Rapid Acquisition – The Challenge to Accelerate

NDIA 2019 Spring IPM Division Meeting
Dulles Hyatt

DAU
Defense Acquisition University

Foundational Learning   Workflow Learning   Performance Learning

01 May 2019

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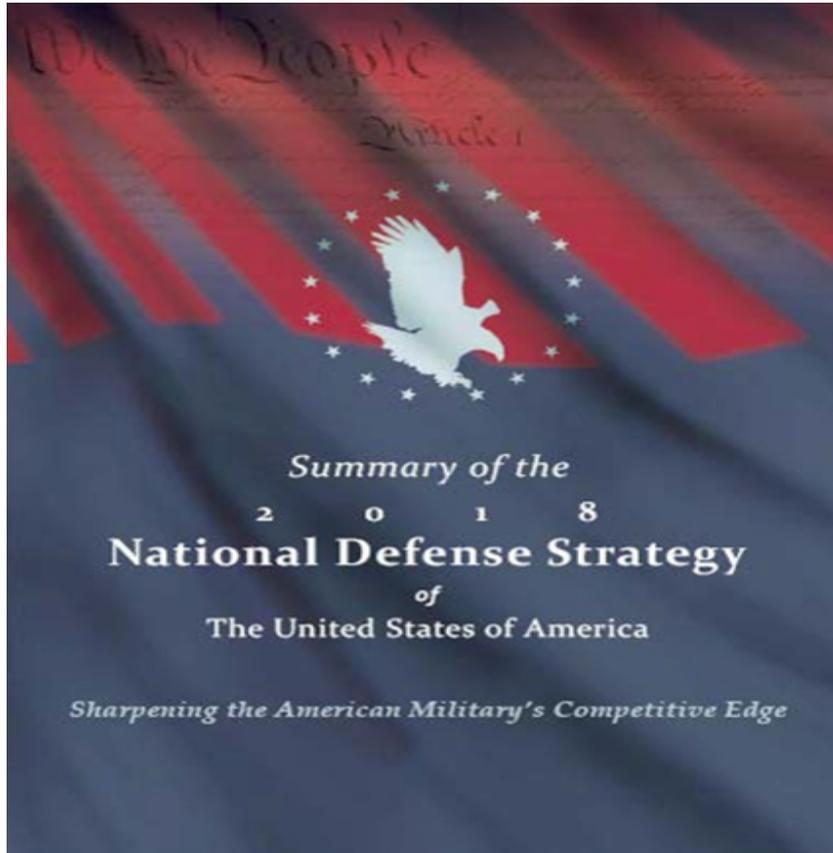
Section 804 - Middle Tier of Acquisition

Middle Tier of Acquisition Overview

- **Highlights of Section 804 of the FY 2016 NDAA on the Middle Tier of Acquisition**

- **How the Middle Tier of Acquisition fits within the acquisition framework**

- **Challenges with implementing the Middle Tier of Acquisition in today's acquisition environment**

…Why is "Rapid" So Important Today?

Summary of the
2 0 1 8

National Defense Strategy
of
The United States of America

Sharpening the American Military's Competitive Edge

- Technology advancing at exponential rates
- Many Adversaries operate as Networks not within rigid Hierarchical Structures
- Peer, Near Peer & Asymmetric Threats able to rapidly adapt technology and turn inside our "Acquisition OODA Loop"
- What can we do operating within our Hierarchical Structures to achieve needed innovation and speed?

We must adapt the way that we acquire systems and components

What Do We Mean by Rapid?
"Notional – Pending final Policy"

Rapid Acquisition	Rapid Prototyping	Rapid Fielding
A streamlined and highly integrated, iterative approach to rapidly produce and deliver required capabilities	*A set of design and development activities intended to reduce technical uncertainty, generate information, or experiment/ fail early to mature the requirements or technology faster, and improve the quality of subsequent decision-making*	*Getting to the Warfighter the best equipment, sensors, protective body armor, technology, and whatever else they need to respond to a changing threat and go into a fight with serious overmatch*

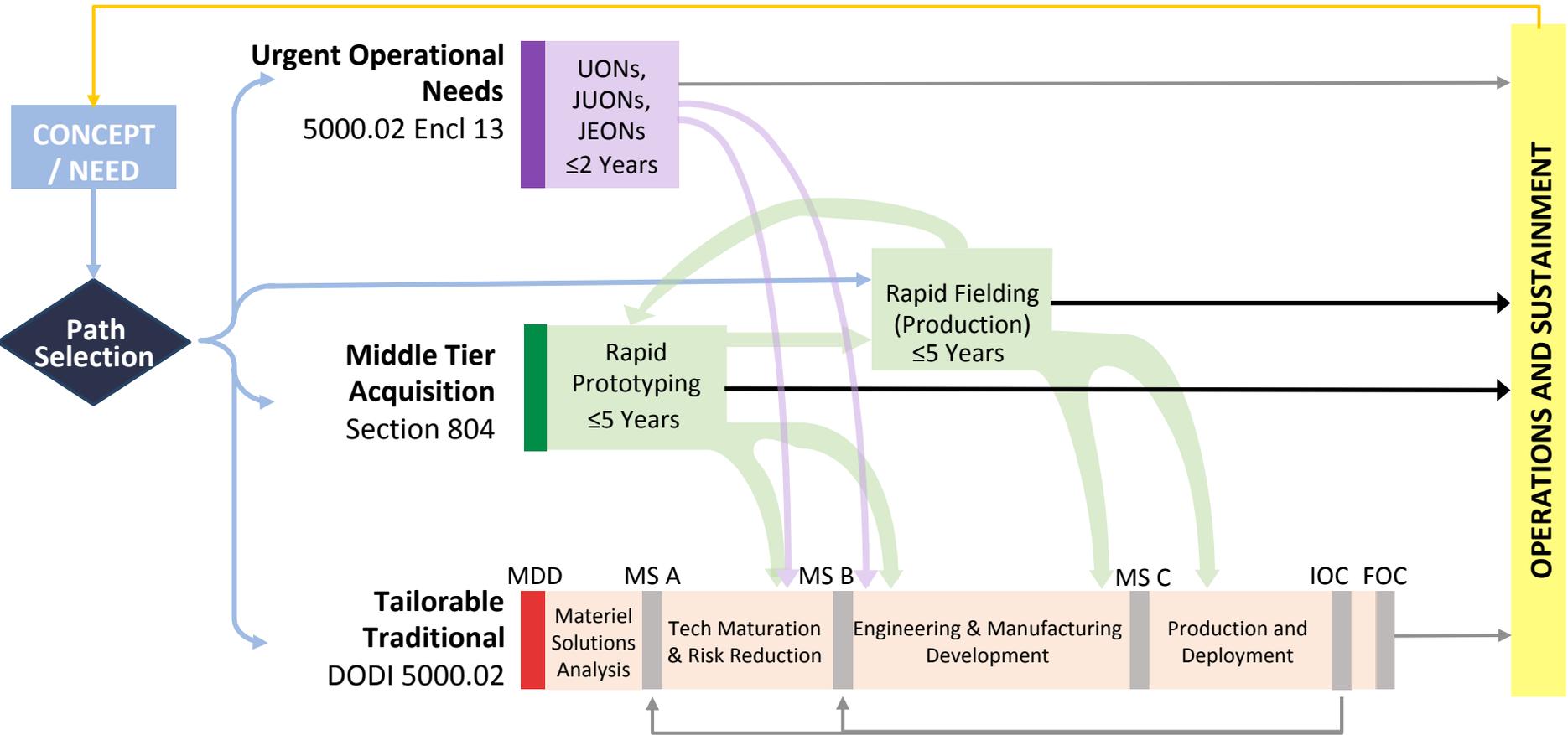## Rapid Acquisition or Acquisition More Rapidly?

