



2020



YEAR IN REVIEW

SPECIAL OPERATIONS FORCES
ACQUISITION, TECHNOLOGY, & LOGISTICS



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LETTER FROM THE ACQUISITION EXECUTIVE

While 2020 may not be a year that most of us recall fondly, you need to be incredibly proud of your collective excellence in support of SOF. I will remember 2020 through the lens of your resilience and mission focus.

But I'm not the only one who noticed. This year you were recognized by multiple external organizations. The DoD recognized LTC Ramsey Oliver, Mr. Chris Harrington and the C-130 Modernization Team for Acquisition Excellence and you were all recognized with the Vanguard Award for Small Business. The USAF recognized Mr. Todd Hadley, Maj Rachel Owens and the C-130J Common Systems Team for Acquisition Excellence and Leadership. USSOCOM recognized Suzan Whiting, Paul Myers and Noelle Marchbanks as

Civilians of the Quarter.

Despite challenges, you fielded the following equipment to SOF units for the first time this year: Silent Knight Radar, Defensive System Upgrades and Special Mission Systems to AFSOC; SOF Combat Diving – Free Diver Heating System to NSW; and AN/PVS31A Binocular Night Vision Devices to USASOC, NSW and MAROC. You also expertly and aggressively pursued rapid solutions to 8 critical mission needs and 3 joint urgent operational needs in support of our deployed SOF.

In the background you laid the foundation for future performance. You executed a best-in-class virtual industry conference. You established a first-ever technology agreement with Sweden. You stood up a new PEO for Digital



Mr. James H. Smith

Applications. And you codified the authorities to engage in Partnership Intermediary Agreements, Cooperative Research and Development Agreements and 85-804 activities.

Finally and most importantly to me, you accomplished all this while holding yourselves to the highest ethical standard. You treated each other with respect in the face of pressure. You were resilient in the face of change. And you innovated in the face of challenge.

I hope you share this pamphlet with family and good friends over this holiday season... appropriately socially distanced of course. Thank you for being... Trusted Experts.

Mr. James H. Smith
Acquisition Executive

Mr. Bill Innes
Deputy Director Acquisition

COL Anthony Wizner
Military Deputy to the
Acquisition Executive

SGM Jorge Otero
Senior Enlisted Leader

FY20 ACQUISITION

38.8M ROUNDS OF AMMUNITION, MUNITIONS, & DEMOLITIONS

WEAPONS, ACCESSORIES, LASERS, & VISUAL AUGMENTATION SYSTEMS

15,417

286

ELECTRONIC COUNTER MEASURE SYSTEMS

INFORMATION TECHNOLOGY AUTOMATION DEVICES & SYSTEMS

10,183

9,412

OPERATOR & MEDIC KITS

MOBILE TECHNOLOGY & REPAIR CENTERS DEPLOYED

12

17

ROTARY WING AIRCRAFT DELIVERIES & BLOCK MODIFICATIONS

SOCRATES SYSTEMS

1010

115

GROUND & AIR UNMANNED SYSTEMS

UNDERSEA MANNED SUBMERSIBLES

4

2

INSTALLATION PROCESSING NODES

MARITIME SURFACE CRAFTS

25

1,149

TACLAN FoS EQUIPMENT DELIVERIES

FIXED WING AIRCRAFT

19

198,728

OPERATOR SURVIVAL/ EQUIPMENT ITEMS/CBRN/ EOD ITEMS

NEW INSTALLATION GATEWAYS; 6 CERPS COMPLETED

12

212

CASEVAC KITS

RADIOS, SATCOM TERMINALS, & ANCILLARY EQUIPMENT

869

1

TACTICAL MISO SYSTEMS

ISR KITS

847

668

VEHICLES



QUICK REFERENCE

AE	ACQUISITION EXECUTIVE
	Executive Assistant..... 813.826.9403
DDA	DEPUTY DIRECTOR FOR ACQUISITION
	Executive Assistant..... 813.826.0544
SEL	SENIOR ENLISTED LEADER 813.826.1332
MILDEP	MILITARY DEPUTY
	Executive Assistant..... 813.826.4801
AA	ACQUISITION AGILITY
	Executive Assistant..... 813.826.3016
AC	ACQUISITION COMPTROLLER
	Executive Assistant..... 813.826.4801
AL	ACQUISITION LOGISTICS
	Executive Assistant.....813.826.1973
AO	ACQUISITION OPERATIONS
	Executive Assistant..... 813.826.7050
AR	ACQUISITION RESOURCES
	Executive Assistant..... 813.826.5721
AS	ACQUISITION SECURITY
	Executive Assistant..... 813.826.5721
C4	COMMAND, CONTROL, COMMUNICATIONS & COMPUTERS
	Executive Assistant.....813.826.7136
FW	FIXED WING
	Executive Assistant.....813.826.9374
K	PROCUREMENT
	Executive Assistant..... 813.826.6531
M	MARITIME
	Executive Assistant..... 813.826.9501
RW	ROTARY WING
	Executive Assistant..... 757.878.2000
	Executive Assistant..... 813.826.2191
SDA	SOF DIGITAL APPLICATIONS
	Executive Assistant..... 813.826.9508
SOFSA	SOF SUPPORT ACTIVITY
	Executive Assistant.....859.566.5004
SR	SPECIAL RECONNAISSANCE,
	Executive Assistant.....813.826.2817
ST	SCIENCE & TECHNOLOGY
	Executive Assistant..... 813.826.9489
ST	JOTT
SV	SERVICES
	Executive Assistant..... 813.826.2264
SW	SOF WARRIOR
	Executive Assistant..... 813.826.6918

SOF AT&L ORGANIZATION



COMMAND, CONTROL, COMMUNICATIONS, & COMPUTERS

In fiscal year 2020, Team C4 continued fielding transformative capabilities and pursuing RDT&E efforts that will truly transform SOF Communications and Military Information Support Operations (MISO) capabilities while also migrating the Information Technology (IT) environment to a hybrid cloud architecture. The C4 Team deserves a lot of praise for their dedication and mission focus, all while being the pathfinder for SOF AT&L to transition to DPAS. Excellent work team!

Deb Woods, PEO //



In FY20 the PEO-C4 Team executed over \$970M, delivering over 41,000 communications and Information Technology (IT) items to USSOCOM forces worldwide.

TACTICAL COMMUNICATIONS (TC):

The TC Program Management Office (PMO) fielded:

- 9,635 Tactical

- Radio systems
- 564 SOF Deployable Nodes (SDN) items, of which 141 were complete systems
- 5,813 Tactical Local Area Network (TACLAN) items
- 51 Radio Integration Systems (RIS)
- 562 Handheld Link-16 (HHL16) radios

In FY20, the SOF Deployable Nodes (SDN)

program completed its lab based security assessment of NSA's approved Cross-Domain Solution to be incorporated into the SDN-ISR Kit. SDN also completed their first procurement of forty Dual-Band Terminals from the newly awarded Service Life Extension Program (SLEP) contract, resulting in 40% cost savings. The Next Gen Tactical Communications (NGTC) POR completed a Limited User Evaluation and procurement of 2,400 Next Generation Manpack (AN/PRC-167) radios.

NGTC also fielded 9,635 Next Generation Handheld (AN/PRC-163) radios achieving full replacement quantities for MARSOC, 95% for AFSOC, 51% for NAVSPECWARCOM, and 45% for USASOC. Finally, the Radio Integration System (RIS) program processed multiple task orders on behalf of PEO Fixed Wing, and other programs to integrate gateway

software that simplifies the communication between dissimilar military standards and vendor specific solutions.

ENTERPRISE NETWORKS (EN):

The EN PMO fielded:

- 4 Intermediate Processing Nodes (IPNs) and 22,470 IT devices/systems

Command, Control, Communications, and Computer Information Automation Systems (C4IAS) implemented a complete transition of the Command's unclassified network (NIPRNet) to Microsoft Office 365 cloud based services. Additionally, the C4IAS POR awarded the Blackberry Enterprise Services (BES)-2 life cycle replacement known as Agile Reach. Agile Reach, the CIO's top initiative delivers critical C2 services via a classified smartphone to SOCOM senior level personnel. C4IAS also established the Commercial Cloud Management Office (CCMO). The CCMO supports the CIO's multi-cloud, hybrid cloud strategy and provides the Command cloud oversight, consumption analytics and the appropriate service level agreements and DoD

Component cyber security controls.

EN also completed the process of transitioning the Airborne Intelligence Surveillance & Reconnaissance Transport (AISRT) to the SCAMPI POR. AISRT provides high quality, low latency transport of AISR sensor data supporting Command and Control (C2) through, with, and among AISR assets. Additionally, the SCAMPI program replaced the legacy network monitoring solution providing the HQ, Components, and TSOCs with enhanced monitoring, and alerting solution on all networks (SOFNET-U, SOFNET-S and SOCRATES).

MILITARY INFORMATION SUPPORT OPERATIONS (MISO) SYSTEMS:

The MISO PMO delivered:

- 5 NGLS Scatterable Media systems and 2000 Leaflet test articles
- 4 MVP prototypes in advanced machine learning and deep fake technology
- 6 small Unmanned Aerial Systems (sUAS) MISO payload prototypes
- Human language technology source

code for priority MISO languages

Fiscal year 2020 brought many challenges and successes to the MISO team as they moved into execution and test of transformative efforts kicked off in FY19 including development of scatterable media, fly away broadcast system v4, and the Multi Mission Payload (MMP). The MMP team conducted Developmental Testing (DT) of the MMP-Heavy bringing electronic attack and cellular broadcast closer to operational capability. Sustainment programs like Media Production Center (MPC) focused on modernization and radical change through significant upgrades to revolutionize the reach back capability, and a project to digitize over 10,000 deteriorating media products making them available in the cloud. As the Information Operations (I/O) mission grew, the MISO program teams built and grew strong interagency relationships with DARPA, the NSA, and the NCCA and partnerships with new program offices like JATF-HEO and PM SOF-DE in order to best meet the expansion of the mission set.

HIGHLIGHTS

PEO C4 welcomes the following members to our team:

- Meghan Saporito, APM for Radio Integration System
- Jaime Madera, APM for SCAMPI
- David Acevedo, Engineer for MISO Systems
- Keith Faulk, Engineer PEO-C4
- PEO C4 congratulates Reynaldo Garcia for a lifetime of Government service

FIXED WING

"The men and women in PEO Fixed Wing are relentless acquisition professionals. They consistently team with government and industry partners to rapidly develop and field capabilities that enable our SOF Warfighters to win."

Col Ken Kuebler, PEO

PEO-FW successfully executed \$2.4B in FY20 supporting SOF-unique fixed wing capabilities.

STRIKE INTEGRATED STRIKE PROGRAMS

AC-130W: The AC-130W team continued to support multiple emerging combat needs including advanced defensive measures and the ability to strike through all-weather.

AC-130J: The AC-130J team continued manufacturing and modification of the AC-130J to include delivering the 20th aircraft to AFSOC. The team also accelerated development of improved GPS hardening, upgraded combat systems officer station and multiple defensive systems.

AC-130J HIGH ENERGY LASER: The team, including Naval Surface Warfare Center, Dahlgren, completed critical steps toward the delivery of the revolutionary beam steering control system that will hold the laser on target during flight.

ARMED OVERWATCH: The Armed Overwatch team

conducted down-select, pre-award activities via use of Other Transaction Authority (OTA) to identify prototypes capable of meeting requirements. Armed Overwatch program will provide a cost-effective, austere capable, multi-role aircraft that can support disaggregated SOF conducting deployed missions.

