



SPECIAL OPERATIONS FORCES INDUSTRY CONFERENCE

Accelerating SOF Innovation

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Bottom Line Up Front

- **USSOCOM has unique dual roles as COCOM with Service-like Man, Train, and Equip roles**
- **Since FY12, USSOCOM Leadership has implemented rigorous service requirements review processes and tailored service acquisition strategies to meet ever growing global operational demand**

Most service contracts are for direct operational support to the warfighter

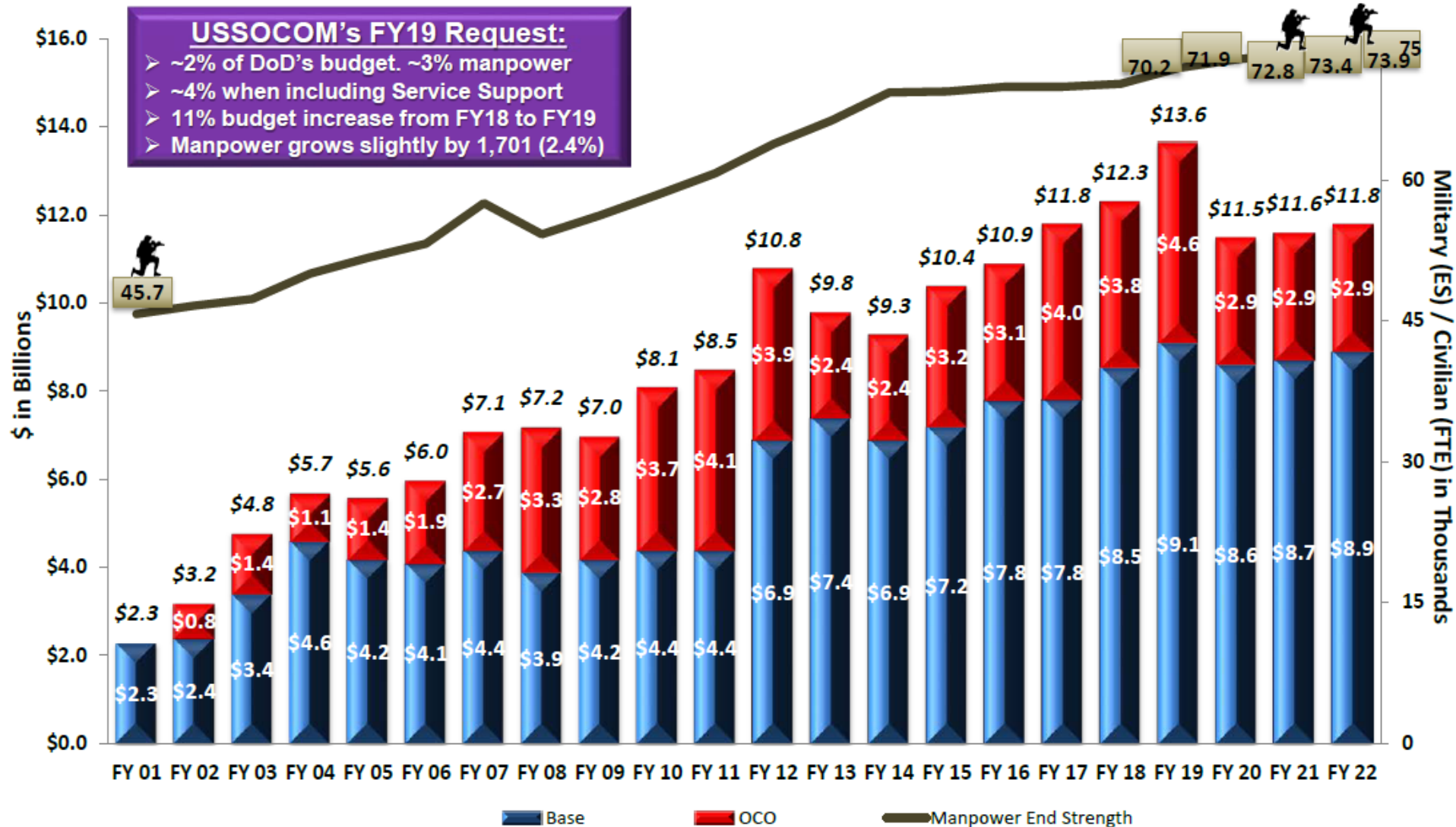
Efficiencies are reinvested into combat mission capabilities