Rapid Acquisition

	DODI 5000.02 Enclosure 13	Sec 804 FY2016 NDAA Middle Tier of Acquisition (MTA)		DODI 5000.02 Model 4
Type	Urgent Capability Acquisition	Rapid Prototyping	Rapid Fielding	Accelerated Acquisition
Technology	-	Innovative	Proven	-
Requirement	Validated UON	Exempt from JCIDS	Exempt from JCIDS	JCIDS
Timeline	Field ≤ 2 years	Field prototype ≤ 5 years	Start production ≤ 6 months; Complete fielding ≤ 5 years	None
Other	Below ACAT I and IA	Exempt from DODI 5000; PM reports to SAE	Exempt from DODI 5000; PM reports to SAE	Statutory requirements for MDAPs

A Few Potential Rapid Pathways

CONCEPT / NEED

Path Selection

Urgent Operational Needs
5000.02 Encl 13

UONs, JUONs, JEONs
≤2 Years

Middle Tier Acquisition
Section 804

Rapid Prototyping
≤5 Years

Rapid Fielding (Production)
≤5 Years

Tailorable Traditional
DODI 5000.02

MDD | MS A | MS B | MS C | IOC FOC

Materiel Solutions Analysis | Tech Maturation & Risk Reduction | Engineering & Manufacturing Development | Production and Deployment

OPERATIONS AND SUSTAINMENT

Can also go from Tailorable Traditional to Middle Tier

Recently Released Guidance on Middle Tier

USD(A&S)
16 April 2018
9 Oct 2018
20 March 2019

ASA(ALT)
25 Sep 2018

ASN(RD&A)
24 April 2018
11 June 2018
10 Jan 2019

SAF/AQ
10 April 2018
13 June 2018
10 August 2018

CAPE
30 August 2018
5 April 2019

A&S Interim Governance

- **9 Oct 2018**
  - CAEs will formally identify MTA programs
    - Within 30 days for existing MTA programs
    - 30 days before obligation of funds for new efforts
    - Quarterly updates
    - Authoritative spreadsheet in DAVE
  - Governance
    - Monthly with representation from VCJCS, USD(R&E), USD(A&S) and CAPE
    - Quarterly meetings with CAE, Director J8, USD(R&E), USD(A&S) and D, CAPE
    - MTA programs do not require OSD approval; however, OSD may determine programs are not appropriate for MTA
    - *5 year clock starts with obligation of funds*
- **20 March 2019**
  - Adds sustainment planning and review as a requirement

- Selected Services/Commands/Organizations have published implementing guidance on requirements specific to Middle Tier Acquisition Programs:

  - USSOCOM Memo of 09 Aug 2018 – "…Procedure for Validation of Directed Requirements in Support of Middle-Tier Acquisitions"

  - CSAF Memo of 18 Oct 2018 – "Delegation of Requirements Decision Authority" Delineates streamlining decision process for Requirements and how MTA program requirements determinations will be handled

- At present time, have not seen any other specific guidance by other services but they are generally following their internal Service Requirements process; e.g. Army AROC process, etc

- 4th Estate agencies use of MTA mixed…more are beginning to consider MTA

Who is doing MTA? (as of 25 April 2019)

Type	# Programs	Total $B
Rapid Prototyping	34	$26.59
Rapid Fielding	6	$0.44
Total	**40**	**$27.03**

Component	# Programs	Total $B
Army	8	$6.33
Navy	5	$0.85
Air Force	17	$18.90
USSOCOM	9	$0.18
DISA	1	$0.77
Total	**40**	**$27.03**

Reviewed Army Middle Tier Programs

Program	Initial Plan
Extended Range Cannon Artillery (ERCA)	Rapid Prototyping/Rapid Fielding
Integrated Visual Augmentation System (IVAS)	Rapid Prototyping/Rapid Fielding
Lower Tier Air and Missile Defense Sensor (LTAMDS)	Rapid Prototyping/Rapid Fielding
Mobile Protected Firepower (MPF)	Rapid Prototyping/Transition to Traditional
Next Generation Squad Weapon (NGSW)	Rapid Prototyping/Rapid Fielding/Rapid Prototyping (Inc II)
Optionally Manned Fighting Vehicle (OMFV)	Rapid Prototyping/Transition to MDAP (May investigate Rapid Fielding)
Rapid Opioid Countermeasure System (ROCS)	Rapid Prototyping/Rapid Fielding
Standoff Activated Volcano Obstacle (SAVO)	Rapid Prototyping/Rapid Fielding

Reviewed Navy Middle Tier Programs

Program	Comments
STANDARD Missile-2 Block IIIC	Rapid Prototyping/Integration into Existing POR
STANDARD Missile-6 Block IB Phase IA	Rapid Prototyping/Integration into Existing POR
STANDARD Missile-6 Block IB Phase IB	Rapid Prototyping/Integration into Existing POR
Hammerhead	Rapid Prototyping
PRIDE aka CITC	Rapid Fielding

Reviewed Air Force Middle Tier Programs

Program	Initial Plan
AOC Pathfinder	Rapid Prototyping/Rapid Fielding
Air-Launched Rapid Response Weapon (ARRW)	Rapid Prototyping/Rapid Fielding
AWACS Comm and Nav Upgrade	Rapid Prototyping/Transition to Traditional
AWACS EP	Rapid Prototyping/Further Rapid Prototyping
AWACS Mode 5	Rapid Prototyping/Integration into Existing POR
B-52 CERP	Rapid Prototyping/Integration into Existing POR
CSAR Pedro King	Rapid Fielding
ERWn (Extended Range Weapon)	Rapid Prototyping
F-22 Capability Pipeline	Rapid Prototyping/Rapid Fielding
Hypersonic Conventional Strike Weapon (HCSW)	Rapid Prototyping/Rapid Fielding
ISPAN Inc 5	Rapid Fielding/Integration into Existing POR
MAF A AGM	Rapid Fielding/Integration into Existing POR
Next Gen Overhead Persistent Infrared	Rapid Prototyping/Transition to Traditional
Nuclear Planning and Execution System Recap	Rapid Prototyping/Integration into Existing POR
Open Skies Recapitalization Program (OSAR)	Rapid Fielding
Protected Tactical Enterprise Service (PTES)	Rapid Prototyping/Further Rapid Prototyping
Unified Platform (UP)	Rapid Prototyping/Transition to Traditional

Reviewed Middle Tier Programs

DISA

Program	Initial Plan
National Background Investigation Services (NBIS)	Rapid Prototyping/Rapid Fielding

SOCOM

Program	Initial Plan
C-sUAS FoS	Rapid Prototyping/Rapid Fielding
Lightweight Machine Gun – Medium (LMG-M)	Rapid Prototyping/Transition to Traditional
Maritime Environmental Protection	Rapid Fielding
Mid Range Gas Gun (MRGG)	Rapid Prototyping/Transition to Traditional
Personal Defense Weapon (PDW)	Rapid Prototyping/Transition to Traditional
Precision Strike System – Ground (PSS-G)	Rapid Prototyping/Transition to Traditional
Precision Strike System – Maritime (PSS-M)	Rapid Prototyping/Transition to Traditional
SOF Combat Diving - Navigation	Rapid Prototyping/Rapid Fielding
SOF Combat Diving - Propulsion	Rapid Prototyping/Rapid Fielding

