Apto Aut Morior
Adapt or Die

Jim Craft, SES
Deputy Director Information Enterprise Management
Joint Improvised-Threat Defeat Agency
Critical Disclaimer

• The views I am about to express are my own and do not necessarily represent the views of the Army or the DoD.

• JIDA is currently in the process of advertising and evaluating bids under the Enterprise Acquisition Strategy Initiative (EASI); I am not part of the evaluation team, but under Organization Conflict of Interest (OCI) concerns, I want to let you know that I do not want to hear, and will not talk about, anything to do with any EASI proposal--Thank you for helping me avoid the OCI problems.

• This is an election year--None of the enclosed materials should be taken to endorse or criticize any candidate for public office.
Does Never Mean Never?

We Will NEVER Forget
AMERICA IS NOT AT WAR,
THE MILITARY IS AT WAR, AMERICA IS AT THE MALL.
Our Enemies Are Still At War With Us

- Multiple attacks on US Embassies and Hotels
- Multiple attempts against airliners and other infrastructure
- Afghanistan and Iraq are now hot again--Other places around the globe boiling up: Libya, Syria, Egypt, Nigeria, Yemen, etc
- Attacks starting again in the US:
  - 2009, Little Rock, AR and Ft Hood, TX; 2010, New York City, NY and Jacksonville, FL; 2011, Spokane, WA; 2013, Boston, MA; 2015, San Bernadino, CA; 2016, Orlando, FL
- “No war is over until the enemy says it’s over. We may think it over, we may declare it over, but in fact, the enemy gets a vote.” Gen James “Mad Dog” Mattis

As I speak the funerals continue in Orlando
Enemies are Adapting – Gone Global

Bits, bytes, bullets, and bombs
(U) ISIL Facilitation

• (U) ISIL Projection
  – ISIL’s influence is spreading
  – ISIL no longer operates only in Iraq and Syria, but have operating affiliates in Afghanistan, Pakistan and throughout Africa
  – As their influence spreads ISIL requires more funding and materiel to meet their goals
  – ISIL has demonstrated an operation design that relies heavily upon IEDs
  – These IEDs require a large amount of components which are obtained from sources all over the world
  – The components are largely obtained through legal purchasing and shipping methods
  – All of these components are dual-use, meaning that they serve a licit and illicit functions

• (U) IED Components: HME Precursors
  – The first of which is Ammonium Nitrate fertilizer from Turkey and urea-based fertilizer from Russia
  – These have legitimate agricultural uses but can easily be synthesized into homemade explosives
  – The second component found in IEDs is aluminum paste & powder which is mixed with the ammonium nitrate which originated from Brazil, Romania, and China
  – A third component, hydrogen peroxide, can be used in the manufacture of explosives
  – Hydrogen peroxide drums originating from the Netherlands and Belgium were discovered in Tikrit filled with explosives
  – It is unknown if the hydrogen peroxide was used in HME production or if ISIL had just obtained empty containers to hold the HME

• (U) IED Components: CGE & Shipping
  – In order for IEDs to detonate they require detonating cord and blasting caps or commercial grade explosives (CGE)
  – The primary source of all CGE is from companies in India
  – The CGE is shipped legally from India to Turkey where, in some cases, is sold through local subsidiaries--It is unclear how these components are going from licit to illicit markets
  – The ports shown are potential loading and unloading areas for explosives where the cargo is shipped legally from India to Turkey
(U) ISIL Facilitation

- **(U) IED Components: Electronics**
  - ISIL requires electronic components for their IEDs and communication devices
  - Various components are imported from legitimate companies in the United States, Japan, and Switzerland
  - These components include signal relays, transistors, and microcontrollers used for remote control IED detonations

- **(U) ISIL Funding**
  - Oil is an important part of ISIL’s funding--As they took over oil fields in Iraq and Syria, it gave them a steady stream of income
  - As coalition forces have taken action against fields, it has reduced their revenue and caused them financial hardship in terms of purchasing weapons and paying fighters
  - Due to the proximity of their operating areas and Libyan and Egyptian oil fields it is concerning

- **(U) ISIL Recruiting**
  - Finally, ISIL recruits all over the world using propaganda
  - This propaganda draws young fighters to their ranks and helps them to gain passage into Syria and Iraq
What Will America Do?

• Election year – different visions
• Risk during a period of transition
• Grim economics
• Weight of bureaucracy
• War fatigue/confusion on the nature of the threat
• Social churn
• Lack of industry cohesion
• Times will get tougher

“*You cannot allow any of your people to avoid the brutal facts. If they start living in a dream world, it’s going to be bad.*” Gen Mattis
JIDA (was JIEDDO) Was Made For This War

- Stood up in 2006 to mitigate the IED threat – we were not adapting fast enough – our folks were dying
- Started with developing equipment and training and grew to “attack the network” through big data analytics
- Created a rapid capability development, rapid acquisition approach that also levered the three-year, uncolored Joint IED Defeat Fund.
- Adapted Agile, Operational Experimentation, and other techniques to enable rapid capability development IAW FARS and DFARS while generating speed, innovation, quality, and comparable or lower costs than traditional acquisition
- Depends on Industry collaboration
We are in a period of incredible technological flux. Advances in autonomy and in artificial intelligence and autonomous control systems and advanced computing and big data, and learning machines and intuitive graphic visualization tools, metamaterials, miniaturization -- they’re leading us to a time of great human-machine collaboration,”. “You see this human-machine collaboration in our businesses and manufacturing now, you see it in our daily lives, and you're going to see it increasingly in warfare.”

(DEPSECDEF Bob Work, 7 April 2016)
The operational experimentation concept grew from the desire to develop a way to incorporate our end-user community into the problem-solving and developmental processes associated with accomplishing cutting edge R&D.
Where is JIDA Now?

• Radically cut our budget and staff while maintaining our core capabilities; Four billion dollars to four hundred million dollars

• JIEDDO became the Joint Improvised-Threat Defeat Agency, a Combat Support Agency under OSD AT&L on 11 March 2015

• Under a mandate from Congress, we will move under the Defense Threat Reduction Agency on 1 October 2016

• Almost 400 people deployed, most supporting Iraq and Afghanistan

• Tuned our “pathway to production” – big data analysis tools are developed, tested, accredited, and fielded globally in four weeks
What We Need from Industry?

• More firms to get their heads out of the malls and to help America get their heads out of the malls

• Industry to move to faster adaption and innovation – not all bureaucracy is in government

• Industry to work together better to face common enemies and improve the ability of government to adapt
  – AFCEA DHA Example
  – Rapid Acquisition and Acquisition Reform

• Encourage government to work with industry
  – Help us by working within the rules
  – Tell us what you need to help us help us better
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Questions and Discussion
So now what?