

INNOVATIVE DEVELOPMENT

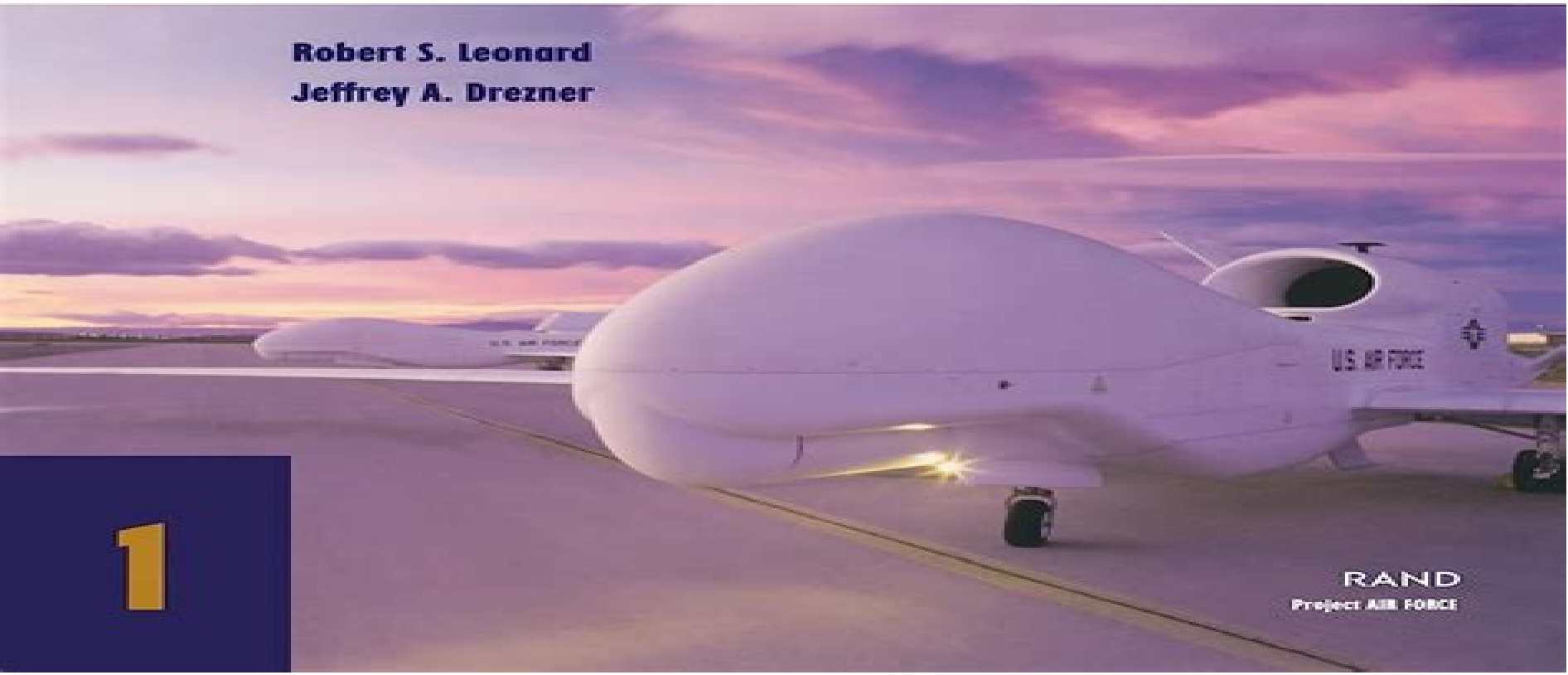
Global Hawk AND DarkStar

**HAE UAV ACTD Program
Description and
Comparative Analysis**

**Robert S. Leonard
Jeffrey A. Drezner**

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RAND
Project AIR FORCE



Global Hawk And Darkstar Hae Uav Actd Program Description And Comparative Analysis Innovative Development 1

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Innovative Development. Global Hawk and Darkstar. Volume 1: HAE UAV ACTD Program Description and Comparative Analysis, 2002 The United States has seen a three decade long history of poor outcomes in unmanned aerial vehicle UAV development efforts Technical problems have led to cost growth and schedule slip as well as to disappointing operational results Costs have tended to escalate so much during development that the resulting systems have cost more than users have been willing to pay precipitating program cancellation in almost every case This history prompted the unique developmental approach adopted at the beginning of the High Altitude Endurance Unmanned Aerial Vehicle HAE UAV program There has also been a long history of efforts made to improve the efficiency and effectiveness of acquisition policy processes and management for all system types Capturing the experience from ongoing or recently completed efforts employing nonstandard or innovative acquisition strategies can facilitate such improvements This research contributes to that effort

