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Wrap Up

I have recently joined DARPA's Special Projects Office as acting Deputy Director and I am looking forward to being involved with these great programs that you've just heard about.

A couple of years ago, the *Los Angeles Times* called DARPA an "army of extreme thinkers." I'm not sure they meant that as a compliment, but we like to take it that way. It pretty well captures what we're all about.

Our mandate is to be extreme—because technology doesn't stand still. It's not enough to be one or two steps ahead of the competition, not if the competition is your enemy. The prize you're after is the safety of your homeland, and losing is simply not an option. If we want to stay out ahead of the curve, we have to access the incredibly vibrant culture of scientific and technological invention in the nation at large.

We've talked today about some pretty tough challenges. I bet a lot of you have been thinking along many of the same lines. Every day, it seems, we hear of one more massacre of innocents designed to destabilize the nascent democracy in Iraq and win a propaganda victory for the forces of terror worldwide.

Our focus today has been on the urban fight, against an enemy that uses the civilian population as a shield, and that has no respect for innocent life. But however much we may disdain his motives and morals, or lack of them, we can never underestimate his intelligence and ingenuity in exploiting our weaknesses to achieve his ends.

What that means is that we have to be even more intelligent and ingenious in countering his

measures. We have to use one of the greatest tools of civilization, science and technology, to defeat the nihilists whose main purpose seems to be to tear that civilization down.

Now, as I said, Iraq is not the only, and almost certainly not the last, battle and the challenges and proposed solutions we've laid out there today will be applicable in other spheres of conflict as well.

One of the tricks of staying ahead of the curve, is predicting the kinds of threats and tactics the enemy will employ in the future. Undoubtedly, they will become increasingly high-tech themselves.

We want your ideas on what these future threats will be, and how we might counter them. As said in the opening remarks, we're here to get your ideas.

We know that the challenges we've laid out aren't the only ones. And we know that the solutions, or notional solutions, we've laid out aren't the only ones, either, or even necessarily the best ones. If you've got something that answers the problems at hand, we want to hear it. And if you've got new ways of thinking about those problems, and different solutions, or if you've got ideas about potential new threats in general, we want to hear that too.

In conclusion, I want to encourage you all to visit the SPO booth later on, where you can learn even more about our programs. And tell us about your technology ideas. That's what this conference is all about.