Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System

1. INTRODUCTION.

The Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System Chart is a training aid for Defense Acquisition University (DAU) courses. It serves as a pictorial rendering of key activities in the systems acquisition processes. The chart illustrates the interaction of the three-key processes that must work in concert to deliver the capabilities required by the warfighters: the requirements process (Joint Capabilities Integration and Development System [JCIDS]); the acquisition process (Defense Acquisition System); and program and budget development (Planning, Programming, Budgeting, and Execution [PPBE] process). These three major decision support systems are illustrated in the top left front of this chart. This chart is based on policies and guidance from the following federal and Department of Defense (DoD) documents and Web sites:

- **DoD Directive 5000.01.** *The Defense Acquisition System*, May 12, 2003
- **DoD Instruction 5000.02.** *Operation of the Defense Acquisition System*, Dec. 8, 2008
- **Defense Acquisition Guidebook (DAG).** *https://dag.dau.mil*
- **CJCS Instruction 3170.01G.** *Joint Capabilities Integration and Development System*, Mar 1, 2009
- **JCIDS Manual** *Operation of the Joint Capabilities Integration and Development System*, July 31, 2009
- **CJCS Instruction 6212.01E.** *Interoperability of Information Technology and National Security Systems*, Dec. 15, 2008
- The following Internet sites provide additional information:
  - **Acquisition Community Connection (ACC).** *https://acc.dau.mil*. ACC provides information on acquisition, technology, and logistics processes. ACC has links to acquisition-related communities of practice, other special interest areas, and to the DAU Continuous Learning Center.
  - **DAU Continuous Learning Center (CLC).** *http://clc.dau.mil*. The CLC provides access to sources for professional development and current information on new initiatives.
  - **Defense Acquisition Portal.** *http://dap.dau.mil*. One-stop source for acquisition information and tools.
- **Directive-Type Memorandum (DTM) 09-027 – Implementation of the Weapon Systems Acquisition Reform Act of 2009.**
- **Federal Acquisition Regulation (FAR); Defense Federal Acquisition Regulation Supplement (DFARS), and Procedures, Guidance, and Information (PGI).** *http://www.acq.osd.mil/dpap/*

2. ACQUISITION PROCESS.

The acquisition process is structured by DoDI 5000.02 into discrete phases separated by major decision points (called milestones or decision reviews) to permit a number of key activities to provide the basis for comprehensive management and informed decision making. The number of phases and decision points are tailored to meet the specific needs of individual programs. This chart is called the "Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System" and is illustrated on the front of this chart.

Acronym List			
BES	Budget Estimate Submission	JITC	Joint Interoperability Test Command
DAES	Defense Acquisition Executive Summary	JOC	Initial Operational Capability
DCMA	Defense Contract Management Agency	IOT&E	Initial Operational Test and Evaluation
DISA	Defense Information Systems Agency	LAD(JCIDS)	Office of the Assistant Secretary of Defense for Networks and Information Integration
DOT&E	Director, Operational Test and Evaluation	PPBE	Planning, Programming, Budgeting, and Execution
DOTMLPF	Doctrine, Organization, Training, Material, Leadership and Education, Personnel, and Facilities	P-CDRs	Post-Critical Design Review Assessment
ERMS	Earned Value Management System	PCM	Program Objectives Memorandum
FOT&E	Follow-On Operational Test and Evaluation	R&D	Research and Development
JCIDS	Joint Capabilities Integration and Development System	T&E	Test and Evaluation

The acquisition process begins with the identification of a capability need that requires a material solution. The process encompasses the activities of design, fabrication, test, manufacture, operations, and support. It may involve modifica-

Figure 1. **Requirements for Milestone/Decision Reviews**
(See enclosure 4, DoDI 5000.02)

Requirement	Milestone A	Milestone B	Milestone C
Acquisition Decision Memorandum[1]	X	X	X
Acquisition Program Baseline[2]		X	X
Acquisition Strategy[3] (see Figure 2)		X	X
Acquisition Information Assurance Strategy (AIS Strategy)		X	X
Affordability Assessment[4]		X	
Alternate Live Fire T&E Plan (signed w/ tentative from Follow-Ons)		X	
Analysis of Alternatives (AoA)[5,6]	X		
AoA Study Guidance	X		
Benefit Analysis & Determination[7,8] (bundled acquisitions)		X	
Beyond LRIP Report[9] (includes MDAP; that are also MAIS)			X
Capability Development Document (CDD)[1]		X	
Capability Production Document (CPD)			X
Clinger-Cohen Act (CCA) Compliance[4]	X	X	X
Competition Analysis[4,10] (dual/multi manufacturers only)		X	X
Component Cost Estimates[4] (independent)		X	X
Component Cost Estimates[4,10] (MAIS, optional MDAP)		X	X
Consideration of Technology Issues (MDAP & MAIS)		X	X
Cooperative Opportunities[1]	X	X	X
Core Logistics Assessment (CLA)			X
Corrosion Prevention Control Plan[4]		X	X
Cost Analysis Improvement Description[4,11] (MDAP & MAIS)		X	X
Data Management Strategy[4] (MDAP, MAIS & ACAT II)		X	X
DoD CIO Certification (CCA Compliance) (MDAP & MAIS)		X	X
Economic Analysis (EA)[4,12] (may be combined w/ AoA at MS A)	X	X	X
Full Citation[13]	X	X	X
Industrial Base Capabilities[4] (MDAP; only)		X	X
Independent Cost Estimate (ICE)[4,11] (MDAP; only)		X	X
Independent Technology Readiness Assessment[14]		X	X
Information Support Plan[15]		X	X
Initial Capabilities Document (ICD)[16]	X		
Initial Operational Test and Evaluation Completed (IOT & E)[4,17]		X	X
Joint Urgent Operational Need (JUON) (part of ICD)	X		
Joint Interoperability Test Certification (JT & NCSS)		X	X
Life Cycle Signature Support Plan[4]		X	X
Life Cycle Sustainment Plan[4]		X	X
Live Fire T&E Waiver[4] (covered systems) (s/o MAIS)		X	
Live Fire T&E Report[4] (covered systems) (s/o MAIS)			X
LRIP Quantities MDAP & ACAT II (s/o MAS)		X	
Management Estimate (MAIS only)[4]		X	X
Market Research[4]	X	X	X
Milestone Decision Authority (MDA) Certification (MDAP) only)[4]		X	X
MDA assessment of chem, bio, rad, and nuclear survivability		X	X
Military Equipment Valuation[4]		X	X
Net-Centric Data Strategy[4,18]	X	X	X
Operational Test Agency Report of OT&E Results			X
Preliminary Design Review (PDR) Report (if PDR after MS B)[1,19]		X	
Post-Critical Design Review (CDR) Report		X	
Post Implementation Review			X
Program Protection Plan (PPP)[4]	X	X	X
Type Design, Safety, & Airworthiness Certification (PESAR)[20]		X	X
Registered System Establishment Plan[4] (MDAPS; only)		X	X
Selected Acquisition Report (SAR)[4,21,22]		X	X
Spectrum Supportability Determination[4,23]		X	X
System Threat Assessment Report (STAR)[24]	X	X	X
System Threat Assessment Report (STAR) (MCAT ID)[24]	X		
Systems Engineering Plan (SEP)[4]		X	X
Technology Development Strategy	X	X	
Technology Readiness Assessment (TRA)[4]		X	X
Test & Evaluation Master Plan (TEMP)[1]		X	X
Test & Evaluation Strategy (TES)	X		

1. Part of DTM, or Acquisition Strategy
2. DDR & RAB Document in Milestone A
3. DAG, Chapter 4
4. Required by statute or regulation
5. Program Initiation for Ships
6. Validated by DAB for ACAT ID, MCA and DBA additional requirements apply (see Threat Assessment Decision Milestone C for requirements)
7. Milestone C if not Milestone B
8. MAIS, whenever an economic analysis is required
9. 10 U.S. Code 2366b Assessment at Milestone B
10. ACAT ID only if required by DDR&E
11. Required for MAIS, optional for MDAP
12. DAB at program initiation, annually thereafter
14. Validated by Component CE, see DAG guidebook
15. PPBE statutorily after MS B, the MDA conducts a Post-PDR Assessment

tions, and it ends with disposal/recycling/demilitarization. Major upgrade or modification programs may also follow this acquisition life cycle process.

The policies and principles that govern the operation of the defense acquisition system are divided into five major categories as stated in DoDD 5000.01: 1.) Flexibility—adapting acquisition processes to the nature of the acquisition—rapid integration of advanced technologies through evolutionary acquisition; 2.) Innovation—adoption of practices that reduce cost and cycle time; 4.) Discipline—use of program baselines and metrics to manage cost, schedule, and 5.) Effective management—decentralization to the extent practicable. DoD components are to initially satisfy mission needs with non-material solutions such as changes in doctrine or tactics. If existing U.S. military systems or other on-hand material cannot be economically used or modified to meet the warfighter's need, a material solution may be pursued according to the following hierarchy of alternatives:

- Procurement (including modification) of commercially available domestic or international technologies, commercial items, or government- or allied systems or equipment
- Additional production or modification of previously developed U.S. and/or allied military systems or equipment
- Cooperative development program with one or more allied nations
- New joint DoD component, or government-agency development program
- New DoD component-unique development program.

Figure 2. **Acquisition Strategy**
(Defense Acquisition Guidebook, Chapter 2)

- Acquisition Strategy
  - Open System Approach
  - Tailoring
- Source & Related Documents
- Capability Needs
- Top-Level Integrated Schedule
  - EMD Top-Level Schedule
  - IRS C & FRP Top-Level Schedule
- Program Interdependency & Interoperability Summary
- International Cooperation
- Risk & Risk Management
- Technology Maturation
- Industrial Capability & Manufacturing Readiness
  - Industrial Capability
  - Elevating Industrial Capability Issues
  - Industrial & Manufacturing Readiness
  - Sustaining Industrial Capabilities
- Business Strategy
  - Small Business & Small Business Innovation Research
    - Subcontracting Plan/Small Business Participation
    - Performance Measurement
    - Small Business Innovation Research Consideration
  - Contract Approach
    - Performance-Based Business Strategy
    - Multiple Contractors
    - Contracting Bundling or Consolidation
    - Major Contract(s) Planned
    - Multi-Year Contracting
    - Contract Incentives
    - Warranties
    - Leasing
  - Market Research
  - Competition
- Resource Management
  - PM Office Staffing & Support Contractors
  - Cost & Funding
  - Cost Control & CAIV Plan
  - Earned Value Management
  - Advanced Procurement
- Program Security Considerations
  - Information Assurance
  - Critical Program Information & Program Protection Plan Summary
  - Anti-Tamper Measures
- Test & Evaluation
- Data Management
  - Data Management & Technical Data Rights
  - Integrated Data Management
- Life-Cycle Sustainment Planning
- Life-Cycle Signature Support Plan
- Chemical, Biological, Radiological and Nuclear Survivability
- Human Resources Integration
- Environment, Safety and Occupational Health
- Military Equipment Valuation & Accountability
  - Proper Financial Accounting Treatment for Military Equipment
  - Accounting Review
- Corrosion Prevention & Control

A list of program information requirements to ensure informed decision making is found in DoDI 5000.02, enclosure 4. The Milestone Decision Authority may tailor this information based on program needs, but normally may not omit documents required by statute or mandatory policy without a waiver (e.g., acquisition program baseline or initial capabilities document). Figure 1 is a simplified chart of information required at milestones and other decision reviews.

Other periodic reports:

Defense Acquisition Executive Summary (DAES) Report. ACAT I and IAM programs. Quarterly. Also upon Program Objectives Memorandum (POM) and Budget Estimate Submission (BES). For ACAT I only—upon UCR breach.

Selected Acquisition Report (SAR). ACAT I only. Submitted at program initiation for ships, Milestone B, and annually thereafter. Quarterly SARs may be required on an exceptions basis. See Defense Acquisition Guidebook, Chapter 10.

Unit Cost Report (UCR). ACAT I only. Quarterly as part of the DAES Report.

Electronic Warfare (EW) Test and Evaluation Report. Annually for all EW programs on the OSD T&E oversight list.

Earned Value Management System (EVMS) Reports. See DoDI 5000.02, Table 5, ANSI/EIA -748 and the Defense Acquisition Guidebook (DAG).

Contractor Cost Data Reports (CCDR). See DoDI 5000.02, Table 4.

Software Resources Data Report (SRDR). See DoDI 5000.02, Table 4.

Major Automated Information System Reports. See DoDI 5000.02, Table 2-1.

3. MANAGEMENT OF THE ACQUISITION PROCESS.

The person responsible for ensuring the acquisition management system activities result in fulfilling the warfighter's need is the program manager (PM). The PM is also the single point of accountability for accomplishing program objectives for total life cycle systems management, including sustainment. The PM is responsible for the entire system life cycle (design to disposal) (Total Life Cycle System Management [TLCSM] is required by DoDD 5000.01), and must consider supportability, life cycle costs, performance, and schedule in making program decisions. Each defense acquisition program is assigned a PM in accordance with DoD and component policy. The primary program management activities follow:

Planning. One of the first planning activities in the development of an acquisition strategy (see the *Defense Acquisition Guidebook*), an overarching plan that serves as a roadmap for program execution from program initiation through post-production support. It describes how the program will accomplish its objectives in terms of (among others) cost, schedule, performance, risk, and contracting activities.

- ACAT I and IA programs normally provide information on the strategy elements as outlined in DoDI 5000.02, enclosure 3, an initial analysis of maturity strategy as a standalone document or as part of a multipurpose document ("(e.g., Air Force Life Cycle Management Plan). Each program's acquisition strategy is tailored to meet the specific needs and circumstances of the program.
- There are two basic strategy approaches—evolutionary and single step to full capability. Evolutionary acquisition is the preferred DoD strategy for rapid acquisition of mature technology for the user. An evolutionary approach delivers capability in increments, anticipating the need for future capability improvements.

Organizing and Staffing. The establishment, organization, and staffing of the program office should be a direct outgrowth of a clear understanding of the elements the program's acquisition strategy. As the program evolves, the program office organization and staffing should evolve to support the changing task requirements and acquisition environment.

Controlling. The control system consists of standards against which progress can be measured, a feedback mechanism that provides information to a decision maker, and a means to make corrections either to the actions underway or to the standards. Examples of standards include the acquisition program baseline, cost criteria, program schedules, program budgets, specifications, plans, and test criteria. Examples of feedback mechanisms for program control, oversight, and risk management include the Joint Requirements Oversight Council, overarching integrated product teams, Defense Acquisition Board, Information Technology Acquisition Board, integrated baseline review, technical reviews, and developmental and operational test and evaluation.

Leading. Effective leadership is the key to program success. It involves developing an organization's mission, vision, and goals, and clearly articulating a set of core values. Dominant leadership roles in program management include strategic setting, consensus team building, systems integration, and change management. For successful teams, factors such as empowerment, clear purpose, open communication, adequate resources, and a team-oriented behavioral environment are critical.

4. JOINT CAPABILITIES INTEGRATION AND DEVELOPMENT SYSTEM (JCIDS).

The procedures established in the JCIDS support the chairman of the Joint Chiefs of Staff and the Joint Requirements Oversight Council in identifying, assessing, and prioritizing joint military capability needs. These needs are reflected in a series of documents that support the acquisition process (see figure 3):

- **Initial Capabilities Document (ICD).** A document that describes the need for a material approach or a specific capability gap(s) derived from an initial analysis of material approaches. The ICD defines the capability gap in terms of the functional area, the relevant range of military operations, doctrine, organization, and the combination of DOTMLPF solutions. It also provides the capability, the ICD supports the Material Development Decision and Milestone A.
- **Capability Development Document (CDD).** A document that captures the information necessary to develop a proposed program, normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. The CDD supports program initiation at Milestone B.
- **Capability Production Document (CPD).** A document that addresses the production elements specific to a single increment of an acquisition program. The CPD supports Milestone C.

Capability-Based Assessment (CBA). CBA is the analysis part of JCIDS that defines capability gaps, capability needs, and approaches to provide those capabilities within a specified functional or operational area. Based on national defense policy and centered on a common joint warfighting construct, the analyses initiate the development of integrated, joint capabilities from a common understanding of existing joint force capabilities, and DOTMLPF capabilities and deficiencies. See upper left front of chart.

DOTMLPF Change Recommendation (DCR). A document focusing on changes that are primarily non-material in nature, although there may be some associated material changes (additional numbers of existing commercial or non-developmental) required. DCRs are normally referred to as "non-material" solutions, while acquisition programs are referred to as "material" solutions.

Military Utility Assessment (MUA). Replaces the ICD for Joint Capability Technology Demonstrations (JCTD) or other approved prototype projects, and guides development of CDD and CPD for these efforts.

Interoperability. The policies for interoperability are found in CJCSI 3170.01 series, JCIDS, and CJCSI 6212.01 series, *Interoperability of Information Technology (IT) and National Security Systems (NSS)*. The following are key aspects of this policy:

- **Global Information Grid (GIG).** The globally interconnected, set of information capabilities, associated processes and personnel for collecting, processing, storing, disseminating, and managing information on demand to warfighters, policy makers, and support personnel. The GIG includes all owned and leased communications and computing systems and services, software (including applications), data, security services, and other associated services necessary to achieve information superiority.
- **GIG Technical Guidance (GTG).** GIG Technical Guidance (GTG) is an evolving web-enabled capability providing the technical guidance necessary for an interoperable and support able GIG built on net-centric principles.
- **Architecture Viewpoints and DoDAF-Described Models.** An architecture viewpoint is a selected set of architectural data that has been organized to facilitate visualization in an understandable way. An Architectural Description can be visualized in a number of formats, such as dashboard, fusion, textual, composite, or graphics, which present data and derived information collected in the course of the development of an architectural Description. A view is only a presentation of a portion of the architectural data, in the sense that a photograph provides only one view of the object within the picture, not the entire representation of that object. Figure 4 provides a graphical representation of the architecture viewpoints in DoDAF V2.0. Architectural view/viewpoint requirements IAW DoDAF Ver. 2.0 for JCIDS documents will be specified in the next update of the CJCSI 6212.01 series.

Interoperability and Supportability Certification. I&S Certification verifies adherence to the Net-Ready Key Performance Parameter (NR-KPP) throughout the life cycle to ensure interoperability requirements are met, and to testing plans for appropriate requirements characterization and execution of the five-elements of the NR-KPP. The requirement for I&S Certification of IT and NSS capabilities is defined in Enclosure 5 of the DoD Acquisition Framework. The NR-KPP will be updated prior to each milestone and reviewed prior to recertification every four years, or when significant changes occur throughout the operational life of a system. The NR-KPP is a key component of the Joint Staff (JS) JCIDS, the Internet and Joint Integration documents (CDD and CPD) and the associated Information Support Plan (ISP) or Tailored ISP. I&S certification authority is delegated to C/S/As for ACAT II and below programs of record without joint interface requirements (see CJCSI 6212.01 series).

Joint Interoperability Test Command (JITC). Manages the Joint Interoperability Test Command upon completion of testing, valid for four years from the date of the certification or when subsequent program modifications change components of the NR-KPP affecting aspects of the system (when modifying hardware configuration [e.g., hardware or software modifications, including firmware] and similar changes to interoperating systems interface capability, you must re-accredit or joint interoperability test certifications; non-material changes [i.e., DOTLPF] occur that may affect interoperability).

Net-Ready Key Performance Parameter (NR-KPP) The NR-KPP defines the performance attributes and creates the framework for identifying the information structure necessary to successfully enable the functional capabilities identified in the requirements documents. The NR-KPP is composed of five elements: complete and solution architectures, compliance with net-centric data and services strategies, compliance with applicable technical standards and standard profiles through the GIG technical guidance, compliance with mandatory DoD IA requirements, and DoD supportability requirements. Characterization and execution of these 5 elements must be in compliance with DoD policy (see CJCSI 6212.01 series).

5. INFORMATION TECHNOLOGY (IT) & NATIONAL SECURITY SYSTEMS (NSS).

Software components of defense systems should be tightly linked to and managed as an inherent part of the overall systems engineering processes. Software-specific considerations are:

- Ensuring that software technologies and complex algorithms are matured prior to Milestone B.
- Careful consideration of COTS capabilities and licensing. For COTS IT solutions, specific plans by phase are required. Additionally, use of the DoD Enterprise Software Initiative and "SmartBUY" is required for commercial software purchases whenever appropriate.
- Explaining software reuse whenever feasible.
- Selecting contractors with systems domain experience, successful past performance, and mature development capabilities and processes.
- Use of DoD standard data LAW DoDD 8320.02 and compliance with the DoD Net-Centric Data Strategy.
- Early planning for transition to software support.
- Designing extensible and modular software so as to better support incremental life cycle product upgrades.
- Evaluating programming languages used in the context of their life cycle costs, support risks, and interoperability.
- Assessing information operations risks (see DoDD 3600.01) using techniques such as Program Support Reviews.
- Emphasis on software security and assurance considerations throughout the life cycle, including certification of foreign nationals who work on key defense system software. Other detailed mandatory IA considerations required by life cycle phase include development of an IA strategy. Details of the DoD Information Assurance Certification and Accreditation Process (DIACAP), requiring to authorize operation of DoD information systems-IAW statutory, federal, and DoD requirements can be found in DoDI 8510.01

Other IT & NSS Management Considerations. Defense systems are not developed in a vacuum. The joint Capabilities Integration and Development System (JCIDS), the Internet and Joint Integration documents (CDD and CPD) and the associated Information Support Plan (ISP) or Tailored ISP. I&S certification authority is delegated to C/S/As for ACAT II and below programs of record without joint interface requirements (see CJCSI 6212.01 series).

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6. EARNED VALUE MANAGEMENT (EVM).

A program management tool that integrates the work scope, schedule, and cost parameters of a program in a manner providing objective performance measurement and management. As work is performed, the corresponding budget value is "earned." EVM directly supports risk management processes: organizing, scheduling, work authorization, accounting, indirect management, management analysis, change incorporation, material management, and subcontract management.

Processes Associated with EVM:

- **ANSI/EIA-748 EVMS Standard.** Thirty-two management guidelines published in the American National Standards Institute/ Electronic Industries Alliance Standard 748, Earned Value Management Systems (ANSI/EIA-748). The DoD formally adopted the guidelines in ANSI/EIA-748 in August 1999 for application to defense acquisition programs.
- **Integrated Baseline Reviews (IBR).** Joint government/contractor reviews to assess the realism and accuracy of the integrated performance measurement baseline (work, schedule, and budget) and gain a mutual understanding of inherent risks.
- **EVMS Compliance.** The continuing operation of the contractor's EVMS in accordance with the guidelines in ANSI/EIA-748.
- **EVMS Validation.** A formal determination by an independent party, normally DCMA, that a contractor's EVMS meets the guidelines in ANSI/EIA-748.
- **EVMS Surveillance.** A recurring process by an independent party, normally DCMA, assessing the continuing compliance of the contractor's EVMS with ANSI/EIA-748 and the contractor's written system documentation.

EVM Independent Validation:

- **Actual Cost of Work Performed (ACWP or Actual Cost).** The costs actually incurred and recorded in accomplishing work performed.
- **Budget at Completion (BAC or Authorized Work).** The total authorized budget for accomplishing the program scope of work. BAC is a term that may also be applied to lower level budgets.
- **Budgeted Cost for Work Performed (BCWP or Earned Value).** The value of completed work expressed in terms of the budget assigned to that work.
- **Budgeted Cost for Work Scheduled (BCWS or Planned Value).** The time-phased budget plan for work currently scheduled.
- **EVM Reporting**—A common work-breakdown structure (WBS) follows the DoD WBS Handbook (MIL-HDBK-881) is required for all EVM-related reporting.
- **Contract Performance Report (CPR).** A report, prepared by the contractor, containing contract status and schedule performance information to identify problems early and forecast future performance. (DI-MGMT-81466A)
- **Integrated Master Schedule (IMS).** A time-based schedule containing the networked, detailed tasks necessary to accomplish program objectives (DI-MGMT-81650)
- **Contract Funds Status Report (CFSR).** A report containing contract funding data. (DI-MGMT-81468)

Figure 3. **JCIDS Document Flow**

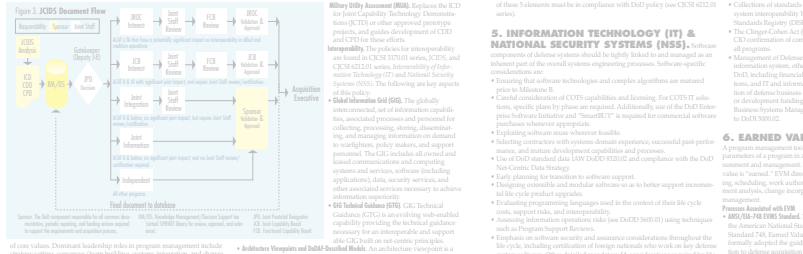


Figure 4. **Architecture Viewpoints in DoDAF Ver. 2.0**

7. CONTRACTING.

Acquisition Plan. A formal written document reflecting the specific actions necessary to execute the approach established in the approved acquisition strategy and guiding contractual implementation. (FAR Subpart 7.1 and DFARS Subpart 207.1) There is no DoD-level rule that precludes the PM from preparing a single document to satisfy both the requirement for an Acquisition Plan and an Acquisition Strategy (see DAG, part 2.4)

Source Selection Plan (SSP). Focuses the source selection process for a particular acquisition. Typically, the SSP consists of two parts. The first part describes the organization and responsibilities of the source selection team. The second part identifies the evaluation criteria and detailed procedures for proposal evaluation.

A Draft Request for Proposals (RFP) and Prescolicitation Conferences. Used to ensure that the requirements are understood by industry. Open and honest feedback is essential.

Request for Proposals (RFP). Used in negotiated acquisitions to communicate the government's requirements and to solicit proposals.

Requests for Information (RFI). Used when the government does not presently intend to award a contract, but wants to obtain price, delivery, and other market information or capabilities for planning purposes. Responses to these notices are not offers and cannot be accepted by the government to form a binding contract. There is no required format for RFIs.

Contract Management. The process of systematically planning, organizing, executing, and controlling the mutually binding legal relationship obligating the seller to furnish supplies and/or services and the buyer to pay for them.

Contract. The formal written agreement between the government and industry. See Figure 5 for the characteristics of the most common contract types. Figure 6 illustrates the most likely contract type for each phase of the acquisition process.

Performance-Based Acquisition (PBA). An acquisition structured around the results to be achieved as opposed to how work is to be performed. PBA is the preferred method to the extent practicable.

Statement of Work; Statement of Objectives; Performance Work Statement; System Specification; Contract Data Requirement List. Documents contained in the solicitation to industry (RFP) that describe government requirements.

- **Statement of Work (SOW)** details the work the contractor will perform and, when necessary, specifies how the work is to be performed.
- **Statement of Objective (SOO).** Performance-based broad objectives of the product/service. The SOO contains top-level objectives of the program and is usually one to two pages. The contractor is tasked in the RFP to provide a Performance Work Statement (PWS) or a SOW in response to the SOO.
- **Performance Work Statement (PWS).** A statement of work for performance-based acquisitions that describes the required results in clear, specific and objective terms with measurable outcomes.
- **System Specification** sets forth the technical performance requirements the system must achieve/meet that the system will do).
- **Contract Data Requirement List (CDRL).** DD Form 1423 is a requirement identified in the solicitation and imposed in a contract that lists contract data requirements that are specified for a specific acquisition.

Cost-Reimbursement Contracts. A category of contracts in which the government pays the cost (subject to specified limitations) and the contractor provides "best efforts." This type may provide for payment of a fee that may consist of an awarded fee, incentive fee, or fixed fee, or combinations of the three fee types. The government assumes most of the cost risk in this type of contract.

Engineering Change Proposal (ECP). A formal document used to make engineering changes to configuration management baselines. ECPs are implemented by contract modification(s).

Fixed-Price Contracts: A category of contracts (e.g., Firm-Fixed-Price, Fixed-Price Incentive-Firm Target) in which the government pays a price that is subject to specified terms and conditions and the contractor delivers a product or service. This type may provide for payment of incentives or other sharing arrangements. The contractor bears most of the cost risk in this type of contract.

Figure 5. **Characteristics of Contract Categories**

Promise	Cost-Reimbursement
Cost-to-contractor	Best effort
Risk to contractor	Low
Risk to gov't	High
Cash flow	As incurred
Financing	None
Administration	Max gov't control
Fee/profit	CPFF max 15/10%

Promise	Fixed-Price
Cost-to-contractor	Shall deliver
Risk to contractor	High
Risk to gov't	Low
Cash flow	On delivery
Financing	Progress/performance payments
Administration	Min gov't surveillance
Fee/profit	No fee/profit

8. COST ESTIMATING AND FUNDING.

Government Budget Plan. The generic title for an internal government document that plans the long-range budgeting strategy for the life of a given program.

Planning, Programming, Budgeting, and Execution (PPBE) Process. The PPBE Process is a time-driven resource allocation process to request funding for all operations, including weapon system development and acquisition. It is essential to convert each program's event-driven acquisition strategy and phasing into the PPBE Process calendar-driven funding profiles to assure the appropriate amount and type of funds are available to execute the desired program.

Planning. The first phase of PPBE, planning produces the Defense Planning and Programming Guidance (DPPG). The DPPG is based on guidance from the National Security Strategy, the National Defense Strategy, and the National Military Strategy along with other high-quality guidance appropriate for each annual program/budget cycle. The DPPG guides the Programming phase of PPBE.

Programming. The second phase of PPBE, Programming, produces a 5-year Program Objectives Memorandum (POM) from each military department, defense agency, and other selected DoD components. The POM is submitted to the Office of the Secretary of Defense (OSD) in a schedule published by OSD early each calendar year. A POM review is conducted at OSD and decisions are made by the Deputy Secretary of Defense as to funding priorities over the 5-year timeline.

Budgeting. The third phase of PPBE, Budgeting, runs concurrent with Programming and produces the DoD portion of the president's annual budget for submission to Congress. A Budget Estimate Submission (BES) is submitted by each department/agency that submits a POM. The BES is submitted concurrent with the POM and reflects a budget for the first year of the POM. The BES is reviewed by analyst from the office of the Under Secretary of Defense (Comptroller) and from the Office of Management and Budget (OMB). Funding changes as a result of the review are documented in decision memoranda approved by the Deputy Secretary of Defense.

Execution Review. Concurrent with the preparation of the POM/BES, "execution" reviews take place in which DoD evaluates actual output against planned performance and adjusts resources as appropriate.

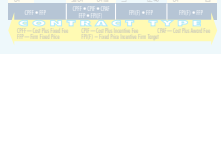
Investment. The process that the Congress uses to develop and pass the Authorization and Appropriations Bills. In the enactment process, DoD has an opportunity to work with Congress and defend the president's budget.

Future Years Defense Program. A massive DoD database and formal accounting system that summarizes forces and resources associated with programs approved by the Secretary of Defense.

Funding Appropriation Types:

- **ROTGE Budget Activities:**

Figure 6. **Contract Type by Phase of the Acquisition Process**



1. **Basic Research** includes all efforts and experimentation directed toward increasing fundamental knowledge and understanding in those fields of the physical, engineering, environmental, and life sciences related to long-term national security needs.
2. **Applied Research** translates promising basic research into solutions for broadly defined military needs, short of development projects. This type of effort may vary from systematic mission-directed research, which is beyond that in Budget Activity 1, to sophisticated breadboard hardware, study, programming, and planning efforts that establish the initial feasibility and practicality of proposed solutions to technological challenges. These funds are normally applied during concept refinement.
3. **Advanced Technology Development** includes all efforts that have moved into the development and integration of hardware for field experiments and tests. The results of this type of effort are proof of technological feasibility and assessment of operability and producibility rather than the development of hardware for service use. These funds are normally applied during technology development.
4. **Advanced Component Development & Prototypes** includes all efforts necessary to evaluate integrated technology in the anticipated operational environment as possible to assess the performance or cost reduction potential of advanced technology. These funds are normally applied during technology development but could also be applied throughout the life cycle.
5. **System Development & Demonstration** includes those projects in system Engineering & Manufacturing Development but not yet approved for low-rate initial production at Milestone C. These funds are normally applied during the engineering & manufacturing development phase of the life cycle.
6. **RDT&E Management Support.** This budget activity is for R&D support. These funds are used to support development efforts throughout the life cycle.
7. **Operational Systems Development** includes modifications and upgrades to operational weapons.
- **Procurement** is used to finance investment items and should cover all costs integral and necessary to deliver a useful end item intended for operational use or inventory.
- **Military Construction (MILCON)** funds the cost of major construction projects such as facilities. Projects costs include all necessary supporting services, construction design, real property acquisition costs, and land acquisition costs necessary to complete the construction project.
- **Military Personnel (MILPERS)** funds the costs of salaries and compensation for active military and National Guard personnel as well as personnel-related expenses such as costs associated with permanent change of duty station (PCS), training in conjunction with PCS moves, subsistence, temporary lodging, bonuses, and retired pay accrual.
- **Operation and Maintenance (O&M)** finances those things that derive benefits for a limited period of time, i.e., expenses, rather than investments. Examples are headquarters operations, civilian salaries, travel, fuel, minor construction projects of $500K or less, expenses of operational military forces, training and education, recruiting, depot maintenance, purchases from Defense Working Capital Funds, and base operations support.

Cost Estimating is a realistic appraisal of the level of cost most likely to be realized. Types of cost estimating are analogy; parametric, engineering, and extrapolation from actual costs.

- **Analogy** is used early in the acquisition life cycle. A one-to-one comparison of an existing system similar to the system you are designing.
- **Parametric** uses statistical analysis from a number of similar systems and their relationship to your system.
- **Engineering.** A bottom-up estimate using the detailed WBS structure to price out components discrete components, such as material, design hours, labor, etc.
- **Extrapolation from actual costs.** Method used late in the acquisition life cycle after actual cost data are available from the same system at an earlier time.

Life-Cycle Cost (LCC) is the total cost to the government of acquisition and ownership of the system over its full life time. It includes the cost of development, acquisition, support, and (where applicable) disposal.

9. TECHNICAL ACTIVITIES.

Systems Engineering. Systems Engineering transforms needed operational capabilities into an integrated system design through concurrent consideration of all life cycle needs. Systems Engineering is a structured, disciplined, and documented technical effort that simultaneously designs and develops systems products and processes to satisfy the needs of the customer. In the DoD, Systems Engineering activities are based around eight technical management processes (technical planning, requirements development, interface management, risk management, configuration management, technical data management, technical assessment, and decision analysis).

Important Design Considerations. A number of key areas, some of which are mandated by statute, are called out for special consideration and emphasis during the design solution process. They form the basis for trade-offs in seeking an optimal, life cycle balanced technical solution. These areas are discussed in detail in described in Chapter 4 of the *Defense Acquisition Guidebook* (DAG).

Configuration Baselines (CB) Baselines

- **Functional Baseline.** The technical portion of the program requirements (system performance specification) that provides the basis for contracting and controlling the system design. It is normally established by the government at the system functional review (SFR).
- **Allocated Baseline.** The performance requirements for each configuration item of the system (item performance specifications). The contractor normally establishes this early in the process (not later than the preliminary design review [PDR]), and government control is typically deferred until the system verification review (SVR).
- **Product Baseline** is established by the detailed design documentation for the system.

Version 5.4 15 June 2010

Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System

Following the Materiel Development Decision, the Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase-specific entrance criteria and statutory requirements

This chart is a classroom aid for Defense Acquisition University students. It provides a notio
decision support systems used to develop, produce and field a weapon system for national d
with many more activities than shown here and many concurrent activities that cannot be dis
information is on back of this chart. For more information, see the Defense Acquisition Porta

DoD Decision Support Systems Effective Interaction is Essential

Planning, Programming, Budgeting & Execution Process (DoD 7045.14 series, DoD 7000.14-R series)
Joint Capabilities Integration & Development System (VCJCS Oversight, CJCSI 3170.01 series)
Defense Acquisition System (USD(AT&L) Oversight, DoDD 5000.01)

Materiel Solution Analysis Phase

Complete Analysis of Alternatives to assess potential materiel solutions to capability need, identify key technologies and estimate life cycle costs. Consider commercial-off-the-shelf and solutions from both large and small business. Identify materiel solution to capability need. Complete Technology Development Strategy.

Technology Development Phase

Reduce technology risk, determine and mature appropriate set of technologies to integrate into full system, demonstrate critical technology elements on prototypes, and complete preliminary design. Identify an affordable program or increment of military useful capability, demonstrate technology in relevant environment, and identify and assess manufacturing risks. Provide for two or more competing teams producing prototypes of system and/or key system elements prior to or through Milestone B.

Engineering & Manufacturing Development Phase

Develop a system or increment of capability; complete full system integration, develop affordable and executable manufacturing process; ensure operational supportability; reduce logistics footprint; implement human systems integration; design for producibility; ensure affordability; protect critical program information; and demonstrate system integration, interoperability, safety, and utility.

Integrated System Design | System Capability & Manufacturing Process Demonstration

Production & Deployment Phase

Achieve operational capability that satisfies mission needs. Low-rate initial production (limited deployment for software intensive systems with no development hardware) and full-rate production (full deployment for software intensive systems). Deliver fully funded quantity of systems and supporting material and services for program or increment to users.