Innovative Development Jeffrey A. Drezner, 2002 Over 40 Publications / Studies Combined: UAS / UAV / Drone Swarm Technology Research, Innovative Development: HAE UAV ACTD program description and comparative analysis, 2002 **Evolutionary Acquisition** Mark A. Lorell, Julia Lowell, Obaid Younossi, 2006 So far EA implementation of military space programs has produced mixed results The capabilities and requirements definition and management processes are major challenges in all EA programs EA programs require an evolutionary costing approach most cost analysts interviewed expressed generally positive views about EA BOOK JACKET *Selected Rand Abstracts* Rand Corporation, 2002 Includes publications previously listed in the supplements to the Index of selected publications of the Rand Corporation Oct 1962 Feb 1963 **Organizing for a Complex World** Guy Ben-Ari, Pierre A. Chao, 2009-01-22 Innovative Development, 2002

Annual Report Rand Corporation, 2002 Proceedings, 2005 *PAIS International in Print* Catherine Korvin, 2003-05 This book contains bibliographic references with abstracts and subject headings to public and social policy literature and to world politics published in print and electronic formats international focus **Global Hawk and Darkstar** Robert S. Leonard, 2002 The past three decades have seen a number of less than successful efforts to develop high altitude unmanned aerial vehicles In 1994 the Defense Advanced Research Projects Agency in conjunction with the Defense Airborne Reconnaissance Office initiated an effort designated the High Altitude Endurance Unmanned Aerial Vehicle Advanced Concept Technology Demonstrator HAE UAV ACTD whose goal was to facilitate the development of UAVs through the use of a new and innovative acquisition strategy This report addresses the effect of that acquisition strategy on the flight test program of the two air vehicles the conventional Global Hawk and the low observable DarkStar The authors found that because DarkStar was canceled after having logged only 65 flight hours not enough flight experience was accumulated to allow for an understanding of the vehicle's flight characteristics or military utility By contrast Global Hawk accumulated ample experience

to permit a demonstration of its military utility achieving a level of performance that was close to predicted goals. The precise effect of the HAE UAV acquisition strategy remains the subject of debate. The strategy did however influence some key aspects of the flight test program most notably its increased contractor involvement and its early operational testing in the form of user demonstrations. The flight test program also served to illustrate the vital need for early involvement of operational users to bolster the capabilities and perspective of the contractor.

Innovative Development. Global Hawk and Darkstar. Executive Summary: Their Advanced Concept Technology Demonstration Program Experience, 2002. The United States has seen a three decade long history of poor outcomes in unmanned aerial vehicle (UAV) development efforts. UAV and tactical surveillance reconnaissance programs have a history of failure involving inadequate integration of sensor platform and ground elements together with unit costs far exceeding what operators have been willing to pay. This history motivated the unique management approach adopted at the beginning of the High Altitude Endurance Unmanned Aerial Vehicle (HAE UAV) program. The High Altitude Endurance Unmanned Aerial Vehicle (HAE UAV) Advanced Concept Technology Demonstration (ACTD) program incorporated a number of innovative elements into its development strategy. As a condition of conducting this ACTD, Congress required that an independent third party study its implementation. RAND was chosen for this role and has been following the HAE UAV ACTD program since its inception. The joint program was conducted until October 1998 under the direction of the Defense Advanced Research Projects Agency (DARPA) and the Defense Airborne Reconnaissance Office (DARO) and was then conducted under the U.S. Air Force through the completion of the ACTD. RAND's initial research covering Phase I and most of Phase II was sponsored by DARPA. The Air Force sponsored RAND's effort through the completion of the ACTD.

Innovative Development Jeffrey A. Drezner, Robert S. Leonard, 2002. In 1994 the Defense Advanced Research Projects Agency and the Defense Airborne Reconnaissance Office launched a joint initiative with the goal to overcome the impediments that had hampered past unmanned aerial vehicle (UAV) development. This effort designated the High Altitude Endurance Unmanned Aerial Vehicle Advanced Concept Technology Demonstration (HAE UAV ACTD) program applied an innovative acquisition strategy to the development of two UAVs: one conventionally configured (Global Hawk) and the other with a low observable configuration (DarkStar). The report summarizes the major research findings regarding the HAE UAV ACTD program's acquisition strategy. The authors conclude that despite DarkStar's cancellation and despite overall program cost growth and schedule slippage in basic design and test of the two HAE UAV concepts, the ACTD program did accomplish its primary objective by successfully demonstrating the military utility of a UAV with a continuous all weather wide area surveillance capability. Although the program's single requirement, the unit flyaway price, was not met, it did promote cost consciousness while at the same time preventing the imposition of additional system capabilities during the basic system development. The authors found the program's use of Other Transaction Authority to lend considerable flexibility to the effort. While the program's designation as an ACTD imposed cost and schedule boundaries

