IT Acquisition Advisory Council (IT-AAC)
A non-partisan think tank, 501.C3, representing;
UofMD, UofTN, INSA, ICH, SSCI, ISSA, AIA, Center for American Progress, PRTM

Blueprint for Sustainable IT Acquisition Reform

Leveraging non-traditional expertise and benchmarked standards of practices
That exceed CCA & Section 804 Mandates

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Senior Exec Briefing Summary
Assuring Business Value from every IT $ Spent

- Purpose
- Today’s Situation
- Our Proposal to Assist
- Way Forward Recommendation
- Predictable Outcomes

“Together, these steps will help to catalyze a fundamental reform of Federal IT, which is essential to improving the effectiveness and efficiency of the Federal Government.” White House, OMB Director
Think Tank Purpose

To provide the Decision Makers with an alternative set of resources and expertise needed to guide the establishment of a “best in class” set of IT Acquisition Processes and Governance Structure.

Acquisition Practitioners and workforce will need commercial methods, access to deep industry expertise and emerging standards of practice to overcome common failure patterns and cultural impediments that have prevented previous attempts to achieve following objectives:

◆ **Speed** -- achieve 6-12 month cycle times vice 7-8 years (early pilots prove this is possible)

◆ **Incremental development, testing, and fielding** -- vice one "big bang"

◆ **Actionable Requirements** -- Sacrifice or defer customization for speed and COTS/OS utilization - Leverage established standards of practice and open modular platforms

◆ **Meet DoD's wide-range IT needs** -- from modernizing C2 to updating word processing software

◆ **Focused on Outcomes and Operational Effectiveness** - Health IT, InfoSharing, Cyber Security, Consolidated IT Infrastructure, Business Systems

"You can’t solve today’s problems with the same thinking that got you there” **Albert Einstein**
IT-AAC understands IT Acquisition Dilemma

Wave 3 Solutions can’t be acquired using MilSpec processes...

- We are in early stages of Wave 3 information technology
- Mainframe and Client-Server waves remain in place
- Waves represent many co-dependent technologies, matured over time
- Adding functional capability has become easier with each new wave
- **But** enterprise infrastructure gaps & vulnerabilities have become more critical

1. **Centralized - Mainframe**
   - Central computer center, slow turn around
   - One size fits all
   - Limited reuse of application modules

2. **Client/Server - Decentralized**
   - PC enabled and network
   - Software distributed in both server and client computers
   - Heavy focus on software development and point to point integration

3. **Internet - Cloud**
   - Virtualized compute; global network enabled, plug & play
   - IT Infrastructure decoupled from Applications
   - COTS & OSS Integration, Software as a Service

DoD is using Wave 2 acquisition & budget processes; to acquire Wave 3 capability
IT-AAC brings forth Proven Expertise and Method across the Acquisition Lifecycle

IT-AAC Offers Benchmarked Best Practices, Methods and Expertise to needed to Assure Rapid Delivery of IT Capabilities:

◆ Governance and Oversight: how an enterprise supports, oversees and manages IT programs and on-going portfolio. SOA as defined in the commercial market is governance tool not technology. DoD5000 and BCL represent the current approaches.

◆ Decision Analytics: enables effective Program Management and Value Stream Analysis execution. As most of these sub-processes are designed to improve decision making, a relative new discipline has evolved (since 86), that addresses the human and cultural challenges in decision making. Decision Analytics is the discipline of framing the essence and success criteria of each gate in the acquisition lifecycle. It brings focus to the high risk areas of a program, and reduces analysis/paralysis.

◆ Requirements Development: Actionable requirements must be constrained by the realm of the possible. With pressures to do more with less, we must embrace mechanisms that force a relative valuation/impact of the gap/capability, with clearly defined outcomes

◆ Solution Architecture: This is one of the most critical elements of the acquisition lifecycle, as it should represent all stake holder agreements. The market embrace of SOA is not about technology, but a refocusing of the EA on service level management and data. A good architecture is a lexicon that links requirements, technologies and acquisition strategy.

◆ Technology Assessment: Understanding the limitation of technology early in the process is key. Without a clear view of the “realm of the possible” validated by real world results, we often find ourselves in high risk areas and over specification. Market research must be done early to help users constrain requirements and embrace the inherent business practices that codify. Recognizing that 70% make up of every IT application is vested in IT infrastructure (netcentric, cloud, SOA), it is critical to establish a common infrastructure/infrastructure standard by which all applications can share. The most prolific is ITIL to date.