Low-Rate Initial Production | Full-Rate Production/Deployment | Life Cycle Sustainm

Operation

Execute support progr operational suppo sustains system Overlaps Produ

MDD | MS A | MS B | Post-CDR A | MS C | FRP DR | IOC

Decision Points/Milestones

Strategic Guidance | Joint Operations Concepts Concept of Operations Operations Plans | Capabilities-Based Assessment

Joint Capabilities Integration & Development System (need-driven)

Oversight & Review

Contracting

Major Products

Logistics/ Sustainment

Defense Acquisition System (event-driven)

Technical Systems Engineering Test and Evaluation Supportability

Financial Management

Cost Estimation Methods

PMO POM Input | PMO Budget Estimate | Types of Funds

Planning, Programming, Budgeting & Execution Process (annual-calendar-driven)

Military Departments and Defense Agencies | Office of the Secretary of Defense and Joint Staff | White House

POM/Budget Formulation → POM/Budget Submit (July) → Integrated Program/Budget Review (August - November) → Decisions (November) → MBI (December) → DoD Budget → OMB (January) → President's Budget to Congress (February (1st Monday))

National Military Strategy | National Defense Strategy | National Security Strategy | National Strategy Documents (updated as necessary)

Defense Planning & Programming Guidance | Fiscal Guidance (April) | Fiscal Guidance (March)

FYDP updated | Issue Nominations/Disposition | SECDEF Option

Appropriated Funds To Support Contracts

Budget Committees | Authorization Committees | Appropriation Committees | Authorization/ Appropriation Acts Passed

Congressional Budget Process (February – September)

Allocation | Apportionment

DoD Testimony | DoD Appeals

Authors Chuck Cochrane and Brad Brown

For a single copy of this chart, send a request to daupubs@dau.mil

Send recommendations to improve the content of this chart to wallchart@dau.mil

VALLEY OF DEATH SURVIVAL GUIDE

VALLEY OF DEATH SURVIVAL GUIDE:

A PICTURE BOOK GUIDE TO CROSSING THE VALLEY

JOHN FERRY

Valley of Death Survival Guide: A Picture Book Guide to Crossing the Valley
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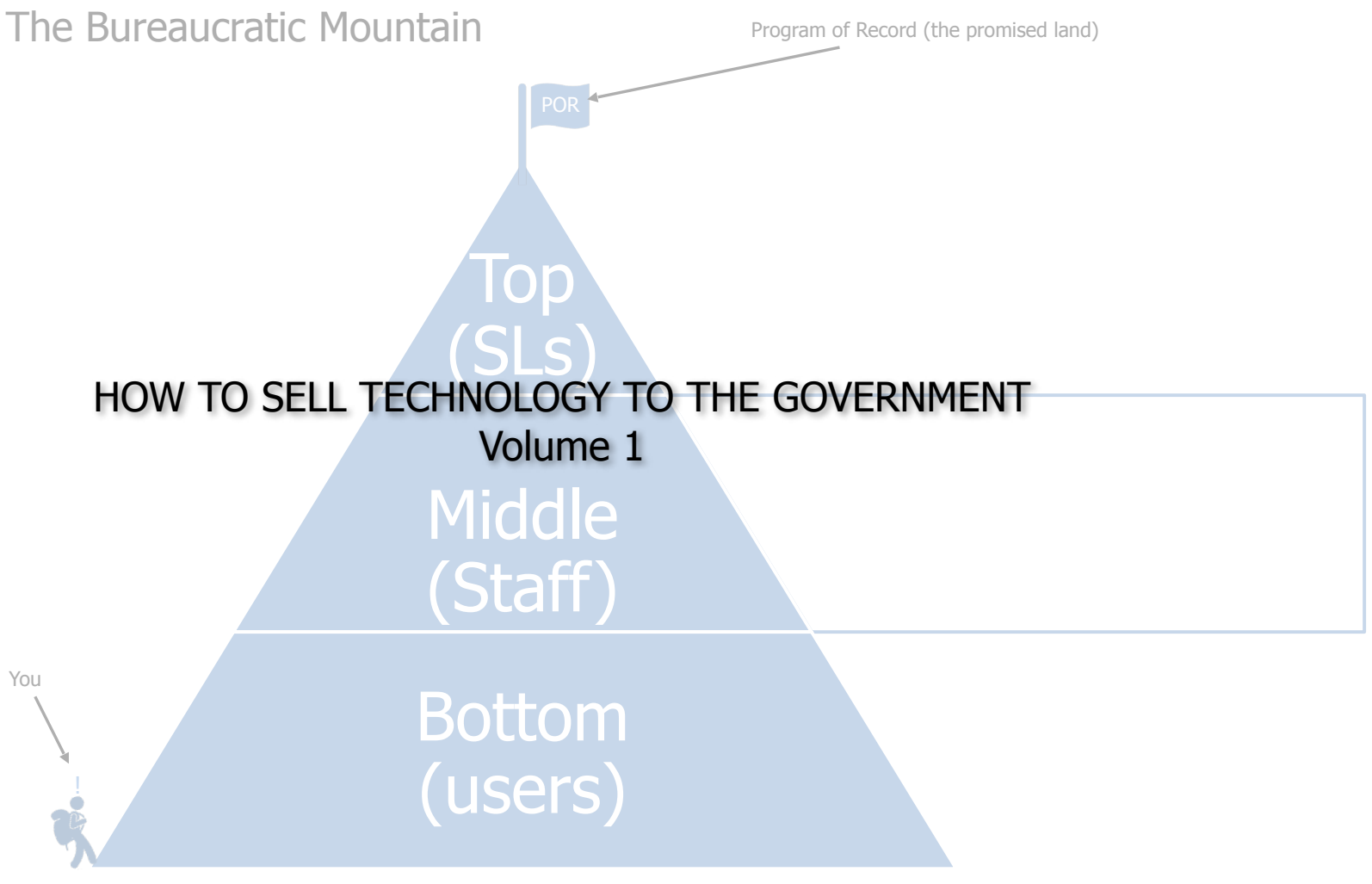
This book is a work of non-fiction. The content is based on the author's personal experiences, research, and analysis.
Edited by Paul Garcia
Published in the United States by [Publisher Name], [City, State].
Library of Congress Control Number: [Insert if applicable]
ISBN: [Insert ISBN if applicable]
Printed in the United States of America.
First Edition: February, 2025

DEDICATION

To my wife Shelly,
who grinds as hard as I do
and without whom I could not
grind as hard as I do

Content

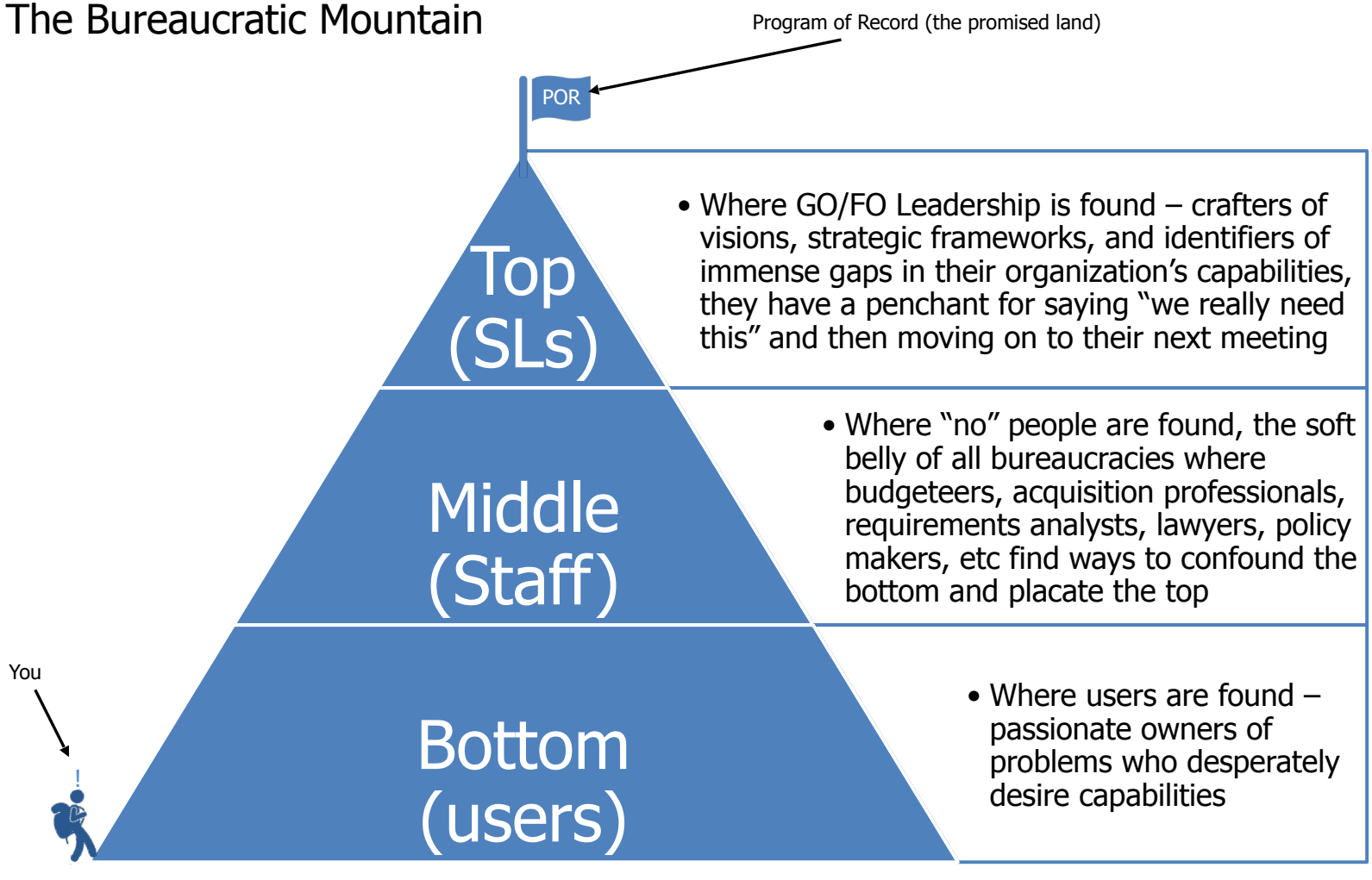
15 Chapter 1: Development Bureaucracy Ops
27 Chapter 2: Visit the Valley
47 Chapter 3: How Requirements Become Budgets
73 Chapter 4: Understand Your Ecosystem
103 Chapter 5: Understand Your (Actual) Customer
115 Chapter 6: Let's Talk About Runway
129 Chapter 7: Let's Talk About How Money Works
149 Chapter 8: Shortcuts...
177 Chapter 9: The Bridge's Keystone, is a Contract
205 Chapter 10: The Many Merit Badges of GovCon
219 Chapter 11: Let's Talk About Sales in GovCon
231 Chapter 12: The Quiet Part Out Loud
259 Chapter 13: GovCon Go To Market Strategy
277 Chapter 14: How to Sell Things Through SOCOM
295 Chapter 15: How To Spot a Unicorn
Chapter 16: How to Sell Services to the Government
319 Part 1 - Finding Rice Bowls
333 Part 2 - Filling Rice Bowls



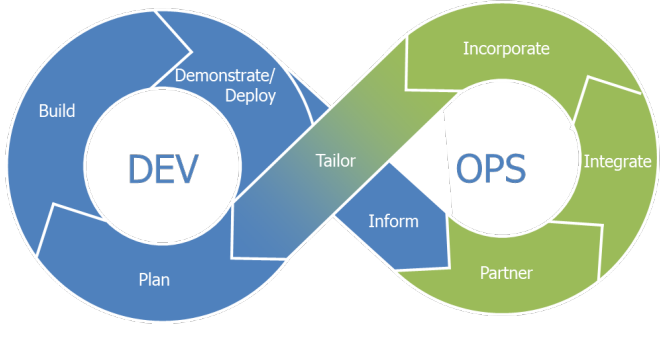
HOW TO SELL TECHNOLOGY TO THE GOVERNMENT
Volume 1

Chapter 1:
Development Bureaucracy Ops (DevBurOps)

The Bureaucratic Mountain



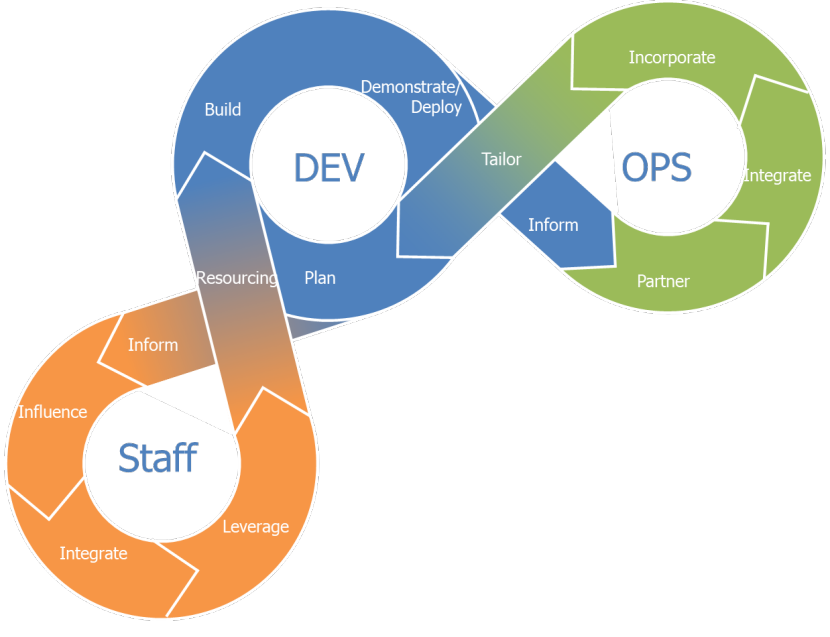
DEVOPS



Developers: Technology developers, S&T PMs, acquisition PMs, those in the relationship whose job it is to craft a new capability are all in the development camp, the blue cyclone of ideation, creativity, and activity

Operators: end-users or all kinds, typically closer to the action end of the capabilities rather than the Command and Control hierarchy that typically provides vague vision or guidance, these are the people who own the problem as a task

DEVOPS In a Bureaucracy



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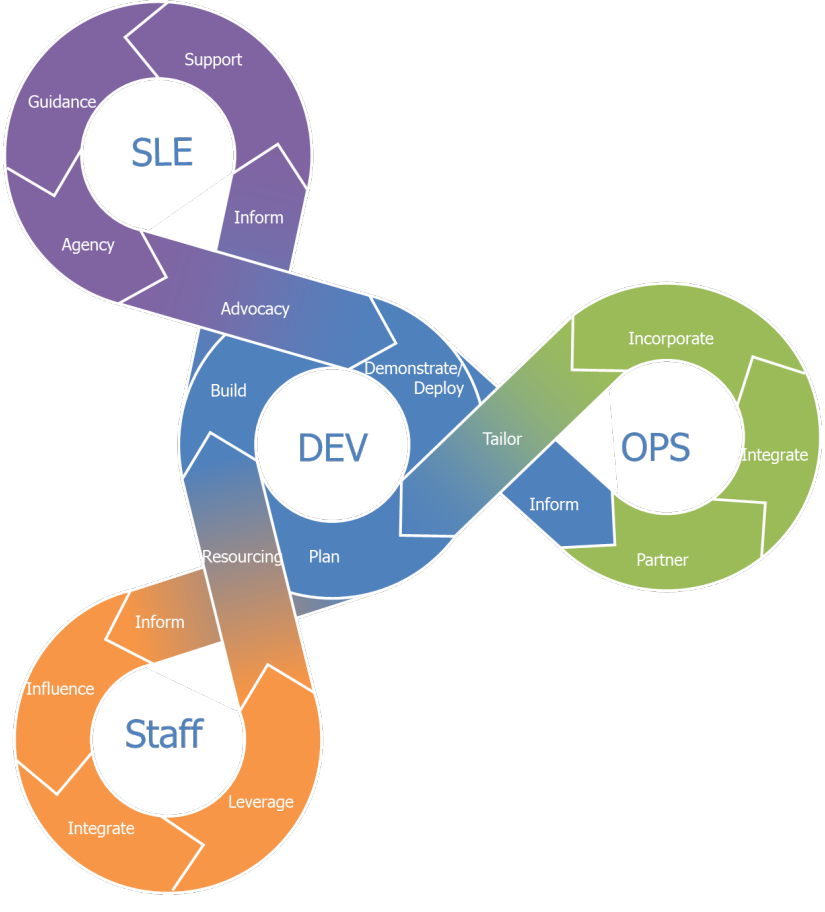
Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

DEVOPS in a DoD Bureaucracy



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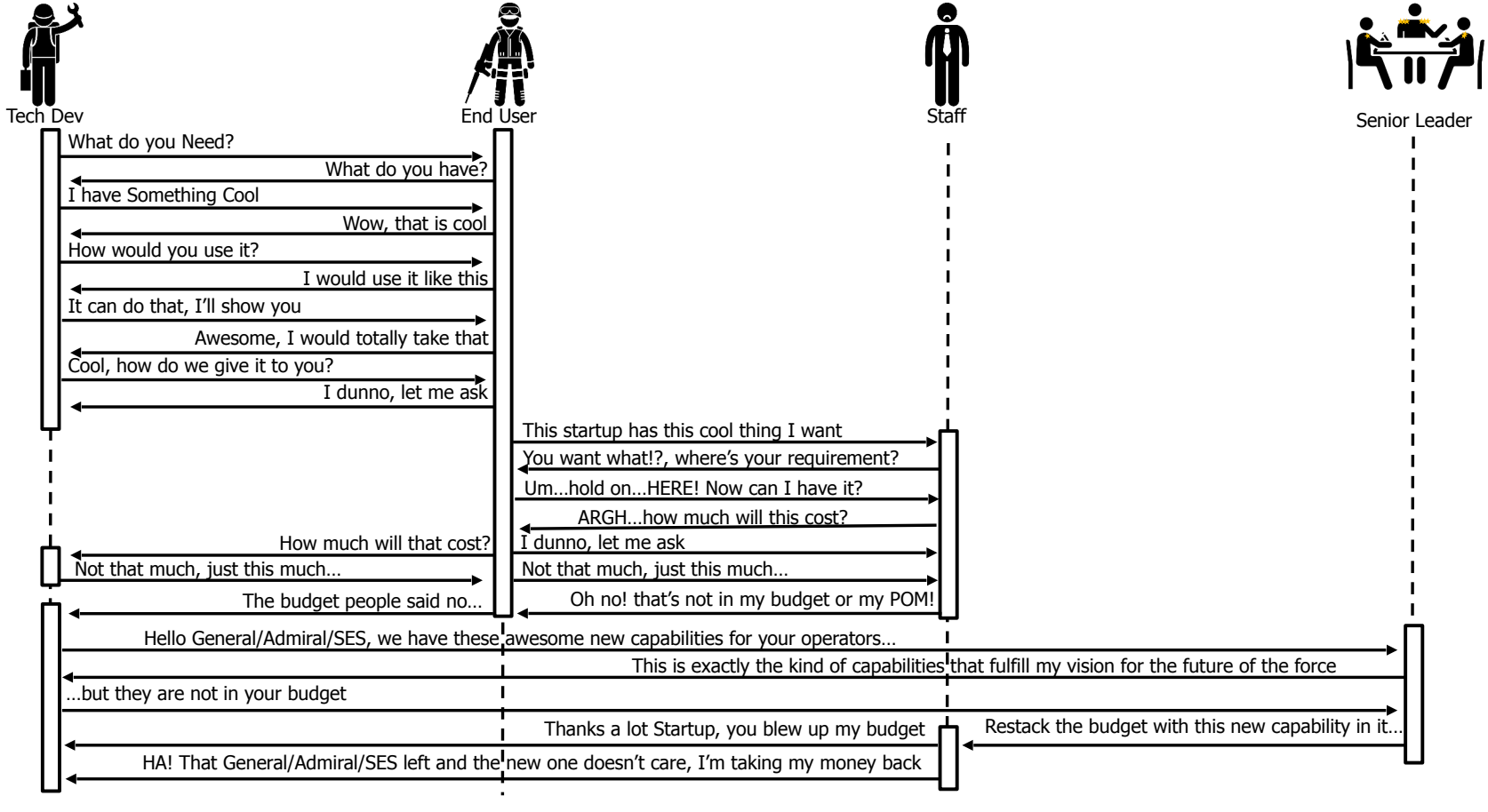
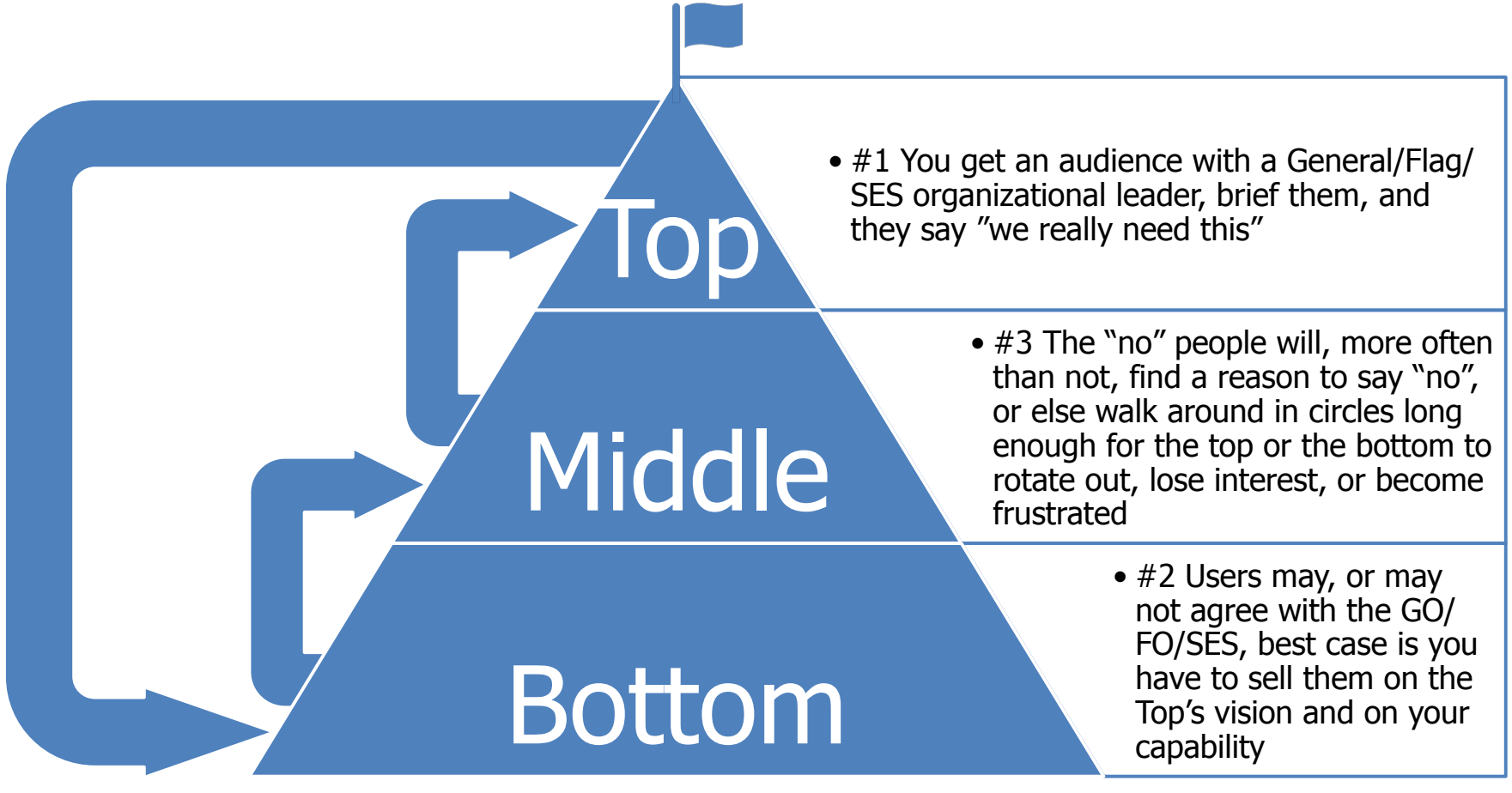
Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

Senior Leader Engagement: senior leaders have visions, to which your capability could support, and in-turn receive support, however senior leaders' attention span is often the length of the meeting, the army of staff atop which they sit (including PPB&E) are the masses that will carry or kill an effort

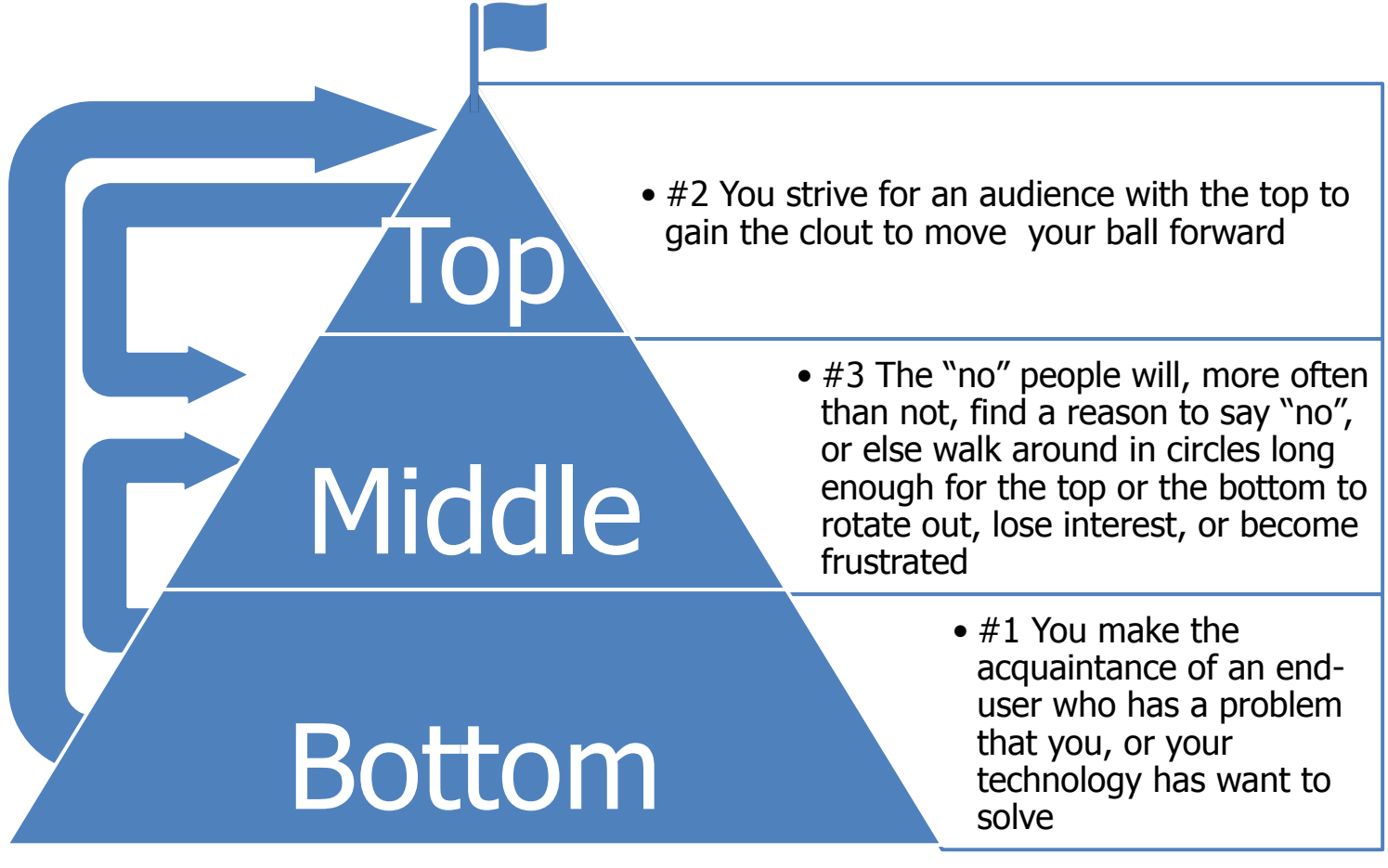
But, where do I start? (typical case)



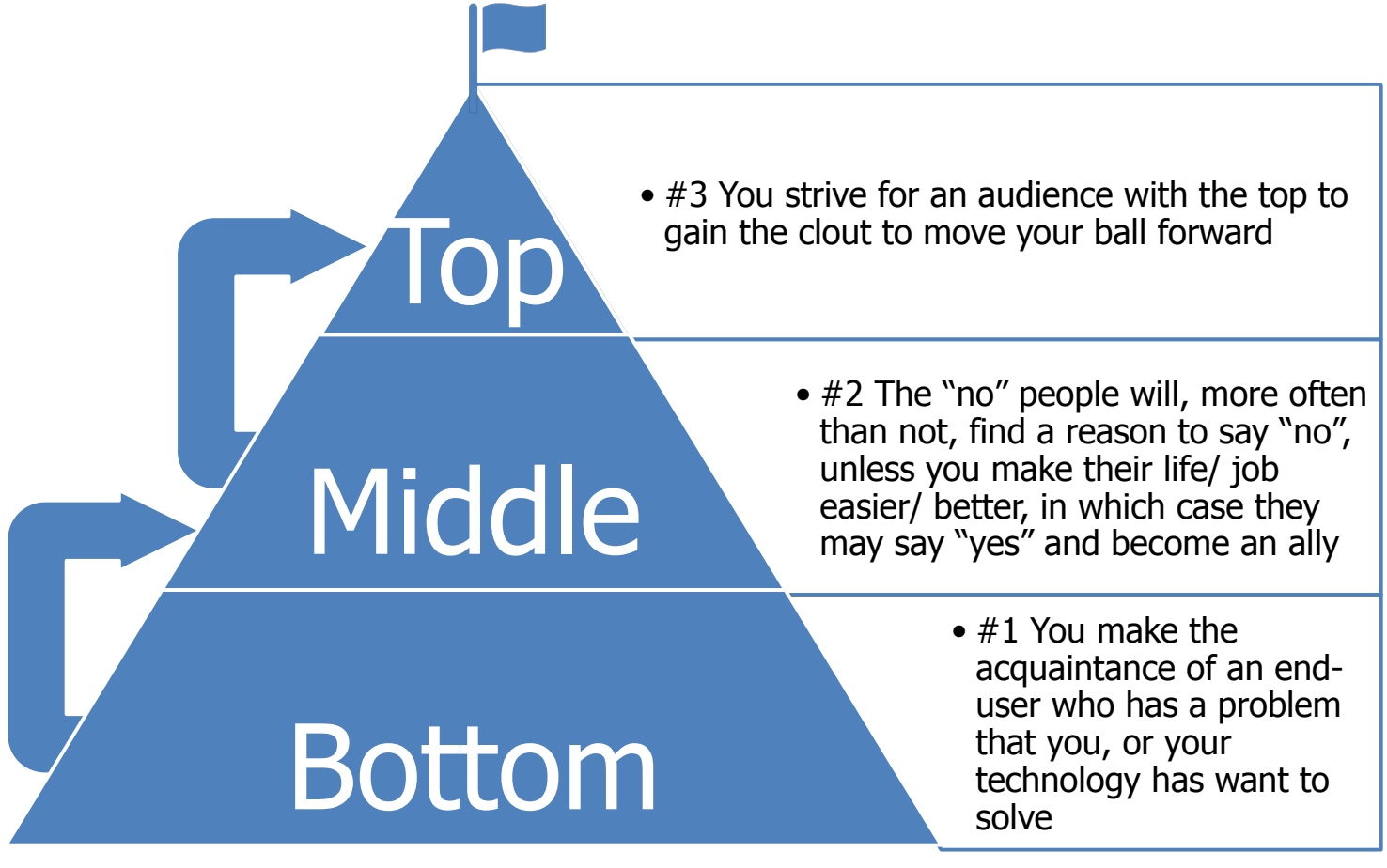
The Bureaucratic Mountain – Top-Down Scenario



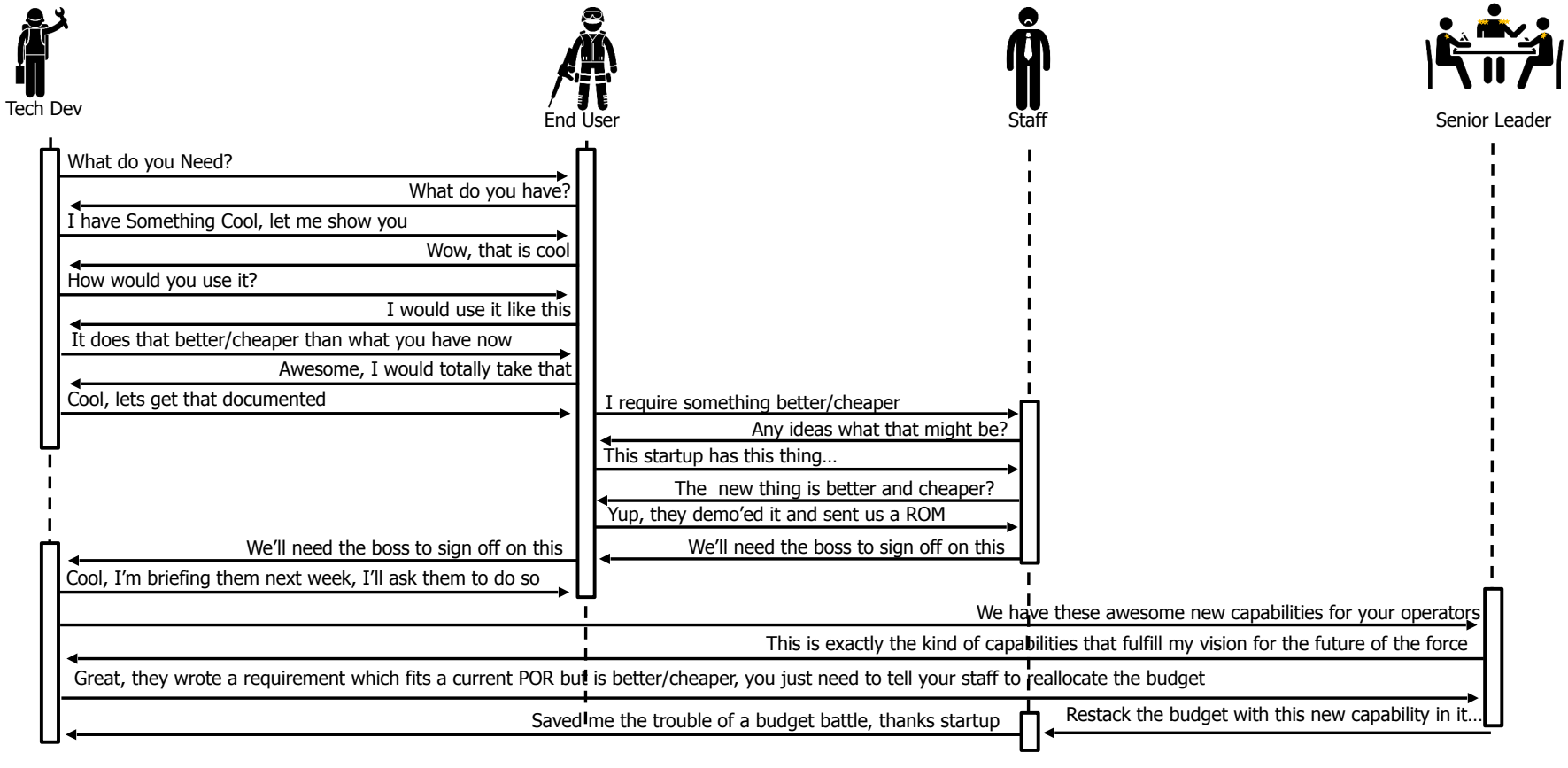
The Bureaucratic Mountain – The Squeeze Scenario



The Bureaucratic Mountain – The Bottom-Up Scenario



But, where do I start? (better approach)



Pick Your End User Partner/Advocate Wisely

User

Created by Gan Khoon Lay
from Noun Project

- Knows their job
- Knows their direct surrounding organization
- Can provide insights on current state of art and practice
- Can provide thoughts on how to apply new capability

Super User

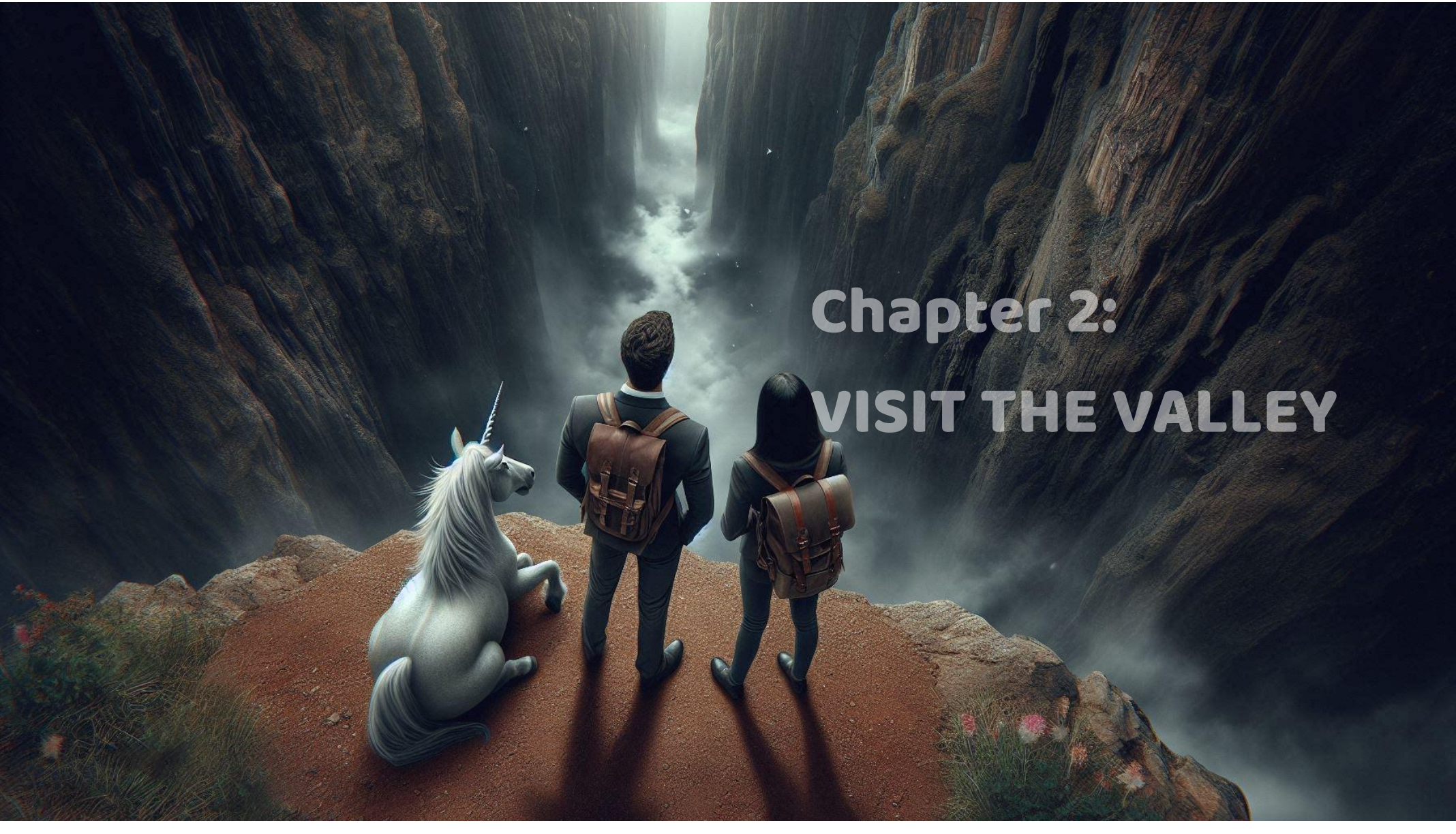
Created by Gan Khoon Lay
from Noun Project

- Everything a user is, plus:
- Understands the capability and the technology
- Can provide meaningful input on technical aspects of design choices
- Knows their own organization and can point you in the right direction

