



Working with Partners and Allies to Meet Tomorrow's Challenges

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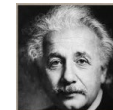


Need to Recalibrate

“

**WE CANNOT SOLVE OUR
PROBLEMS WITH THE
SAME THINKING WE
USED WHEN WE
CREATED THEM**

”



Albert Einstein





DOD Leadership Need for Speed



"We need to move faster!"
Dr. Griffin, USD(R&E)



"It's all about velocity"
Ms. Lord, USD(A&S)



"Focus on speed-to-field"
Mr. Shaffer, DUSD(A&S)



"U.S. lost its ability to go fast"
Gen Hyten, USSTRATCOM



"We have to go faster"
Mr. McCarthy, USecA



"Velocity is my advantage"
Mr. Guerts, Navy SAE





USD (A&S) Goals

- Enable Acquisition Innovation
- Build a Safe, Secure, and Resilient Defense Industrial Base (commercial and organic)
- Ensure Safe and Resilient DoD Installations
- Increase Weapon System Mission Capability While Reducing Operating Cost
- ***Promote Acquisition & Sustainment Initiatives with Key International Partners***
- Recruit, Develop, and Retain a Diverse





How Are We going to Achieve This?

OSD A&S Major Initiatives

Restructured DoD Acquisition Management

Speed and Efficiency of Contracting

Improving the Defense Industrial Base

Securing the Defense Industrial Base

Training





Adaptive Acquisition Framework

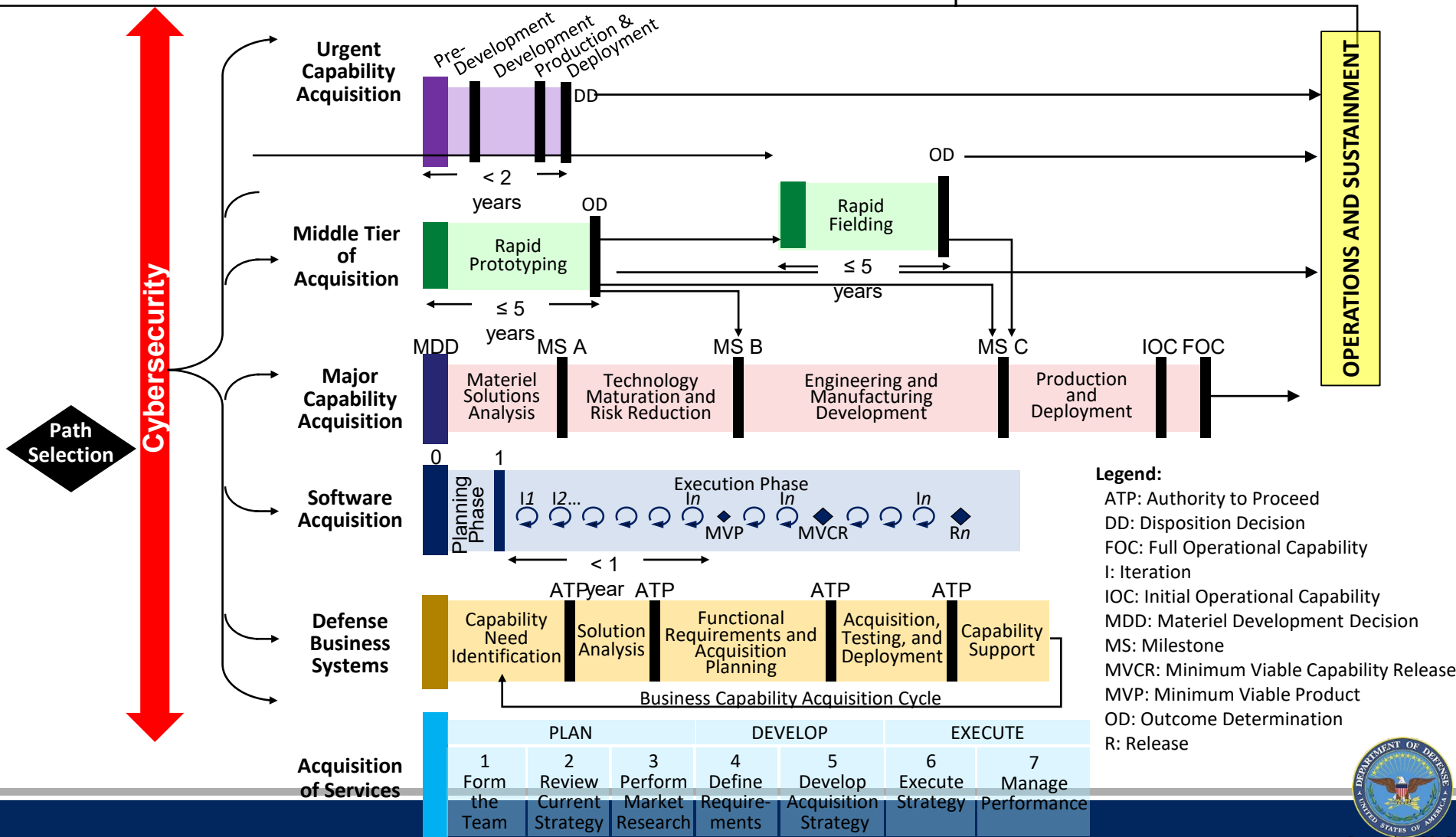
tailor, combine, and transition between pathways to create your program strategy