◆ Business Case Analysis: Demonstrating the business value of technology investments, based on evidenced based research and lifecycle cost. This is a core requirement of Clinger Cohen Act.

◆ Performance Based Acquisition and Metrics: Software as a Service and SOA portent a new dynamic for acquisition of IT (health IT, cyber, business systems), that brings focus to Service Level Agreements (SLAs), Software as a Service (SaaS) and SL Management. If the previous activities do not directly feed the acquisition strategy or provide mechanisms for contractor accountability, all is lost.

“IT Reform is about Operational Efficiency and Innovation”
Today’s Situation -- as highlighted by the HASC Panel on Defense Acquisition Reform

Studies of both commercial and government IT projects have found some disturbing statistics;

◆ Only 16% of IT projects are completed on time and on budget.

◆ 31% are cancelled before completion.

◆ The remaining 53% are late and over budget, with the typical cost growth exceeding the original budget more than 89%.

◆ Of the IT projects that are completed, the final product contains only 61% of the originally specified features.

As was pointed out in testimony before the Panel, the traditional defense acquisition process is “ill-suited for information technology systems. Phase A is intended to mature technology; yet information technologies are now largely matured in the commercial sector”. Weapon system acquisition processes are often applied to IT systems acquisition, without addressing unique aspects of IT. “the weapon systems acquisition process is optimized to manage production risk and does not really fit information technology acquisition that does not lead to significant production quantities.”

Defense Acquisition Panel, HASC
Federal IT Acquisition Challenges
“We are buying yesterday’s technology tomorrow”

◆ DSB IATF: “DoD reliance on FFRDCs is isolating it from sources of new technologies, and will hinder the departments ability to get the best technical advise in the future”

◆ AF Science Advisory Board 2000: PMs need greater access to real world lesson learned and innovations of the market to mitigate risk and cost overruns. PMs frequently enter high risk areas due to limited access to lessons learned from those who have already forged ahead.

◆ CMU SEI Study 2004: The DoAF alone is not effective for IT architectures, lacks business view, performance metrics or means of avoiding over specification. DoAF (C4ISR) was developed by Mitre and IDA in 1986 to provide DoD with a systems engineering documentation tool for existing system implementations. 2009 NDAA Sec 803: Government needs a high integrity knowledge exchange by which innovations of the market can be objectively assessed.

◆ DSB 2009: Weapons Systems Style Solution Architecture and Acquisition Processes take too long, cost too much, recommend establishing a separate IT Acquisition market that is tuned for the fast paced market.

◆ IT-AAC 2009: Major IT Programs lack senior leadership support, and have few vested in the success. All participants, including oversight, must be incentivized in meeting program goals and outcomes.

◆ BENS RPT on ACQUISITION 2009: DoD needs independent architecture development that is not compromised by those with a vested interest in the outcome. FAR OCI rules must be better enforced.

◆ NDAA Sec 804 2010: DoD will establish a modular IT Acquisition process that is responsive to the fast paced IT market.

"Weapons systems depend on stable requirements, but with IT, technology changes faster than the requirements process can keep up," he said. "It changes faster than the budget process and it changes faster than the acquisition milestone process. For all these reasons, the normal acquisition process does not work for information technology.” DepSec Bill Lynn statement at the 2009 Defense IT Acquisition Summit hosted by IT-AAC
Federal IT Acquisition Root Causes

compromising mission effectiveness and costing tax payer $40B/year

1. **IT Acquisition Ecosystem Ineffective:**
   - Missing incentives & metrics, redundant oversight, vague accountability, ineffective governance (MOE, SLA) puts focus on **compliance vs outcomes**.
   - Programs spending up to 25% on compliance without any reduction in risk.

2. **Good laws (CCA, OMB 119, FAR, Sec804) lack enforcement:**
   - Frequently compounded by **Ad-hoc Implementations and MilSpec methods**.
   - DODAF, JCIDS, NESI, LISI were designed for Weapons Systems, compete with standards and orthogonal to Industry Best Practices.

3. **Conflict of Interest unenforced, optimal resources and expertise overlooked:**
   - FAR prohibits Contractors with vested interests in implementation should not use “Chinese firewalls” to bypass rules or gain unfair advantage.
   - Optimal resources in IT Program planning, market research, and solution engineering overlooked, inhibiting access to real world best practices and innovations of the market. Standards bodies & non-profit research institutes under utilized.