Commando

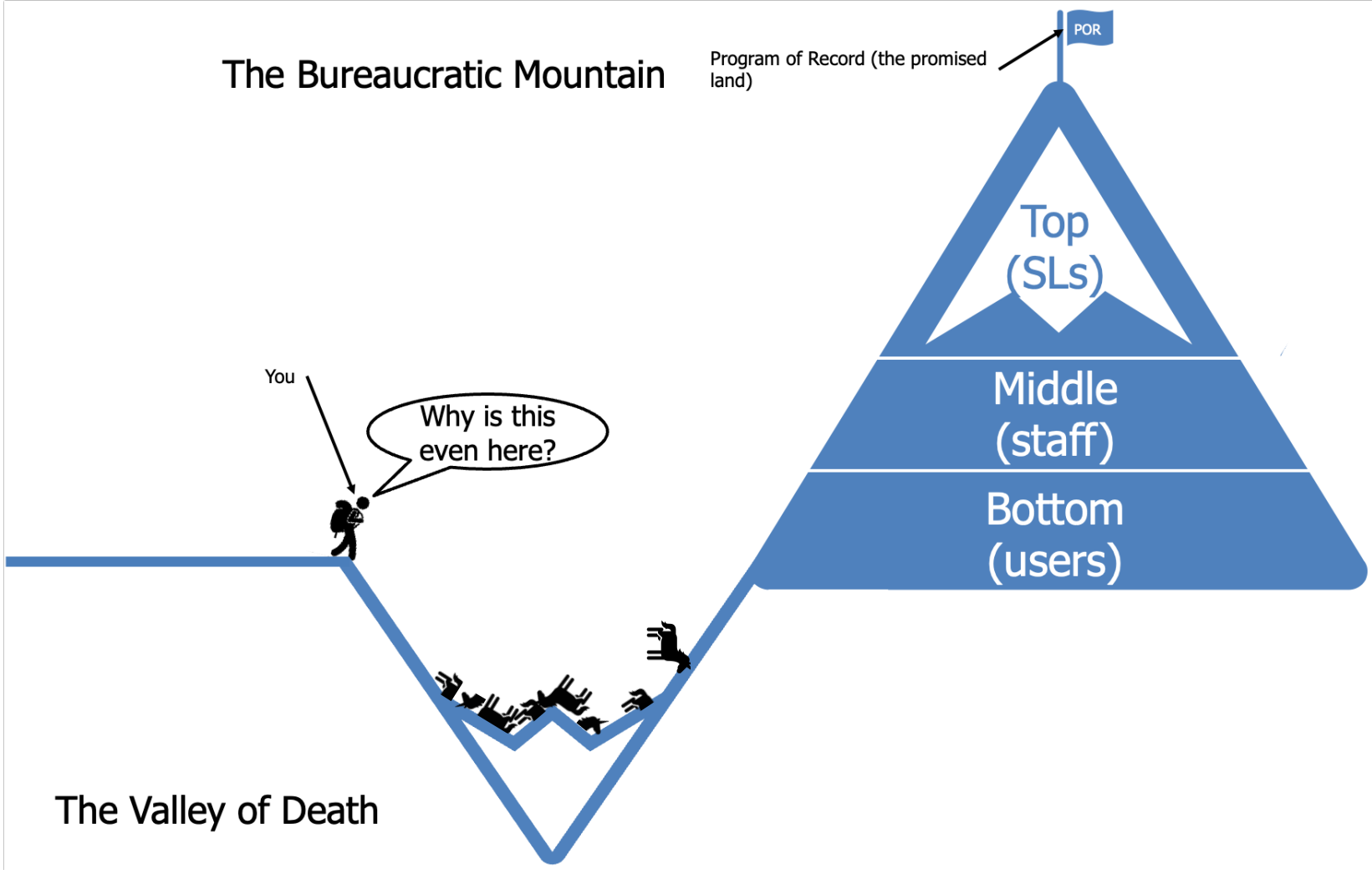
Created by Gan Khoon Lay
from Noun Project

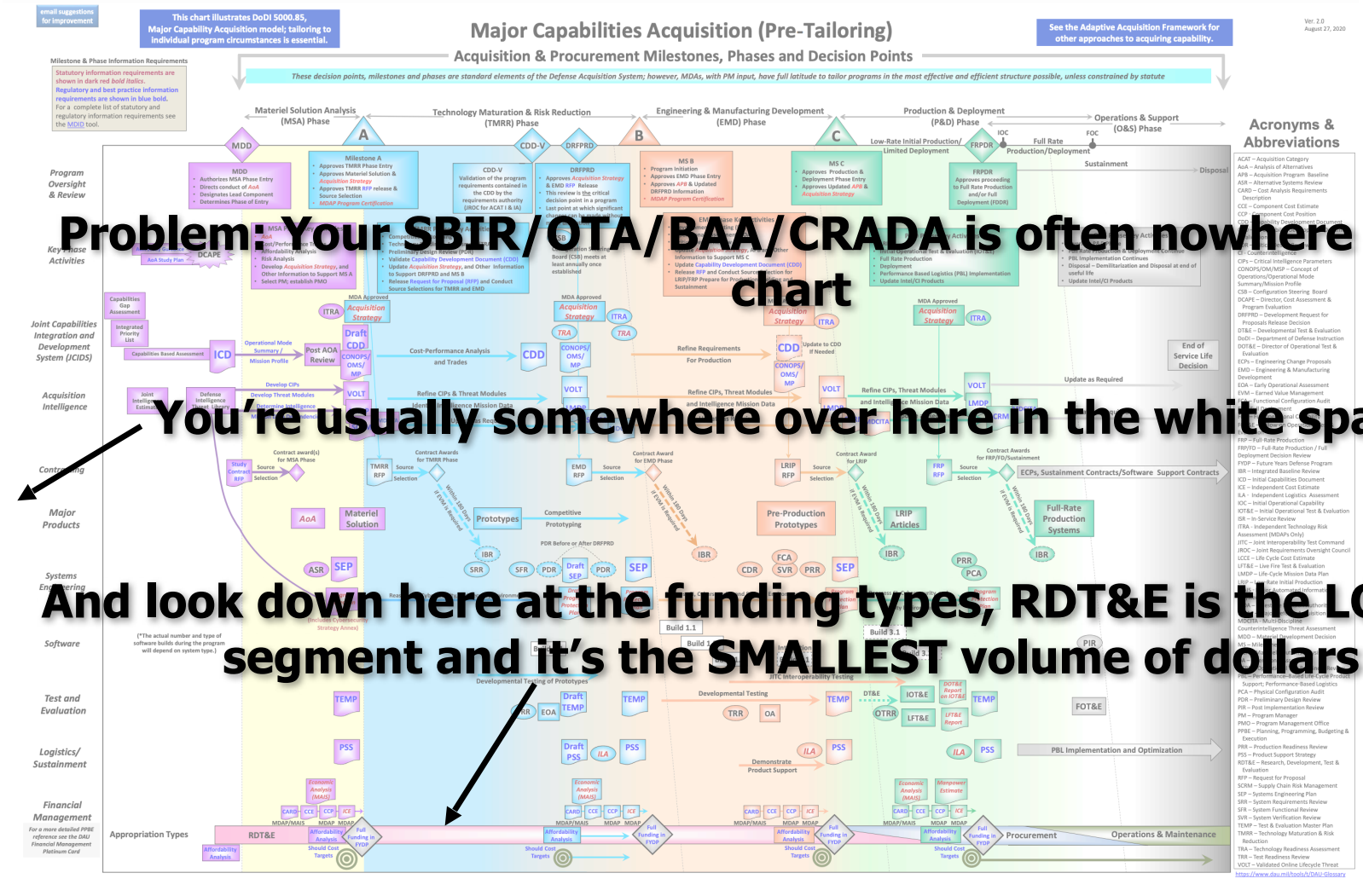
- Like a Super User, plus:
- See the value in the new capability and develops a passion for it
- Knows their organization, the power structure, and knows how to traverse it
- Is committed to working with the program to move it up the mountain



Chapter 2: VISIT THE VALLEY

Chapter 2:
Visit the Valley


The Bureaucratic Mountain
Program of Record (the promised land)
POR
Top (SLs)
Middle (staff)
Bottom (users)
You
Why is this even here?
The Valley of Death

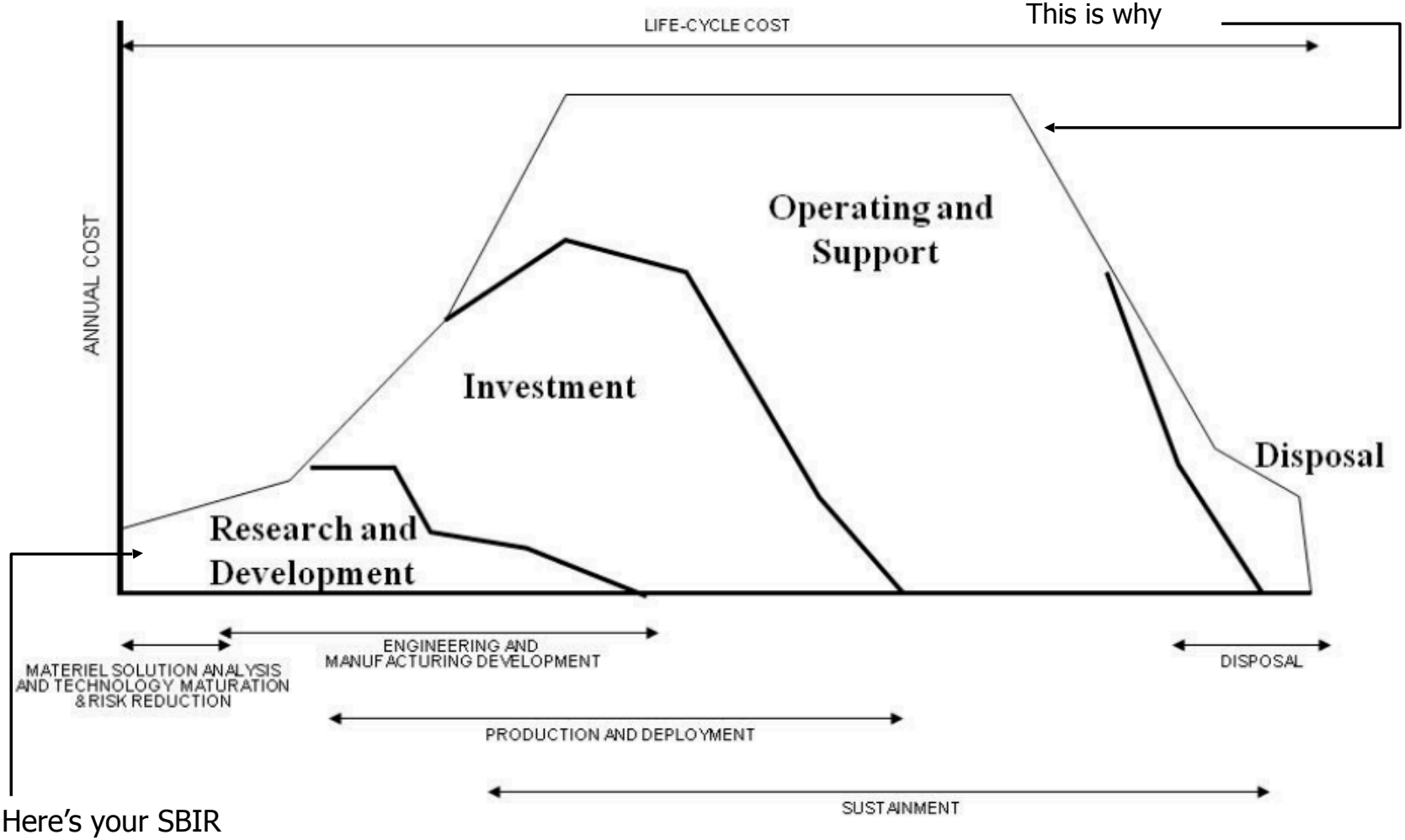


Problem: Your SBIR/OTA/BAA/CRADA is often nowhere on this chart

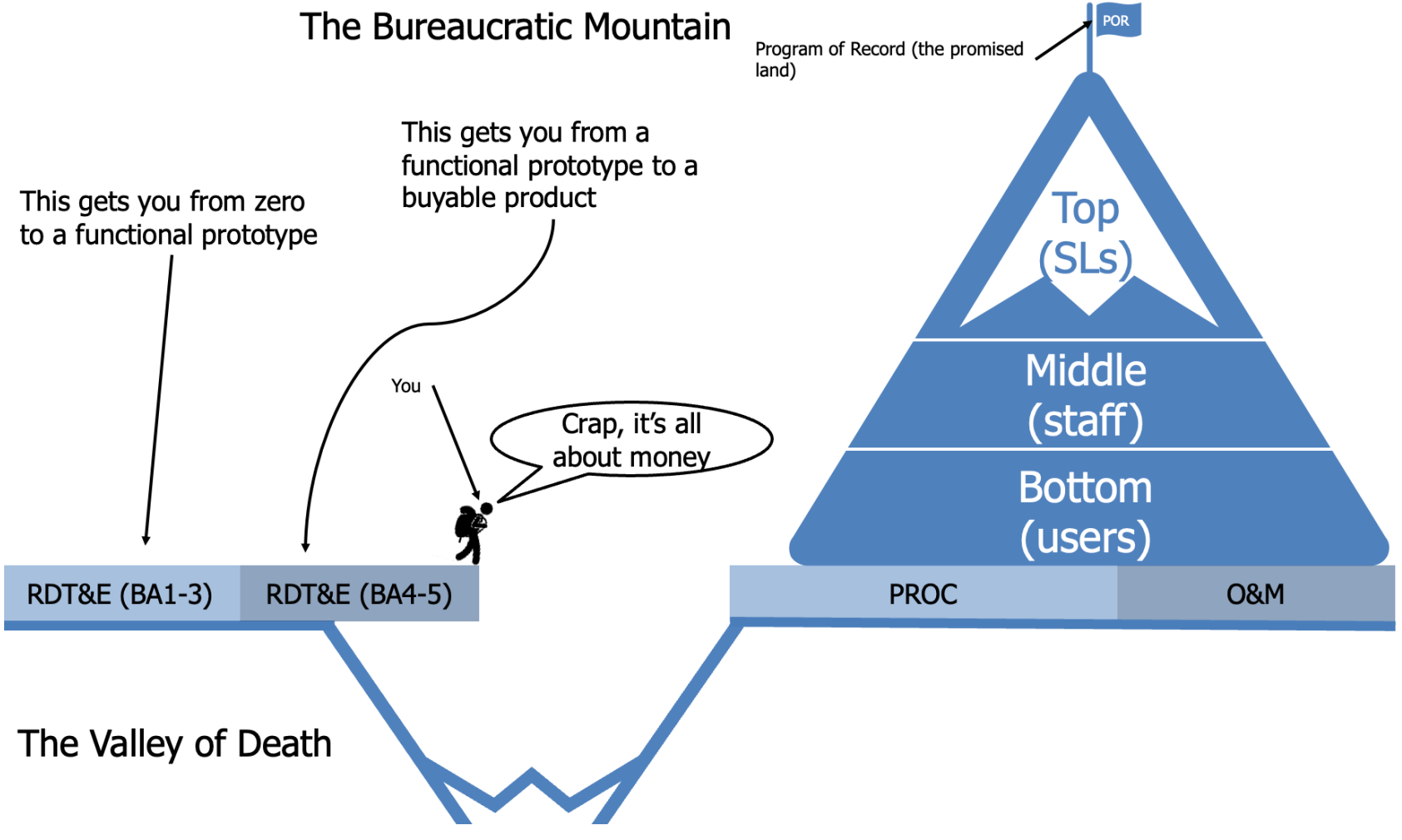
You're usually somewhere over here in the white space

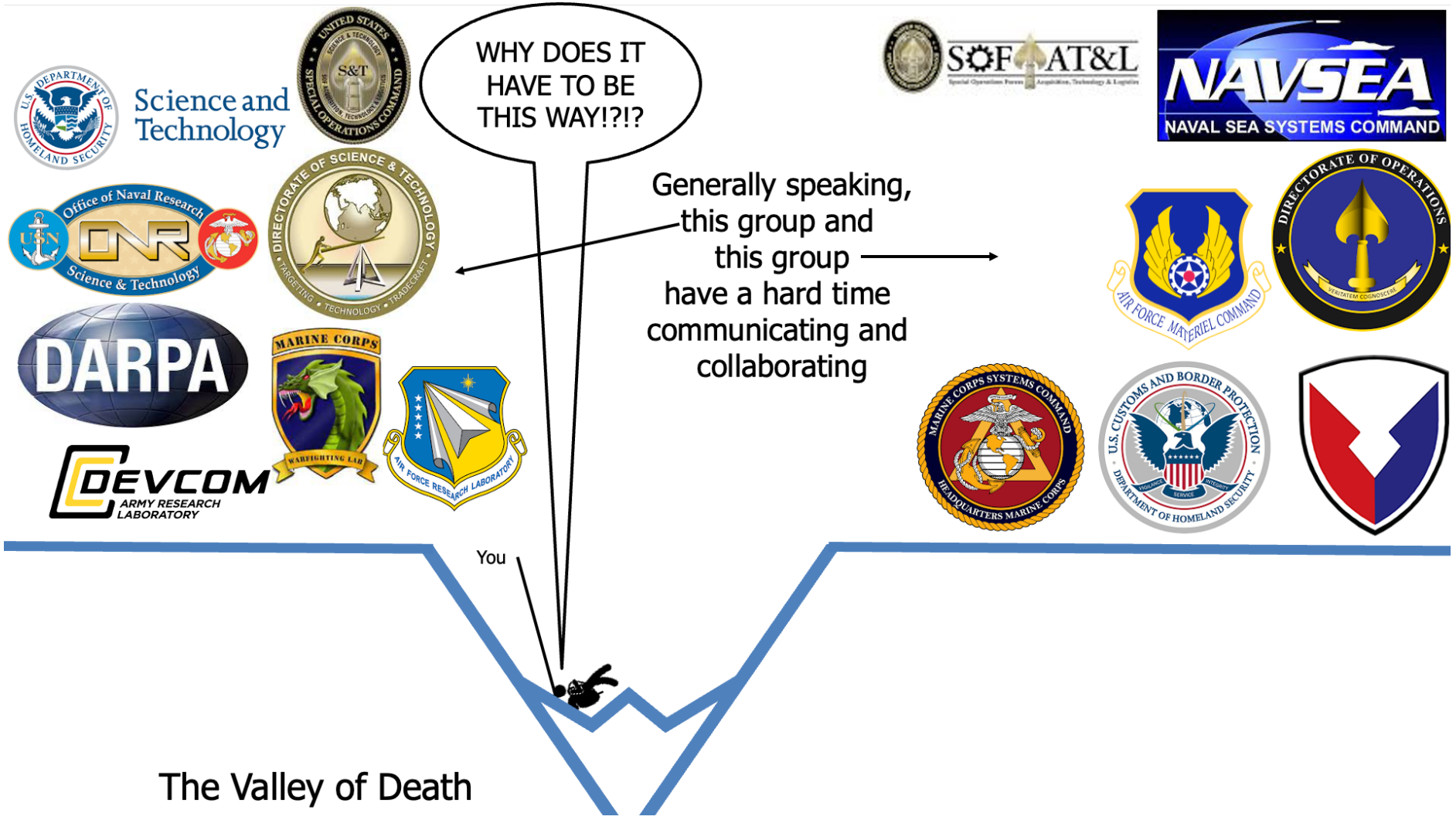
And look down here at the funding types, RDT&E is the LONGEST segment and it's the SMALLEST volume of dollars

Why is a PoR the promised land?
This is why



Here's your SBIR

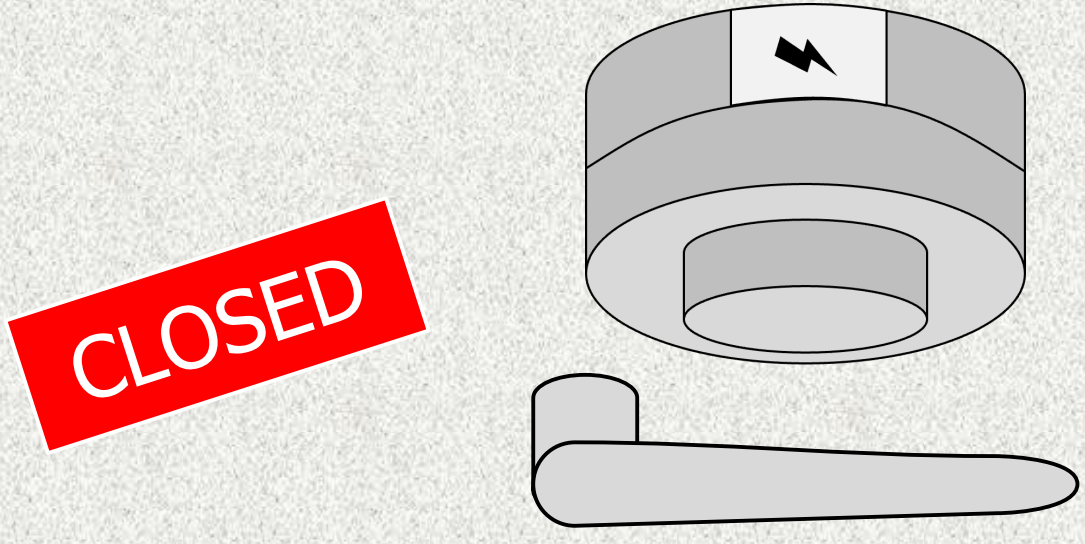

The Bureaucratic Mountain
Program of Record (the promised land)
POR
This gets you from a functional prototype to a buyable product
This gets you from zero to a functional prototype
Top (SLs)
Middle (staff)
Bottom (users)
You
Crap, it's all about money
RDT&E (BA1-3)
RDT&E (BA4-5)
PROC
O&M
The Valley of Death


WHY DOES IT HAVE TO BE THIS WAY!?!?
Generally speaking, this group and this group have a hard time communicating and collaborating
You
The Valley of Death
Science and Technology
Office of Naval Research
Science & Technology
DARPA
DEVCOM
ARMY RESEARCH LABORATORY
NAVSEA
NAVAL SEA SYSTEMS COMMAND
SOF AT&L

Instructions for Opening the Guide in Single-User Mode:

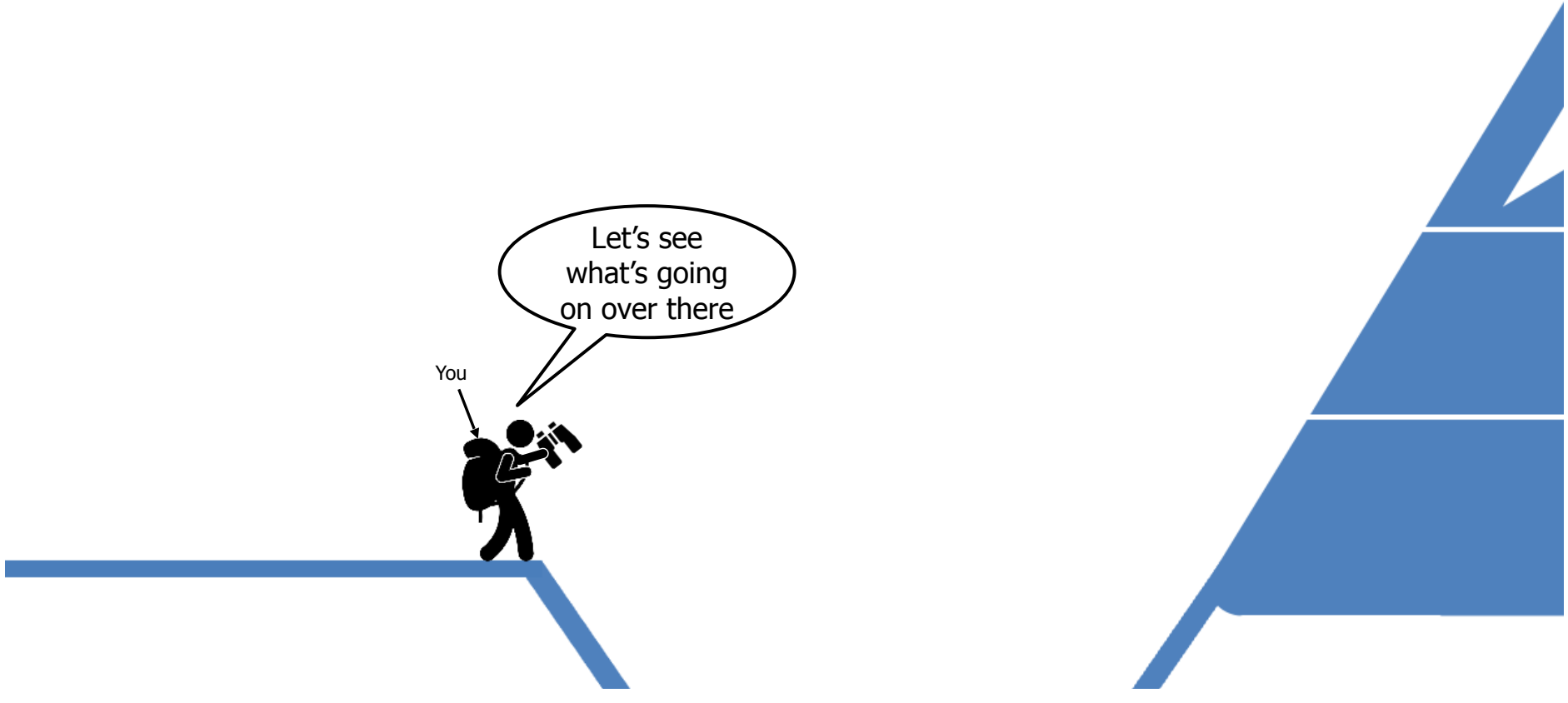
1. Turn dial left (counterclockwise) at least four complete revolutions, then stop precisely on the first number of the combination.
2. Turn the dial right (clockwise) three times, stopping when the second number of the combination comes into view during the third rotation.
3. Turn the dial left two times, stopping when the third combination number comes into view during the second rotation.
4. Turn the dial to the right approximately one and a half (1.5) times. If you have entered your combination correctly, the dial will come to a stop before you finish the 1.5 revolutions.

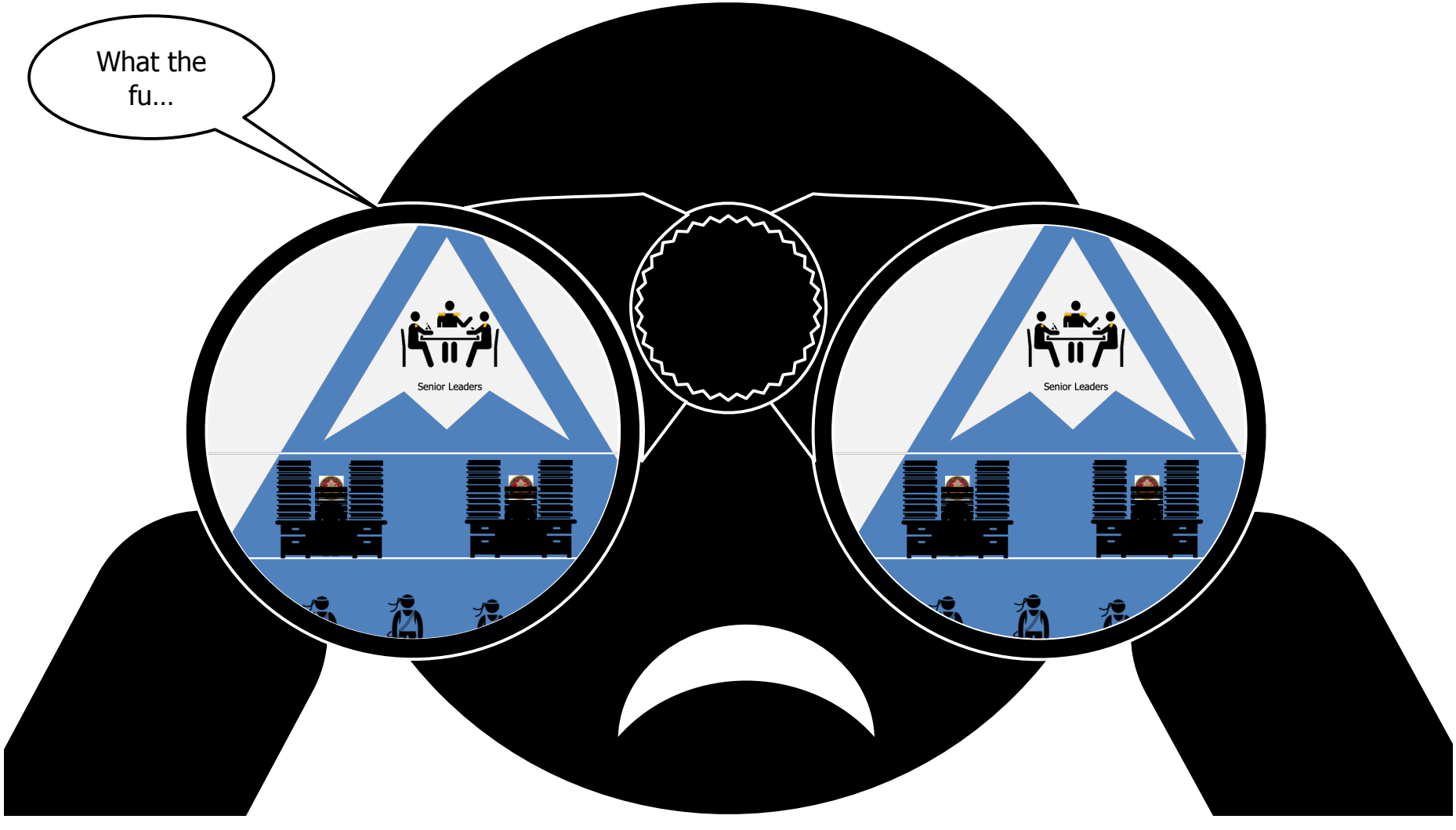
Note: If you overshoot, continue rotating the dial in the same direction for an extra turn, then stop precisely on the desired number.

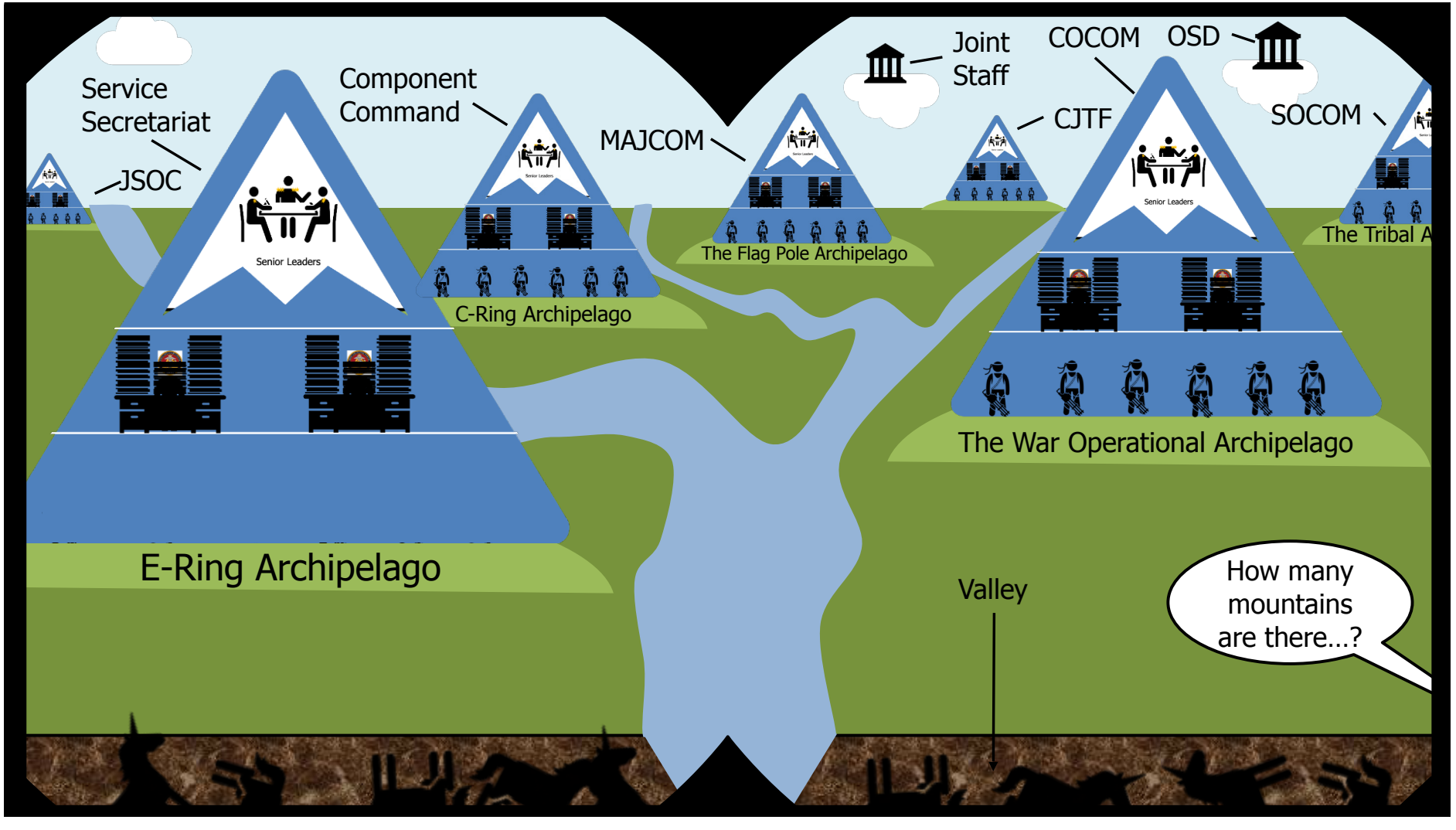


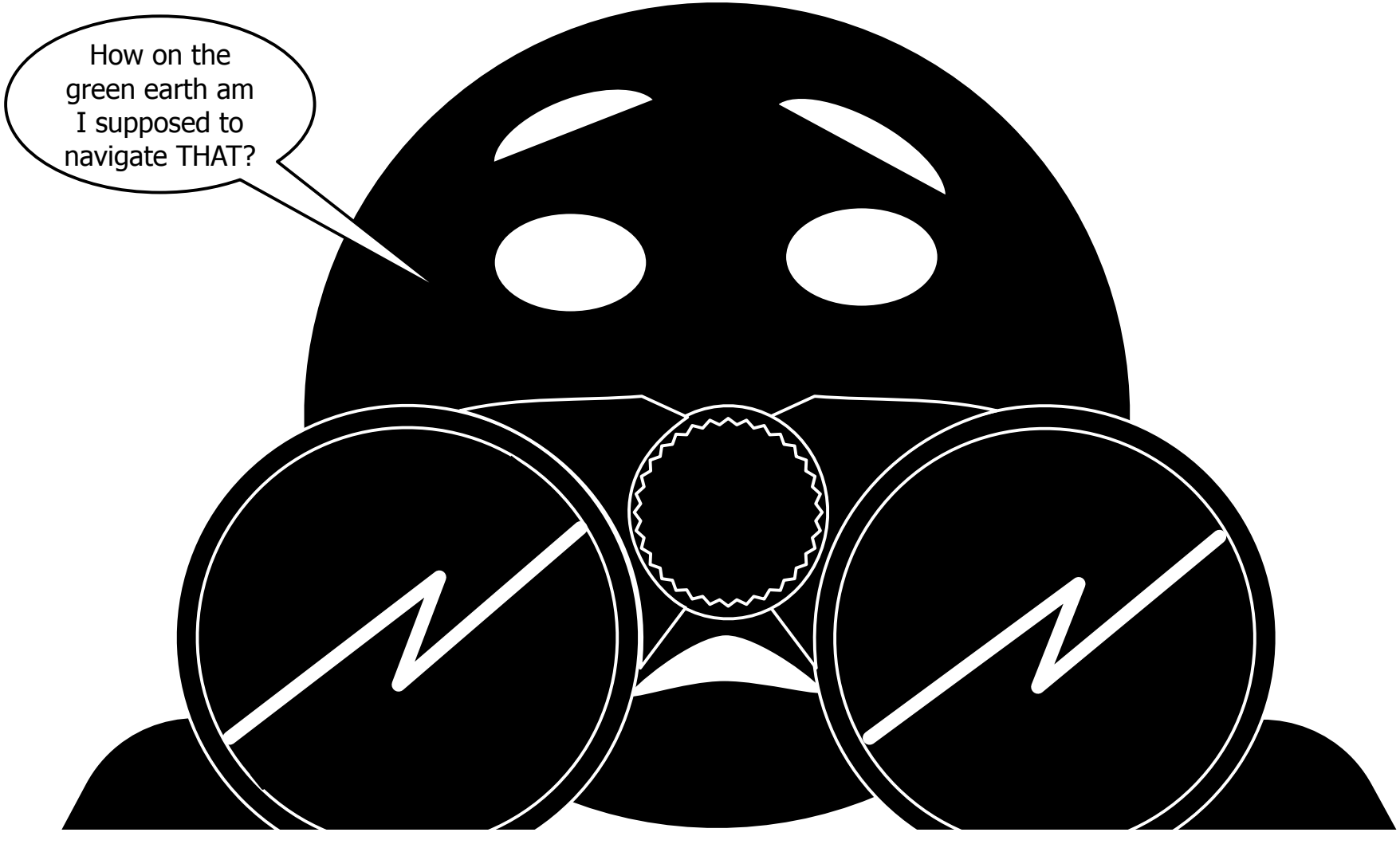
If you think that's hard, try figuring out

HOW TO SELL TECHNOLOGY TO THE GOVERNMENT

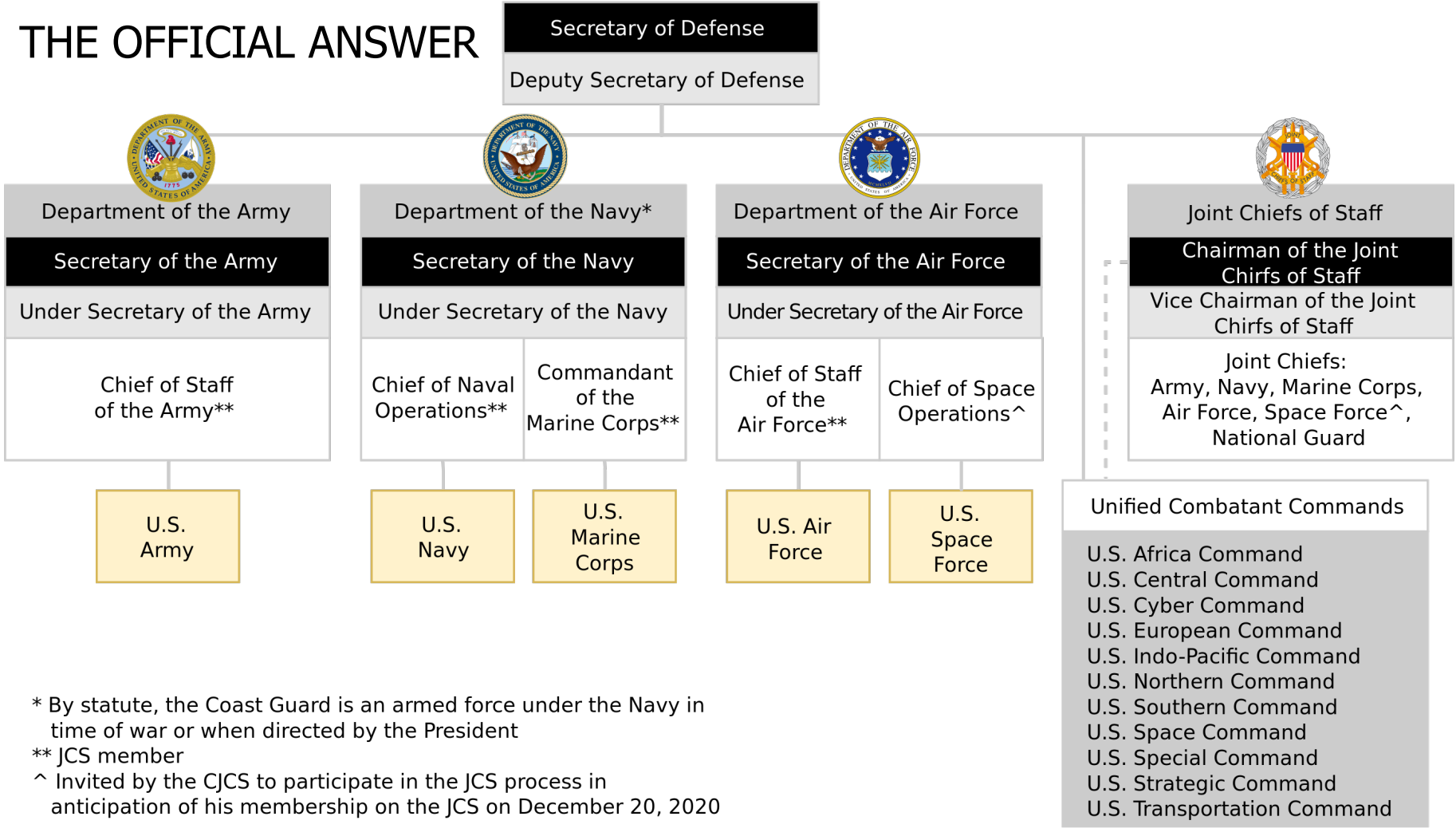

Let's see what's going on over there
You


What the fu...
Senior Leaders
Senior Leaders


Service Secretariat
JSOC
Senior Leaders
Component Command
C-Ring Archipelago
MAJCOM
The Flag Pole Archipelago
Joint Staff
CJTF
COCOM
OSD
SOCOM
Senior Leaders
The Tribal A
The War Operational Archipelago
E-Ring Archipelago
Valley
How many mountains are there...?

