Rapid Acquisition – The Challenge to Accelerate

NDIA 2019 Spring IPM Division Meeting
Dulles Hyatt

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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?

- 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**
A streamlined and highly integrated, iterative approach to rapidly produce and deliver required capabilities

**Rapid Prototyping**
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

**Rapid Fielding**
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

<table>
<thead>
<tr>
<th></th>
<th>DODI 5000.02 Enclosure 13</th>
<th>Sec 804 FY2016 NDAA Middle Tier of Acquisition (MTA)</th>
<th>DODI 5000.02 Model 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Urgent Capability Acquisition</td>
<td>Rapid Prototyping</td>
<td>Rapid Fielding</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>-</td>
<td>Innovative</td>
<td>Proven</td>
</tr>
<tr>
<td><strong>Requirement</strong></td>
<td>Validated UON</td>
<td>Exempt from JCIDS</td>
<td>Exempt from JCIDS</td>
</tr>
<tr>
<td><strong>Timeline</strong></td>
<td>Field ≤ 2 years</td>
<td>Field prototype ≤ 5 years</td>
<td>Start production ≤ 6 months; Complete fielding ≤ 5 years</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>Below ACAT I and IA</td>
<td>Exempt from DODI 5000; PM reports to SAE</td>
<td>Exempt from DODI 5000; PM reports to SAE</td>
</tr>
</tbody>
</table>
A Few Potential Rapid Pathways

**CONCEPT / NEED**

- **Middle Tier Acquisition Section 804**
  - Rapid Prototyping ≤5 Years

**Urgent Operational Needs**
- 5000.02 Encl 13
- UONs, JUONs, JEONs ≤2 Years

**Tailorable Traditional DODI 5000.02**
- Materiel Solutions Analysis
- Tech Maturation & Risk Reduction
- Engineering & Manufacturing Development
- Production and Deployment

**Rapid Fielding (Production) ≤5 Years**

**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
How Some are Handling Requirements for MTA Programs

• 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)

<table>
<thead>
<tr>
<th>Type</th>
<th># Programs</th>
<th>Total $B</th>
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<tr>
<td>Rapid Prototyping</td>
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<tr>
<td>Rapid Fielding</td>
<td>6</td>
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<td><strong>40</strong></td>
<td><strong>$27.03</strong></td>
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<table>
<thead>
<tr>
<th>Component</th>
<th># Programs</th>
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<td>Navy</td>
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<td>Air Force</td>
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<td>USSOCOM</td>
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<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>$27.03</strong></td>
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# Reviewed Army Middle Tier Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Initial Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extended Range Cannon Artillery (ERCA)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
<tr>
<td>Integrated Visual Augmentation System (IVAS)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
<tr>
<td>Lower Tier Air and Missile Defense Sensor (LTAMDS)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
<tr>
<td>Mobile Protected Firepower (MPF)</td>
<td>Rapid Prototyping/Transition to Traditional</td>
</tr>
<tr>
<td>Next Generation Squad Weapon (NGSW)</td>
<td>Rapid Prototyping/Rapid Fielding/Rapid Prototyping (Inc II)</td>
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<tr>
<td>Optionally Manned Fighting Vehicle (OMFV)</td>
<td>Rapid Prototyping/Transition to MDAP (May investigate Rapid Fielding)</td>
</tr>
<tr>
<td>Rapid Opioid Countermeasure System (ROCS)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
<tr>
<td>Standoff Activated Volcano Obstacle (SAVO)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
<tr>
<td>Program</td>
<td>Comments</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>STANDARD Missile-2 Block IIIC</td>
<td>Rapid Prototyping/Integration into Existing POR</td>
</tr>
<tr>
<td>STANDARD Missile-6 Block IB Phase IA</td>
<td>Rapid Prototyping/Integration into Existing POR</td>
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<tr>
<td>STANDARD Missile-6 Block IB Phase IB</td>
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<tr>
<td>Hammerhead</td>
<td>Rapid Prototyping</td>
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<tr>
<td>PRIDE aka CITC</td>
<td>Rapid Fielding</td>
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## Reviewed Air Force Middle Tier Programs

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

### DISA

<table>
<thead>
<tr>
<th>Program</th>
<th>Initial Plan</th>
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</thead>
<tbody>
<tr>
<td>National Background Investigation Services (NBIS)</td>
<td>Rapid Prototyping/Rapid Fielding</td>
</tr>
</tbody>
</table>

