



**US SPECIAL OPERATIONS  
COMMAND CONTRACTING:  
DATA-MINING THE  
PUBLIC RECORD  
CROFTON BLACK  
SEPTEMBER 2014**



**REMOTE CONTROL**

Examining changes in military engagement

The Remote Control project is a project of the **Network for Social Change** hosted by **Oxford Research Group**. The project examines changes in military engagement, in particular the use of drones, special forces, private military companies and cyber warfare.

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Cover image: U.S. Army Soldiers from Alpha Company, 4th Battalion, 10th Special Forces Group, Fort Carson, Colo., prepare to call for close air support during Emerald Warrior 2011 at Cannon AFB, N.M., March 1. Emerald Warrior is a U.S. Special Operations Command sponsored, multiservice exercise designed to leverage lessons learned from Operations Iraqi Freedom and Enduring Freedom to provide trained and ready forces to combatant commanders. Creative Commons, Source: US Air Force on flickr.

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# EXECUTIVE SUMMARY

- This project examines federal spending by the US Special Operations Command (USSOCOM) via the medium of the Federal Procurement Data System - an open access database which gives researchers a window onto US government procurement. The dataset analysed here gives us a detailed snapshot of activities carried out by the “military industrial complex”, and points to ways in which these activities connect to remote warfare.
- This report looks at procurement by USSOCOM over a five-year period, starting in January 2009, approximately at the inauguration of Barack Obama’s presidency. Transactions listed over this period amount to a sum of nearly \$13 billion.
- The dataset covers many types of purchases, from computer systems to bullets. After an initial analysis, this report focuses on purchases relating to remote warfare.
- USSOCOM outsourcing has been dominated by a relatively small group of companies. Although over 3000 companies provided services as Global Vendors, eight of these companies accounted for over 50% of total transaction value. These eight were Lockheed Martin, L-3 Communications, Boeing, Harris Corporation, Jacobs Engineering Group, MA Federal, Raytheon and ITT Corporation.
- Among the most expensive individual transactions were: radio communications from Harris Corporation; translation support in classified locations from Shee Atika LLC; procurement of drones equipment from Aerovironment Inc.; worldwide and Indian Ocean satellite services from DRS Technical Services Inc.; and IT Services from L-3 (see Chart 4, page 28).
- The report contains four case studies. The first examines information-related purchases by the Africa Command (AFRICOM), whose theatre of operations has seen a significant expansion of counter-terrorism activity in the last five years. The Special Operations Command has contracted General Dynamics to run a website (Magharebia) as part of its information operations initiative in the region. Navanti Group, a subcontractor for Jacobs Technology, also provides intelligence and information support to the Special Operations Command in Africa (see pages 29-32).
- The second case study looks at intelligence, surveillance and reconnaissance services. Around 156 transactions in the dataset are stated as involving “ISR” in some capacity. Over two-thirds of these were with Boeing, often via its subsidiary McDonnell Douglas. Performance for these transactions was divided between Afghanistan, Iraq, the Philippines and the USA. The case study looks at key references in the dataset to drone use in Afghanistan and in the Philippines, where the US has conducted a low-level campaign against the

Abu Sayyaf group (see pages 33-37).

- The third case study uncovers some of the activities taking place under the umbrella of the Special Operations Forces Information Technology Enterprise Contracts (SITEC). Firms with major involvement in this overall project include L-3, General Dynamics, Science Applications International and Arma Global, working alongside Hewlett-Packard, Pragmatics, Booz Allen Hamilton, Sterling Parent, Dell, Berico Technologies, DRS Technical Services, BAE Systems, CACI International, Gartner and Jacobs Engineering Group. The SITEC framework demonstrates the US military’s increasing commitment to networked information sharing – a “netcentric operating environment” which can provide IT services in support of global special operations “anywhere, anytime” (see pages 38-39).
- The fourth case study shows how translation services provided by Shee Atika accounted for one of the largest single transactions in the dataset (\$77million). As documents relating to this contract show, Shee Atika provided interrogation services as well as more general translation and role-play assistance for USSOCOM across the globe (pages 39-41).
- This report shows how corporations are integrated into some of the most sensitive aspects of special operations activities: flying drones and overseeing target acquisition, facilitating communications between forward operating locations and central command hubs, interrogating prisoners and translating captured material, and managing the flow of information from regional populations to the US military presence and back again. Information has been important in warfare since time immemorial, but as the quantities of available information grow, and as information technology becomes increasingly embedded in warfare systems, corporations are relied upon to create, store and move this information. The procurement activities of the Special Operations Command – the “tip of the spear” – offer a snapshot of some prominent roles of information in modern warfare.
- The dataset examined here, and the methods employed to analyse it, offer a rich source for investigators, academics, journalists and policy makers. More detailed work will enhance knowledge of the significant role that the private sector plays in remote warfare. This report offers a framework for interpreting the dataset, and points to companies, products and services that will be of interest to other researchers. It also shows how public records can be interpreted to give a glimpse of the usually classified world of special operations.

# Introduction

The “Federal Procurement Data System Next Generation” (FPDS-NG) is:

*a single source for U.S. government procurement and federal contracting data. Anyone can access data through the FPDS. The system contains detailed information on contract actions over \$3,000 for fiscal 2004 and later. The system can identify who bought what, from whom, for how much, when and where.*<sup>1</sup>

This research, undertaken for the Remote Control Project<sup>2</sup>, uses the unclassified, public data held by FPDS-NG as a window onto the generally classified world of US military special operations. It does this by analysing federal spending on contractors by the US Special Operations Command (USSOCOM).

USSOCOM has existed since 1987 and is headquartered at MacDill Air Force Base, Florida. It has about 57,000 active duty troops and civilians and includes four commands (Army Special Operations Command, Naval Special Warfare Command, Air Force Special Operations Command, Marine Corps Forces Special Operations Command) and one sub-unified command (the Joint Special Operations Command).<sup>3</sup> Its mission statement is to “provide fully capable Special Operations Forces to defend the United States and its interests” and to “synchronize planning of global operations against terrorist networks”.<sup>4</sup> Under this banner it carries out 12 “core activities” which it defines in the following terms:<sup>5</sup>

- Direct Action: “Short-duration strikes and other small-scale offensive actions taken to seize, destroy, capture or recover in denied areas.”
- Special Reconnaissance: “Acquiring information concerning the capabilities, intentions and activities of an enemy.”
- Unconventional Warfare: “Operations conducted by, through and with surrogate forces that are organized, trained, equipped, supported and directed by external forces.”
- Foreign Internal Defense: “Providing training and other assistance to foreign governments and their militaries to enable the foreign government to provide for its country’s national security.”

1 <http://govwin.com/knowledge/fpds>

2 *The Remote Control Project is an initiative of the Network for Social Change, hosted by the Oxford Research Group: <http://remotecontrolproject.org/>. My thanks go to Caroline Donnellan, Esther Kersley, Paul Rogers, the core group from the Network for Social Change and other project stakeholders for their assistance and feedback. Much of the preliminary work which made this report possible was undertaken on behalf of Reprieve (<http://www.reprieve.org.uk/>) and I am grateful to everyone there for their continued support.*

3 <http://www.socom.mil/Pages/AboutUSSOCOM.aspx>

4 <http://www.socom.mil/Pages/Mission.aspx>

5 <http://www.socom.mil/Pages/AboutUSSOCOM.aspx>

- Civil Affairs Operations: “Activities that establish, maintain or influence relations between U.S. forces and foreign civil authorities and civilian populations to facilitate U.S. military operations.”
- Counterterrorism: “Measures taken to prevent, deter and respond to terrorism.”
- Psychological Operations: “Operations that provide truthful information to foreign audiences that influence behavior in support of U.S. military operations.”
- Information Operations: “Operations designed to achieve information superiority by adversely affecting enemy information and systems while protecting U.S. information and systems.”
- Counter-proliferation of Weapons of Mass Destruction: “Actions taken to locate, seize, destroy or capture, recover and render such weapons safe.”
- Security Force Assistance: “Unified action by joint, interagency, intergovernmental and multinational community to sustain and assist host nation or regional security forces in support of a legitimate authority.”
- Counterinsurgency Operations: “Those military, paramilitary, political, economic, psychological and civic actions taken by a government to defeat insurgency.”
- “Activities Specified by the President or SECDEF”.

This report looks at procurement by USSOCOM over a five-year period, starting in January 2009, approximately at the inauguration of Barack Obama’s presidency.

## Method

FPDS-NG offers an ad-hoc reporting facility to download datasets of varying degrees of completeness corresponding to various filters. I chose a wide range of fields that I thought would assist my inquiry without rendering the resulting dataset too unwieldy: it was, in fact, about as unwieldy as MS Excel 2011 could effectively cope with. The initial filter was set as “Contracting Agency Name = U.S. Special Operations Command (USSOCOM)”. FPDS-NG limits export to 30,000 lines of data per file. I therefore exported the data in two batches, limited by the “date signed” field: 1 Jan. 2009 to 31 Dec. 2010, and 1 Jan. 2011 to 31 Dec. 2013. After export I combined these two sets to form a single dataset of 47,556 lines covering transactions “signed for” over a five-year period.

Each line of this dataset represents some kind of transaction between USSOCOM and a contractor. Typically this transaction will be payment for research, services, products, supplies or equipment. A transaction does not necessarily equate to a contract: it may be part of a contract, a task order within an Indefinite Delivery Vehicle (IDV), for example. I have taken this primary level of “transaction” as my basic unit in this research and have not attempted to group transactions according to which contract or IDV they are part of, although data identifying IDVs, for example, are included. I have, for simplicity, tended to use the term “transaction” to refer to a single data line, although in some of these data lines nothing may actually be transacted: there may be a zero value, or some other contract operation may be carried out.

The report is divided into two parts. Part One consists of an initial analysis of dataset structure and content. It extracts some overall findings around spending, products and services, transaction values and locations: which companies performed the most transactions or earned the most; which products or services featured most often, or cost the most; what distributions of transaction sums existed, overall and by year; and so on. Part Two offers some case studies, focusing on themes that resonate with the interests of the Remote Control project: information, communication, surveillance and drones. Given the context of this report, I have chosen not to focus on more traditional military hardware (e.g. purchase of helicopters and bullets) although these, too, are represented in the dataset.

Investigative journalists have long been aware of the value of federal contracting data in uncovering or filling out stories.<sup>6</sup> On their own such data are fairly dry: to

<sup>6</sup> See e.g. Craig Whitlock, “U.S. expands secret intelligence operations in Africa”, *Washington Post*, 14 June 2012, [http://www.washingtonpost.com/world/national-security/us-expands-secret-intelligence-operations-in-africa/2012/06/13/gJQAHyvAbV\\_story.html](http://www.washingtonpost.com/world/national-security/us-expands-secret-intelligence-operations-in-africa/2012/06/13/gJQAHyvAbV_story.html). I should also like to record here my thanks to John Goetz of ARD Hauptstadtstudio and *Süddeutsche Zeitung*, who first introduced me to FPDS-NG.

make a story they usually need to be complemented with interviews, FOIA requests, congressional notifications and other material. Nonetheless there is an intrinsic value to the initial quantitative analysis. Part One shows how a systematic examination of the dataset can cast light on how USSOCOM operates, what it does and where it does it; it offers some initial analyses of the information that can be gleaned from such a dataset and some pointers to further research. The case studies in Part Two build on these initial results and drill down into more specific and qualitative information. In particular, they take their cue from analysis of the “Description of Requirement” (DOR) field for selected transactions. Unlike the other fields relating to the nature of products and services, which offer a choice from a set menu of possibilities, the DOR is a free-text field and offers the possibility for more unique information about a transaction or contract to be entered. The case studies take this field as their starting point and use collateral sources of information – news and social media, contractual documents, reports – to examine some significant strands of the dataset in greater depth. Finally, the 22 annexes offer selections from the dataset and associated documents. For further information about the dataset itself, please contact the author (Crofton dot Black at gmail dot com).

A caveat: as a presentation on using FPDS-NG states, “data accuracy starts with the contracting officer”.<sup>7</sup> The purpose of this research is to provide an insight into the activities of USSOCOM via its unclassified procurements. It is not intended to provide absolutely reliable accounting data. While I have tried to remain aware of possible inconsistencies (blank fields, incorrect spellings, mixtures of upper and lower case, etc.) and mitigate them where possible, I have not attempted to clean up the entire data set. As a result, inaccuracies may be present, although I hope these will be quite small.

<sup>7</sup> Presentation by Angelia Fleming Loggie, REE Acquisition Systems Program Manager, [https://www.fpds.gov/downloads/Manuals/FPDS-NG\\_Overview.ppt](https://www.fpds.gov/downloads/Manuals/FPDS-NG_Overview.ppt).

# Dataset Structure

Some types of data are not collected by FPDS-NG. These are concisely summarized on [acquisition.gov](http://acquisition.gov):<sup>8</sup>

The following 13 data elements will not be found in FPDS-NG. This is the “Don’t Have List”. Contracting officers can’t put this information in FPDS-NG even if they want to. Most of this data resides at the individual contracting office.

a. Subcontracting data from either the government or the prime contractors with whom we do business. The government does have a method to collect this data at <http://www.esrs.gov>. The two data sources work together.

b. Contract funding data outside of estimated totals and funds obligated on an action.

c. Contract accounting data.

d. Contract line item data [i.e. “the items that were purchased on a contract”. “Usually CLIN data is available to the public through a formal request made to the contracting office. Agencies with automatic contract writing systems can, or will be able to, review data at the CLIN level. You have to inquire at the contract office if they have that capability.”]<sup>9</sup>

e. No administration details such as: contracting officer’s technical representative names; wage determinations data; details about the services via the contract number.

f. Details of the contractor’s employee or staffing levels.

g. Management plans.

h. Statements of work or objectives.

i. Terms and conditions of a contract.

j. Deliverables.

k. Entitlement expenditures including health, drug, Medicare, or insurance payouts. However, contracts about the management of these programs are required to be submitted.

l. Contractor proposals from the awardee or any other interested party.

m. Information about any parties excluded from the procurement.

Classified data, of course, is also not recorded by FPDS-NG, although references are sometimes made to its existence.

The dataset includes the following fields, which I

<sup>8</sup> [http://www.acquisition.gov/faqs\\_whataboutfpds.asp](http://www.acquisition.gov/faqs_whataboutfpds.asp), question 18.

<sup>9</sup> [http://www.acquisition.gov/faqs\\_whataboutfpds.asp](http://www.acquisition.gov/faqs_whataboutfpds.asp), question 7.

have broken down roughly into categories for ease of understanding. These fields are a subset of all the fields actually available in FPDS-NG. My category descriptions, which do not form part of the dataset, are underlined.

## Agency and Department Information

Contracting Agency ID  
Contracting Agency Name  
Contracting Department ID  
Contracting Department Name  
Contracting Office ID  
Contracting Office Name  
Contracting Office Region

## Contract Information

Modification Number  
PIID [Procurement Instrument Identifier]  
PIID Agency ID  
Referenced IDV [Indefinite Delivery Vehicle] PIID  
Referenced IDV Agency ID  
Referenced IDV Mod Number  
Solicitation ID  
Transaction Number

## Date Information

(Last Date To Order)  
Completion Date  
Date Signed  
Effective Date  
Est. Ultimate Completion Date  
Fiscal Year  
Signed Date

## Further Agency Information

Funding Agency ID  
Funding Agency Name  
Funding Office ID  
Funding Office Name  
Is Funded by Foreign Entity (Foreign Funding) Code  
Is Funded by Foreign Entity (Foreign Funding) Description  
Reason for Inter Agency Contracting  
Bundled Requirements  
Claimant Program Code  
Consolidated Contract Code  
Consolidated Contract Description

## Purchase Information

Description of Requirement  
Domestic or Foreign Entity Code  
Domestic or Foreign Entity Description  
Info Tech Commercial Item Category  
NAICS Code  
NAICS Description  
Product or Service Code  
Product or Service Description

Place of Performance Information

Place of Performance Zip Code  
Principal Place of Performance City Name  
Principal Place of Performance Country Code  
Principal Place of Performance Country Name  
Principal Place of Performance Location Code  
Principal Place of Performance State Code

Vendor Information

Contractor Name  
Doing Business As Name  
DUNS Number  
Global DUNS Number  
Global Vendor Name  
Street  
Street2  
Vendor City  
Vendor Country  
Vendor Name  
Vendor Phone Number  
Vendor State  
Zip

Further Contract Information

(Program Acronym)  
(Type of IDC)  
A-76 Action Code  
A-76 Action Description  
Contingency Humanitarian Peacekeeping Operation  
Contract Financing  
Cost Accounting Standards Clause Code  
Cost or Pricing Data  
Email Address  
GFE GFP Code  
GFE GFP Description  
Inherently Governmental Description  
Inherently Governmental Function  
Letter Contract (Un definitized Action) Code  
Letter Contract (Un definitized Action) Description  
Major Program  
Multiple or Single Award IDV  
Multiyear Contract Code  
Multiyear Contract Description  
National Interest Action  
National Interest Description  
Number of Actions  
Performance Based Service Acquisition Code  
Performance Based Service Acquisition Description  
Purchase Card as Payment Method Code  
Purchase Card as Payment Method Description  
Sea Transportation  
Subcontract Plan  
Type of Contract  
Country of Product or Service Origin Code  
Place of Manufacture  
Place of Manufacture Description  
FedBiz Opps Code  
FedBiz Opps Description  
Award or IDV Type  
Last Modified By

Last Modified Date  
Part 8 Or Part 13  
Prepared By  
Prepared Date  
Reason For Modification Code  
Reason For Modification Description  
IDV Bundled Requirements  
IDV Contracting Agency ID  
IDV Contracting Agency Name  
IDV Contracting Officers Business Size Selection  
IDV Department ID  
IDV Department Name  
IDV Major Program Code  
IDV Multiple Or Single Award IDV  
IDV NAICS Code  
IDV NAICS Description  
IDV Part 8 Or Part 13  
IDV Program Acronym  
IDV Referenced IDV Agency Code  
IDV Referenced IDV PIID  
IDV Subcontract Plan  
IDV Subcontract Plan Description  
IDV Type  
IDV Type Of Contract Pricing  
IDV Type Of Contract Pricing Description  
IDV Type Of IDC  
IDV Type Of IDC Description  
IDV Who Can Use  
IDV Who Can Use Description

Financial Information

Base and Exercised Options Value  
Action Obligation  
Base and All Options Value

This is a very considerable list, but I have chosen to focus my initial analysis on a few fields which seem, for present purposes, to be the most informative. They are: "Contracting Office", "Product or Service Code" and "Description", "Global Vendor", "Description of Requirement" and "Place of Performance Country". For transaction values three figures are available: "Base and Exercised Options Value" (BEO), "Base and All Options" (BAO) and "Action Obligation" (AO). I have chosen to focus on the first of these. The sum BEO for the complete dataset (including negative values) is 12.7 billion dollars (\$12,757,664,213.62). For dating purposes I have used "Date Signed" and "Fiscal Year". At the outset, for ease of reference, the data was ordered by Date Signed (ascending). A unique RC (Remote Control) number was then assigned to each transaction.