MOBILITY

CV-22 OSPREY: The CV-22 team continued integration and began the developmental flight test program for the Terrain Following/Terrain Avoidance (TF/TA) (Silent Knight Radar) system.

MC-130J: The team continued MC-130J Capability Release (CR)-1 delivery by installing SOF-peculiar Special Mission Systems (SMS), Electronic Warfare Bus, and Defensive Systems Upgrades on eight aircraft. PEO FW Detachment-1 received the first CR-2 modified test aircraft with CR-1, MC-130 Terrain Following (Silent Knight Radar), and Airborne Mission Networking and began system developmental ground and flight test.

RADIO FREQUENCY COUNTERMEASURES (RFCM):

The RFCM team completely revamped their acquisition strategy to deliver capability to AC-130J and MC-130J aircraft. The RFCM team completed four evaluations involving sub-system demonstrations and follow-on development and production proposals in an Other Transaction Authority (OTA) competition. This was the first OTA-based contractual effort to competitively award a follow-on FAR based production contract over \$500M in the Department of Defense.

AC/MC-130J INTEGRATED TACTICAL MISSION SYSTEMS:

The team performed two flight demonstrations with an aircraft open systems architecture. The team also performed a 3-month period of software Sprints to mature automated mission planning and rerouting capabilities hosted on the MC-130J and AC-130J Special Mission Systems suite.

AIRBORNE INTELLIGENCE SURVEILLANCE RECONNAISSANCE (AISR) AND NON-

STANDARD AVIATION SYSTEMS (NSAS) GROUP IV/V MEDIUM ALTITUDE LONG ENDURANCE TACTICAL (MALET):

The MQ-9 program fielded the first Automatic Takeoff and Land Capability in 2020 designed to reduce the OCONUS footprint. The MQ-1C program continued to support the 160th Special Operations Aviation Regiment with SOF-peculiar modifications.

LONG ENDURANCE AIRCRAFT (LEA):

The LEA program continued to support with 24/7 "no blink" airborne ISR. Additionally, the program procured two Pipstrel light sport aircraft and converted them to unmanned systems.

MANNED ISR: The Manned ISR team completed an operational evaluation of an alternative precision navigation system for potential fleet-wide implementation.

NON STANDARD AVIATION (NSAv)/ AVIATION FOREIGN INTERNAL DEFENSE

(AvFID): The program inducted 18 aircraft into the Block 20++ modification line. The Block 20++ upgrade includes Mode V IFF, Long-range comms, dual-mode IR taxi lights, and secure HF. The AvFID program provided 1,746 C-145A hours of SOF mobility, multi-engine training and 2,310 Armed C-208 hours of ISR and precision strike training to our foreign partners.

TECHNOLOGY INSERTION

The Tech Insertion team executed a SBIR Phase III contract to mature an all-weather radar capability for manned ISR platforms. The radar successfully demonstrated Technology Readiness Level (TRL) 7 through improvements (Moving Target Indicator (MTI) from SAR Motion Video on High Value Targets) to NSP-7(X) radar software, firmware, hardware for real time operation on armed or unarmed / manned or unmanned intelligence surveillance and reconnaissance or strike platforms. The team also continued to develop

multiple alternative navigation sources for a Government-provided alternative position, navigation, and timing (Alt PNT) hub already flown on the U-28.

KEY PROCUREMENTS IN FY20:

- 4 MC-130J Production aircraft
- 8 MC-130J CR-1 Modified aircraft
- 1 MC-130J CR-2 Modified test aircraft
- 1 CV-22 Production aircraft
- 6 CV-22 Block 20 Modified aircraft (completes fielding of Block 20 Common)
- 4 CV-22 Block 20 MCOI (Mission Computer Obsolescence Initiative) Modified aircraft
- 1 CV-22 SKR Modified test aircraft
- 5 AC-130J aircraft
- 144 GBU-49 Guided Bomb Units
- 500 GBU-39B/B Laser Small Diameter Bombs
- 750 GBU-69/B Small Glide Munition
- 1,440 AGM-176A Griffin Missiles
- 10 MQ-9 Block Five Extended Range aircraft
- 2 Pipstrel LEAP aircraft
- 3 U-28 aircraft

HIGHLIGHTS

- Awards: David Packard Excellence in Acquisition Award (C-130 Modernization Team). SOFIC SOF Acquirer Awards included Talon III Integrated Product Team (Maverick Team), Maj Brad Kozenko (Adapter), Lt Col Kevin McClure (Innovator), Expeditionary Organic Tactical Airborne ISR Capability Set Team (Innovator Team), Lynn Chancey (Maverick), Manned ISR (SOFIC Adapter Team Award), Maj Rachel Owen (Adapter), Todd Hadley (Motivator), SOF C-130J Common Systems (Team – Maverick). Air Force AT&L Acquisition Excellence awards included Outstanding Air Force Program Manager-ACAT II (Civilian) – Todd Hadley, Outstanding AF Acquisition Manager (Military) – Maj Rachel Owen, and the Welch for Excellence in Acquisition Leadership – SOF C-130 Common Systems.

MARITIME

"The premier SOF acquirers in PEO Maritime are committed to delivering the highest quality technologically advanced combat diving equipment, surface systems, and undersea platforms globally to Naval Special Warfare operators. Our teammates in Industry as well as our partnership with the U.S. Navy are critical to every success. The accomplishments of this spectacular workforce are nothing short of amazing."

CAPT Kate Dolloff, PEO



The PEO for Maritime, CAPT Kate Dolloff, leads a team of five

Program Management Offices: Surface Systems, Undersea Systems, Naval Special Warfare, SOF Undersea Mobility, and SOF Combat Diving. The Maritime portfolio provides both surface and undersea maritime mobility platforms in various stages of development, production, and sustainment as well as cutting edge SOF Combat Diving equipment. In 2020 Maritime's successes included verifying SEAL Delivery Vehicle (SDV) MK 11 interoperability with U.S. Navy submarines, taking delivery of the first Dry Combat Submersible, and reaching Full Operational

Capability (FOC) of Combatant Craft Assault.

UNDERSEA

PORTFOLIO: The Undersea portfolio consists of the Dry Deck Shelter (DDS), Dry Combat Submersible (DCS), SEAL Delivery Vehicle (SDV), Unmanned Underwater Vehicle (UUV), and the SOF Combat Diving program.

The DDS program is a legacy system that meets long-term undersea clandestine insertion requirements. The joint USSOCOM-U.S. Navy modernization effort continues production of the first DDS, which increases the payload capacity, adds remote control function,

and modifies the launch and recovery system.

USSOCOM accepted the first production Dry Combat Submersible (DCS 1) in early 2020 and proceeded into the Developmental Test (DT) phase followed by operational test. DCS 2 is preparing to ship to the U.S. to continue final system integration while the DCS 3 Pressure Hull completed final inspections at Cuxhaven, Germany and shipped to the subcontractor's UK facility. Pre-contract award activities for DCS Block II are ongoing to develop the next generation capability providing interoperable capability with U.S. Navy submarines.

The SDV MK 8 program is in sustainment with a phased replacement by the SDV MK 11 Shallow Water Combat Submersible. The SDV MK 11 completed a major milestone, successfully demonstrating interoperability with a DDS-configured VIRGINIA Class submarine.

The MK 18 Mod 1 UUV delivered an additional two systems for a total of four delivered systems. All MK

18 Mod 1 UUV systems are currently undergoing SOF-Peculiar modifications for delivery in FY21.

SOF Combat Diving (CD) is a key commonality factor for special operations mobility; provides a capability to interface equipment with all PEO-M platforms. The SOF CD program utilizes Middle Tier of Acquisition authorities to develop and field SOF-peculiar diving equipment. SOF CD program completed rapid prototyping efforts of a hand-held diver navigation system and began procurement and fielding of the production articles.

SURFACE PORTFOLIO:

The Surface Systems portfolio consists of Combatant Craft Assault (CCA), Combatant Craft Medium (CCM), Combatant Craft Heavy (CCH), Special Operations Craft Riverine (SOCR), Combatant Craft Forward Looking Infrared (CCFLIR) systems (1st and 2nd generations), Combatant Craft Mission Equipment (CCME) and Maritime Precision Engagement (MPE).

The CCA program delivered CCA hull 32, the final craft to reach FOC. A follow-on CCA



production contract was awarded to initiate the CCA re-capitalization effort.

The CCM program delivered a total of 29 craft and is on track to achieve FOC Milestone of 30 craft in early FY21. CCFLIR2 integration was finalized and successfully completed operational testing.

The CCH program's SEALION III is in production and ready for propulsion trials. Delivery of the SEALION III in FY21 will fulfill the FOC requirement. SEALION I completed its overhaul and was restored to a fully mission capable status.

The CCFLIR II program completed Conditional Fielding & Deployment Release (CF&DR) with two systems deployed on SEALION II and two

systems installed on CCMs. Full Rate Production (FRP) is ongoing with an additional delivery order of 25 systems placed in April 20.

The MPE program continues design and development efforts for a munition solution and craft integration. The end result will provide Naval Special Warfare with a robust capability, initially onboard the CCM.

The Special Operations Craft Riverine (SOCR) inventory of 24 craft remains operational and sustained through SOFSA.

KEY DELIVERIES/ FIELDINGS IN FY19

- 1 CCA, 4 CCM
- 14 CCFLIR2
- 2 UUV MK 18 Mod 1
- 3 SDV MK 11

HIGHLIGHTS

- PEO-M welcomed new arrivals and position changes: LCDR Lascara, Tommy Beals, CWO3 Michael Thompson, Mike Weiss, Jeff Moody, Sara Joyce, Marna Purcell, Aura Hampton, Jeff Glancy, Lester Ward and Mike Flynn
- PEO-M bid farewell to CDR Krysten Ellis, José Baez, Jaime Madera, Tim Neetz, Angel Sustache, Janet Schweitzer, Christy Vest, Dave Brayden, Eric Lowney and Dana Knight
- Congratulations to the SOF AT&L/SOFIC Award winners: SOF Acquisition Adapter Team, Dry Combat Submersible and SOF Acquisition Up and Comer, Angel Sustache

ROTARY WING

“PEO Rotary Wing is focused on developing the most sophisticated rotary wing platforms in the world. We accomplish this by recapitalizing our current fleet, improving aircraft performance through enhancements and weight reductions, and developing the most state of the art sensors, avionics, and survivability equipment. Our success is dependent upon our close relationship with the 160th SOAR, alliances with USSOCOM PEOs, collaboration with the Army's future Vertical Lift and PEO offices, and partnership with other services. The end state is modified aircraft that are equipped to accomplish our Nation's toughest missions in all environments anywhere in the world, day or night.”
Mr. Geoff Downer



PEO Rotary Wing (RW) provides the Army Special Operations Aviation Command and 160th Special Operations Aviation Regiment (SOAR) (Airborne) with the most advanced RW aircraft, mission equipment, and training systems available. To accomplish this critical mission, PEO-RW focuses on readiness, advanced technologies, and life-cycle logistics to ensure the 160th SOAR maintains a comparative advantage against all potential threats. Along with the Technology Applications Program Office and Product Manager SOF Training Systems, PEO-RW resources strategies that support a three-part acquisition

strategy of technology recapitalization, lethality and survivability upgrades, and planning for the future of SOF vertical lift. This strategy resulted in PEO-RW successfully executing more than \$535 million to develop, deliver, and sustain the SOF helicopter fleet in Fiscal Year 2020.