### SOCOM

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

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

<table>
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<tr>
<th>Duration (Years to Complete Program)</th>
<th>RDT&amp;E Funding ($M)</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1</td>
<td>500</td>
</tr>
<tr>
<td>2</td>
<td>1,000</td>
</tr>
<tr>
<td>3</td>
<td>1,500</td>
</tr>
<tr>
<td>4</td>
<td>2,000</td>
</tr>
<tr>
<td>5</td>
<td>2,500</td>
</tr>
<tr>
<td>6</td>
<td>3,000</td>
</tr>
<tr>
<td>7</td>
<td>3,500</td>
</tr>
</tbody>
</table>

ACAT I Threshold $526 (CY20$M)

Schedule Risk
Schedule Not Compliant with 5 year limit

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 **must** 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:
“The High Velocity Edge” By Steven J Spear - The McGraw Hill Companies 2009
“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:
“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/)
“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
DoD’s and the Services’ Dilemma.....?

To deal with this . . .

...Do we need to operate more like this?
**In Summary – the Goal Is…**

- 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!!*
Rapid Acquisition Challenges Remain…
…But solvable with Leadership!

Thank You …
any final ?’s
Backup
"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”
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

**Dual Operating System Kotter XLR8 Model**

**Managing**
- Plans and budgets
- Organizing and staffing
- Operational problem solving
- Doing what we know well
- Continues reliable results
  
  “Robust Process Operator”

**Leading**
- Establish direction
- Align and motivate
- Inspiring and mobilizing
- Exploring and creating
- Propelling into the future
  
  “Agile Global Process Owner”

Circa 2014
Evolved thinking on Change, Rapid Learning & agile operating Models in Complex Environments
**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)
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

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**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

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**Simplified Acquisition Management Plan**

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

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**Color Code**

- Planned
- Tailored Out, Not Required or Substituted
- Planned and Completed

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

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<td>101.246</td>
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<td>105.298</td>
<td>107.338</td>
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</tbody>
</table>

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 Cap 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)

<table>
<thead>
<tr>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019 Base</th>
<th>FY 2019 OCQ</th>
<th>FY 2019 Total</th>
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<td>Previous President’s Budget</td>
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<td>100.000</td>
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<tr>
<td>• Congressional Directed Reductions</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>• Congressional Rescissions</td>
<td>-</td>
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<td>-</td>
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<tr>
<td>• Congressional Additions</td>
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<td>• Congressional Directed Transfers</td>
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<tr>
<td>• Reprogrammings</td>
<td>-</td>
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<tr>
<td>• SBIR/STTR Transfer</td>
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<td>• Economic Assumption</td>
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Change Summary Explanation
To accelerate delivery of Rapid Prototyping Program capabilities, Congress provided additional funding in FY 2017 above the President’s Budget Request.
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
<table>
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>JCIDS</td>
<td>Joint Capabilities Integration and Development System</td>
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<tr>
<td>JROC</td>
<td>Joint Requirements Oversight Council</td>
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<tr>
<td>NDAA</td>
<td>National Defense Authorization Act</td>
</tr>
<tr>
<td>PM</td>
<td>Program Manager</td>
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<tr>
<td>SAE</td>
<td>Service Acquisition Executive</td>
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NDAA 2016:
Sec 801: Req'd 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 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)
**Urgent Threat:** CCMD Driven. Urgent and compelling to prevent loss of life and/or mission failure 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 anticipated or pending contingency operation. 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 and the DAS
(Deliberate Lane)

- CDD: Capability Development Document
- CPD: Capability Production Document
- FRP: Full-Rate Production
- ICD: Initial Capabilities Document
- MDD: Materiel Development Decision
- RFP: Request for Proposal

Strategic Guidance
Joint Concepts
Capabilities - Based Assessment
Materiel Solution Analysis
Technology Maturation & Risk Reduction
Engineering & Manufacturing Development
Production & Deployment
Operations & Support

Sustainment
Disposal

President
SECDEF
CJCS
Joint Community

Sponsor

JCIDS

DAS
DoDI 5000.02 – Does it allow 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
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!
Rapid / Fast / Middle Tier
(Considerations)

• **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
Defense agencies and DoD field activities report to various OSD offices
Questions for Your Consideration

• 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:

<table>
<thead>
<tr>
<th>Keep</th>
<th>Abandon</th>
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<tr>
<td>Keep strategies/activities that are working well</td>
<td>Abandon strategies/activities that are barriers to success</td>
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<table>
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<tr>
<th>Invent</th>
<th>Reinvent</th>
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<tr>
<td>Invent new solutions that have not been considered previously</td>
<td>Re-invent processes/activities that could benefit from improvement</td>
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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.