Tenets of the Defense Acquisition System

1. Simplify Acquisition Policy
2. Tailor Acquisition Approaches
3. Empower Program Managers
4. Conduct Data Driven Analysis
5. Actively Manage Risk
6. Emphasize Sustainment

DoDD 5000.01: *The Defense Acquisition System*

DoDI 5000.02: *Operation of the Adaptive Acquisition Framework*





Restructured DoD Acquisition Management

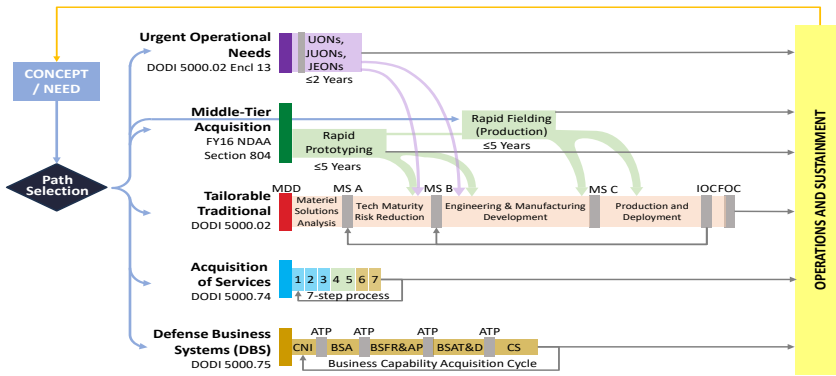
Executed the most significant restructure in 30 years, dividing the USD(AT&L) into the USD(Acquisition & Sustainment) and USD(Research & Engineering)

- * 11% civilian manpower reduction
- * Reduced programmatic timelines
- * Improved programmatic quality
- * Lower costs

Delegated Milestone Decision Authority of programs to the lowest appropriate level. OSD staff oversight reduced from 32 to 10 of 88 Major Defense Acquisition Programs

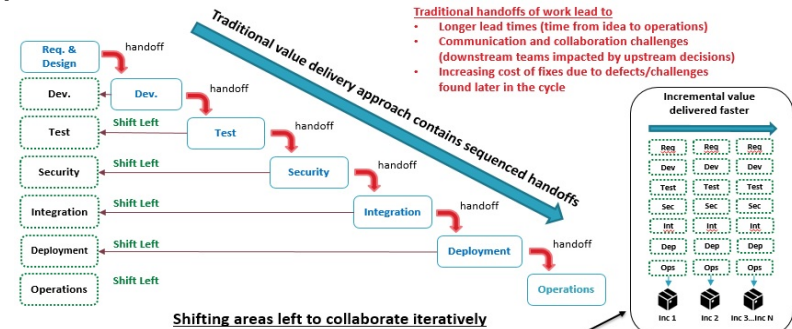
- * Greater accountability
- * Accelerate decision making
- * Improved timeline and affordability

Implemented Adaptive Acquisition Framework gives Components the flexibility to select the optimal pathway for their program