Rapid Contracting Strategies
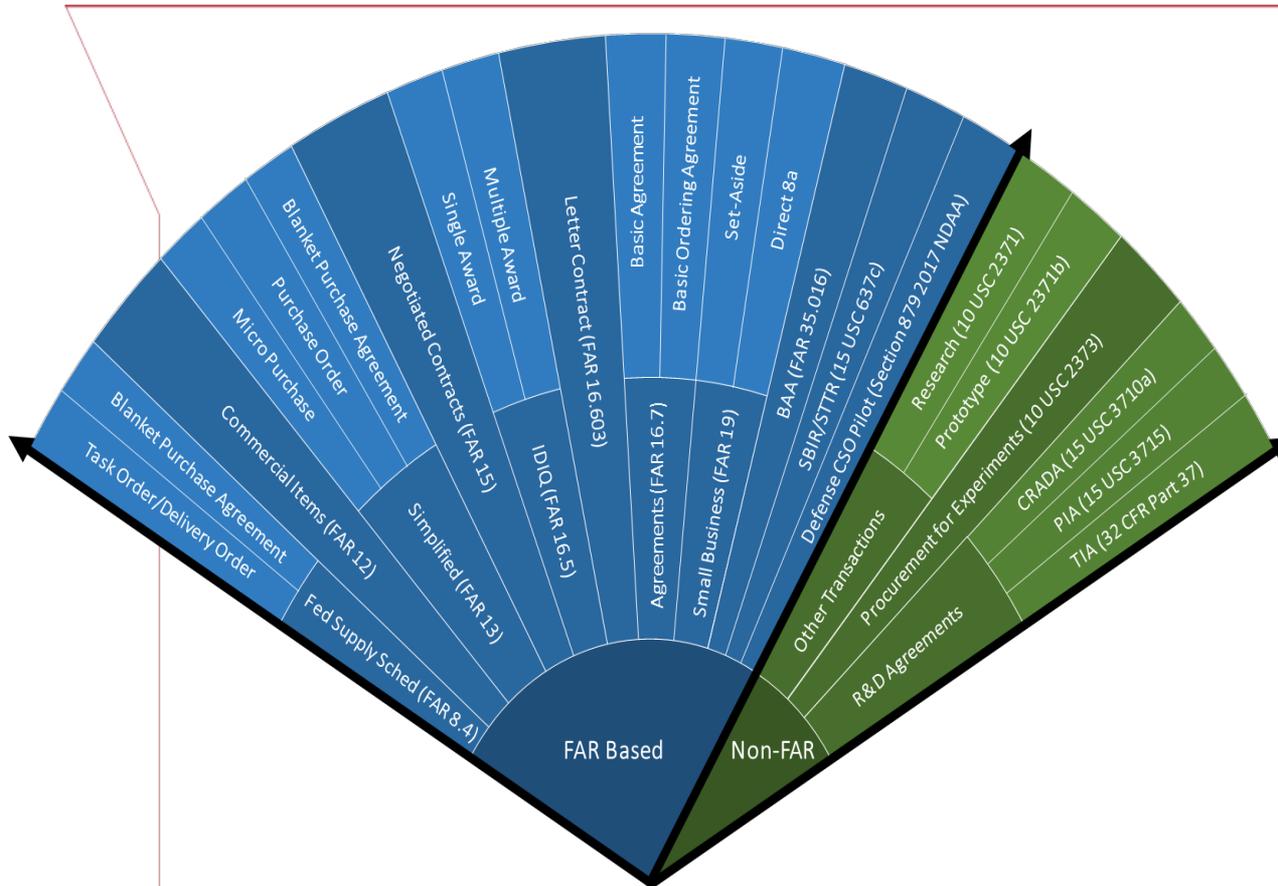
- **Investigate all contracting options available - some offer more speed and flexibility**
- **Leverage existing contracts before developing new ones**
- **Engage contracting officers early as partners**
- **Treat relationship with contractor as a partnership**

Current MTA Contracting Strategies
(as of 25 Apr 2019)

FAR / non-FAR	Specific Contract Strategy	# Contracts
Non-FAR	Other Transaction Authority (OTA) - 10 USC 2371b	13
	Procurement for Experimental Purposes - 10 USC 2373	2
	Cooperative Research and Development Agreement (CRADA)	0
	Partnership Intermediary Agreement (PIA)	0
FAR	FAR 15: Negotiated Contracts	29
	FAR 16.5: Indefinite Delivery Indefinite Quantity (IDIQ)	14
	FAR 8.4: Federal Supply Schedules	4
	FAR 12: Commercial Items	3
	FAR 13: Simplified Acquisitions	2
	FAR 16.603: Letter Contract	1
	FAR 16.7 Agreements	1
	FAR 16.601: Time and Materials	0
Total		69

Schedule and RDT&E Funding

RDT&E Funding ($M) vs **Duration (Years to Complete Program)**

Schedule Risk and Funding Watch Area

Schedule Not Compliant with 5 year limit

ACAT I Threshold
$526 (CY20$M)

Schedule Risk

- Rapid Prototyping
- Rapid Fielding

Some Common Myths….

- **MTAs cannot be used for MDAPs** – *NO* limitation on size or scope exists
- **MTAs must use OTAs –** *MTAs can use OTAs, but OTAs are just one tool in the toolbox*
- **Must do rapid prototyping before rapid fielding** – *Can transition from rapid prototyping to rapid fielding, but can also start with rapid fielding*
- **Rapid prototyping followed by rapid fielding allows 10 years to complete the work** - *Maybe. Neither rapid prototyping nor rapid fielding can exceed 5 years, so can't take 7 years for rapid prototyping followed by 3 years of rapid fielding*
- **MTA prototype <u>must</u> be demonstrated in an operationally-realistic environment and left behind in the field** – *Some are interpreting this liberally. Expect this will be further clarified in final guidance expected in Sept 2019*
- **All programs must now be MTA -** *More prevalent in some services than others*
- **OSD disapproves MTA programs** – *OSD ensures programs are operating within the rules, but has not disapproved any MTA programs*

Readings on Rapid Acquisition

Books:
"Leading Change" By John P Kotter - Harvard Business School Press 1996
"The High Velocity Edge" By Steven J Spear - The McGraw Hill Companies 2009
"XLR8" by John P Kotter - Harvard Business School Press 2014
"Team of Teams" By Gen(r) Stanley McChrystal, with Tantum Collins, David Silverman, Chris Fussell – Portfolio/Penguin Publishing Group 2015
"One Mission" By Chris Fussell - Portfolio/Penguin Publishing Group 2017
"Switch" By Chip Heath and Dan Heath - 2010

Articles/Reports/Studies:
"Accelerate!" By John P Kotter, Harvard Business Review (HBR.org) November 2012
"Flat World, Hard Boundaries: How to Lead Across Them" By Chris Ernst and Donna Chrobot-Mason, MIT Sloan Management Review Spring 2011 Vol 52 No 3
"Stop Blaming Your Culture" By Jon Katzenbach and Ashley Harshak, Booz & Co. Issue 62 Spring 2011 Reprint 11108
"Cultivating a Fail Fast Culture" By Janet Sernack (http://www.cultureuniversity.com/author/janetsernack/)
"Please Tailor Your Acquisition Strategy" By Brian Schultz, DAU Ft Belvoir, DAU Blog Post Feb 2018, https://www.dau.mil/library/defense-atl/blog/Please-Tailor--Your-Acquisition-Strategy!
"Tailoring the Acquisition Process in the US Dept of Defense" By Megan McKernan, Jeffrey A Drezner, Jerry Sollinger, Rand Corporation 2015, www.Rand.org
"Assessment of Accelerated Acquisition of Defense Programs" By Richard H Van Atta, R. Royce Kneece, Jr, Michael J Lippitz, Institute for Defense Analyses IDA Paper P-8161, September 2016
"Acquisition Cycle Time: Defining the Problem (Revised)" By David M Tate, Institute for Defense Analyses IDA Document NS D-5762 (Revised), October 2016

Some Thoughts on Rapid/MTA….

