/Threshold	Devel Baseline MS II (or SDD Baseline MS B) (Appvl Date) Objective/Threshold	N/A (or PD Baseline MS C) (Appvl Date) Objective/Threshold	Prod Baseline MS III (FRP Baseline) (Appvl Date) Objective/Threshold

✴ **Milestone 0 (or Milestone A)**
✴ **Milestone I (or Program Initiation if before Milestone B)**

✴ **Milestone II (or Milestone B)**

✴ **Milestone C (if applicable)**
   OT&E
     Start
     Complete
✴ **Milestone III (or FRP decision)**
   Production Lot 1 Contract Award
   Production Lot 2 Contract Award
 If Program is Evolutionary Acquisition:
✴ **Block 1, RAA[3]**
✴ **Block 1, FOC[4]**
✴ **Block 2, Milestone II (or MS B)**
✴ **Block 2, Milestone C (if applicable)**
✴ **Block 2, Milestone III (or FRP Decision)**
✴ **Block 2, RAA**
✴ **Block 2, FOC**
✴ **Block n, Milestone II (or MS B)**
✴ **Block n, Milestone C (if applicable)**
✴ **Block n, Milestone III (or FRP Decision)**
✴ **Block n, RAA**
✴ **Block n, FOC**

Notes:

Milestones with a "✴" are mandatory for each APB. Other milestones are illustrative examples. They and other key milestones and should be inserted per guidance from the MDA.

Additional example milestones include:
     SRR – System Requirements Review
     SDR – System Design Review
     PDR – Preliminary Design Review
     FCA – Functional Configuration Audit
     PCA – Physical Configuration Audit
     FOT&E – Follow-On Test and Evaluation
     2nd, 3rd,…Unit Equipped

New Milestones can be added at subsequent APB approvals, but dates in old columns can not be changed or removed. If a milestone becomes "not applicable", show it as "N/A" or "deleted" in later columns.

In the column being approved, use a Month-Year format (Apr 98, Jul 99, etc.) for both objectives and thresholds for future milestones. For milestones that are completed, insert a single Day-Month-Year (23 Apr 98, 6 Jul 99, etc.) under objective.

If not stated otherwise, schedule thresholds will be the objective plus six (6) months.

---

[3] The Required Assets Available (RAA) date is a date agreed to by the PM and the using component(s) where sufficient equipment, personnel, and logistics elements are available to the user to begin a trial period for equipment operation and support capability before IOC declaration. The trial period prior to Initial Operational Capability (IOC) is the time during which the using components utilize production and organic resources to become trained to employ and maintain the system, apply operational techniques and procedures, and assess the unit's ability to employ and support the system. The desired outcome of the trial period is to demonstrate to the operational commander that the unit can perform its designated operational mission or missions with the system, and that the system is ready for IOC. Satisfactory accomplishment of RAA is declared by the PM when the conditions for the RAA date have been met.

   a. The details of what constitutes "sufficient" equipment, personnel, and logistics elements should be tailored for each program and documented in the SAMP.

   b. The RAA date should be entered in lieu of an IOC date in the APB.

[4] RAA and Full Operational Capability (FOC) for programs where the ORD approved quantities have been changed by the USSOCOM BOD, should have a footnote to reflect what the BOD changes are, and that these dates are based on the BOD approved program.

PROGRAM XYZ
ACQUISITION PROGRAM BASELINE

SECTION C: COST

Concept Baseline MS I (or Prog Init Baseline) (Appvl Date) Objective/Threshold	Devel Baseline MS II (or SDD Baseline MS B) (Appvl Date) Objective/Threshold	N/A (or PD Baseline MS C) (Appvl Date) Objective/Threshold	Prod Baseline MS III (FRP Baseline) (Appvl Date) Objective/Threshold

Base Year
(FYXX, $ in M or K as appropriate):
  ✦ **Total RDT&E (Life Cycle, all blocks/mods if possible)**
  ✦ **Total Procurement (BOD Approved Quantity through BOD Constrained FOC)**
  ✦ **Total MILCON (Life Cycle, all blocks/mods)**
  ✦ **Total O&M, through BOD constrained FOC**
  ✦ **Total Acquisition Cost (BOD Approved Quantity through BOD Constrained FOC)[1]**

  ✦ **Total O&S Phase Costs[2], BOD Constrained FOC through Disposal**
Total O&S for BOD Approved Quantity
Total Procurement to replace/replenish BOD approved quantity
  ✦ **Total Life Cycle Cost [3]**

  ✦ **Aver Unit Procurement Cost (AUPC)[4]**

  ✦ **Program Aver Unit Cost (PAUC) [5]**

Quantities (Mandatory but No Deviation Criteria): [6]
    Total Development:
    Total Procurement:
    Total Basis of Issue Plan (BOIP):

Total O&S through Disposal
Total Life Cycle Cost

Notes: Then year cost parameters marked with a "✦" are mandatory for each APB, and are the only breachable baseline parameters. Insert an "N/A" or equivalent for any that do not apply. Quantity information is mandatory but is not a breachable baseline parameter.