"Insanity is continuing the same process over and over again and expecting different results” Albert Einstein
4. **Innovation Stifled/Invisible to Decision Makers:**
   - Traditional Sis/FFRDCs are insulated from IT innovations and commercial best practices.
   - PMs lacks effective outreach/research capabilities needed to inform the requirements and acquisition lifecycle. Lacks timely access to innovations of the market, commercial expertise, or benchmarked best practices and lessons learned.
   - Small Businesses, Innovators and Public Service entities (.edu, .org, SDOs) are under utilized, threatening Open Systems and Open Architecture efforts.

5. **MilSpec Acquisition Processes in conflict with Open Systems, best practices and drive “design to spec” approach:**
   - MilSpec Requirements (JCIDS), Architecture (DoDAF), Tech Assessment (TRL/C&A), Business Case Analysis (AoA), Procurement (DoD5000) and Enterprise Management (CMM) processes are inconsistent with fast paced IT market (in spite of Paperwork Reduction Act, CCA, Section 804 and OMB A119 directives)
   - Section 804 call Open Process cannot be implemented using the same resources and expertise that created the current MilSpec processes

6. **Budgeting (POM) approaches drive stove pipe solutions:**
   - Frequently undermining ability to establish common & interoperable infrastructure services which accounts for 70% of every IT program buy. Concepts like SOA, Cloud Computing and Service Level Management cannot be embraced without a change in the above.
IT-AAC exceeds the CSFs for Sustainable IT Acquisition Reform

IT-AAC ushers in proven methods and expertise to support full range of IT Acquisition lifecycle building blocks (per DSB report) and address the unique challenges of the fast paced IT market;

☑ Must be derived from commercial best practices (CCA)

☑ Must avoid MilSpect by leverage existing investments and capabilities (CCA, NTTAA)

☑ Should favor standards of practices processes already proven in the market

☑ Should be based on Open, consensus based methods (OMB A119)

☑ Must be modular, services oriented (NDAA Section 804)

☑ Should be measurable, repeatable and sustainable, with supporting training, education and mentoring (HR 5013)

15 years of studies suggest the following critical success factors for sustainable IT Acquisition Reform. An “Open” IT Acquisition process will still need to conform to the rule of law (non-MilSpec):
Leveraging Existing IT-AAC Investments

*can significantly reduce time, risk and cost*

1. Established an alternative, conflict free think tank composed of the worlds top minds and most respected public service entities.

2. Established Root Cause of Failure in DoD IT Acquisition and their devastating impact, derived from; over 40 major studies, 2 surveys, 121 interviews, 21 Leadership Workshops and 4 conferences.


4. Researched and validated emerging standards of practice that would significantly reduce risk and cost of IT Acquisition Reform efforts.

5. Successfully piloted alternative IT Acquisition processes covering; requirements, architecture, tech assessments, business case analysis, and source selection.

6. Established Decision Analytic tool, documentation, and case studies for rapid adoption

7. Partnership with DAU, which established an alternative IT Acquisition Training Curriculum.

8. Established an IT knowledge network of tens of thousands plus several hundred government IT Acquisition executives and practitioners who are aligned with IT-AAC vision.

"It is not a great mystery what needs to change, what it takes is the political will and willingness, as Eisenhower possessed, to make hard choices -- choices that will displease powerful people both inside the Pentagon and out"  
Defense Secretary Robert Gates
What IT-AAC Proposes to the DepSecDef to assure Sustainable DoD IT Acquisition Reform

1. **Conduct Value Stream Analysis, Establish Measures of Effectiveness:** tap alternative resources and expertise to provide critical resource support to the DepSec and IT Acquisition Task Force to establish performance metrics. Guide Task Force in establishing Governance Structure and Incentives for Sec804 and Operational Efficiencies in terms of process, culture, incentives and mentoring.

2. **Conduct Root Cause Analysis and Prioritization:** of current acquisition ecosystem (processes, culture, acqu resources and incentives) with public/private partners. Repurpose existing studies developed by objective sources; GAO, DSB, AF SAB, BENS, CSIS, IAC/ACT, ICH, IT-AAC, RAND, Battelle, NDIA. Conduct impact assessment and cost of maintaining status quo. Establish Critical Success Factors

3. **Task IT-AAC Conduct Readiness Assessment while gaining buy-in among “Operators” of IT Acquisition process.** Build out IT-AAC Leadership Forums to identify existing capabilities, expertise, and emerging standards of practice. “804 Solution” must address weakness of all acquisition lifecycle processes; requirements (JCIDS), architecture (DoDAF), tech assessment (TRL), acquisition strategy, source selection, decision analytics (oversight).