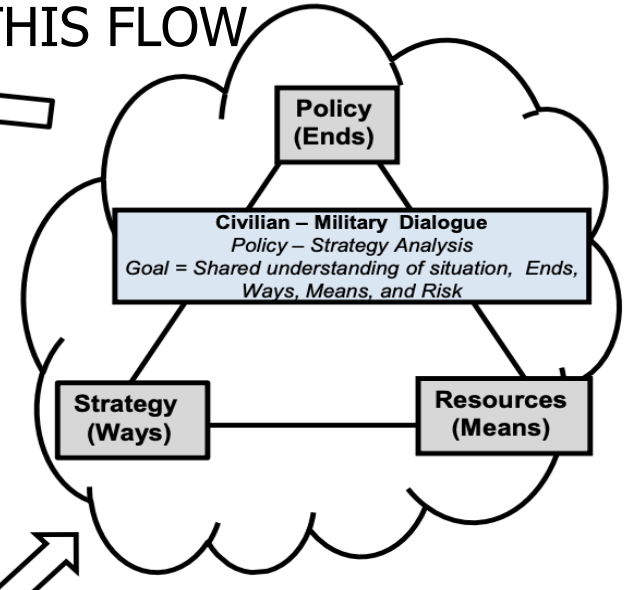

How on the green earth am I supposed to navigate THAT?

THE OFFICIAL ANSWER

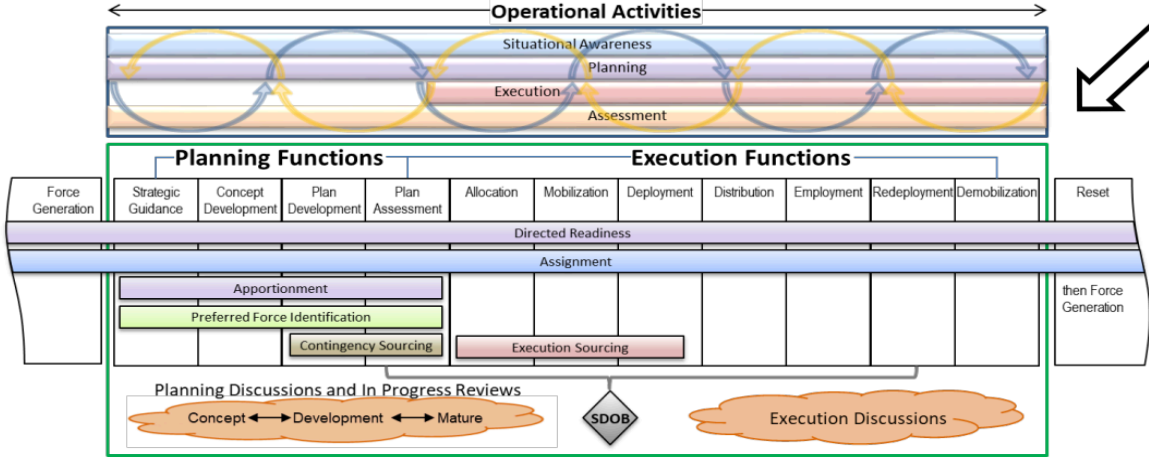


* By statute, the Coast Guard is an armed force under the Navy in time of war or when directed by the President
** JCS member
^ Invited by the CJCS to participate in the JCS process in anticipation of his membership on the JCS on December 20, 2020

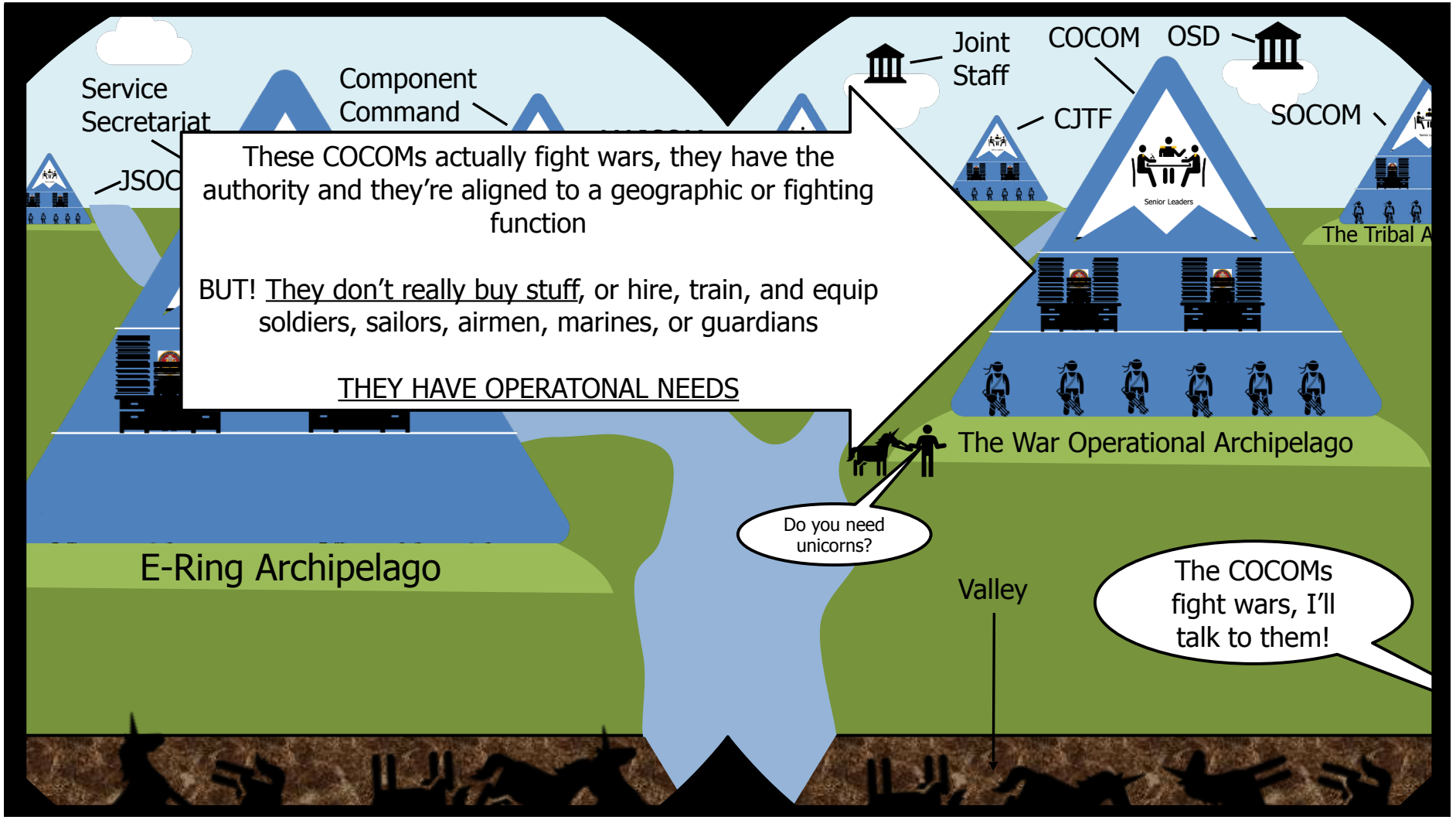
REALLY SIMPLE, JUST FOLLOW THIS FLOW

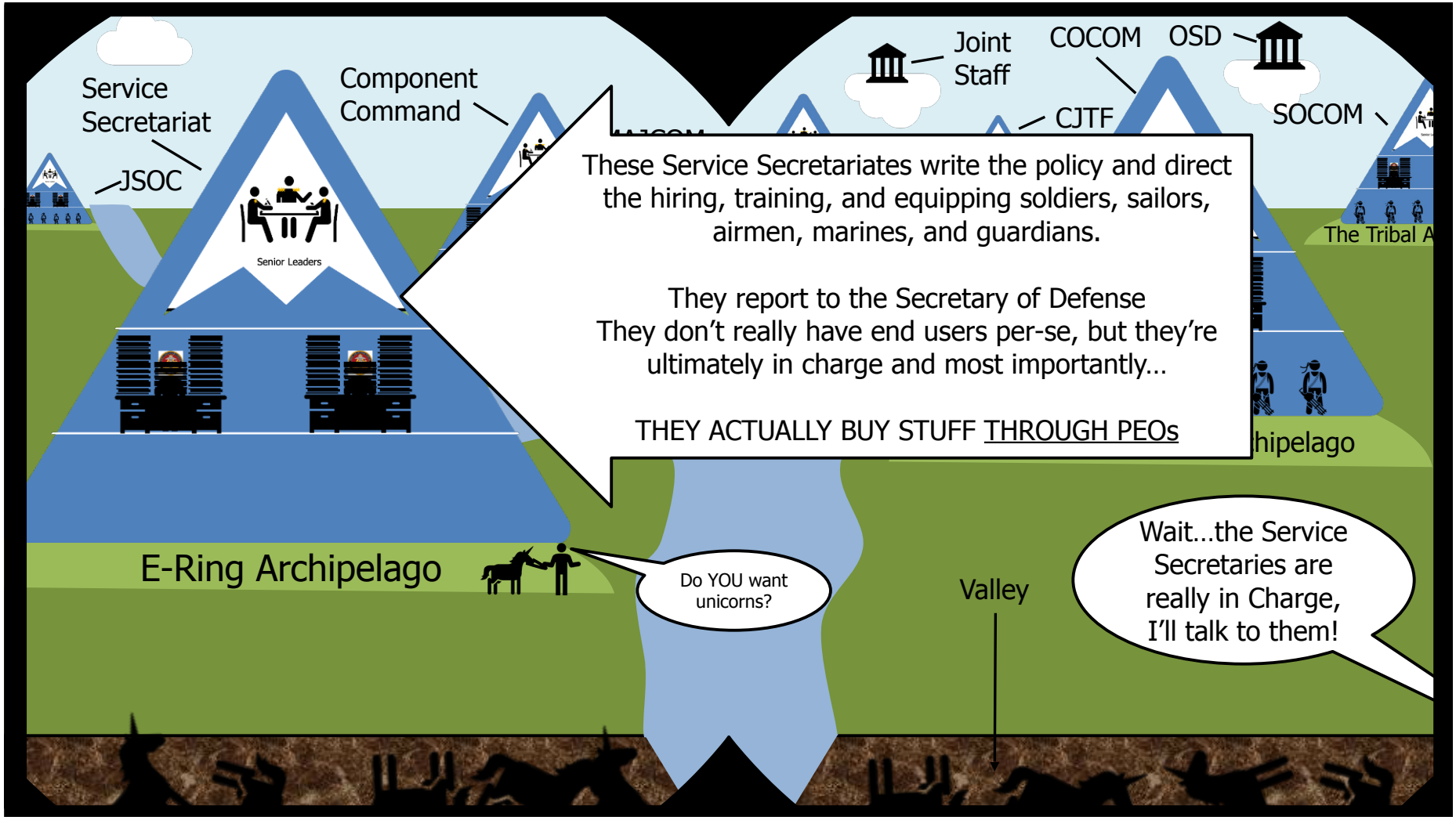


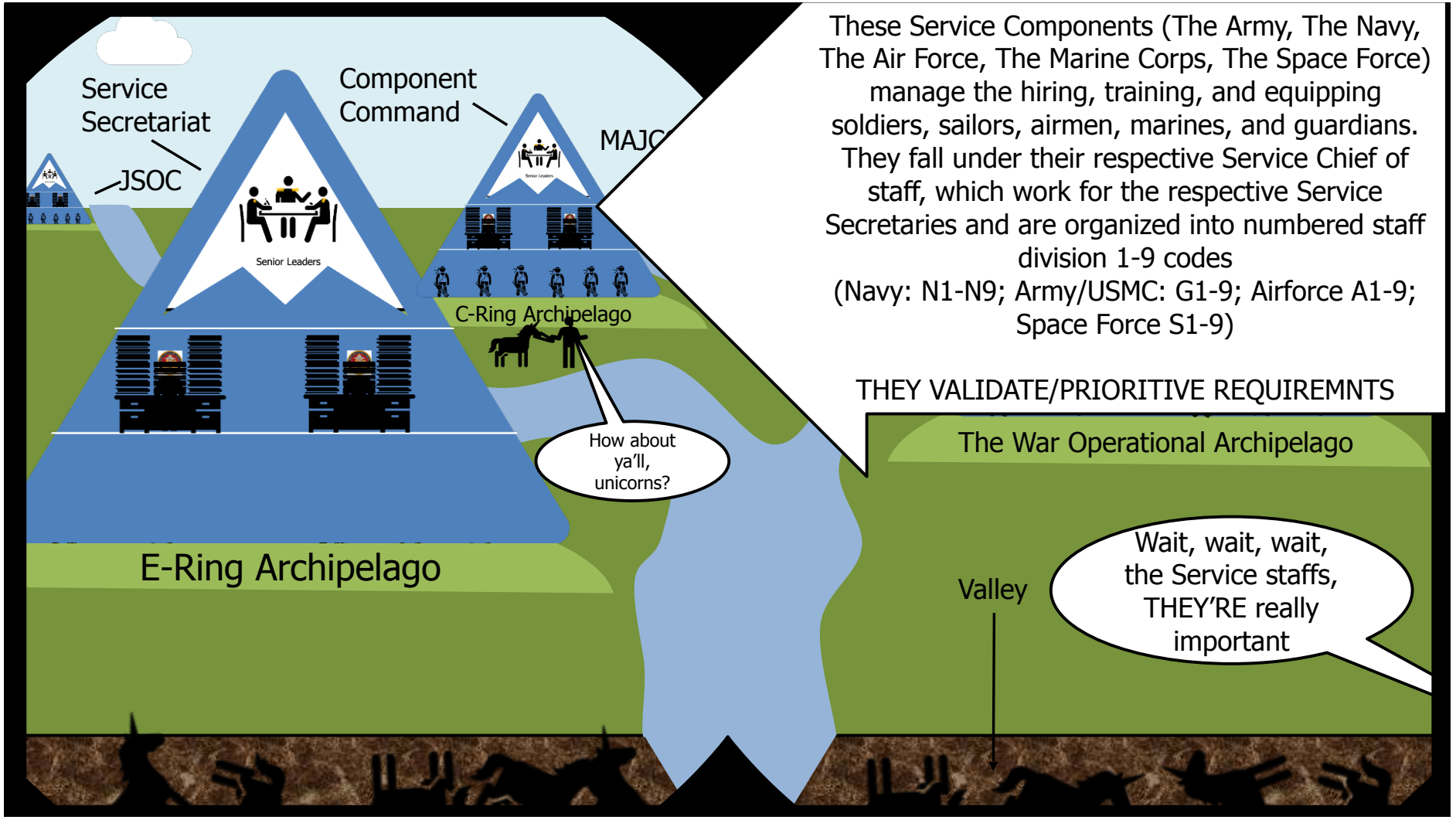
Military Planning and Execution Process

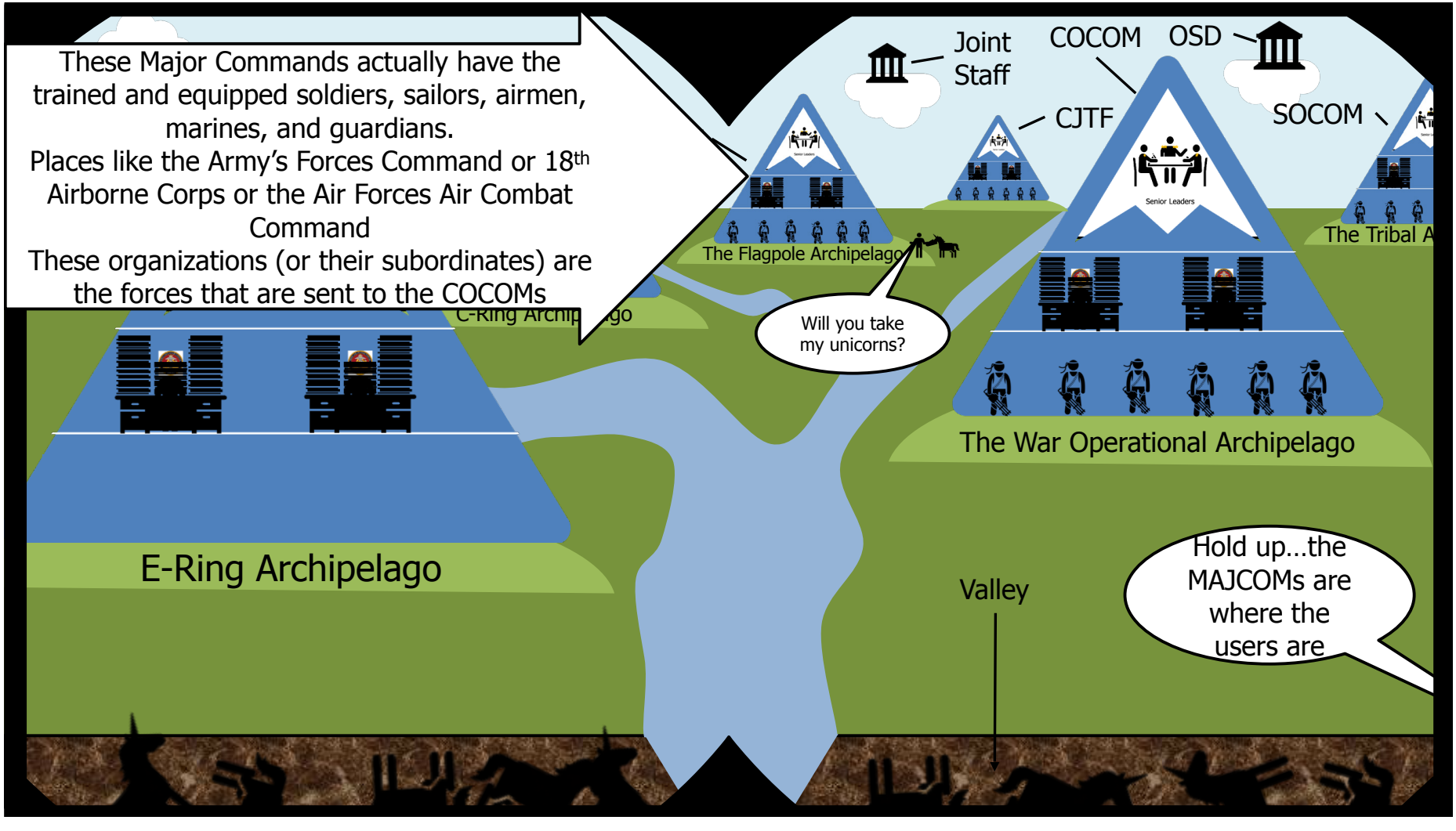


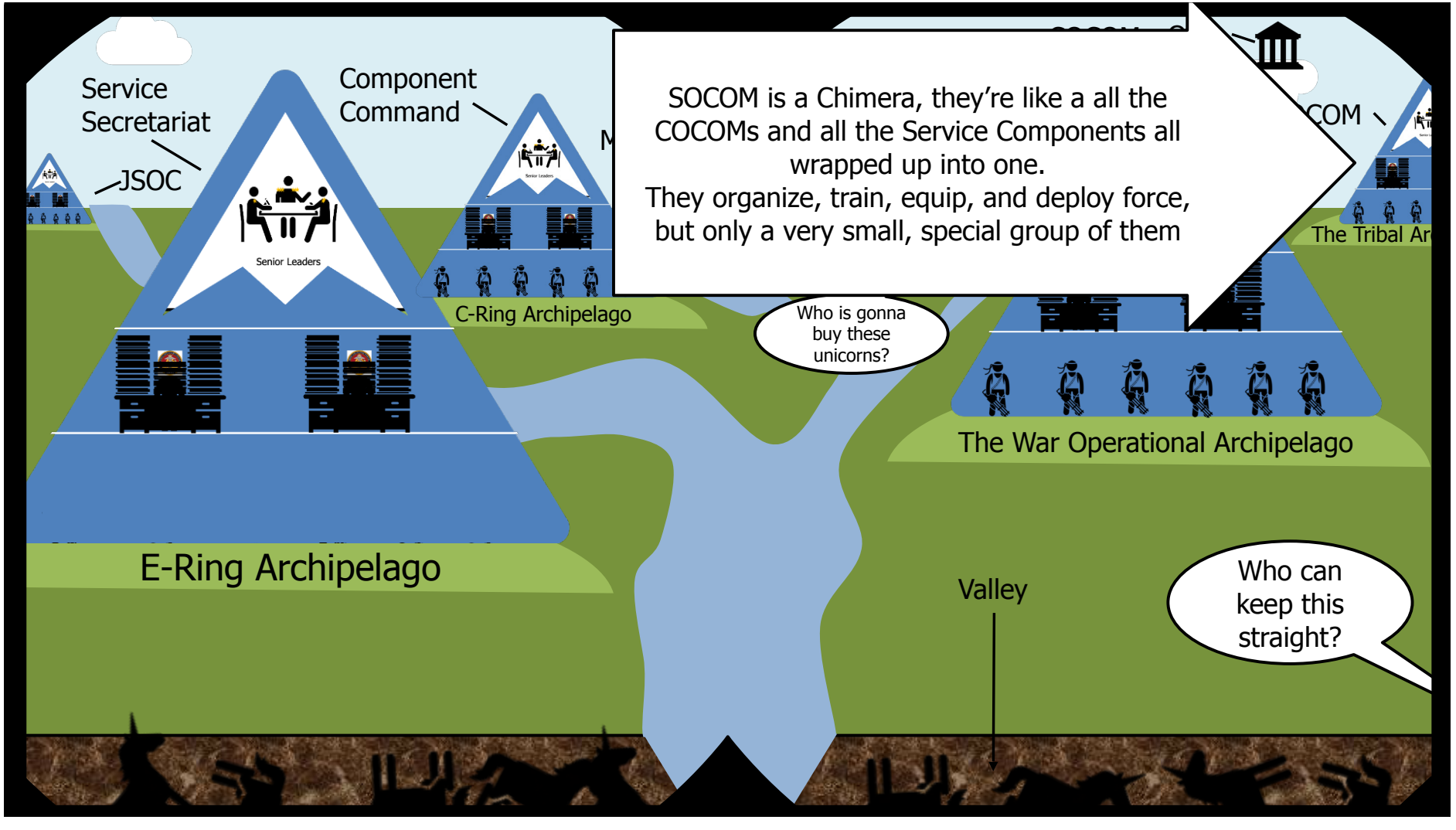
CCJO – Capstone Concept for Joint Operations
CPG – Contingency Planning Guidance
DPG – Defense Planning Guidance
GFMIG – Global Force Management Implementation Guidance
ICS – Integrated Country Strategy
IPR – In Progress Review
JMNA – Joint Military Net Assessment
JRS – Joint Regional Strategies
JSCP – Joint Strategic Campaign Plan
JSP – Joint Strategic Plan
NDS – National Defense Strategy
NMS – National Military Strategy
NSS – National Security Strategy
PM – Presidential Memorandums
SDOB – Secretary of Defense Orders Book
UCP – Unified Command Plan


Service Secretariat
Component Command
JSOC
Joint Staff
COCOM
OSD
CJTF
SOCOM
Senior Leaders
The Tribal A
These COCOMs actually fight wars, they have the authority and they're aligned to a geographic or fighting function
BUT! They don't really buy stuff, or hire, train, and equip soldiers, sailors, airmen, marines, or guardians
THEY HAVE OPERATONAL NEEDS
The War Operational Archipelago
Do you need unicorns?
E-Ring Archipelago
Valley
The COCOMs fight wars, I'll talk to them!


Service Secretariat
Component Command
JSOC
Senior Leaders
Joint Staff
COCOM
OSD
CJTF
SOCOM
The Tribal A
These Service Secretariates write the policy and direct the hiring, training, and equipping soldiers, sailors, airmen, marines, and guardians.
They report to the Secretary of Defense
They don't really have end users per-se, but they're ultimately in charge and most importantly…
THEY ACTUALLY BUY STUFF THROUGH PEOs
hipelago
E-Ring Archipelago
Do YOU want unicorns?
Valley
Wait…the Service Secretaries are really in Charge, I'll talk to them!


Service Secretariat
Component Command
MAJC
JSOC
Senior Leaders
C-Ring Archipelago
How about ya'll, unicorns?
E-Ring Archipelago
These Service Components (The Army, The Navy, The Air Force, The Marine Corps, The Space Force) manage the hiring, training, and equipping soldiers, sailors, airmen, marines, and guardians. They fall under their respective Service Chief of staff, which work for the respective Service Secretaries and are organized into numbered staff division 1-9 codes
(Navy: N1-N9; Army/USMC: G1-9; Airforce A1-9; Space Force S1-9)
THEY VALIDATE/PRIORITIVE REQUIREMNTS
The War Operational Archipelago
Valley
Wait, wait, wait, the Service staffs, THEY'RE really important


These Major Commands actually have the trained and equipped soldiers, sailors, airmen, marines, and guardians.
Places like the Army's Forces Command or 18th Airborne Corps or the Air Forces Air Combat Command
These organizations (or their subordinates) are the forces that are sent to the COCOMs
Joint Staff
COCOM
OSD
CJTF
SOCOM
Senior Leaders
The Flagpole Archipelago
The Tribal A
Will you take my unicorns?
The War Operational Archipelago
E-Ring Archipelago
Valley
Hold up...the MAJCOMs are where the users are


Service Secretariat
JSOC
Component Command
Senior Leaders
C-Ring Archipelago
E-Ring Archipelago
SOCOM is a Chimera, they're like a all the COCOMs and all the Service Components all wrapped up into one.
They organize, train, equip, and deploy force, but only a very small, special group of them
Who is gonna buy these unicorns?
The War Operational Archipelago
Valley
Who can keep this straight?

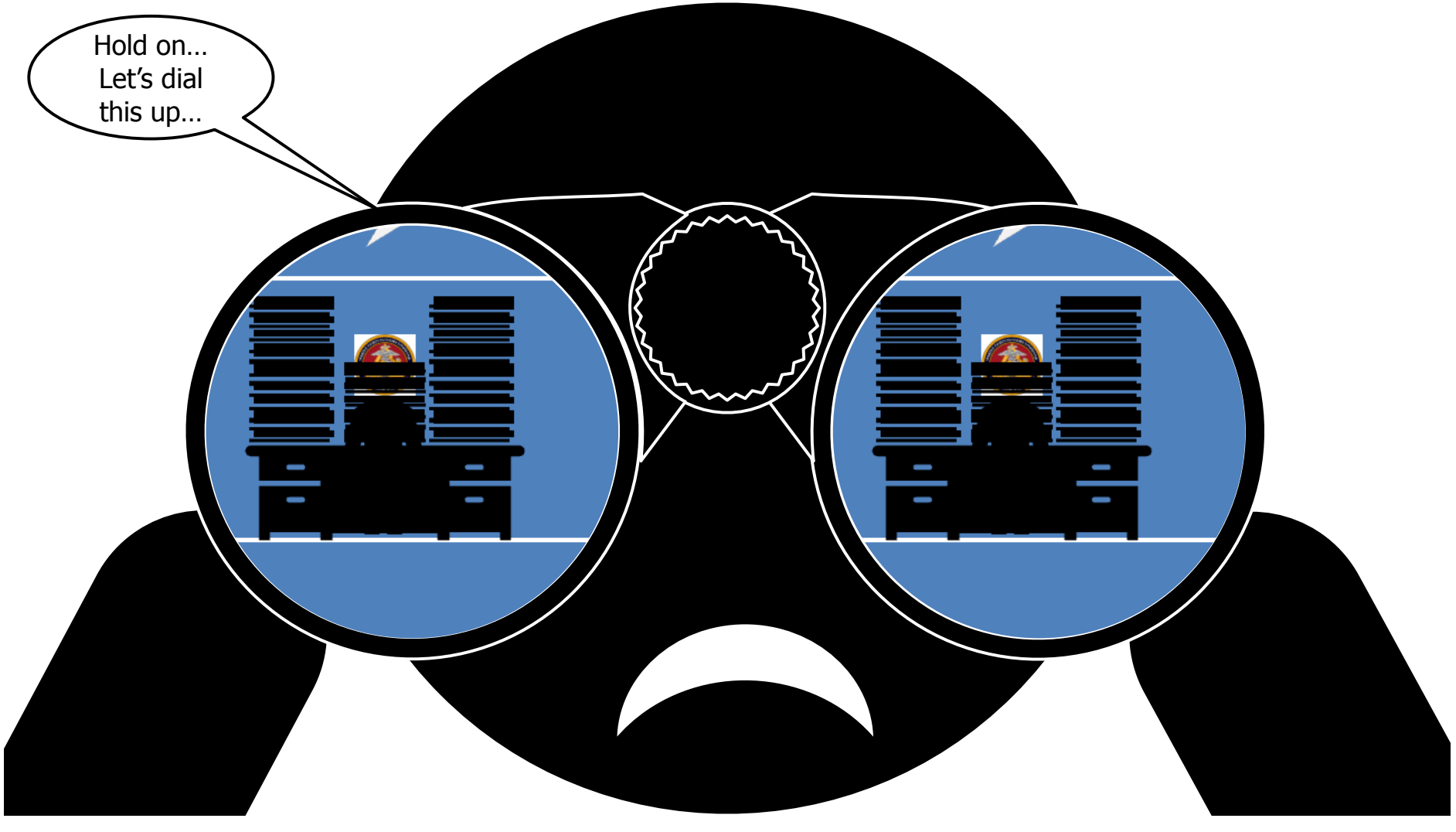
It’s a little more complicated than all that, but you get the general idea

“Authorities” play a major role in what people do

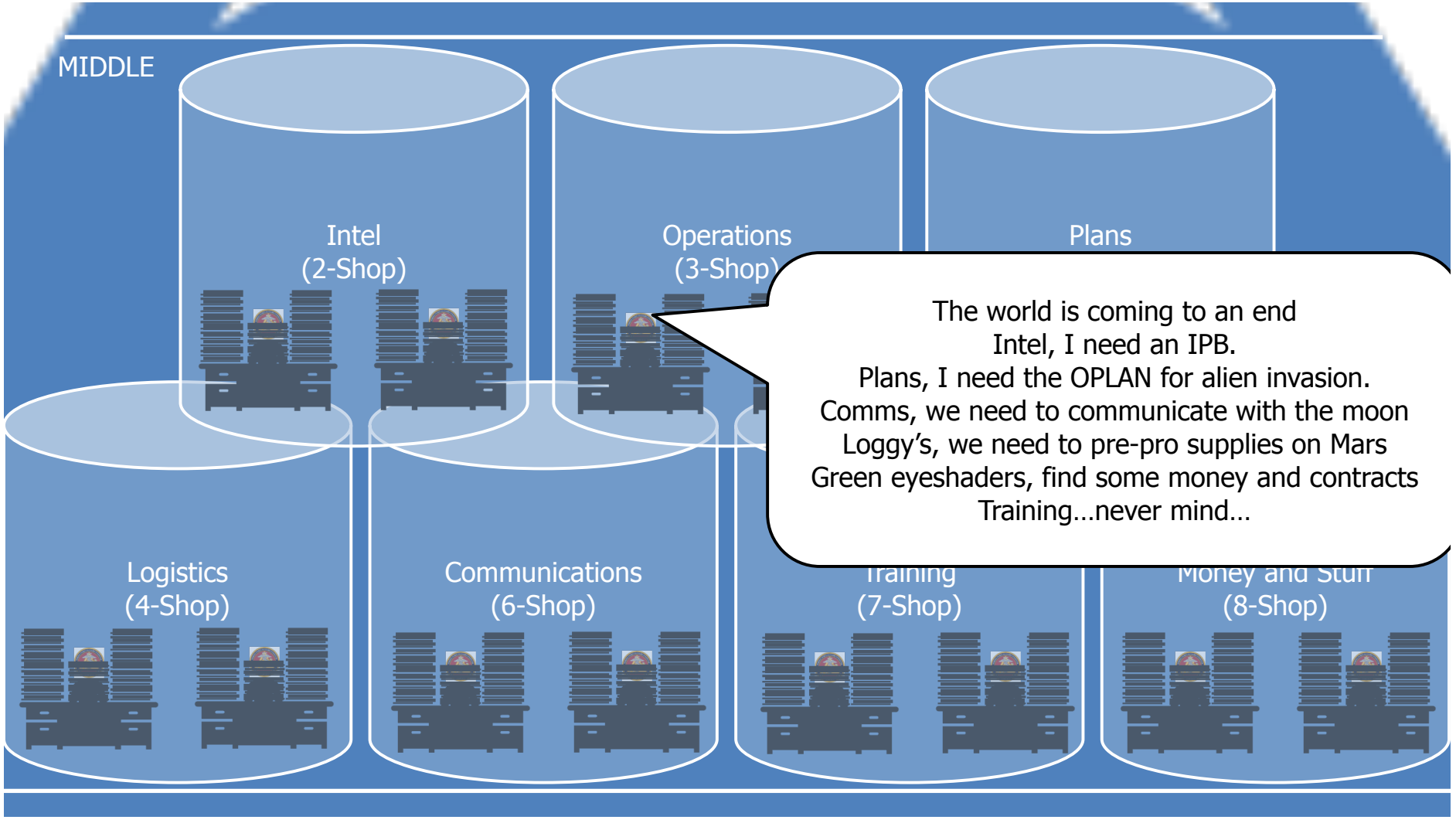
FM 3-00

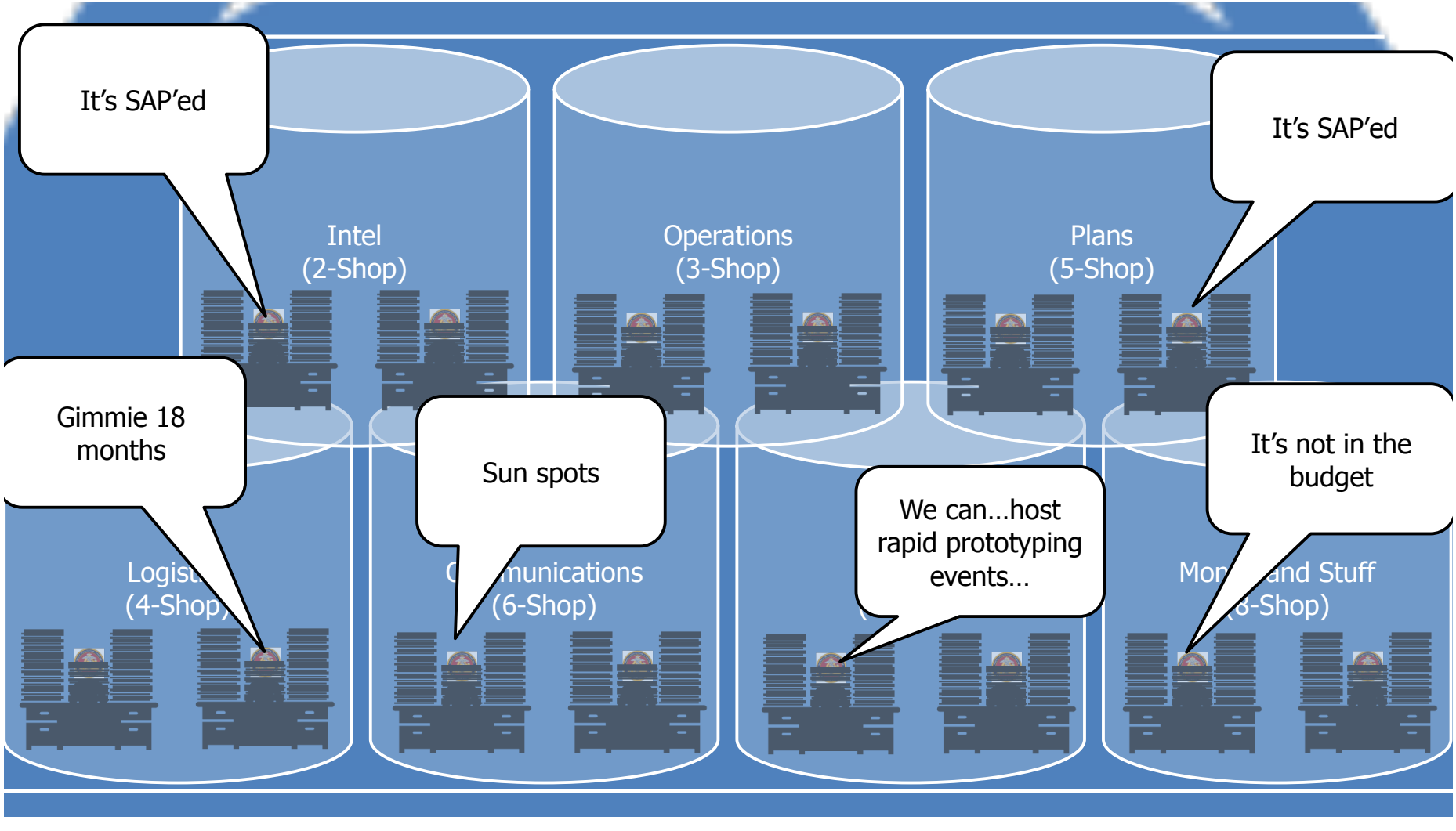
BUDGET BATTLE OPERATIONS

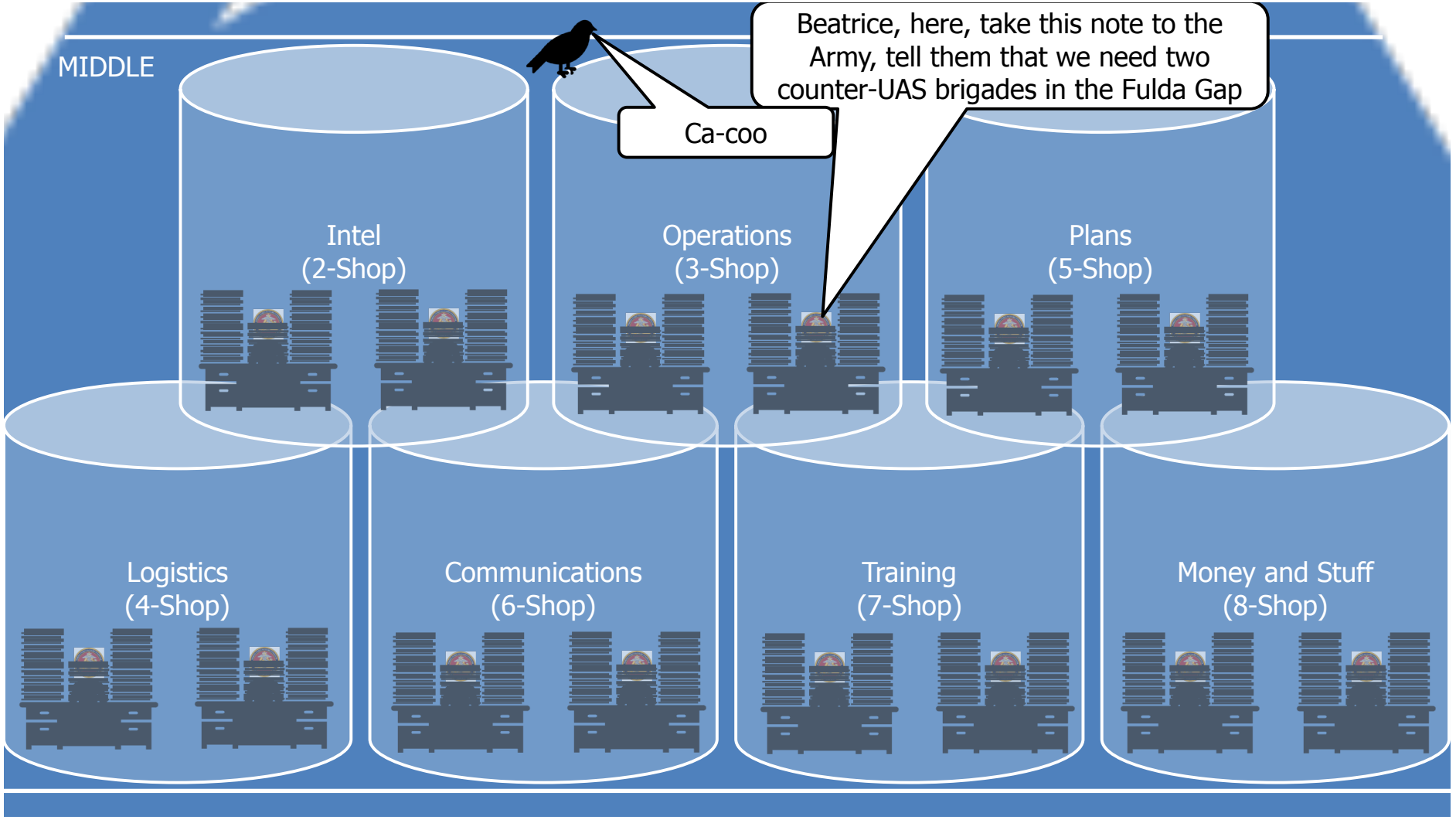
Chapter 3:
How Requirements Become Budgets