- **Standard Acquisition and Requirements processes are not applicable, ….so critical and innovative thinking IS REQUIRED**
  - Empowered to tailor program artifacts and even requirements….Tailor IN what is needed vice Tailoring OUT
  - Measurements and metrics are essential
  - Production and sustainment strategy MUST be considered from the beginning
  - Applying robust risk and opportunity management are key to your success

- **Remember….**
  - RAPID ≠ RECKLESS

Panel Discussion on Middle Tier of Acquisition
https://media.dau.mil/media/1_me3rb1m2

Interactive Adaptive Acquisition Framework Tool
https://www.dau.mil/tools/t/Interactive-Adaptive-Acquisition-Framework-Tool
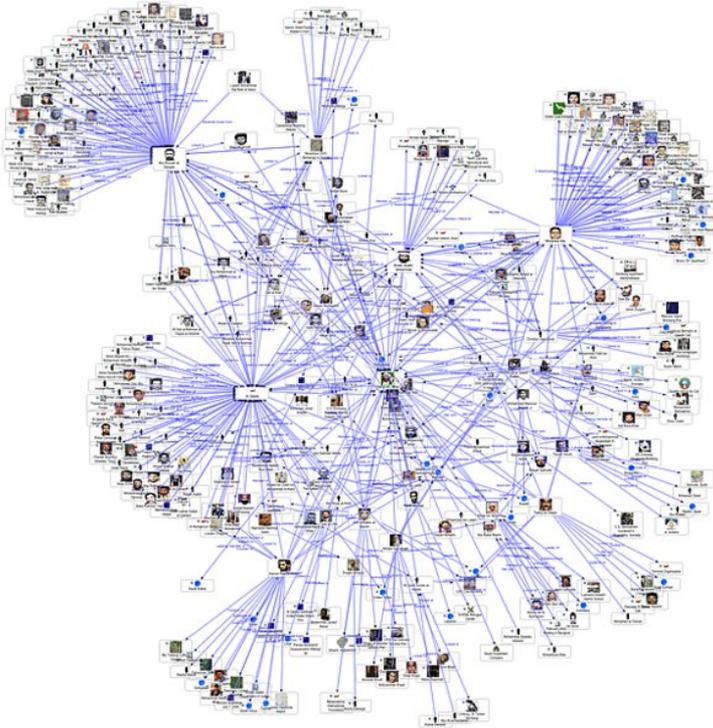
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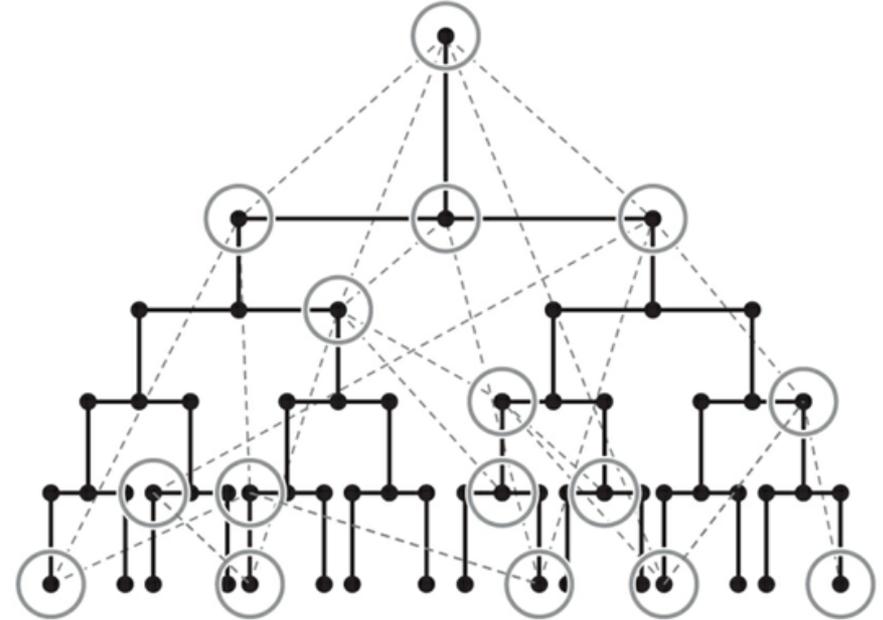
. . .Do we need to operate more like this?

In Summary – the Goal Is….

Planning, Programming, Budgeting and Execution (PPBE)

Investment Trades

Cost Trades

Affordable Effective Timely Capability

Joint Capabilities Integration and Development System (JCIDS)

Technical, Schedule/ Risk Trades

Defense Acquisition System (DAS)
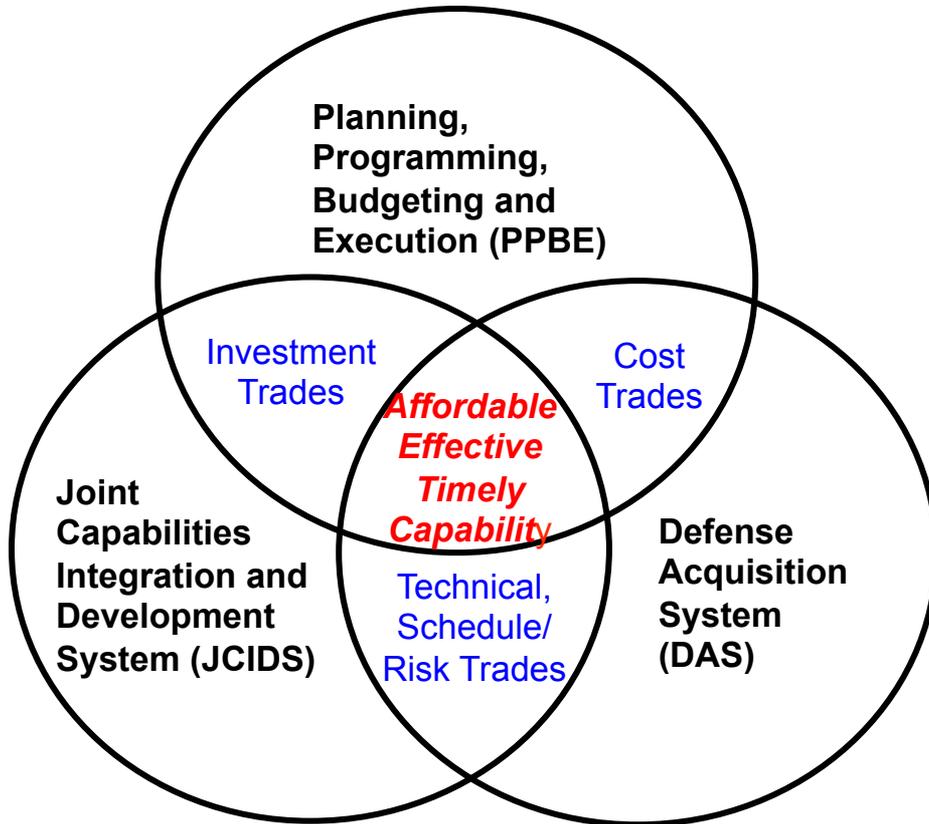
- *Balanced reqmts/capability, cost, schedule, and risk*

- *Full "Cross-Functional" Alignment by all parties on activities & objectives*

- *Streamlined operations & decision making (Network)*

- *Execution to or ahead of plan, on or below cost, with timely delivery of effective Warfighting Capability*

- *Warfighter that is Committed, Ready, and Willing to use the Capability you are providing.*

Whether Traditional or Rapid Acquisitions….ALL 3 Pillars Must Be Aligned….For Success!!

