



IT Acquisition Advisory Council

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IT-AAC ROADMAP FOR SUSTAINABLE ACQUISITION REFORM

Please find below a summary of the findings and recommendations of the past two years by the IT Acquisition Advisory Council (IT-AAC), a public service think tank dedicated to providing real world IT Expertise, Standards of Practice and Innovations of the commercial market. IT-AAC exists to advance federal efficiency and IT Reform goals as stated;

“We must use all available technologies and methods to open up the federal government, creating a new level of transparency to change the way business is conducted in Washington and giving Americans the chance to participate in government deliberations and decision-making in ways that were not possible only a few years ago.” Obama-Biden Plan

Key Objective;

“Restore Honesty, Openness, and Commonsense to Contracting and Procurement: The Obama-Biden Administration will realize savings by reducing the corruption and cost overruns that have become all too routine in defense contracting. This includes launching a program of acquisition reform and management.”

“Executive departments and agencies should use innovative tools, methods, and systems to cooperate among themselves, across all levels of Government, and with nonprofit organizations, businesses, and individuals in the private sector.”

Overcoming the many barriers to success in terms of culture, process, incentives and outreach are no small task, and will require an alternative approach and expertise. To overcome these challenges, the IT-AAC proposes to advance Gate's efficiency initiative by mentoring implementation of DoD IT Acquisition Roadmap and Congressional IT Acquisition Reform directives (CCA, Sec 804). The summary below covers five areas;

1. Agency IT Acquisition Reform and Efficiency Action List
2. Root Cause Analysis: what agencies must do in terms of process, market access and expertise to SIGNIFICANTLY reduce IT Program lifecycle cost and risk
3. Think Tank Mentoring Services that offered to Agency PMs; program mentoring, innovation outreach, knowledge sharing
4. Emerging IT-AAC Public Interest Partners
5. Predictable Outcomes and Operational Efficiencies

If you believe *one cannot solve today's problems with the same thinking that got you there in the first place*, then please read on. If you also believe it is *insane to continue the same process over and over again, expecting different results*, and are looking for some alternative thinking and expertise, then the IT-AAC stands ready to support you in your agency efforts. IT-AAC's consensus based approach is ground (and rice bowl) breaking, implementing the rule of law contained within NDAA, Clinger Cohen Act, OMB A119 and NTTAA.

RECOMMENDED ACTIONS NEEDED TO ASSURE MISSION OUTCOMES

Estimates derived from OMB, GAO and Congressional reports indicated that the cost to the tax payer from mis-managed IT Programs is at least \$40 Billion per year. Based on evidence gathered from IT-AAC's 21 Senior Leadership Workshops, summary analysis of 40 blue ribbon studies, and 140+ senior leader interviews, the IT-AAC offers a compelling business case and overwhelming evidence for achieving Sustainable IT Acquisition Reform.

By repurposing a small portion of existing investments in traditional resources and expertise can save Billions in avoidable waste. Here are some simple, low risk/high value steps;

1. Review the Executive Summary and Roadmap Brief posted at www.IT-AAC.org



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2. Evaluate IT-AAC member tools, methods and expertise in contrast with current SETA contractors and FFRDDCs.
3. Set up IT-AAC capability brief with goal of confirming your organizations willing to leverage this think tank to advance your organizations critical initiatives. This will require a very small resource commitment.
4. Prioritize areas of the IT Acquisition Ecosystem you would like to see enhanced first; Requirements, Solution Architecture, Tech Assessments, Business Case Analysis, Performance Based Contracting, Service Level Agreement.
5. Attend next IT-AAC Leadership Summit to demonstration your support for formalizing the IT-AAC certification as a government sponsored think tank.
6. Support build out DAU Best Practice Repository to share success patterns

These activities will provide PMs and DoD leadership with the innovation and alternative resources needed to assure measurable outcomes and long term cost avoidance. IT-AAC exists to fill a documented IT acquisition expertise and knowledge gap within the Defense Industrial Complex as noted by the DSB, Defense Business Board and by Dr. Ash Carter in his recent communications.