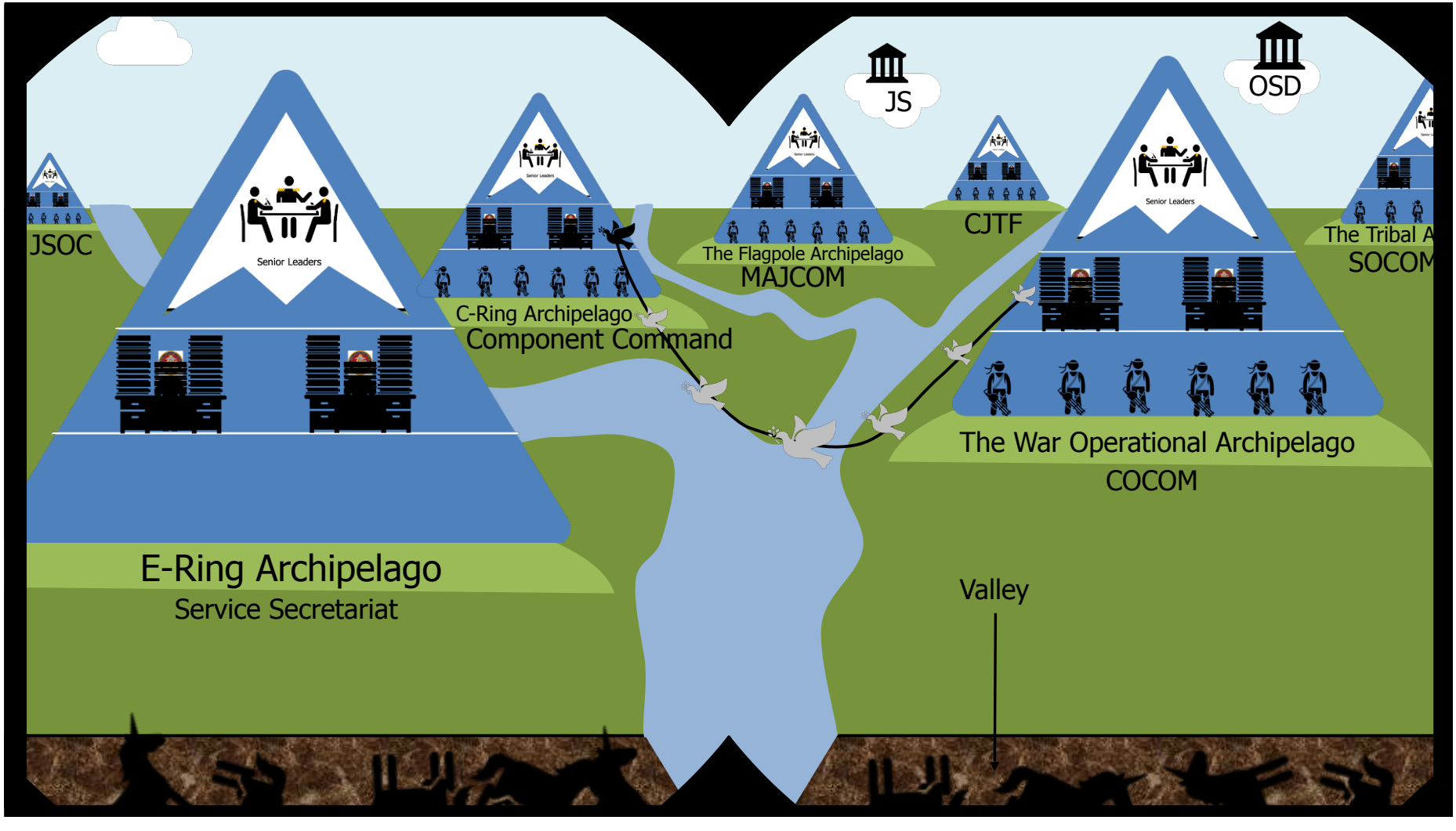

Hold on...
Let's dial
this up...

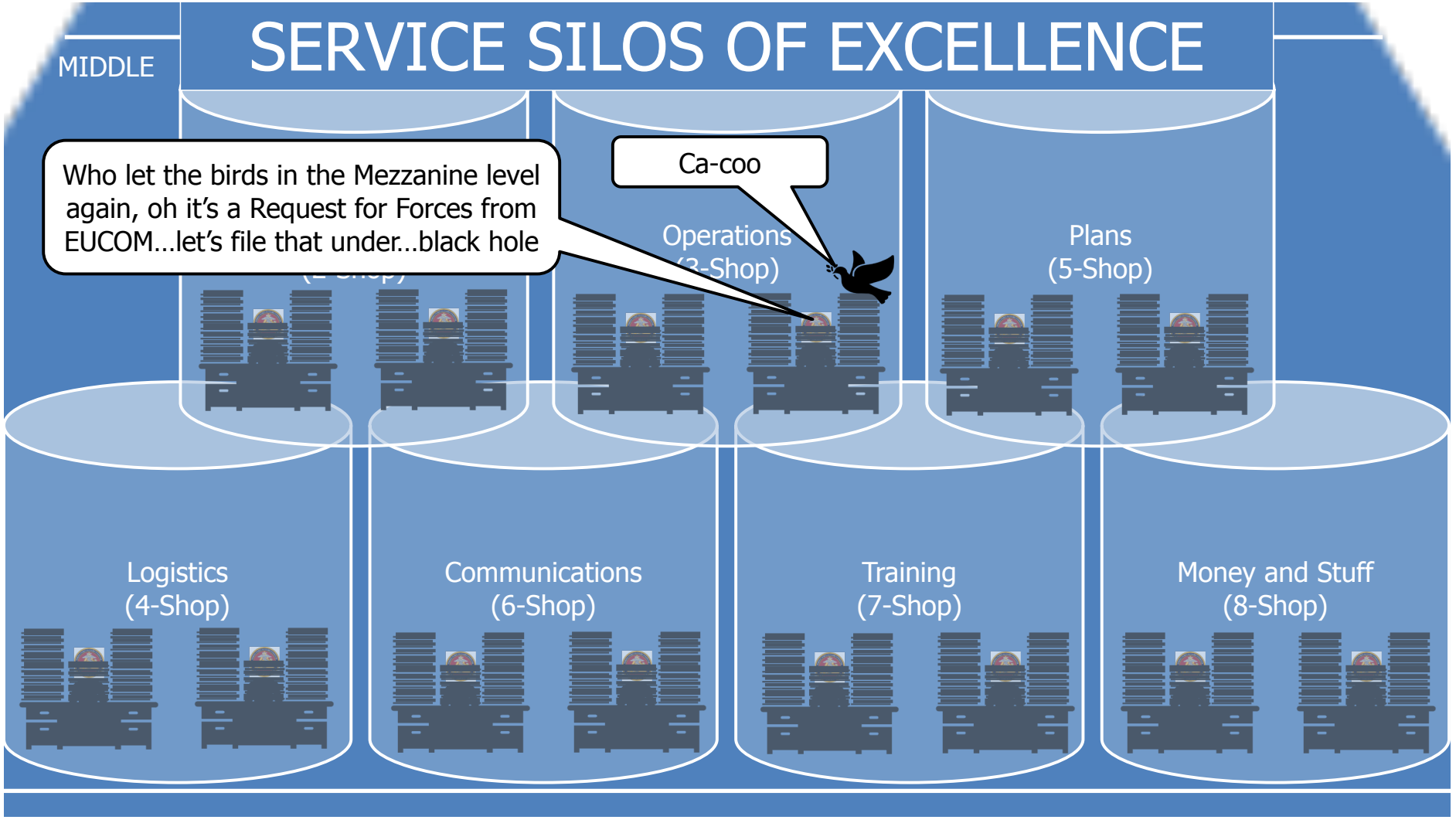
MIDDLE
COCOM SILOS OF EXCELLENCE
Intel
(2-Shop)
Operations
(3-Shop)
Plans
(5-Shop)
Logistics
(4-Shop)
Communications
(6-Shop)
Training
(7-Shop)
Money and Stuff
(8-Shop)


MIDDLE
Intel
(2-Shop)
Operations
(3-Shop)
Plans
The world is coming to an end
Intel, I need an IPB.
Plans, I need the OPLAN for alien invasion.
Comms, we need to communicate with the moon
Loggy's, we need to pre-pro supplies on Mars
Green eyeshaders, find some money and contracts
Training…never mind…
Logistics
(4-Shop)
Communications
(6-Shop)
(7-Shop)
(8-Shop)

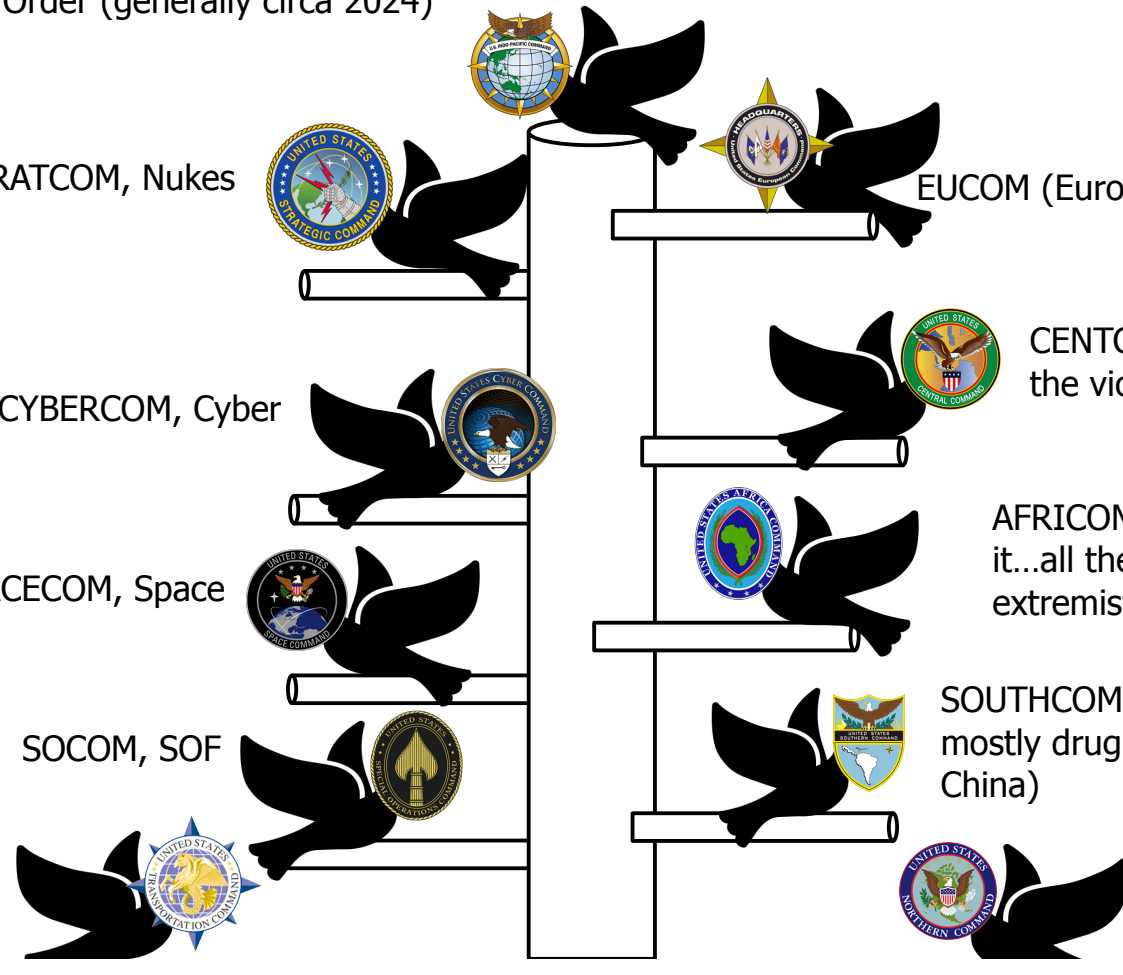

It's SAP'ed
Intel
(2-Shop)
Operations
(3-Shop)
Plans
(5-Shop)
It's SAP'ed
Gimmie 18
months
Sun spots
We can…host
rapid prototyping
events…
It's not in the
budget
(6-Shop)


MIDDLE
Beatrice, here, take this note to the Army, tell them that we need two counter-UAS brigades in the Fulda Gap
Ca-coo
Intel
(2-Shop)
Operations
(3-Shop)
Plans
(5-Shop)
Logistics
(4-Shop)
Communications
(6-Shop)
Training
(7-Shop)
Money and Stuff
(8-Shop)


JSOC
Senior Leaders
C-Ring Archipelago
Component Command
The Flagpole Archipelago
MAJCOM
JS
CJTF
OSD
Senior Leaders
The Tribal A
SOCOM
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley

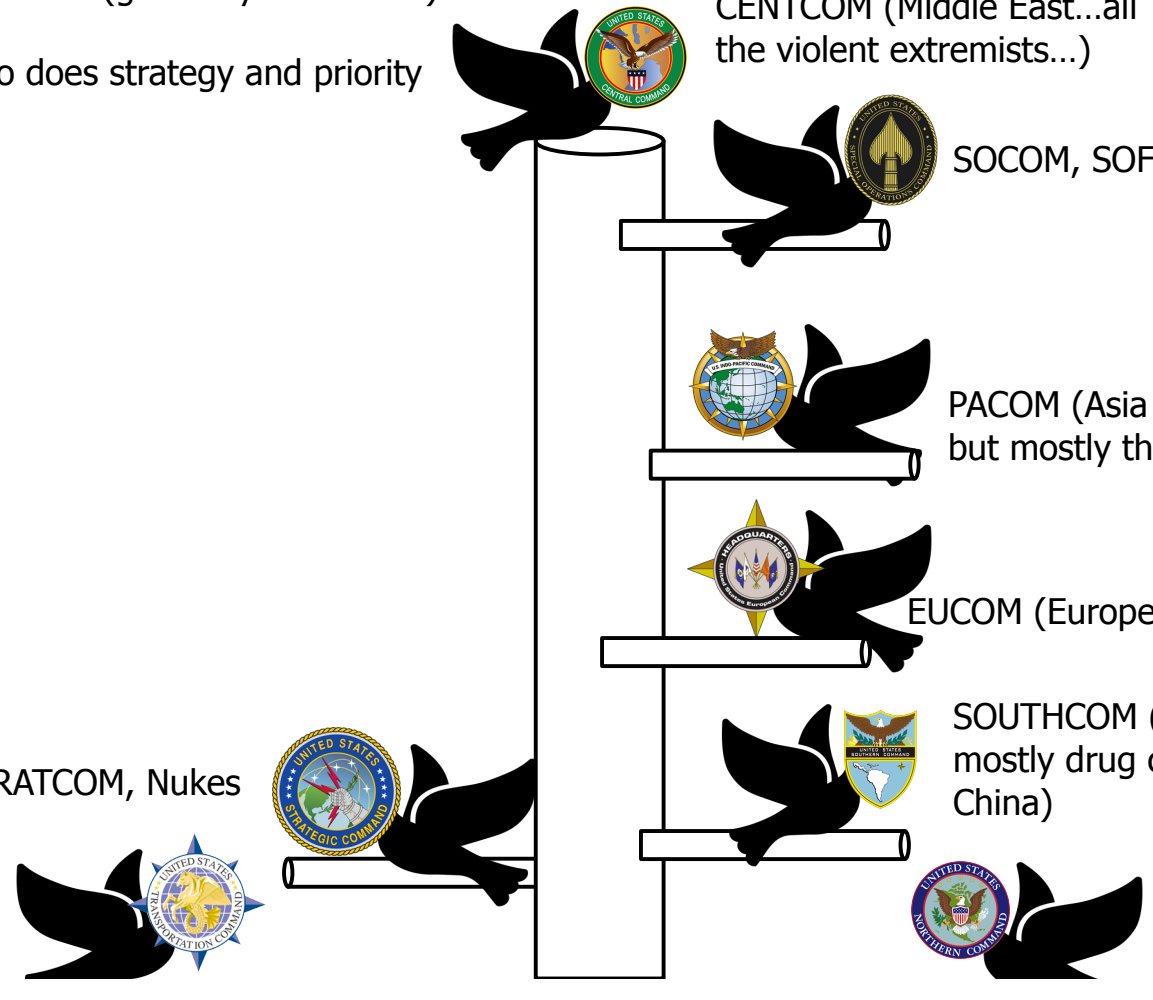

MIDDLE
SERVICE SILOS OF EXCELLENCE
Who let the birds in the Mezzanine level again, oh it's a Request for Forces from EUCOM…let's file that under…black hole
Ca-coo
Operations
(3-Shop)
Plans
(5-Shop)
Logistics
(4-Shop)
Communications
(6-Shop)
Training
(7-Shop)
Money and Stuff
(8-Shop)

The COCOM Pecking Order (generally circa 2024)



The COCOM Pecking Order (generally circa 2004)

Times change, and so does strategy and priority



CENTCOM (Middle East…all the violent extremists…)

SOCOM, SOF

PACOM (Asia and the Pacific, but mostly the Philippines)

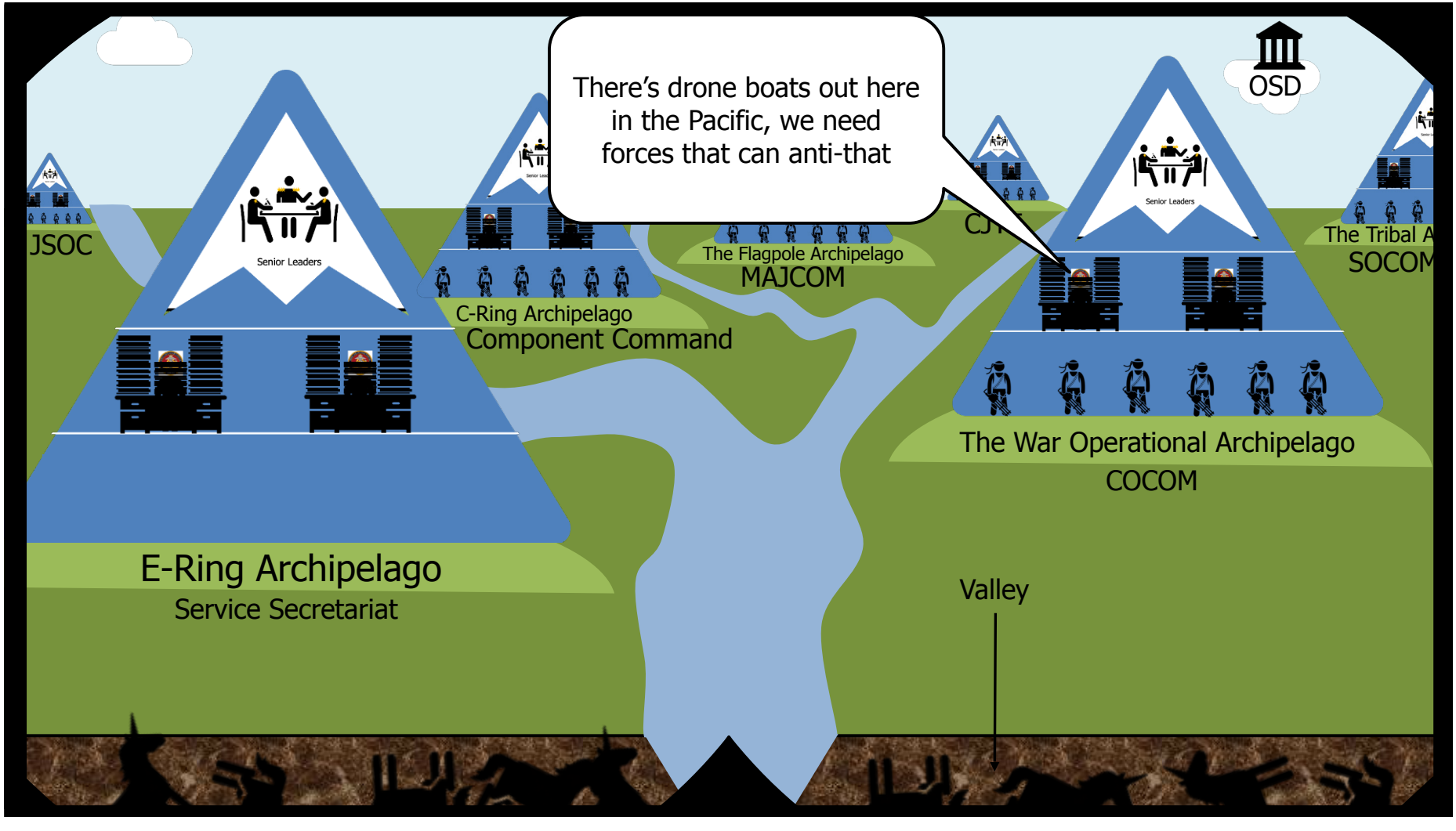
EUCOM (Europe, really mostly Russia

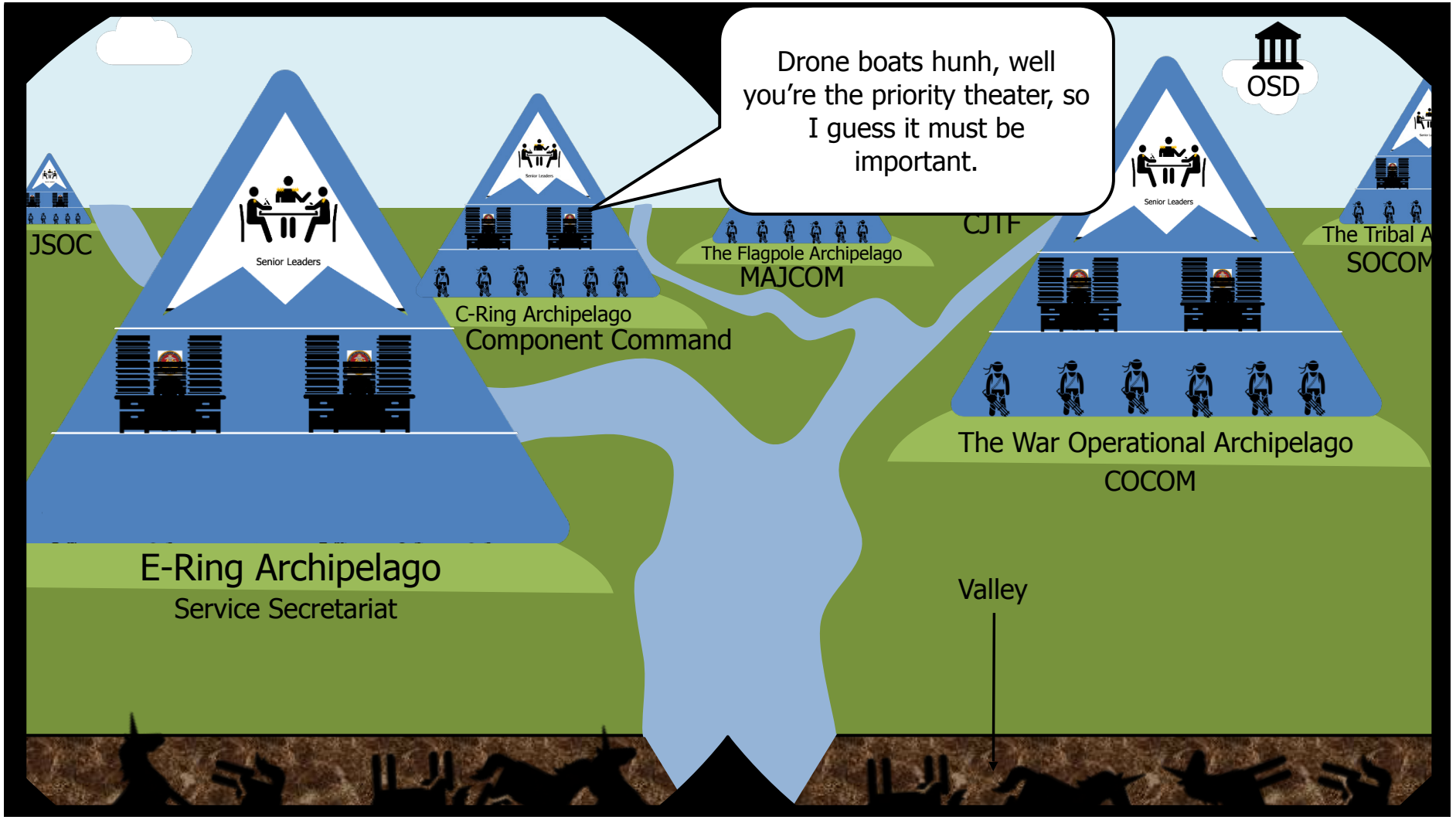
SOUTHCOM (South America, mostly drug cartels and countering China)

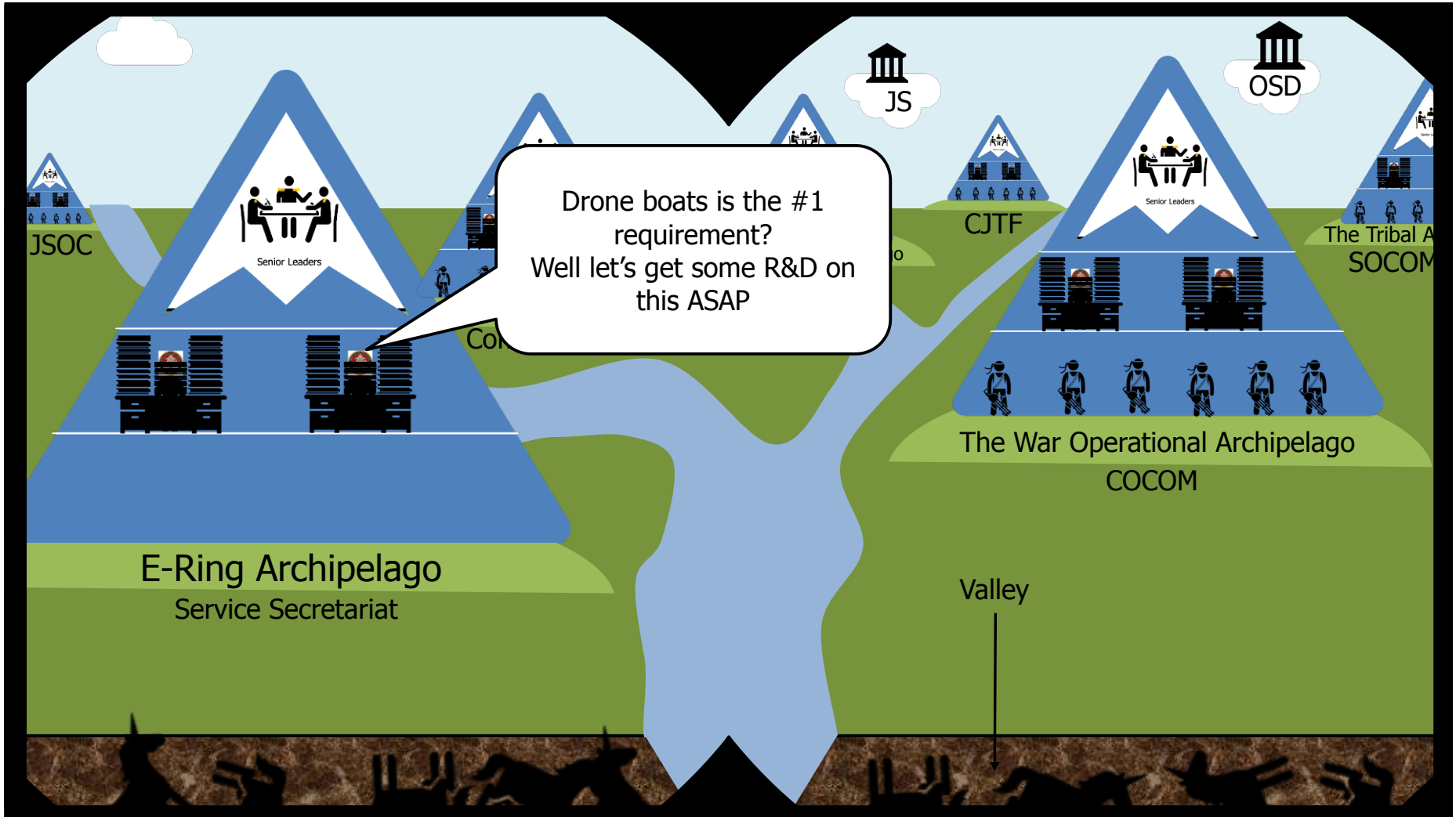
NORTHCOM (North America, mostly homeland defense stuff

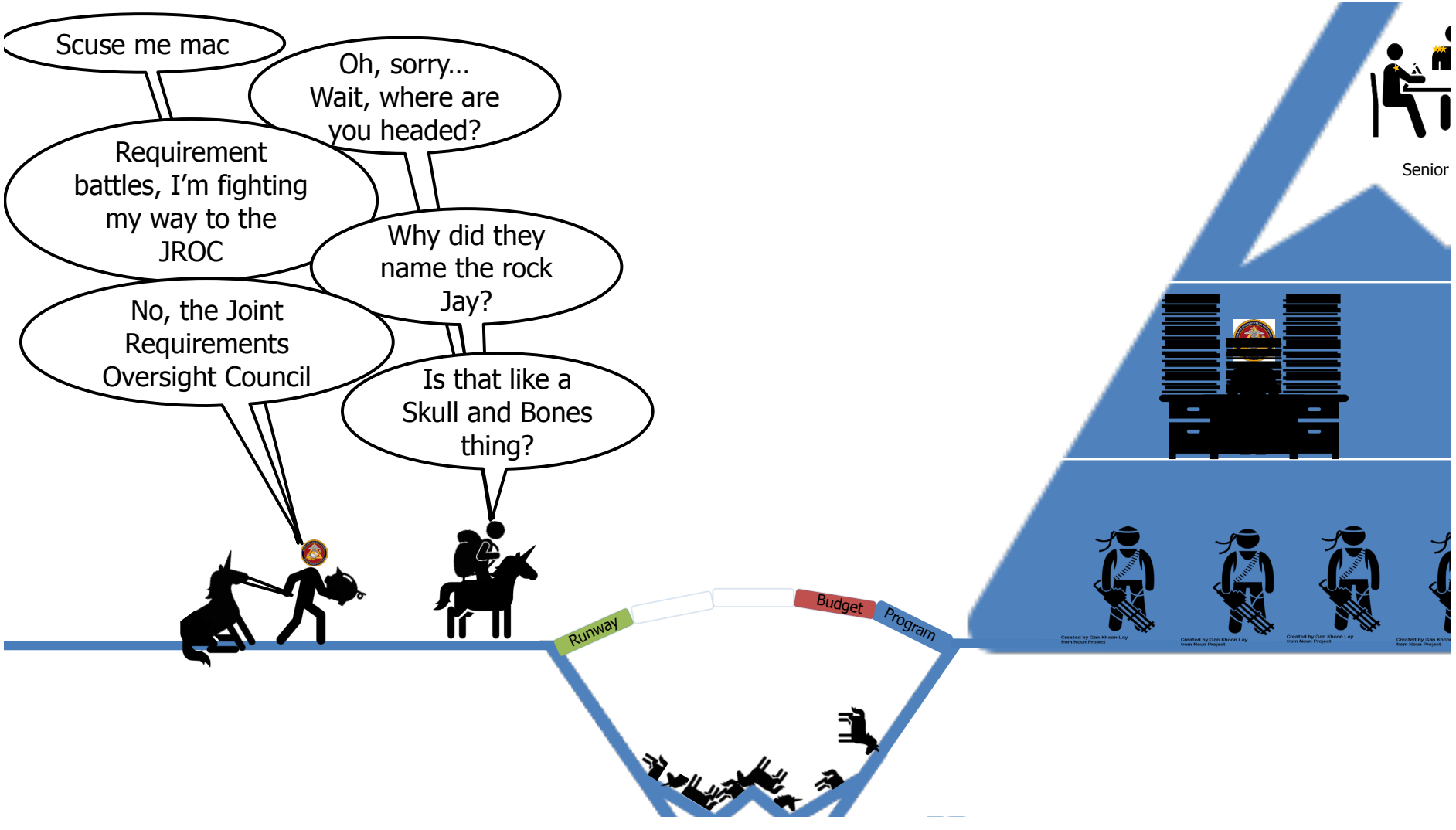
STRATCOM, Nukes

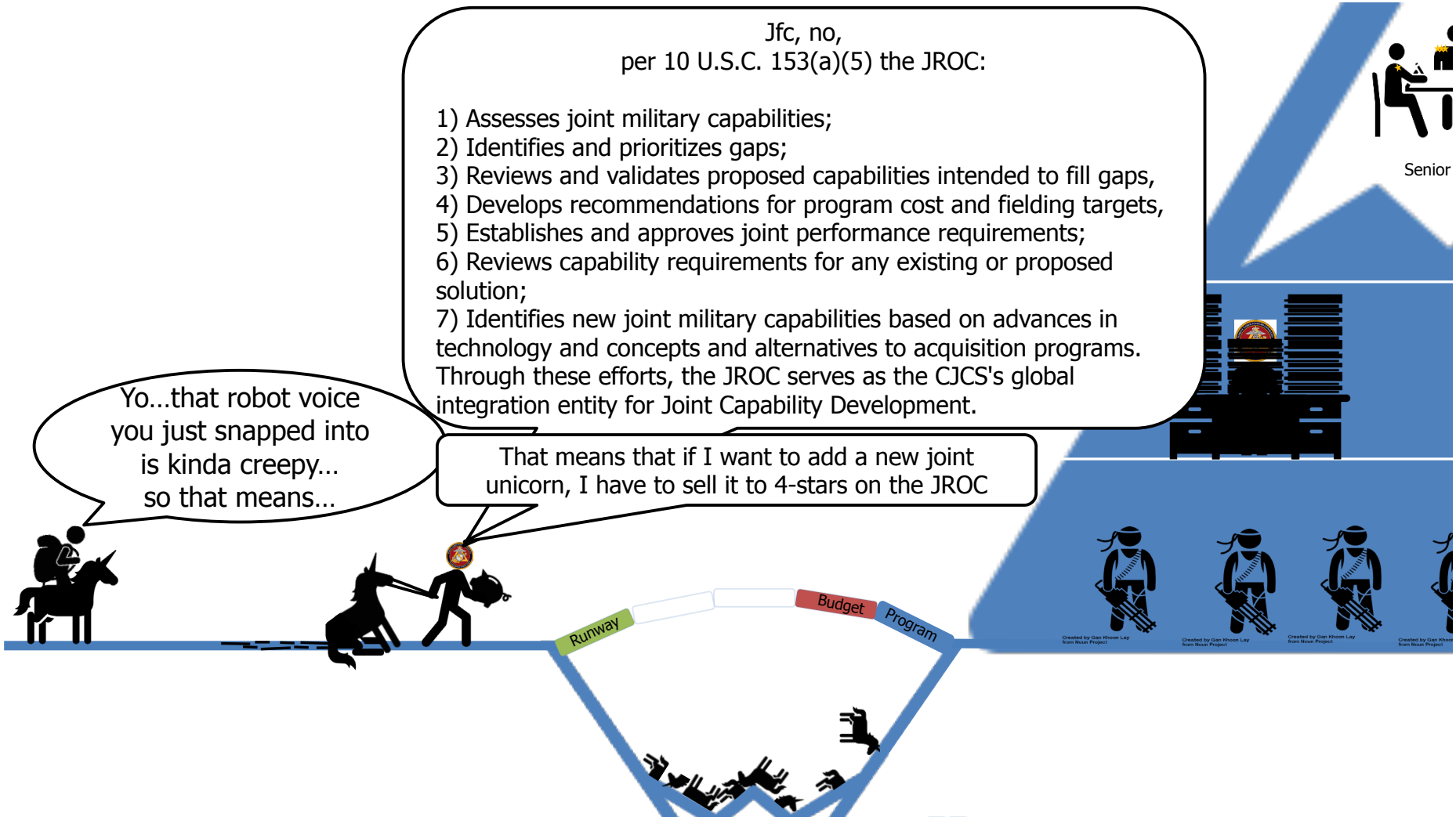
TRANSCOM (Planes, Trains, and Automobiles)