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

Enterprise contracts with shorter duration periods of performance

Increased competition & use of small business

Ongoing execution reviews covering all service contracts

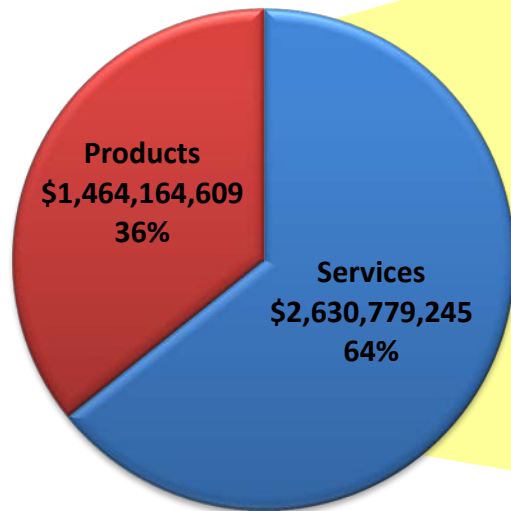


* FY 08-17 Totals represent EOY Actuals; FY 18 represents requested position; FY 19 represents PB request

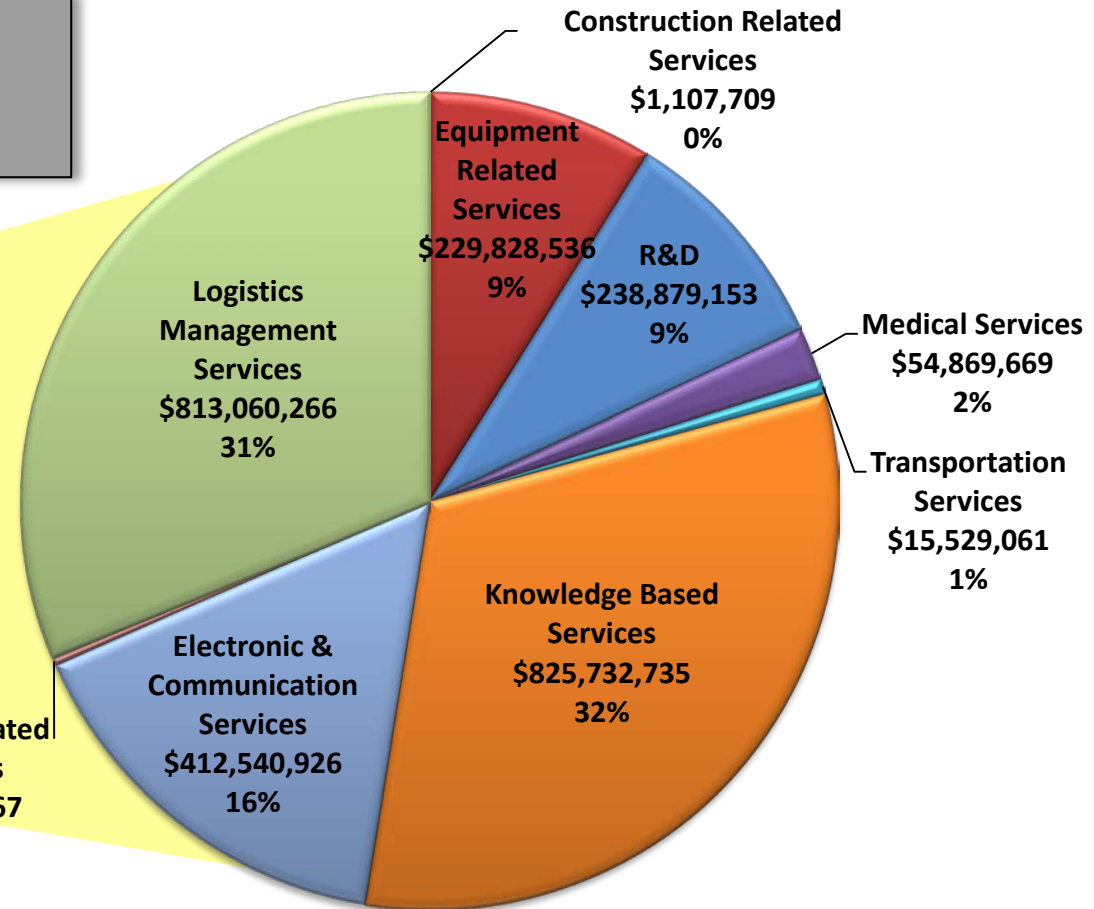
FY18 SOCOM Services Portfolios

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

Product/Service Breakdown



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



Total Dollars by Portfolio Category

Data as of 30 Sep 2018
 3 classified offices not included

LOE's Aligned to Stakeholders

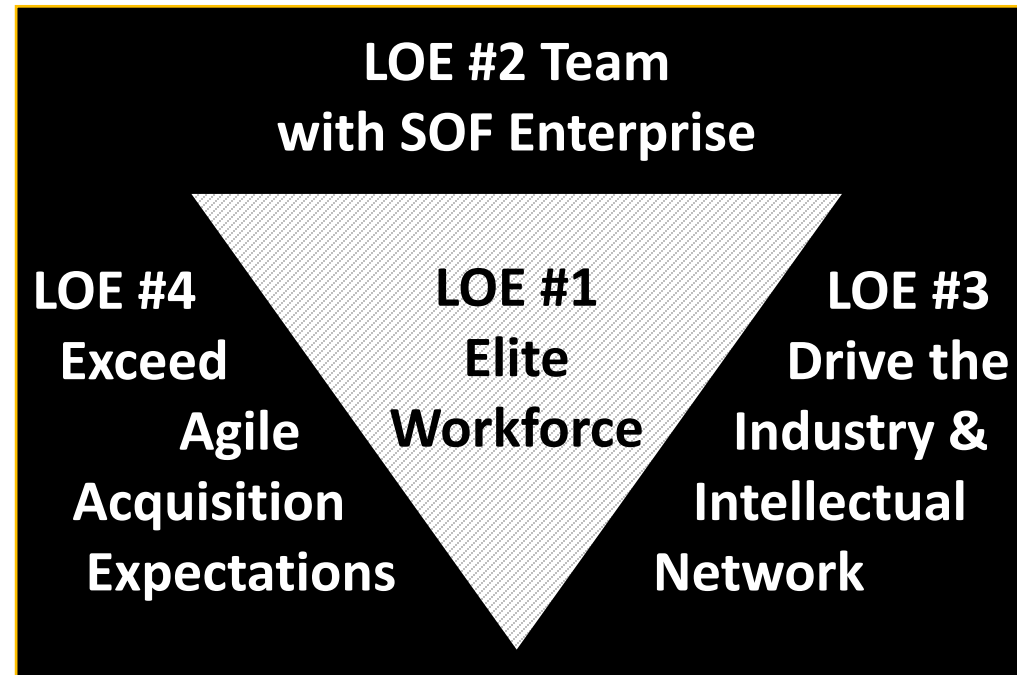
LOE #1

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

LOE #2

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

SOF AT&L Lines of Efforts



LOE #3

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

LOE #4

- Acquisition Summit
- Pathfinder Authorities
 - Middle Tier Acquisitions