There are Many Pathways to Deliver Capabilities

Agile Software Pilot programs “Shift left” traditional sequenced processes to speed capability delivery and engage warfighters early



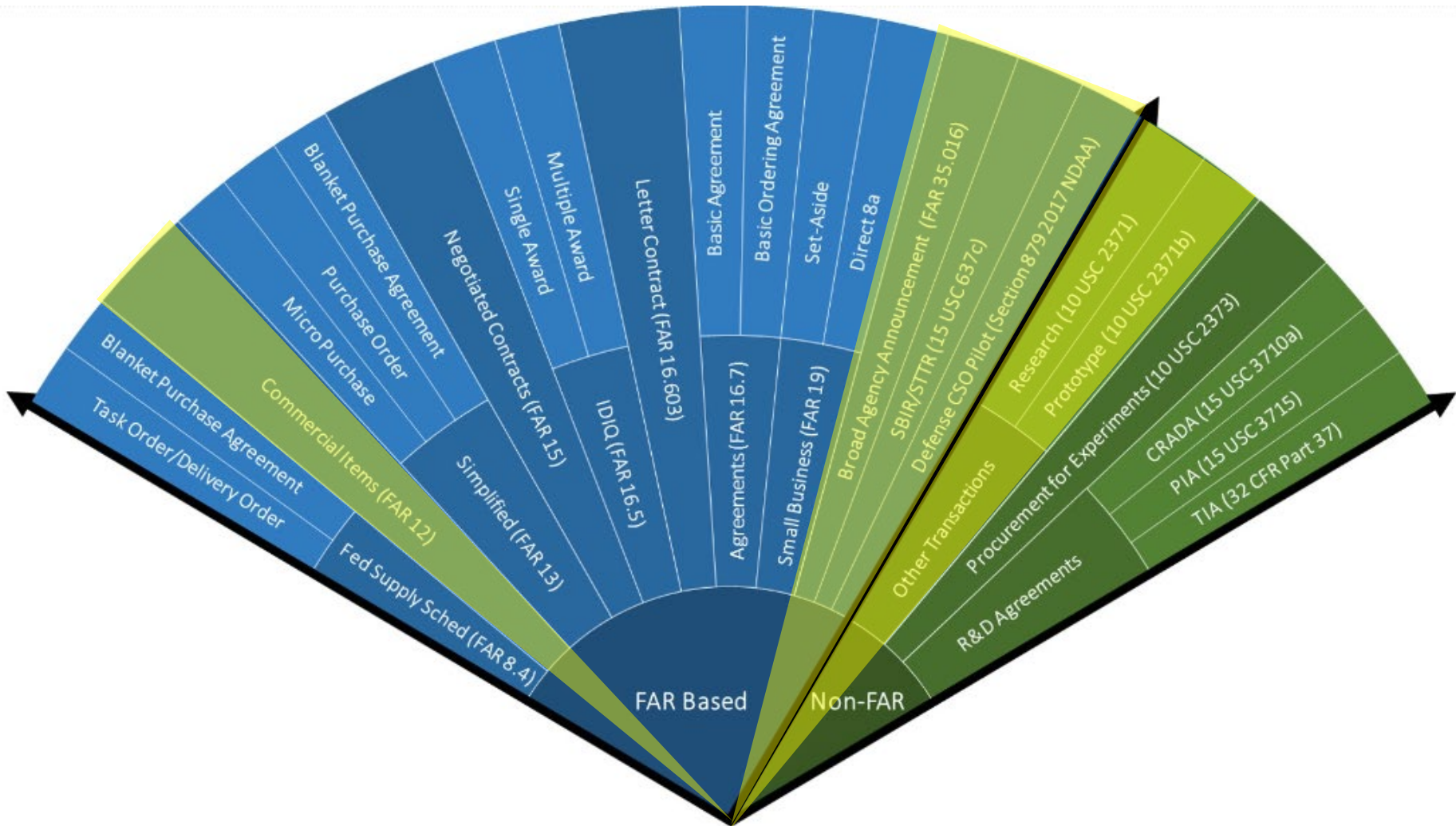
Shifting areas left to collaborate iteratively

- Results in quicker incremental deliveries
 - Faster learning
 - Quicker benefits to the Users
- Collaboration across all silos as everyone “shifts left” to work together and across silos on the deliveries