that constrained system development it also provided a high degree of flexibility to adjust the program execution. Areas of risk were addressed as they arose and early flight test experience was assimilated into continuing system development efforts. Relatively modest changes in up front planning processes, the structured participation of operational users early in the program, and contract language regarding oversight processes and incentives would ensure successful application of the acquisition strategy to a broader range of systems.

Innovative Development: Transitions within and out of the HAE UAV ACTD program Jeffrey A. Drezner, Robert S. Leonard, 2002. Over the past three decades a number of attempts have been made to develop unmanned aerial vehicles but many of these efforts have met with suboptimal results. Recently, however, the Defense Advanced Research Projects Agency (DARPA) in conjunction with the Defense Airborne Reconnaissance Office launched an effort designated the High Altitude Endurance Unmanned Aerial Vehicle Advanced Concept Technology Demonstration (HAE UAV ACTD) program whose objective was to overcome past constraints in UAV development through the use of a new acquisition policy. This report assesses two transitions of the HAE UAV ACTD program: the first from DARPA to Air Force management and the second from an ACTD to a Major Defense Acquisition Program (MDAP) toward the goal of determining which elements of the program's novel acquisition strategy facilitated these transitions and which engendered problems. The authors found that in aggregate the innovative acquisition strategy adopted in the HAE UAV ACTD program had a positive effect on program execution in that it successfully attained the program's key goals, demonstrating a new operational concept at a lower cost and in a shorter time frame than would have been possible with a traditional acquisition approach. The program's transition from the ACTD construct to an MDAP, however, although ultimately successful, posed a number of challenges, many of which stemmed directly from its acquisition strategy. To circumvent these problems in the future, the authors recommend that all organizations involved in a program, particularly operational users, be given substantive input into program planning at the earliest possible juncture.

Innovative Development. Global Hawk and Darkstar. Volume 3: Transitions Within and Out of the HAE UAV ACTD Program, 2002. The United States has seen a three-decade-long history of poor outcomes in unmanned aerial vehicle (UAV) development efforts. Technical problems have led to cost and schedule increases as well as to disappointing operational results. Costs have tended to escalate so much during development that the resulting systems have cost more than users have been willing to pay, precipitating program cancellation in almost every case. This history prompted the unique developmental approach adopted at the beginning of the High Altitude Endurance Unmanned Aerial Vehicle (HAE UAV) Advanced Concept Technology Demonstration (ACTD) program. There has also been a long history of efforts made to improve the efficiency and effectiveness of weapon system acquisition policy processes and management for all weapon system types. Capturing the experience from ongoing or recently completed efforts employing nonstandard or innovative acquisition strategies can facilitate such improvements. This research contributes to that effort. In 1994, the Defense Advanced Research Projects

Agency DARPA in conjunction with the Defense Airborne Reconnaissance Office DARO began the development of two UAVs. These systems were intended to provide surveillance information to the warfighter. As such they responded both to the recommendations of the Defense Science Board and to operational needs stated by DARO on behalf of military service users.

Innovative Development. Global Hawk and Darkstar. Volume 2: Flight Test in the HAE UAV ACTD Program

,2002 The United States has seen a three decade long history of poor outcomes in unmanned aerial vehicle UAV development efforts. Technical problems have led to cost growth and schedule slip as well as to disappointing operational results. Costs have tended to escalate so much during development that the resulting systems have cost more than users have been willing to pay precipitating program cancellation in almost every case. This history prompted the unique developmental approach adopted at the beginning of the High Altitude Endurance Unmanned Aerial Vehicle HAE UAV program. There has also been a long history of efforts made to improve the efficiency and effectiveness of weapon system acquisition policy processes and management. Capturing the experience from ongoing or recently completed efforts employing nonstandard or innovative acquisition strategies can facilitate such improvements. This research contributes to that effort. In 1994 the Defense Advanced Research Projects Agency DARPA in conjunction with the Defense Airborne Reconnaissance Office DARO began the development of two UAVs. These systems were intended to provide intelligence surveillance and reconnaissance information to the warfighter. As such they responded both to recommendations made by the Defense Science Board and to operational needs stated by DARO on behalf of military service users.

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