4. **Repurpose ICH/PRTM Benchmark of Industry IT Acquisition Best Practices:** Document emerging IT Requirements, Architecture, Assessment & Acquisition standards of practices, approaches, processes, processes standards that have already been proven in the market. Reduce cost and risk of “build from scratch” or “reshaping broken processes”. Identify high risk programs where new processes can be piloted.

5. **Institutionalize New IT Acquisition “Ecosystem” with Defense Agency Partners** that addresses Section 804, HR 5013 process implementation, training and piloting of the new IT Acquisition process. Mentor high profile IT programs (who are already looking for change) through new 804 process; TMA’s EHR, DEEMs, Army FCS, DISA NECC, AF SOA, etc.

6. **Work with DAU to establish IT Acquisition training curriculum and mentoring program.** Build out DAU’s IT Clearinghouse to capture benchmarked industry best practices and proven innovations of the market.
## Continuous Process Improvement for Sustainable Acquisition Effectiveness

<table>
<thead>
<tr>
<th>People</th>
<th>Technology</th>
<th>Process</th>
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</thead>
<tbody>
<tr>
<td><strong>1. Workforce Empowerment</strong>: Establish robust IT Acquisition Training</td>
<td><strong>3. Industry Benchmarking and Market research</strong>: Closing the knowledge gap.</td>
<td><strong>5. Lean Six Sigma</strong>: Identify and eliminate legacy processes and policies that are no longer relevant to IT Acquisition outcomes. Establish streamlined set of methods &amp; tools based on proven evidence to deliver. Leverage proven standards of practices that deliver.</td>
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<tr>
<td>and Mentoring program with the IT-AAC that builds on DAU/IT-AAC</td>
<td>Baseline real world metrics and service levels. Leveraging ICH’s deep</td>
<td><strong>6. Acquisition Transformation Roadmap</strong>: Streamline current (Sec804, CCA)) IT Acquisition Processes by focusing on outcome, metrics and proven approaches. A Grey Beard Council that exposes real world expertise and lessons learned. (close the gap). Leverage existing processes and laws.</td>
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<tr>
<td>Partnership. Build out Best Practices Clearinghouse with reusable</td>
<td>network of experts and expertise not available from traditional sources.</td>
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<td>acquisition decision templates and solution architectures already</td>
<td>(the realm of the possible).</td>
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<td>proven in the market</td>
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<tr>
<td><strong>2. Facilitated IPTs among stakeholders</strong>: Establish Stake Holder</td>
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<tr>
<td>agreements, Measure of Effectiveness, and Leadership Forums to align</td>
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<td>with mission objectives. (stake holder value)</td>
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<tr>
<td><strong>4. Capability Gap Analysis</strong>: What IT infrastructure capabilities &amp;</td>
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<tr>
<td>services (Netcentric) exist that can be readily leveraged (shared</td>
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<tr>
<td>services), via SOA, IT Infrastructure, Cloud Computing best practices</td>
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IT-AAC Offer to Agency Heads and PMs

institutionalize transformation and operational efficiency

1. **Acquisition Ecosystem Readiness Assessment**: ID specific inefficiencies and gaps in current IT acquisition policy, governance/oversight, architecture, technology assessment, and procurement. Focus on alignment with agency mission objectives and outcomes. (not compliance)

2. **Transform Oversight**: eliminate redundancies and increase decision transparency. Establish incentives and MOEs that encourage risk management vs risk avoidance.

3. **IT Value Chain Re-alignment**: Establish Measure of Effectiveness with each of the stake holder’s to optimize contribution to mission outcomes; defense users, SIs, researchers, academia, innovators. (stake holder value)

4. **Enhance DAU Industry Best Practices Clearinghouse**: Closing the knowledge gap. Capture and reuse real world metrics and service levels. Leveraging IT-AAC’s deep network of experts and expertise not available from traditional sources. (the realm of the possible).

5. **Common IT Infrastructure Services**: Reduce duplication and increase interoperability by establishing a set of common infrastructure services. First document existing infrastructure capabilities & services that can be readily leveraged (the known). Capture lessons learned from both failures and successes; CANES, NECC, AFNETOPS, DII COE.