Contracting Cone





Speed and Efficiency of Contracting

- ◆ **Reduction of DOD Procurement Regulations**
 - » Recommended for repeal approximately 15% (54) of the 352 DFARS solicitation provisions and contract clauses
- ◆ **Reducing Procurement Administrative Lead Time (PALT) - The time it takes to get under contract**
 - » New pilot authorities
 - » Leveraging base year procurement with options
- ◆ **Leveraging other transaction authority (OTA) and other “smart contracting” authorities and approaches**
- ◆ **Focused efforts like the Air Force pitch day**
- ◆ **Higher thresholds for simplified acquisition and micro purchases**
- ◆ **Re-write of DoDI 5000.02**
- ◆ **Legislative proposals on bid protests**





How else do I go faster?



- ◆ **Work with Partners and Allies**
- ◆ **Seek out nontraditional innovative companies**
- ◆ **Use more commercial acquisition**





Defense Federal Acquisition Regulation Supplement (DFARS) Part 225—Foreign Acquisition

"**Qualifying country**" means a country with a reciprocal defense procurement memorandum of understanding or international agreement with the United States in which both countries agree to remove barriers to purchases of supplies produced in the other country or services performed by sources of the other country, and the memorandum or agreement complies, where applicable, with the requirements of section 36 of the Arms Export Control Act (22 U.S.C. 2776) and with 10 U.S.C. 2457.

Accordingly, the following 27 countries are considered qualifying countries:

| | | | | |
|-----------|--|-------------|----------------|----------------|
| Australia | Austria | Belgium | Canada | Czech Republic |
| Denmark | Egypt | Estonia | <i>Finland</i> | France |
| Germany | Greece | Israel | Italy | Japan |
| Latvia | Luxembourg | Netherlands | Norway | Poland |
| Portugal | Slovenia | Spain | Sweden | Switzerland |
| Turkey | United Kingdom of Great Britain and Northern Ireland | | | |