Thank You …
any final ?'s

Backup

CNAS Future Foundry Report – Dec 2016

FUTURE FOUNDRY

A New Strategic Approach to Military-Technical Advantage

Ben FitzGerald, Alexandra Sander, and Jacqueline Parziale

Foreword by the Honorable William J. Lynn, III
and the Honorable Sean O'Keefe

"Future Foundry seeks to establish a new strategic approach….calls for Pentagon to adopt an 'Optionality Strategy'… "

"….a more flexible and adaptable approach is needed to quickly prototype and test a broader array of systems...to help DOD more rapidly field limited production systems at scale in time of war."

"To facilitate effective collaboration with Industry, DOD needs to adopt policy …and recognize it does business with four distinct industry segments:
- ***Military Unique Systems w/Constrained Competition***
- ***Military Unique Systems w/Viable Competition***
- ***Military Adapted Commercial Technology***
- ***Purely Commercial Technology"***

Authors: Ben FitzGerald, et al
Foreword by: Hon Wm Lynn & Hon Sean Okeefe

The High Velocity edge by Stephen Spear
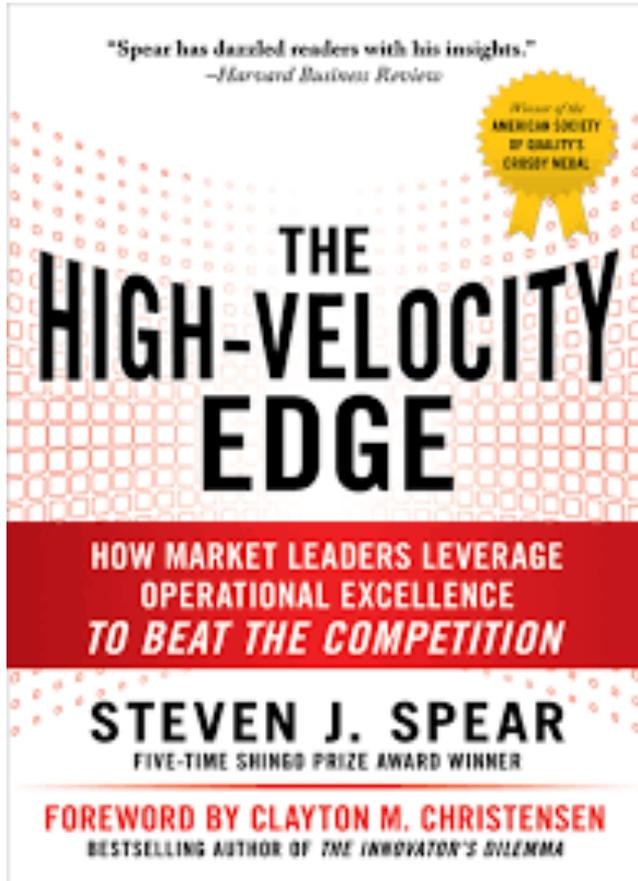
High Performing Organizations and Teams learn to Master Four Key & Critical Capabilities:

- *Capability 1*: Capturing the Best Collective Knowledge and Making Problems Visible

- *Capability 2*: Building Knowledge by Swarming and Solving Problems

- *Capability 3*: Spreading Lesson-Learned to the Whole Organization

- *Capability 4*: Leading by Developing Capabilities 1, 2, and 3 in Others

Kotter's Revised Change Model

Circa 2014

DUAL OPERATING SYSTEM KOTTER XLR8 MODEL
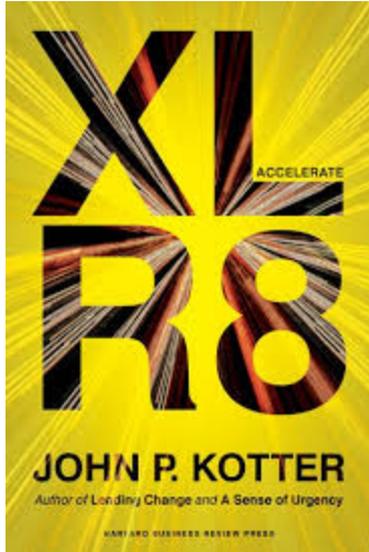
MANAGING	LEADING
Plans and budgets	Establish direction
Organizing and staffing	Align and motivate
Operational problem slowing	Inspiring and mobilizing
Doing what we know well	Exploring and creating
Continues reliable results	Propelling into the future
"Robust Process Operator"	*"Agile Global Process Owner"*

FUNCTIONAL HIERARCHY

STRATEGY NETWORK

inspearit

1996
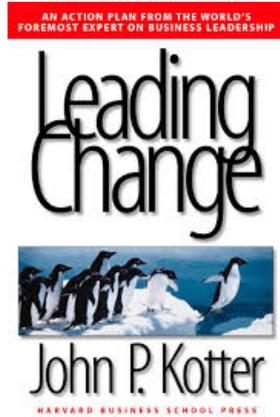
2014

2009
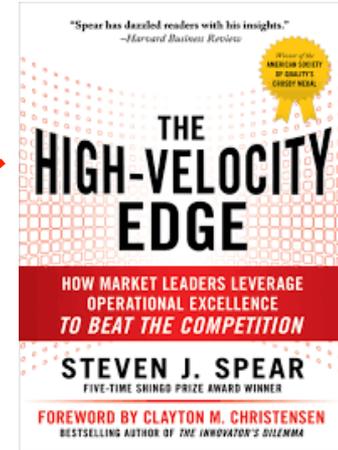
2015
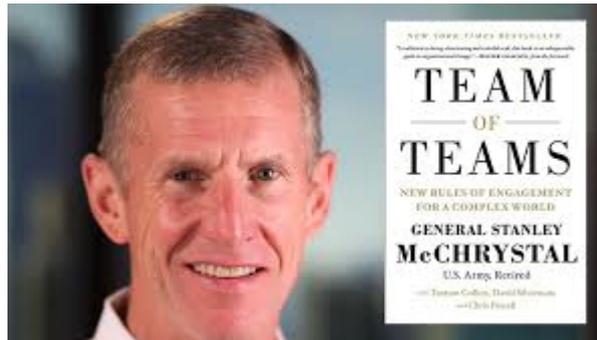
2017
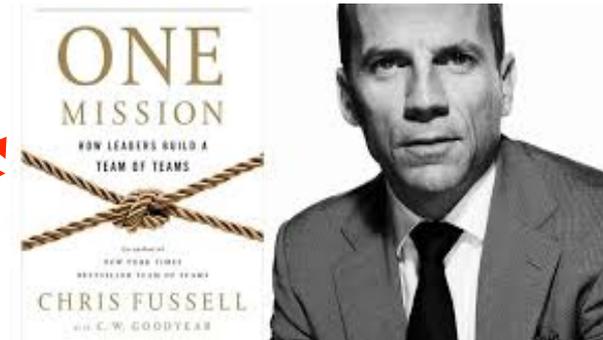
Tailored Documentation Example

Simplified Acquisition Management Plan
- Acquisition approach
- Business and contracting
- Intellectual property
- Program management
- Sustainment approach
- System engineering
- Risk management
- Test and evaluation approach

Color Code
Planned
Tailored Out, Not Required or Substituted
Planned and Completed

Statutory Requirements
1. Core Logistics Determination/Sustaining Workload estimate
2. Low Rate Initial Production Quantity - Acquisition Procurement Objective
3. Operational Test Plan
4. Programmatic Environmental, Safety and Occupational Evaluation/National Environmental Policy Act
5. Acquisition Approach - Simplified Acquisition Management Plan (SAMP)
6. Business Strategy - SAMP
7. Contracting Strategy - SAMP
8. Contract-type Determinations - SAMP
9. Cooperative Opportunities - SAMP
10. Intellectual Property (IP) Strategy - SAMP
11. Market Research
12. Modular Open Systems Approach - SAMP
13. Risk Management - SAMP
14. Small Business Innovation Research/Small Business Technology Transfer Program Technologies - SAMP