MOBILITY: RW mobility includes the light assault/attack A/MH-6 Mission Enhanced Little Bird (MELB), medium assault MH-60M Blackhawk, and heavy assault MH-47G Chinook.

The MELB Program Management Office (PMO) continued the A/MH-6 Block 3.0 qualification effort and postured the program to start the Block

3.0 modification line in early 2021. The PMO has also delivered 48 of 51 Block 2.2 aircraft to date.

The MH-60M PMO continued aircraft deliveries of the Block 1 modification, which provides better situational awareness for aircrews, as well as increases payload availability and reliability for SOF Operators. The PMO has delivered 35 of 72 Block 1 aircraft to date.

The MH-47G PMO awarded several major contracts supporting the MH-47G Block II program, to include awarding a \$125+ million contract procuring eight renew and one new MH-47G Block II. In addition, the PMO achieved a significant milestone in August by accepting the first Block II aircraft from Boeing.

MISSION EQUIPMENT

(ME): ME provides SOF-unique capabilities; specifically, aircraft survivability, avionics, navigation, sensors, and weapons through various

development, modification, and upgrade efforts. The ME efforts include the Degraded Visual Environment Pilotage System (DVEPS), Improved Rotary-wing Electro-optical Sensor (IRES), Mission Processor Upgrades (MPU), Infrared Countermeasures (IRCM), Suite of Integrated Radio Frequency Countermeasures (SIRFC), and Tactical Mission Networking.

The ME PMO achieved the following significant accomplishments: (1) Developed and tested the DVEPS blended with digital terrain elevation data; (2) Fielded 9 brown out cameras as an interim DVEPS solution; (3) fielded final allotment of Department of Navy's Large Aircraft IRCM (DoN LAIRCM) on the MH-47 and

MH-60; and (4) integrated a lightweight IRCM capability onto the A/MH-6. These systems increase situational awareness and improve the survivability of SOF aircraft against enemy air defenses.

The ME team partnered with the Silent Knight Radar team to initiate an effort to fuse sensor data from the disparate systems to provide enhanced situational awareness, with a demonstration planned for early 2021.

SIGNIFICANT ACTIVITIES:

- Fielded 9 Block 1.0 MH-60Ms (35 total to date) (increases performance with 105% rotor capability)
- Fielded 7 Block 2.2 A/MH-6Ms (48 total to date) (increases safety with crashworthy seats)

- Fielded 1st MH-47G Block II aircraft
- Awarded Lot 3 production contract for 8 MH-47G Renew and 1 New MH-47G BLK II (recapitalizes the RW heavy assault fleet)
- Fielded 9 Q-250 brownout cameras
- Fielded 15 Small Tactical Terminal (STT) radios (in collaboration w/ PEO-C4)
- Fielded 101 P3I-EAGLE conversions
- Fielded 230 Automatic Dependent Surveillance – Broadcast (ADS-B) receivers
- Fielded 80 Video Processor Module (VPM)-8600B units
- All 5 Combat Mission Simulators received a common software and hardware architecture



HIGHLIGHTS

- PEO-RW welcomed a new PEO-RW, Mr. Geoff Downer as well as MAJ Adam Samiof, CW4 Sean Johnson, and Shane Loveless.
- PEO-RW bid farewell to COL Andrew Carter, MAJ Robert Solano, CW5 Randy Garrett, Joe Davis, Tom Wetterstroem, Mina Khalil, Rob McClintock, Nanette Henderson, Greg Gatrell, Chris Yates, Anthony Aldrich, Kenny Boyt, Mary Perkins, Digger DiGiovanni, and Ron Smith.

SERVICES

"When you think about Expanding the Competitive Space, it really can't be done without the Intellectual Capital we acquire through an array of Services contracts from our Industry Partners that support the HQs, Components, and TSOCs."

Ted Koufas, PEO

PEO-SV utilizes innovative and strategic processes to ensure rapid, focused, and cost-effective acquisition of services to support Special Operations. The PEO-SV team also provides the enterprise with services acquisition expertise in developing requirements documents, cost estimates, policy, and services execution support. In 2020, program managers led the planning and execution of >\$1.5B in service contracts (total value), emphasizing workforce stability, management agility and global reach in direct alignment with the AE's four lines of effort. In addition, the PEO increased the use of strategic sourcing and Category Management throughout the enterprise. This includes but is not limited to the \$950M SOF Core Support vehicle, \$361M SOF AT&L Support Services task order competition, and over \$500M in current contracts, task orders and modifications seamlessly supporting enterprise service requirements. We continue to refine and tailor service acquisition strategies across the portfolio. Over the past year, the Services

team has employed a range of best value evaluation schemes at the contract and task order level ranging from

- Traditional Technical/Past Performance/Cost Trade Off
- Utilization of Class Deviation 2018-O0006 (not evaluating price at base contract level under MACs)
- Increased use of Oral Proposals
- Highest Rated Technical Offer (HRTTO)



During 2020, PEO-SV increased external (Non-SOCOM) contract award efforts without degradation of services provided to the HQs, Components or TSOCs. We continue to make progress towards that balance within our industrial

base to ensure we have the right reach back capability.

SOF AT&L:

In August 2020, through GSA Assisted Acquisition, PEO Services awarded a new 8½ years (base period of 12 months, seven 12-month options, and a 6-month extension of service option) task order with a total value of ~\$361M for SOF AT&L Support Services. The task order will provide

SOF AT&L "trusted experts" with a variety of services including: Program Management, Engineering, Logistics, Administrative, Contract Specialist, Financial and other Technical and Professional Services.



In January 2020, through SOF AT&L-KH, PEO Services awarded a \$21M task order for Joint Exploitation Training Course (JETC) Instructors and Field Service Representatives (FSR).

PEO-SV provided specific and generalized advice pertaining to pandemic services to requiring activities, Contracting Officer Representatives, Command Leadership and Industry during the ongoing COVID-19 pandemic.

PEO-SV evaluated SOF Core Support (SCS) small business set-aside 10 year IDIQ contract encompassing 46 awardees and a contract ceiling of \$950M for award. SCS provides subject matter expertise and knowledge based services in support

of USSOCOM's enterprise requirements CONUS and OCONUS.

HQS

- \$24M MISO Evaluation and Trans-regional Analysis small business set-aside competitive award.
- Re-competed J3 Security Operations, J3I International support, Special Operations Joint Task Force, MISO subject matter expertise, OJ5 Mission Support, J5 Strategic Planning and Analysis, Joint Cyber Center, CWMD Support, and SOCO Director of Communication support collectively valued at over \$120M.

TSOC & COMPONENT COMMANDS:

- Continuously providing support to thirteen Component and TSOC contracts and task orders through Option Year exercises or extensions to retain uninterrupted mission and training support.
- Worked with MARSOC to shape requirements and strategies, and led the source selections and transition actions for four new task orders, A&S, R&A, Derna Bridge, and MRTC with a total value of \$32.6M.
- Continued support of three SOCCENT task orders valued over \$51M.

HIGHLIGHTS

- PEO-SV welcomed Uli Cartaya, Tony Joyce, Seanna Riley, and Rob McClintock
- PEO-SV bid farewell to Mr. George Padilla who took a new position in the Directorate of Acquisition Operations, Peter Depa who took a new position with the Directorate of Science and Technology, and Jeff Calvert who took a new engineering position in PEO Fixed Wing, and then a promotion with GSA, 1LT Salwa Salloum whose reservist tour ended
- Congratulations to Seanna Riley on successful completion of the PALACE ACQUIRE Intern Program

SPECIAL OPERATIONS FORCES SUPPORT ACTIVITY

PEO SOFSA provides global support through partnerships within SOF AT&L and the broader SOCOM enterprise to develop logistics systems, perform complex modifications across aviation platforms, ground vehicles and other SOF peculiar systems. In 2020, this organization exceeded all previous years in volume and complexity even amidst the challenges during an international pandemic. There is no greater mission than to support the SOF Operators worldwide!

COL Joseph R. Blanton, PEO SOFSA



FACILITIES: Completed the Building 102 renovation project to add approximately 160 new workstations as well as a new 104 space parking lot; this added much needed administrative workspace to the SOFSA Enterprise and consolidated like functions within a specific work center. Acquired and renovated Building 106 into administrative space.

INFORMATION

TECHNOLOGY: Wireless networking was deployed to 24 buildings, warehouses, and hangars to increase productivity and efficiency. SOFSANet has maintained an "A" rating in the DoD Continuous Monitoring and Risk Scoring system, #1 out of 17 sites in the command. Rapidly established remote telework access for 700 military, civilian, and contractor personnel. Established collaborative capabilities with HQ USSOCOM via the Office 365 initiative by connecting to SOFNET-U.

PROGRAM SUPPORT: PEO SOFSA provided support to USSOCOM SOF AT&L PEOs, Component Commands, Special Operations Forces, and Theater Special Operations Commands leveraging a tailorable workforce of over 4,300 contractors. Significant activities included AC-130J, MC-130J Commando II, MH-60M Block 1.0/Block 2 DAP, MELB3.0, and MH-47G Block II, MQ9, AFSOC Collocated Maintenance Training (CMT) and CV-22 lifecycle sustainment activities. Other significant programs include: Family of Special Operations Vehicles (FOSOV), Combatant Craft Heavy (CCH), SPEAR, C4, Maritime Surface Ship, and Undersea sustainment activities, and 12XX support.

PM EXPEDITIONARY SUPPORT: On 25 August 2020, Mr. Jason

Schroeder was officially chartered as the PM for Expeditionary Support (PM-ES). The mission is to provide rapid, tailorable, operational support and capability development for logistics systems at Special Operations Forces' points of need. The Mobile Technology Repair Complex (MTRC) actively deployed 15 MTRC teams at 2 CONUS and 13 OCONUS sites, executing \$25.3M in conjunction with executing 2 Rapid Innovating Prototyping Series events to address known operational deficiencies within the MTRC portfolio. The JOS program took receipt of and successfully managed 212,727 line items valued at over \$137M, while concurrently initiating 175 new JOS Loans providing 22,965 items valued at \$54M.

CONTRACT MANAGEMENT: BMD performed 1,666 contract

actions valued at over \$1.003B in FY20. This number includes 1,311 contract actions under the Global Logistic Support Service (GLSS) and 298 under Contractor Logistics Support Services (CLSS). BMD awarded 117 new task orders and closed 171 task orders returning \$37.7M. PEO SOFSA provided training and mentorship for two COPPER CAP interns and led two alpha contracting teams ensuring PEO-FW, CAD-W and Lockheed Martin GLSS, awarding new work in less than 2 weeks. Processed over 120 COVID Task Orders to ensure continued mission support.

FINANCE MANAGEMENT:

The Financial Management Division (FMD) Team provided financial management expertise to PEO SOFSA and our customers enabling PEO SOFSA to achieve mission success. FMD

coordinated with DFAS INDY & DCMA to secure an exception to policy allowing a modified payment instruction on applicable SOF GLSS task orders leveraging expired funds to their fullest potential. FMD also began early preparations for its FY21 transition to a new modern accounting system, GFEBs. A total of 1,757 funding documents were processed with a net worth of \$993M. Of this, FMD received, loaded, and created Lines of Accounting and has financial responsibility

for \$485,220,763.79.

LOGISTICS: PEO SOFSA continues to be fully engaged with the USSOCOM J4 to transition property into the SOCOM APSR, Defense Property Accountable System (DPAS). To date, three programs have been transferred into DPAS. Created a series of new metrics and data points to better quantifiably measure performance in Logistics, from property receipt through to disposition.