# Part One: Initial Findings and Rankings

My purpose in Part One was to carry out a general analysis of the dataset and derive key findings which could then inform a more granular second part. To this end I looked at annual distributions of transactions, overall breakdown by contracting office, rankings of global vendors, rankings of products and services and country information.

## A. Annual Distributions

The dataset contains 47,556 lines or “transactions” which were “signed for” between 1 January 2009 and 31 December 2013. In total, these lines add up to a “Base and Exercised Options Value” of \$12,757,664,213.62.

A breakdown by fiscal year gives the following subtotals (the incomplete data for FY2014 is included although not really indicative of anything):

Fiscal Year	Subtotal (\$)	Count
2009	1,884,403,473.52	8265
2010	2,435,572,085.46	9773
2011	2,631,948,976.10	11126
2012	2,809,980,110.09	8914
2013	2,558,473,574.26	8071
2014	437,285,994.19	1407

## B. Offices and Agencies

As explained at the outset, the primary filter for this dataset is by Contracting Agency. The “Contracting Agency Name” field is not the only indicator of who wants the work to get done, however. There is also a “Contracting Office”, a “Funding Agency” and a “Funding Office”. Although all records therefore have a “Contracting Agency Name” of USSOCOM, the dataset does include a limited number of transactions with a “Funding Agency Name” other than USSOCOM:

Funding Agency Name	Count
U.S. SPECIAL OPERATIONS COMMAND (USSOCOM)	44165
DEPT OF THE NAVY	1175
DEPT OF THE ARMY	1030
DEPT OF THE AIR FORCE	490
DEPT OF DEFENSE	32
OFFICE OF PERSONNEL MANAGEMENT	14
U.S. COAST GUARD	6
DEFENSE THREAT REDUCTION AGENCY (DTRA)	2
DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS)	1
DEFENSE LOGISTICS AGENCY	1
(blank)	640
Total	47556

The total dataset lists 225 “Funding Offices”, although when limited to those records with a “Funding Agency” of USSOCOM this number drops sharply to 12:

Funding Office (Funding Agency=USSOCOM)	Count
USSOCOM REGIONAL CONTRACTING OFFICE	15298
SPECIAL OPERATIONS FORCES SPT ACTY	9719
USSOCOM TAKO CONTRACTING OFFICE	4518
NAVAL SPECIAL WARFARE COMMAND	4236
NAVAL SPEC WARFARE GROUP TWO NSWG-2	3961
HQ USASOC	2943
NAVAL SPEC WARFARE GROUP FOUR NSWG4	2312
MARSOC CONTRACTING M67906	1150
NAVAL SPEC WARFARE DEVELOPMENT GRP	24
USSOCOM PM SPECIAL PROGRAMS	2
INTEGRATION AVIATION SYS Z1 WKGP	1
USSOCOM CONTINGCY CONTRACTING CELL	1
Total	44165

In other words, the other 213 Funding Offices are associated with the small minority of transactions (3391) contracted by USSOCOM but not funded by it.

Within the total dataset there are 8 “Contracting Offices” which evidently function as subsets of the overall “Contracting Agency”. The following table shows their respective transaction counts and values (by descending order of “Base and Exercised Option Value”).

Contracting Office	Count	BEO Value (\$)
USSOCOM REGIONAL CONTRACTING OFFICE	16131	8,253,539,034
SPECIAL OPERATIONS FORCES SPT ACTY	12758	2,320,836,358
USSOCOM TAKO CONTRACTING OFFICE	3479	1,480,074,986
NAVAL SPECIAL WARFARE COMMAND	4340	256,474,663
HQ USASOC	3056	208,950,488
NAVAL SPEC WARFARE GROUP TWO NSWG-2	3936	106,191,560
MARSOC CONTRACTING M67906	1572	87,302,463
NAVAL SPEC WARFARE GROUP FOUR NSWG4	2284	44,294,658
Total	47556	12,757,664,213

One question that the dataset can answer, although I have not performed this analysis here, is the extent to which particular products and services might be associated with particular Contracting Offices or Funding Offices.

## C. Rankings by Global Vendor Name

FPDS-NG offers various fields identifying which contractors are performing transactions. These include: “Global Vendor Name”, “Contractor Name” and “Doing Business As Name.” For initial research purposes, I focused on “Global Vendor Name” (GVN).

### i) Calculation by transaction count

The dataset (47556 transactions) includes transactions with 3330 named GVNs (3331 total including two blank transactions). By far the most frequent of these is L-3 Communications Holdings Inc., with nearly 20% (9470) of the total transaction count. Lockheed Martin Corporation follows with 12% (5709). No other GVN scores more than 3%. Between them, the top 20 companies account for just over 50% of the total transaction count. They are:

Global Vendor Name	Count rank	Count	Count %
L-3 COMMUNICATIONS HOLDINGS INC.	1	9470	19.91%
LOCKHEED MARTIN CORPORATION	2	5709	12.00%
JACOBS ENGINEERING GROUP INC.	3	1234	2.59%
MILANGLAGES CORP	4	870	1.83%
MA FEDERAL INC.	5	774	1.63%
RAYTHEON COMPANY	6	706	1.48%
THE BOEING COMPANY	7	636	1.34%
HARRIS CORPORATION	8	624	1.31%
UNITED STATES MARINE INC.	9	500	1.05%
CRUZ ASSOCIATES INC.	10	465	0.98%
ATLANTIC DIVING SUPPLY INC.	11	438	0.92%
BLUE TECH INC.	12	357	0.75%
GENERAL DYNAMICS CORPORATION	13	356	0.75%
THALES	14	328	0.69%
ITT CORPORATION	15	319	0.67%
DELL INC.	16	315	0.66%
GEMINI INDUSTRIES INC.	17	308	0.65%
L-3 COMMUNICATIONS CORPORATION	18	306	0.64%
BOOZ ALLEN HAMILTON HOLDING CORPORATION	19	291	0.61%
WORLD WIDE TECHNOLOGY HOLDING CO. INC.	20	280	0.59%

The remaining c. 50% of the transaction count is made up by the other 3311 GVNs.

### ii) Calculation by transaction value (BEO)

Calculating by BEO we see a similar, although not identical, distribution of transactions compared to the rankings by transaction count. The same two companies take the top spots, although in reverse order: Lockheed Martin Corporation comes first, with just over 14% of total BEO value, and L-3 Communications Holdings Inc. comes second, with just over 12%. The top-heavy data distribution is even more marked than by transaction count: the top eight companies account for just over 50% of total BEO value, while the top 20 account for nearly 70%.

Global Vendor Name	Value rank	value BEO	Value %
LOCKHEED MARTIN CORPORATION	1	1,842,962,828	14.45%
L-3 COMMUNICATIONS HOLDINGS INC.	2	1,583,650,979	12.41%
THE BOEING COMPANY	3	1,074,400,901	8.42%
HARRIS CORPORATION	4	592,731,315	4.65%
JACOBS ENGINEERING GROUP INC.	5	487,261,263	3.82%
MA FEDERAL INC.	6	446,028,363	3.50%
RAYTHEON COMPANY	7	387,803,014	3.04%
ITT CORPORATION	8	299,308,341	2.35%
GENERAL DYNAMICS CORPORATION	9	288,231,091	2.26%
TYONEK NATIVE CORPORATION	10	267,151,249	2.09%
AEROVIRONMENT INC.	11	216,769,779	1.70%
DRS TECHNICAL SERVICES INC.	12	192,464,501	1.51%
THALES	13	186,150,161	1.46%
L-3 COMMUNICATIONS CORPORATION	14	186,126,393	1.46%
BLACKBIRD TECHNOLOGIES INC.	15	172,750,953	1.35%
BOOZ ALLEN HAMILTON HOLDING CORPORATION	16	170,236,743	1.33%
SHEE ATIKA LANGUAGES LLC	17	141,386,857	1.11%
CACI INTERNATIONAL INC	18	134,887,884	1.06%
ROCKWELL COLLINS INC.	19	117,871,401	0.92%
INTERNATIONAL DEVELOPMENT & RESOURCES INC.	20	110,597,182	0.87%

### iii) Count and value compared

12 companies appear in the top 20 according to both measurements. They are:

Global Vendor Name	Count rank	Value rank
LOCKHEED MARTIN CORPORATION	2	1
L-3 COMMUNICATIONS HOLDINGS INC.	1	2
THE BOEING COMPANY	7	3
HARRIS CORPORATION	8	4
JACOBS ENGINEERING GROUP INC.	3	5
MA FEDERAL INC.	5	6
RAYTHEON COMPANY	6	7
ITT CORPORATION	15	8
GENERAL DYNAMICS CORPORATION	13	9
THALES	14	13
L-3 COMMUNICATIONS CORPORATION	18	14
BOOZ ALLEN HAMILTON HOLDING CORPORATION	19	16

#### iv) Count and value by fiscal year

For comparative purposes, these figures (GVNs by count and value) can also be broken down by fiscal year, as the following five tables show. (Key: C = Count; V = value; r = rank; value figures rounded down to the nearest dollar.)

#### FY2009

Global Vendor Name	Cr	C	C %	Vr	V	V %
L-3 COMMUNICATIONS HOLDINGS INC.	1	2763	33.43	1	651,327,715	34.56
THE BOEING COMPANY	9	78	0.94	2	101,745,753	5.40
MA FEDERAL INC.	5	139	1.68	3	101,372,025	5.38
JACOBS ENGINEERING GROUP INC.	3	300	3.63	4	79,536,834	4.22
CHENEGA CORPORATION	19	47	0.57	5	73,175,958	3.88
TYONEK NATIVE CORPORATION	23	39	0.47	6	69,712,721	3.70
SHEE ATIKA LANGUAGES LLC	18	47	0.57	7	68,366,365	3.63
AEROVIRONMENT INC.	22	43	0.52	8	63,805,434	3.39
ITT CORPORATION	14	58	0.70	9	50,389,378	2.67
RAYTHEON COMPANY	7	91	1.10	10	49,315,485	2.62
THALES	15	58	0.70	11	38,314,892	2.03
MPRI, INC.	43	17	0.21	12	34,087,277	1.81
MILANGUAGES CORP	2	347	4.20	13	25,546,932	1.36
HARRIS CORPORATION	10	64	0.77	14	22,269,714	1.18
ROCKWELL COLLINS INC.	16	57	0.69	15	21,210,080	1.13
NORTHROP GRUMMAN CORPORATION	27	30	0.36	16	19,885,273	1.06
DELL INC.	13	59	0.71	17	19,037,589	1.01
INTERNATIONAL DEVELOPMENT & RESOURCES INC.	26	35	0.42	18	18,424,877	0.98
GENERAL DYNAMICS CORPORATION	11	63	0.76	19	18,044,392	0.96
OFUS CORPORATION	34	20	0.24	20	18,041,297	0.96

#### FY2010

Global Vendor Name	Cr	C	C %	Vr	V	V %
L-3 COMMUNICATIONS HOLDINGS INC.	1	3298	33.75	1	553,937,846	22.74
HARRIS CORPORATION	13	86	0.88	2	183,491,360	7.53
THE BOEING COMPANY	9	96	0.98	3	170,725,318	7.01
MA FEDERAL INC.	4	169	1.73	4	99,547,500	4.09
TYONEK NATIVE CORPORATION	18	57	0.58	5	92,937,956	3.82
JACOBS ENGINEERING GROUP INC.	3	229	2.34	6	88,504,194	3.63
LOCKHEED MARTIN CORPORATION	5	166	1.70	7	81,926,348	3.36
SHEE ATIKA LANGUAGES LLC	20	54	0.55	8	81,528,876	3.35
ITT CORPORATION	11	94	0.96	9	74,004,478	3.04
AEROVIRONMENT INC.	26	43	0.44	10	62,571,081	2.57
AECOM TECHNOLOGY CORPORATION	278	4	0.04	11	59,315,833	2.44
THALES	15	71	0.73	12	40,017,637	1.64
BLACKBIRD TECHNOLOGIES INC.	34	30	0.31	13	39,996,531	1.64
MILANGUAGES CORP	2	321	3.28	14	36,613,576	1.50
DRS TECHNICAL SERVICES INC.	75	15	0.15	15	35,714,120	1.47
GENERAL DYNAMICS CORPORATION	16	60	0.61	16	32,799,289	1.35
RAYTHEON COMPANY	7	112	1.15	17	32,000,540	1.31
CHENEGA CORPORATION	19	54	0.55	18	29,539,237	1.21
FLIR SYSTEMS INC.	116	9	0.09	19	26,862,339	1.10
BOOZ ALLEN HAMILTON HOLDING CORPORATION	65	17	0.17	20	22,381,627	0.92

#### FY2011

Global Vendor Name	Cr	C	C %	Vr	V	V %
LOCKHEED MARTIN CORPORATION	2	1741	15.65	1	602,638,073	22.90
THE BOEING COMPANY	9	112	1.01	2	268,154,284	10.19
L-3 COMMUNICATIONS HOLDINGS INC.	1	2829	25.42	3	139,373,880	5.30
RAYTHEON COMPANY	6	150	1.35	4	97,859,433	3.72
ITT CORPORATION	12	74	0.67	5	97,453,785	3.70
JACOBS ENGINEERING GROUP INC.	3	293	2.63	6	93,025,689	3.53
HARRIS CORPORATION	7	145	1.30	7	92,404,726	3.51
AEROVIRONMENT INC.	29	38	0.34	8	85,753,575	3.26
TYONEK NATIVE CORPORATION	14	70	0.63	9	75,119,847	2.85
MA FEDERAL INC.	5	181	1.63	10	62,387,465	2.37
GENERAL DYNAMICS CORPORATION	16	69	0.62	11	58,890,194	2.24
DRS TECHNICAL SERVICES INC.	92	12	0.11	12	45,161,633	1.72
BLACKBIRD TECHNOLOGIES INC.	21	55	0.49	13	43,045,340	1.64
ULTRA MACHINE & FABRICATION INC.	236	4	0.04	14	40,656,303	1.54
THALES	15	70	0.63	15	39,026,999	1.48
HEWLETT-PACKARD COMPANY	35	29	0.26	16	32,116,806	1.22
Sterling Parent Inc.	11	80	0.72	17	28,203,501	1.07
CACI INTERNATIONAL INC	18	64	0.58	18	25,367,306	0.96
THE WHITE OAK GROUP INC	48	23	0.21	19	24,304,066	0.92
DELL INC.	20	62	0.56	20	23,335,254	0.89

#### FY2012

Global Vendor Name	Cr	C	C %	Vr	V	V %
LOCKHEED MARTIN CORPORATION	1	1656	18.58	1	520,088,523	18.51
L-3 COMMUNICATIONS HOLDINGS INC.	2	540	6.06	2	232,839,342	8.29
THE BOEING COMPANY	7	146	1.64	3	195,109,422	6.94
HARRIS CORPORATION	5	156	1.75	4	168,223,087	5.99
RAYTHEON COMPANY	4	157	1.76	5	117,613,482	4.19
JACOBS ENGINEERING GROUP INC.	3	209	2.34	6	97,721,627	3.48
Arma Global Corporation	40	30	0.34	7	68,110,256	2.42
MA FEDERAL INC.	6	147	1.65	8	60,619,514	2.16
GENERAL DYNAMICS CORPORATION	19	61	0.68	9	59,018,693	2.10
BOOZ ALLEN HAMILTON HOLDING CORPORATION	21	61	0.68	10	48,461,827	1.72
DELL INC.	10	108	1.21	11	48,030,430	1.71
SAIC INC.	38	31	0.35	12	47,707,875	1.70
L-3 National Security Solutions Inc	8	129	1.45	13	46,254,635	1.65
DRS TECHNICAL SERVICES INC.	70	18	0.20	14	45,985,635	1.64
THALES	13	73	0.82	15	42,101,912	1.50
ITT CORPORATION	22	57	0.64	16	38,771,913	1.38
CACI INTERNATIONAL INC	20	61	0.68	17	38,293,799	1.36
BLACKBIRD TECHNOLOGIES INC.	24	56	0.63	18	36,640,371	1.30
TSM CORPORATION	36	32	0.36	19	35,882,206	1.28
Sterling Parent Inc.	16	66	0.74	20	34,581,598	1.23

**FY2013**

Global Vendor Name	Cr	C	C %	Vr	V	V %
LOCKHEED MARTIN CORPORATION	1	1741	21.57	1	538,792,412	21.06
THE BOEING COMPANY	4	178	2.21	2	250,106,922	9.78
L-3 COMMUNICATIONS CORPORATION	2	241	2.99	3	157,657,799	6.16
MA FEDERAL INC.	7	130	1.61	4	121,397,740	4.74
GENERAL DYNAMICS CORPORATION	10	88	1.09	5	119,900,336	4.69
HARRIS CORPORATION	6	134	1.66	6	103,242,537	4.04
JACOBS ENGINEERING GROUP INC.	3	184	2.28	7	91,604,947	3.58
RAYTHEON COMPANY	5	160	1.98	8	78,669,574	3.07
BOOZ ALLEN HAMILTON HOLDING CORPORATION	8	128	1.59	9	69,046,569	2.70
WORLDWIDE LANGUAGE RESOURCES INC.	124	9	0.11	10	67,222,821	2.63
DRS TECHNICAL SERVICES INC.	49	22	0.27	11	59,529,459	2.33
CACI INTERNATIONAL INC	11	85	1.05	12	40,733,493	1.59
Arma Global Corporation	29	39	0.48	13	39,303,747	1.54
ITT CORPORATION	36	31	0.38	14	38,688,784	1.51
BLACKBIRD TECHNOLOGIES INC.	16	60	0.74	15	34,534,758	1.35
ROCKWELL COLLINS INC.	23	44	0.55	16	32,071,372	1.25
HEWLETT-PACKARD COMPANY	58	18	0.22	17	31,584,858	1.23
SAIC INC.	22	44	0.55	18	30,269,863	1.18
DIN GLOBAL CORP.	87	14	0.17	19	26,659,888	1.04
Sterling Parent Inc.	14	64	0.79	20	22,833,574	0.89

**D. Rankings by Product or Service Code**

Product or Service Codes (PSCs) are 4-figure categories intended to provide a taxonomy of the types of product or service provided. The dataset includes these codes along with a “Product or Service Description” field: e.g. code 1005 has description “GUNS, THROUGH 30 MM”. Although useful for understanding what type of product or service is being provided, the description fields often exhibit minor discrepancies or alternatives. Thus 1005 is also “GUNS, THROUGH 30MM” (no space after the 30 this time), 1090 is both “ASSEMBLIES INTERCHANGEABLE BETWEEN WEAPONS IN TWO OR MORE CLASSES” and “WPNS ASSY INTERCHANGE BETWN 2/ MORE”, 1550 is both “DRONES” and “UNMANNED AIRCRAFT”, and so on. To avoid confusion, I have based my analysis on the more consistent 4-figure codes, although I also give the more descriptive names alongside them for ease of reference.

