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

SOF AT&L
Special Operations Forces Acquisition, Technology, & Logistics

Mr. James “Hondo” Geurts
Acquisition Executive
THANK YOU

SDB and Laser SDB on AC-130W

Griffin Procurement

INDUSTRY PARTNERS

Doolittle Institute

Eglin Test Support

GHOST Program

RATPAC II

AFRL Weapons Lab

Det 1

TALOS Support

EGLIN CONTRACTING SUPPORT

King Hangar for AC-130J Mods

Weapons CRADAs
(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.
“If the rate of change on the outside exceeds the rate of change on the inside, the end is near.”

Jack Welch
# EXPONENTIAL ENVIRONMENT

<table>
<thead>
<tr>
<th>Locations</th>
<th>Missions</th>
<th>Partners</th>
<th>C2 Demands</th>
<th>Marketplace</th>
</tr>
</thead>
<tbody>
<tr>
<td>More countries, more diverse operating locations, challenging logistics and communications infrastructure</td>
<td>Dynamic, rapidly changing, encompassing the full range of direct, indirect, training, and preparing</td>
<td>Varying degrees of integrations and reach. Interacting in ops, cooperative development and foreign comparative test</td>
<td>Requires seamless, integrated, and effective C2 at the global scale with high confidence</td>
<td>Global and commercially driven. Heavy use of COTS/GOTs increases complexity</td>
</tr>
</tbody>
</table>
DISTURBING TRENDS

- Faster iteration speed
- More adaptable
- Risk/failure tolerant
- Low barriers to innovate
- Defense in depth
- Consumable

- More complex
- Asymmetric vulnerabilities
- Fewer numbers
- Risk averse
- High cost to operate
- Long time to field

HOW DO WE REVERSE THE TREND?

- Time to field
- Time to modify
69,340 SOF

7,003 DEPLOYED
85 LOCATIONS
24/7

“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
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
SOF AT&L

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!
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.
**GLENDA H. SCHEINER**

**LEADING THE REVOLUTION - GARY HAMEL**
FY14 ACQUISITION

SOF ACQUISITION TEAM
~500 personnel

INNOVATION
- Low cost/expendable satellites
- Medical technology & improved tactical combat casualty care
- Target engagement systems
  - Advanced armor/materials
- Low Visibility/LPI C4 systems
  - Manned/unmanned ISR
  - SOF-unique night vision
  - Tactical Assault Light Operator Suit

ANNUAL SCOPE
500+ programs/projects
Oversaw $7.9B
Awarded $3.1B
11,845 contract actions (inc 4,418 actions for services for $1.50B)

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rounds of ammunition</td>
<td>85M</td>
</tr>
<tr>
<td>Weapons, accessories, lasers, &amp; visual augmentation systems</td>
<td>31,679</td>
</tr>
<tr>
<td>Operator survival/equipment items</td>
<td>37,804</td>
</tr>
<tr>
<td>Radios, SATCOM terminals, &amp; ancillary equipment</td>
<td>4,527</td>
</tr>
<tr>
<td>Information Technology automation devices &amp; systems</td>
<td>7,442</td>
</tr>
<tr>
<td>Operator &amp; Medic kits</td>
<td>2,974</td>
</tr>
<tr>
<td>ISR kits</td>
<td>1,991</td>
</tr>
<tr>
<td>Vehicles</td>
<td>627</td>
</tr>
<tr>
<td>TACLAN FoS equipment deliveries</td>
<td>1,882</td>
</tr>
<tr>
<td>SCAMPI node, SOCOM Strategic Entry Point, &amp; media ports</td>
<td>13</td>
</tr>
<tr>
<td>CASEVAC kits</td>
<td>83</td>
</tr>
<tr>
<td>Rotary Wing aircraft &amp; systems</td>
<td>132</td>
</tr>
<tr>
<td>Tactical MISO systems</td>
<td>91</td>
</tr>
<tr>
<td>Fixed Wing aircraft</td>
<td>36</td>
</tr>
<tr>
<td>Mobile Technology and Repair Centers operational</td>
<td>13</td>
</tr>
<tr>
<td>Maritime Surface Crafts</td>
<td>8</td>
</tr>
</tbody>
</table>
ITS ALWAYS ALL ABOUT THE PEOPLE
SOF ACQUIRERS