HIGHLIGHTS

- Paul Myers 2nd Quarter 2020 HQ USSOCOM Civilian-of-the Quarter
- PM-ES welcomes Randy Morris and Lucy Moss PM-ES JOS APM-T as Senior Logisticians and welcomes Betty Wightman to the PM-ES MTRC APM-T as a Senior Logistician
- PM-ES congratulates Annette Renn for completing DAWIA Level II Program Management Certification
- PSD congratulations Gary Brown for completing DAWIA Level II Program Management Certification
- Jason Schroeder successfully completed DAU PMT 401 In Residence
- Welcomed back Brian Hubbs from Naval War College
- Farewelled Rob Mendez and Linda Delaney from BMD and Josh Mulholland from EMD
- We welcomed Staus Sienecki, Dwight Kinder and Gary Backlund

SPECIAL RECONNAISSANCE

“PEO SR supports the USSOCOM mission through rapid and focused acquisition of state of the art sensors and associated C2, emplacement, recovery, and specialized communication systems across all domains to enable total situational awareness for the SOF Warfighter.”

David Breede, PEO

PEO-SR continued high performance in FY20 and made significant accomplishments across the portfolio while serving as a center of excellence for intelligence systems.

INTEGRATED SENSOR SYSTEMS (ISS):

Joint Threat Warning Systems (JTWS) established a five Year Foreign Military Sales Case with UK-Ministry of Defense for procurement and sustainment of JTWS sensors providing SIGINT capability across the FVEY battlespace; procured 130 modernized Ground SIGINT sensors; expanded Maritime capabilities for radar identification, a first for SOF Maritime; demonstrated collaborative enemy signal locating, via mesh networked sensor cooperation, on Maritime Vessels and Unmanned Undersea Vessels (UUVs); and integrated Prize Challenge Hackathon Algorithm into JTWS Air System for improved Direction Finding from AC130J. PM ISS added the Silent Dagger (SD) program

to its fold. SD fielded 79 Kits and 100 Virtual Silent Dagger Instances, and 23 SD Kits integrated into JTWS Ground Static Kits.

Unmanned Aircraft System (UAS) programs from PEO Fixed Wing to PEO Special Reconnaissance, expanding the PM RC



REMOTE CAPABILITIES (RC):

Program Manager RC executed 20+ projects in a portfolio of space based and national technical communications capabilities focused on advancing SOF Warfighter technological advantages against adversaries operating below the level of armed conflict. PM RC successfully transitioned five

portfolio of programs now tailored to support SOF core mission sets with terrestrial, airborne, and ground technical collection and exploitation capabilities. PM RC, through partnership with industry and USG, has increased portfolio capabilities to deliver UAS mission kits to address the current fight as well as autonomous and collaborative operations in



GPS and communications denied environments.

SENSITIVE SITE EXPLOITATION (SSE):

Program Manager SSE explored touchless fingerprint capture technologies to replace the current stand-alone biometric device. A rapidly maturing technology, when fielded, fingerprints will be captured using a mobile device application and the devices' built-in camera. This game changing technology will reduce the number of devices carried by operators and at a fraction of the cost of a single purpose device. Additionally, the SSE Enterprise overcame COVID-19 challenges to ensure SOF Operators were

trained and ready to deploy. 47 Operators attended five Advanced Document and Media Exploitation and Exploitation Analysis capability classes in Largo, FL, while 1,165 Operators were trained during 104 Special Forces Group-level training events.

TECHNICAL COLLECTION AND COMMUNICATIONS (TCC):

Program Manager TCC developed and tested a variety of state-of-the-art capabilities for integration into the Hostile Forces-Tagging, Tracking, and Locating; Tactical Video Systems/ Reconnaissance Surveillance Target Acquisition; Blue Force Tracking; Remote Advise and Assist Kits; and

Special Communications Enterprise programs of record. Technology focus areas included non-global positioning system based capabilities, ground and maritime sensors, and advanced methods for communications.

KEY PROCUREMENTS IN FY20:

ISS Delivered:

- 615 ISR Kits
- 378 Precision Geolocation Sensors
- 165 COMINT Systems
- 79 Silent Dagger Kits
- 23 Ground Static Kits

RC Delivered:

- 14 LR/LE FW UAS
- 186 SR/SE VTOL UAS
- 16 Micro UAS
- 27 SURFR payloads

SSE Delivered:

- 331 Forensic Operator Advance Kits
- 331 Forensic Enabler Kits
- 6 Exploitation Analysis Center Shelters
- 1 Exploitation Analysis Center

TCC Delivered:

- 16 HF-TTL Mission Set Kits
- 7 HF-TTL Quick Reaction Capabilities
- 777 BFT devices.
- 216 TVS/RSTA Kits
- 80 RAA VAKs
- 7 SCE Mission Sets

HIGHLIGHTS

- Jorge Giraldo, Deputy PM SSE, was selected to attend The Marine Corps University for Command and Staff College in Virginia
- Congratulations to APM ISS Brian Baker and DPM TCC Jonathan Marang on promotion to O-5
- Welcome to SRs newest APMs: Tresmarie Dove, Sharon Gordon, Scott McAndrew, LT Michael Melnick, Chad Raaymakers, Robert Riley, and Michael Updike

SOF DIGITAL APPLICATIONS

"PEO SDA's vision is to provide USSOCOM a "One-Stop-Shop" for SOF software intensive digital applications. Our sole purpose is to ensure SOF Warfighters receive point-of-need knowledge innovation and the software support to remain the premier information dominance force anywhere, anytime."

COL Paul Weizer, PEO

The Program Executive Office for Special Operations Forces Digital Applications (PEO SDA) was officially chartered/activated on 1 June 2020. The PEO's mission is to rapidly consolidate, integrate, acquire, and/or divest of SOF-unique software solutions through the use of the Agile Acquisition Framework's Software Acquisition Pathway and by utilizing commercial "best practices" while providing "cradle-to-grave" management for the duration of required capabilities. The PEO provides acquisition expertise in support of the Command's significant investment in the Chief Data Officer, the Chief Information Officer, and the Digital Engineering Lab. The office will also assist USSOCOM in meeting the Commander's priorities by aligning software/digital investments with the National Security Strategy and the Command Planning Guidance to support Counter Terrorism/Counter Violent Extremist Organization threats as

well as National Defense Strategy requirements. Finally, the PEO will attempt to close the gap we are currently witnessing in this domain between our capability and our near peer competitors' capacity.

MISSION SUPPORT SYSTEMS (MSS):

The PMO successfully transitioned from PEO SRSE to PEO SDA. The Distributed Common Ground/Surface System Special Operations Forces (DCGS-SOF) Enterprise and All Source Information Fusion component continued to enhance the Fusion Analysis Development Effort (FADE) platform to meet all source analyst requirements. The DCGS-SOF Geospatial Intelligence Processing, Exploitation and Dissemination (SGIP) component established a Life Cycle Sustainment Manager for the program, fielded multiple deployable/tactical SGIP kits, tested the next generation cross domain system, and matured the ability to incorporate 3D modeling into the Full Mission Video

Processing, Exploitation and Dissemination workflow. Special Operations Forces Preparation, Rehearsal, Execution and Planning (SOFPREP) partnered with the National Geospatial Intelligence Agency to support a new national capability for federate co-production and dissemination in support of simulations training and 3D visualization in support of operations. Mission Command Common Operating Picture (MCS/COP) conducted market research that will support formal program initiation in the 1st quarter of Fiscal Year 2021.

MSS Delivered:

- 177 high resolution geospatial intelligence data sets
- 26 Deployable/Tactical SGIP systems
- 3 FADE Master trainer courses
- 34 SOF Analyst courses

SPECIAL OPERATIONS MISSION PLANNING and EXECUTION

(SOMPE): SOMPE is one of the major contributors to the Tactical Assault Kit

(TAK) suite of software applications. In October 2019, the Honorable Ellen Lord awarded the TAK team with the prestigious David Packard Award for Acquisition Excellence. This team award is given by the Under Secretary of Defense for Acquisition and Sustainment to organizations that have demonstrated exemplary performance and innovation in acquiring and delivering products and capabilities for the Warfighter.

In May 2020, USSOCOM approved the Authority to Operate (ATO) for "All Things TAK". The ATO covers the current versions for core ATAK, WinTAK, and TAK server on USSOCOM networks. The "big deal" about doing it this way is that any new additions only require the Security Control Assessor's signature (which only takes a few days) vice an Approval Authority's signature (which can take weeks to months). SOMPE is the first

organization to complete a package like this within USSOCOM.

XPlan V5.2.1 SP3 was released to USSOCOM components for fielding in August 2020. This is the first fielding of XPlan to AFSOC as they move away from the legacy Portable Flight Planning Software system.

SOMPE also developed, modified, and fielded over 30 software tools in Fiscal Year 2020.



HIGHLIGHTS

- COL Paul I. Weizer and Christina M. Bell became our first PEO and DPEO
- PEO SDA bid farewell to Rob McClintock and Howard Beasley. Rob transitioned to the government and is working in PEO Services. Howard retired in October 2020 after 32 years of service. As the DPM SOMPE, his tireless efforts and dedication to duty enabled for the development, fielding, and sustainment of over 150 applications that support all SOF components.



ENGAGE & PROTECT:

- Weapons Systems Ammunition/Demolition Systems
- Visual Augmentation Systems
- Combat Uniforms
- Helmets & Body Armor
- Casualty Evac & Med Kits
- Precision Strike Systems
- Counter Unmanned Systems
- Electronic Counter Measures

MANEUVER TO ENGAGE, INSERT, & INFLUENCE:

- Fleet of C-130s
- Non-Standard Aircraft
- CV-22
- MH-6, 60, & 47

MISSION

Provide rapid and focused acquisition, technology, and logistics to Special Operations Forces

REMOTE OPERATIONS:

- Unmanned Ground, Maritime & Air Systems

BATTLESPACE AWARENESS:

- Biometrics, Forensics, and Digital Electronics Exploitation
- Ground, Air, and Maritime Signals Collection
- Tagging, Tracking, and Locating
- Space Dominance
- Next Generation Information Awareness

VISION

Trusted Experts

LOGISTICS:

- Reliability, Availability, Maintainability
- Strategic Life-Cycle
- Logistics Sustainment

NETWORKED FORCE:

- Enterprise Networks
- Tactical Communications
- Military Information Support Operations Systems
- Tactical Assault Kit

MARITIME MOBILITY:

- Family of Combat Submersibles
- Host Submarine Interface Systems
- Family of Combatant Craft
- Ruggedized EO/IR for Maritime Applications
- SOF Combat Diving

SOF WARRIOR

"The PEO-SOF Warrior Team accepts and manages risk, takes personal initiative and ensures results for our warriors. We prove our worth to the fight in every action, every strike, and every operation. We execute with a sense of urgency and purpose in support of our SOF operators every day."

COL Joel Babbitt, PEO

Despite the world-wide coronavirus pandemic, PEO-SW stayed engaged in rapidly fielding agile/adaptive, leading edge SOF Operator capabilities in order to provide combat overmatch today and in the future to support National Defense Strategy objectives. Our Program Executive Office is comprised of ten Joint Program Management Offices and over 250 military, civilian, and contractor personnel. This team is charged with planning and executing \$1.8B to develop, acquire and field a multitude of critical special operations peculiar warfighting capabilities -- fielding multiple SO-peculiar capabilities to improve SOF Operator lethality, mobility (maritime, air & ground), communications, situational awareness, protection, survivability, training, and human performance. PEO-SW fielded 38.8 million rounds of ammunition, pyrotechnics, demolitions, breaching, and kinetic items/devices; 15,417 weapons, accessories, lasers and visual augmentation systems; 198,728 items/sets/kits of individual

and survival equipment, EOD, Chemical Biological Protection items; over 9,412 operator and medic kits and 212 casualty evacuation kits/sets; 10,183 Information Technology Automation Devices; 847 ISR end items; 668 ground mobility platforms; 25 maritime surface craft platforms; 869 communications systems/devices; 286 Electronic Counter Measure (ECM) Systems; 624 Counter Unmanned Aircraft systems; and 2,372 Chemical/Biological Protection items to SOF Operators.