The way that the codes themselves are structured is explained in the FPDS-NG Service Product Codes Manual.<sup>10</sup> To assist the reader, I summarize the system here. Three fundamental categories of code structure exist: research or development, product or service, supplies or equipment.

<sup>10</sup> [http://www.fpdsng.com/downloads/service\\_product\\_codes.pdf](http://www.fpdsng.com/downloads/service_product_codes.pdf)

**Research and Development codes**

Letter A, then a letter A-Z giving category, a digit 1-9 giving subdivision, and a digit 1-6 giving stage. Categories included in the dataset, with their respective transaction counts in brackets, are:

- AB Community Services and Development (40)
- AC Defense Systems (401)
- AD Defense – Other (260)
- AE Economic Growth and Productivity (5)
- AF Education (24)
- AJ General Science and Technology (64)
- AN Medical (36)
- AS Transportation, Modal (13)
- AZ Other Research and Development (514)

The stage digits are: 1 = Basic Research; 2 = Applied Research and Exploratory Development; 3 = Advanced Development; 4 = Engineering Development; 5 = Operational Systems Development; 6 = Management and Support.

**Product and Service codes**

Letter B-Z, followed by 3 numeric digits 0-9. Transaction counts in each category are in brackets.

- B Special Studies and Analyses - Not R&D (30)
- C Architect and Engineering Services – Construction (13)
- D Automatic Data Processing and Telecommunication Services (3365)
- E Purchase of Structures and Facilities (2)
- F Natural Resources Management (3)
- G Social Services (48)
- H Quality Control, Testing and Inspection Services (26)
- J Maintenance, Repair, and Rebuilding of Equipment (1124)
- K Modification of Equipment (37)
- L Technical Representative Services (294)
- M Operation of Government-Owned Facility (1)
- N Installation Equipment (33)
- P Salvage Services (3)
- Q Medical Services (74)
- R Professional, Administrative and Management Support Services (5508)
- S Utilities and Housekeeping Services (269)
- T Photographic, Mapping, Printing, and Publication Services (46)
- U Education and Training Services (1439)
- V Transportation, Travel and Relocation Services (301)
- W Lease or Rental of Equipment (177)
- X Lease or Rental of Facilities (79)
- Y Construction of Structures and Facilities (6)
- Z Maintenance, Repair or Alteration of Real Property (19)

**Supplies and Equipment codes**

Supplies and Equipment are coded in accordance with the Federal Supply Classification (FSC). As the manual

states:

The FSC is a commodity classification designed to serve the functions of supply and is sufficiently comprehensive in scope to permit the classification of all items of personal property. In order to accomplish this, groups and classes have been established for the universe of commodities, with emphasis on the items known to be in the supply systems of the Federal Government. The structure of the FSC, as presently established, consists of 78 groups, which are subdivided into 685 classes. Each class covers a relatively homogeneous area of commodities, in respect to their physical or performance characteristics, or in the respect that the items included therein are such as are usually requisitioned or issued together, or constitute a related grouping for supply management purpose.

These codes have no letters and are composed of 4 numeric digits: a 2 digit FS group, followed by a 2 digit identifier. The FS groups run in sequence from 10 to 99 (although 12 numbers are unassigned: 21, 27, 33, 50, 57, 64, 82, 86, 90, 92, 97, 98). There are thus 78 groups in total. Further description of inclusions and exclusions by group are in the manual at p.84 onwards.

Obviously, many of these codes are not in themselves particularly informative and some are cryptic or require familiarity with military acronyms. They do, however, serve as a useful indicator of types of behaviour, and some of them – 1550 “DRONES” for example – are potentially important analytical categories.

**i) Calculation by transaction count**

745 different Product or Service Codes (PSCs) are represented in the dataset.

The most frequently occurring PSC is the unindicative K099 “MOD OF MISC EQ” (7239 transactions, just over 15%). Behind this come R706 “LOGISTICS SUPPORT SERVICES” (5097 transactions, 10.7%), D307 “AUTOMATED INFORMATION SYSTEM SVCS” (2987 transactions, 6.3%) and R499 “SUPPORT-PROFESSIONAL: OTHER” (2285 transactions, 4.8%). Between them, the top 10 PSCs account for just over 50% of the total transaction count and the top 20 for 63%.

PSC	Product or Service Description	Cr	C	C %
K099	MOD OF MISC EQ	1	7239	15.22
R706	LOGISTICS SUPPORT SERVICES	2	5097	10.72
D307	AUTOMATED INFORMATION SYSTEM SVCS	3	2987	6.28
R499	SUPPORT- PROFESSIONAL: OTHER	4	2285	4.80
1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	5	1438	3.02
R425	SUPPORT- PROFESSIONAL: ENGINEERING/ TECHNICAL	6	1404	2.95
U099	EDUCATION/TRAINING- OTHER	7	1247	2.62
5895	MISC COMMUNICATION EQ	8	917	1.93
5865	ELECTRONIC COUNTERMEASURES, COUNTER-COUNTERMEASURES AND QUICK REACTION CAPABILITY EQUIPMENT	9	903	1.90
7010	ADPE SYSTEM CONFIGURATION	10	855	1.80
7030	ADP SOFTWARE	11	851	1.79
7045	ADP SUPPLIES	12	707	1.49
R419	EDUCATIONAL SERVICES	13	648	1.36
R408	SUPPORT- PROFESSIONAL: PROGRAM MANAGEMENT/SUPPORT	14	616	1.30
8465	INDIVIDUAL EQUIPMENT	15	532	1.12
1940	SMALL CRAFT	16	481	1.01
5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	17	471	0.99
AZ13	R&D-OTHER R & D-ADV DEV	18	469	0.99
J016	MAINT-REP OF AIRCRAFT COMPONENTS	19	467	0.98
7035	ADP SUPPORT EQUIPMENT	20	463	0.97

Moving beyond the top 20, the top 50 PSCs account for 78% of the total, and the top 100 for 87%.

**ii) Calculation by transaction value (BEO)**

Calculating by Base and Exercised Option Value, R706 “LOGISTICS SUPPORT SERVICES”, which came second in the list by count, now comes first, with \$1.6 billion in total, or 12.9% of the total BEO. D307 “AUTOMATED INFORMATION SYSTEM SVCS” follows at nearly \$1.3 billion (10.1%). The top 10 PSCs account for nearly 63% of the total spend and the top 20 for 78%. (In the table below, V is BEO rounded down to nearest dollar.)

PSC	Product or Service Description	Vr	V	V %
R706	LOGISTICS SUPPORT SERVICES	1	1,645,248,200	12.90
D307	AUTOMATED INFORMATION SYSTEM SVCS	2	1,289,488,739	10.11
R499	SUPPORT- PROFESSIONAL: OTHER	3	1,112,433,794	8.72
5865	ELECTRONIC COUNTERMEASURES, COUNTER-COUNTERMEASURES AND QUICK REACTION CAPABILITY EQUIPMENT	4	715,402,717	5.61
1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	5	708,094,106	5.55
K099	MOD OF MISC EQ	6	588,368,247	4.61
R425	SUPPORT- PROFESSIONAL: ENGINEERING/TECHNICAL	7	577,158,965	4.52
5895	MISC COMMUNICATION EQ	8	482,990,862	3.79
L015	TECH REP SVCS/AIRCRAFT	9	459,131,043	3.60
7010	ADPE SYSTEM CONFIGURATION	10	429,472,167	3.37
5811	OTHER CRYPTOLOGIC EQ & COMPONENTS	11	322,550,457	2.53
5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	12	241,108,468	1.89
6695	COMBINATION & MISC INSTRUMENTS	13	232,922,924	1.83
7030	ADP SOFTWARE	14	228,253,397	1.79
D304	IT AND TELECOM- TELECOMMUNICATIONS AND TRANSMISSION	15	183,449,145	1.44
5826	RADIO NAVIGATION EQ AIR	16	168,672,336	1.32
1550	DRONES	17	158,922,257	1.25
R608	ADMIN SVCS/TRANSLATION-SIGN LANGUAG	18	150,302,245	1.18
5810	COMMUNICATIONS SECURITY EQUIPMENT AND COMPONENTS	19	147,324,109	1.15
7045	ADP SUPPLIES	20	134,385,577	1.05

Moving beyond these, the top 50 account for 92% and the top 100 for 97% of BEO value. PSCs ranked 21 to 100 by value are:

PSC	Product or Service Description	Vr	V	V %
AC64	R&D- DEFENSE SYSTEM: ELECTRONICS/ COMMUNICATION EQUIPMENT (ENGINEERING DEVELOPMENT)	21	129,999,449	1.02
7050	ADP COMPONENTS	22	112,808,308	0.88
J016	MAINT-REP OF AIRCRAFT COMPONENTS	23	111,849,768	0.88
5855	NIGHT VISION EQ	24	106,881,626	0.84
R419	EDUCATIONAL SERVICES	25	100,644,286	0.79
AD23	R&D- DEFENSE OTHER: SERVICES (ADVANCED DEVELOPMENT)	26	98,962,426	0.78
AZ13	R&D-OTHER R & D-ADV DEV	27	94,179,901	0.74
U099	EDUCATION/TRAINING- OTHER	28	90,368,217	0.71
R498	PATENT AND TRADEMARK SERVICES	29	88,280,113	0.69
1990	MISCELLANEOUS VESSELS	30	68,608,217	0.54
AZ12	R&D-OTHER R & D-A RES/EXPL DEV	31	66,397,511	0.52
1940	SMALL CRAFT	32	65,407,943	0.51
8470	ARMOR, PERSONAL	33	60,369,158	0.47
R408	SUPPORT- PROFESSIONAL: PROGRAM MANAGEMENT/SUPPORT	34	57,593,270	0.45
AD24	R&D- DEFENSE OTHER: SERVICES (ENGINEERING DEVELOPMENT)	35	54,979,771	0.43
1520	AIRCRAFT, ROTARY WING	36	54,150,325	0.42
7035	ADP SUPPORT EQUIPMENT	37	53,126,418	0.42
AC14	R&D- DEFENSE SYSTEM: AIRCRAFT (ENGINEERING DEVELOPMENT)	38	50,682,939	0.40
2310	PASSENGER MOTOR VEHICLES	39	47,187,829	0.37
U009	EDUCATION/TRAINING- GENERAL	40	46,588,159	0.37
1005	GUNS, THROUGH 30 MM	41	44,815,540	0.35
R414	SYSTEMS ENGINEERING SERVICES	42	35,635,319	0.28

J028	MAINT/REPAIR/REBUILD OF EQUIPMENT- ENGINES, TURBINES, AND COMPONENTS	43	34,802,796	0.27
1510	AIRCRAFT, FIXED WING	44	34,454,975	0.27
Q999	MEDICAL- OTHER	45	33,912,470	0.27
D399	OTHER ADP & TELECOMMUNICATIONS SVCS	46	32,505,640	0.25
4240	SAFETY AND RESCUE EQUIPMENT	47	30,048,950	0.24
AC31	R&D- DEFENSE SYSTEM: SHIPS (BASIC RESEARCH)	48	29,168,222	0.23
AC63	R&D-ELECTRONICS & COMM EQ-ADV DEV	49	26,243,340	0.21
D311	ADP DATA CONVERSION SERVICES	50	25,034,110	0.20
8440	HOSIERY HANDWEAR & CLOTHING ACC-MEN	51	24,024,717	0.19
5999	MISCELLANEOUS ELECTRICAL AND ELECTRONIC COMPONENTS	52	22,743,312	0.18
2340	MOTORCYCLE,MOTOR SCOOTERS & BIKES	53	21,634,644	0.17
T006	FILM/VIDEO TAPE PRODUCTION SERVICES	54	19,985,330	0.16
6780	PHOTOGRAPHIC SETS KITS & OUTFITS	55	18,911,843	0.15
8465	INDIVIDUAL EQUIPMENT	56	16,932,944	0.13
1610	AIRCRAFT PROPELLERS AND COMPONENTS	57	16,828,070	0.13
G004	SOCIAL- SOCIAL REHABILITATION	58	15,949,641	0.13
U008	EDUCATION/TRAINING- TRAINING/ CURRICULUM DEVELOPMENT	59	15,629,051	0.12
2355	COMBAT, ASSAULT, AND TACTICAL VEHICLES, WHEELED	60	15,582,435	0.12
6920	ARMAMENT TRAINING DEVICES	61	14,431,040	0.11
U001	EDUCATION/TRAINING- LECTURES	62	12,842,271	0.10
5985	ANTENNAS WAVEGUIDES & RELATED EQ	63	12,795,101	0.10
2305	GROUND EFFECT VEHICLES	64	12,660,002	0.10
6760	PHOTOGRAPHIC EQ & ACCESSORIES	65	12,412,043	0.10
R799	OTHER MANAGEMENT SUPPORT SERVICES	66	12,342,528	0.10
5840	RADAR EQUIPMENT, EXCEPT AIRBORNE	67	12,063,810	0.09
6910	TRAINING AIDS	68	11,952,089	0.09
1615	HELICOPTER ROTOR BLADES-DRIVE MECH	69	11,541,620	0.09
5410	PREFABRICATED AND PORTABLE BUILDINGS	70	11,170,070	0.09
6665	HAZARD-DETECTING INSTRU & APPARATUS	71	10,677,137	0.08
AJ41	ENGINEERING (BASIC)	72	10,407,394	0.08
4220	MARINE LIFESAVING AND DIVING EQUIPMENT	73	10,198,168	0.08
7110	OFFICE FURNITURE	74	9,592,720	0.08
AC61	R&D- DEFENSE SYSTEM: ELECTRONICS/ COMMUNICATION EQUIPMENT (BASIC RESEARCH)	75	9,518,974	0.07
1670	PARACHUTES; AERIAL PICK UP, DELIVERY, RECOVERY SYSTEMS; AND CARGO TIE DOWN EQUIPMENT	76	9,319,114	0.07
7810	ATHLETIC AND SPORTING EQUIPMENT	77	9,230,751	0.07
1095	MISCELLANEOUS WEAPONS	78	9,160,666	0.07
2090	MISC SHIP & MARINE EQ	79	8,710,931	0.07
D316	TELECOMMUNICATION NETWORK MGMT SVCS	80	8,690,972	0.07
R421	TECHNICAL ASSISTANCE	81	8,471,871	0.07
R699	OTHER ADMINISTRATIVE SUPPORT SVCS	82	8,402,608	0.07
AB94	R&D-OTHER SVC & DEVELOP-ENG DEV	83	7,986,502	0.06
7025	ADP INPUT/OUTPUT & STORAGE DEVICES	84	7,964,146	0.06
J020	MAINT/REPAIR/REBUILD OF EQUIPMENT- SHIP AND MARINE EQUIPMENT	85	7,464,184	0.06

5836	VIDEO RECORDING AND REPRODUCING EQU	86	7,241,727	0.06
R401	SUPPORT- PROFESSIONAL: PERSONAL CARE (NON-MEDICAL)	87	7,170,897	0.06
5805	TELEPHONE AND TELEGRAPH EQUIPMENT	88	7,133,985	0.06
D318	IT AND TELECOM- INTEGRATED HARDWARE/SOFTWARE/SERVICES SOLUTIONS, PREDOMINANTLY SERVICES	89	6,837,154	0.05
2590	MISCELLANEOUS VEHICULAR COMPONENTS	90	6,729,799	0.05
J058	MAINT/REPAIR/REBUILD OF EQUIPMENT- COMMUNICATION, DETECTION, AND COHERENT RADIATION EQUIPMENT	91	6,355,258	0.05
AC11	DEFENSE AIRCRAFT (BASIC)	92	6,327,359	0.05
6260	NONELECTRICAL LIGHTING FIXTURES	93	6,258,200	0.05
5975	ELECTRICAL HARDWARE AND SUPPLIES	94	6,238,650	0.05
3990	MISCELLANEOUS MATERIALS HANDLING EQUIPMENT	95	6,203,207	0.05
5996	AMPLIFIERS	96	6,086,747	0.05
2915	ENGINE FUEL SYSTEM COMPONENTS AIR	97	6,045,128	0.05
W019	LEASE OR RENTAL OF EQUIPMENT- SHIPS, SMALL CRAFT, PONTOONS, AND FLOATING DOCKS	98	5,875,882	0.05
8145	SPECIALIZED SHIPPING AND STORAGE CONTAINERS	99	5,810,848	0.05
6350	MISCELLANEOUS ALARM, SIGNAL, AND SECURITY DETECTION SYSTEMS	100	5,739,563	0.04

### iii) Comparing count and value

Comparing the two ranking systems, 12 PSCs appear in the top 20 according to both measurements (here ordered by descending BEO value):

PSC	Product or Service Description	Cr	Vr
R706	LOGISTICS SUPPORT SERVICES	2	1
D307	AUTOMATED INFORMATION SYSTEM SVCS	3	2
R499	SUPPORT- PROFESSIONAL: OTHER	4	3
5865	ELECTRONIC COUNTERMEASURES, COUNTER-COUNTERMEASURES AND QUICK REACTION CAPABILITY EQUIPMENT	9	4
1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	5	5
K099	MOD OF MISC EQ	1	6
R425	SUPPORT- PROFESSIONAL: ENGINEERING/TECHNICAL	6	7
5895	MISC COMMUNICATION EQ	8	8
7010	ADPE SYSTEM CONFIGURATION	10	10
5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	17	12
7030	ADP SOFTWARE	11	14
7045	ADP SUPPLIES	12	20

## E. Analysis by Place of Performance Country

### i) Ranking by Place of Performance Country

The vast majority of transactions are listed as having a “Place of Performance Country” (POP Country) of “USA”. This need not imply that the service or product is actually being used in the USA, however: as a “Description of Requirement” note for “OCONUS LINGUIST/TRANSLATION SUPPORT” makes clear, “PLACE OF PERFORMANCE IS REPORTED AS US SINCE ACTUAL LOCATIONS ARE CLASSIFIED” (RC 27476).