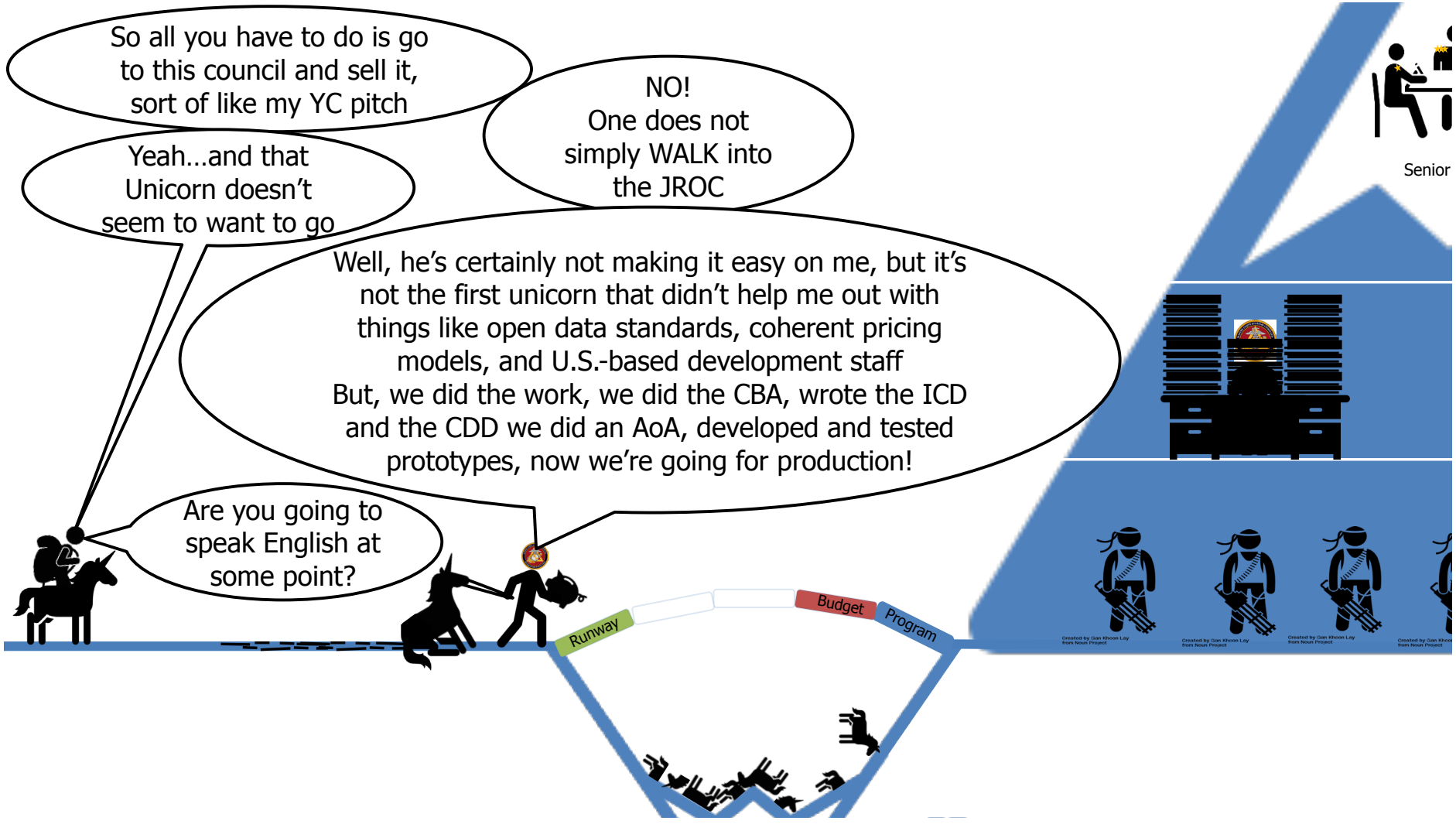

There's drone boats out here in the Pacific, we need forces that can anti-that
OSD
JSOC
Senior Leaders
C-Ring Archipelago
Component Command
The Flagpole Archipelago
MAJCOM
Senior Leaders
The War Operational Archipelago
COCOM
The Tribal A
SOCOM
E-Ring Archipelago
Service Secretariat
Valley

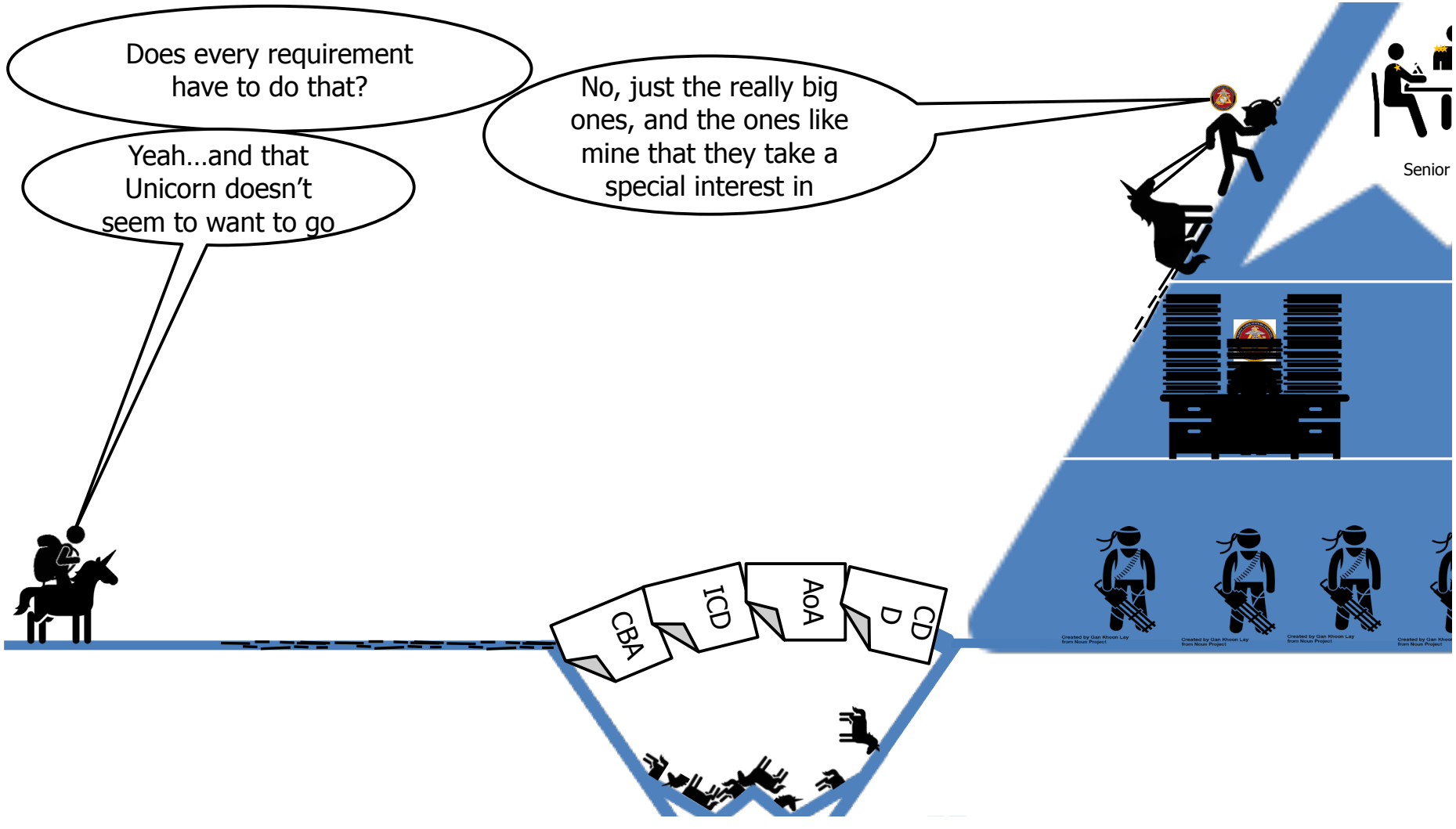

Drone boats hunh, well you're the priority theater, so I guess it must be important.
OSD
JSOC
Senior Leaders
C-Ring Archipelago
Component Command
The Flagpole Archipelago
MAJCOM
CJTF
Senior Leaders
The Tribal A
SOCOM
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley

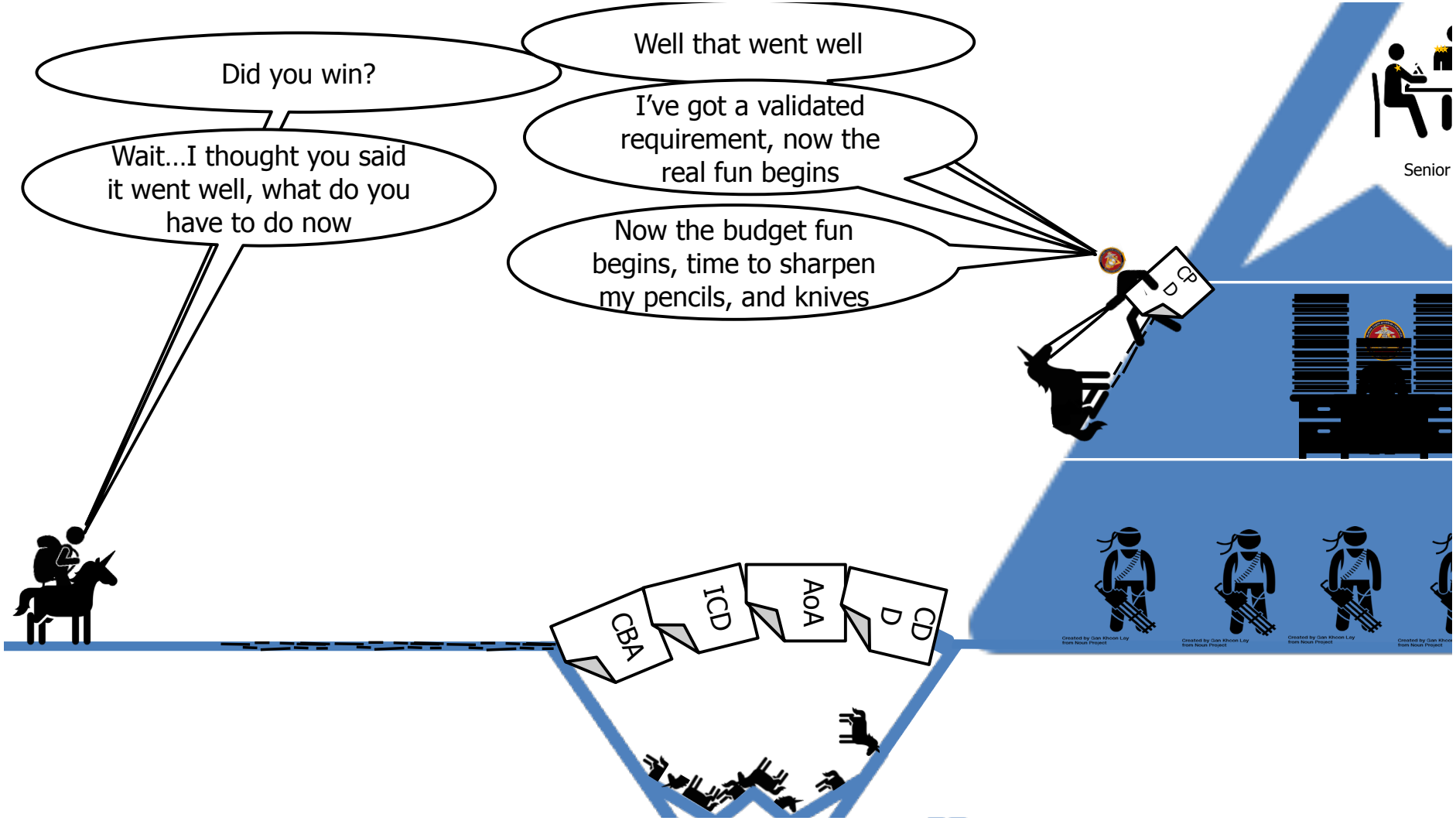

JSOC
Senior Leaders
Drone boats is the #1 requirement?
Well let's get some R&D on this ASAP
JS
OSD
CJTF
Senior Leaders
The Tribal A
SOCOM
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley

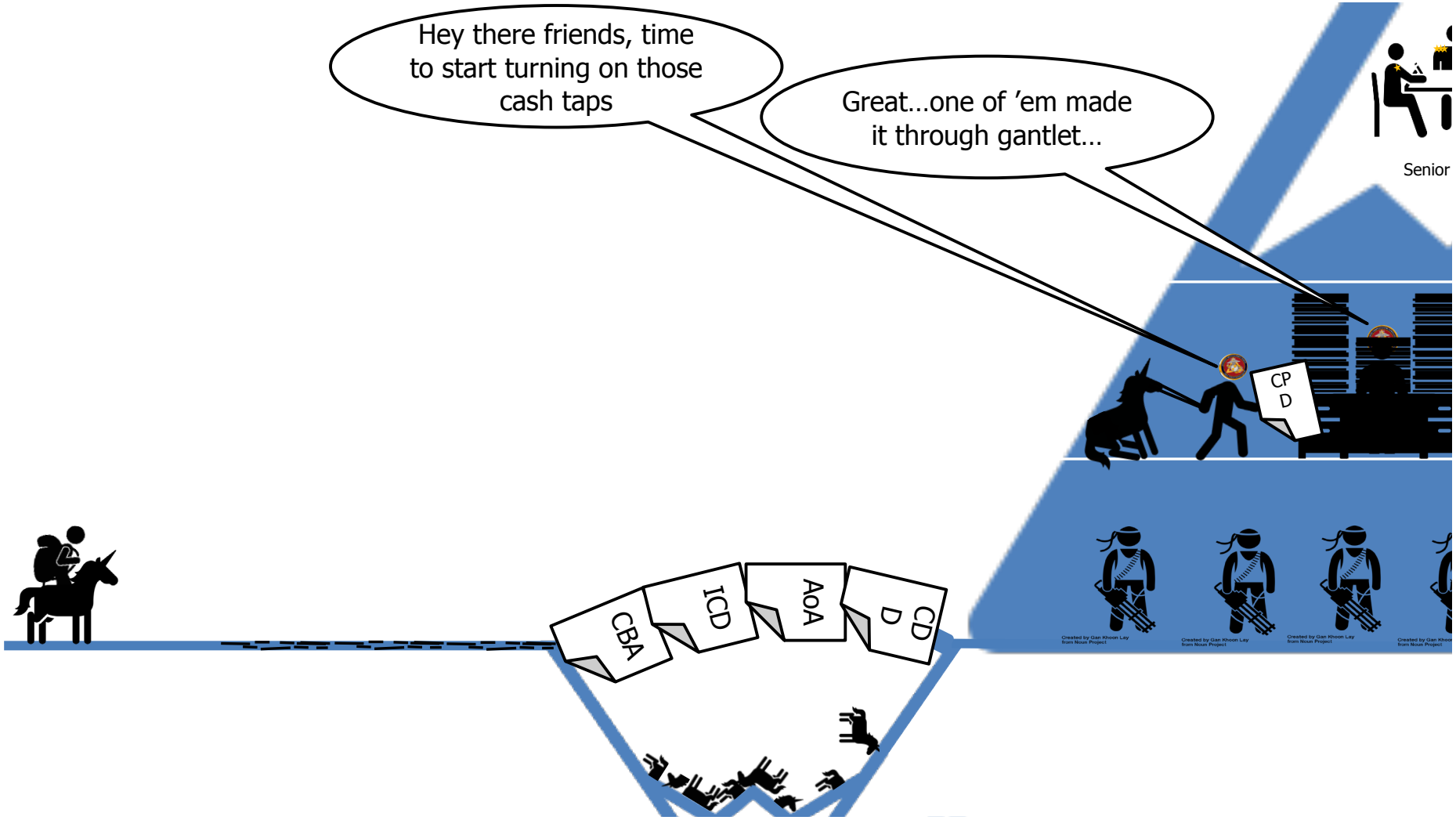

Scuse me mac
Oh, sorry…
Wait, where are you headed?
Requirement battles, I'm fighting my way to the JROC
Why did they name the rock Jay?
No, the Joint Requirements Oversight Council
Is that like a Skull and Bones thing?
Runway
Budget
Program
Senior

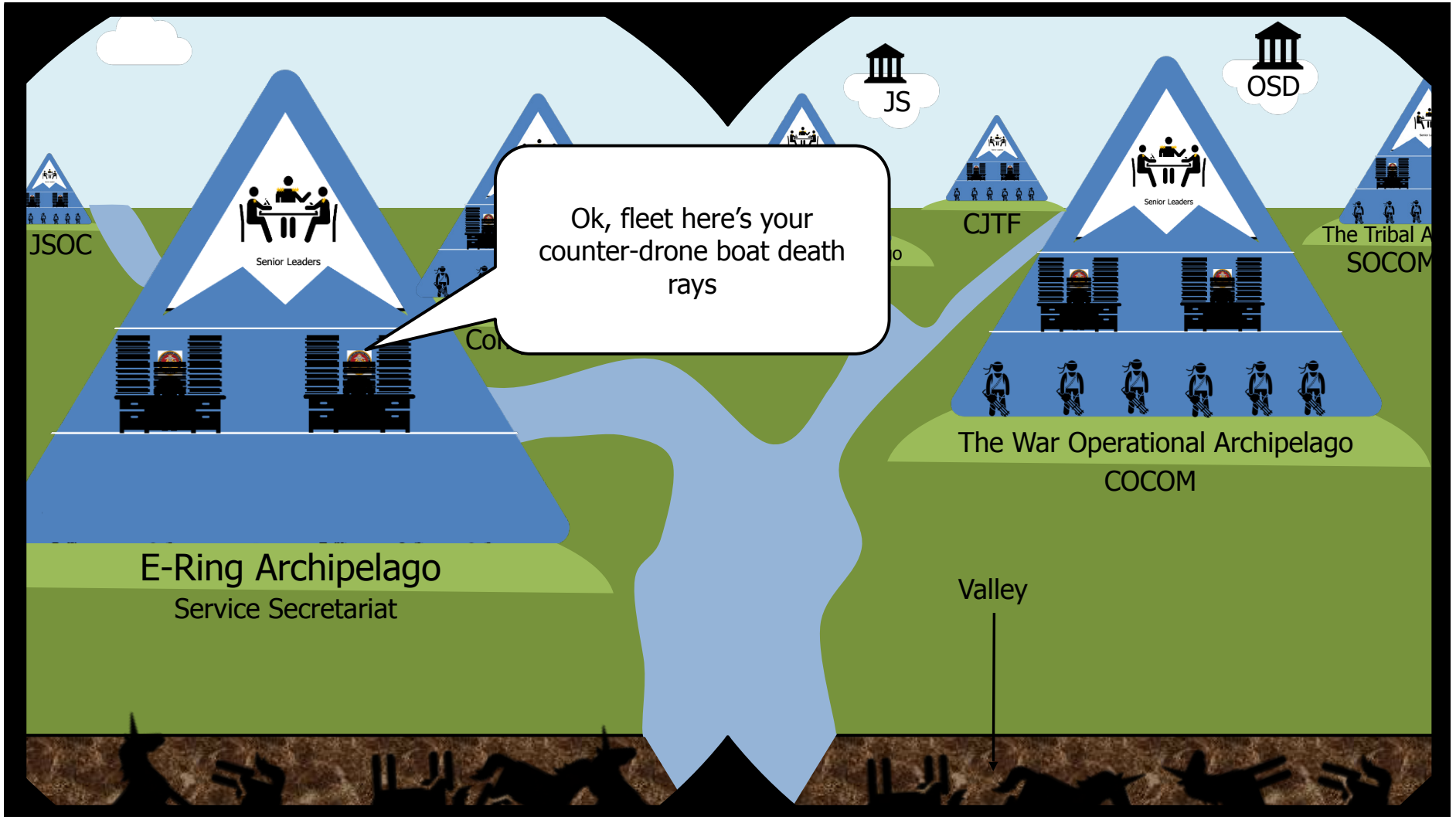

Jfc, no,
per 10 U.S.C. 153(a)(5) the JROC:
1) Assesses joint military capabilities;
2) Identifies and prioritizes gaps;
3) Reviews and validates proposed capabilities intended to fill gaps,
4) Develops recommendations for program cost and fielding targets,
5) Establishes and approves joint performance requirements;
6) Reviews capability requirements for any existing or proposed solution;
7) Identifies new joint military capabilities based on advances in technology and concepts and alternatives to acquisition programs.
Through these efforts, the JROC serves as the CJCS's global integration entity for Joint Capability Development.
Yo…that robot voice you just snapped into is kinda creepy… so that means…
That means that if I want to add a new joint unicorn, I have to sell it to 4-stars on the JROC
Senior
Runway
Budget
Program

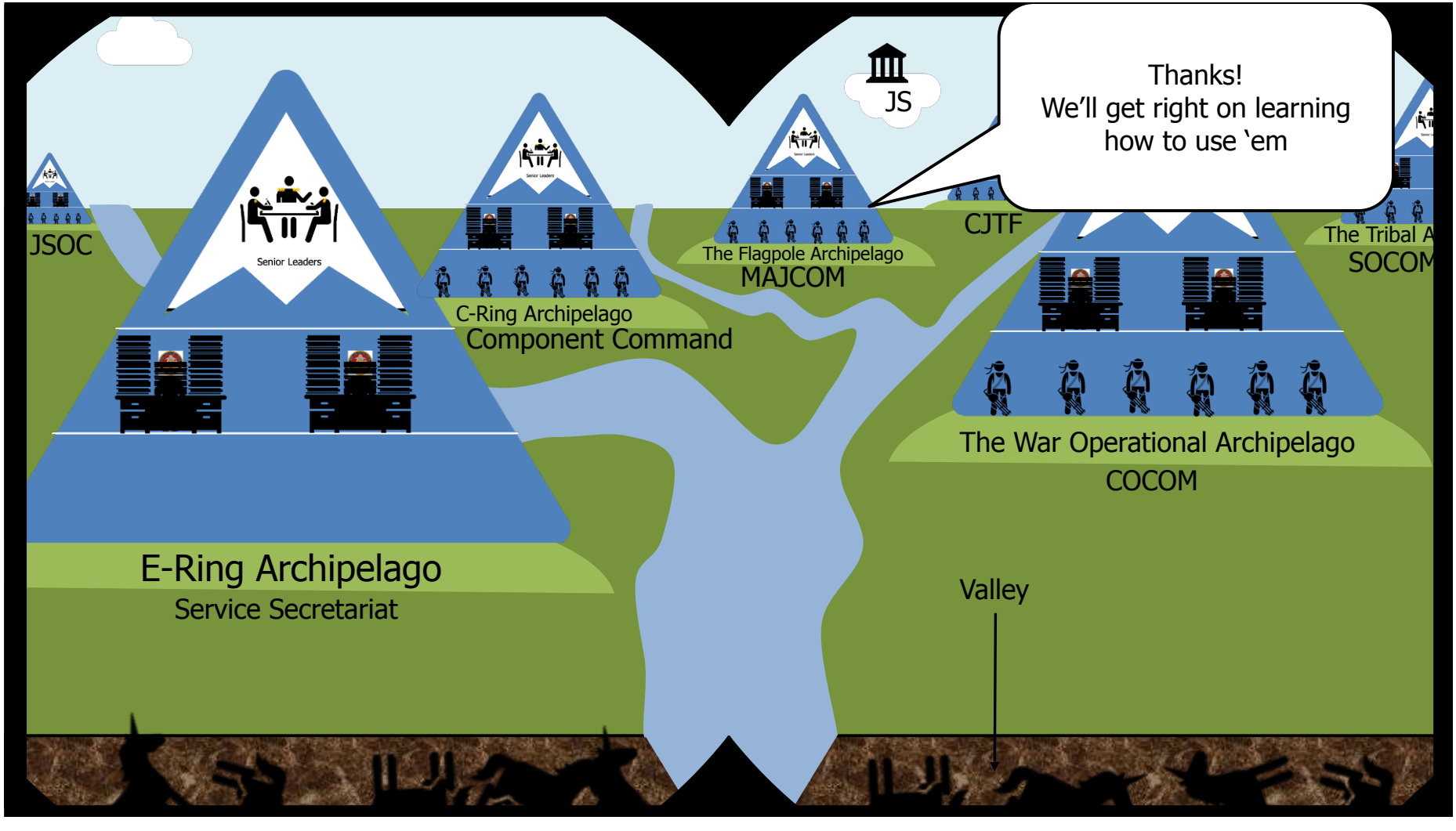

So all you have to do is go to this council and sell it, sort of like my YC pitch
NO! One does not simply WALK into the JROC
Yeah…and that Unicorn doesn't seem to want to go
Well, he's certainly not making it easy on me, but it's not the first unicorn that didn't help me out with things like open data standards, coherent pricing models, and U.S.-based development staff
But, we did the work, we did the CBA, wrote the ICD and the CDD we did an AoA, developed and tested prototypes, now we're going for production!
Are you going to speak English at some point?
Runway
Budget
Program
Senior

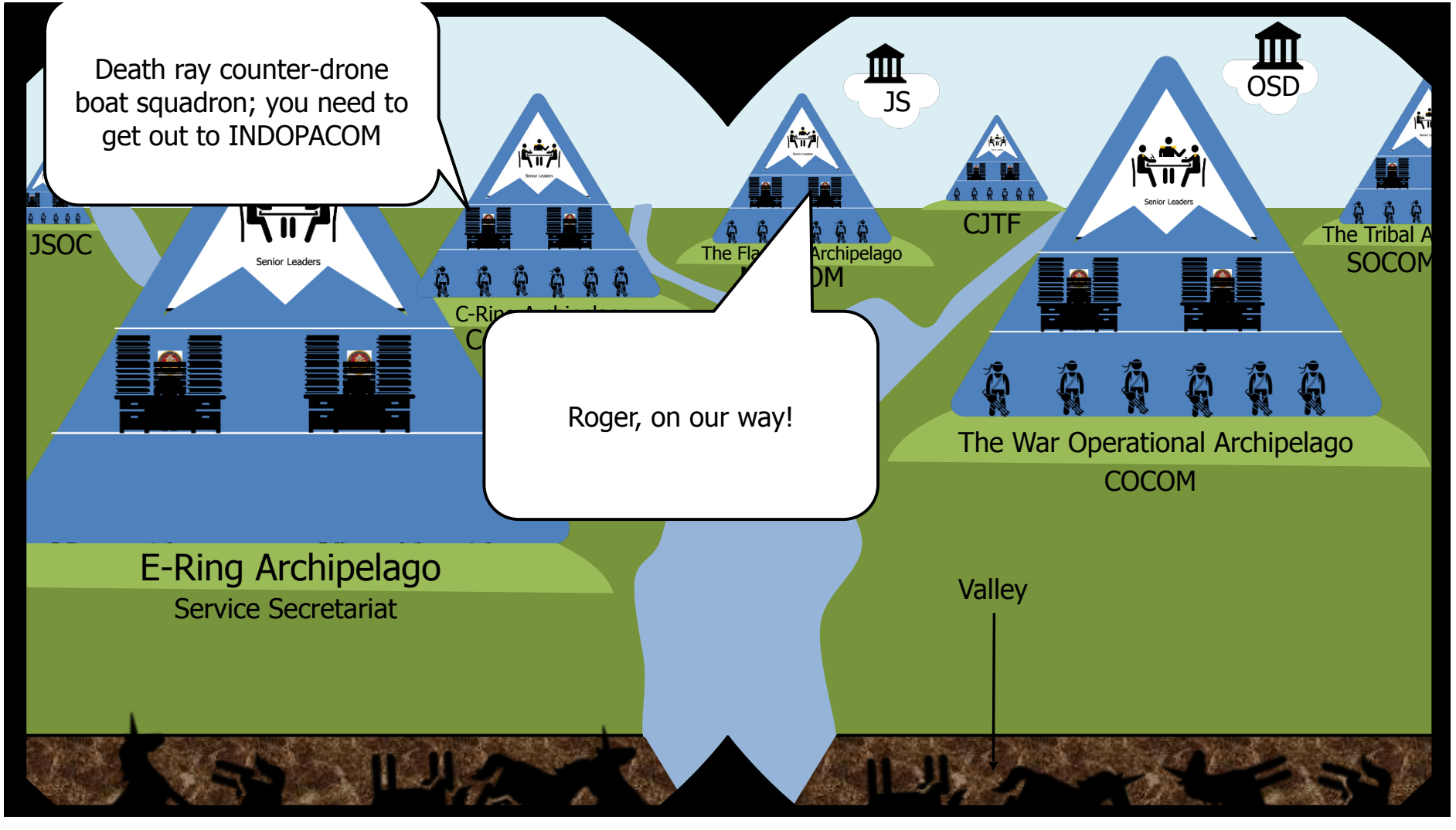

Does every requirement have to do that?
Yeah…and that Unicorn doesn't seem to want to go
No, just the really big ones, and the ones like mine that they take a special interest in
Senior
CBA
ICD
AoA
CD
D

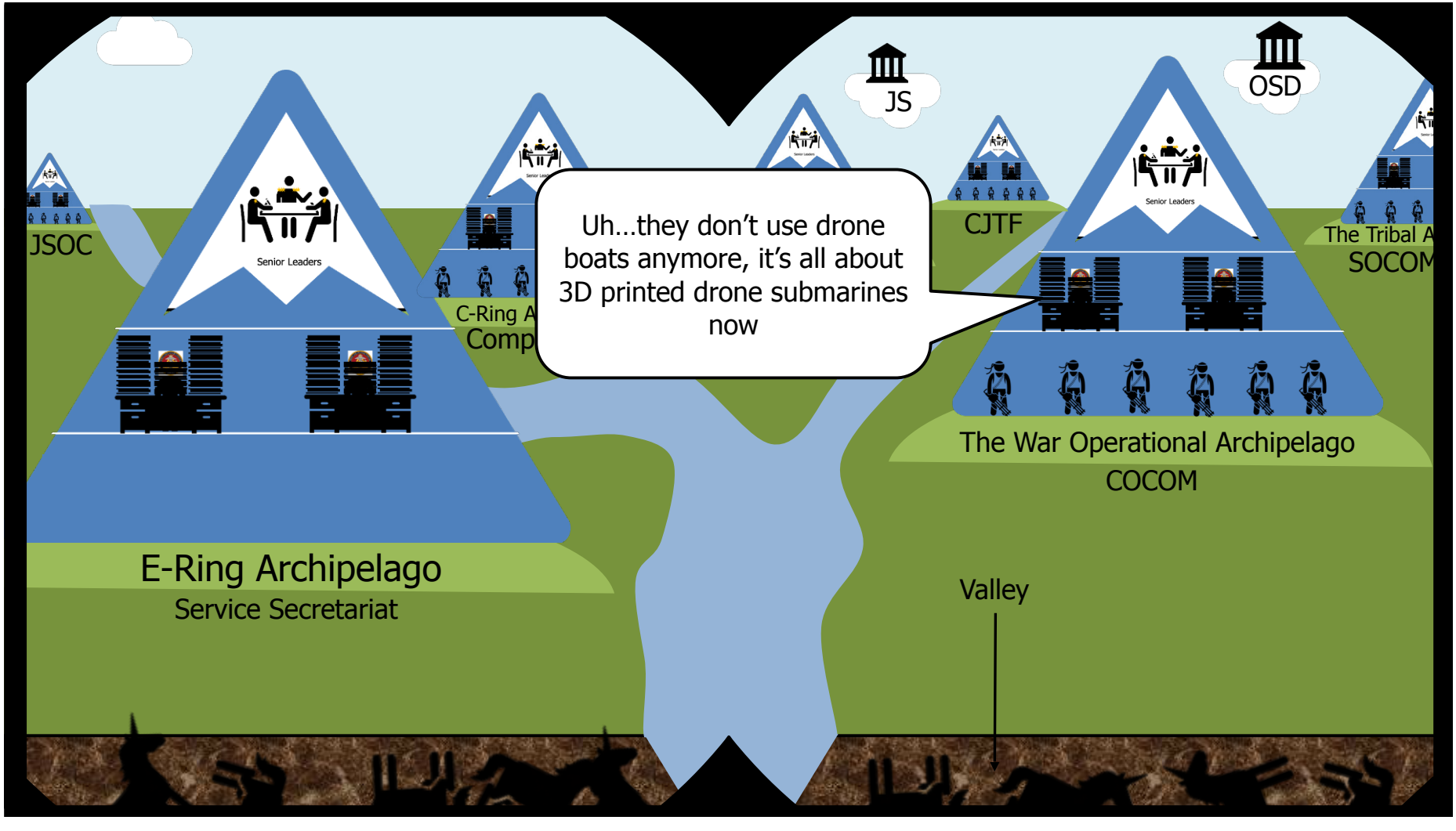

Did you win?
Wait…I thought you said it went well, what do you have to do now
Well that went well
I've got a validated requirement, now the real fun begins
Now the budget fun begins, time to sharpen my pencils, and knives
CBA
ICD
AoA
CD
D
CD
D
Senior

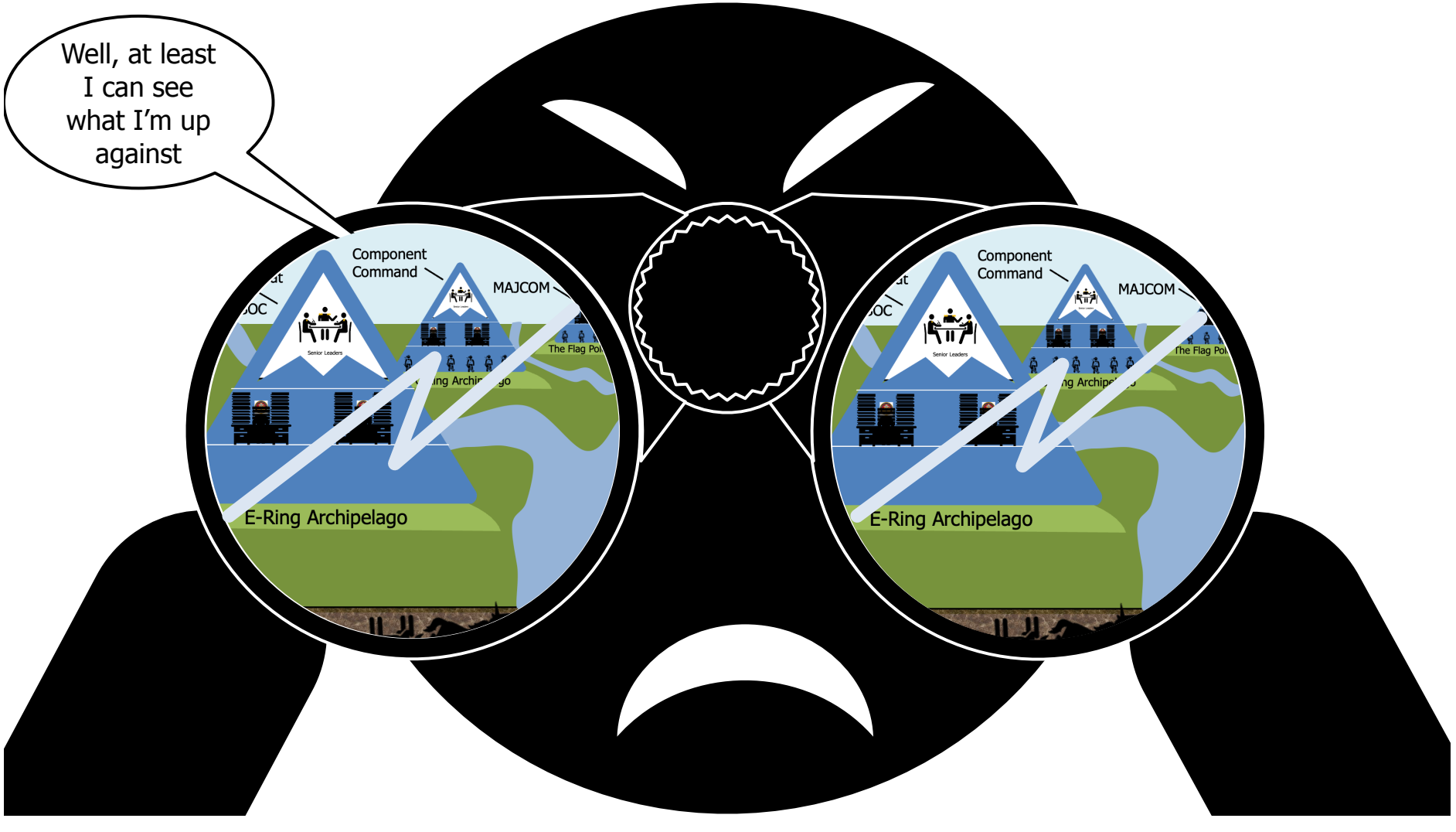

Hey there friends, time to start turning on those cash taps
Great…one of 'em made it through gantlet…
Senior
CP D
CBA
ICD
AoA
CD D


JSOC
Senior Leaders
Ok, fleet here's your counter-drone boat death rays
JS
OSD
CJTF
Senior Leaders
The Tribal A
SOCOM
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley


Thanks!
We'll get right on learning
how to use 'em
JS
JSOC
Senior Leaders
C-Ring Archipelago
Component Command
The Flagpole Archipelago
MAJCOM
CJTF
The Tribal A
SOCOM
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley


Death ray counter-drone boat squadron; you need to get out to INDOPACOM
Roger, on our way!
JSOC
Senior Leaders
JS
OSD
CJTF
Senior Leaders
The Tribal A
SOCOM
Archipelago
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley

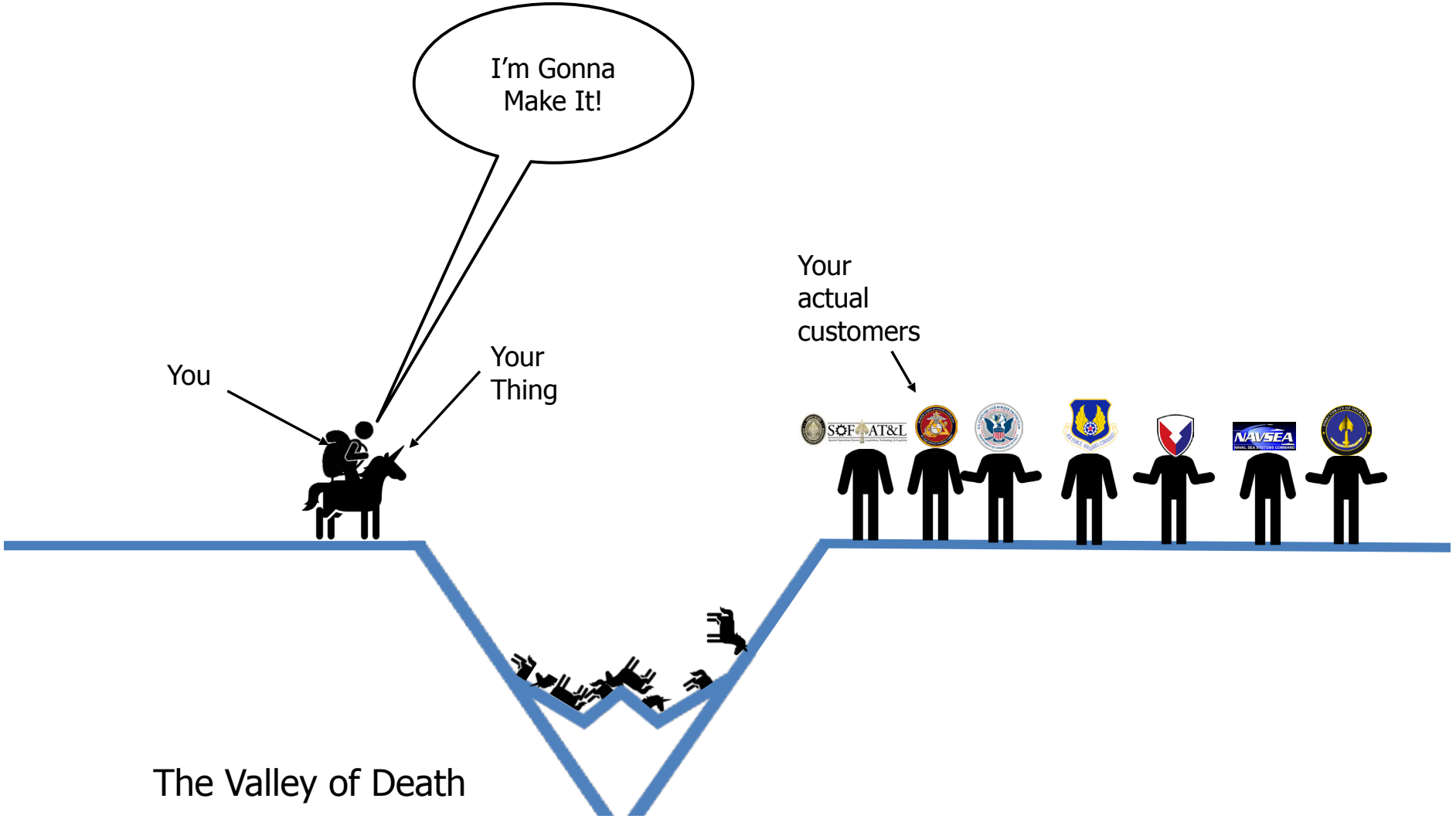

JSOC
Senior Leaders
C-Ring A
Comp
JS
OSD
CJTF
Senior Leaders
The Tribal A
SOCOM
Uh…they don't use drone boats anymore, it's all about 3D printed drone submarines now
The War Operational Archipelago
COCOM
E-Ring Archipelago
Service Secretariat
Valley