NOTABLE PROGRAM OFFICE ACTIONS:

Program Manager (PM) Naval Special Warfare (NSW) Special Programs (SP) managed 13 diverse commodity areas, executing ~\$137M in Procurement and ~\$47M in RDT&E for FY20. Throughout FY20 PM NSW-SP managed: 1 ACAT III Program of Record (PoR), 9 Projects, 35 Combat Evaluations (CVs) and one study. PM NSW-SP fielded 1,407 small arms weapons; 50 shoulder-fired weapons; 4.5 million

rounds of small arms ammunition; 144 explosive devices; 283 scalable effects kinetic payloads; 1,706 visual augmentation devices; 5 production maritime surface craft; 20 maritime craft that underwent substantial engineering retrofits; 20 blue force tracking devices; 344 tactical radios; 110 ground mobility vehicles; 18 ISR Indagos; and 108 unmanned systems.

Program Manager (PM) for Family of Special Operations Vehicles (PM-FOSOV) managed and executed \$335M in FY20 across a portfolio of five active programs featuring a fleet of 3,274 light, medium, heavy, and non-standard commercial vehicles (NSCVs) with 404 mechanics and field service representatives deployed worldwide. Demand for ground mobility continued to increase, with the team fielding: 168 Ground Mobility Vehicle (GMV) 1.1s, 94 NSCVs, 137 LTATVs, and 22 Bearcat Armored Personnel Carriers in support of 12xx operations. PM-FOSOV executed the reset of 25 GMV 1.0 and 12 MATV's.

PM-FOSOV successfully awarded \$109M seven-year IDIQ contract in support of follow-on LTATV effort and awarded two Other Transactional Authority (OTA) contracts totaling \$4.8M through National Advanced Mobility Consortium/ACC Detroit Arsenal for eight prototype, Purpose Built NSCVs. PM FOSOV conducted Limited User Evaluation (LUE) on the Joint Light Tactical Vehicle (JLTV) Heavy Guns Carrier (HGC). This effort was necessary to assist USSOCOM in determining where JLTV vehicle fits within the USSOCOM Mobility portfolio. PM-FOSOV completed engineering design for the C5ISR Phase IV kits to accommodate the next generation SOF Handheld and Manpack Radios.

Program Manager (PM) for SOF Survival, Support, and Equipment Systems (PM-SSES) managed more than 13 diverse commodity areas, executing \$155M in FY20. PM-SSES enhanced capability through development of the SPEAR GEN V-B and MSAP GEN II Ballistic Plates, TRL 7 prototype systems of the next generation Rotary Wing helmet and Clandestine Body Armor product improvement efforts. Fielding and Deployment releases were issued for the FTHS ground ballistic, non-ballistic, and Coxswain helmet systems, the Military Alpine Reece

System for cold weather protection, safety belts and lanyards, and the personal signature management system providing significant enhancements to operator protection capabilities. PM-SSES supported the acquisition of 191,432 operator survival support and individual equipment items and 9,624 medical kits and tactical combat casualty care sets.

Program Manager (PM) for Sensitive Activities (PM-SA)

managed 85 Acquisition efforts in excess of \$182M in FY20. PM-SA provided program and system acquisition management in support of selected SOF units and specified special programs to enable Sensitive Activities. The team acquired and delivered 9,000+ Intelligence, Surveillance, & Reconnaissance systems, special communication devices, physical and virtual special communications nodes, software capabilities, and information technology hardware items. Of note, in 2020, PM-SA and SOF AT&L-KP completed SOF AT&L's first-ever competitively awarded Experimental Transaction Agreement (ETA) using 10 U.S.C. 2373, Procurement for Experimentation Purposes, as well as SOF AT&L's first-ever virtual classified Source Selection Evaluation Board (SSEB) due to COVID-19.

Program Manager (PM) for Communications and Intelligence Support Systems (PM-CISS), executed over \$58M across a portfolio of seven projects and 115 program/project/purchase efforts. PM-CISS continued to lead five platform Capability Area Working Groups charged with developing highly specialized technologies. Successfully executed multiple National Level Classified development efforts leading to the fielding of several classified National SOF Operational Enhancements for Intelligence capabilities.

Program Manager (PM) for Counter Proliferation (PM-CP)

managed and executed \$150M during FY20. These funds were utilized in support of a portfolio consisting of three major lines of effort featuring Electronic Countermeasures (ECM), Counter Unmanned Systems (CUxS), and Counter Weapons of Mass Destruction (CWMD). The team acquired and delivered 115 ECM systems, 254 CUxS devices, and 7,300 various operator employed kits that provide critical protection capabilities for globally deployed Special Operations Forces (SOF). Specific accomplishments include: Support to three CUxS Combat Mission Need Statements (CMNS); the successful completion of an Other Transaction Authority

ACQUISITION COMPTROLLER

"With the challenges of a global pandemic during FY20, the AC team remained mission focused and embraced the teleworking environment to become more productive than ever. SOF AT&L exceeded OSD goals, for most months, at a faster rate than any time in the previous five years. AC managed over \$6.1B of new and over \$12.4B of active year appropriations in support of the SOF Warfighter."

Thomas A. Coburn, Director

(OTA) Prototype for a Modi Special Application Module (SAM); the Multi-Service Modi procurement of 419 systems, saving 45% per system across the enterprise and accelerating Full Operational Capability four years ahead of schedule; execution of 17 CUXS Combat Evaluations across SOF, leading to the development of a Capability Development Document; and, the training of over 1,250 personnel on ECM/CUXS.

Program Manager (PM) for SOF Lethality (PM-SL) awarded over \$50M in various Lethality commodity areas, and procured over \$102M of various munitions totaling over 36.4 million rounds. The team displayed a good deal of innovation as they worked around challenges imposed by COVID-19 in order to plan and execute numerous testing events and operational assessments. Visual Augmentation Systems (VAS) team awarded eight contracts/delivery orders

for new Laser and Optics devices totaling over \$40M. The team exceeded OSD obligation rates for the VAS portfolio. The Precision Strike Systems team completed two User Operational Assessments for the SPIKE Non-Line-of-Sight operators training/ combat evaluation and the APKWS/VIPERS Live-Fire event. The Target Engagement Team planned and conducted an aggressive test strategy resulting in the completion of an Operational Test on the Advanced Sniper Rifle as well as a Limited User Test comparing the Extreme Sniper Strike Operations rifle chambered with the .375 EnABELR against the Mk-15 .50 caliber Heavy Sniper Rifle and the M107 .50 caliber Long Range Sniper Rifle.

Program Manager (PM) for Special Programs (PM SP) Special Programs managed 138 efforts (9 Programs and 129 Pre-Program efforts) while executing 1,469 procurement actions and

\$792M in investment and O&M funds. The Tactical Assault Kit (TAK) Program was the recipient of the prestigious David Packard Award for acquisition excellence. PM-SP also advanced the maturity of the Multi-Domain Analytics Platform (MDAP). MDAP is a requisite edge architecture and capability that can scale to the lowest echelon, and integrate with disparate and decentralized devices for a vendor to "plug and play" their device (including cameras, internet scrapers, EW devices, biometric devices, Wi-Fi detectors). PMSP transitioned two Counter-Integrated Air Defense System (CIADS) capabilities into programs, and these systems will provide a layered capability to exploit threat system vulnerabilities while operating in an Anti-Access/Area Denial environments. Finally, PMSP delivered an array of multi-functional SIGINT, EW and Cyber sensors to meet urgent requirements.

SOF AT&L- AC provides critical financial support to the procurement, delivery, and sustainment of SOF-peculiar equipment. AC prepares cost estimates and budget submissions; analyzes the financial health and trends; and recommends courses of action to AT&L leadership. AC oversees the development, integration, and presentation of briefings to congressional staffers and reviews all Requests for Information (RFI) to ensure financial and programmatic impacts are considered. In FY20, AC processed in excess of 3500 financial documents; AC supported the development, submission, and defense of USSOCOM's FY21 President's Budget Request and prepared the SOF AT&L FY22-26 Program

Objective Memorandum (POM) build. The staff coordinated over 520 zero based transfer requests for over \$2.2B and sponsored 264 programmatic issues for over \$2.3B across the Future Years Defense Program to improve funding profiles and facilitate appropriate funding levels. The AE deemed the approved POM to be executable with no notable impacts to the industry base. AC supported an excess of 200 responses to RFIs. In the area of Financial Improvement and Audit Remediation, the team responded to 372 sample requests, 93 follow-up questions, 56 provided by client and 23 service provider requests. In addition, AC's audit office supported seven controlled walkthroughs with auditors,

conducted 21 internal reviews, and provided seven process narrative changes. The audit team gathered data and provided guidance and recommendations for Government Furnished Property, munitions and uninstalled engines. As a result of auditor notification of findings and recommendations, the audit team developed ten Corrective Action Plans and are working on the 97 milestone tasks to bring them to completion. The AC cost estimating team conducted several major estimates in support of Armed Overwatch, CV-22 Performance Based Logistics & Engineering, and Precision Engagement, all providing critical cost data in support of AE and Command decisions.

HIGHLIGHTS

- PM-SP conducted a Change of Charter between LTC Jesse Marsalis and LTC Josh Walter, USA in May 2020
- PM-FOSOV conducted a Change of Charter between LtCol Ray Feltham and LtCol Alfredo Romero, USMC in July, 2020.
- PM-SA conducted a Change of Charter between Lt Col Ali Anders and Lt Col Rich Hanberg, USAF in August 2020
- PEO SOF Warrior/PM-SP recipient of prestigious DoD AT&L David Packard Award for Acquisition Excellence
- PM SSES recipient of USSOCOM AT&L Innovator Team Award
- PM CP recipient of USSOCOM AT&L Adapter Team Award
- PEO-SW, despite the world-wide coronavirus pandemic, executed all appropriations IAW OSD benchmarks

HIGHLIGHTS

- AC reorganized in FY20, creating a Deputy position, filled by Cynthia Bogart, and the breakout of four Divisions: POM, Budgeting, Cost Estimating, and Accounting/Execution as well as a separate Audit Office. Angel Sustache was the recipient of the Up and Comer SOFIC award. Gary Moody and Regine Jenny accomplished their Defense Financial Management & Comptroller Level 3 certification. We said good-bye to three members: Denise Traster, Jay Van Der Stelt, and Barry Niemann. We welcomed several new members: Gary Moody, Aura Hampton, Marna Purcell, Paige Ortiz, Andras Toth, Alissa Gustafson, Althea Jackson, Jennifer Sullivan, Tony Cardenas, and Jay Van Der Stelt (returned as a contractor). Ten Navy reimbursable employees transitioned to Air Force civilians.

ACQUISITION AGILITY

"A prototype is worth more than a thousand PowerPoint presentations."

Mr. Spencer Baker, Director



SOFT ACQUISITION AGILITY: AA's

Mission is to build the network and provide the venues, tools and processes to enable agile SOF acquisition. SOFWERX was created to enable a physical and virtual workspace characterized by Discovery (the SOFWERX Ecosystem), Engagement (Stakeholder-Focused Events), and Acceleration (Prototypes, Transitions, Knowledge Transfer). This structure provides a low-barrier venue to attract new, novel, and provocative solutions to SOF challenges.