A few transactions (2623) are explicitly listed as occurring outside the USA, however. They involve 39 other countries, listed here with count and value (although ordered by value):

POP Country	Cr	C	Vr	V
UNITED STATES	1	44933	1	12,201,206,174
AFGHANISTAN	2	217	2	284,430,542
IRAQ	8	26	3	80,106,851
BELGIUM	3	165	4	44,969,143
UNITED KINGDOM	5	91	5	33,205,921
PHILIPPINES	9	23	6	29,746,012
DJIBOUTI	12	12	7	26,240,937
ITALY	22	5	8	24,361,191
GERMANY	6	90	9	15,240,470
CANADA	4	98	10	10,701,729
QATAR	18	7	11	2,146,544
NORWAY	13	12	12	1,726,008
UNITED ARAB EMIRATES	26	4	13	731,829
JAPAN	7	30	14	725,050
SOUTH KOREA	10	18	15	493,769
CHINA	11	16	16	264,905
SINGAPORE	15	11	17	262,276
FRANCE	17	9	18	157,360
MEXICO	20	6	19	145,214
TAIWAN, PROVINCE OF CHINA	16	10	20	129,468
INDONESIA	38	1	21	100,049
BAHRAIN	28	2	22	87,284
ROMANIA	14	11	23	84,227
THAILAND	39	1	24	51,854
BRAZIL	19	6	25	47,556
MOROCCO	27	3	26	46,526
UKRAINE	21	6	27	37,633
SWEDEN	33	2	28	33,782
GUAM [UNITED STATES]	37	1	29	31,095
JORDAN	31	2	30	27,688
VIETNAM	40	1	31	23,248
HONDURAS	24	4	32	22,862
EL SALVADOR	36	1	33	21,510
FINLAND	30	2	34	17,700
NETHERLANDS	25	4	35	16,753
PAKISTAN	32	2	36	14,630
CZECH REPUBLIC	35	1	37	4,514
COSTA RICA	34	1	38	3,183
CHILE	23	4	39	430
COLOMBIA	29	2	40	280

(An additional 1716 transactions have blank POP Country codes.)

As can be seen from this list, 15 countries (other than the USA) have a place in the top 20 according to both ranking systems:

POP Country	Cr	Vr
AFGHANISTAN	2	2
IRAQ	8	3
BELGIUM	3	4
UNITED KINGDOM	5	5
PHILIPPINES	9	6
DJIBOUTI	12	7
GERMANY	6	9
CANADA	4	10
QATAR	18	11
NORWAY	13	12
JAPAN	7	14
SOUTH KOREA	10	15
CHINA	11	16
SINGAPORE	15	17
FRANCE	17	18

## ii) Products and Services related to POP Countries

Notwithstanding the caveat regarding actual place of performance as opposed to listed place of performance, some useful initial indicators can be gleaned by looking at PSCs relating to transactions listed as being performed outside the USA. Below I give very brief accounts of PSCs coded under 8 different countries.

### Afghanistan

\$284.4 million in BEO value, via 7 categories of PSC and 217 transactions, was listed to in Afghanistan. Of these 217 transactions, approximately half (107) were “LO15” transactions involving the provision of “UAS ISR SERVICES”. In total these accounted for the vast majority of the spending (\$227,960,698.60), split between THE BOEING COMPANY (who received \$214,096,286.60) and TEXTRON INC. (who received \$13,864,412.00).

Of the remaining transactions, 80 were R706 services (“LOGISTICS SUPPORT”) carried out by LOCKHEED MARTIN CORPORATION for a total of \$25,228,406.22. 16 transactions related to translation services (R608) by SHEE ATIKA COMMERCIAL SERVICES, LLC (totalling \$18,608,793.68) and 11 to L-3 National Security Solutions and L-3 Communications Corporation (principally through D307 “IT AND TELECOM- IT STRATEGY AND ARCHITECTURE”) for a value of \$15,911,906.00.

### Iraq

26 transactions totalling \$80,106,851.66 had a POP Country code of Iraq. These exhibit a fundamentally similar pattern of services to Afghanistan: L015 services for UAS ISR provided by THE BOEING COMPANY (18 counts, \$75,656,805.00); R706 “LOGISTICS SUPPORT” provided by LOCKHEED MARTIN CORPORATION (4 counts, \$168,221.00); and R608



services for OCONUS LINGUIST/TRANSLATION SUPPORT by SHEE ATIKA LANGUAGES LLC (4 counts, \$4,281,825.66).

## Belgium

164 transactions coded as POP Country Belgium were for PSCs 1005 (GUNS, THROUGH 30 MM) and 1010 (GUNS, OVER 30 MM UP TO 75 MM). These accounted for \$44,962,607.58 paid to WESPAVIA SA.

## UK

Transactions worth \$33,205,921.36 were coded as POP Country UK. They were split between 10 PSCs, although by far the largest share (\$22,700,000.00) was to SUBMERGENCE GROUP LLC for PSC 1990 (“MISCELLANEOUS VESSELS”). 6.2 million overall (including significant negative transactions) was provided to AEROGLOW LTD under PSC 6260 (“NONELECTRICAL LIGHTING FIXTURES”) for “HALO SYSTEM FOR MATV”. Of the remaining 4.2 million, most went to AIRBORNE SYSTEMS GROUP LTD / AIRBORNE ACQUISITION INC under PSC 1720 (“AIRCRAFT LAUNCHING EQUIPMENT”) for “MARITIME CRAFT AERIAL DELIVERY SYSTEM”.

## Philippines

Transactions worth \$29,746,012.02 were coded as POP Country Philippines. Most (\$21,620,804.50) were once again L015 UAS ISR services provided by THE BOEING COMPANY and TEXTRON INC. \$8,085,567.00 went to DRS TECHNICAL SERVICES INC. for D307 (“IT STRATEGY AND ARCHITECTURE”) “SOCPAC SUPPORT BASIC YEAR PLUS 2 OPTION YEARS”.

## Djibouti

\$26,240,937.24 was provided to SIMPLEX CORPORATION for L015 (“TECH REP SVCS/ AIRCRAFT”). Mostly this was annotated as “AIRCRAFT LEASE”.

## Italy

\$24,361,191.00 in total went to GENERAL DYNAMICS CORPORATION for AC31 (“R&D- DEFENSE SYSTEM: SHIPS (BASIC RESEARCH)”), annotated as “UOES3 PROOF OF CONCEPT DEVELOPMENT”.

## Germany

\$15,240,470.61 was allocated to a variety of companies. DRS TECHNICAL SERVICES INC. provided D304 (“ADP SVCS/TELECOMM & TRANSMISSION”) and D307 (“IT AND TELECOM- IT STRATEGY AND ARCHITECTURE”) services including “ADD TDMA IRAQ, AFGHANISTAN AND CONUS”, “SITEC SOCEUR”, “SOCAFRICA KM” and “SCPC KU BAND” (total \$7,992,520.70). L-3 COMMUNICATIONS HOLDINGS INC. provided \$4,137,416.51 under D307 (“AUTOMATED INFORMATION SYSTEM SVCS”) annotated as “OCONUS SUPPORT”. JACOBS ENGINEERING GROUP INC. provided

R499 (“SUPPORT- PROFESSIONAL: OTHER”) for “SOCAFRICA CONTRACT AND FINANCE SUPPORT” (\$1,049,993.60).

## F. Ranking by individual transaction

Perhaps unsurprisingly, no single transaction accounts for a significant percentage of the total BEO value. As an initial heuristic, therefore, I have chosen to list the top 100 transactions by BEO, which range from \$185 million (paid to Lockheed Martin for “Operational Logistics Support Address S” down to \$18.5 million paid to MA FEDERAL INC. for ADP support (“HQ&USASOC IT HW (DELL, LEXMARK, HP)”). Value figures (V) are in millions, rounded down to the nearest million.

Vr	RC number	Global Vendor Name	PSC	Product or Service Description	Description of Requirement	V\$m
1	41832	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	OPERATIONAL LOGISTICS SUPPORT ADDRESS S	185
2	26328	HARRIS CORPORATION	5811	OTHER CRYPTOLOGIC EQ & COMPONENTS	150W VEHICLE SYSTEM MANPACK RADIO A/N PRC 150(C)	138
3	32995	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	PEDROS - AWARD IGF::OT::IGF	113
4	47552	THE BOEING COMPANY	1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	REPAIRS/ SPARES(PARTS)	80
5	27476	SHEE ATIKA LANGUAGES LLC	R608	ADMIN SVCS/ TRANSLATION-SIGN LANGUAG	OCONUS LINGUIST/ TRANSLATION SUPPORT NOTE: PLACE OF PERFORMANCE IS REPORTED AS US SINCE ACTUAL LOCATIONS ARE CLASSIFIED.	77
6	34550	WORLDWIDE LANGUAGE RESOURCES INC.	R499	SUPPORT-PROFESSIONAL: OTHER	IGF:OT:IGF	66
7	8558	AEROVIRONMENT INC.	1550	DRONES	PROCURING VARIOUS QUANTITIES OF EQUIPMENT UNDER CLINS: 3101, 3102, 3104, AND 3109	65
8	10154	THE BOEING COMPANY	R498	PATENT AND TRADEMARK SERVICES	ENGINEERING SUPPORT SERVICES (ESS)	62
9	11281	HARRIS CORPORATION	5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	AN/ PRC-117G(V)3(C) SYSTEM	58
10	6616	AECOM TECHNOLOGY CORPORATION	R499	OTHER PROFESSIONAL SERVICES	SERVICES	50

11	7027	ITT CORPORATIO N	6695	COMBINATION & MISC INSTRUMENTS	FY2010 PRODUCTION BUY	48
12	420	SHEE ATIKA LANGUAGES LLC	R608	ADMIN SVCS/ TRANSLATION-SIGN LANGUAG	OCONUS LINGUIST/ TRANSLATION SUPPORT	47
13	46099	RAYTHEON COMPANY	AC6 4	R&D- DEFENSE SYSTEM: ELECTRONICS/ COMMUNICATION EQUIPMENT (ENGINEERING DEVELOPMENT)	H/W ASSEMBLY&DEVE LOPMENT TESTING	46
14	47528	DRS TECHNICAL SERVICES INC.	D304	IT AND TELECOM- TELECOMMUNICATIO NS AND TRANSMISSION	INDIAN OCEAN REGION (IOR) SPACE SEGMENT	46
15	24212	L-3 COMMUNICA TIONS HOLDINGS INC.	D307	AUTOMATED INFORMATION SYSTEM SVCS	ENTERPRISE SUPPORT SERVICES FOR LOCAL AREA NETWORK	45
16	40709	LOCKHEED MARTIN CORPORATIO N	AC1 4	R&D- DEFENSE SYSTEM: AIRCRAFT (ENGINEERING DEVELOPMENT)	AC-130J PHASE II- B	44
17	2494	L-3 COMMUNICA TIONS HOLDINGS INC.	D307	AUTOMATED INFORMATION SYSTEM SVCS	ENTERPRISE SUPPORT SERVICES FOR LOCAL AREA NETWORK	43
18	47263	DRS TECHNICAL SERVICES INC.	D304	ADP SVCS/TELECOMM & TRANSMISSION	WORLDWIDE SATELLITE SERVICES	42
19	13753	HARRIS CORPORATIO N	5810	COMMUNICATIONS SECURITY EQUIPMENT AND COMPONENTS	AN/ PRC-152A(V)2(C) URBAN WIDEBAND SYSTEM	38
20	47293	DRS TECHNICAL SERVICES INC.	D304	IT AND TELECOM- TELECOMMUNICATIO NS AND TRANSMISSION	WORLDWIDE SATELLITE SERVICES	38
21	17302	ITT CORPORATIO N	6695	COMBINATION & MISC INSTRUMENTS	RADAR WARNING RECEIVER W/O SWITCH	36

22	34204	AEROVIRONMENT INC.	1550	DRONES	PROCURING VARIOUS QUANTITIES OF EQUIPMENT UNDER CLINS: 2102, 2104, 2101,2105,2002, B096, 2014 AND 2015.	35
23	9603	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	FOSOV MECHANICS	35
24	13352	SAIC INC.	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	U.S. SOCOM SITEC SPECIALTY SERVICES	34
25	21710	L-3 COMMUNICATIONS CORPORATION	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	USSOCOM SITEC DISTRIBUTED COMPUTING	34
26	44289	L-3 COMMUNICATIONS HOLDINGS INC.	AD23	R&D- DEFENSE OTHER: SERVICES (ADVANCED DEVELOPMENT)	LABOR - CPFF LOE OPTION YEAR 2	32
27	12537	THE BOEING COMPANY	1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	6-MONTH EXTENSION FUNDING.	32
28	18155	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	FY13 FOSOV MECH SUPPORT	32
29	30251	THE BOEING COMPANY	1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	PARTS/REPAIRS	32
30	47417	DRS TECHNICAL SERVICES INC.	D304	ADP SVCS/TELECOMM & TRANSMISSION	SATELLITE BANDWIDTH SERVICES - SUPPORTING LOCATIONS WORLDWIDE. NOTE: PLACE OF PERFORMANCE LISTED AS MACDILL AFB SINCE THERE ARE NUMEROUS SERVICE LOCATIONS.	32

31	44265	L-3 COMMUNICATIONS HOLDINGS INC.	AD23	SERVICES (ADVANCED)	LABOR - CPFF LOE OPTION YEAR 1	31
32	19261	THE BOEING COMPANY	1680	MISCL AIRCRAFT ACCESSORIES COMPS	FUNDING FOR OPTION 4	31
33	22420	HEWLETT-PACKARD COMPANY	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	USSOCOM SITEC DATA CENTER	31
34	12968	GENERAL DYNAMICS CORPORATION	AC31	R&D- DEFENSE SYSTEM: SHIPS (BASIC RESEARCH)	UOES3 PROOF OF CONCEPT DEVELOPMENT	30
35	47139	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	MH-60M PROD DAP M57-M60 - CHANGE ORDER - ADDS 10 MH-60M AIRCRAFT M61-M70	30
36	20040	L-3 COMMUNICATIONS HOLDINGS INC.	K099	MOD OF MISC EQ	MH-60M AIRCRAFT 10, 11, & 12 PRODUCTION	30
37	18138	L-3 COMMUNICATIONS HOLDINGS INC.	K099	MOD OF MISC EQ	CC8640 FOSOV MECHANICS SUPPORT	29
38	36593	THE BOEING COMPANY	1680	MISCL AIRCRAFT ACCESSORIES COMPS	ADDITIONAL FINDING AND PARTS LISTING FOR SPT OF CLIN 3003	29
39	40354	L-3 COMMUNICATIONS HOLDINGS INC.	5895	MISC COMMUNICATION EQ	917 ROVER IV SYSTEM FOR MRAP/M-ATV	29
40	9409	ITT CORPORATION	6695	COMBINATION & MISC INSTRUMENTS	ADD'L PRODUCTION BUY FOR SIRFC SYSTEMS/PARTS/ PROGRAM MANAGEMENT	28
41	17679	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	FOSOV MECHANIC SUPPORT	27

42	4656	L-3 COMMUNICATIONS HOLDINGS INC.	K099	MOD OF MISC EQ	PRJ 4330 - FY10 MH-60M PRODUCTION	26
43	23451	HEWLETT-PACKARD COMPANY	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	U.S. SOCOM SITEC DATA CENTER	26
44	33062	GENERAL DYNAMICS CORPORATION	R499	SUPPORT-PROFESSIONAL: OTHER	TRWI OPTION YEAR 3	26
45	44810	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	MH-60M KITTING	25
46	47390	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	LOT IV PRODUCTION-LABOR CLIN	25
47	21708	GENERAL DYNAMICS CORPORATION	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	USSOCOM SITEC ENTERPRISE NETWORKS	25
48	40319	THE BOEING COMPANY	R425	SUPPORT-PROFESSIONAL: ENGINEERING/ TECHNICAL	TO 0001 MELB BLOCK III UPGRADE	25
49	42670	LOCKHEED MARTIN CORPORATION	K099	MOD OF MISC EQ	PRJ 4330 - FY10 MH-60M PRODUCTION	24
50	16814	ITT CORPORATION	6695	COMBINATION AND MISCELLANEOUS INSTRUMENTS	ALQ-211 LRU-1	24
51	38113	LEADING TECHNOLOGY COMPOSITES INC.	8470	ARMOR, PERSONAL	SPEAR HARD ARMOR	23
52	44848	L-3 COMMUNICATIONS HOLDINGS INC.	AD23	SERVICES (ADVANCED)	LABOR - CPFF LOE	23
53	34108	ULTRA MACHINE & FABRICATION INC.	2310	PASSENGER MOTOR VEHICLES	NON STANDARD COMMERCIAL VEHICLES	23
54	32792	GENERAL DYNAMICS CORPORATION	R499	OTHER PROFESSIONAL SERVICES	SOUTH EAST EUROPEAN TIMES	23

55	29849	THE BOEING COMPANY	L015	TECH REP SVCS/ AIRCRAFT	UAS ISR SERVICES - OPTION YEAR ONE	22
56	29968	THE BOEING COMPANY	L015	TECH REP SVCS/ AIRCRAFT	UAS ISR SERVICES - OPTION YEAR ONE	22
57	38208	GENERAL DYNAMICS CORPORATION	R499	SUPPORT-PROFESSIONAL: OTHER	MIDDLE EASTERN WEBSITE	22
58	13063	HARRIS CORPORATION	5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	AN/ PRC-117G(V)3(C) SYSTEM&UPGRADE KITS	22
59	13835	SUBMERGEN CE GROUP LLC	1990	MISCELLANEOUS VESSELS	PHASE 2- PROTOTYPE DESIGN AND CONSTRUCTION	22
60	47492	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	FY12 SIQ1B TEST SUPPORT	22
61	47548	DIN GLOBAL CORP.	7030	ADP SOFTWARE	MICROSOFT ENTERPRISE AGREEMENT - EXERCISE OPTION ONE	22
62	18183	CHENEGA CORPORATION	R425	ENGINEERING AND TECHNICAL SERVICES	OTHER DIRECT COSTS	22
63	24559	ITT CORPORATION	6695	COMBINATION & MISC INSTRUMENTS	ALQ-211 LRU-4 PACKAGE LESS RF SWITCH	22
64	46738	DIN GLOBAL CORP.	7030	ADP SOFTWARE	MICROSOFT ENTERPRISE AGREEMENT	22
65	47235	THE BOEING COMPANY	1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	STOCK PARTS AND 6-MONTH EXTENSION FUNDING	21
66	15705	ARMA GLOBAL CORPORATION	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	SITEC JSOC HQ SPT YEAR 2	21
67	31220	L-3 COMMUNICATIONS HOLDINGS INC.	5895	MISCELLANEOUS COMMUNICATION EQUIPMENT	SDN-L PROGRAM	21