Definitions:

[1] Total Acquisition Cost is sum of: Total RDT&E, Total Procurement, Total MILCON, and Total acquisition O&M.

[2] Total O&S Cost is sum of: Mission Personnel, Unit Level Consumption, Intermediate Maintenance, Depot Maintenance, Contractor Support, Sustaining Support (includes procurement to replace/replenish BOD approved quantity), Indirect Support.

[3] Total Life Cycle Cost is sum of: Total Acquisition Cost and Total O&S Phase Cost through Disposal

[4] Average Unit Procurement Cost (AUPC) is: Total procurement cost in Base Year dollars divided by total BOD Approved Procurement Quantity.

[4] Program Average Unit Cost (PAUC) is: Total LCC Cost in Base Year Divided by Total fully Configured Quantity.

[5] FOC for the APB should be the same as that defined in the ORD. For programs where the ORD approved quantities, or other parameters, have been changed by the USSOCOMBOD, the affected cost and quantity information in the APB should be footnoted to reflect what the BOD changes are and that the values in the APB are based on the BOD approved program.

New cost parameters can be added at subsequent APB approvals, but old ones can not be changed, or removed. The only exception to changing a previous cost parameter is that the MDA can approve that the previous baselines be recomputed for a change in base year. If a cost parameter becomes "not applicable", show it as "N/A", "deleted", or equivalent in later columns. If a new cost parameter is added, show it as "N/A" or equivalent in the previous columns.

SECTION III - SOALIS APB STATUS REPORTING CRITERIA

STOPLIGHT COLOR CODES

RED – BREACH. A program is in breach status when the PM's current estimate or actual measurement of one or more APB cost, schedule, or performance threshold parameter values cannot be met within the APB approved trade-space. In the case that the APB does not contain a threshold value for one or more cost, schedule, or performance parameter, the following APB threshold values are set at:

    Cost – 10 percent above the objective
    Schedule – 6 months later than the objective
    Performance – equal to ORD performance objective

YELLOW – CAUTIONARY. Most aspects of the program are progressing satisfactorily, but the PM is aware of some event/situation that may lead to breach status if not resolved quickly. "Yellow" means that there is still time for adequate management attention to preclude the program entering breach status.

GREEN – ON TRACK. All aspects of the program are progressing satisfactorily. Some minor problems may exist but they can be accommodated within the PM's cost, schedule, and performance trade space.

APPENDIX C

SPECIAL MISSION AREA PROGRAMS

This classified appendix describes unique policy and procedures for acquisition activities supporting special mission areas. For access, coordinate with SOAL-PEO-SP.

GLOSSARY

SECTION I--ABBREVIATIONS AND ACRONYMS

ADM	Acquisition Decision Memorandum
AMS	Acquisition Management System
APB	Acquisition Program Baseline
ASD (AT&L)	Assistant Secretary of Defense for Acquisition, Technology and Logistics
BOD	Board of Directors
CDB	Center Directors Board
CIO	Chief Information Officer
C-MNS	Combat-Mission Need Statement
COA	Cooperative Opportunities Assessment
CONOPS	Concept of Operations
CORB	Command Operations Review Board
CPI	Critical Program Information
CRD	Capstone Requirements Document
CTG	Cradle-to-Grave
CWT	Customer Wait Time
DCINC	Deputy Commander in Chief
DCS	Direct Commercial Sales
DoD	Department of Defense
DT	Developmental Test
FAR	Federal Acquisition Regulation
F&DR	Fielding and Deployment Release
FCA	Functional Configuration Audit
FMS	Foreign Military Sales
FOT&E	Follow-On Test and Evaluation
FRP	Full-Rate Production
IPT	Integrated Product Team
IT	Information Technology
JOS	Joint Operational Stocks
KPP	Key Performance Parameter
LCSM	Life Cycle Sustainment Manager
MEDTECH	Medical Technology
MDA	Milestone Decision Authority
MDR	Milestone Decision Review
MFP-11	Major Force Program -11
MOA	Memorandum of Agreement
MNS	Mission Need Statement
NDP	National Disclosure Policy
NSSS	National System Support to SOF
OASD (SO/LIC)	Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
O&M	Operations and Maintenance
O&S	Operations and Support

