Mr. James “Hondo” Geurts
Deputy Director for Acquisition
United States Special Operations Command
A Unique Organization

A Unified Combatant Command

... with Service, Military Department, and Defense Agency-like responsibilities

Deputy CDR
Tampa, FL

USSOCOM CDR

Vice CDR
Washington, DC

A Combatant Command with Legislated Military Department Like Authorities
WHICH OF THESE IS SPECIALOPS?
No fail mission – provide effective, wide-ranging, time-sensitive capabilities to our widely dispersed and often isolated special operations forces
Acquisition Enterprise

- DOD and Service Labs, Industry IR&D
- Service Acquisition

SOF Acquisition

- Combat Feedback
- Unconventional Uses

- SOF-to-Service Transition
- Innovative Acq Practices
Unconventional Needs Demand Unconventional Approaches

- One-size fits all processes, workforce, and approach will not meet the rapid and unconventional equipping need

- Success requires the purposeful cultivation of acquisition entrepreneurs at all levels

- Culture vs. process is the largest enabler for rapid acquisition

- Today’s reality: Industry, SOCOM, and Service teams must leverage each other instead of competing
Acquisition Principles

• Deliver capability to the User expeditiously

• Exploit proven techniques and methods

• Keep Warfighters involved throughout the process

• Take Risk and Manage It!

“We pursue technologies. They are not necessarily the most advanced, but the most useful.” ADM Eric T. Olson
Operationally oriented, professionally trained and certified, experts in SOF unique acquisition processes.
“Leading the Revolution”
A Blueprint for SOF Acquisition?

1. Set unreasonable expectations
2. Execute an elastic business definition
3. A cause, not a business
4. Embrace and listen to new voices
5. Enable a market for innovation
6. Exploit low-risk experimentation
7. Create cellular division
8. Connectivity at all levels

*USSOCOM acquisition ... light, agile, lethal: a pathfinder for DoD acquisition reform: USSOCOM leads the way by focusing on modifying organization culture rather than processes. Glenda H. Scheiner

*Leading the Revolution - Gary Hamel
FY10 SOF Acquisition

**EQUIPPING THE WARFIGHTER**

- 30+ Fixed & Rotary Wing Craft Systems
- 100+ Vehicles
- 1800+ Weapons Systems
- 7600+ C4I Systems
- 600+ ISR Kits
- 9.7M ammunition

**INNOVATION**

- Project Dragon Spear
- Mobile Tech Repair Centers
- Solar Panels in FOBs
- Hand Held Laser Markers
- Manned/Unmanned ISR

**WORKLOAD**

- SOCOM Budget $9.78B
- Internal Procurement Activity 13,531 Actions

**SOF ACQUISITION TEAM**

Operationally Oriented ~500 Personnel Total
Accelerating the Force

- Combat Evaluations
- Less Bureaucracy
- Lower Collateral Damage
- Faster
- Global Access
- More Interoperable
- Greater Reuse
- Partner Nation Transferable
- Easier to Train/Use
- More Precise
- More Adaptable
- More Supportable
• **Requirement**: Rapidly Field a Multi-Mission Day/Night Precision Strike and Mobility Capability to Support Deployed SOF Teams

• Augmented Existing Mobility Aircraft Capabilities (MC-130W) with Combat Proven Modular ISR and Precision Strike Packages

• Meets immediate combat needs while enabling rapid and affordable AC-130J recapitalization program
Agile Acquisition

Project Dragon Spear

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CMNS

USSOCOM Standoff Precision Guided Munition (SOPGM)

Precision Strike Package

Production Prototype

USSOCOM Munitions/Battle Mgmt Software Provided to USMC Harvest Hawk

6 Modified Aircraft
8 Aircraft Delivered in 15 Months from Funding

Dragon 1- 25 Mar 2010
Dragon 2- 28 Apr 2010
Dragon 3- 1 Jul 2010
Dragon 4- 31 Jul 2010
Dragon 5 – 30 Aug 2010
Dragon 6- 10 Nov 2010
Dragon 7- 14 Dec 2010
Dragon 8- 21 Dec 2010
USSOCOM Stand-off Precision Guided Munition

- Family of light weight, day/night, standoff, low collateral damage, precision weapons for discrete kinetic effects
  - Developed/tested/fielded in months vice years
  - Uses USSOCOM common launch tube and government developed battle management suite (hardware and software)
  - Airborne (forward and rearward firing) and Ground Variants
- Interest in emerging warhead, seeker, and alternative munitions
USSOCOM Needs/Interests in Airborne Armaments

- Improved PGM options for UAS (all sizes)
- Novel employment methods
- Lethal UAS and other unconventional technologies
- Medium caliber gun technologies, improved ammo, etc
- Improved Find/Fix/Track/Targeting in all environments

**Key Attributes**
- Speed to field
- Easily integrated into existing/future capabilities
- Applicable in multiple mission areas
- Reliable, employable, supportable, affordable
USSOCOM Needs
In Non-traditional Armaments

• Improved non-lethal capabilities (airborne and ground)
  • Vehicle stopping
  • Personnel
  • Warning and fratricide avoidance

• Key Attributes
  • Speed to field
  • Easily integrated into existing/future capabilities
  • Ease of training
  • Rapid escalation to lethal if needed
SOF Truths

SOF Acquisition Truths

FAST does not equal UNDISCIPLINED

MORE BUREAUCRACY does not ensure a BETTER PRODUCT

Risk must be MANAGED NOT AVOIDED

Quality is better than Quantity

FASTER does not have to increase COST/RISK

Special Operations Forces cannot be mass produced

COMPETITION can be done QUICKLY

Competent Special Operations Forces cannot be created after emergencies occur

UNCONVENTIONAL THINKING is an ENABLER

CREDIBILITY AND TRANSPARENCY enable FREEDOM OF ACTION

Most special operations require non-SOF support
“To meet both the known and projected threats, we continue to seek designs and technologies that permit Special Operations Forces to go where they are not expected.”

- ADM Eric T. Olson