68	26403	LOCKHEED MARTIN CORPORATIO N	R706	SUPPORT- MANAGEMENT: LOGISTICS SUPPORT	FY12 MH-60M	21
69	12781	ULTRA MACHINE & FABRICATIO N INC.	2310	PASSENGER MOTOR VEHICLES	PURCHASE OF LAND CRUISERS/ SPARES PACKAGES AND SHIPPING	21
70	4655	L-3 COMMUNICA TIONS HOLDINGS INC.	K099	MOD OF MISC EQ	PRJ 4347 MH-60M KITS	21
71	8767	THE BOEING COMPANY	1680	MISCL AIRCRAFT ACCESSORIES COMPS	CLIN CORRECTIONS.	21
72	34379	THE BOEING COMPANY	L015	TECHNICAL REPRESENTATIVE- AIRCRAFT AND AIRFRAME STRUCTURAL COMPONENTS	UAS ISR SERVICES	21
73	23572	L-3 COMMUNICA TIONS HOLDINGS INC.	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	U.S. SOCOM SITEC DISTRIBUTED COMPUTING.	21
74	24473	FLIR SYSTEMS INC.	5855	NIGHT VISION EQ	LR-GMVAS	20
75	19120	THE BOEING COMPANY	L015	TECHNICAL REPRESENTATIVE- AIRCRAFT AND AIRFRAME STRUCTURAL COMPONENTS	UAS ISR SERVICES	20
76	2140	AEROVIRON MENT INC.	AZ12	R&D-OTHER R & D-A RES/EXPL DEV	GO DESIGN AND DEVELOPMENT	20
77	24700	HARRIS CORPORATIO N	5826	RADIO NAVIGATION EQ AIR	SUPPLY	20
78	47099	LOCKHEED MARTIN CORPORATIO N	R706	LOGISTICS SUPPORT SERVICES	MH-60M FLIGHT TEST SUPPORT SIQ1B	20
79	15884	LOCKHEED MARTIN CORPORATIO N	R706	SUPPORT- MANAGEMENT: LOGISTICS SUPPORT	MH60M LOT VI PRODUCTION (M47-M52)	20



80	28188	HARRIS CORPORATION	5820	RADIO AND TELEVISION COMMUNICATION EQUIPMENT, EXCEPT AIRBORNE	AN/PRC-152&152A	20
81	10464	THE BOEING COMPANY	1680	MISCL AIRCRAFT ACCESSORIES COMPS	ADDITIONAL FUNDING FOR PARTS AND ENGINEERING SUPPORT.	20
82	27961	BELL POTTINGER COMMUNICATIONS USA LLC	T006	FILM/VIDEO TAPE PRODUCTION SERVICES	TELEVISION SERIES	19
83	47394	DELL INC.	7030	ADP SOFTWARE	MICROSOFT ENTERPRISE AGREEMENT	19
84	41825	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	FOSOV LCSM SUPPORT	19
85	23064	CHENEGA CORPORATION	R425	ENGINEERING AND TECHNICAL SERVICES	ENGINEERING SERVICES	1
86	31475	JACOBS ENGINEERING GROUP INC.	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	ITMO SERVICE MANAGEMENT SUPPORT	19
87	26115	THE BOEING COMPANY	L015	TECH REP SVCS/ AIRCRAFT	UAS ISR SERVICES - CONTRACTOR OWNED	19
88	26116	THE BOEING COMPANY	L015	TECH REP SVCS/ AIRCRAFT	UAS ISR SERVICES - CONTRACTOR OWNED	19
89	28066	L-3 COMMUNICATIONS HOLDINGS INC.	K099	MOD OF MISC EQ	MH-47G BLOCK 2.2 MODIFICATIONS	19
90	13804	THE BOEING COMPANY	1680	MISCELLANEOUS AIRCRAFT ACCESSORIES AND COMPONENTS	INCREMENTAL FUNDING	19
91	41913	LOCKHEED MARTIN CORPORATION	R706	SUPPORT-MANAGEMENT: LOGISTICS SUPPORT	FY13 FOSOV LCSM	19
92	1170	THALES	5811	OTHER CRYPTOLOGIC EQ & COMPONENTS	JEM VEHICLE ADAPTER	19

93	37067	GENERAL DYNAMICS CORPORATION	R499	OTHER PROFESSIONAL SERVICES	AFRICAN WEB INITIATIVE-MAGHAREBIA	19
94	18206	L-3 COMMUNICATIONS HOLDINGS INC.	K099	MOD OF MISC EQ	CC8562, FOSOV MECHANIC SUPPORT	18
95	29759	TYONEK NATIVE CORPORATION	R425	ENGINEERING AND TECHNICAL SERVICES	PRODUCTION NGLS GV-WC RC	18
96	24400	Arma Global Corporation	D307	IT AND TELECOM- IT STRATEGY AND ARCHITECTURE	JSOC HQ SUPPORT	18
97	4011	RAYTHEON COMPANY	5811	OTHER CRYPTOLOGIC EQ & COMPONENTS	ENGINEERING SERVICES	18
98	4869	LOCKHEED MARTIN CORPORATION	R706	LOGISTICS SUPPORT SERVICES	FOSOV SUPPORT	18
99	40850	MPRI, INC.	R499	OTHER PROFESSIONAL SERVICES	INCREASED LOE - MEDIA EFFECTS ANALYSIS	18
100	38196	MA FEDERAL INC.	7035	ADP SUPPORT EQUIPMENT	HQ&USASOC IT HW (DELL, LEXMARK, HP)	18

This is a raw and unprocessed glimpse of the sort of text that can be found in the “Description of Requirement” field. As is obvious from a glance at this table, the DOR field varies widely in comprehensibility. Some transaction lines are in themselves fairly easily interpretable: RC 37067 (number 93 in the table) clearly relates to money provided to General Dynamics Corporation for work on the US Africa Command’s public relations news portal, magharebia.com;<sup>11</sup> the various references to UAS ISR services are for intelligence and reconnaissance flights by unpiloted aircraft; vehicles were purchased (numbers 53 and 69); satellite bandwidth was purchased (number 30 and others). Some transaction lines, on the other hand, will only make sense when grouped under their parent contracts (“FUNDING FOR OPTION 4” having little meaning on its own, for example). Finally, many of these descriptions are at first glance incomprehensible, but may offer a rich vein of information once their acronyms are resolved into ordinary language.

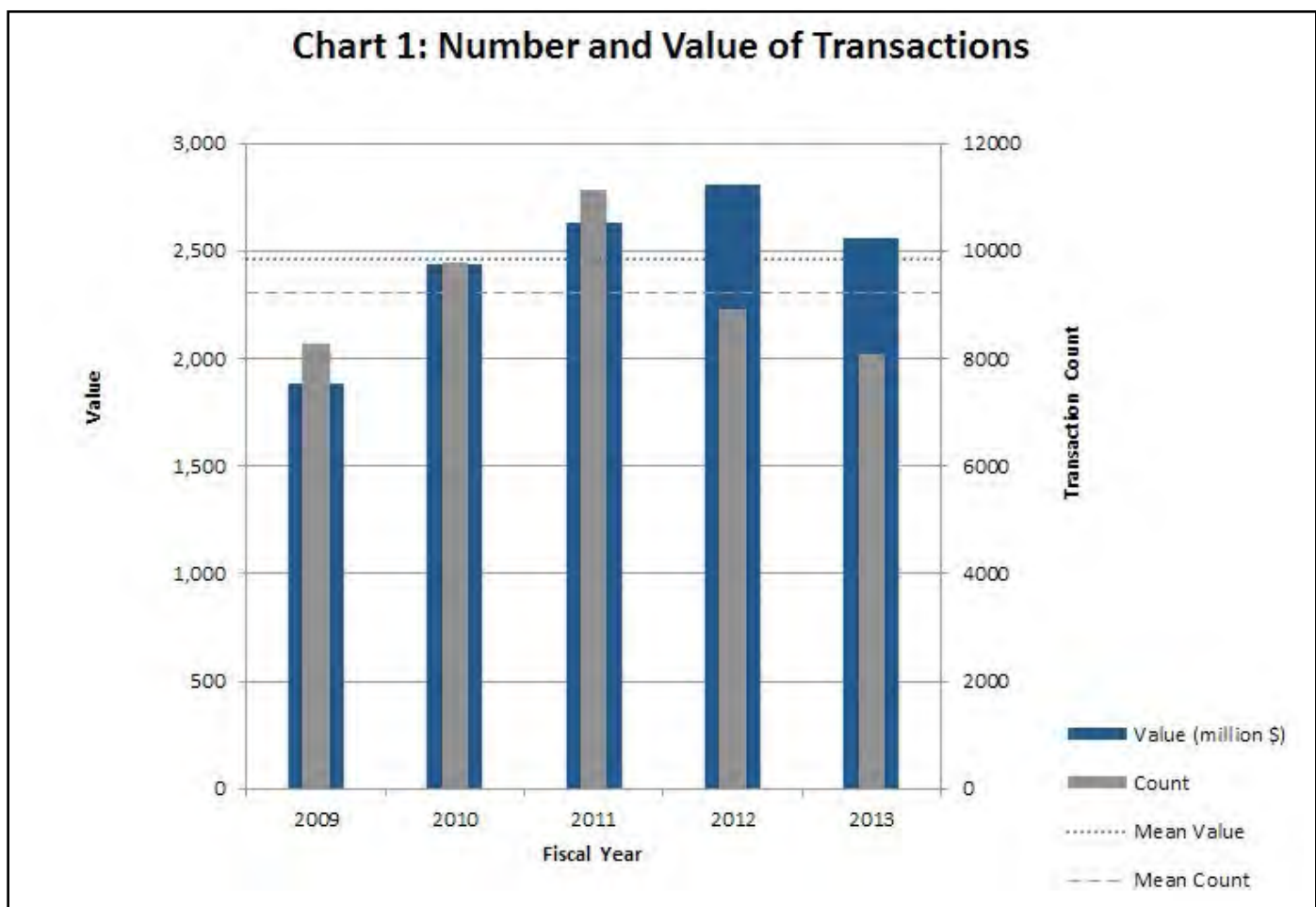
<sup>11</sup> See case study A, below.

## G. Summary: Key Findings

The purpose of the first part of this study was to provide aggregated results of useful indicators in the dataset. These aggregated results, although lacking specific detail, can inform our understanding of USSOCOM outsourcing operations and provide a framework for more detailed research.

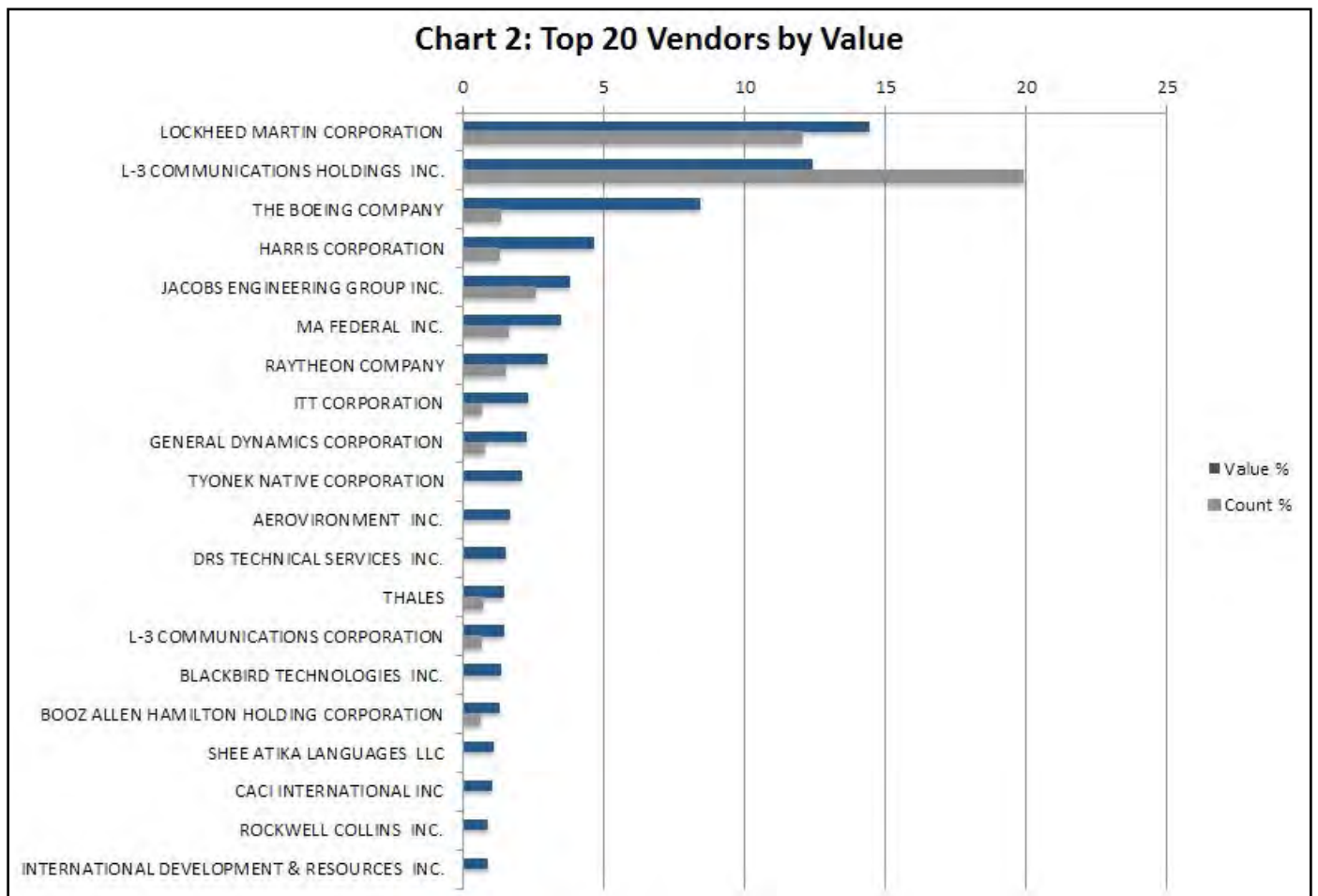
### 1) Overall Expenditure

USSOCOM procurement transactions registered in FPDS-NG by fiscal year rose each year from 2009 to 2012, from \$1.88 billion in 2009 to \$2.8 billion in 2012 (see Chart 1). 2013 saw a small decrease to \$2.6 billion, which took annual spending back down to near the mean level for that overall period (\$2.46 billion).



## 2) Global Vendors

USSOCOM outsourcing has been dominated by a relatively small group of companies. Although over 3000 companies provided services as Global Vendors, eight of these companies accounted for over 50% of total expenditure. These eight were **Lockheed Martin**, **L-3 Communications**, **Boeing**, **Harris Corporation**, **Jacobs Engineering Group**, **MA Federal**, **Raytheon** and **ITT Corporation**. The top 20 companies account for nearly 70% of the total expenditure (see Chart 2).

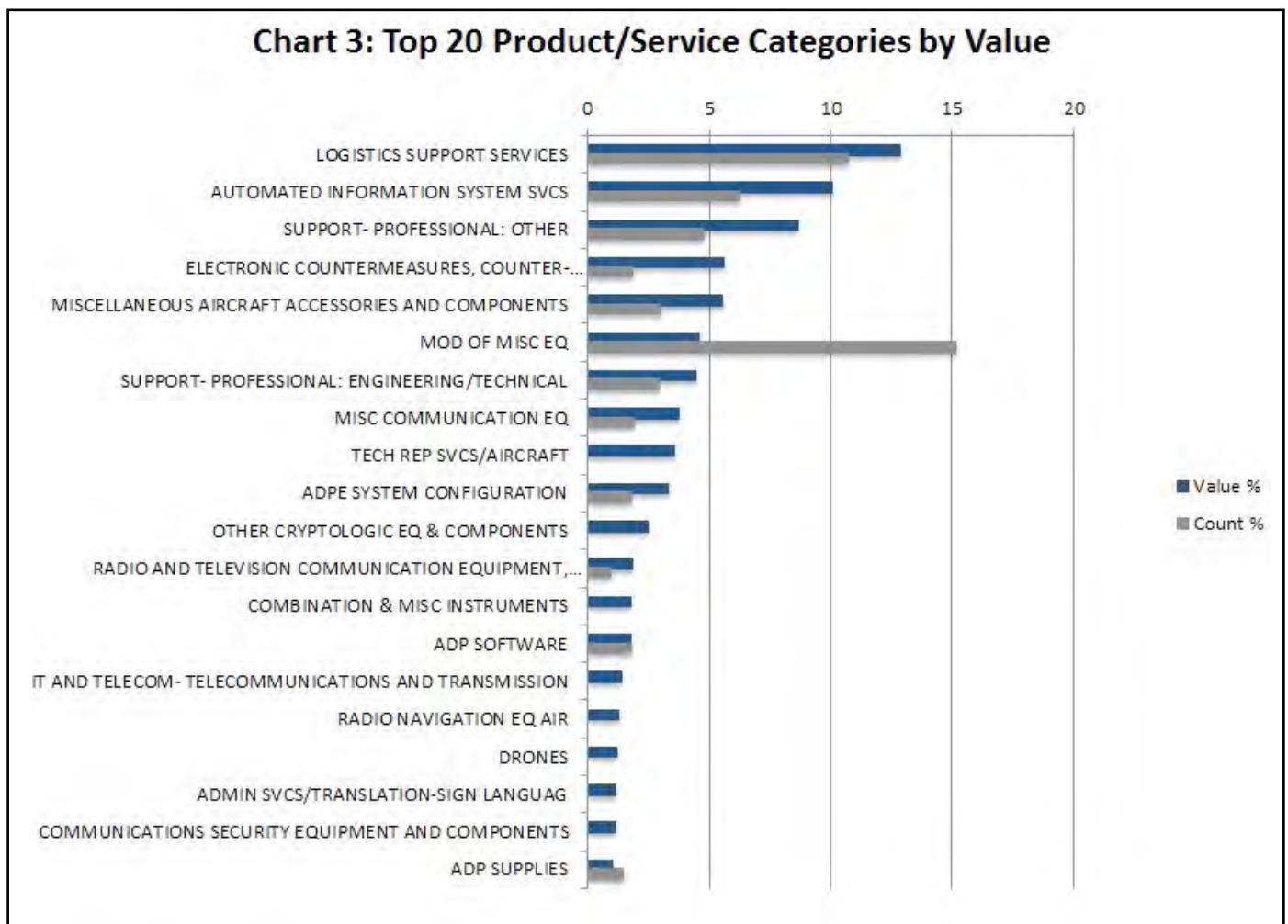


### 3) Product/Service Categories

The categories of service on which USSOCOM spends the most are “Professional, Administrative and Management Support” and “Automatic Data Processing and Telecommunication Services”. Between them, these categories account for over a third of total expenditure.

Other categories with significant investment include: **electronic countermeasures and counter-countermeasures equipment, cryptologic equipment, communication equipment, navigation equipment, drones and translation services.** Between them, the top 20 categories account for nearly 80% of transaction value (see Chart 3).

**Chart 3: Top 20 Product/Service Categories by Value**



#### 4) Locations

Although most transactions are given a country of performance code of USA (sometimes as a cover for classified or dispersed activities), the dataset includes transactions for intelligence and reconnaissance services performed by Boeing and Textron in Afghanistan, Iraq and the Philippines. Transactions were performed in Germany in relation to the Africa special operations command (SOCAFRICA).<sup>12</sup>

In total 39 countries outside of continental USA had transactions performed in them: these are colour-coded according to transaction value on the map below.