6. **Transform Acquisition Lifecycle**: Institutionalize “open processes” that have proven to work; Service Oriented Enterprise, Agile Development, Technology Assessment, Component-based Architectures, **Decision Analytics**

7. **Acquisition Management Workforce Training & Mentoring**: establish a conflict free pool of expertise and expertise that can mentor less experiences PMs. (drive cultural change)
# IT-AAC Baseline Assessment of Alternative IT Acquisition Processes

<table>
<thead>
<tr>
<th>MilSpec Acquisition Processes</th>
<th>Assessment against Sec 804 Criteria</th>
<th>Alternative Acquisition Process</th>
<th>Assessment against Sec 804 Criteria</th>
<th>Where successfully applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision Analytics</td>
<td>Ad hoc, not formalized</td>
<td>Largest gap in IT Lifecycle</td>
<td>Acquisition Assurance Method (AAM)</td>
<td>AF, Navy, USMC, BTA, GSA, DISA,</td>
</tr>
<tr>
<td>Requirements Development</td>
<td>JCIDS, IT Box</td>
<td>Not tuned for COTS, SOA, OSS Market</td>
<td>Value Stream Analysis w/ Agile Development</td>
<td>US TRANSCOM, DISA, CIA</td>
</tr>
<tr>
<td>Architecture</td>
<td>DoDAF Systems Engineering Method</td>
<td>Missing Metrics, Infrastructure View, Stake holder perspectives</td>
<td>OMB FEA RMs SEI SMART</td>
<td>PTO, DOC, GPO, GSA, DOI, DOT, DHS</td>
</tr>
<tr>
<td>Technology Assessment:</td>
<td>TRL Assessment</td>
<td>IT Matures at a very fast rate</td>
<td>AF Solution Assessment Process (ASAP)</td>
<td>AF, USMC, BTA, Navy CANES, PTO, GPO, GSA</td>
</tr>
<tr>
<td>Risk &amp; Cost Management</td>
<td>Analysis of Alternatives,</td>
<td>Time consuming, not aligned with industry B.P.</td>
<td>ASAP/AAM BCA BTA ERAM</td>
<td>AF, Navy, USMC, BTA</td>
</tr>
<tr>
<td>Governance and Oversight</td>
<td>DoD 5000 Bus Capability Lifecycle (BCL)</td>
<td>Milestone based, not effective for IT</td>
<td>ICH Clinger Cohen Act Guide</td>
<td>BTA, OSD HA, Navy,</td>
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</table>
IT-AAC Coalition of the Willing

Industry Participants (partial)

- Chairman Michael Wynne, former Secretary of USAF
- Gen (ret) Arnold Punaro, Sr Fellow Defense Science Board
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- Bill McKinsey, Chief IT Management, FBI
- Terry Balven, CIO, AQ, Secretary of the AF
- Michele Hopkins, Deputy AQL, Secretary of the AF
# Leveraging Patterns of Success

**Rapid IT Acquisition Processes and Best Practices exist outside the reach of the Defense Industrial Complex!**

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<tbody>
<tr>
<td>Eliminated hi-risk Requirements by 23%, $100Ms in potential savings</td>
<td>Established optimal arch with ROI of 450% &amp; $458 million savings</td>
<td>Completed AoA, BCA, AQ Selection in just 4 months.</td>
</tr>
<tr>
<td>Greatly Exceeded Forecasted Saving in both analysis and acquisition</td>
<td>Moved FMS from OMB “red” to “green”. Eliminated duplicative investments that saved $200M</td>
<td>$300 million in potential savings with minimal investment</td>
</tr>
<tr>
<td>BTA: Apply AAM to complete AoA and BCA for DoD SOA Project</td>
<td>GPO: Developed Acquisition Strategy for Future Digital System</td>
<td>JFCOM: MNIS Evaluation of Alternatives for Cross Domain Solutions</td>
</tr>
<tr>
<td>Reduced pre-acquisition cycle time and cost of Analysis by 80% (4 months vs 18)</td>
<td>Led to successful acquisition and implementation on time, on budget and 80% cheaper than NARA RMS</td>
<td>Evaluated 100’s of Options in 90 days, enabling stake holder buy in and source selection.</td>
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</tbody>
</table>

". the concept of the Interoperability Clearinghouse is sound and vital. Its developing role as an honest broker of all interoperability technologies, no matter what the source, is especially needed. Such efforts should be supported by any organization that wants to stop putting all of its money into maintaining archaic software and obtuse data formats, and instead start focusing on bottom-line issues of productivity and cost-effective use of information technology.” OSD Commissioned Assessment of Interop. Clearinghouse (Mitre 2000)
IT-AAC = Innovation
Transforming & Informing the IT Acquisition Lifecycle

Structure: Public/Private service think tank composed of multiple universities/UARCs, non-profits, research institutes and renown experts working collaboratively for the common good.