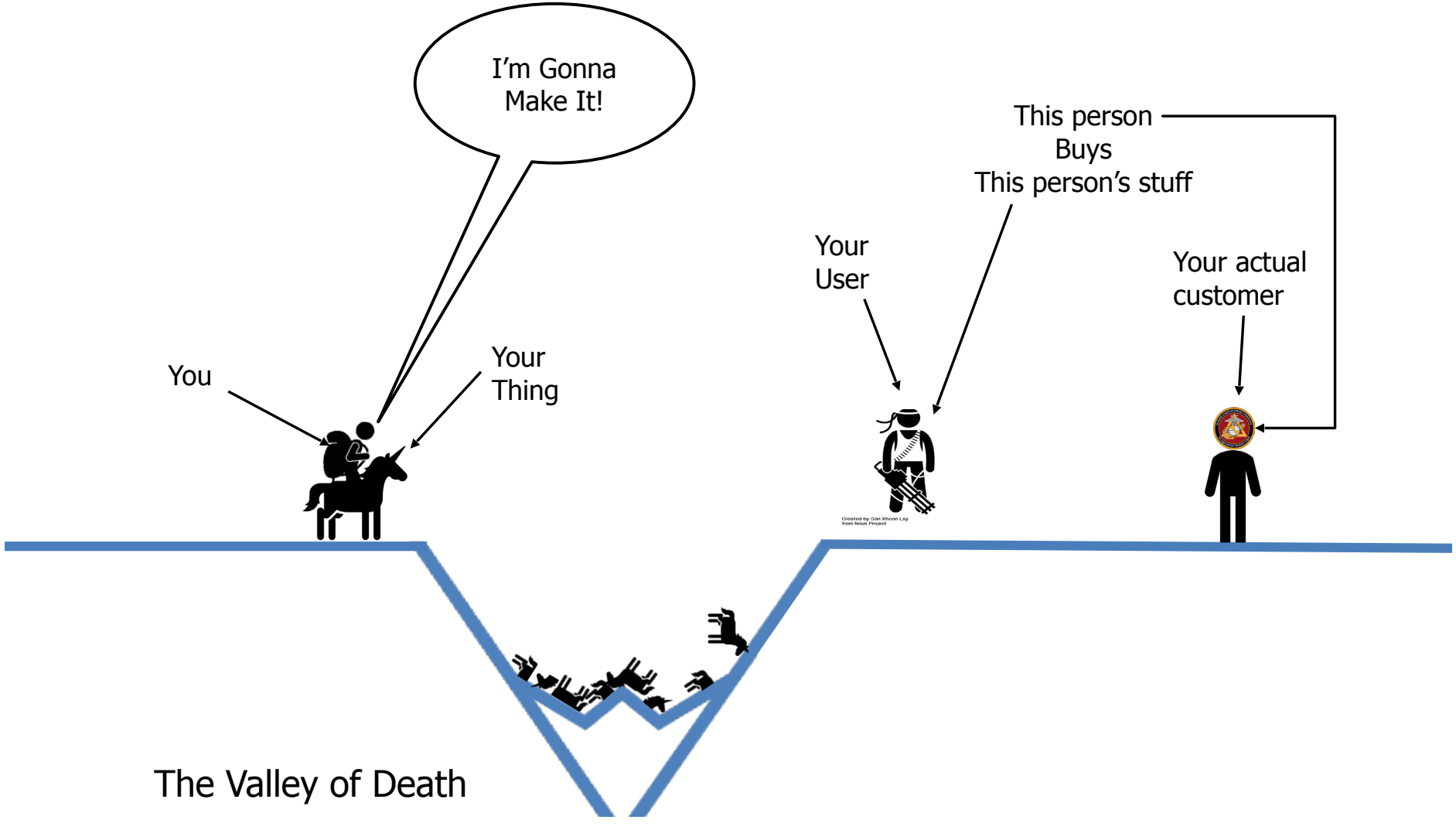

Well, at least I can see what I'm up against
Component Command
MAJCOM
Senior Leaders
E-Ring Archipelago
Component Command
MAJCOM
Senior Leaders
E-Ring Archipelago

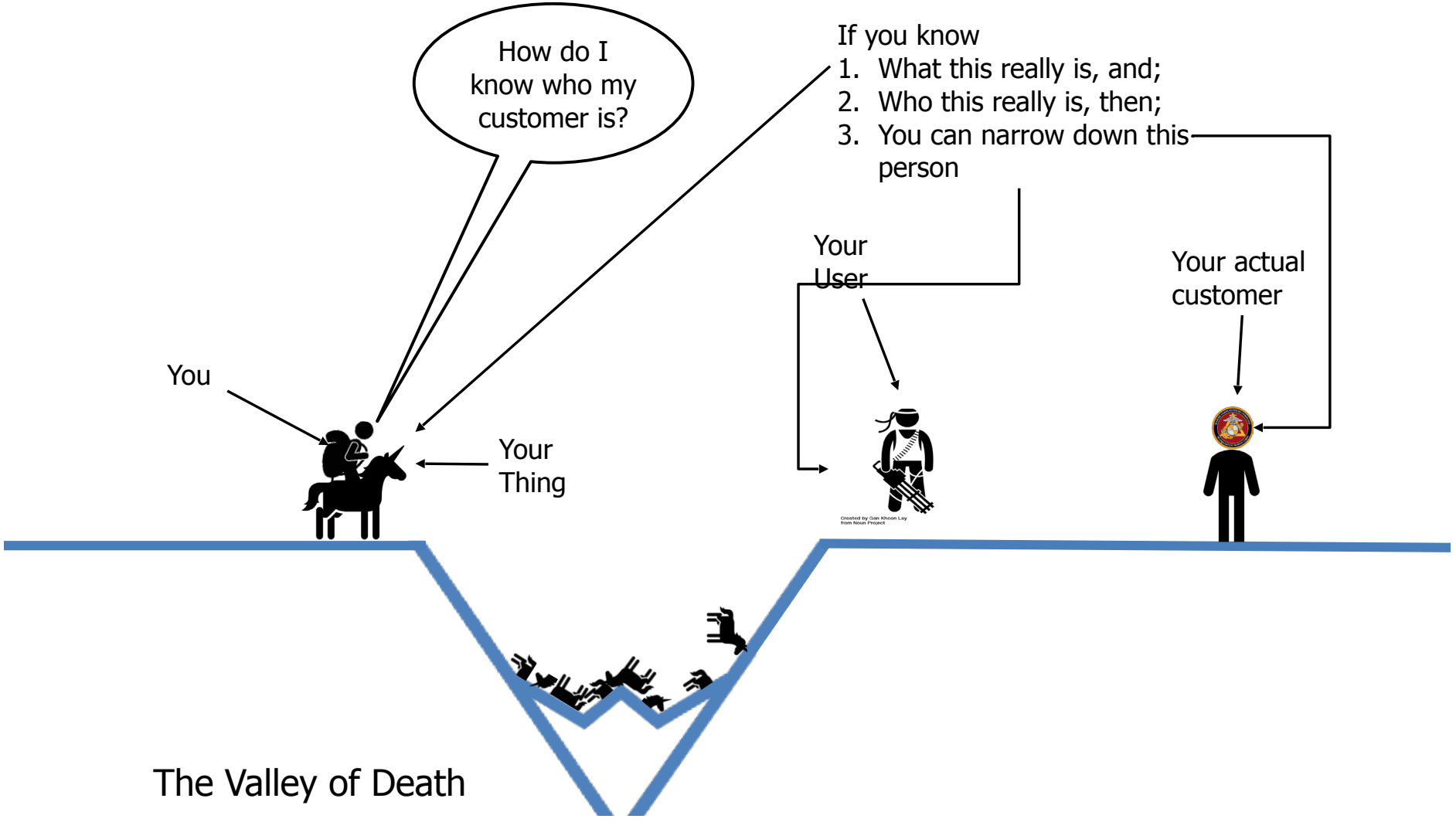
It’s a little more complicated than all that, but you get the general idea:

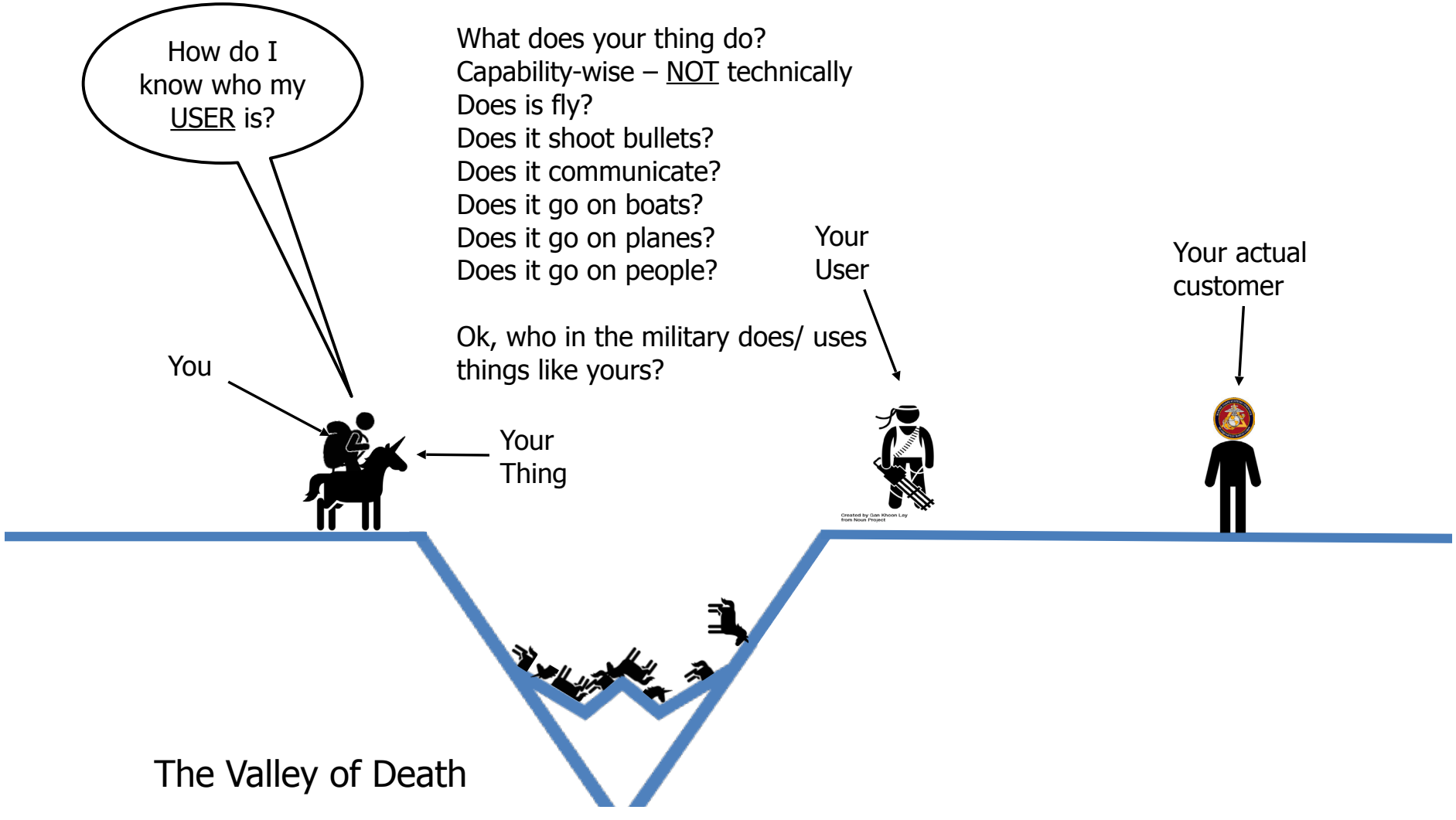
Combatant Commands have operational needs that turn into valid Service requirements than turn into funded programs to build and buy technology to meet those needs

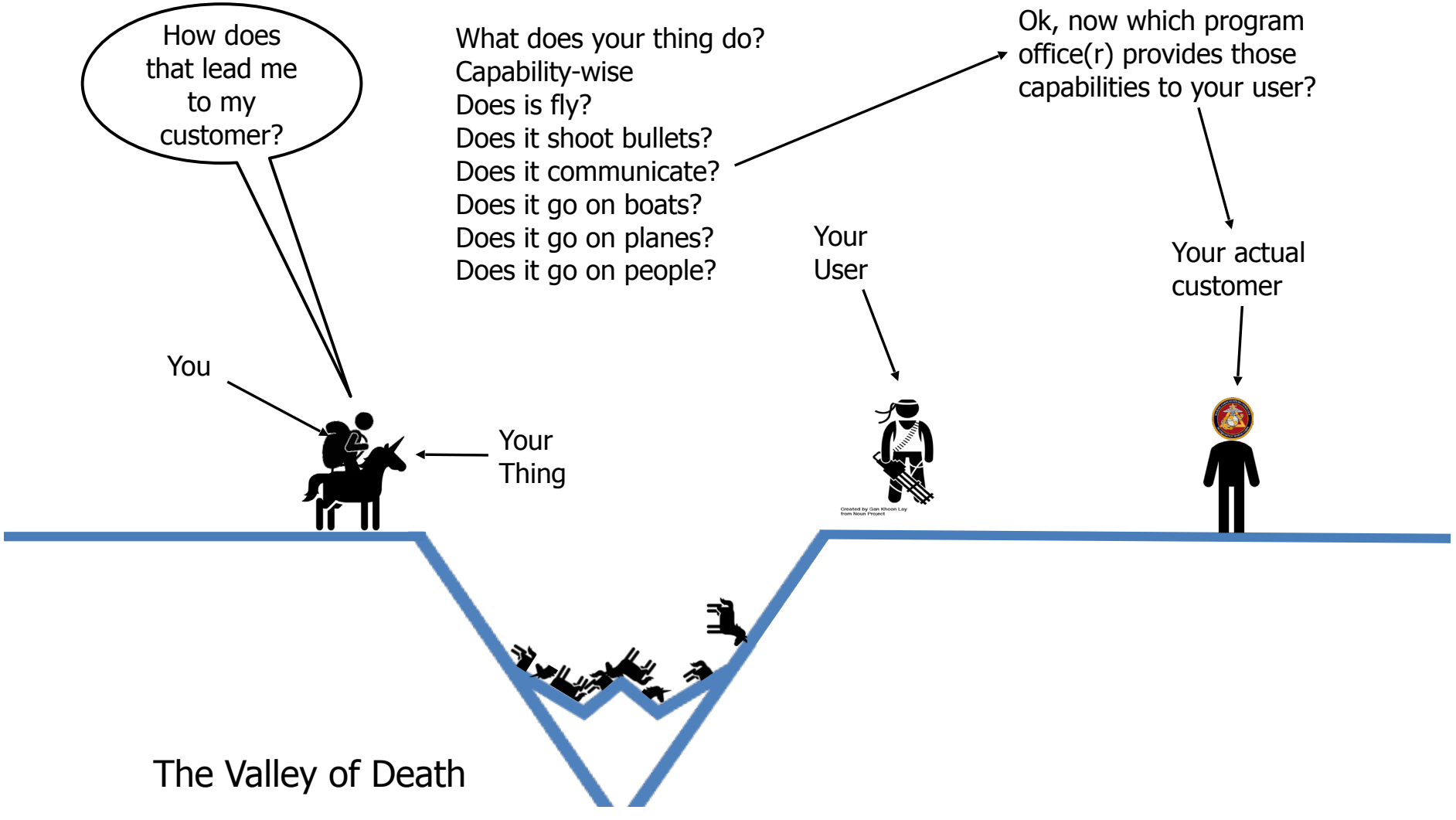
Chapter 4:
Understand Your Ecosystem

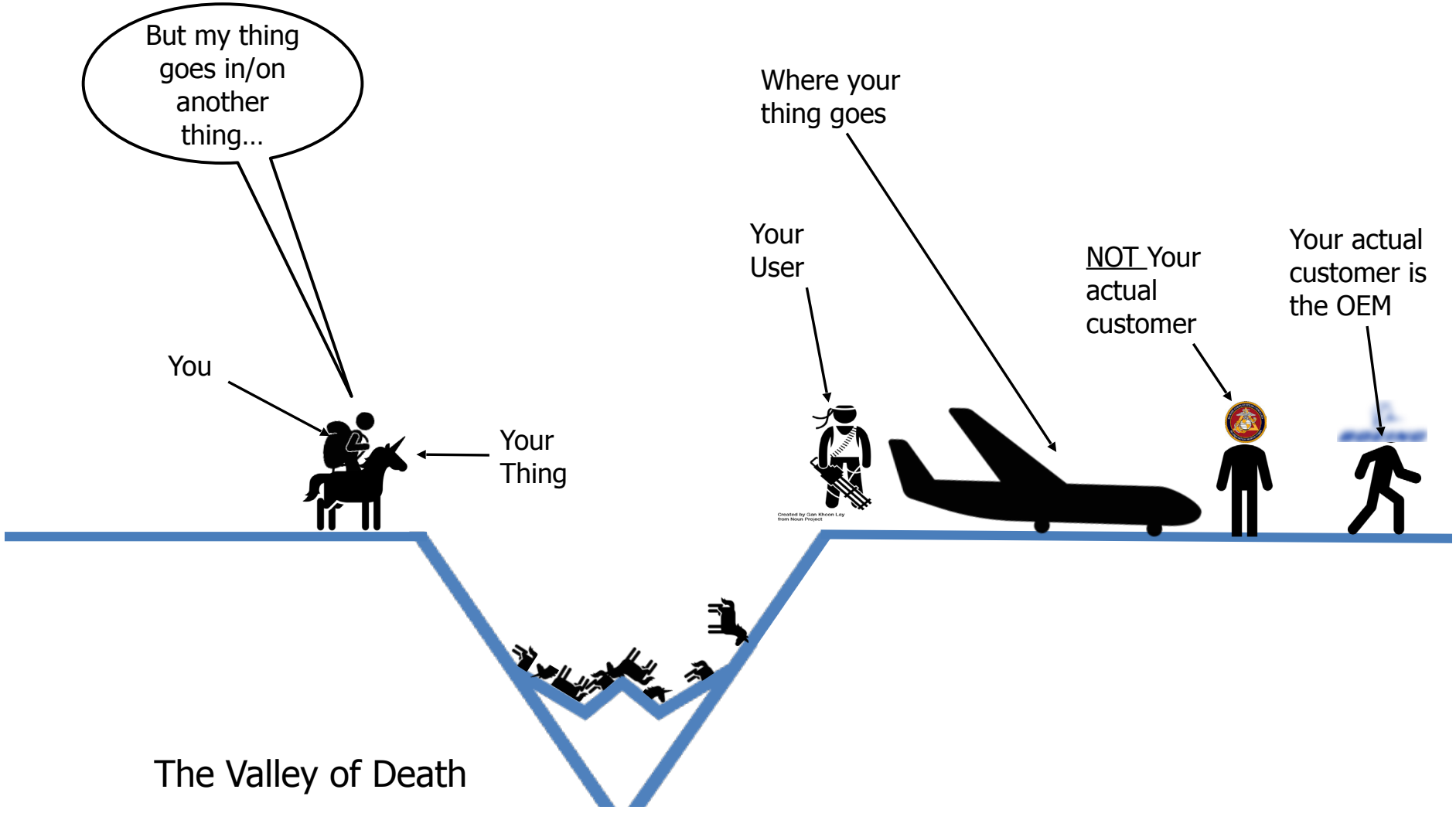

I'm Gonna Make It!
You
Your Thing
Your actual customers
SOF
AT&L
NAVSEA
The Valley of Death

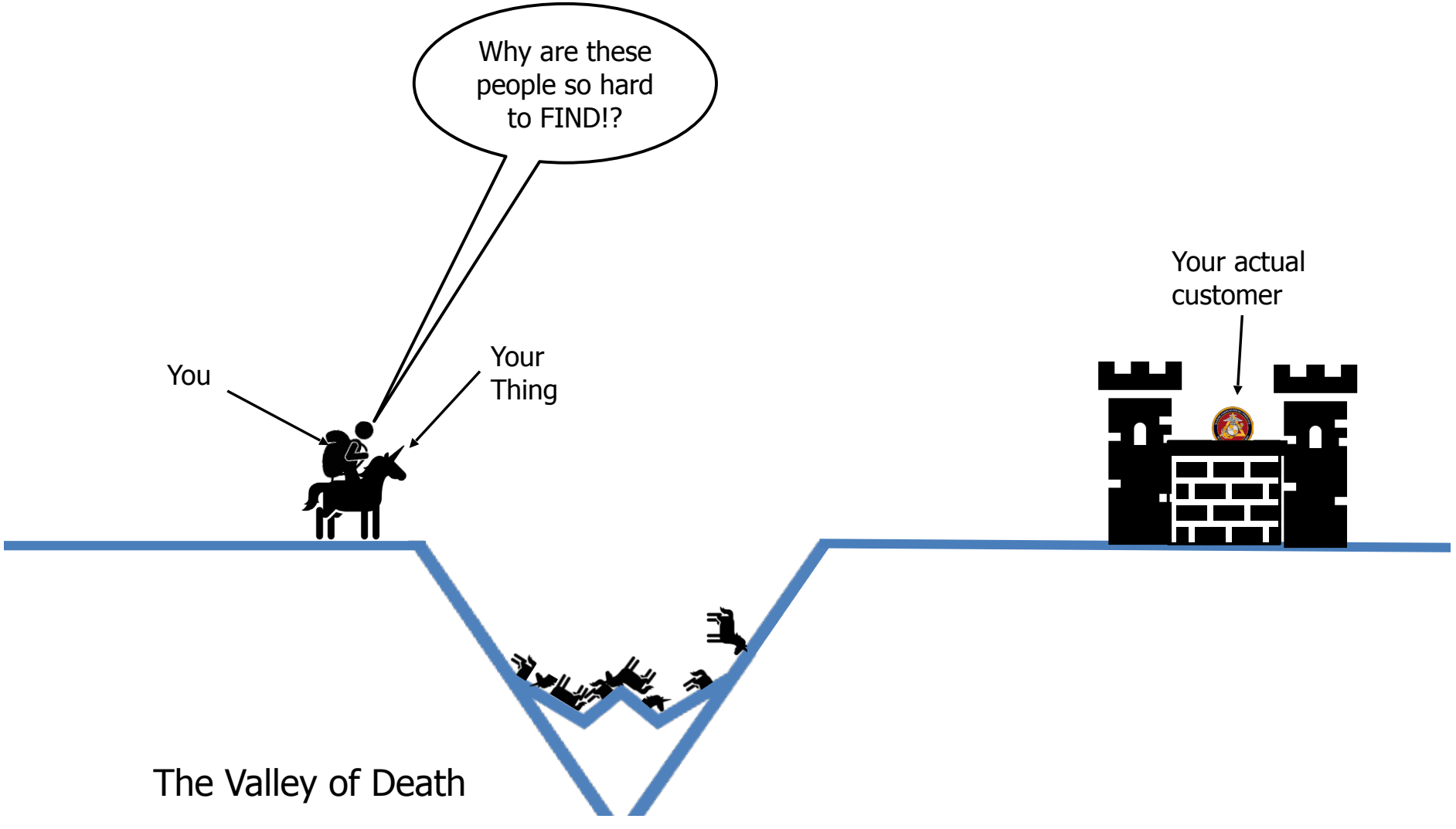

I'm Gonna
Make It!
You
Your
Thing
Your
User
This person
Buys
This person's stuff
Your actual
customer
The Valley of Death

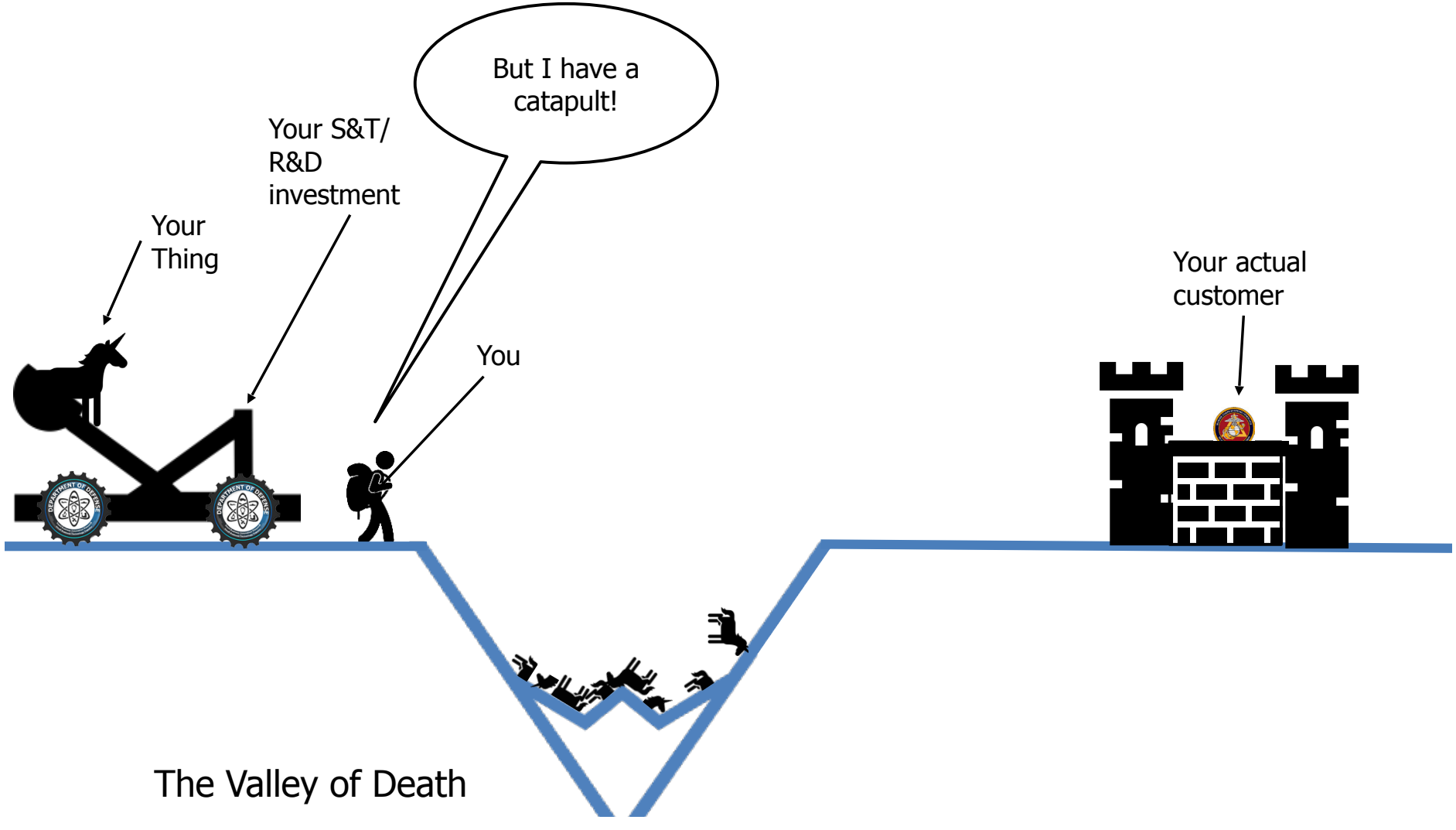

How do I know who my customer is?
If you know
1. What this really is, and;
2. Who this really is, then;
3. You can narrow down this person
Your User
Your actual customer
You
Your Thing
The Valley of Death

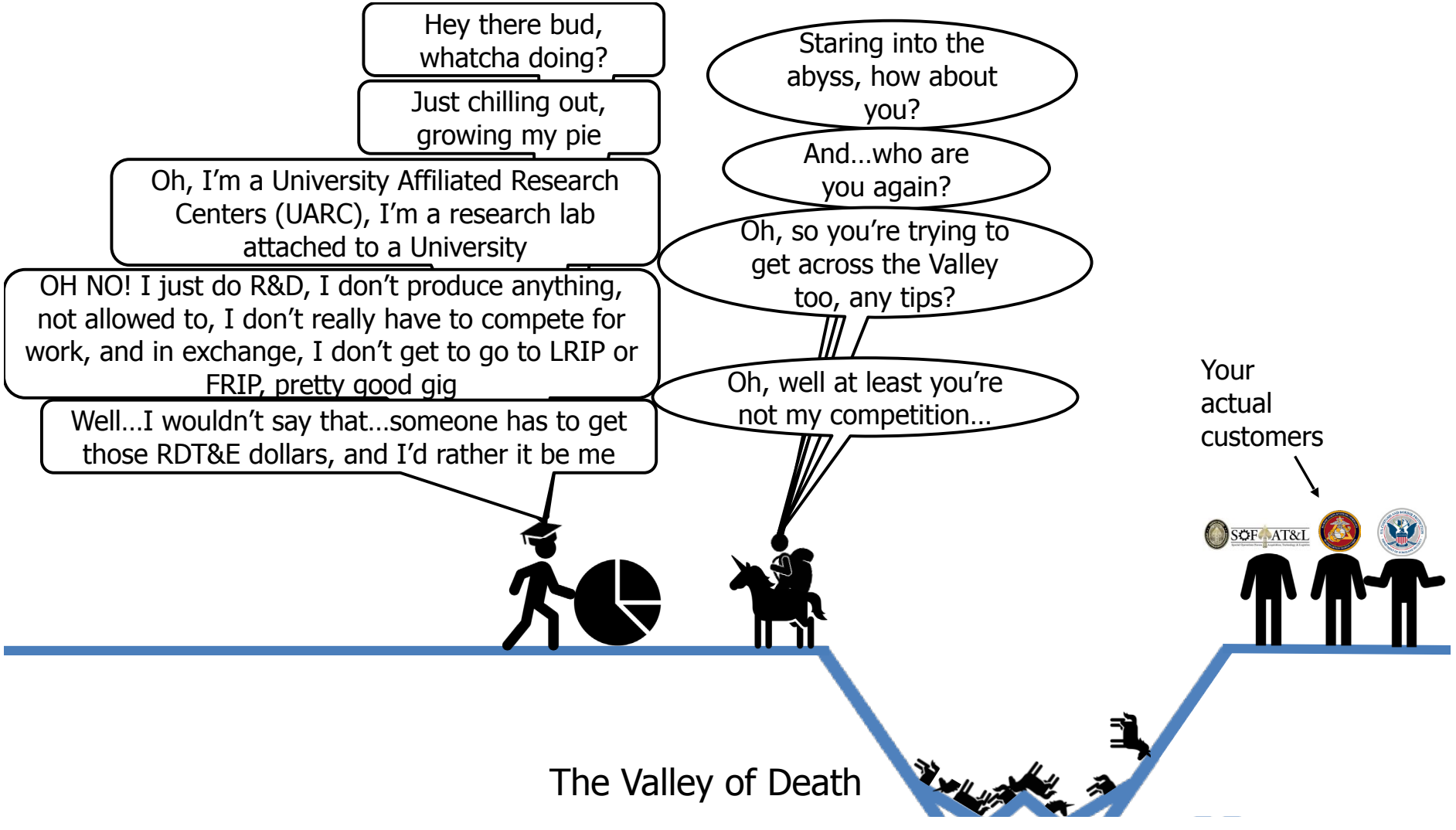

How do I know who my USER is?
What does your thing do?
Capability-wise – NOT technically
Does is fly?
Does it shoot bullets?
Does it communicate?
Does it go on boats?
Does it go on planes?
Does it go on people?
Ok, who in the military does/ uses things like yours?
Your User
Your actual customer
You
Your Thing
The Valley of Death

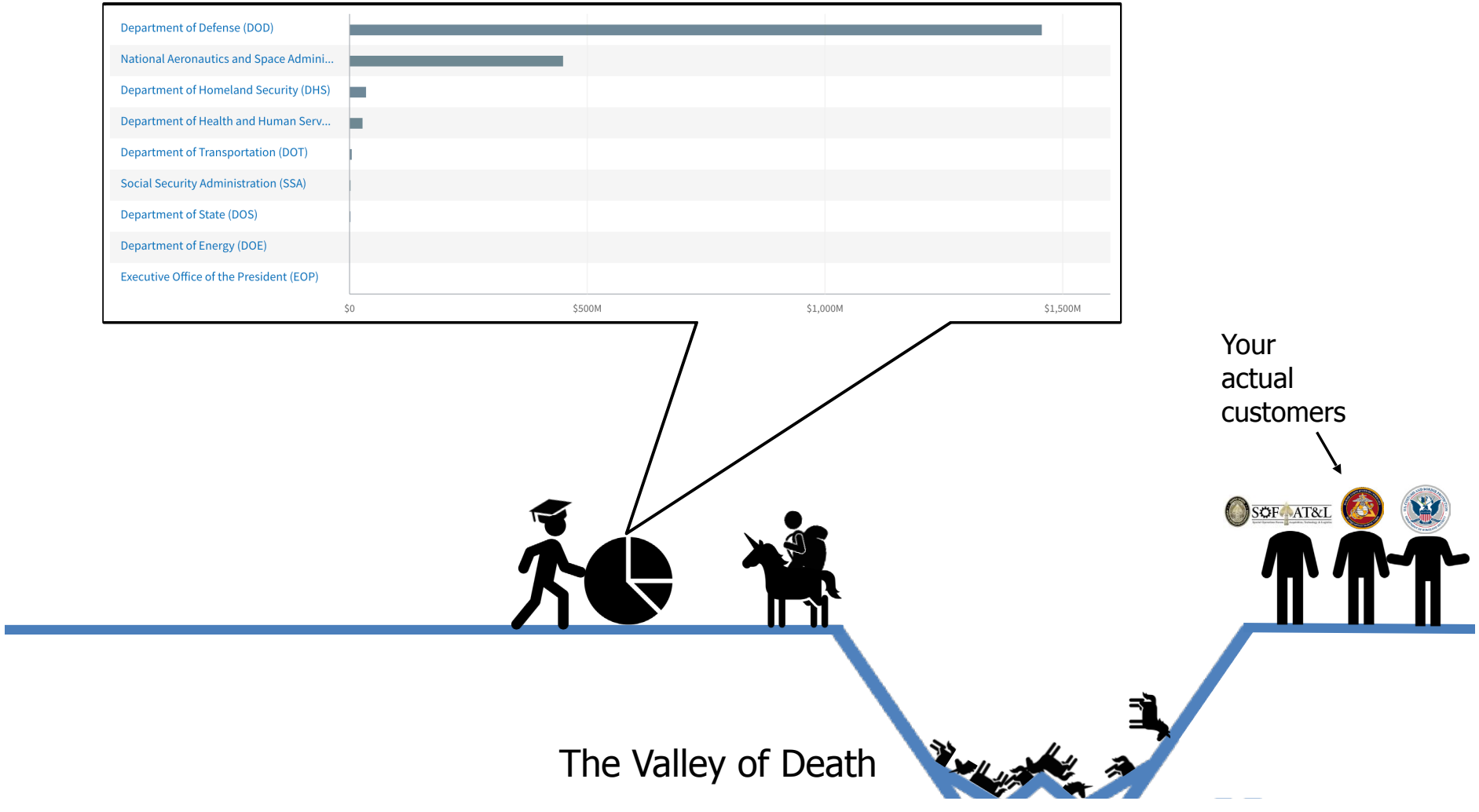

How does that lead me to my customer?
What does your thing do?
Capability-wise
Does is fly?
Does it shoot bullets?
Does it communicate?
Does it go on boats?
Does it go on planes?
Does it go on people?
Ok, now which program office(r) provides those capabilities to your user?
Your User
Your actual customer
You
Your Thing
The Valley of Death

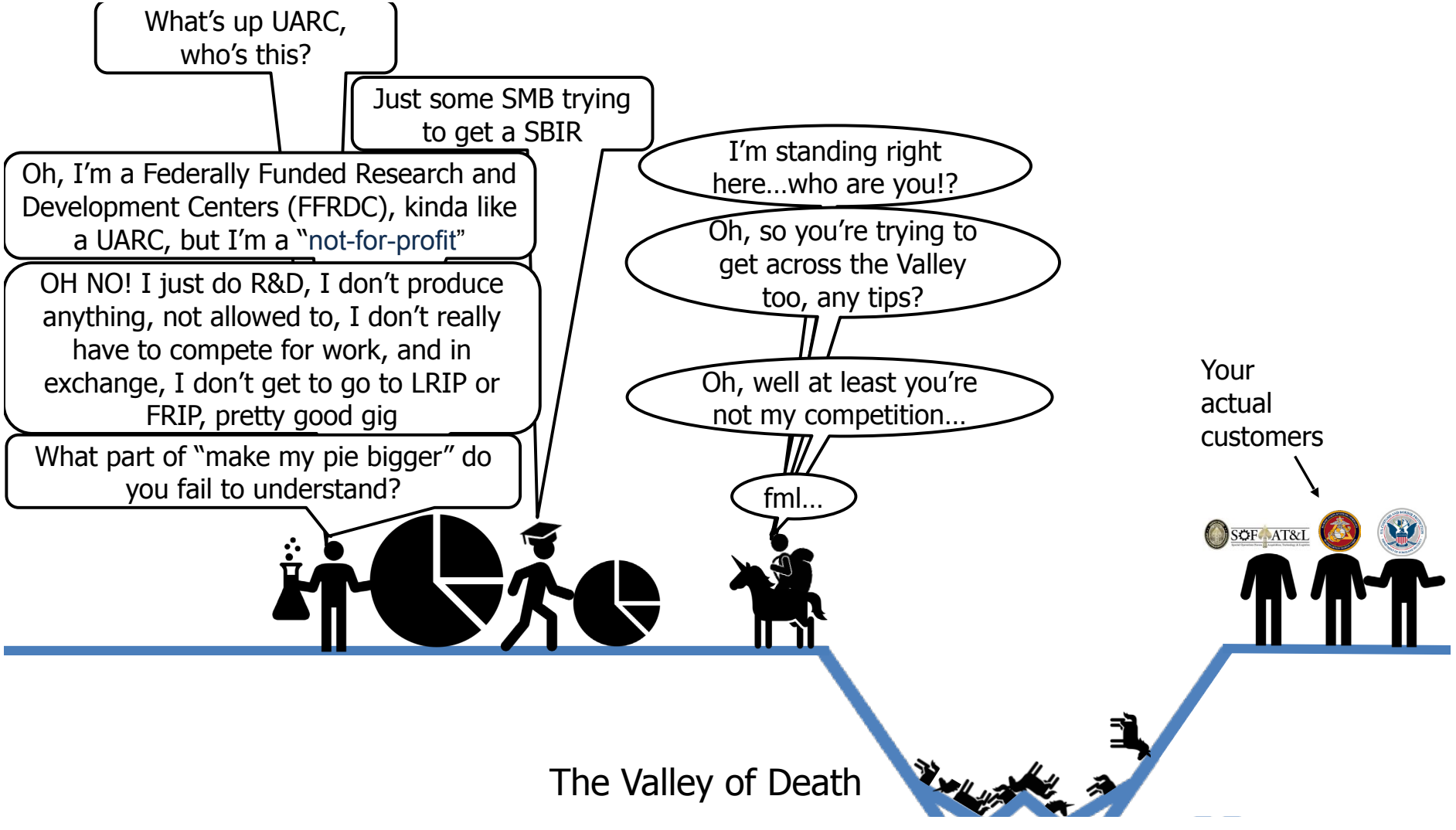

But my thing goes in/on another thing…
Where your thing goes
Your User
NOT Your actual customer
Your actual customer is the OEM
You
Your Thing
The Valley of Death


