The only easy day was yesterday......

Special Operations Forces
Acquisition, Technology, & Logistics

Mr. James “Hondo” Geurts
Acquisition Executive
A Rich Tradition of Innovation

Water Route — Chih chiang to Hankow

JAVA-MAN PROJECT
(1) Insist on **doing everything through "channels."** Never permit short-cuts to be taken in order to expedite decisions.

(2) Make "speeches." Talk as frequently as possible and at great length. **Illustrate your "points" by long anecdotes** and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

(3) When possible, **refer all matters to committees,** for "further study and consideration." Attempt to make the committees as large as possible — never less than five.

(4) **Bring up irrelevant issues** as frequently as possible.

(5) **Haggle over precise wordings** of communications, minutes, resolutions.

(6) **Refer back to matters decided upon at the last meeting and attempt to re-open the question** of the advisability of that decision.

(7) **Advocate "caution."** Be "reasonable" and urge your fellow conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

(8) **Be worried about the propriety of any decision — raise the question of whether such action as is contemplated lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.**
Our Nation depends on SOF to provide unique capabilities, innovative solutions and sustained presence in the most challenging areas -- and we will not fail.

GEN Joseph L. Votel, Commander, USSOCOM
Ensure SOF Readiness
Help Our Nation Win
Continue to Build Relationships
Prepare for the Future
Preservation of the Force and Family
Authorities and Responsibilities

A Unified Combatant Command

Deputy CDR
Tampa, FL

USSOCOM CDR

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

Vice CDR
Washington, DC

... and Acq Chain of Command

USSOCOM ACQ Executive
SES-2
MISSION
Provide rapid and focused acquisition, technology, and logistics to Special Operations Forces

VISION
Be the recognized expert and trusted provider to equip and sustain Special Operations Forces

PRINCIPLES
Deliver capability to user expeditiously; exploit proven techniques and methods; keep Warfighters involved throughout process; take risk and manage it!
Wide Array of Programs

GROUND: 118 Programs / Projects
AIRCRAFT: 109 Programs / Projects
MARITIME: 24 Programs / Projects
C4I: 142 Programs / Projects
SRSE: 59 Programs / Projects
### FY15 Acquisition

#### SOF ACQUISITION TEAM

- ~600 personnel

#### INNOVATION

- International commercial classification for use of high energy Li-Ion batteries in manned submersibles
  - Low cost/expendable satellites
  - Improved tactical combat casualty care
- Target engagement weapons/systems
  - Advanced armor/materials
  - Low Visibility/LPI C4 systems
- Deployable Rapid DNA Analysis
  - Manned/unmanned ISR
  - SOF-unique night vision
- Coalition partners data sharing exercise participation
- Tactical Assault Light Operator Suit

#### ANNUAL SCOPE

- 500+ programs/projects
- Oversaw $7.9B
- Awarded $3.4B
- 11,528 contract actions (inc 4,456 actions for services for $1.85B)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
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<tbody>
<tr>
<td>Rounds of ammunition</td>
<td>98M</td>
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<tr>
<td>Weapons, accessories, lasers, &amp; visual augmentation systems</td>
<td>42,334</td>
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<tr>
<td>Operator survival/equipment items</td>
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<tr>
<td>Radios, SATCOM terminals, &amp; ancillary equipment</td>
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<tr>
<td>Information Technology automation devices &amp; systems</td>
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<tr>
<td>Operator &amp; Medic kits</td>
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<tr>
<td>Field Service Reps placed on contract *</td>
<td>1537*</td>
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<tr>
<td>ISR kits</td>
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<tr>
<td>Vehicles</td>
<td>627</td>
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<tr>
<td>TACLAN FoS equipment deliveries</td>
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<tr>
<td>SCAMPI node, SOCOM Strategic Entry Point, &amp; media ports</td>
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<tr>
<td>CASEVAC kits</td>
<td>313</td>
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<tr>
<td>Rotary Wing aircraft &amp; systems</td>
<td>84</td>
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<tr>
<td>Tactical MISO systems</td>
<td>16</td>
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<tr>
<td>Fixed Wing aircraft</td>
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<tr>
<td>Mobile Technology and Repair Centers deployed</td>
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<tr>
<td>Maritime Surface Crafts</td>
<td>8</td>
</tr>
<tr>
<td>Undersea Manned Submersible Prototypes</td>
<td>3</td>
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</table>
SOF Acquirers – Our Best Resource

