

Hello again ---- I'm back.

Some really innovative, exciting and militarily relevant projects are underway in IXO. I think you'll agree that IXO's programs are technically very challenging and strongly focused on our office mission of lifting the fog of war for ourselves and our allies, while turning the battlefield into a more lethal place for our enemies.

Our projects are producing results that can be transitioned to military users within a few years ... while also significantly advancing the state of the art in technology areas that are essential to the realization of our long term vision. We're driving toward an eventual system-of-systems consisting of robotic, self-organizing ISR, strike and command assets that will execute end-to-end target engagement missions in response to high level command inputs, with minimal human involvement.

Time limitations this morning didn't permit us to review all of our ongoing work ---- or even to show examples from all of our application domains and technology thrust areas. If we had been able to cover it all, you would have seen equally exciting results and equally ambitious challenges in our precision tracking, ---- battle management, ---- decision aids ---- and advanced logistics technology programs, as you did a few minutes ago in the areas of sensing, ---- exploitation, ---- command and control, ---- and urban surveillance and reconnaissance. We're interested in new ideas for advancing the states of the art in each and every one of these areas.

There's a definite systems-level flavor to many of the IXO projects that were described this morning. That's in contrast to programs aimed at more fundamental scientific research or at developing more advanced hardware components or software capabilities. IXO is in fact a systems office; --- our goal is develop militarily useful systems by applying new scientific results and newly emerging technologies to create better and more effective warfighting systems ---- and by so doing, to advance the maturity of the technologies themselves.

We're continually on the outlook for new scientific results and technology developments that can be exploited for the benefit of our warfighters. We actively mine the universities, government and industry research laboratories, and other DARPA programs - especially those in offices that have more research-oriented or pure technology development missions.

Our projects are professionally challenging and personally very satisfying for us and our military and industrial partners to conceptualize and work on. They all involve innovative ways of solving critically important national-level problems – and they present us with tough challenges that stretch us and enhance our individual capabilities.

We're about to release a new office-wide broad agency announcement that will provide a contracting mechanism for technical innovations and new system concepts that fit within our mission space and satisfy our new program criteria. So now is an ideal time for you to meet with us and discuss your ambitions. We're continually on the lookout for

innovative ideas, but if you've got them we won't know it unless you contact us. And don't be bashful about it – we're eager to hear from you, and it involves no risk. If your idea sounds promising we'll work with you to explore its potential as a possible DARPA program ---- and if it doesn't we'll tell you why... and we'll invite you to try again.

We'd also like very much to meet and talk with you if you are interested in exploring the possibility of becoming a DARPA program manager. Serving as a DARPA PM can be one of the most intense and exciting chapters in an engineering or scientific career. Virtually every former DARPA program manager agrees that no job compares with it, and that having been a DARPA PM resulted in future career options that would otherwise never have materialized. And with good reason: DARPA provides opportunities for professional initiative and growth found nowhere else.

I urge you to visit the Information Exploitation Office booth in the exhibits area, where you'll see demonstrations and exhibits that cover a wide range of IXO's program activities. Many of IXO's program managers are here at DARPATech this week, and any one of them will be happy to discuss our programs with you and to explore ways that you can become involved in our new office initiatives ---- as contractors, military partners or possibly as DARPA program managers. Please introduce yourself to any IXO representative ---- in our booth, in the hallways, or anywhere you find us ---- and look for a quiet place to sit down and talk.

You won't need exotic sensors or sophisticated recognition software to pick an IXO person out of the crowd. That's because we've equipped ourselves with easy-to-recognize, uniquely styled uniforms in the latest and most fashionable shade of black! Just walk up to anyone wearing a shirt like this one – with the distinctive elliptical IXO logo prominently displayed up front. If that person doesn't welcome the opportunity to chat with you about your ideas or about IXO's programs and interest areas, please report him or her immediately to the nearest security guard. Chances are the shirt will have been stolen from an authentic IXO program manager who may be locked in a utility closet waiting to be rescued.

Thank you all for your attention this morning and for your attendance at DARPATech..... and enjoy the show!