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

Sharing SOF characteristics and Mindset
USSOCOM GHOST PROGRAM

OBJECTIVES

• Deliver rapid solutions for SOF
• Share SOCOM rapid acquisition model
• Connect acquirers with operators
• Forge tomorrow’s AF Materiel Leaders in a high-tempo, ops dedicated environment

PURPOSE

• Provide junior acquisition officers the opportunity to apply rapid fielding techniques while furthering professional development through mentorship and first-hand experiences
• Expand the “Flight Envelope”…Empower!
• Produce Airmen Powered by Innovation

OVERVIEW

• 120 day voluntary deployment (CENTCOM)
  – 80 CONUS / 40 OCONUS

Unique opportunity for the best and brightest AF junior acquirers!
RATPAC
(WEPTAC for acquirers)

• Empowers Junior Acquisition Force
• Share TTPs
• Drive innovation bottom-up

Changing the Culture...Forging a New Mentality
Everyone needs an Obi-Wan
OBi-WAN-CHEdBOB

May your robes always open in the back

www.rabbitoolh.com
AND THE CULTURE THEY OPERATE IN
INNOVATION THRIVES IN A MARKETPLACE
THE POWER OF THE NETWORK
(SOF AT&L Gov’t Network)

Numerous US/Int’l SOF MOUs
Numerous US/Int’l SOF partners
NEW OPERATING MODELS

TALOS Rapid Prototyping Environment
ENABLING OPERATOR DRIVEN INNOVATION
AGILITY REQUIRES PROACTIVE THINKING/PLANNING IN BOTH DIMENSIONS

RISK
Prob of Occurrence

OPPORTUNITY
Likelihood
Lead-off Hitter is a mindset, not a program

**Inventing And Equipping**
- Hellfire Employment Improvements
- New Hellfire Variants
- Moving Target Tracking Assist
- Secure Video Transmission
- New Sensor Pod Integration
- High Def Full Motion Video
- Internal/Modular Sensors
- Multiple JUONs

**TTPs**

**Testing**
THRIVING COMPETITIVE LANDSCAPE

- **Small Business**: 28.8% ($653M)
- **SB (Disadvantaged)**: 7.5% ($167M)
- **Women Owned SB**: 3.5% ($80M)
- **SB (Disabled Vet)**: 10.3% ($230M)
SMALL BUSINESS INNOVATION RESEARCH

Average DoD Commercialization Funding (Phase II SBIR Projects: Funding from DoD Sales and Investments) (in thousands of dollars)

- **DoD Overall**: $775
- **SOCOM**: $1,709

- **Ruggedized Digital Camera**
- **Light Weight Vehicle Components**
- **Miniature Radio Frequency Antenna**
- **Enhanced Antenna**
- **Miniature Multi-Band Radar Beacon**
- **Rapid DNA**
SOF ADVANCED MANUFACTURING
(e.g. 3D Printing)

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
BREAKING DOWN BARRIERS

CRADA

TILO

TALOS

Rapid Innovation Fund

SBIRs

Prize Challenges

PEO Industry Days

Non-FAR Contracts (OTAs)

Experimentation

Industry Visits w/AE
WHERE DO I NEED HELP

• Reversing the trends in acquisition

• Operating in all weather, all environments, all locations in both lethal and less-than lethal realms

• Planning for the unplanned as an operating concept

• Fostering/participating in our innovative marketplace
  – CRADAs, SBIRs, BAAs, etc.
  – Doolittle Institute

• Helping in the fight against our #1 enemy - complacency
ADAPT OR DIE
FOR FURTHER ENGAGEMENT

Small Business Help
Christopher Harrington
Director, Office of Small Business Programs
Christopher.Harrington@socom.mil
813.826.9475

Information on SOCOM Needs, Programs and Processes
http://www.socom.mil/sordac

Experimentation Ideas
http://www.socom.mil/sordac/Pages/ExpWithUS.aspx

Submitting Products or Ideas
Shelvin Watts
Technology & Industry Liaison Officer
TILO@socom.mil
813.826.9482

Come visit the AE
James Geurts
James.geurts@socom.mil
813.826.9402
@hondogeurts (twitter)
COOPERATIVE RESEARCH AND DEVELOPMENT AGREEMENTS (CRADAs)

• What…
  – Provide a mechanism for technology transfer
  – A legal document. No money can be exchanged.

• Why we use them…
  – Leveraging non-federal entity RDT&E efforts
  – Support non-federal entity to expend IR&D to support cooperative development
  – Save time and money
  – Increase communications and focus technology development

• SOCOM S&T CRADAs…
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)