SOFWERX operates through a Partnership Intermediary Agreement (PIA) with DEFENSEWERX connecting USSOCOM to small business, scientists, academics, hackers/makers, and futurists who would not normally be able to engage with DoD. This innovation ecosystem of partners has grown to over 45K in FY20.

FY20 events covered a wide array of challenges "from satellites to submarines".

The AT&L-AA Team awarded seven Collaborative Project Orders for

technology discovery and transition to SOF Acquisition Programs. The SOFWERX team executed more than 91 events, to include Rapid Prototyping, Equipment Assessments, Tech Validations, Prize Challenges, Tech Talks, and Tech Expos.

PEO-C4, COMMERCIAL COLLABORATION:

SOFWERX kicked off the year supporting a PEO-C4 Media and Marketing Symposium for 330 PSYOP Warfighters in Fayetteville, NC. Industry experts

from various fields shared commercial best practices, trends and tools to inform Warfighters of the evolving digital marketplace.

PEO-FW, RAPID

PROTOTYPING: PEO-FW's Project for Remotely Piloted Aircraft focused on the practicality of furthering the ability to automate flight and mission equipment associated with the C-130 fleet of aircraft.

USSOCOM J5:

SOFWERX supported the J5's Combating Weapons of Mass Destruction (CWMD) rapid prototyping effort that included a Florida International University's Thermal Imaging project. The primary focus was to test, procure, and deploy thermal imaging systems to airports and points of entry in the fight against COVID-19.

USSOCOM HQ:

SOFWERX cohosted the first ever virtual Special Operations Forces Industry Conference (vSOFIC) May 11-15. The conference keynote speakers included General Richard D. Clarke,

Commander USSOCOM; Mr. James H. Smith, Acquisition Executive of USSOCOM; General Hawk Carlisle, USAF (Ret), President & CEO, NDIA; and Ramez Naam a Leading Expert on Innovation and Disruptive Technologies. The virtual conference included remarks, presentations and Q&A sessions with SOCOM leaders, acquisition professionals, scientists and engineers.

SOF ENTERPRISE:

SOFWERX launched "Tech Tuesday", a new effort to create weekly collisions of ideas between USSOCOM stakeholders and potentially transformational

technologies. Each Tuesday, four presenters pitch their game-changing products and ideas to a wide range of Government participants including USSOCOM HQ Staff, AT&L PEOs/Dirs, Joint and Interagency, and International Partners (FVEY). These sessions proved successful in exposing requirements managers and acquisition professionals to the latest capabilities and provided an interactive space for discussions between operators and industry. In 2020, 289 candidates showcased 103 tech-opportunities, resulting in more robust tech roadmaps, requirements definitions, and follow-on agreements.



HIGHLIGHTS

- USSOCOM bid farewell to Tambrein Bates after more than five years as the Director of SOFWERX. Tambrein was a Plankowner, a Zealot, a Heretic, and most notably, the Head Cook and Bottle Washer at SOFWERX. As the tribal leader of hackers, scientists, artists, makers, and as many as forty college interns, Tambrein was responsible for vision, strategy and tactics, for USSOCOM's Innovation Epicenter, which has continued to make ever-expanding ripples in the fabric of DoD innovation.
- AA also bids farewell to former Director, Kelly Stratton-Feix (Retirement) and Michael Guinn (APM), and welcomed Spencer Baker (Director) and Edmund Fitzgerald (PM).

ACQUISITION LOGISTICS

"The tremendous J4 team made a lot of progress in this last year, but we still have a lot to do in order to provide all the things necessary to achieve assured lethality, readiness, and cooperation at the pointy end of the spear...in both competition and conflict. I think we know what we don't know, we just need to continuously and aggressively advocate for and implement the best sustainment solutions."

Mr. Joe Carlson, Director

and driving development of new ways of doing acquisition logistics from afar. Concurrent with overcoming the new COVID comms/connectivity challenges, the Directorate was integral to daily problem-solving exercises related to the

materiel. Partnering with SOFM, J4 and the AT&L Acq Ops, Contracting, and Comptroller Audit Team, AL Directorate efforts and expertise contributed to enormous gains in developing processes, policies, and procedures geared towards ensuring

AL activities in support of the Command's acquisition, fielding, and sustainment efforts continued apace—developing life cycle sustainment plans, materiel fielding plans, and logistics support assessments; coordinating Fielding and Deployment Releases;



The Acquisition Logistics Directorate (AL) oversees planning, coordination, integration, and execution of acquisition logistics and product support strategies to modernize, field, and sustain SOF-unique materiel solutions for our Warfighters. The directorate performs these functions in coordination with the PEOs, AT&L staff functions, and other SOCOM J-staff entities to

ensure the SOF Warfighter has the most effective and supportable weapon systems. AL embeds professional Product Support Managers and Acquisition Logisticians in the Maritime, Fixed Wing, SOF Warrior, C4, and Special Reconnaissance PEOs.

The Acquisition Logistics Directorate was extremely busy (and productive) in 2020, establishing itself as its own logistics entity

distinct from the J4. Seven NH-IV Product Support Managers were hired into brand-new positions, six were promotions from within the SOF AT&L ranks and tasked to support the PEOs with the AL Director hired from Big Army. As we began the stand-up of the AL organization in March, HQ SOCOM implemented telework protocols to mitigate the spread of COVID-19, driving our workforce home

on-going quest to achieve Financial Improvement and Audit Readiness (FIAR) for management of the Command's SOF-unique

SOCOM's materiel is auditable, accountable, and visible. And despite the continuing impact of COVID on work schedules,

participating in program management reviews; conducting requirements document assessments, etc.

HIGHLIGHTS

- AL was "carved out" of the J4 this year as a result of a Command-approved DCR that codified the need for a cadre of professional logisticians directly supporting SOF AT&L
- The DCR also created 7 brand-new NH-IV Product Support Management positions in AL to provide logistics leadership within the PEO
- AL was the key player in transitioning multiple programs of record from external management systems into DPAS
- AL said farewell to 3 acquisition logisticians and welcomed their replacements
- AL also hired 2 recent college graduates to fill new USAF-funded intern positions

PROCUREMENT

COVID-19 continues to impact most aspects of our life, procurement is no different. Our COVID-19 procurement lines of effort have focused on 1) continual response to sustain worldwide operations, 2) ensuring resilience of our SOF peculiar industrial base capabilities and 3) driving recovery on our service contracts and weapon system programs schedule to support global operations. During social distancing our SOCOM contracting enterprise has proved extremely capable of excelling at remote work as we executed a record number of transactions to obligate our second highest contract obligations in SOCOM history.

Col Eric Obergfell, Director of Procurement

In FY20, the USSOCOM contracting enterprise delivered capabilities enabling all SOF core functions. USSOCOM contracting teams at WARCOM, USASOC and MARSOC executed 2,273 contract actions for almost \$272M to enable recruiting, assessment, training, and sustainment of operators. Contracting teams at the TSOCs executed 531 contract actions for more than \$63M and worked with lead contracting components to develop and execute plans in support of the GCCs. Contracting teams at Special Mission Units and SOJTFs directly support Commander's objectives world-wide.

SOF AT&L-K delegates contracting authority to USSOCOM contracting teams and provides oversight to ensure accountability. We teamed with PEOs/Directorates to design business solutions to develop, build, and sustain weapons systems. The following include some

highlights from our FY20 awarded contracts:

Supporting PEO-FW, KF utilized 10 USC 2371b prototyping to rescue the struggling RFCM program resulting in a \$700M follow-on production contract. This was the first 2371b follow-on production contract in DoD over \$500M. The program will enable AC/MC-130J operations in denied environments. In addition, we awarded a \$975M follow-on contract for MEUAS utilizing a class deviation, which waived evaluating price at the contract level, and resulted in a protest free multiple-award IDIQ for OCONUS ISR support.

Supporting PEO-SV, KH had another successful year. We executed 985 contract actions for \$528M in support of the USSOCOM enterprise.

Supporting PEO-SRSE and C4, KI finalized complex negotiations surrounding the consideration for

production delays, enabling the award of the initial full-rate production orders for both NGTH and Manpack Radios (PRC-163 and PRC-167). We obligated more than \$189M and enabled the initial fielding of over 2,400 PRC-167s and 9,369 PRC-163 Radios. In addition, we awarded five Other Transactions valued at over \$3.5M, for ongoing R&D efforts, which included the first official award resulting from the SOF AT&L Collider event and sole Disrupter Technology Focus Areas. These provide new/increased technologies to the Warfighter that would otherwise not have been able to be solicited through more traditional and readily available avenues. Lastly, we awarded two large IDIQ contracts with a combined ceiling of \$322M in support of SDN and TACLAN. This required negotiations across hundreds of items and resulted in significant cost savings (average of 25%).

ACQUISITION STATISTICS: SOF AT&L-K AWARDED 12,076 CONTRACT ACTIONS VALUED AT MORE THAN \$5.58B

ACQUISITION STATISTICS:		
CATEGORY	GOAL	ACHIEVEMENT
Competition	65.10%	65.80%
Small Business	21.0%	22.42%
Small Disadvantaged Business	5.0%	9.98%
Woman Owned Small Business	5.0%	6.99%
Service Disabled Veteran Owned Small Business	3.0%	7.63%
HUBZone	3.0%	1.36%

Supporting PEO-SW requirements, KP was the first within USSOCOM to competitively award an Experimental OT utilizing 10 U.S.C. Section 2373 authority on a classified/unclassified requirement. Supporting PEO SOF Warrior and Army requirements, they awarded Production Run 5 valued at more than \$61M for the MODI Dismounted Counter Radio-controlled Improvised Explosive Device Electronic Warfare System, which enabled economies of scale in per unit pricing.

Supporting J6 and PEO-C4, KS achieved a record \$800M in IT obligations. We also blazed trails by awarding four OTs and prototyping/production contracts for Mission Command Geospatial

Exploitation, Synthetic 3D Imagery and Artificial Intelligence.

Supporting PEO-M as well as the S&T and AA directorates, KW awarded more than 336 contract actions with obligations in excess of \$153M, which provided strategic capabilities spanning from Space to Undersea. The team's collective efforts provided mission essential maritime assets and services, which deliver SOF safely and undetected anytime and anywhere around the globe. Lastly, next generation technologies were discovered, developed, adapted, and employed to provide SOF an overwhelming competitive advantage.

The NSW and DEVGRU contracting offices established 39 new IDIQ

type contracts, representing approximately \$434M in critical force-wide support services through 2025. In addition, they identified an enterprise-wide process improvement and began command planning/contract initiatives for SOCOM Enterprise Military Free Fall Support Services and SOCOM MARSOC Support Services.

Although SOF AT&L-K had a very successful FY20, we recognize that our personnel are the essential ingredient in making that happen year after year. To that end, we will continue to empower and invest in our contracting experts so they can continue to design and execute innovative contract solutions that are focused on the SOF operator in FY21 and beyond.