Regulatory Requirements
1. Clinger-Cohen Act Compliance
2. Defense Intelligence Threat Library (Threat Module)
3. Item Unique Identification Implementation Plan
4. Program Protection Plan
5. Validated Online Lifecycle Threat Report

DOD-5000
1. Acquisition Strategy
2. Acquisition Decision Memorandum (ADM)
3. Acquisition Program Baseline (APB)
4. Affordability Analysis
5. Exit Criteria
6. Life Cycle Sustainment Plan (LSCP)
7. Operational Test Agency Report of Operational Test and Evaluation Results
8. Request for Proposal
9. Should Cost Target
10. Systems Engineering Plan
11. Test and Evaluation Master Plan

JCIDS
1. Capability Development Document
2. Capability Production Document
3. Concept of Operations/Operational Mode Summary/ Mission Profile (CONOPS/OMS/MP)

Rapid Prototyping Program

Exhibit R-2, RDT&E Budget Item Justification: PB 2019 Office of the Secretary Of Defense | Date: February 2018

Appropriation/Budget Activity
0400: *Research, Development, Test & Evaluation, Defense-Wide* I BA 4: *Advanced Component Development & Prototypes (ACD&P)*

R-1 Program Element (Number/Name)
PE 0604331D8Z I *Rapid Prototyping Program*

COST ($ in Millions)	Prior Years	FY 2017	FY 2018	FY 2019 Base	FY 2019 OCO	FY 2019 Total	FY 2020	FY 2021	FY 2022	FY 2023	Cost To Complete	Total Cost
Total Program Element	0.000	100.000	100.000	99.333	0.000	99.333	101.246	103.277	105.298	107.338	Continuing	Continuing
638: *Rapid Prototyping Program*	0.000	0.000	100.000	99.333	0.000	99.333	101.246	103.277	105.298	107.338	Continuing	Continuing
639: *Rapid Prototyping Program - Congressional Add*	0.000	100.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	100.000

Note
The Rapid Prototyping Program is a new effort in FY 2018. To accelerate delivery to the warfighter, Congress provided additional funding in FY 2017 above the President's Budget Request, as indicated in project code 639.

A. Mission Description and Budget Item Justification
The Rapid Prototyping Program (RPP) develops prototypes that deliver needed capabilities, reduce technical and integration risk, and produce warfighter feedback leading to improved requirements and technology upgrades for programs of record. RPP project selection is guided by the priorities of the Department of Defense, the Office of the Under Secretary of Defense for Research and Engineering, the Chairman's Gap Assessment, and Service-identified gaps and needs. RPP rapidly develops and fields cross-cutting prototype capabilities that can be demonstrated in an operational environment to inform Department of Defense and Service leadership.

B. Program Change Summary ($ in Millions)

	FY 2017	FY 2018	FY 2019 Base	FY 2019 OCO	FY 2019 Total
Previous President's Budget	0.000	100.000	100.000	0.000	100.000
Current President's Budget	100.000	100.000	99.333	0.000	99.333
Total Adjustments	100.000	0.000	-0.667	0.000	-0.667
• Congressional General Reductions	-	-			
• Congressional Directed Reductions	-	-			
• Congressional Rescissions	-	-			
• Congressional Adds	100.000	-			
• Congressional Directed Transfers	-	-			
• Reprogrammings	-	-			
• SBIR/STTR Transfer	-	-			
• Economic Assumption	-	-	-0.667	-	-0.667

Change Summary Explanation
To accelerate delivery of Rapid Prototyping Program capabilities, Congress provided additional funding in FY 2017 above the President's Budget Request.

PE 0604331D8Z: *Rapid Prototyping Program*
Office of the Secretary Of Defense

UNCLASSIFIED
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Video Links of Interest on Rapid

- **Defense Panel Discussion on Middle Tier Acq Ben FitzGerald, Hon Will Roper, Hon Dr Bruce Jette: https://media.dau.mil/media/1_me3rb1m2**

- **Hon James "Hondo" Geurts, ASN RDA / David Bray, (CXOTALK #296) https://www.youtube.com/watch?v=KmEtzw3hMWw**

- **AFA Convention:** https://www.afa.org/events/Conference/recordings
    - Specific items of interest:
    - Hon Darlene Costello, w/leaders from AF SMC, AF RCO, AF LCMC, & PEO https://www.youtube.com/watch?v=LUGSkTMf3c0
    - Air Force Acq Panel -- Lt Gen Bunch, Lt Gen Thompson, others; https://www.afa.org/events/Conference/recordings/afapanel
    - Panel discussion of Tools for Speed – Hon Dr Will Roper, others: https://www.afa.org/events/Conference/recordings/tspanel

Acronyms

Acronym	Description
JCIDS	Joint Capabilities Integration and Development System
JROC	Joint Requirements Oversight Council
NDAA	National Defense Authorization Act
PM	Program Manager
SAE	Service Acquisition Executive

FY16-18 NDAA Acquisition Language

NDAA 2016:
Sec 801: Reqd Review of Acq Related Functions of the CoSs of Armed Forces
Sec 802: Role of the Chiefs of Staff in the Acquisition Process
Sec 803: Expansion of Rapid Acquisition Authority ($200M in each of 3 cases)
Sec 804: Middle Tier of Acquisition for Rapid Prototyping and Rapid Fielding
Sec 805: Use of Alt. Acquisition Paths to Acquire Critical Natl Security Capabilities
Sec 806: SECDEF Waiver of Laws To Acquire Vital Natl Sec Capabilities
Sec 807: Acq Auth of the Commander of United States Cyber Command
Sec 808: Report on Linking and Streamlining Rqmts, Acq, and Budget Processes (CoSs)
Sec 809: Advisory Panel on Streamlining and Codifying Acquisition Regulations
Sec 815: Amendment to Other Transactions Authority (Repeals Sec 845, est 2371b)
NDAA 2017:
Sec 806: Devel., Prototyping, and Deployment of Weapons Syst Comps/Technology
Sec 864: Dept of Defense Acq Workforce Devel Fund Determination Adjustment
Sec 884: Non-Trad & Small Contractor Innovation Prototyping Program
Sec 901*: Organization of the Office of the SECDEF (R&E, A&S, CMO, etc)
NDAA 2018:
Sec 864: Other Transaction Auth for Certain Prototype Projects
Sec 866: Middle Tier of Acquisition for Rapid Prototype and Fielding
Sec 867: Preference for Use of OTA and Experimental Auth for S&T, Prototyping & Experiments

Rapid / Fast / Urgent

Rapid Acquisition – A streamlined and tightly integrated iterative approach, acting upon validated urgent or emergent capability requirements, to: conduct analysis and evaluate alternatives and identify preferred solutions; develop and approve acquisition documents; contract using all available statutory and regulatory authorities and waivers and deviations of such, appropriate to the situation; identify and minimize technical development, integration, and manufacturing risks; and rapidly produce and deliver required capabilities. (Proposed for JP 1-02. SOURCE: CJCSI 5123.01/3170.01)

