



USSOCOM

Acquisition at the Tip of the Spear



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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 SPECIAL OPS?



SOF Acquisition Challenge



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

SORDAC Organization



SOF Acquirers



Operationally oriented, professionally trained and certified,
Integrity **Courage** **Creativity** **Competence**
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

WORKLOAD

INNOVATION



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

SOF ACQUISITION TEAM

SOCOM Budget \$9.78B

Internal
Procurement Activity
13,531 Actions

FY01

FY10



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

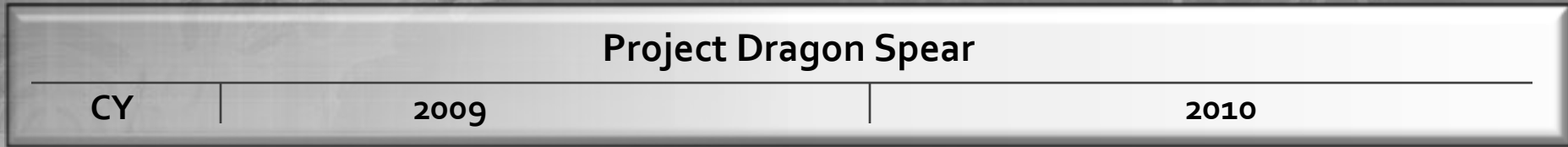
PROJECT Dragon Spear



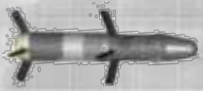
- **Requirement:** Rapidly Field a Multi-Mission Day/Night Precision Strike and Mobility Capability to Support Deployed SOF Teams
- Augmented Existing Mobility Aircraft Capabilities (MC-130W) with Combat Proven Modular ISR and Precision Strike Packages
- Meets immediate combat needs while enabling rapid and affordable AC-130J recapitalization program



Agile Acquisition



USSOCOM
Standoff Precision
Guided Munition
(SOPGM)



Precision
Strike
Package



Production
Prototype



6 Modified Aircraft

USSOCOM
Munitions/Battle
Mgmt Software
Provided to USMC
Harvest Hawk



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 HUMANS are more important than hardware
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
UNCONVENTIONAL THINKING is an ENABLER
created after emergencies occur

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