HIGHLIGHTS

- Headquarters Contracting Team: We welcomed 31 new teammates, bid farewell to Diane Mientek when she retired with 37 years of faithful service to our Nation, and promoted Chris Paitson to Chief, Special Programs Division (SOF AT&L-KP)
- NSW and DEVGRU: Ellen Roberts was promoted to Director, Sonnya Acuff was promoted to Deputy Director, Amanda Blackwood was promoted to Chief, Div 1, and Jon Katz was promoted to Deputy Chief, Div 1

SCIENCE AND TECHNOLOGY

"I am extremely proud of what the team has accomplished this year. We are aligned to support USSOCOM's Capabilities and Programming Guidance focus areas. We conducted a very successful S&T Enterprise Portfolio Review (STEPR) event held virtually 15-16 September. All projects currently funded with SOCOM S&T resources, including new projects beginning in FY21 were briefed, as well as the S&T enablers (Strategic Engagement, Futures, SBIR, and Technical Experimentation). This will become an annual event, aligned to our project development battle rhythm."

Ms. Lisa R. Sanders, Director

STRATEGIC ENGAGEMENT

Strategic Engagement continues to strengthen relationships and build the SOF network with Department of Defense and Department of Energy laboratories; Federally Funded Research and Development Centers; University Affiliated Research Centers; academia; and industry in order to leverage and influence their larger efforts against USSOCOM S&T priorities. Strategic Engagement's processes seek to discover new technologies, reduce redundancies, gain efficiencies, and synchronize long range future planning to enable SOF to maintain the operational advantage.

FUTURES

S&T Futures executed three Innovation Foundry (IF) and two Rapid Capability Assessments (RCA). The outputs of the RCAs culminated in one Integrated Tech Sprint Demonstration. These events coalesced in developing disruptive capabilities and how they

may impact USSOCOM mission sets for future SOF operators in our changing Future Operating Environment (FOE). All events paired SOF Warfighters with non-traditional engineering and scientific communities in government, industry, and academia across the United States to identify potential technology opportunities. Concept Capability Packages, white papers, experimental prototypes and videos are available for key stakeholders.

CAPABILITY FOCUS AREAS (CFAs)

Joint Acquisition Task Force (JATF)

- Operator-Worn Compute (OWC): The JATF approached the Hyper-Enabled Operator (HEO) concept by seeking to provide the operator with cognitive overmatch, or the ability to dominate the situation by making informed decisions faster than the opponent. To increase situational awareness, reduce cognitive load,

and accelerate decision making in austere and denied environments, the JATF has begun developing OWC, a system that brings computing resources to the edge. OWC provides the operator with the ability to detect and understand people, vehicles, and places in the environment while simultaneously learning contextual relevance and significance. The system can operate over multiple nodes, offering real-time, local processing with overlapping data capture.

- Beyond Line-of-Sight (BLoS): The JATF identified a need for flexible local communications infrastructure that reliably scales long-range in a satellite-denied environment. BLoS is unique in its flexible positioning and ability to be employed across terrain that would otherwise challenge traditional communication technology. BLoS aims

to allow operators to securely transmit high-bandwidth information (such as live video streaming) across long distances from tactical units at the edge, even while on the move.

- Voice-to-Voice: The JATF worked with Johns Hopkins University to gauge the state of reliable speech-based translation technology in a virtual tabletop exercise. Pathways forward will be developed next year.
- Automated Analytics: The JATF submitted a Call to Industry asking for technology capable of analyzing collected data at the edge in real time. A tech sprint is planned for next year.

Biotechnologies/ Human Interface

- Completed development of blood and pharmaceutical cooling system, fluid warming system, field antidote for snakebites, broad-spectrum venom inhibitor, high altitude and increased performance study, and synthetic delta agonist study
- Continued development of U.S. sourced freeze dried plasma system.
- Continued brain health baselining studies i.e. assessing and tracking tactical (Traumatic Brain Injury) forces initiative and repetitive low level blast imaging; effects of whole blood donation;

recovery technologies and wearables; nutritional supplements for extended performance, exercise mimetics; and bioelectric signals (in-ear EEG) for Warfighters

- Developing Human Performance (HP) through sleep restoration, circadian acclimatization, mindfulness training in SOF candidates, advanced data analytics (Smartabase), hemorrhage control through CRISPR/CAS9 cellular engineering, and focal array lens (day/night capability) for Warfighters

Next Generation Intelligence, Surveillance & Reconnaissance/ Tactically Relevant Situational Awareness

- Completed development and testing of Shearwater, a Small Unmanned Aerial System (SUAS) BLoS communications and data transport system enabling Class 4/5 UAS capability in Class 3 systems
- Successfully contracted nine new starts in FY20, stemming from both Broad Agency Announcements and the 2019 SOFIC Disrupter event
- With the AFWERX Strategic Financing program, began leveraging roughly \$15M over four years in private and AFWERX funding for the Eye Mounted Display effort

Network & Data Management

- Supported the research and development priorities of the Commander, Acquisition Executive, and S&T Director for contested communications, cyber operations, and alternative navigation technologies and incorporated Artificial Intelligence/Machine Learning (AI/ML) and edge computing technologies in support of these objectives
- Five new contracts awarded which support SOCOM Research and Development Priorities and address SOF technology opportunities and one cyber project in support of Naval Special Warfare
- Collaborated with the following laboratories to support portfolio requirements: Air Force Research Laboratory (AFRL), Army Research Laboratory, AFWERX, Pacific National Laboratory, Idaho National Laboratory, Applied Physics Laboratory, and Sandia National Laboratory to support the development of the portfolio

Next Generation Effects/ Precision Strike

- Completed 6.5mm Aeroshell prototype project demonstrating increased capability in support of PEO-SW, Navy Surface Warfare

SCIENCE AND TECHNOLOGY



S&T Vision

Relentlessly Discover, Develop, Adapt and Employ Next Generation Technologies that Provide SOF an Overwhelming Competitive Advantage

- Center – Crane, and Joint Service Small Arms Program (JSSAP) customers
- Successful technology development and prototype demonstration of a classified Maritime Disablement Operations system. Working transition to PEO-SW for acquisition.
- The Wide Area Scalable effects Platform project successfully conducted Vertical Take Off and Landing, transition to level flight, extended flight time and target engagement. Compiling results for provision to interested entities for possible transition as a Coalition Warfare

- Program project.
- Next Generation Mobility
- Continued multiple signature management efforts aimed at reduction of acoustic, visual, infrared/thermal and electromagnetic signatures of various SOF systems

TECHNICAL EXPERIMENTATION (TE):

- Safely conducted three TE events focused on a multitude of SOF future technology capabilities. Postponed and canceled two events due to impacts of COVID-19.

TECHNOLOGY & INDUSTRY LIAISON

OFFICE (TILO)

- Received 418 submissions and conducted over 50 briefings/demonstrations from industry.
- Developed and released the Engage SOF (eSOF) platform to provide a next generation TILO capability.
- Participated in five Small Business Roundtables.

SMALL BUSINESS INNOVATION RESEARCH/ SMALL BUSINESS TECHNOLOGY TRANSFER (SBIR/STTR)

- Awarded 12 Phase I and 32 Phase II contracts.
- USSOCOM collaborated with the U.S. Air Force

- co-funding 3 projects, including the first SBIR to support the USSOCOM Chief Data Officer.
- Utilizing the Pilot Program for Development of Technology-Enhanced Capabilities with Partnership Intermediaries authorized by FY20 legislation, awarded more than \$5M

to five small businesses. This pilot increased small business participation by 200%, reduced contracting time by approximately 80%, and decreased the time from initial award to prototype delivery by 60%.

EMERGING CAPABILITY & PROTOTYPING (EC&P)/JOINT

CAPABILITY TECHNOLOGY DEMONSTRATION (JCTD)

- USSOCOM continues to monitor the process of seven active JCTDs and transitioned one JCTD in support of the Joint Military Information Support Operations Webops Center (JMWC)

HIGHLIGHTS

- 2020 SOF AT&L Annual Awards went to Peter Greany (Motivator) and Douglas Simpson (Enabler)
- Jack Plessinger received the Civilian Achievement Award for his leadership of the Next Generation Effects/ Precision Strike CFA
- Rob Riley, Jim Griffin, and Ron Langhans received 2020 S&T Director awards
- S&T leveraged \$46.83M in FY20 of external R&D to support development of critical capabilities for SOF

ACQUISITION OPERATIONS



Amidst a worldwide pandemic the SOF AT&L AO Directorate remained resilient and adapted to the new workplace policy & conditions and made it a productive, successful 2020. SOF AT&L-AO's mission is to synchronize operationally focused acquisition activities within SOF AT&L to better support our SOF Operators and Enablers. The AO office is composed of four branches: International Operations, Partnered Operations, Policy and Management, and Strategic Planning.

INTERNATIONAL OPERATIONS:

International Operations

(IO) supports SOF AT&L as the entry point for all interactions with international partners, aligning SOF AT&L to the National Defense Strategy's second line of effort to "strengthen alliances and attract new partners." IO has an overall responsibility for Foreign Disclosure and Tech Release within SOF AT&L.

IO supports international agreements with seven countries for PEOs/DIRs to leverage foreign S&T and collaboratively share development costs of future capabilities. Accomplishments include signing a new agreement with a SOCEUR country and initiating a new

agreement with a SOCPAC country, and hosting multiple information exchanges and foreign distinguished visitors. National Program Manager review and Capability Development Working Groups were conducted along with a General Officer Steering Committee Review synchronized to outbrief the SOF Commanders Conference.

IO facilitates Foreign Military Sales (FMS) with SOF AT&L PMs to ensure interoperability with partner forces and economy of scale acquisition. There are 27 active FMS cases with 15 different countries for SOF-peculiar capabilities, an increase in volume from

prior years with significantly increasing complexity. SOF AT&L has no active Coalition Warfare Program projects, tracking 20 for SOF applications. IO is also facilitating 4 Foreign Comparative Test (FCT) projects and evaluating 4 others for potential future execution. FCT has supported technology scouting trips with most being done virtually since COVID-19 travel restrictions.

POLICY AND MANAGEMENT:

The AO policy branch includes co-located subject matter experts for the functional areas of Acquisition, Procurement, Logistics, and Developmental Testing. The branch staffed countless regulations, implementing instructions, streamlined templates, and policies while maintaining and updating the core set of SOF AT&L directives and regulations. Members of the team represented USSOCOM, SOF AT&L, and AO on numerous external and internal integrated project teams. Major efforts this year included leading SOF AT&L's revision of USSOCOM 70-1, development of the Milestone Document

Identification (MDID) tool, integration of middle tier acquisition efforts and direct support to PEOs on program protection training and development.

PARTNERED OPERATIONS:

The Partnered Operations Branch connects HQ J-staff, Components, Theater Special Operations Commands (TSOCs), Geographic Combatant Commands (GCCs) and National Mission Force to the SOF AT&L enterprise in support of Partner Forces assistance and CMNS requirements for current and emerging operations. Partnered Operations is comprised of operations conducted under the authorities of the National Defense Authorization Act Sections 1202, 1209, and 127e. Partnered Operations synchronized the successful execution of \$61M across three acquisition efforts and 24 named CONOPS and efforts: \$2.4M provided equipment for the 1202 Irregular Warfare concept of operations (CONOPs); \$34M provided equipment for the 1209 Syria Train & Equip effort; and \$22M equipped 127e CONOPs in support of the USCENTCOM,

USAFRICOM, USEUCOM, and USPACOM AORs. In addition, the European Deterrence Initiative obligated \$2.8M of FY20 funds. These efforts supported the USSOCOM Commander's priorities for continuing to build relationships and preparing for the future in an increasingly complex world.

