SPECIAL OPERATIONS RESEARCH, DEVELOPMENT, & ACQUISITION CENTER

Mr. James “Hondo” Geurts
Acquisition Executive
The only easy day was yesterday......

SPECIAL OPERATIONS RESEARCH, DEVELOPMENT, & ACQUISITION CENTER

Mr. James “Hondo” Geurts
Acquisition Executive
(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.
Are you ready?
Are you ready?

WHAT ARE YOU WAITING FOR?
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
“The American people will expect us to be prepared for every contingency, to answer every call to arms, to venture where other forces cannot, and to win every fight no matter how tough or how long.”

ADM William H. McRaven, CDR USSOCOM
USSOCOM’s LINES of OPERATION

- Win the Current Fight
- Strengthen the Global SOF Network
- Preserve the Force and Families
- Responsive Resourcing
**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

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

Gary Hamel – Leading the Revolution

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, THE REVOLUTION – GARY HAMEL*
SOF ACQUIRERS

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

Sharing SOF Characteristics and Mindset
USING MANY ACQUISITION TOOLS

- MH-47
- C4 Commodity Purchase
- Hand-Held Laser Marker
- Combat Evaluation
- AC-130H Sensor Replacer
- Traditional Acquisition
- Solar Panel Tech/REITS Project
- Next Gen NV Goggles SBIR
- Foreign Comparative Testing
- Multi Diver Heating & Cooling System
- Urgent Acquisition / CMNS
- Mine Roller Forward Support to OPS
- Foreign Comparative Testing
WE SPECIALIZE IN
RAPID TECHNOLOGY TRANSITION

DOD Labs, Industry, Academia & International Partners

Service Acquisition

- Combat Feedback
- Unconventional Uses

- SOF-to-Service Transition
- Innovative Acq Practices

USSOCOM Acquisition
INFORMATION ENABLED ACQUISITION

100% REAL TIME – 100% TRANSPARENT – 100% ENTERPRISE
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

1/10th the time, 1/10th the cost, 1/20th the people
SOCOM ACQUISITION AS A MULTIPLIER

Small UAS SOCOM/Service Synergy

<table>
<thead>
<tr>
<th>CY</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
</table>

USSOCOM Pointer JCTD

USSOCOM Develops/fields Raven A and then Raven B (2005-2008)

USSOCOM All-Environment Capable Variant Developed/Fielded (2009)

Adopted by Army/USMC Common Production/Sustainment (2007 - )

Army Procures Via SOCOM Contract (2010)
WHAT YOU ARE TAUGHT
AGILITY REQUIRES PROACTIVE THINKING/PLANNING IN BOTH DIMENSIONS
BREAKING DOWN BARRIERS

Cooperative Research Agreements
30+ active

Prize Challenges

TILO
200+ Events
1500+ Attendees

Field Experiments
175+ last year

TALOS

SBIRs
50+

Rapid Innovation Fund
### FY13 ACQUISITION

#### SOF ACQUISITION TEAM
- ~500 personnel

#### INNOVATION
- Low cost/expendable satellites
- Medical technology & improved combat casualty care
  - Handheld lasers
  - Camouflage design
- Manned/unmanned ISR
- SOF-unique night vision
  - Tactical Assault Light Operator Suit

#### ANNUAL SCOPE
- 500+ programs/projects
- Oversaw $8.9B
- Awarded $3.1B
- 13,716 contract actions (inc 2,984 actions for services for $943M)