CJCSI 3170.01I: 3 JCIDS Process "Lanes"
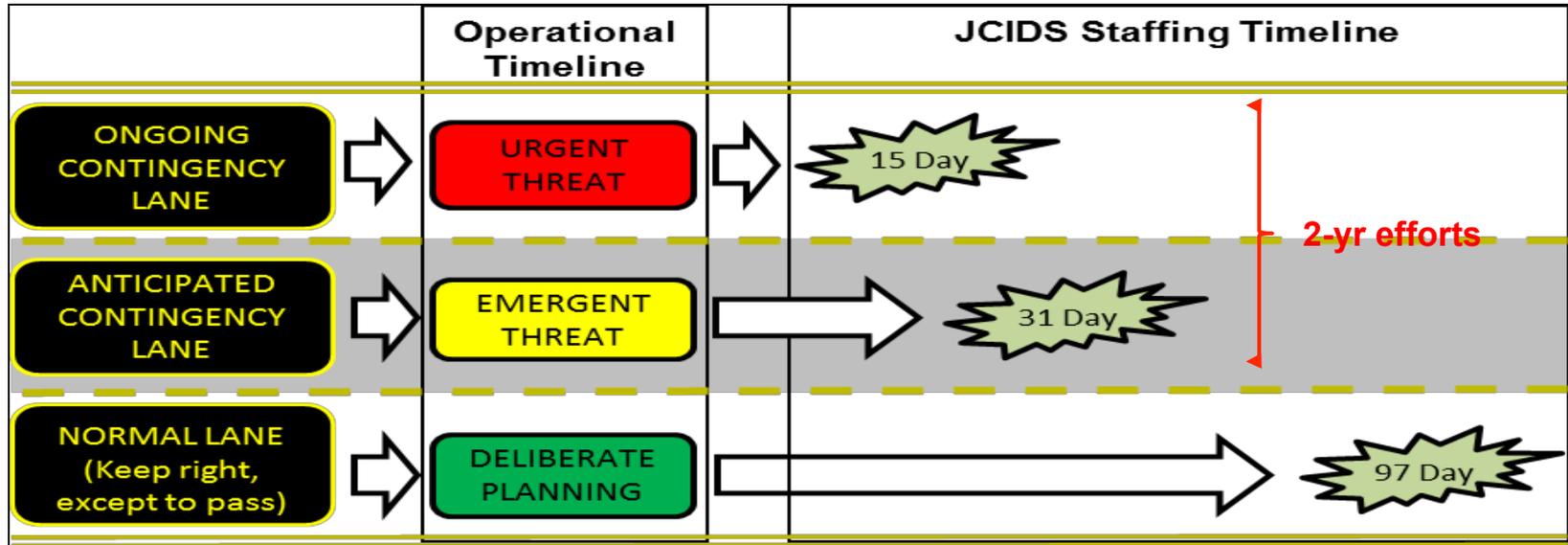
- **Urgent Threat:** CCMD Driven. Urgent and compelling <u>to prevent loss of life and/or mission failure</u> during current operations. Require little tech development and can be resolved in less than two years. The J8 Deputy Director for Requirements (DDR) validates

- **Emergent Threat:** CCMD Driven. Supports accelerated acquisition of capabilities needed for an <u>anticipated or pending contingency operation</u>. VCJCS verifies, JCB or JROC validates

- **Deliberate Planning:** Service, CCMD or Agency Driven. Traditional route for capabilities that require significant tech development and/or are not urgent or emergent in nature.

JCIDS

DAS
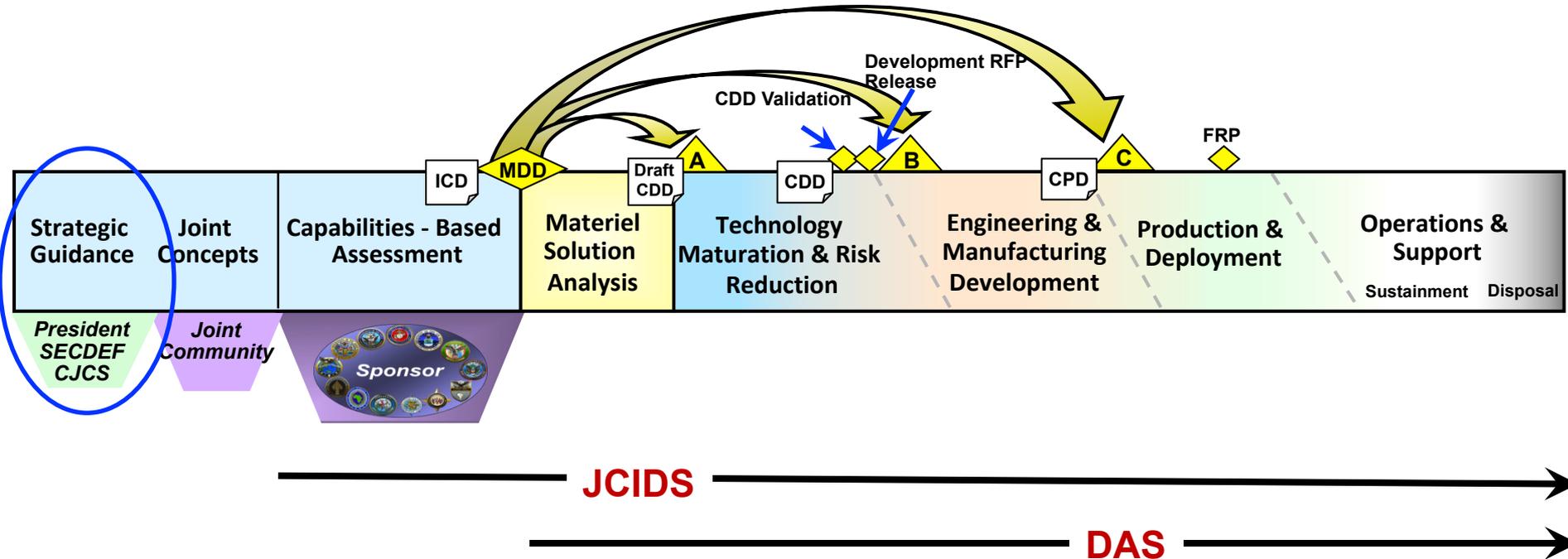
- CDD: Capability Development Document
- CPD: Capability Production Document
- FRP: Full-Rate Production

- ICD: Initial Capabilities Document
- MDD: Materiel Development Decision
- RFP: Request for Proposal

DoDI 5000.02 – Does it allow Accelerated Acquisition?

Model 4 - Accelerated Acquisition
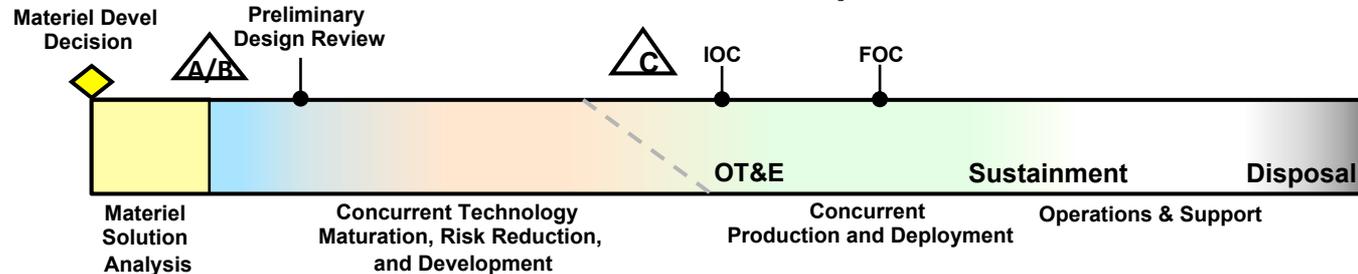
- ……milestones and phases are to be TAILORED to program needs and urgency of capability/requirements

- Model 4 and Enclosure 13 Specifically included for Accelerated Acquisitions and URGENT Acquisitions

- *Yet….despite this option….most Programs were run as "Traditional DODI 5000.2 programs?*

MAJOR CHANGES Since January 2015 and What Drove Them?
- **Change 1** - issued on Jan 26, 2017 incorporates selected provisions of NDAA 2016…mostly related to Service Chief Involvement, PM Assignment/ Evaluation, and other related and minor changes
- **Change 2** - issued on Feb 2, 2017 eliminated Encl 12, Defense Business Systems; Retitled Encl 13 as "Urgent Capability Acq" vice "Rapid Fielding", and Adds Encl 14 dedicated to Cybersecurity.
- **Change 3** - issued on Aug 10, 2017…….mostly administrative updates!
- **Change 4** - Draft issued for review…..addresses ACAT ID, IB, IC and NDAA delegations to Services

DoDI 5000.02 Model 4: Accelerated Acquisition Program

- **Schedule considerations dominate over cost & technical considerations**

- **Schedule compression, concurrent development/ production**

- **Used when technological surprise by potential adversary necessitates a higher-risk acquisition program (past tense)**

- **Milestones and phases are to be TAILORED to program needs and urgency of need**

- **Model 4 and Enclosure 13 specifically included for Accelerated and URGENT (< 2 years) Acquisitions**

Think MRAP!