Credible
Technical Expert
Joint by design
Innovator/Entrepreneur
Efficiently effective
Supported by mission focused team/tools

Sharing SOF Characteristics and Mindset
Global Acquisition Network

DOD Labs, Industry, Academia & International Partners

- Combat Feedback
- Unconventional Uses

USSOCOM Acquisition

Service/International Acquisition

- SOF-to-Service Transition
- Innovative Acq Practices

Innovative Acq Practices

Unconventional Uses
Combat Development Cycle

Key Attributes

- Worldwide Use
- Speed to field
- Easily integrated into existing/future capabilities
- Applicable in multiple mission areas
- Reliable, employable, supportable, affordable
- Kinetic/non-kinetic
Non-Developmental Items

EO/IR Systems

How we do Acquisition

Configuration includes an upgraded ICS and Communications Suite to provide a deployable configuration

Pilot & Co-pilot swing arm displays and HUD

CSO Consoles, populated with SP50E equipment

30mm MK 44 Trainable Gun

MX20D Sensor

MX20D Sensor

SOPGM 10 Shot Door

AFSOC MC-130

SOPGM

30mm Gun

Operator Consoles

Rapid Development

SOF Modified Items

“Monster Garage”
“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

Jack Welch
**Our Blueprint**

Set **unreasonable** expectations
Execute an **elastic** business definition
A **cause**, not a business
Embrace and listen to **new voices**
Enable a market for **innovation**
**Exploit** low-risk experimentation
Create and exercise the **network**

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

_GLENDALA H. SCHEINER_

*LEADING THE REVOLUTION - GARY HAMEL*
Planning for the Future

Understand Gaps
- Technology Gaps
- Component & TSOC Gaps
- PEO Gaps
- Threat-Related Gaps

Understand Technology
- DISCOVER: Scouting, Roadmaps, Red Team
- ENABLE: Internal Projects, External Projects, Studies
- TRANSITION: PEOs, Military Services, Enablers, COI, OGA, DoD

Develop Solutions
- Deliver “Game Changing” Technology
- Maximize Leverage (DoD, Industry, Academia, Partner Nations)
- Execute Planned Transitions

Involve Warfighters
Increase Speed
Manage Risk
SOF S&T Needs

- Comprehensive Signature Management (CSM)*
- Human Performance*
- First Pass Accuracy and Lethality
- Small Unit Dominance (SOFSUD)*
- Intelligence, Surveillance, & Reconnaissance (ISR)
- Tagging, Tracking, & Locating (TTL)
- C4 Revolutionary Capabilities
- Electro-optics, IR, & Lasers
- Military Information Support Operations (MISO)
- Scalable Effects Weapons (SEW)
- Anti-Access/Area Denial (A2/AD)*
- Battlespace Awareness*
- Leap Ahead Energy & Power Systems
- Sensitive Site Exploitation (SSE)

* FY15-19 Science and Technology Integrated Priority List (STIPL)

“Somewhere something incredible is waiting to be known.”
- Carl Sagan
Fixed Wing Precision Munition Gaps

- **TOBS**
  - Enhanced targeting under weather and at standoff ranges

- **SOPGM**
  - FMV capable w/ display in cockpit
  - Long range standoff strike capability

- **Smart / Guided Munitions**
  - First shot lethality
  - Moving target engagement
Fixed Wing Precision Munition Gaps

- Denied Environment
  - Comms / GPS / IADS / Weather
- Composite Warhead
  - Enhanced Lethality
  - Low Collateral Damage
- Targeting Improvements
  - Improving 1st shot accuracy
  - Improved probability of hit
Ground/Maritime Precision Munition Gaps

