SPECIAL OPERATIONS FORCES INDUSTRY CONFERENCE

Accelerating SOF Innovation

Presented by:  Mr. Theodore Koufas
Program Executive Office – Services
Senior Services Manager
United States Special Operations Command
Bottom Line Up Front

• USSOCOM has unique dual roles as COCOM with Service-like Man, Train, and Equip roles

• Since FY12, USSOCOM Leadership has implemented rigorous service requirements review processes and tailored service acquisition strategies to meet ever growing global operational demand

  Most service contracts are for direct operational support to the warfighter

  Efficiencies are reinvested into combat mission capabilities

• USSOCOM uses a variety of tools to drive efficiencies, meet mission demands, reduce operational costs and maintain effectiveness in services contracts:

  Enterprise contracts with shorter duration periods of performance

  Increased competition & use of small business

  Ongoing execution reviews covering all service contracts
USSOCOM’s FY19 Request:
- ~2% of DoD’s budget, ~3% manpower
- ~4% when including Service Support
- 11% budget increase from FY18 to FY19
- Manpower grows slightly by 1,701 (2.4%)
FY18 SOCOM Services Portfolios

FY18 Total Dollars Obligated Internally Contracted
$4,343,160,430

Product/Service Breakdown

- Products
  $1,464,164,609
  36%

- Services
  $2,630,779,245
  64%

- Facility Related Services
  $7,583,567
  0%

- Construction Related Services
  $1,107,709
  0%

- Equipment Related Services
  $229,828,536
  9%

- R&D
  $238,879,153
  9%

- Medical Services
  $54,869,669
  2%

- Transportation Services
  $15,529,061
  1%

- Knowledge Based Services
  $825,732,735
  32%

- Electronic & Communication Services
  $412,540,926
  16%

Total Dollars by Portfolio Category

Data as of 30 Sep 2018
3 classified offices not included
LOE’s Aligned to Stakeholders

LOE #1
- Defense Acquisition University
- Introduction to SOF Acquisition (JSOU)
- DOD Acquisition Workforce
- Joint Ghost Program

LOE #2
- Technical Experimentations
- International Partners
- Other Government Agencies
- 10 U.S.C. §§ 127e, 333, and FY15 NDAA § 1209

LOE #3
- Small Business Office
- USF Institute for Applied Engineering
- SOF Industry Conference (SOFIC)

LOE #4
- Acquisition Summit
- Pathfinder Authorities
  - Middle Tier Acquisitions
  - Other Transaction Authorities
  - Partnership Intermediary Agreement
- Congress & Professional Staff Members
Services Operating Environment

• Policies for Management of Services
  DoDI 5000.74 Rewrite in Progress
  – Changes in Inventory of Contracted Services Level ($3M and Above)
  – Changes to the IT Environment
  – Brings the DODI up to date (Services Definitions and Thresholds) according to Statute
  Traceability of Contract Execution Expenditures for Services as defined by the Services Requirements Review Boards (SRRB)
  – NDAA 2020
    Electronic Contractor Manpower Reporting (eCMRA), 28 Nov 12

• Dynamic Environment
  Operational and Mission Driven

• FY12 and FY13 Contracted Services Cap, 3 Jun 12
  Limited to no more than FY10 funding level for services
  Drives offsets for any new services or growth to existing requirements
  Cap is still valid
Services Operating Environment (Cont.)

• Transition to a managed spend model
• Enable better “make/buy” decisions
• Utilize policies to effect positive acquisition outcomes
• Introduce new tools, capabilities and processes to the acquisition workforce
• Increase transparency of requirements and spend
• Enable cross-functional visibility and alignment of requirements to priorities
• Identify savings for reprioritization
• Improve access to private sector best practices
Re-Focused Strategy for Services Acquisition

**INTENT:** Identify and **Evaluate** the things we **VALUE** the most...

**REQUIREMENTS:**
- Global Battle-Staff and Intelligence
- Acquisition and Logistics Management
- Business and Financial Operations
- Education and Training Support

**IMPERATIVES**
- **IMPERATIVE #1:** Workforce Stability
  - Provide mission continuity and institutional knowledge
  - Demonstrate respectable and credible leadership
  - Dedicate resources to execute transition
  - Compensate well; incentivize performance and loyalty
  - Solve personnel issues efficiently and effectively
  - Enable opportunities for growth and development

- **IMPERATIVE #2:** Management Agility
  - Balance simplicity and complexity; handle changes
  - Be available to customers, and proximate to issues
  - Possess organic resources to apply to surge and issue resolution... without higher permissions

- **IMPERATIVE #3:** Global Reach
  - Know how to put employees in AFG, KU, GE, and...
  - Have access to logistics nodes and networks that inter-connect client’s global tasks