 - Other Transaction Authorities
 - Partnership Intermediary Agreement
- Congress & Professional Staff Members

Services Operating Environment

- **Policies for Management of Services**

- DoDI 5000.74 Rewrite in Progress**

- Changes in Inventory of Contracted Services Level (\$3M and Above)
 - Changes to the IT Environment
 - Brings the DODI up to date (Services Definitions and Thresholds) according to Statute

- Traceability of Contract Execution Expenditures for Services as defined by the Services Requirements Review Boards (SRRB)**

- NDAA 2020

- Electronic Contractor Manpower Reporting (eCMRA), 28 Nov 12**

- **Dynamic Environment**

- Operational and Mission Driven**

- **FY12 and FY13 Contracted Services Cap, 3 Jun 12**

- Limited to no more than FY10 funding level for services**

- Drives offsets for any new services or growth to existing requirements**

- Cap is still valid**

Services Operating Environment (Cont.)

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

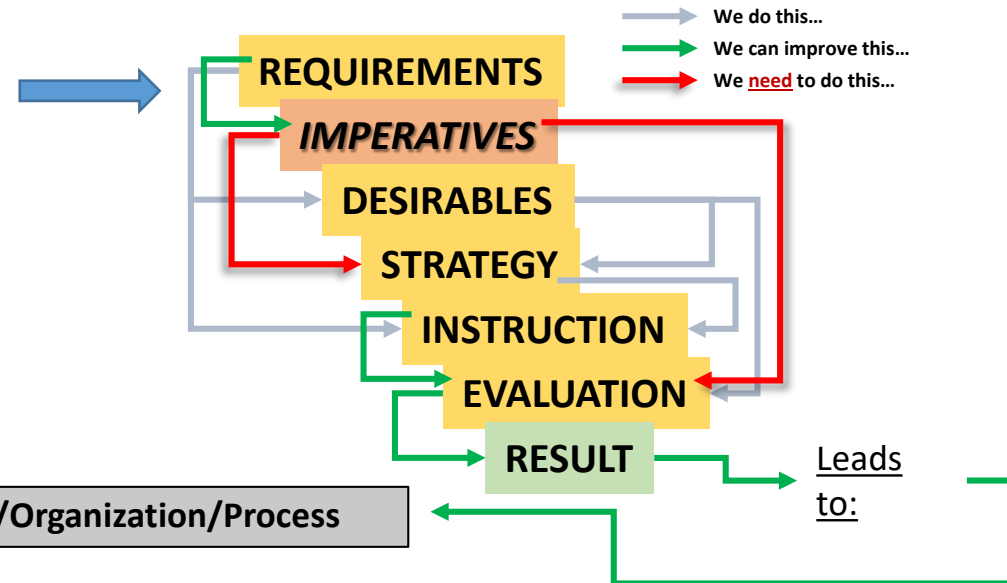
Re-Focused Strategy for Services Acquisition