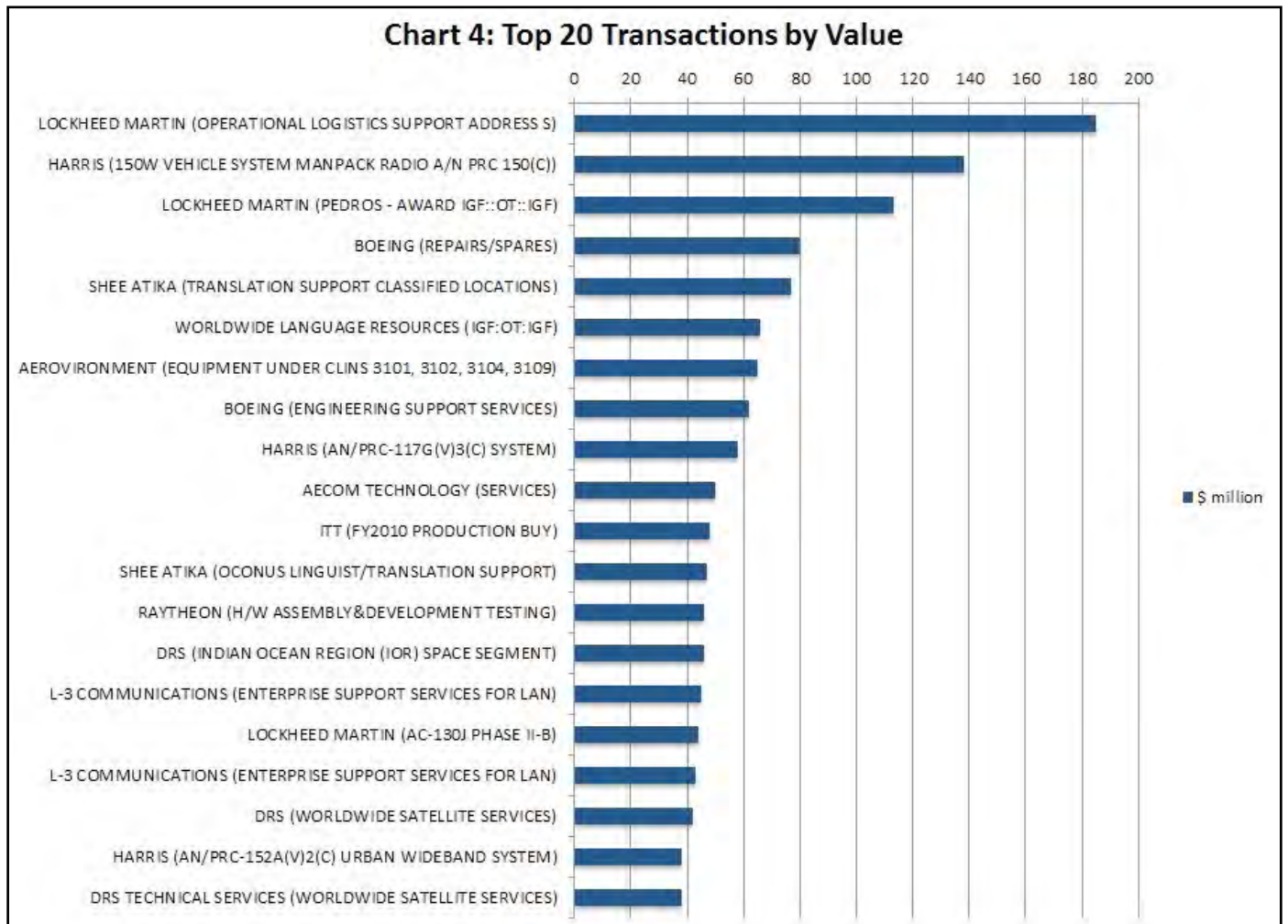
An interactive version of this map is available at <http://batchgeo.com/map/052d6226d5fafd65e8afb0074357ab2f>.



<sup>12</sup> <http://www.socafrika.africom.mil/>

## 5) Major Transactions

Among the most expensive individual transactions were: **radio communications from Harris Corporation; translation support in classified locations from Shee Atika LLC; procurement of drones equipment from Aerovironment Inc.; worldwide and Indian Ocean satellite services from DRS Technical Services Inc. and IT services from L-3** (see Chart 4).



## Part Two: Case Studies

FPDS-NG's "Description of Requirement" field contains a free-text description of each transaction. The list of 100 high-value transactions (1.F above) offers a snapshot of the contents of this field, ranging from the usefully specific, to the generic, to the barely comprehensible. Typically the text is brief: although a few transactions have discursive DORs more than 500 characters long, the majority are much shorter, and many are only a few letters. Acronyms and technical data abound and can make the text impenetrable to the casual reader.<sup>13</sup> Obviously it is beyond the scope of this project to extract and expand all the information contained within these DORs.<sup>14</sup> Instead, Part Two offers some case studies linking individual transactions to broader narratives. I have chosen these transactions and narratives to illuminate aspects of USSOCOM's activities which are of particular interest to the Remote Control project.

From the survey of the dataset undertaken so far, it is immediately apparent to what extent USSOCOM relies on information as well as "kinetic" military hardware. "Automated Information Services" (D307) is the second highest-value PSC, at nearly \$1.3 billion (just over 10% of total spend). In the top 20 list of transactions by PSC this is complemented by several communications products and services, underscoring the need for information not only to exist but also to be transferred – inwards (e.g. surveillance), outwards (e.g. public relations), from place to place (e.g. communications infrastructure), and also between contexts (e.g. unstructured to structured data, or between different languages). These case studies will focus on some of the ways that USSOCOM uses information within these broad categories.

### A. Information Activities in Africa: Magharebia and Native Prospector

As noted above (1.E), the vast majority of transactions are listed with Place of Performance as USA (including transactions with multiple or classified places of performance). In some instances, however, the DOR field refers to a particular region. References to "Africa" in this field include, among the high spends, "AFRICAN WEB INITIATIVE- MAGHAREBIA" and "FUNDING FOR NATIVE PROSPECTOR – AFRICA".<sup>15</sup>

In fiscal year 2010 USSOCOM transacted \$19 million with General Dynamics Corporation for the Magharebia

<sup>13</sup> A partial list of acronyms extracted from the dataset is included in Annex 1. Acronyms were identified and filtered when followed by a bracketed phrase expanding their meaning. Acronyms without attendant bracketed phrases are not included in this list.

<sup>14</sup> Although free text, DORs are not unique to each transaction; the 47556 transactions in the dataset have 25280 unique DORs between them and in practice many of these are near variants.

<sup>15</sup> Extracted transaction lines in Annex 2.

"web initiative". This website readily admits to its affiliation with USSOCOM (although not on its front page):<sup>16</sup>

The Magharebia web site is sponsored by the United States Africa Command, the military command responsible for supporting and enhancing US efforts to promote stability, co-operation and prosperity in the region.

The Magharebia web site is a central source of news and information about the Maghreb in three languages: Arabic, French and English. The goal of Magharebia is to offer accurate, balanced and forward-looking coverage of developments in the Maghreb.

Six days per week, the site captures the top news from across the region as reported in local and international media. It also features analysis, interviews and commentary by paid Magharebia correspondents in the region.

Magharebia coverage is distinguished by an in-depth knowledge of local issues - the key players, events and sensitivities that can trigger significant developments - tempered by a cross-regional perspective. It identifies trends, solutions and successes that can serve as models for progress throughout the region.<sup>17</sup>

A 2012 Stimson Center report (*The Pentagon as Pitchman*)<sup>18</sup> contextualized Magharebia within "Clearly Public Diplomacy-Like Activities" as one of USSOCOM's "Trans Regional Web and Magazine Initiatives". As this report noted,

The Senate Armed Services Committee described the Trans Regional Web Initiative as an "initiative under which USSOCOM establishes and maintains news and information websites in support of the geographic combatant command's (GCC) countering violent extremism objectives."<sup>19</sup>

At time of writing (27 June 2014), the four top headlines on the site were: "Algeria reach World Cup knockout stage: After making history, the Desert Warriors are looking ahead to take on Germany"; "Tunisian jihadist video sparks outrage: Calls mount for Tunisia to punish citizens involved in war crimes or crimes against humanity"; "Reportage: Tunisia looks to tourism amid terror threat: Tunisia tourism survived revolution and political uncertainty. The country's main economic pillar must now withstand terrorism"; and "Islamist attacks mar Libya vote: Libya's bloodshed showed no sign of abating as voters went to the polls to elect a new

<sup>16</sup> [http://magharebia.com/en\\_GB](http://magharebia.com/en_GB)

<sup>17</sup> [http://magharebia.com/en\\_GB/pages/about](http://magharebia.com/en_GB/pages/about)

<sup>18</sup> Russell Rumbaugh and Matthew Leatherman, *The Pentagon as Pitchman: Perception and Reality of Public Diplomacy*, Sept. 2012: [http://www.stimson.org/images/uploads/research-pdfs/Pentagon\\_as\\_pitchman.pdf](http://www.stimson.org/images/uploads/research-pdfs/Pentagon_as_pitchman.pdf)

<sup>19</sup> *Ibid.*, p. 17.



legislature”.<sup>20</sup>

The Stimson report noted that Magharebia was one of six “readily available” public media websites “provid[ing] original reporting and content tailored to specific regions and audiences in order to express the United States and its operations in a positive light”.<sup>21</sup> The others were the South East European Times in the Balkans (www.setimes.com), Mawtani al-Shorfa in Iraq (www.mawtani.al-shorfa.com), Al-Shorfa in the Middle East (www.al-shorfa.com), Central Asia Online in Central Asia and Pakistan (www.centralasiaonline.com) and Info sur Hoy in Latin America (www.infosurhoy.com).

A more openly critical view of the “Trans Regional Web Initiative” was offered by David Trilling in Foreign Policy’s Dispatch column.<sup>22</sup> The article, “Propagandastan”, focused not on Magharebia but on its sister publication, Central Asia Online. Trilling observed that “when people read a news website, they don’t usually imagine that it is being run by a major producer of fighter jets and smart bombs. But when the Pentagon has its own vision of America’s foreign policy, and the funds to promote it, it can put a \$23 billion defense contractor in a unique position to report on the war on terror.” He also argued that “in its coverage of Uzbekistan, a repressive dictatorship increasingly important to U.S. military goals in Afghanistan, [...] Central Asia Online has shown a disturbing tendency to downplay the autocracy’s rights abuses and uncritically promote its claims of terrorist threats.”

As the dataset indicates, Magharebia was financed by USSOCOM under Solicitation Number H92222-09-R-0003. A Request for Proposals document associated with this solicitation outlines the aim of the project:<sup>23</sup>

The U.S. Special Operations Command (USSOCOM) requires the capability to posture for rapid, on-order global dissemination of web-based influence products and tools in support of strategic and long-term U.S. Government goals and objectives. The Joint Staff and the Office of the Secretary of Defense (OSD) have tasked USSOCOM with developing an Internet architecture, the Trans-Regional Web Initiative (TRWI), which Combatant Commands (COCOMs) can use as necessary in support of the Global War on Terror (GWOT). This requirement jointly supports USSOCOM, U.S. Strategic Command (USSTRATCOM), and the Global Combatant Commands (GCCs).<sup>24</sup>

Interested contractors were asked to provide “a detailed plan to develop, design, construct, operate, and maintain a series of synchronized influence websites

20 Screenshot in Annex 3.

21 Stimson, *The Pentagon as Pitchman*, p. 18.

22 <http://www.foreignpolicy.com/articles/2011/11/21/propagandastan?page=0,0>

23 FBO Solicitation H92222-09-R-0003: <http://1.usa.gov/1o9yiKb>.

24 Annex 4.

supporting COCOM GWOT requirements and theater security cooperation activities”:

Content will be oriented to the appropriate target audiences and will convey the messages and achieve the objectives identified by the respective COCOMs and USSOCOM (JMISC) in applicable CONOPs. [...] Content provided by Contractor shall demonstrate an intimate knowledge of the regional media markets as well as the cultural, social, political, and economic dynamics for the target region and target audiences. Content will focus on those areas of crucial importance to the target audiences in an effort to generate target audience interest and retain that interest over a long term. Content will strive to use items and events of regional interest and develop techniques to transmit timely, accurate, and comprehensive messages as directed by the COCOMs.

The content was directed to “provide open and unbiased analyses of major events in the targeted regions and the ramifications of those events on the target audiences”, although an inherent and deliberate “bias” was that it should have a particular focus on the “Global War on Terror”: contractors should “identify, develop, obtain and maintain a network of native/indigenous content contributors with backgrounds in journalism, politics, academics, security, culture, entertainment, and other aspects of the GWOT, which appeal to identified foreign target audiences.”

No reference to General Dynamics exists on the Magharebia site; nor indeed does any reference to Magharebia, or to the “Trans Regional Web Initiative” exist on the General Dynamics website.

Following General Dynamics’s \$19 million transaction for Magharebia is a series of transactions annotated as “FUNDING FOR NATIVE PROSPECTOR – AFRICA”. Five such transactions amount to a BEO value of nearly \$7.2 million between them (FY2011-14). The Global Vendor for these services is Jacobs Engineering Group Inc. of Tampa, Florida. Although FPDS-NG contains no further information about Native Prospector in Africa, solicitation documents give further insight into these activities.

The umbrella solicitation under which these transactions fall is the “Global Battlestaff and Program Support to the United States Special Operations Command” (H92222-09-R-0034). This covers a plethora of activities, listed as subject matter expertise in areas such as “intelligence operations; military planning, Intelligence, Surveillance and Reconnaissance (ISR) program analysis; biometrics, socio-cultural analysis, geospatial analysis, signals intelligence, and human terrain initiatives with ISR support” as well as more mundane work including “administrative support; public affairs; training; accounting; budgeting” etc.<sup>25</sup>

25 Annex 5, p.14.



options is anticipated to be put in place under Navanti Group, LLC's GSA Advertising & Integrated Marketing Solutions (AIMS) - Schedule 541, GS-07F-0412Y from the current end date of 9/21/2012 of an existing task order (H92222-10-D-0018 Task Order 004) through 4/20/2013. This bridge order is necessary to prevent a break-in-service for SOCAFRICA and SOCEUR's need for continued marketing services support and to allow sufficient time to smoothly compete for a follow-on order.

**(c)(2)(iii) Description of Services.**

This task order will continue to provide U.S. Special Operations Command-Europe with target audience analysis and market research in support of J39 communications and engagement. Activities under this contract will support J3 strategic communications and information operations to engage local populations and counter nefarious influences within AFRICOM and EUCOM area of responsibility (AOR) and which may be emanating from United States Central Command (CENTCOM), or other AORs. The contractor shall provide research, assessments,



conducted through this contracted activity.

This contracted activity will be for Native Prospector research and analysis in the following SOCAFRICA AORs:

- North Africa: Focusing on al-Qa'ida & affiliates in Libya, with additional / cursory coverage of AQ in Tunisia
- West Africa: Focusing on al-Qa'ida & affiliates in northern Mali and Northern Nigeria
- East Africa: Focusing on al-Qa'ida & affiliates in Somalia and Horn of Africa



**(c)(2)(iv) Justification Rationale.**

This acquisition is being conducted under the authority of the Multiple Award Schedule program. The statutory authority permitting other than full and open competition is Section 201

*Annex 6 p.2*

Among the specific requirements were Intelligence and Information Operations (IO):

The Contractor shall provide subject matter expertise to support researching, developing, analyzing, recommending, and directing Government and commercial sources of Psychological Operations related to intelligence and information operations. The Contractor shall identify, prioritize, manage, and track production and collection requirements and coordinate across the Intelligence Community (IC), to include open source information and data, to ensure collection and production requirements of USSOCOM are met. The Contractor shall manage, coordinate, and synchronize military and civilian persuasive communications planning, produce commercial quality products for unlimited foreign public broadcast, and develop lines of persuasion, themes, and designs for multi-media products.

Contractor shall recommend available media to disseminate messages, synchronize messages across multiple mediums, and recommend proper intensity/media saturation information.<sup>26</sup>

In April 2010 the contract was awarded to four prime contractors, with a maximum ceiling of \$1.5 billion. The awardees were Jacobs Technology Inc. (H92222-10-D-0018), Booz Allen Hamilton (H92222-10-D-0016), CACI-WGI Inc. (H92222-10-D-0017) and SRA International Inc. (H92222-10-D-0019).

Within this broad contracting scheme, the activities signified under the Native Prospector transaction are identified by another solicitation document (ID03120089).<sup>27</sup> Although redacted, this "Limited Source

26 *Ibid.*, p.16.  
27 FBO Solicitation ID03120089: <http://1.usa>

Justification” document give an insight into the functions being carried out.<sup>28</sup> Native Prospector is a program developed by Navanti Group, a subcontractor for Jacobs Technology. Its purpose is,

to provide U.S. Special Operations Command-Europe with target audience analysis and market research in support of J39 communications and engagement. Activities under this contract will support J3 strategic communications and information operations to engage local populations and counter nefarious influences within AFRICOM and EUCOM area of responsibility (AOR) and which may be emanating from United States Central Command (CENTCOM), or other AORs. The contractor shall provide research, assessments, [c. 6 lines redacted]. This contracted activity will be for Native Prospector research and analysis in the following SOCAFRICA AORs:

North Africa: Focusing on al-Qa’ida & affiliates in Libya, with additional / cursory coverage of AQ in Tunisia

West Africa: Focusing on al-Qa’ida & affiliates in northern Mali and Northern Nigeria

East Africa: Focusing on al-Qa’ida & affiliates in Somalia and Horn of Africa. [c. 7 lines redacted].

Navanti Group offer no mention of Native Prospector on their website. They describe their activities in broad terms as “professional services using social media and a wide network of experts and researchers to solve complex communications, development, infrastructure, and security challenges”:

We combine our analytical prowess and technological savvy to pull together new and innovative solutions to complex global problems. Navanti provides analytical, programmatic, and technological support in multiple domains. Our services range from new and social media program design and management, digital engagement strategy development and synchronization, cultural engagement, strategic consulting and analytical products on a range of subject matters related to international security and development. Navanti presents data visualizations and analysis to inform timely decision-making.<sup>29</sup>

Navanti also “engages in first hand field work and reporting, and continues to expand its impressive network of academics, professionals, and grassroots organizers in various parts of the world, including South Asia, Africa, and the Middle East.”<sup>30</sup>

Although this description remains vague, Navanti’s services were described by the government as “unique or highly specialized”, to the extent that “only one

source is capable of providing the supplies or services required at the level of quality required”.<sup>31</sup> Further information as to what Navanti’s services involve can be gleaned from social media profiles associated with their employees, who present themselves as being involved in:

- Compilation of open-source geographic data for Africa to support special operations;
- Multi-INT analysis using open source intelligence, satellite imagery analysis, and information from local researchers to create better situational awareness;
- Establishing networks of surveyors, polling personnel, and other forms of social science research;
- Creation of open-source research reports regarding security conditions, transit routes, and social media analysis to support operational planning;
- News monitoring, analysis, translation, social media and open source research (with a focus on Western Africa).
- Analysis of Violent Extremist Organizations’ media outreach and social media (including translation of video contents, radio interventions, twitter, Facebook and conventional media publications from various armed groups operating in the Sub-Saharan region, particularly in northern Mali).

gov/1m25VRI

28 Annex 6.

29 <http://navantigroup.com/>

30 <http://navantigroup.com/content/what-we-do>

31 Annex 6.

## B. Intelligence, Surveillance, Reconnaissance: Afghanistan and the Philippines

Around 156 transactions are stated as involving “ISR” in some capacity.<sup>32</sup> By far the largest number of these (107) were with Boeing, often via its subsidiary McDonnell Douglas Corporation. Performance for these transactions was divided between Afghanistan (most frequently), Iraq, the Philippines and the USA. Of the \$436 million in BEO value for these ISR-related transactions, \$234 million was designated as performed in Afghanistan. These Afghanistan transactions occurred under three solicitation IDs: H92222-09-R-0011, H92222-11-R-0004 and H92222-13-R-0009.

post-deployment efforts necessary to successfully conduct worldwide missions. The near real time feed of ISR product availability from 300 to 900 hours per site monthly into customer processing systems is required from world-wide locations. Offerors are expected to provide ISR using non-developmental contractor-owned and contractor-operated unmanned aircraft systems.