**Ground-Based Man-In-The-Loop Strike**

GAP: Short, Medium and Long Range Precision Strike:
- All-Weather, non-line of sight engagement
- Modular - Employable on Multiple Types and Sizes of Ground and Maritime Mobile Platforms
- Real-time C2 w/ Man-In-The-Loop, laser and/or GPS guided
- Tailorable Target Effects to Mitigate Collateral Effects on Non-combatants and Surrounding Structures
- Capable Against Fast Moving Targets
**Directed Energy (DE)**

**Why:**
- Provide a Range of Offensive and Defensive Desired Effects with DE

**Objective:**
- Demonstrate Operationally Suitable DE Prototype
- Establish Engineering and Airworthiness Criteria for Testing and Fielding
- Aid in Develop Concept of Operations (CONOPS) and Concept of Employment (CONEMP) for DE

**Applicable Technologies:**
- High Energy Laser (HEL)
- Power Management
- Aiming and Focus Turret

**Benefit:**
- Minimize Collateral Damage and Signatures

**Next Steps:**
- Assess Currently Available Technologies
- Determine Tech Readiness Levels
- Provide Advocacy for Service Efforts (AF, Navy, Etc…)
- Focus on High Risk Areas
- Begin Transition Planning/Aircraft Integration
The 3rd Offset – not a Thing but a way of Operating

- Using existing technologies to create new capability at the time/cost
- Using new ideas and technologies to solve to old problems
- Empowering innovation at the point of need vs serial delivery processes
- Developing, thickening, and exercising an adaptive network
- Reducing barriers to entry and collaboration while incentivizing co-invention
- Acquire then require wherever possible
- Radically reduce the cost per bet and exponentially increase the iteration speed

Make velocity our competitive advantage
Breaking Down Barriers

- Source Selection
- AARs with AE/DoP
- TILO
- CRADA
- TALOS
- SOFWERX
- SBIRs
- Experiments
- Industry Visits w/AE
- Non-FAR Contracts (OTAs)
- Prize Challenges
- Capability Collaboration Events
**Enabled by Tools**

**Project Vulcan**  
Turn Everyone into a Sensor

- **Needs**
  - Technology
  - Capital

**Technical Experimentation**

**SOFWERX**  
Create Venues for “Return on Collisions”

**S&T Council**  
Voice of Components/TSOCs

**SOFIC**  
Industry Engagement

**TILO 2.0**  
Insertion Roadmaps

**PEO Technology**

- Link What Components Need to Execution
Innovation Thrives in a Marketplace

SOFWERX

CO-INVENTION
Rapid Prototyping
THUNDERDOME EVENTS
Project Vulcan
EDUCATION WITH AT&L
TECHNOLOGY AWARENESS
WORKFORCE DEVELOPMENT
Fellowship/Interns
Industry Engagement
SOFWERX - Hackathons
• TALOS: Vision to improve the survivability of the SOF operator via innovative process
• Joint Acquisition Task Force established in Nov 2013, comprised of:
  o Operators
  o Engineers
  o Acquisition Professionals
• First Article Prototype Combat Suit to be delivered in 2018
• Potential Tech transitions (C4I, targeting, armor, cooling vest, passive exoskeleton, power)
• Successful radical Armor design has occurred through an iterative, collaborative process with operators, materials engineers, research labs (technical and medical), and industry partners
New Operating Models

TALOS Rapid Prototyping Environment (RPE)

Field Trials

Rapid Transition Opportunities

Thickening the Network
**New Ways of Thinking**

**Strategy:** Enable the Global SOF Network with distributed use of networked advanced design and manufacturing tools

**Objective:** Empowered units and individuals solving problems and implementing solutions at the point of need
New SOF Acquirers
For Further Engagement

**SMALL BUSINESS HELP**
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**INFORMATION ON SOCOM NEEDS, PROGRAMS AND PROCESSES**  
http://www.socom.mil/sordac

**EXPERIMENTATION IDEAS**  
http://www.socom.mil/sordac/Pages/ExpWithUS.aspx

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Adapt or Die