**ABILITY/Organization/Process Leads to:**

- **We do this...**
- **We can improve this...**
- **We need to do this...**

**RESULT**

**DISTRIBUTION A: APPROVED FOR PUBLIC RELEASE**
We are PEO Services

Mission Support Specialist/Executive Assistant
Ms. Brittany Symonds
813-826-2264

Deputy PEO Services
Mr. Pete Coffey
813-826-7515
J2X/J3X
MITRE

Jeff Calvert
SOCS
J1
J6
J8
SOF AT&L
Warrior Games

Peter Depa
SOFM
J3
JSOU
PCOR/POLICY
JHU
TSOCS

George Padilla
SOF CORE
SOCS Surgeon Components
J2
J5

LT Salwa Salloum
TASM
SOCS/J1 Support
UEWTEP
TSOC Support
Warrior Care SS Support

Alicia Spurling
LREC/SOFLO
POTFF
PCOR
Care Coalition
Total CTR Manning

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Program Executive Officer - Services

- Strategic view of Enterprise Services & Strategic sourcing
- Acquisition Strategy Development
- Leverage HQs Contracting Framework
- Work With Requiring Activities To Reduce Gaps and Delays
- Procurement / Requirements Package
- Requirements Refinement
- Independent Government Cost Estimate (IGCE)
- Facilitate the Technical Evaluation Process
- Serve as the MDA / SSA for selected requirements
- Program Oversight for Cost / Schedule / Performance of Contract / Execution

Trusted Provider with responsive and transparent service
SRRB Lessons Learned/Best Practices

• Enterprise requirements cross through the VCDR led POM/SOCREB processes
• Commander driven prioritization of requirements for resourcing in the POM
• Incorporated greater formalized processes
• Battle Rhythm Training for CORs and requiring activities in Best Value fundamentals as well as Government interaction with the contracted workforce

• Integrated Industry Inputs
  – Improved perspective in Source-Selection activities
  – Improving construct in solicitations (Sections L&M)
  – Development of Services “Imperatives”

Examples of issues considered:
– LPTA v. trade-off
– Multiple v. single awards
– Full & Open v. Small Business Set-Aside
– Risk Mitigation for contract transition
– Oral presentations
Barriers to Finding and Executing Efficiencies

• Enterprise OPTEMPO and the “Speed of Need” often result in less “efficient” procurement strategy

• Uniqueness of the Requiring Activities
  – Varied groups and operational missions
  – Undefined and fluid requirements
  – Short-fused requirements

• Mission focus is on Effectiveness vice Efficiencies in the operational environment

• Recurring Continuing Resolutions (CR) create instability

• Service Requirements are not always identified in the POM process with estimated levels of effort and cost
  – Tasks and programs can provide measurable outcomes/deliverables
SOF AT&L SWMS Follow-on Update

- ~228.5 FTE Base Period
- Acquisition Support
  - Program Manager
  - Acquisition Specialist
  - Analyst
  - Logistics
  - Contracting Specialists
- Engineers/Scientists
- Business Operations
  - HR
  - Training
  - Facilities
  - Graphics
  - Project Support
  - Cost, Budget, Finance
  - Executive/Administrative Assistants

- SWMS-A OY3 Final Year Concludes 30 April 2020
- Current Plan: Engaging GSA OASIS
  - Anticipated PoP: 12 Month Base plus Four to Eight 12-Month Option Periods (5-9 Yr. Total)
  - Labor Rate vs FFP

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Target Date</th>
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<tbody>
<tr>
<td>Draft Task Order RFP</td>
<td>July 2019</td>
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<tr>
<td>Task Order RFP Release</td>
<td>September 2019</td>
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<tr>
<td>Proposals Due</td>
<td>October 2019 (30 days after Task Order RFP Release)</td>
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<td>Evaluation</td>
<td>1 QTR FY20</td>
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<tr>
<td>Award</td>
<td>13 March 2020</td>
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<tr>
<td>45 Day Transition Period</td>
<td>16 March thru 30 April 2020</td>
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<td>Performance Starts</td>
<td>1 May 2020</td>
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SOF AT&L CORE Support Update

Core Support

- Tailor Contracted Services Acquisition Strategy to Meet SOF’s Core Support for 2020-2030
- Acquire non-personal services, expertise and intellectual capital in support of SOF-Wide, day-to-day business operations.
- Estimated Aggregated Value Across All Awardees -
  - $700M-$900M
- Focus Assets For Acquisition / Contracting Bandwidth
- Ten Year Ordering Period
- All Funding Types

- Industry Day and One-on Ones Completed March 2019
- Draft Solicitation issued

4 Actions to be competed for award
NLT August 2020
RAVEN: FTEs and Episodic Event Support
  ~$15M per year
  6 FTEs and 12-15 annual events
LREC
  ~$63M per year
LREC Analytics
  ~$2M per year
MRR PTP: FTEs and Episodic Event Support
  ~$16M per year
  22 FTEs and 50+ annual events
QUESTIONS
AND COMMENTS

TILO Office
TILO@SOCOM.MIL
813-826-9482