These services were awarded to AAI Corporation, a subsidiary of Textron Inc. The third award, meanwhile, was made as contract H92222-13-D-0005 to Insitu Inc., another Boeing subsidiary; no information was given other than the fact that there was “unusual and Compelling Urgency for mid-endurance unmanned aircraft system information gathering, target



<http://batchgeo.com/map/052d6226d5fafd65e8afb0074357ab2f>

The first of these, for “Mid-Endurance Unmanned Aircraft Systems (UAS) Intelligence Gathering, Target Surveillance, and Reconnaissance (ISR) Services”, was awarded to McDonnell Douglas in May 2009. USSOCOM offered an indefinite delivery/indefinite quantity (IDIQ) contract with a maximum value of \$250 million and a maximum ordering period of five years.<sup>33</sup> A number of attachments accompanied the solicitation, but none of them is available for public access. Further specifics were made available in a Request for Information for various contract line numbers in a successor contract, posted in January 2011.<sup>34</sup> This stated that,

The required UAS ISR services require the contractor to conduct all planning, coordination, certification, installation, pre-deployment, deployment, logistics, maintenance, flying, and

surveillance, and reconnaissance services” at that time (January 2013).<sup>35</sup>

A Performance Work Statement for MEUAS II, dated October 2010, provides more detail about the Mid-Endurance Unmanned Aircraft System contract requirements under H9222-11-R-0004.<sup>36</sup> USSOCOM desired “world-wide, 24 hours per day, seven days per week (24/7), unmanned aircraft system (UAS) intelligence gathering, target surveillance, and reconnaissance (ISR) services.” The contractor would provide “qualified personnel to perform all operational, engineering, and sustainment efforts necessary to effectively execute pre-deployment, deployment, and post-deployment activities” and would utilize “a UAS that provides persistent ISR capability from designated locations in support of USSOCOM’s various missions in direct support of Overseas Contingency Operations [the successor name to GWOT].” Specifically, the contractor

<sup>32</sup> Extracted data in Annex 7.

<sup>33</sup> FBO Solicitation H92222-11-R-0011: <http://1.usa.gov/1mTAkN5>.

<sup>34</sup> FBO Solicitation H92222-11-R-0004F: <http://1.usa.gov/1mhGKJZ>.

<sup>35</sup> FBO Contract Award H92222-13-D-0005: <http://1.usa.gov/1vIR0w8>.

<sup>36</sup> Annex 8.

should provide “all personnel resources, shelters, equipment, spares, fuel, electric power, contract and management systems, and facilities” to fulfil a requirement of 300 to 900 flying hours of “task order contracted monthly ISR services”.

Contractor personnel would undergo basic web-based training (laws of war, theater-specific military procedures and tactics) and would then carry out site surveys to “assess the adequacy of infrastructure to support ISR operations”. They would develop a standard procedure at each operating location, to cover “daily operations procedures, flight planning resources, frequency coordination and deconfliction procedures, key personnel responsibilities [and] contact information”. Once deployed, contractors would “provide a Mid-Endurance Unmanned Aircraft System (MEUAS) with the capability to launch, control, and recover as well as provide the required ISR services”;

the system would have “sufficient operational personnel to launch and recover the Air Vehicles (AVs) from austere environments”. It was stipulated that the contractors should “be capable of injecting near real-time UAS Full Motion Video (FMV) into host unit’s Processing, Exploitation and Dissemination (PED) system(s)” but should not themselves perform the PED (i.e. the analysis of image content and meaning). They would, however, perform system maintenance functions (servicing and repairs, inspection of the vehicle and its communications systems) and operator functions (mission coordination, flight planning and control, airspace deconfliction, control of airborne sensor operations and the transmission of full motion video product into USSOCOM’s own system).

The actions of the UAV itself, as well as those of its team, are described in detail. These include orbiting, recovery on “loss of link”, the standards required for



*The ScanEagle, launched by a catapult, flies either preprogrammed or operator-initiated missions. Source: [http://media.defenceindustrydaily.com/images/AIR\\_UAV\\_ScanEagle\\_Recovered\\_Ig.jpg](http://media.defenceindustrydaily.com/images/AIR_UAV_ScanEagle_Recovered_Ig.jpg)*

video and associated metadata, the list of systems with which the vehicle should interact, standards for acoustic non-detection, and other requisites. In a rare descent into plain English, the document states that the video footage should give “the end user the ability to classify/recognize whether a human target is holding a weapon such as a rifle or rocket propelled grenade, or a shovel” at a “slant range of 4,242 feet”. The vehicle should be adaptable to include add-ons for “Signals Intelligence, Synthetic Aperture Radar, Ground Moving Target Indicator, Electronic Warfare, Tagging/Tracking/Locating, and Communications Relay”. The minimum flight endurance was set at 8 hours.

In terms of its targeting capability, the vehicle should provide “an inertially stabilized payload turret allowing for the FMV [full motion video] sensor(s) to be focused on a particular coordinate, object, or target for extended periods of time sufficient to track a target as long as it remains in an area of interest.” It should also be able to track a target “using automated video-based motion tracker algorithms”. The allowable margin of error was stipulated:

The end to end Target Location Accuracy of the FMV metadata shall be within 50 meters with an 85% Circular Error Probability (CEP) as a threshold and <10 meters with a 95% CEP as the objective. The Target Location Error shall be calculated assuming straight and level flight at 3,000 ft AGL over flat terrain at a slant angle of 45 degrees.

The Work Statement also outlines requirements for Ground Control Stations (principal and remote), with respect to control of vehicles, data processing and storage, and offers a detailed overview of the roles assigned to the Mission Coordinator (record keeping, interaction with air traffic control, communications, training etc.).

As an article on Defense Industry Daily makes clear, the MEUAS contract moved between two vehicles, the ScanEagle (developed by Boeing / Insitu) and the Aerosonde (developed by Textron / AAI).<sup>37</sup> Insitu lost MEUAS-II to AAI in 2012 but gained the H92222-13-D-0005 contract with USSOCOM in February 2013.

The ScanEagle is launched by a catapult and “flies either preprogrammed or operator-initiated missions”.<sup>38</sup> It is retrieved by “a rope suspended from a 50-foot-high mast”, making it “runway-independent”. Although relatively little information about the ScanEagle itself can be gleaned from H92222-13-D-0005, the dataset includes other transactions for ScanEagle training under the umbrella of solicitation H92240-10-R-0016.<sup>39</sup> Documents associated with this award include a breakdown of the modules of the training course,

37 <http://www.defenseindustrydaily.com/from-dolphins-to-destroyers-the-scaneagle-uav-04933/>, 24 June 2014 (see Annex 9).

38 <http://air-attack.com/news/article/3713/05-24-2009-Boeing-Wins-250M-Special-Ops-Contract-for-ScanEagle-ISR-Services.html>

39 *Extracted data in Annex 10.*

designed to produce “qualified operators, mission commanders and maintenance personnel to support Unmanned Aerial Systems (UAS) Operations in Iraq and Afghanistan”.<sup>40</sup> Users of the Scan Eagle Video Exploitation Tool (SVEST), for example, should learn, among other things, how to “Build mission briefs and targeting packages using captured and recorded video”; carry out “process, exploitation and dissemination” of such videos; “re-designate targets” and “mensurate Scan Eagle imagery with satellite imagery”. Pilots should learn “Object Tracker/Target Management”, “Electronic Map Creation” and “Configuration and operation of Transportable Ground Control Station (TGCS) Primary Image Capture Transform Element (PCTE) to stream video in multiple formats.”

Solicitations H92222-09-R-0011 (awarded to Boeing) and H92222-11-R-0004 (awarded to Textron) also provide for a significant ISR presence in the Philippines.<sup>41</sup> USSOCOM’s total spend demarcated in the Philippines comes to a relatively meagre \$29.7 million; of this, however, over \$26.3 million in transactions were for “UAS ISR SERVICES”.

Compared to Afghanistan, special operations activities in the Philippines are relatively unpublicized. In the early days of the operation formerly known as the Global War on Terror, in June 2002, the New York Times profiled the activities of “160 American Special Forces soldiers” and “350 Navy and Marine Corps engineers” who were tasked to “fight a dwindling band of Abu Sayyaf rebels” as well as “mending roads, drilling wells and clearing a 1940s airstrip for cargo planes”.<sup>42</sup>

This will not only improve life for the 300,000 residents of the island, one of the poorest parts of the Philippines, but may also help dry up popular support for Abu Sayyaf, American and Philippine officials hope. “When we leave, the improvements stay,” said Brig. Gen. Donald C. Wurster of the Air Force, the commander of American forces here in the southern Philippines. “Our strategy is to enhance the Philippine government’s legitimacy. We want to eliminate the seed ground for the next generation of terrorists.”

A historical assessment of “Operation Enduring Freedom-Philippines” (OEF-P) was offered in an August 2012 article in Defense Media Network.<sup>43</sup> In 2002, special operations forces were in the Philippines to “to train and advise the Filipino military to conduct a counterinsurgency campaign,” in particular with a view to rescuing two American hostages. More broadly, however, they were required also to undertake outreach operations in order to maintain and accrue support of local populations: in the words of General Wurster,

The host government of the Philippines [GOP]

40 *See Annex 11.*

41 *Extracted data in Annex 12.*

42 <http://www.nytimes.com/2002/06/15/world/by-aiding-needy-philipinos-gi-s-could-help-rout-the-rebels.html>

43 <http://www.defensemedianetwork.com/stories/winning-operation-enduring-freedom-philippines/>

had significant unease that we would in some way violate their sovereignty and disrespect their constitution. The people in the villages suspected that we were there to establish American bases and to re-establish the American empire in the Pacific. There was also little credibility for the government on the part of the common people in remote areas. I had to keep the strategic train on the track. [...] Initially, our projects supported security and mobility – roads and boat docks to help us with mobility on land and coastal patrolling had benefits to the population, enhancing their economy centered on market days and fishing. [...] Later, we requested humanitarian assistance funds for other projects, like digging wells, rebuilding and remodeling schools and hospital clinics. The people saw us as providing the road to get their kids to new schools and to take their sick to new clinics. It helped them decide which side to take, and before too long the Abu Sayyaf Group had no friends and they had to leave Basilan Island just to survive. There was a corresponding information campaign which came about naturally.

ending if we killed or captured five of the top Abu Sayyaf people. I said no, not at all. Our mission would continue over the long term until the Filipinos were a capable and self-sufficient member of the coalition against extremist/terrorist groups. It's a long-term thing based on a long-term conflict of ideologies and not dependent on the elimination of a few people.

Colonel Fran Beaudette, special operations task force commander in 2012, gave further detail on USSOCOM's posture in the Philippines:

JSOTF-P continues to train, advise, and assist the AFP and PNP in Mindanao, Basilan, and Sulu to support peace and development. Our close partnership with the Philippine Security Forces (AFP and PNP), allows us to advise and assist their efforts where they are located – on Philippine government bases, compounds, and outposts in jungle, village, and urban areas. At the strategic level, we maintain continuous engagement with joint and unified HQ's



<http://batchgeo.com/map/052d6226d5fafd65e8afb0074357ab2f>

Following the initial six-month deployment, the government of the Philippines requested an extension of the “exercise” (thus termed since the constitution limited foreign military deployment to training exercises within the country’s territory). Interviewed ten years later, Lt. Gen. David Fridovich remarked:

I have to emphasize that the mission continues today, and should continue. It was not just a capture/kill mission. We made commitments to the Filipino military and to the Filipino people. It continues to be important that we maintain our commitments and keep our promises. When Karen Hughes of the State Department visited and I was now the SOCPAC commander and a two-star [major general], she asked if the mission was over and

counterparts ranging from ops and intel to civil military operations. Our focus is to sustain the AFP counterterrorism capability to maintain their security advantage, and support, within the boundaries of the Visiting Forces Agreement, the AFP and PNP as they continue to degrade, disrupt, and defeat transnational terrorists’ threats. We will continue to play our role in the U.S. interagency approach as reliable strategic partners in the Asia-Pacific region. We’ll do this through continued assistance, exercises, and specialized training events, as we’ve accomplished throughout our long history of mutual defense.

The FPDS dataset offers examples of Colonel Beaudette’s reference to the role of “intel” in the region. Absent from it, however, are the effects of the persistent

ISR presence that USSOCOM maintains. According to an article in the New York Times, these included, on one occasion,

a barrage of Hellfire missiles from a Predator [which] hit a suspected militant camp in the jungles of the Philippines, in an attempt to kill the Indonesian terrorist Umar Patek. The strike, which was reported at the time as a “Philippine military operation,” missed Patek but killed others at the camp.

The strike, which according to “current and former intelligence officials” occurred in 2006, went unreported until July 2012. The occurrence was denied by a former commander of JSOTF-P.<sup>44</sup>

More recently, a (non-lethal) US drone was found floating in the sea off Masbate Island. Associated Press reported:

U.S. Embassy spokeswoman Bettina Malone said efforts were under way to determine if the drone was one of those used in American military air target training exercises and why it was in the waters off Masbate, about 380 kilometers (235 miles) southeast of Manila. The type of drone found was not armed and not used for surveillance, she said. Masbate is in a region where communist guerrillas have a presence. U.S. counterterrorism troops, who are barred from local combat, have used surveillance drones to help Filipino soldiers track down al-Qaida-linked extremists in the country’s south. At least two U.S. drones have been reported to have crashed and were recovered by villagers in the past on southern Mindanao island.

The presence of American ISR assets has proved controversial in the region, partly in relation to Chinese activities, as reported by Agence France Press in July 2012.<sup>45</sup>

The Philippines on July 3 said the deployment of U.S. spy planes, suggested by President Benigno Aquino, was just one option to monitor the country’s territory, as China appealed for stability in the region. “If they happen at all, they are surveillance flights, they are not meant to be provocative. There’s no offensive capability here,” said Ricky Carandang, the president’s spokesman. China’s foreign ministry, in an embassy statement quoting spokesman Liu Weimin, called on all parties to maintain “peace and stability” in the South China Sea.

The comment came a few months after a dispute flared up between China and the Philippines over fishing rights in the region.

The last of the ISR operations in the Philippines included in the dataset is dated September 2012 through to end of July 2013. Subsequently, the New

44 <http://theweek.com/article/index/230649/drone-warfare-in-the-philippines>

45 <http://www.defensenews.com/article/20120703/DEFREG02/307030003/Philippines-Downplays-Request-U-S-Surveillance-Drones>

York Times has reported that the US is “Phasing Out Its Counterterrorism Unit in Philippines” (26 June 2014):

American Special Forces will continue to help Philippine security forces counter a smaller, lingering Islamist threat, but the size of the mission will drop in the coming months to a dozen or so advisers from its current 320 service members, based in Mindanao in the south, American officials said.

“Our partnership with the Philippine security forces has been successful in drastically reducing the capabilities of domestic and transnational terrorist groups in the Philippines — to the point where they have largely devolved into disorganized groups resorting to criminal undertakings to sustain their activities,” said Capt. Masato Itoh of the Marine Corps, a spokesman for the Pacific Command in Hawaii. The phasing out of the force, which had as many as 600 troops as recently as 2009, reflects a combination of budget pressures in Washington; higher priorities for Special Forces in spots like Iraq; and a shift to Filipino forces.

The article also confirmed that “American forces in the southern Philippines have not been authorized for combat but have played an advisory role on intelligence and surveillance, including the use of aerial drones for locating suspected rebels.”

This “phasing out” has, however, been complemented by a phasing in: a new ten-year agreement between the USA and the Philippines “that will give American warships, planes and troops greater access to bases in the archipelago”.<sup>46</sup> This will amount to the first “visible presence” of US troops there since 1992, and will “give the United States more flexibility to project its military assets in a region that has become increasingly tense, with China and its neighbors, including the Philippines, squabbling over territorial claims in the East and South China Seas”.