- **JEON / JUON**
  - Potential loss of life / critical mission failure criteria
  - Can result in program risk to address operational risk / preserve schedule
- **"Middle Tier"**
  - Seek component guidance & provide feedback
  - Capture / convey your requirements (pencil vs pen)
  - Creative thinking & approach to resolve
  - Partner well with PM / resourcing / test teammates
  - Be alert to potential process delays to progress
  - Engage and stay active
- **Deliberate Lane**
  - Strategy to leverage where it makes sense
  - Requirement and acquisition strategy alignment

Ofc Of The Secretary Of Defense (OSD)
(NDAA 2017 Section 901)

Secretary of Defense

Deputy Secretary of Defense
Chief Operating Officer
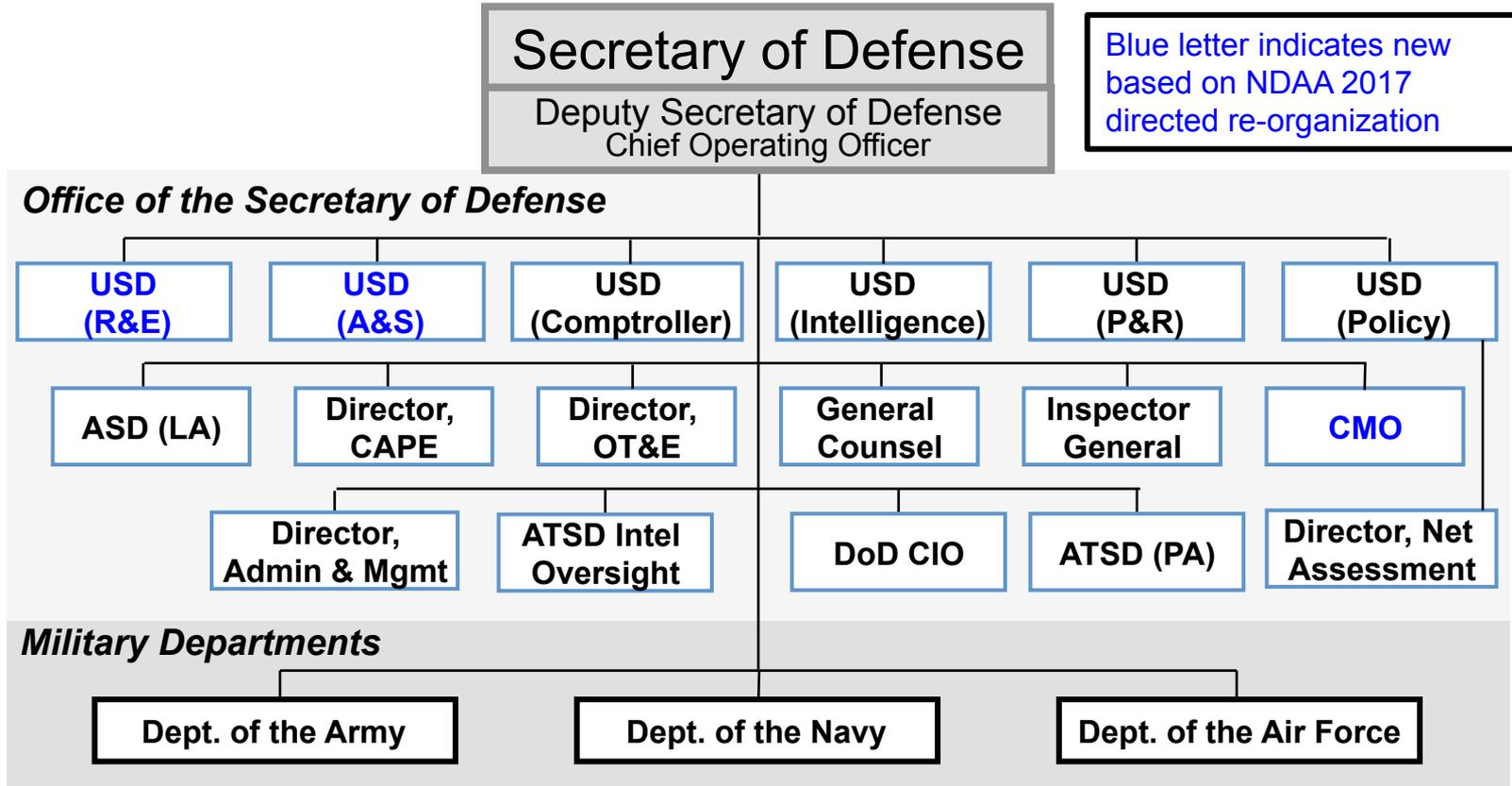
Blue letter indicates new based on NDAA 2017 directed re-organization

Office of the Secretary of Defense

- USD (R&E)
- USD (A&S)
- USD (Comptroller)
- USD (Intelligence)
- USD (P&R)
- USD (Policy)

- ASD (LA)
- Director, CAPE
- Director, OT&E
- General Counsel
- Inspector General
- CMO

- Director, Admin & Mgmt
- ATSD Intel Oversight
- DoD CIO
- ATSD (PA)
- Director, Net Assessment

Military Departments

- Dept. of the Army
- Dept. of the Navy
- Dept. of the Air Force

Defense agencies and DoD field activities report to various OSD offices

- *How **does Your Operating Model promote** use of authority to aggressively Tailor Acquisition Programs and foster **Rapid Acquisition**?*
- ***Has program decision authority been delegated** to lowest possible level consistent with authorities and guidance for Rapid Acquisition?*
- *Do you as the MPM/DPM further **delegate authority and empower others**?*
- *Does a **culture or mindset** exist **within your organization** that **promotes measured risk taking and opportunity** management?*
- *Are MPMs/MDPMs, their staffs and teams **encouraged to aggressively pursue "Rapid" as a Goal**?*
- ***How are cross functional and cross organizational teams incentivized** to integrate, **collaborate and rapidly achieve program** objectives/**outcomes**?*
- ***How important would Rapid Acquisition be to Program/Portfolio** if it achieves timely and reasonable capability to Operational Units at more affordable cost?*
- *How well **are your Program's Requirements and PPBE processes aligned** to achieve "Rapid"?*

Keep-Abandon-Invent-Reinvent Framework

- **KAIR is a framework for enabling change/transforming a team, system, or organization "on the fly" or when facing obstacles**
- **The Framework has four parts:**

Keep	Abandon
Keep strategies/activities that are working well	**A**bandon strategies/activities that are barriers to success
Invent	**Reinvent**
Invent new solutions that have not been considered previously	**R**e-invent processes/activities that could benefit from improvement

- **The purpose of the KAIR framework is to identify ways to "Accelerate" while providing affordable & effective capability**

- **Think about how the KAIR Framework could be applied to your programs/portfolios. How will you engage your teams to help you "accelerate"?**

- **What specific initiatives/steps are on your Action Plan that will promote the mindset and culture within your team to focus on "reasonable acceleration" of your program?**

- **Stay connected as a cohort to share insights, suggestions & approaches which could empower the larger Acquisition Enterprise within your service and DOD**