In FY2020 we submitted the Statement of Assurance with no material weaknesses or significant deficiencies. Subsequently, we developed the Risk Management and Internal Control plan in association with the requirements established by HQ USSOCOM. For the first time, the Risk Management and Internal Control plan identified the six critical functions within SOF AT&L. We conducted specific audits of one of those critical functions to validate the submittal of the Statement of Assurance. The plan is to combine the six functional areas into the new Mission Tasking Letter to verify on a monthly or quarterly basis the efforts across SOF AT&L that the actions conducted within those six functional areas are aligned with DOD, USSOCOM, and SOF AT&L policies and regulations.

HIGHLIGHTS

- Although the Pandemic of 2020 restricted DOD travel, AO still experienced personnel turnover throughout the year. For 2020, AO bid farewell to Col Charity Banks, Kirk Dial, Greg 'Gator' Gatrell, Bill Davis, Raisa Barnes, Chris Allmand, Jason Christensen and Tomas Fromyr. With open arms, AO welcomed COL Phil Smallwood, Eric Lowney, Julius Denson, Dr. Don Schlomer, Michelle Davis and Helle Rossland.

ACQUISITION RESOURCES

SOF AT&L-AR changed its name this year to recognize the resources contributing to improving the ability of the Acquisition Executive, Program Executive Officers and Directors. This includes the highly awarded and exceptional Small Business Support through the Office of Small Business Programs (OSBP), the Workforce Development Team (WFDT), the Information and Communication Management (ICM) Team and the Game Changing Information Technology (IT) Team.

OSBP: FY20 was another strong year for the SOF AT&L Small Business Program Office. The DoD Office of Small Business Programs named SOF AT&L as the winner of the prestigious Vanguard Award which recognizes the DoD Component that best exemplifies a commitment to the Small Business Program's mission and goals across a variety of activities, such as small business participation and utilization, senior leader commitment, and outreach efforts. SOF AT&L bested the services and all other DoD organizations for the crown jewel award for Small Business Programs. This is a great honor and reflects the hard work across the entire enterprise. Further, Christopher Harrington,

Director of the SOF AT&L Small Business Program Office, won the 2020 Department of Defense Acquisition Workforce Individual Achievement Small Business Award.

In FY20 the command exceeded all of our Small Business Goals with the exception of HUBZones. In addition, the command awarded over \$1B in prime dollars to Small Businesses for the second straight year and for the third time in four years. SOF AT&L awarded the second most dollars ever in command history to Small Disadvantaged Businesses and to Woman Owned Small Businesses.

WORKFORCE DEVELOPMENT:

SOF AT&L was able to take advantage of \$285K in Defense Acquisition Workforce Development Account (DAWDA) funds to secure critical acquisition training. The circumstances surrounding the COVID pandemic forced the WFDT to creatively transition many DAWDA Initiatives to virtual platforms. Providing services for the entire SOF AT&L of over 800 personnel, this team played a critical role in the transition of J4 and standing up PEO-SDA. SOF AT&L and the Pathfinder Team also successfully modified internal training platforms to reach the

entire Enterprise during these times by utilizing Microsoft Teams to conduct 52 (21 virtual) Home Day trainings that reached 5,122 individuals. Additionally, the Game Changers presented 87 virtual training events with 1,539 attendees for the year.

FACILITIES: Conducted survey of all potential office space occupied by SOF AT&L for improvement of the utilization of space within Buildings 501E and 306. Conducted a facilities internal reconfiguration aimed at having members of the same PEO/directorate to be co-located within the building. Began issuing new chairs to members of SOF AT&L as part of the chair replacement plan and submitted various Engineering Change Orders for repairs, maintenance, and improvements. Developed and implemented a long-term SOF AT&L custodial escort plan.

PROGRAM SUPPORT:

The office continued efforts to promote an awareness of SOF acquisition and engagement with the Defense Industry Base (DIB) through public portal publications and updates. Additionally, the office provided conference planning and execution support for the very first virtual Special

Operations Forces Industry Conference (vSOFIC), a four-day livestream event in May which featured the USSOCOM Commander, SOF AT&L Acquisition Executive, SOF AT&L Program Executive Offices, Component Commanders, and HMK Abdullah II of Jordan. Nearly 5000 individuals attended this event. In addition, the office managed the AT&L awards and recognition program, provided technical writing and editing support for publications, and provided world-class graphics and marketing on behalf of SOF AT&L and the Acquisition Executive.

INFORMATION TECHNOLOGY:

The Game Changer Development Team released several applications this year. The first application was the Milestone Document Identification application. The project updated the milestone related functionalities of Programatics (Px). It added functionalities to track the requirements and their associated documents and key events. It created a quantifiable and robust accountability system, in addition to allowing users and leadership to track progress and identify possible issues. The second

application delivered was the Technology Insertion Roadmap application. This tool assists SOF AT&L with organizing and visualizing technical insertion data into a comprehensive data repository and road map.

Due to COVID-19 protocols, the team quickly transitioned from an isolated development environment to an online development environment with minimal impact to ongoing development projects. The team also began to leverage Power BI tools to create robust dashboards and data displays for senior leadership.



HIGHLIGHTS

- SOF AT&L was the recipient of the 2020 Vanguard Award as the top Small Business Program in all of DoD.
- Christopher Harrington, Director of the SOF AT&L Small Business Program Office, won the 2020 Department of Defense Acquisition Workforce Individual Achievement Small Business Award
- WFDT received the prestigious SOF AT&L Enabler Award
- Michael Jeffers, Teresa Huertas, and CPL Laura Uribe-Gaitan joined the WFDT team
- Orlando Watt joined the ICM team

ACQUISITION SECURITY

SOF AT&L Security Directorate (SOF AT&L-AS) was established FY20 to provide the highest level of security advice and support to the SOF AT&L enterprise through innovative practices ensuring protection of personnel, sensitive information and secure acquisition of critical SOF-p equipment and services.

SOF AT&L-AS consists of three branches; Center Security, Acquisition Security, and Special Access Program Security to provide personnel, information, and physical security advice and support at all levels across the SOF AT&L Enterprise. AT&L-AS created customer oriented Security portal to provide rapid access and support to security related policies and procedures reducing security administration and improving efficiency. Teaming with internal and external stakeholders, each branch provided over 1200 critical pre-publication and web positing security reviews of contractual documents, media releases and Congressional notifications which eliminated or reduced the risk of unauthorized disclosure of sensitive and National Security Information. Additionally, recognizing AT&L's population is one of the

largest in HQ US SOCOM, the Director of Security is now a voting member of the US SOCOM Insider Threat Working Group.

SOF AT&L-AS teamed with internal stakeholders; HQ SOCOM Security Management Office (SMO), Special Security Office (SSO), and Special Access Program Central Office (SAPCO), to assure recognition of AT&L's unique security requirements and relationships with the defense industry base is cultivated to allow for tailorable security guidance. Additionally, AT&L-AS brokered solid relationships with external stakeholders; US Joint Special Operations Command and US SOCOM Component Security Elements, Service level Special Access Program Central Offices, Defense Counterintelligence Security Agency, and Defense Advanced Research Projects Agency, strengthening commitment of support to mutual efforts.

The Center Security Branch provided personnel security management for AT&L personnel vetting. The branch skillfully processed 48 Top Secret Investigations, 73 periodic investigations and submitted 32 fingerprints reports to the National Background Investigations Bureau. Additionally,

Center Security is an integral function in setting the tone of security importance with the SOF AT&L new-comers orientation. The Center Security branch provided a detailed and relevant security indoctrination to all newly assigned personnel helping them to get quickly cultured on US SOCOM and SOF AT&L unique security environment. One of Center Security Branch's goals is to transition AT&L from Security Awareness to Security Maturity with constant engagement.

The Acquisition Security Branch provided expert advice and guidance pertinent to the principles of information security. Identified all existing SOF AT&L Security Classification Guides (SCG) and developed a program management plan to track Original Classification Authority Signature and required review dates. This tool will ensure SOF AT&L SCGs remain valid and current by meeting DoD mandated review and issue standards. AT&L Security authored a SCG template to facilitate development of new SCGs across the enterprise allowing for a standardized, pre-approved, format and verbiage simplifying SCG development, reduce staffing time and most importantly, protecting critical technologies and

information in today's environment.

The Acquisition Security Branch managed the reporting of 55 security classification guides protecting critical technologies to the Joint Staff, Office of the Under Secretary of Defense for Intelligence and Security and eventually to the Information Security Oversight Office (ISOO), National Archives and Records Administration (NARA). Additionally, the branch co-authored the CUI addendum for classified contracts and established guidance for implementation of marking and handling Controlled Unclassified Information (CUI) within the SOF

AT&L Enterprise as directed by the Office of the Under Secretary of Defense for Intelligence and Security with the release of DoD Instruction 5200.48.

The Special Access Program Security Branch established several compartmented projects supporting sensitive SOF AT&L RDT&E and procurement efforts for multiple Program Executive Offices. The SAP Security Branch teamed with Service (Army, Air Force, and Navy) and DARPA SAP Central offices to protect mutual compartmented efforts supporting SOF capabilities and several SOCOM Commander's initiatives.

As the lead security office for SOCOM acquisition

compartmented programs, the SAP Security branch revalidated existing compartmented programs to the Cognizant and Oversight Authorities. Also, the branch supported submission of the annual SAP report to the Office of the Secretary of Defense-Special Access Program Central Office for submission to Congress. During 2019, the SAP Security Branch managed the establishment of several projects and movement of sensitive capabilities. The branch teamed with industry partners, other Department of Defense and SOCOM elements resulting in delivering critical capability without incident.



HIGHLIGHTS

- The conversion of Navy reimbursable Security Specialists to the SOCOM JTD
- The establishment of SOF AT&L Security Directorate
- Assured the protection of sensitive capabilities delivery to the force
- SAP Security Branch managed a CG directed project supporting the deployment of critical capabilities

LOOKING BACK...



SOF AT&L ACRONYMS

ACC:	Air Combat Command
AI	Artificial Intelligence
AFSOC:	Air Force Special Operations Command
CLSS:	Contractor Logistics Support Services
CMNS:	Combat Mission Needs Statement
CPD:	Capability Production Document
DCGS:	Distributed Common Ground/Surface System
DLA-TLS:	Defense Logistics Agency-Tailored Logistics Support
ECM:	Electronic Counter Measures
ETI:	Engineering Technical Insertion
FIAR:	Financial Improvement and Audit Readiness
FOC:	Full Operating Capability
FYDP:	Future Years Defense Program
GSA-OASIS:	General Services Administration-One Acquisition Solution for Integrated Services
IDIQ:	Indefinite Delivery, Indefinite Quantity
IOC:	Initial Operational Capability
IOT&E:	Initial Operational Test & Evaluation
ISR:	Intelligence, Surveillance, and Reconnaissance
JITC:	Joint Interoperability Test Command
JUONS:	Joint Urgent Operational Needs Statement
LRIP:	Low Rate Initial Production
MTUAS:	Multi-Mission Tactical Unmanned Aircraft System
OCO:	Overseas Contingency Operations
OCS:	Operational Contracting Support
OT:	Other Transactions
PGL:	Precision Geo-location
SBIR:	Small Business Innovation Research
SDN:	SOF Deployable Nodes
SOF:	Special Operations Forces
SOFSA:	Special Operations Forces Support Activity
SOFPREP:	Special Operations Forces Planning, Rehearsal, and Execution Preparation
SOJTF:	Special Operations Joint Task Force
SUAS:	Small Unmanned Aircraft System
TACLAN:	Tactical Local Area Network
TFA:	Technology Focus Areas
UAS:	Unmanned Aircraft System
UAV:	Unmanned Aerial Vehicle

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**SPECIAL OPERATIONS FORCES ACQUISITION,
TECHNOLOGY, & LOGISTICS**

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