A compilation of drone-related news from the Philippines is maintained at the Philippine UAV Review.<sup>47</sup>

46 <http://www.nytimes.com/2014/04/28/world/asia/us-and-the-philippines-agree-to-a-10-year-military-pact.html>

47 <http://philippinedrones.blogspot.co.uk/>



### C. Distributed Computing and Communications: SITEC

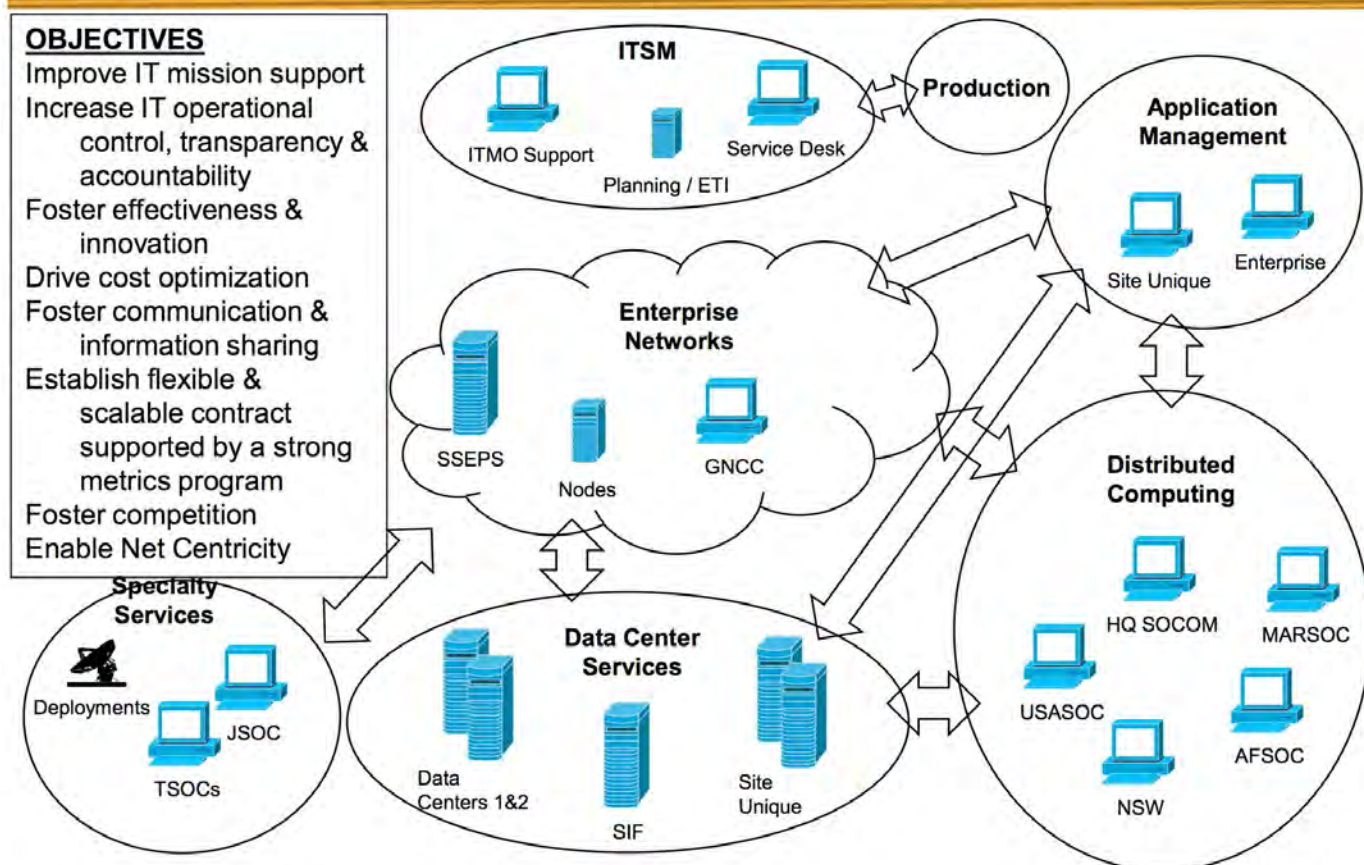
At the other end of the scale from these localised ISR efforts in the Philippines, a series of high value awards in 2011 inaugurated the Special Operations Forces Information Technology Enterprise Contracts (SITEC) for distributed computing. The Department of Defense announced in June of that year that four contractors – L-3, General Dynamics, Science Applications International and Arma Global – “are each being awarded a \$362,000,000 multiple-award indefinite-delivery/indefinite-quantity contract ... for Special Operations Forces Information Technology Enterprise Contracts (SITEC) specialty services in support of U.S. Special Operations Command (USSOCOM).”<sup>48</sup> SITEC is a successor to two other such programs – EITC and TACLAN – and itself now has a successor by name of SITEC II. Broadly speaking, the SITEC framework

is intended to provide a wide range of integrated enterprise IT services for USSOCOM, including: planning, management and operation, and maintenance for all Wide Area Networks (WANs), Metropolitan Area Networks (MANs), and Local Area Networks (LANs) for USSOCOM, both CONUS and OCONUS. SITEC also includes network and communication infrastructure for voice, video, and data, as well as information assurance, transmission, communication security, disaster recovery, and help desk support.<sup>49</sup>

It aims to “[integrate] disparate systems across the Special Operations Forces into a single, enterprise-wide network with global capabilities”. However, it is spread over multiple contractors insofar as it aims “to move IT services support at USSOCOM from a single service provider to multiple providers in multiple capability areas called “Towers”.



## SITEC Overview



A diagram from a 2012 presentation on USSOCOM's policy for “acquiring IT services”. Annex 18, slide 15.

48 <http://www.defense.gov/contracts/contract.aspx?contractid=4557>

49 “Top 20 Federal Business Opportunities of FY 2011”, [http://esr-inc.com/resource\\_center/Other%20Information/INPUT\\_Output\\_Top\\_20\\_Federal\\_O1.pdf](http://esr-inc.com/resource_center/Other%20Information/INPUT_Output_Top_20_Federal_O1.pdf).

According to a PowerPoint presentation given at SITEC Industry Days (7-8 April 2010)<sup>50</sup> the “mission objective” for USSOCOM is a “netcentric operating environment” which can “provide IT services in support of global SOF operations – anywhere, anytime” and “plan for and integrate C4I [Command, Control, Communications, Computers and Intelligence] sensors, systems and human interface capabilities into the [special operations forces] IT network environment.”<sup>51</sup> A “Tactical Local Area Network” offers a “modular, scalable suite” of equipment to facilitate information exchange between deployed units and headquarters. The suite extends from small FCDs (handheld devices used by “the most forward deployed SOF teams”) upwards.<sup>52</sup> In total, the Special Operations Forces Information Enterprise supports over 75,000 users and covers assets “from the garrison environment, down to the deployed sensor and operator”.<sup>53</sup>

There is no scope in this case study to give a comprehensive account of the SITEC framework, which incorporates multiple evolving projects. Over 300 transactions in the dataset reference SITEC in some context or other;<sup>54</sup> vendors with involvement in the overall project include, aside from the four listed above, Hewlett-Packard, Pragmatics, Booz Allen Hamilton, Sterling Parent, Dell, Berico Technologies, DRS Technical Services, BAE Systems, CACI International, Gartner and Jacobs Engineering Group. The key feature of all this outsourced activity is that it demonstrates the US military’s increasing commitment to networked information sharing: “The SITEC service delivery environment is comprised of a series of interconnected IT systems whose purpose is the integration of information, applications and processes throughout USSOCOM’s global operations as well as across Department of Defense (DoD) organizational boundaries.”<sup>55</sup> Bringing the program up to date, Draft Task Orders for SITEC II (published 23 April 2014) summarize the broad scope of these networked operations. The full document is included in the Annexes; tasks relate to network monitoring, satellite communications, information assurance, TACLAN, the Global Command and Control System and many other elements.<sup>56</sup>

A diagram from a 2012 presentation on USSOCOM’s policy for “acquiring IT services” presents a visual representation of the services covered by the SITEC framework (shown above).<sup>57</sup> Without fully illuminating the types of information that are being exchanged, it effectively illustrates the scope and extent of the network.

50 FBO Solicitation H92222-10-R-0014: <http://1.usa.gov/1okAPIX>.

51 Annex 13, slide 9.

52 Annex 14, slides 40 and 41.

53 Annex 13, slide 20.

54 Extracted data in Annex 15.

55 Annex 16, p. 3.

56 Annex 17.

57 Annex 18, slide 15.

## D. Translation and Interrogation Services: Shee Atika

As noted in section 1.F above, translation services by Shee Atika accounted for one of the largest single transactions in the dataset (\$77 million). The transaction was described as “OCONUS [Outside Continental USA] LINGUIST/TRANSLATION SUPPORT” and a note added to the effect that “PLACE OF PERFORMANCE IS REPORTED AS US SINCE ACTUAL LOCATIONS ARE CLASSIFIED.”

Aside from this major acquisition, the dataset includes a further 131 transactions with three Shee Atika subsidiaries.<sup>58</sup> Together they total \$153.6 million in BEO value. The highest-earning transactions are all for “OCONUS LINGUIST / TRANSLATION SUPPORT”, while others make reference to “ROLE PLAYERS FOR EXERCISE SUPPORT” (\$2.4 million). Although most transactions are annotated as taking place in the USA, 16 reference Afghanistan and 4 Iraq.

The original contract with Shee Atika stemmed from a solicitation advertised in December 2006.<sup>59</sup> A redacted copy of the contract, awarded 31 May 2007, has been released by USSOCOM under the Freedom of Information Act.<sup>60</sup> Shee Atika agreed to provide “foreign language interpretation, transcription, reporting, and translation services to support various units and troops for USSOCOM”: notably this included not only military personnel but also “any Government agency providing direct support to the SOF mission”, a prescription which would allow contractors to work alongside CIA and FBI officials. These “linguist support elements” were for use “during emerging military operations in various locations worldwide”. Aside from translation and transcription (of local periodicals, foreign government publications and “captured enemy documents”), Shee Atika was also to provide “interrogation support”:

This support shall include linguist support to USSOCOM in the interrogation and debriefing of sources who are captured and/or detained and/or persons of interest being questioned. All interrogation support will be conducted in accordance with DoD Directive 3115.09 and all applicable DoD, USSOCOM, and organizational level detainee interrogation policies.<sup>61</sup>

Shee Atika also agreed to provide “subject matter experts” (SMEs). These individuals would be

diverse in both age and expertise, to combine the best possible mix of specific talent to meet the

58 Extracted data at Annex 19.

59 <http://www.gao.gov/assets/390/380660.pdf>

60 <http://www.socom.mil/FOIA/Documents/H92222-07-D-0021/H92222-07-D-0021.pdf>. See Annex 20.

61 This Directive on “Intelligence Interrogations, Detainee Debriefings, and Tactical Questioning” was published in November 2005: see [http://www.washingtonpost.com/wp-srv/nation/nationalsecurity/defense\\_inteldocs.110805.pdf](http://www.washingtonpost.com/wp-srv/nation/nationalsecurity/defense_inteldocs.110805.pdf) and [http://www.nycbar.org/pdf/report/DOD\\_Dir\\_Comments.pdf](http://www.nycbar.org/pdf/report/DOD_Dir_Comments.pdf) (describing it as “hopelessly vague”).

## Section C - Descriptions and Specifications

**PERFORMANCE-BASED WORK STATEMENT (PWS)  
LINGUIST AND TRANSLATION SERVICES  
31 May 2007**

**1.0 BACKGROUND.** The United States Special Operations Command (USSOCOM) is a Unified Command of the Department of Defense (DoD). USSOCOM is responsible for all Special Operations Forces (SOF) in DoD. USSOCOM leads, plans, synchronizes, and as directed, executes global operations against terrorist networks. USSOCOM trains, organizes, equips and deploys combat ready special operations forces to combatant commands.

**2.0 SCOPE.** The Contractor shall provide all labor, equipment, tools, materials, travel, and other items and services necessary to provide foreign language interpretation, transcription, reporting, and translation services to support various units and troops for USSOCOM. For the purposes of this PWS, USSOCOM includes all personnel in the USSOCOM Headquarters, the Naval Special Warfare Command (NAVSPECWARCOM), the U.S. Army Special Operations Command (USASOC), the Air Force Special Operations Command (AFSOC), the U.S. Marine Corps Forces Special Operations Command (MARSOC), the Joint Special Operations Command (JSOC), the Theater Special Operations Commands (TSOCs), and any Government agency providing direct support to the SOF mission.

**3.0 REQUIREMENTS.** The Contractor shall provide on-site linguist support elements during emerging military operations in various locations worldwide. Precise locations will be coordinated through the Contracting Officer's Representative (COR). The contractor is responsible to provide language interpretation when and where needed. This may or may not require movement of personnel. Specific requirements will be delineated by individual task orders at the start of the performance period.

**3.1 Translation Support.** The Contractor shall provide linguists for foreign language translation and interpretation support operations in other areas and/or countries and exercises and/or rehearsal events conducted prior to the start of military operations. Linguists may be required to travel from the Continental United States (CONUS) to the operational area via commercial transport or via travel conveyance arranged and directed by the Government. When Government provided travel is directed, the linguists will be provided with a departure location, date, and time. In all cases, regardless of mode of travel, forward elements will be made aware of, in advance of travel, the name, social security number, and exact travel information of all linguists traveling in support of this PWS. The personnel and/or language pool for the period of performance will be identified in the individual task orders and any modifications to the task orders issued by the Contracting Officer.

**3.1.1 Interrogation Support.** The Contractor shall provide interrogation support to USSOCOM. This support shall include linguist support to USSOCOM in the interrogation and debriefing of sources who are captured and/or detained and/or persons of interest being questioned. All interrogation support will be conducted in accordance with DoD Directive 3115.09 and all applicable DoD, USSOCOM, and organizational level detainee interrogation policies.

**3.1.2 Transcription Support.** The Contractor shall provide written conversions of source texts, including but not limited to local periodicals, magazines, foreign government publications, and captured enemy documents (CEDs) from one language into a target language, while keeping the meaning and intent of the original source. All translation documents shall be word processed in a standard text format and a hard and/or soft copy will be provided to the requiring activity as delineated in individual task orders.

**3.2 Hours of Operation.** The Contractor shall provide interpretation, transcription, reporting, and translation services as required by the supported elements up to 24 hours per day, 7 days per week. Hours of operation for linguists will be delineated by individual task orders. During off hours, linguists will remain on-call for emergency situations. The supported element leadership, normally the senior U.S. Government intelligence officer or designated representative, will notify the Contractor of work schedules for linguists based on specific mission requirements.

*Annex 20, page 20*

needs of USSOCOM's Global War on Terrorism mission. To enable this understanding, sophisticated knowledge is essential in the following areas: the language, culture, tribal/clan sensitivities, religion, politics, business, marketing, and current events. ... These SMEs must be able to conduct Internet-based research and analysis, travel freely in their designated countries/regions, converse in the native language, make astute observations, and provide unique advice to government officials at the executive/senior leadership-level. ... SMEs that demonstrate a broad Rolodex of in-country contacts ("other than just family contacts") in their country/region are highly desired.

Illustrative examples of the activities of Shee Atika employees can be found on employment websites and social media. A CV posted in 2011 on Beyond SOF outlines the experience of one contractor in Iraq: highlights include time-sensitive interpretation in combat environments, intelligence collection and dissemination "to facilitate the high value individual targeting process", detention interrogations ("charged with identifying dialects, voice tones, and attitude changes of detainees to provide a comprehensive interpretation of interrogation") and PsyOps ("aided in translation of terrorism propaganda leading to identifying the terrorist's identities, goals and purposes").<sup>62</sup> Another CV

62 <http://beyondsof.com/specops-arabic-interpreter->

describes a former Shee Atika employee's role at Kut airbase in Iraq:

Works with Special Forces conducting mission and providing interpretation and translation services during capturing of the criminals, helping Special Forces members understand the culture and tradition of the host country. Working closely with the US special ops in supporting and training of Iraqi SWAT TEAM. HELPS facilitates communication between special ops commanders and the local elders. Typing the manual in Arabic, perform document exploitation.<sup>63</sup>

## E. Conclusion: Information and Knowledge

The first product of this study is the dataset itself. Only a small proportion of it has been discussed here. There has been no space, for example, to consider why USSOCOM may have wanted to procure goats from the Indigo Ridge Farm, Quicksburg, Virginia.<sup>64</sup>

Findings from Part One have been discussed above (1.G). They include overall transaction totals, a breakdown of key vendors and product/service categories, a map of expenditure outside the continental US and a list of major individual transactions. Part Two has looked beyond these generally quantitative findings to examine in more depth a variety of case studies, which together illustrate a central component of US military engagement.

Methodologically, Part Two has shown how fields in the FPDS-NG dataset can provide entry points to broader qualitative research. Despite its very limited specificity, the Description of Requirement field can be cross-referenced with contractual identifiers such as the Solicitation ID and the Referenced IDV PIID (Indefinite Delivery Vehicle Procurement Instrument Identifier) to uncover rich documentary material outside the confines of FPDS-NG. Examples of these documents are included in the annexes and discussed in the case studies above. When combined with contractual material from other sources and complementary narrative material – press releases, newspaper articles or think-tank reports, social media and CVs, for example – FPDS-NG resembles a root network from which radiate branches of a broader story.

The case studies above have cast light on several crucial aspects of special operations activities. Corporations are integrated into some of the most sensitive aspects of these activities: flying drones and overseeing target acquisition, facilitating communications between forward operating locations and central command hubs, interrogating prisoners and translating captured material, and managing the

*linguist-secret-clearance-humint-interrogations-security/*. See Annex 21.

<sup>63</sup> <http://www.postjobfree.com/resume/acbf9s/us-education-working-university-west-des-moines-ia>. See Annex 22.

<sup>64</sup> Transaction 9529.

flow of information from regional populations to the US military presence and back again. These examples are indicative of a broader finding, which is the prevalence of information and communications technology among special operations command procurements. The chart of Top 20 Product/Service Categories by Value (1.G.3, p. 37) clearly illustrates this.

Drawing on this finding, each of the case studies illustrates a facet of the role of information in modern warfare. Of course this is nothing new. Sun Tzu wrote in the *Art of War* (roughly dated to the fifth to third century BC) that “the means by which enlightened rulers and sagacious generals moved and conquered others ... was advance knowledge.”<sup>65</sup> He added that “advance knowledge cannot be inferred from phenomena or projected from the measures of Heaven, but must be gained from men for it is the knowledge of the enemy's true situation.”<sup>66</sup> Modern warfare's reassessment of Sun Tzu's dictum is evident throughout the case studies: while still invested in gaining knowledge from men (whether via human intelligence collection, “subject matter experts” or the interrogation of prisoners and “people of interest”), the military has devoted an increasing portion of its budget to attempts to infer knowledge from phenomena. These phenomena can include such “unstructured” sources as social media feeds and open source text (as analysed by Navanti); more typically they are the physical landscapes and human activities overseen by “persistent” surveillance drones, as documented in the case studies on Afghanistan and the Philippines.

The greater the volume of phenomena surveyed, the greater the burden of transporting and analysing the observations; and in turn, the greater the need for a robust and networked IT infrastructure (this being the overall goal of the SITEC framework). Although not discussed very much in the case studies, a corollary of the recent vast growth in data acquisition and storage abilities is the drive towards automated analysis. Human analysts can no longer keep pace with the inward flow of full motion video from drone sensor feeds; the quantum increase in data thereby threatens to undermine, rather than facilitate, the emergence of knowledge. It is in this context that the US military has recently solicited proposals for a variety of automated “processing and exploitation” techniques, to identify and track targets within its video feeds.

Finally, information has an outward projection as well as an inward extraction. This is exemplified by USSOCOM's Trans Regional Web Initiative, as well as by the observations of the special operations commanders serving in the Philippines.

In analysing this dataset of procurement by USSOCOM, much has been omitted. Similar datasets can be derived for other DOD components, offering a more holistic view of US military activity. The Special

<sup>65</sup> Sun Tzu, *Art of War*, tr. Ralph D. Sawyer, Basic Books 1994, p. 231.

<sup>66</sup> *Ibid.*

Operations Command, however, prides itself on being the “tip of the spear”.<sup>67</sup> The dataset examined here points to the sharp end of US military activity and force projection in the recent past and the near future. As this study shows, a central part of this activity lies in the receiving, transferring and production of information and the processing of this information to produce knowledge. Corporations are integrated into every stage of this activity, from input to output, via translation, storage, accessibility, analysis and communication. The transactions discussed above between USSOCOM and General Dynamics, Navanti, Boeing, Textron, Shee Atika and others offer key examples of how these relationships are evolving.

67 <http://www.socom.mil/News/Tip%20of%20The%20Spear%20Archive/Forms/AllItems.aspx>

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