ORD	Operational Requirements Document
OT	Operational Test
OTIPT	Overarching Technology Integrated Product Team
OT&E	Operational Test & Evaluation
PD	Production and Deployment
PPBS	Planning, Programming and Budgeting System
PCA	Physical Configuration Audit
PCO	Procuring Contract Official
PDR	Preliminary Design Review
PEO	Program Executive Officer
PEO-IIS	PEO-Intelligence and Information Systems
PEO-SP	PEO-Special Programs
PIPT	Program Integrated Product Team
PM	Program Manager
PMAC	Program Management Allocation Criteria
POM	Program Objective Memorandum
PSMOA	Program Specific Memorandum of Agreement
RAA	Required Assets Available
RAM	Reliability, Availability, and Maintainability
RC-CBPL	Resource Constrained-Capabilities Based Program List
RD&A	Research, Development, and Acquisition
RDT&E	Research, Development, Test and Evaluation
RIPT	Requirement Integrated Product Team
SAM	System Acquisition Manager
SAMP	Single Acquisition Management Plan
SAP	Special Access Program
SAPCO	SAP Central Office
SBIR	Small Business Innovative Research
SDD	System Development and Demonstration
SDR	System Design Review
SLEP	Service Life Extension Program
SO	Special Operations
SOAE	Special Operations Acquisition Executive
SOAL	Special Operations Acquisition and Logistics Center
SOALIS	SOAL Information System
SOAL-L	SOAL Directorate of Logistics
SOAL-MP	SOAL-Acquisition Policy and Test Division
SOAL-T	SOAL-Director of Advanced Technology
SOF	Special Operations Forces
SOFSA	Special Operations Forces Support Activity
SOIO	Special Operations Intelligence and Information Operations Center
SOOP	Special Operations Operations, Plans, and Policy Center
SOOP-RE	SOOP-Operational Test and Evaluation Division
SOST	Special Operations Special Technology
SORR	Special Operations Force Structure, Resources, and Strategic Assessment Center

SOTD	Special Operations Technology Demonstration
SPC	System Production Certification
SRC	Special Reconnaissance Capabilities
SRR	System Requirements Review
SSAVIE	SOF Sustainment, Asset Visibility and Information Exchange
UDA	Urgent Deployment Acquisition
USCINCSOC	United States Commander in Chief Special Operations Command
USSOCOM	United States Special Operations Command
WMD	Weapons of Mass Destruction

SECTION II--DEFINITIONS

Single Acquisition Management Plan (SAMP). A concise, integrated, executive-level document that identifies all relevant program issues, acquisition strategies and when required the acquisition plan, deviations and waivers, and execution approaches. It is tailored to the specific needs of the program, written at the strategic level and is forward looking. For programs where USSOCOM is the MDA, it serves as the primary acquisition documentation for a milestone decision.

Special Operations Acquisition and Logistics Information System (SOALIS). An interactive, executive level information system hosted on the USSOCOM Secure Internet Protocol Router Network (SIPRNET) and available to all USSOCOM personnel. SOALIS data is imported from multiple sources and updated by assigned program points of contact. It contains data such as organization charts, mission statements, program descriptions, system characteristics, PM/SAM assessments, contract information, budgets, funding execution status, issues, schedules, key documents, and acquisition reform initiatives.

SOF Sustainment, Asset Visibility and Information Exchange (SSAVIE). A USSOCOM project to provide logistics management tools for total asset visibility and cradle-to-grave management. SSAVIE connects the SOF logistics support community and DoD logistics systems through a password-accessible extranet.

Special Operations (SO) – Peculiar. Equipment, materiel, supplies and services required for SO activities for which there is no Service-common requirement. These are limited to items and services initially designed for, or used by, SOF until adopted for Service-common use by other DoD forces; modifications approved by the Commander in Chief, U.S. Special Operations Command (USCINCSOC) for application to standard items and services used by other DoD forces; and items and services approved by the USCINCSOC as critically urgent for the immediate accomplishment of an SO activity.

System Acquisition Manager (SAM). USSOCOM acquisition specialist responsible to assist the USSOCOM PEO in managing and reporting on MFP-11 resourced acquisition programs which are being executed by a Service PM. The program SAM acts as the single point of contact between USSOCOM and the Service PM. He/she represents USSOCOM at Service program office IPTs. SAMs are also appointed to represent SOAL on RIPTs and to chair PIPTs during the process of transitioning materiel requirements into acquisition programs.

SECTION III--REFERENCES

Annex B to the Memorandum of Agreement (MOA) between the United States Air Force and United States Special Operations Command, Subject: Research, Development, and Acquisition (RD&A) Responsibilities, dated 20 October 1993.

Annex B to the Memorandum of Agreement (MOA) between the United States Navy and United States Special Operations Command, Subject: Research, Development, and Acquisition (RD&A) Responsibilities, dated 21 April 2000.

Annex D to the Memorandum of Agreement (MOA) between the United States Army and United States Special Operations Command, Subject: Research, Development, and Acquisition (RD&A) Responsibilities, dated September 2000.

DoD Directive 5000.1, *The Defense Acquisition System*, dated October 23, 2000 with Change 1, January 4, 2001.

DoD Instruction 5000.2, *Operation of the Defense Acquisition System*, Change 1, dated January 4, 2001.

Interim DoD Regulation 5000.2-R, *Mandatory Procedures for Major Defense Acquisition Programs (MDAP) and Major Automated Information System (MAIS) Acquisition Programs,* dated January 4, 2001.

DoD Directive 5111.10, *Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD (SO/LIC)),* 22 March 1995.

DoD Directive 5200.39, *Security, Intelligence, and Counterintelligence Support to Acquisition Program Protection*, 09 October 1997.