Dedication: Ushering in benchmarked industry implementation & governance best practices and lessons learned. Align and Streamlining IT Acquisition Lifecycle for greater mission effectiveness.

Capabilities: Root Cause Analysis, Service Oriented Enterprise, Architectures, Grey Beard Program Reviews, Decision Analytics, Performance Metrics and Technology Assessments.

Focus: Business Systems, Cyber Security, Info Sharing, IT Infrastructure, Health IT, Net Centricity, SOA Infrastructure (core government mission threads)

Results: Assured Mission Outcomes through organizational alignment and continuous process improvement. Measurable, sustainable, and repeatable processes & outcomes.
Solution Architecture Innovation Lab (SAIL)

SAIL Collaboratory reduces time, cost and risk of redundant IT research, assessment, and testing efforts.
Backup Slides

*in case you want to do something about IT*
Resource Optimization Considerations

1. **FFRDCs**: Best suited for govt unique R&D and Source Selection.

2. **Standards Development Orgs (SDO), Trade Associations**: Source of standardizations among suppliers, ISVs. Effective source for market communications and outreach.

3. **Research Institutes, Labs & Academia**: Excellent source of low cost research, piloting of emerging technologies not yet proven in the market. Effective in IT & acquisition training.

4. **Consultancies, A&AS Firms**: Excellent for IV&V and source selection if free of vendor relationships or implementation interests. Can mitigate OCI issues in acquisition.

5. **Innovators, ISVs, Open Source**: The engine of innovation. Most effective and efficient way of filling common industry IT gaps. Great source of customer case studies and best practices.

6. **System Integrators**: Optimized for large scale implementation and outsourcing. Have significant economies of scale and technology usability insights.
<table>
<thead>
<tr>
<th>Partner Type</th>
<th>FFRDC</th>
<th>User Groups, Communities of Practice</th>
<th>Standards development orgs, trade associations</th>
<th>Research Institutes, Labs &amp; Academia</th>
<th>Consultants, IV&amp;V, A&amp;AS Firms</th>
<th>Innovators, Tech Mfg, Open Source</th>
<th>System Integrators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirement, Gap Analysis</td>
<td>Only when no other company can support (4).</td>
<td>OMB Lines of Business offers Critical Role (6,7)</td>
<td>SDOs = Primary driver for open systems. Conflict free structures (2,3)</td>
<td>Provide Conflict free structure and economies of scale (2,6)</td>
<td>Limited access to industry lessons learned.</td>
<td>Great source for customer use cases, lessons learned.</td>
<td>FAR OCI Rules limit participation</td>
</tr>
<tr>
<td>Architecture and Planning, Mkt Research</td>
<td>Only when no other company can support (4)</td>
<td>Agency CxOs provides critical guidance (2, 3)</td>
<td>Provide standards of practice, not support</td>
<td>Principle source of expertise</td>
<td>Primary source of expertise</td>
<td>FAR OCI rules limit participation</td>
<td>FAR OCI rules prohibit direct support</td>
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<tr>
<td>PMO &amp; IV&amp;V Support</td>
<td>Only when no other company can support (4)</td>
<td>Not inherently governmental</td>
<td>Play supporting role</td>
<td>Optimized for this area</td>
<td>Key role</td>
<td>FAR OCI rules prohibit participation</td>
<td>FAR OCI rules prohibit participation</td>
</tr>
<tr>
<td>Solution Engineering</td>
<td>Forbidden (4)</td>
<td>Not inherently Governmental</td>
<td>Support role</td>
<td>Support role</td>
<td>Provide developmental</td>
<td>Primary partnership area</td>
<td></td>
</tr>
<tr>
<td>System Impl., Maint, &amp; Support</td>
<td>Forbidden (4)</td>
<td>Not inherently Governmental</td>
<td>Forbidden</td>
<td>Lack Resources &amp; Expertise</td>
<td>Internal IV&amp;V for Prime contract reduces risk.</td>
<td>Provider of key technologies</td>
<td>Primary partnership area</td>
</tr>
</tbody>
</table>
IT-AAC Streamlined IT Acquisition Models
Validates and aligns business drivers with proven interoperable IT Services

**Phase 1:**
Business Process:
- Determination
- Prioritization
- Validation

**Phase 2:**
Service Component
- Feasibility
- Architecture
- SLAs

**Phase 3:**
Technology Assessment:
- Selection
- Certification
- Interop
- Openness

![Diagram showing the process of IT-AAC Streamlined IT Acquisition Models](Image)