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

REQUIREMENTS:

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

Capability/Organization/Process



- **IMPERATIVE #1:** Workforce **Stability**
 - Provide mission continuity and institutional knowledge
 - Demonstrate respectable and credible leadership
 - Dedicate resources to execute transition
 - Compensate well; incentivize performance and loyalty
 - Solve personnel issues efficiently and effectively
 - Enable opportunities for growth and development
- **IMPERATIVE #2:** Management **Agility**
 - Balance simplicity and complexity; handle changes
 - Be available to customers, and proximate to issues
 - Possess organic resources to apply to surge and issue resolution... without higher permissions
- **IMPERATIVE #3:** Global **Reach**
 - Know how to put employees in AFG, KU, GE, and ...
 - Have access to logistics nodes and networks that inter-connect client's global tasks

We are PEO Services

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MITRE

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

Peter Depa
SOFM
J3
JSOU
PCOR/POLICY
JHU
TSOCS

George Padilla
SOF CORE
SOCS Surgeon
Components
J2
J5

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

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

Program Executive Officer- Services

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



Trusted Provider with responsive and transparent service

SRRB Lessons Learned/Best Practices

- Enterprise requirements cross through the VCDR led POM/SOCREB processes
- Commander driven prioritization of requirements for resourcing in the POM
- Incorporated greater formalized processes
- Battle Rhythm Training for CORs and requiring activities in Best Value fundamentals as well as Government interaction with the contracted workforce
- Integrated Industry Inputs
 - Improved perspective in Source-Selection activities
 - Improving construct in solicitations (Sections L&M)
 - Development of Services “Imperatives”

Examples of issues considered:

- LPTA v. trade-off
- Multiple v. single awards
- Full & Open v. Small Business Set-Aside
- Risk Mitigation for contract transition
- Oral presentations

Barriers to Finding and Executing Efficiencies

- **Enterprise OPTEMPO and the “Speed of Need” often result in less “efficient” procurement strategy**
- **Uniqueness of the Requiring Activities**
 - Varied groups and operational missions
 - Undefined and fluid requirements
 - Short-fused requirements
- **Mission focus is on Effectiveness vice Efficiencies in the operational environment**
- **Recurring Continuing Resolutions (CR) create instability**
- **Service Requirements are not always identified in the POM process with estimated levels of effort and cost**
 - Tasks and programs can provide measurable outcomes/deliverables

SOF AT&L SWMS Follow-on Update

- **~228.5 FTE Base Period**

- **Acquisition Support**

- Program Manager
- Acquisition Specialist
- Analyst
- Logistics
- Contracting Specialists

- **Engineers/Scientists**

- **Business Operations**

- HR
- Training
- Facilities
- Graphics
- Project Support
- Cost, Budget, Finance
- Executive/Administrative Assistants

- **SWMS-A OY3 Final Year Concludes 30 April 2020**

- **Current Plan: Engaging GSA OASIS**

- Anticipated PoP: 12 Month Base plus Four to Eight 12-Month Option Periods (5-9 Yr. Total)
- Labor Rate vs FFP

Milestone	Target Date
Draft Task Order RFP	July 2019
Task Order RFP Release	September 2019
Proposals Due	October 2019 (30 days after Task Order RFP Release)
Evaluation	1 QTR FY20
Award	13 March 2020
45 Day Transition Period	16 March thru 30 April 2020
Performance Starts	1 May 2020

SOF AT&L CORE Support Update

CORE SUPPORT

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

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

4 Actions to be competed for award

NLT August 2020

RAVEN: FTEs and Episodic Event Support

~\$15M per year

6 FTEs and 12-15 annual events

LREC

~\$63M per year

LREC Analytics

~\$2M per year

MRR PTP: FTEs and Episodic Event Support

~\$16M per year

22 FTEs and 50+ annual events

QUESTIONS AND COMMENTS

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