These engagements will usher in the proven commercial models and decision data that both PMs and overseers need to enable sound and timely decisions. Evidence suggest that attacking these root causes could potential save DoD will up to \$10Billion per year in cost avoidance, IT program overruns and duplicate IT Infrastructure if fully institutionalized over the next 12-18 months. Expected investment would be less than \$10M

ROOT CAUSE ANALYSIS

Based on years of root cause analysis, evidence suggests that significant progress can be made through a coordinated effort between CIO, PEO EIS, and AQ, each building on an integrated Roadmap for Sustainable IT Acquisition Reform. Having developed, tested and piloted alternative methods and tools to mitigate the root causes of IT program failure and cost overruns, PEO EIS has a unique opportunity to take on these common failure patterns by investing in the ounce of prevention;

- **Invisible Leadership Support** needed to overcome cultural barriers to change or assure long term business process change.
- **Innovation Stifled.** Federal Acquisition processes are insulated from innovations of the market. IT-AAC offers Government decision makers with innovation research and best practices knowledge sharing mechanisms to expose small business, innovative capabilities and non-traditional suppliers with proven capabilities.
- **Insufficient Value Chain Collaboration** results in requirements over specification and diminished stake holder buy-in. No clear view of "realm of the possible" by which requirements can be validated against capabilities of the market.
- **Compliance trumps Outcomes.** MilSpec IT Requirements, Acquisition and Budgeting Processes (JCIDS, DODAF, DoD5000) are focused on oversight vs practical needs of a program manager, limiting access to critical decision data needed to accommodate the fast paced IT market or allow for establishment of enterprise data and IT infrastructure. (DSB, Section 804)
- **Missing Performance Metrics.** Embrace of Performance Based Contracting and SOA is stymied by limited access to real world expertise and methods. Traditional acquisition support contractors focus on compliance vs outcomes, compounded by lack of access to commercial best practice and lessons learned.



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- **Acquisition Workforce uniformed and poorly resourced.** Real world expertise, standards of practice and lessons learned not easily assessable, leading to bad decision making and conflicts of interest violations.

Peter Orszag's June 28th memorandum confirms these findings, and directs agencies to *"fundamentally reforming the way the Federal Government manages IT projects so that we can lower costs and improve government performance"*. IT-AAC provides the resources and expertise needed to avoid tens of millions in cost avoidance and duplicate IT infrastructure by attacking these root causes using alternative methods and expertise.

IT-AAC partnership exposes benchmarked commercial IT best practices that have been adapted for govt and successfully piloted by GSA, USMC TECOM, Navy CANES, DISA GSM, GPO FDSYS and OSD HA EHR. If you agree with Einstein's definition of insanity "continuing the same process and expecting different results", I hope you take action to reduce Agency dependency on traditional resources and expertise vesting in protecting these rice bowls.

PROPOSED IT-AAC TRANSFORMATION SUPPORT OPTIONS

The ounce of prevention is worth a ton of cure. The IT-AAC partnership brings forward proven methods, expertise and benchmarked best practices not visible within the Federal IT Market, offering CxOs and PMs the critical decision data and innovations needed to accomplish their transformational goals by re-allocating only 2-5 FTEs in support of one or more of following tasks;

- **Measure the Gap:** Enterprise Readiness Assessment as it relates to COTS integration, SOA, Cloud Computing and Infrastructure as a Service (based on recently benchmarked industry best practices)
- **Align the IT Acquisition Ecosystem with the Supply Chain:** Facilitate Section 804/CCA Acquisition Guide and Implementation Support (leveraging a services oriented acquisition process that accelerates compliant with Section 804 and CCA)
- **Train and Equip Acquisition Core:** Build on DAU partnership and solution architecture clearinghouse to empower a knowledge based acquisition approach. Leverage benchmarked industry best practices in SOA, Cloud Computing, Server Consolidation, ID Mgt, that avoid common failure patterns.
- **Establish Performance Metrics,** including measures of effectiveness and hard to write Service Level Agreements.
- **Inform Acquisition Sound Decision Making:** Use ICH's Decision Analytics to Facilitate Market Research and Benchmarking (tapping our 30+ non-traditional research partners)
- **Architect of Common Data & IT Infrastructure** in a Services Oriented, Performance Based Acquisition

The IT-AAC partnership is void of any IT implementation or integration services, mitigating potential OCI issues and protests.

IT-AAC's ACQUISITION ASSURANCE TOOL KIT

The IT-AAC coalition of the willing brings forward a set of proven methods, tools, and expertise needed to streamline and assure the IT Acquisition Lifecycle, complimenting on-going IT Reform Policy initiatives being led by Congress, OMB and the Secretary of Defense. IT-AAC is focused on helping government establish measurable, repeatable and sustainable processes derived from industry standards of practices based on benchmarked results.