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rounds of ammunition</td>
<td>73M</td>
</tr>
<tr>
<td>Weapons, accessories, lasers, &amp; visual augmentation systems</td>
<td>43,000</td>
</tr>
<tr>
<td>Operator survival/equipment items</td>
<td>35,505</td>
</tr>
<tr>
<td>Radios, SATCOM terminals, &amp; ancillary equipment</td>
<td>15,241</td>
</tr>
<tr>
<td>Assets/Equipment retrograded from AFG (valued at $175M)</td>
<td>6,000</td>
</tr>
<tr>
<td>Information Technology automation devices &amp; systems</td>
<td>1,172</td>
</tr>
<tr>
<td>Operator &amp; Medic kits</td>
<td>866</td>
</tr>
<tr>
<td>Field Service Reps placed on contract</td>
<td>700</td>
</tr>
<tr>
<td>ISR kits</td>
<td>621</td>
</tr>
<tr>
<td>Vehicles</td>
<td>466</td>
</tr>
<tr>
<td>CASEVAC kits</td>
<td>106</td>
</tr>
<tr>
<td>Rotary Wing aircraft &amp; systems</td>
<td>98</td>
</tr>
<tr>
<td>Tactical MISO systems</td>
<td>64</td>
</tr>
<tr>
<td>Fixed Wing aircraft</td>
<td>35</td>
</tr>
<tr>
<td>Mobile Technology and Repair Centers operational</td>
<td>13</td>
</tr>
<tr>
<td>Maritime crafts</td>
<td>8</td>
</tr>
</tbody>
</table>
Humans are more important than hardware

Quality is better than quantity

Special Operations Forces cannot be mass produced

Competent Special Operations Forces cannot be created after emergencies occur

Most special operations require non-SOF support
SOF ACQUISITION TRUTHS

FAST *does not equal* UNDISCIPLINED

MORE BUREAUCRACY *does not ensure* a BETTER PRODUCT

RISK *must be* MANAGED NOT AVOIDED

FASTER *does not have to increase* COST/RISK

COMPETITION *can be done* QUICKLY

UNCONVENTIONAL THINKING *is an* ENABLER

CREDIBILITY & TRANSPARENCY *enable* FREEDOM OF ACTION
“The most important thing we do is to ensure that we have world class special operators. C4I is the second most important thing we do. Our success, then, will be defined by our ability to resource our operators with a network that enables their decision making process to be faster than our adversary.”

Admiral William McRaven
INCREASING DEMAND/COMPLEXITY

- Big pipe and multiple classifications to small teams in austere locations
- Enterprise services to TSOCs and deployed forces supporting COCOMs
- Video and other big data critical to decision making/situational awareness

![Graph showing increasing demand/complexity over time with trends for Deployed Satellite Nodes, Satellite Bandwidth (Mhz), and Data Storage (TB) from 2001 to 2012.]
## SOF INFORMATION ENTERPRISE ROADMAP & EFFICIENCIES

<table>
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<tr>
<th></th>
<th>FY12</th>
<th>FY18+</th>
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<tbody>
<tr>
<td>Consolidate Data Centers</td>
<td>49+</td>
<td>&lt;25</td>
</tr>
<tr>
<td>Consolidate Networks</td>
<td>19+</td>
<td>Federated/Enterprise</td>
</tr>
<tr>
<td>Consolidate Network Ops Centers</td>
<td>20+</td>
<td>7</td>
</tr>
<tr>
<td>Common Hardware / Reduce BOI</td>
<td></td>
<td>Unified Comms</td>
</tr>
<tr>
<td>Virtualize Systems / Tech Upgrade</td>
<td></td>
<td>More with less</td>
</tr>
<tr>
<td>Consolidate H/W and S/W Procurement</td>
<td>Multiple Contracts 90 – 360 days</td>
<td>Enterprise Contracts</td>
</tr>
<tr>
<td>Optimize Cyber Security Arch.</td>
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</tbody>
</table>

**Improved service to the operator at reduced cost**
FOR FURTHER ENGAGEMENT

SOF INDUSTRY CONFERENCE
Strengthening the Global SOF Network
May 20-22, 2014
Tampa Convention Center, Tampa, FL
www.sofic.org

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

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

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)
HOW TO FIND ME IF I CAN EVER HELP

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HQ USSOCOM/SORDAC
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@hondogeurts(twitter)
Also on LINKEDIN