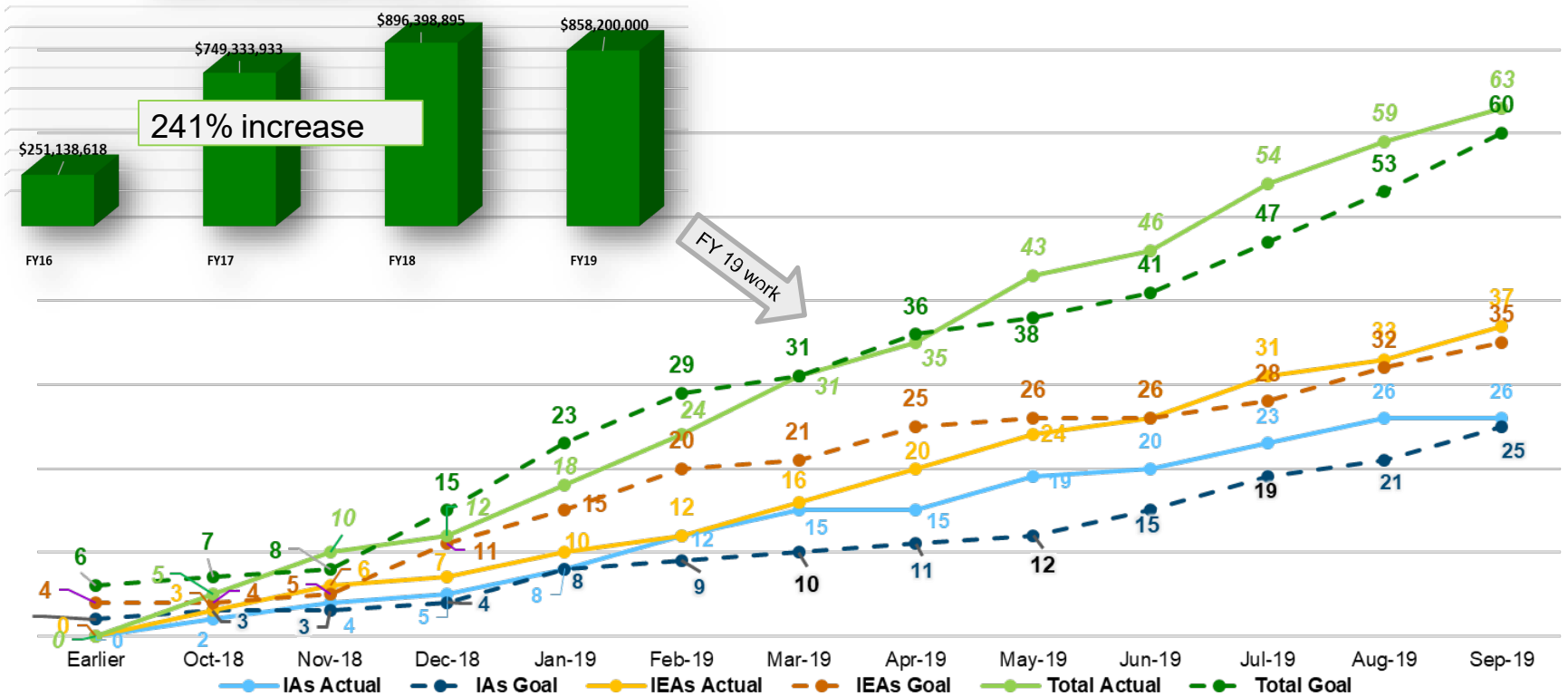




Cooperative Acquisition Programs Growing

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Partner Contributions Since FY14



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International Acquisition and Exportability

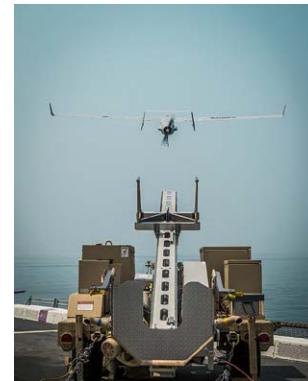
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“Design for Exportability Reference Template” 5 Aug 2019

- Intended to assist Program Managers in implementing new exportability guidance and better address exportability at each acquisition gate review

Build Exportability, Joint Requirements Oversight Council Memorandum (JROCM 025-19) released 15 Apr 2019

- Requires all DoD international engagement stakeholders be included in the staffing and coordination for JCIDS requirement documents





ITAR Changes Support Work with Allies and Partners

§ITAR 126.4 was revised 19 April, 2019:

- **Intent: Treat Cooperative Program exports similar to FMS exports**
 - DoD is taking a considered, deliberate approach to implementation
- **Provided written direction for 13 exports to date;**
- **DoD has requested additional implementation guidance and authorities**
- **Re-Delegation to programs, Certifications >1 year**
- **DoD anticipates broader implementation for Cooperative Program Personnel shortly thereafter**

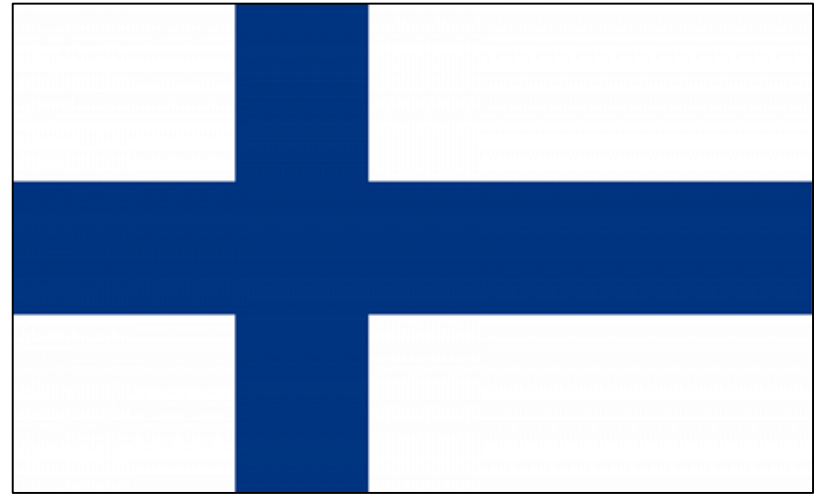




The U.S. Wants To Do More Business with Finnish Companies

Some Typical U.S. Views of Finnish Companies:

- Top Quality
- Technology Leaders
- Innovative Startups
- Business Integrity
- Trusted Partners
- Skilled Workforce & Top Students



WE WANT YOU!





Q&A

Questions?