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The IT-AAC integrated tool kits and mentoring services cover;

- **SOA 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.
- **Lifecycle 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.
- **Procurement and Contracting:** 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-AAC's COALITION OF THE WILLING

IT-AAC fills a critical void in Federal IT Acquisition "think tank", providing a conflict free honest broker armed with an extensive body of knowledge and partnership network needed to guide transformation of the IT Acquisition "Ecosystem" and assure success of mission critical IT programs. The IT-AAC has been a grass roots effort led by former government executives and industry leaders who have put country first;

- Honorable Mike Wynne, 21st AF SEC (Chairman 2008-2010)
- Honorable Jacque Gansler, UofMD, former Undersecretary of Defense
- Honorable Claude Bolton, DAU
- ADM Giabastiani, former Vice Chair, Joint Chiefs of Staff
- Honorable John Grimes, former OSD CIO
- Kevin Carroll, former Army PEO EIS
- Dr. Marv Langston, former DoD CIO
- David Patterson, UofTN
- Ric Sylvester, VP Acquisition Policy, AIA
- Kent Schneider, President AFCEA Intl.



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- Will Thomas, Director, CAP
- Ellen McCarthy, President INSA
- Richard Dunn, father of the Other Transaction Authority agreement
- Rahul Gupta, Partner, PRTM
- John Weiler, ICH Founder and IT-AAC Secretariat

IT-AAC is supported by like minded public interest concerns that do not lobby nor have any down stream implementation interests;

- **Aerospace Industry Association (AIA)**, advisor to government on technology policy, innovation, and lessons learned. Conflict free conduit of best practices.
- **Center for American Progress (CAP)**, a think tank dedicated to improving govt efficiency.
- **Defense Acquisition University (DAU)**, establishing a robust IT Acquisition training and mentoring curriculum.
- **Interoperability Clearinghouse (ICH)**, providing a repository of benchmarked best practices, solution architecture templates and alternative IT methods (developed ASAP)
- **Intelligence and National Security Alliance (INSA)** that premier community of practice supporting the IC
- **Information Systems and Security Association**, leaders in establishing industry IA standards of practice
- **Object Management Group (OMG)**, providing standards for IT infrastructure, Cloud Computing and SOA
- **PRTM**, premier management consulting firm with deep access into commercial best practices
- **Software and Systems Consortia Inc (SSCI)**, providing standardized Agile Development Methods
- **University of MD School of Public Policy**, already supporting DCMO/BTA
- **University of TN National Defense Business Institute**, already supporting OSD ATL and AF AQ
- Complimented by a host of small/innovative businesses and a powerful network of respected leaders who together provide means of achieving DoD's Efficiency Objectives.

PREDICTABLE OUTCOMES

Based on recent implementation successes, the IT-AAC leadership is confident that our partnership can deliver measurable, repeatable and sustainable processes and organization transformation needed meet user demands. We are more than happy to provide you a proposal that will provide you the following predictable outcomes for Agency specific initiatives;

- **20% Reduction in Over Specified Requirements:** Apply value stream analysis techniques, coupled with benchmarked best practices that drive stake holder agreements and continuous user involvement.
- **Rapid IT Acquisition Tools and Methods:** Integrate stove piped processes with proven decision analytic tools and evidenced based research that removes risk and analysis/paralysis
- **Improved Metrics and Contractor Mismanagement:** Improving clarity and specification of outcomes and service levels needed to drive timely delivery of core services, with clear infrastructure requirements



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- **Collaborative Research that Advantages Small/Innovative companies:** Leverage Solution Architecture Innovation Lab virtual network to provide an open and inclusive structure that exposes emerging technologies and their relative maturity.
- **Benchmarked SOA/IT Infrastructure Governance** processes based on benchmarked best practices, which could eliminate numerous stove pipes that cost billions to maintain.
- **IT Acquisition Training and Mentoring** support, that leverages a wide range of expertise and subject matter experts provided from hundreds of non-traditional suppliers, non-profits and standards bodies.

These outcomes are based on series of successful implementations of a IT Acquisition Assurance Framework developed in partnership with the federal IT leadership and a team of forward thinking partners. This framework exceeds criteria already established by the Defense Science Board and the NDAA Section 804 directive.

In summary, IT-AAC exists to objectively guide IT programs through the entire Acquisition Lifecycle from requirements through successful execution. IT-AAC brings non-traditional resources, expertise and methods from many public interest concerns who have put country first. With over 10,000 man hours invested, Government PMs can significantly reduce the time, cost and risk in its ongoing efforts. For those seeking to do more with less, IT-AAC provides the ounce of prevention at a time when we can ill afford the ton of cure. Here is what we

IT-AAC's Acquisition Training and Mentoring services are ready to deploy and available via Army SSP contract, ICH GSA schedules (Mobis, Schedule 70), 6-302 Sole Source, and/or an Other Transaction Authority, which would allow our non-traditional partners and small businesses to participate in the Federal IT Acquisition Ecosystem.

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Assuring the Business Value of Technology