Why are these people so hard to FIND!?
You
Your Thing
Your actual customer
The Valley of Death

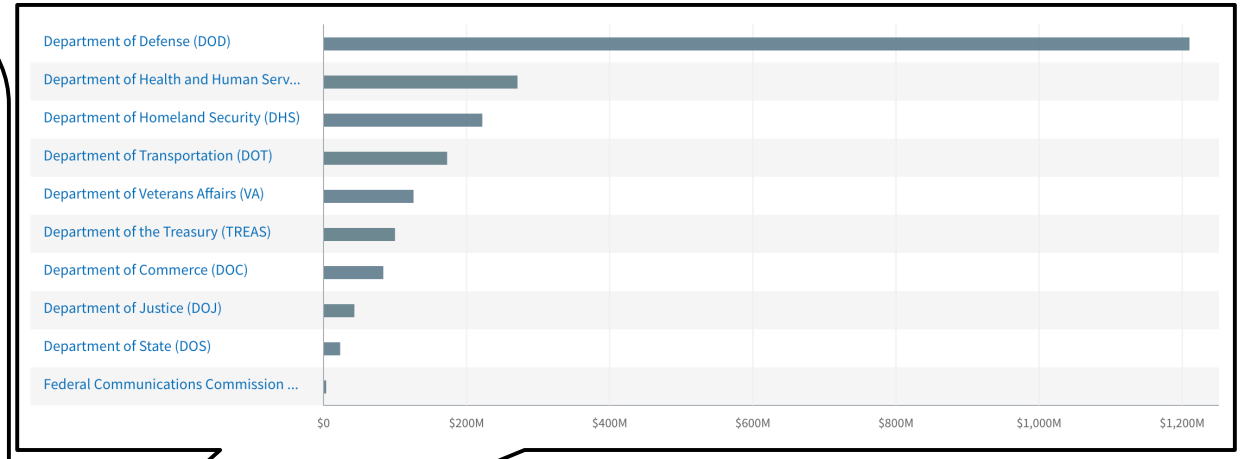

But I have a catapult!
Your S&T/ R&D investment
Your Thing
You
Your actual customer
The Valley of Death

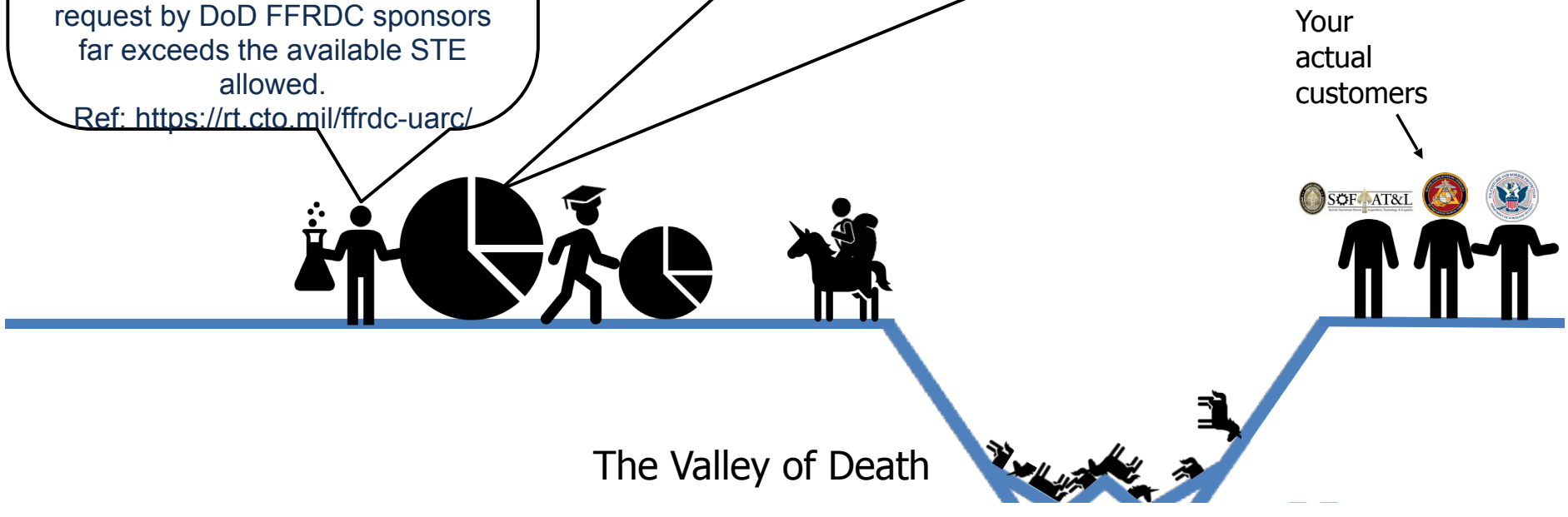

Hey there bud, whatcha doing?
Just chilling out, growing my pie
Oh, I'm a University Affiliated Research Centers (UARC), I'm a research lab attached to a University
OH NO! I just do R&D, I don't produce anything, not allowed to, I don't really have to compete for work, and in exchange, I don't get to go to LRIP or FRIP, pretty good gig
Well…I wouldn't say that…someone has to get those RDT&E dollars, and I'd rather it be me
Staring into the abyss, how about you?
And…who are you again?
Oh, so you're trying to get across the Valley too, any tips?
Oh, well at least you're not my competition…
Your actual customers
SOF AT&L
The Valley of Death

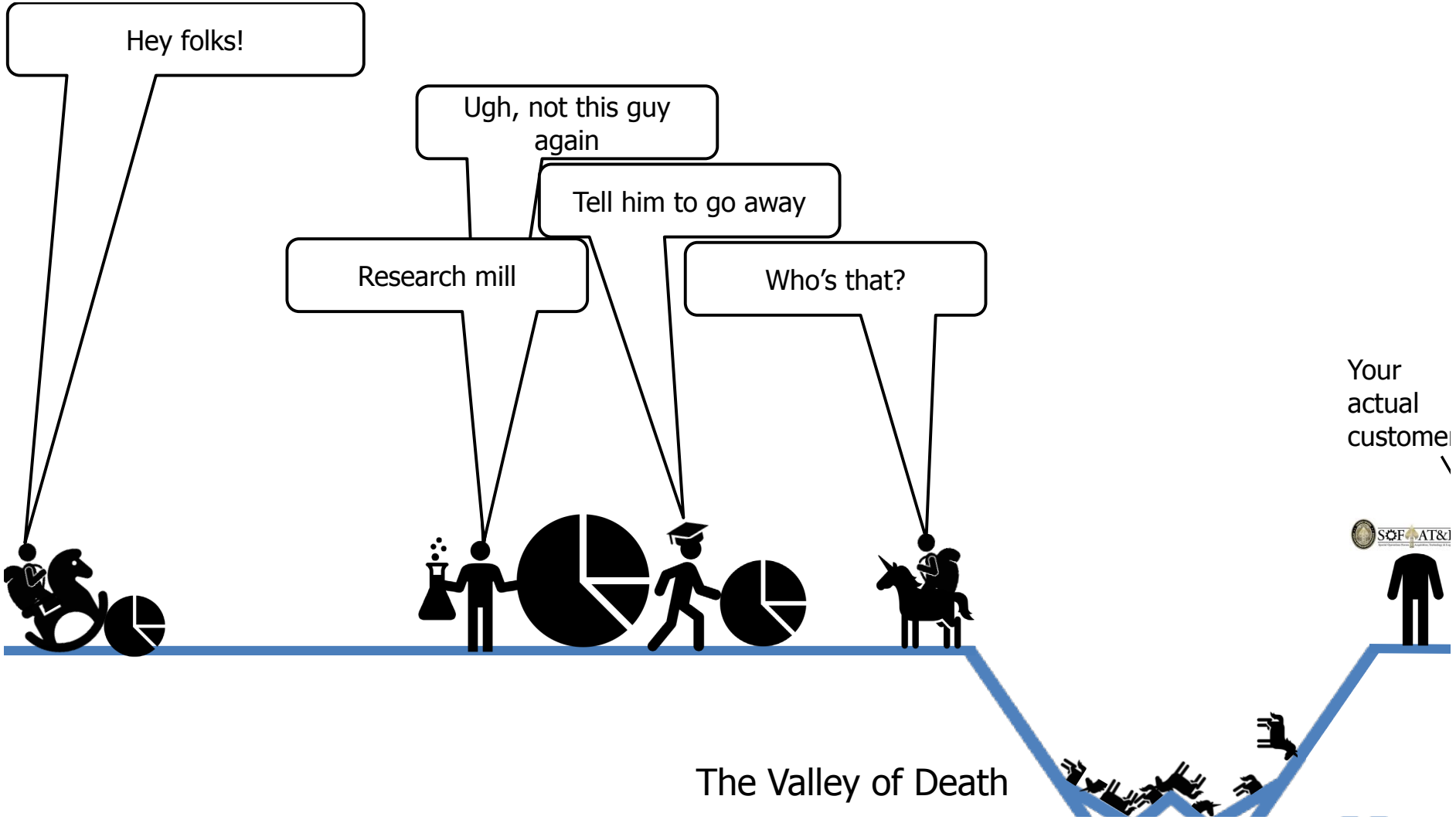

Department of Defense (DOD)
National Aeronautics and Space Admini...
Department of Homeland Security (DHS)
Department of Health and Human Serv...
Department of Transportation (DOT)
Social Security Administration (SSA)
Department of State (DOS)
Department of Energy (DOE)
Executive Office of the President (EOP)
$0
$500M
$1,000M
$1,500M
Your actual customers
SOF
AT&L
The Valley of Death

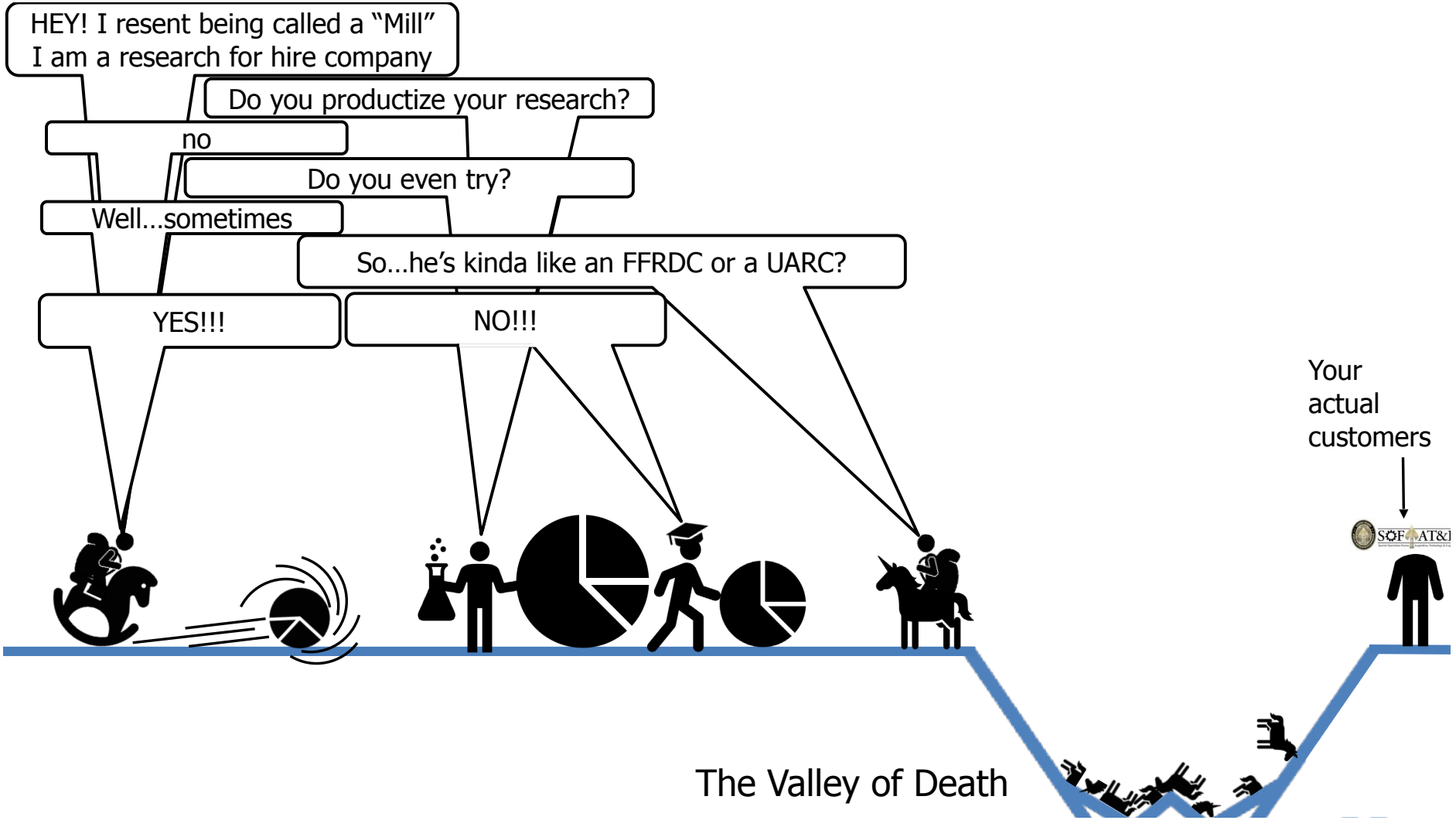

What's up UARC, who's this?
Just some SMB trying to get a SBIR
Oh, I'm a Federally Funded Research and Development Centers (FFRDC), kinda like a UARC, but I'm a "not-for-profit"
OH NO! I just do R&D, I don't produce anything, not allowed to, I don't really have to compete for work, and in exchange, I don't get to go to LRIP or FRIP, pretty good gig
What part of "make my pie bigger" do you fail to understand?
I'm standing right here…who are you!?
Oh, so you're trying to get across the Valley too, any tips?
Oh, well at least you're not my competition…
fml…
Your actual customers
SOF
AT&L
The Valley of Death

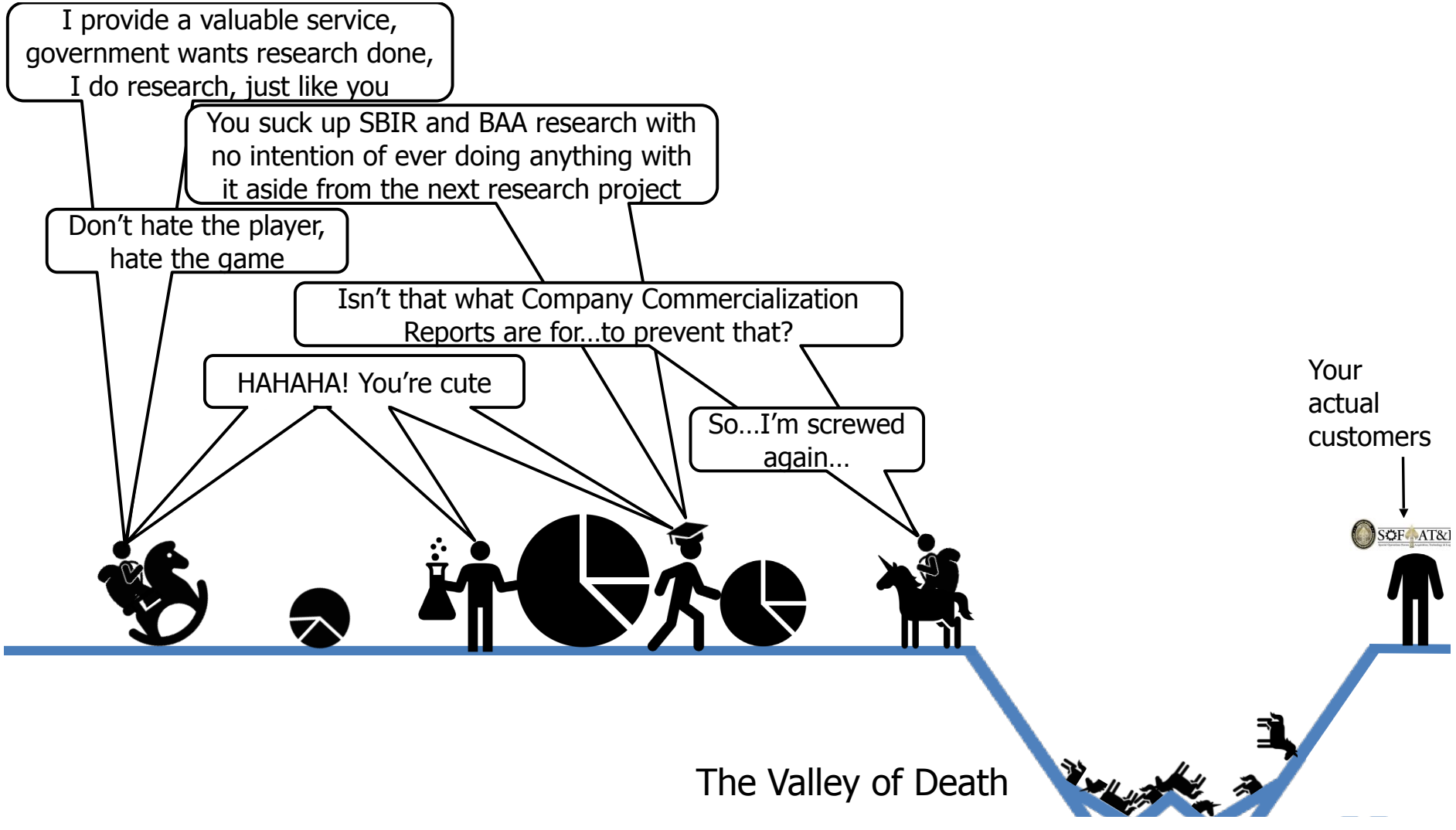
Now, Congress closely monitors the use of DoD's FFRDCs and sets an annual staffing ceiling that limits the overall growth of the FFRDCs. Historically, the total number of staff technical equivalents (STE) has been around 6,000. The current ceiling is 6,053 of which 1,148 is allocated to the studies and analysis FFRDCs. Traditionally, the annual request by DoD FFRDC sponsors far exceeds the available STE allowed.
Ref: https://rt.cto.mil/ffrdc-uarc/

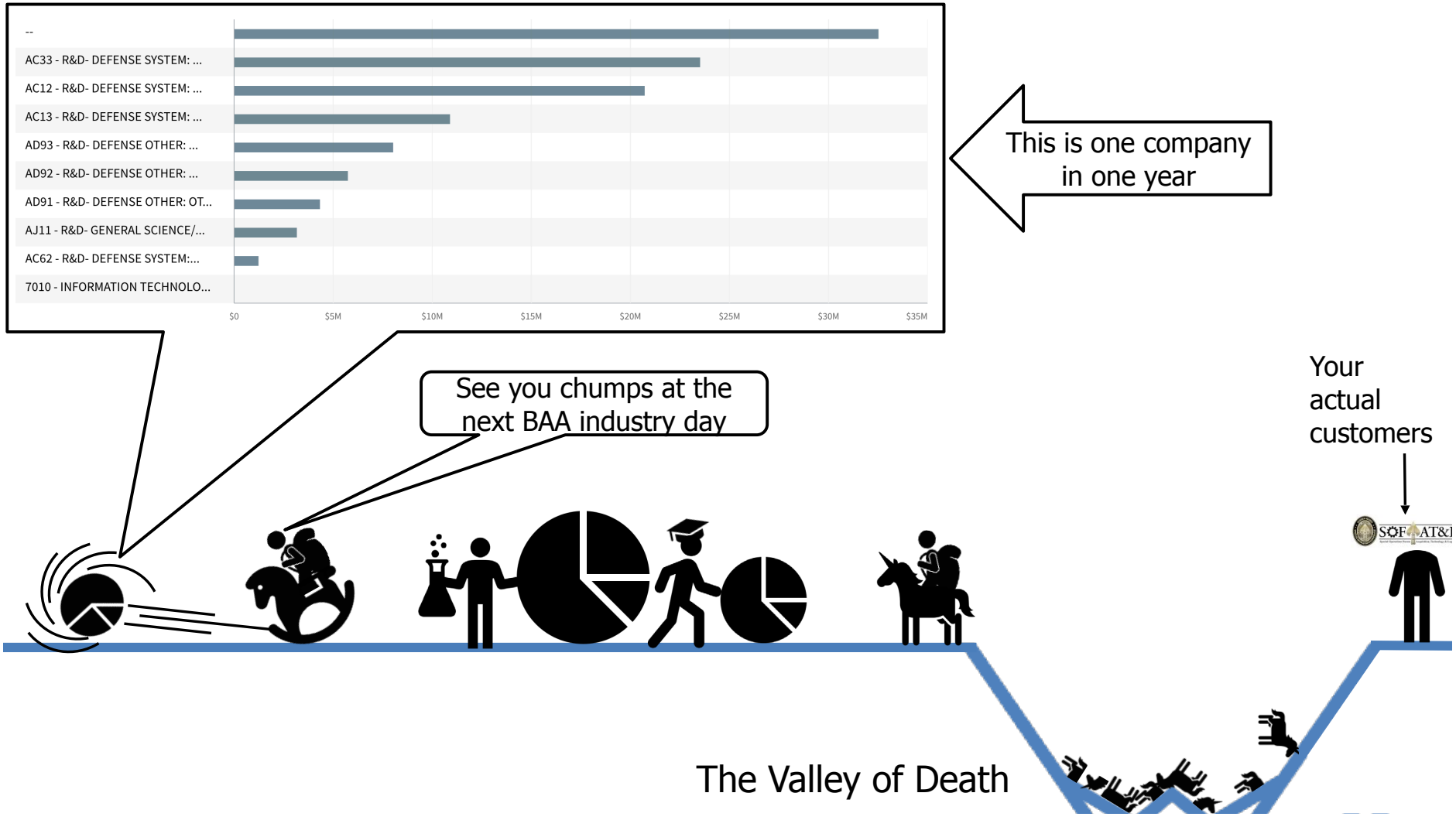


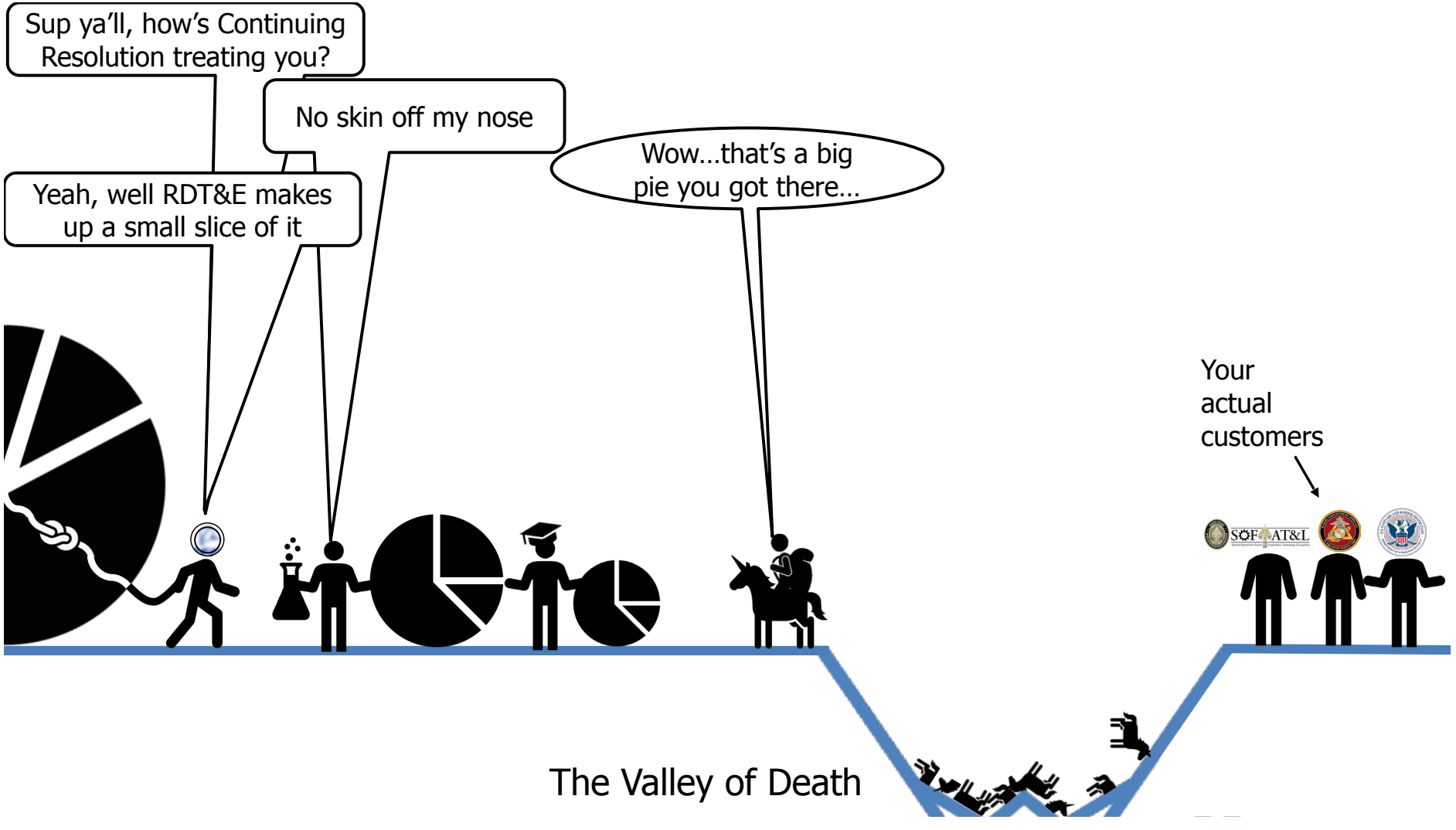


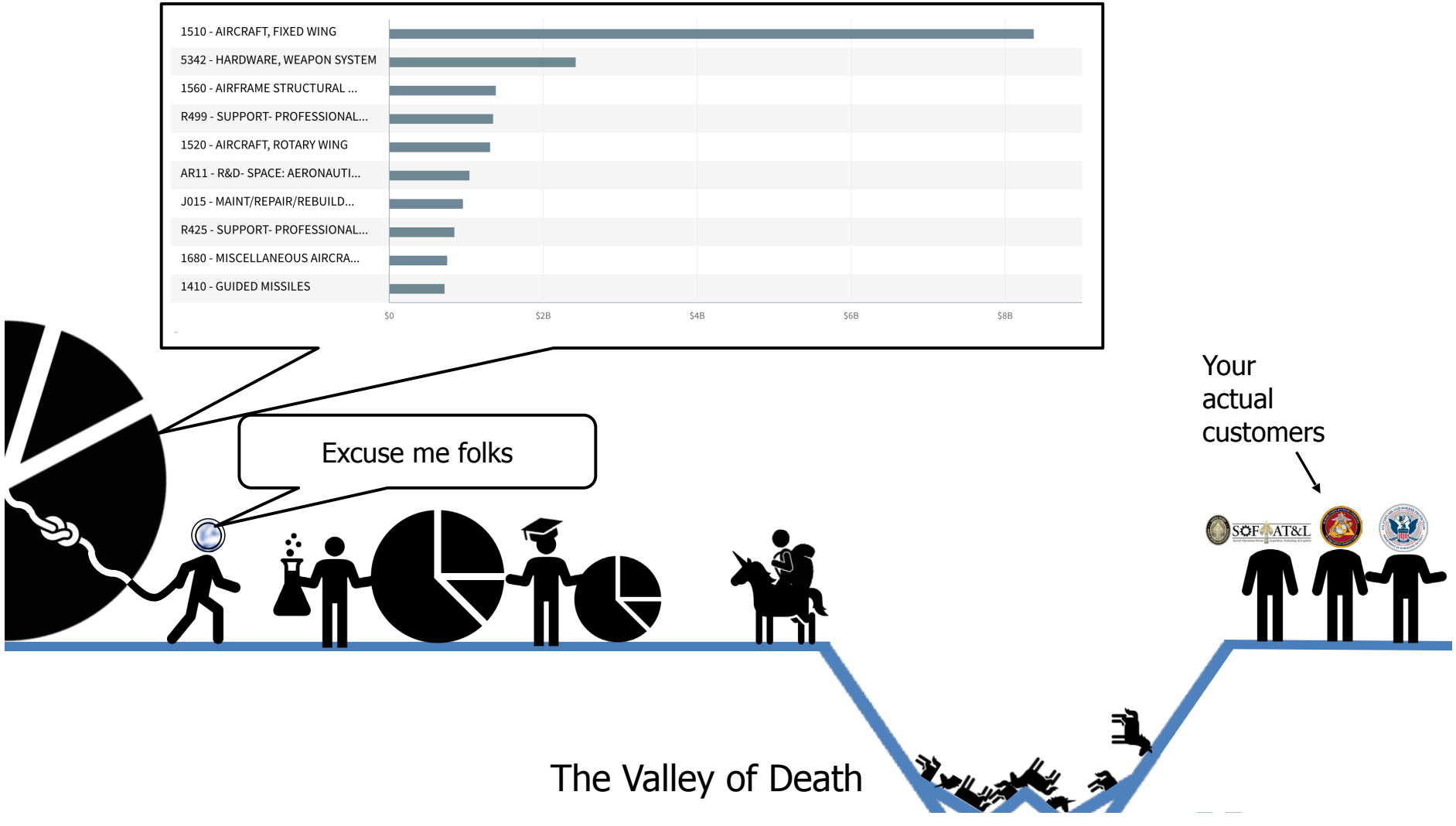

Hey folks!
Ugh, not this guy again
Tell him to go away
Research mill
Who's that?
Your actual customer
The Valley of Death

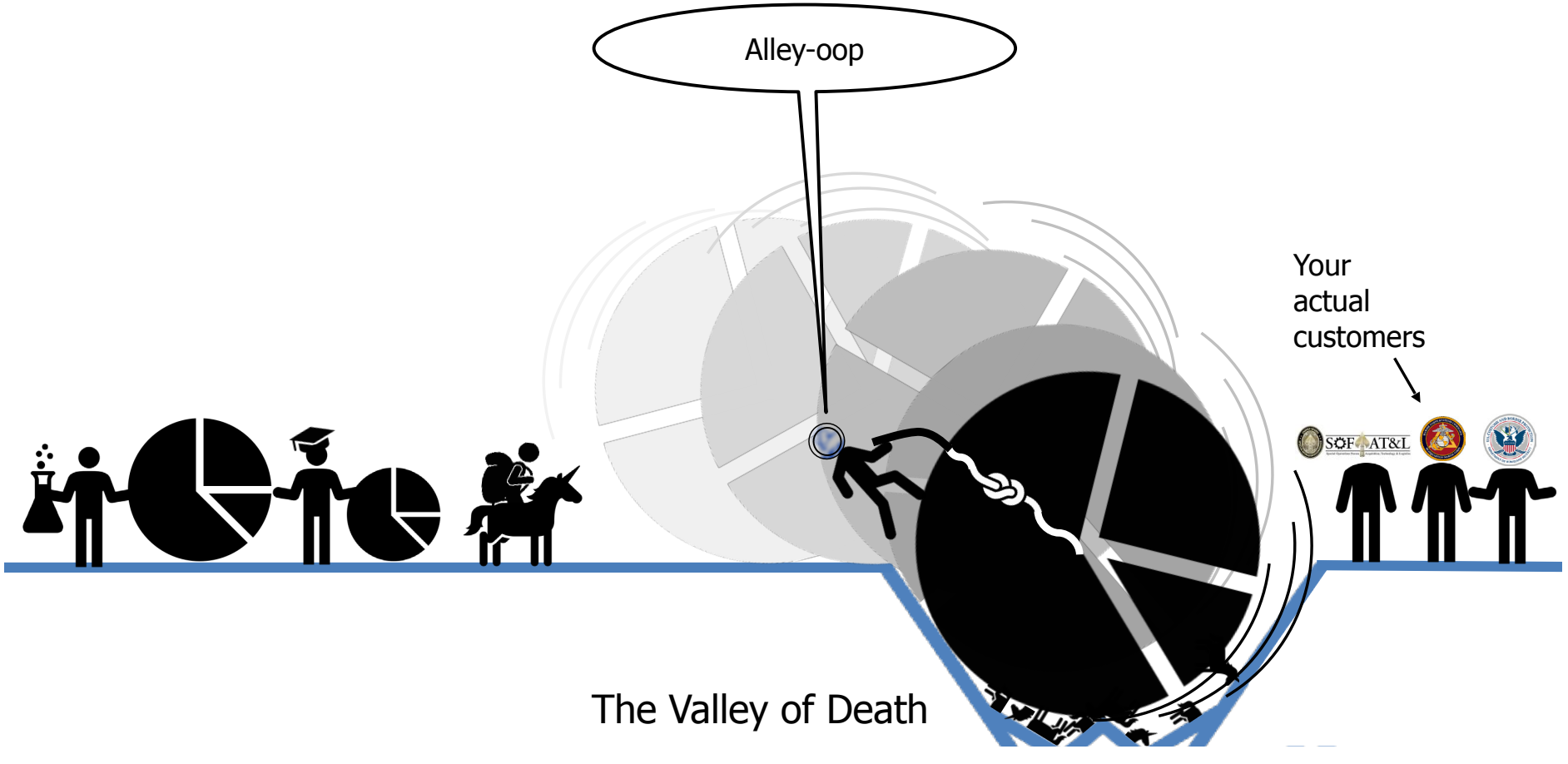

HEY! I resent being called a "Mill"
I am a research for hire company
Do you productize your research?
no
Do you even try?
Well…sometimes
So…he's kinda like an FFRDC or a UARC?
YES!!!
NO!!!
Your actual customers
The Valley of Death

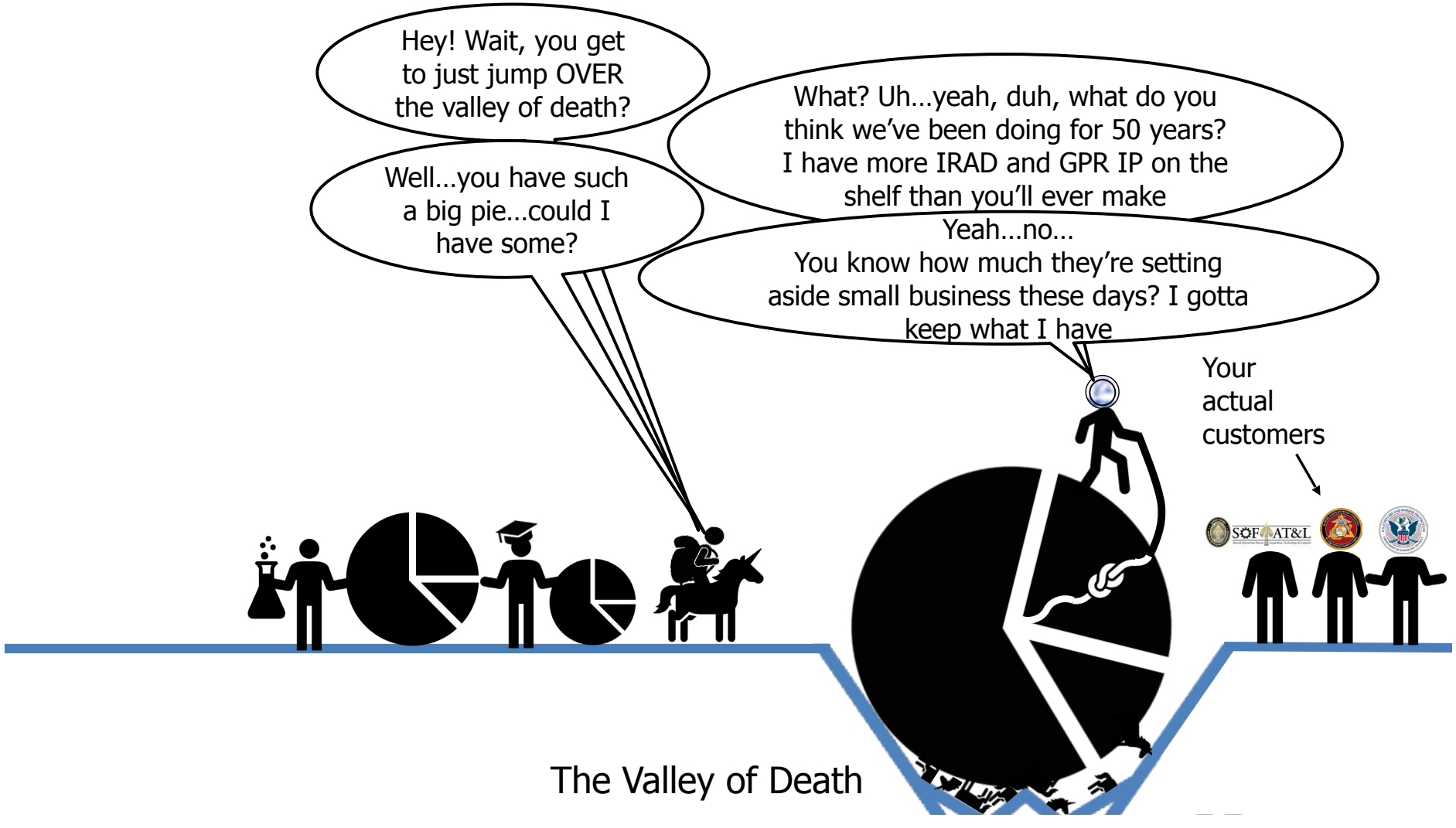

I provide a valuable service, government wants research done, I do research, just like you
You suck up SBIR and BAA research with no intention of ever doing anything with it aside from the next research project
Don't hate the player, hate the game
Isn't that what Company Commercialization Reports are for…to prevent that?
HAHAHA! You're cute
So…I'm screwed again…
Your actual customers
The Valley of Death

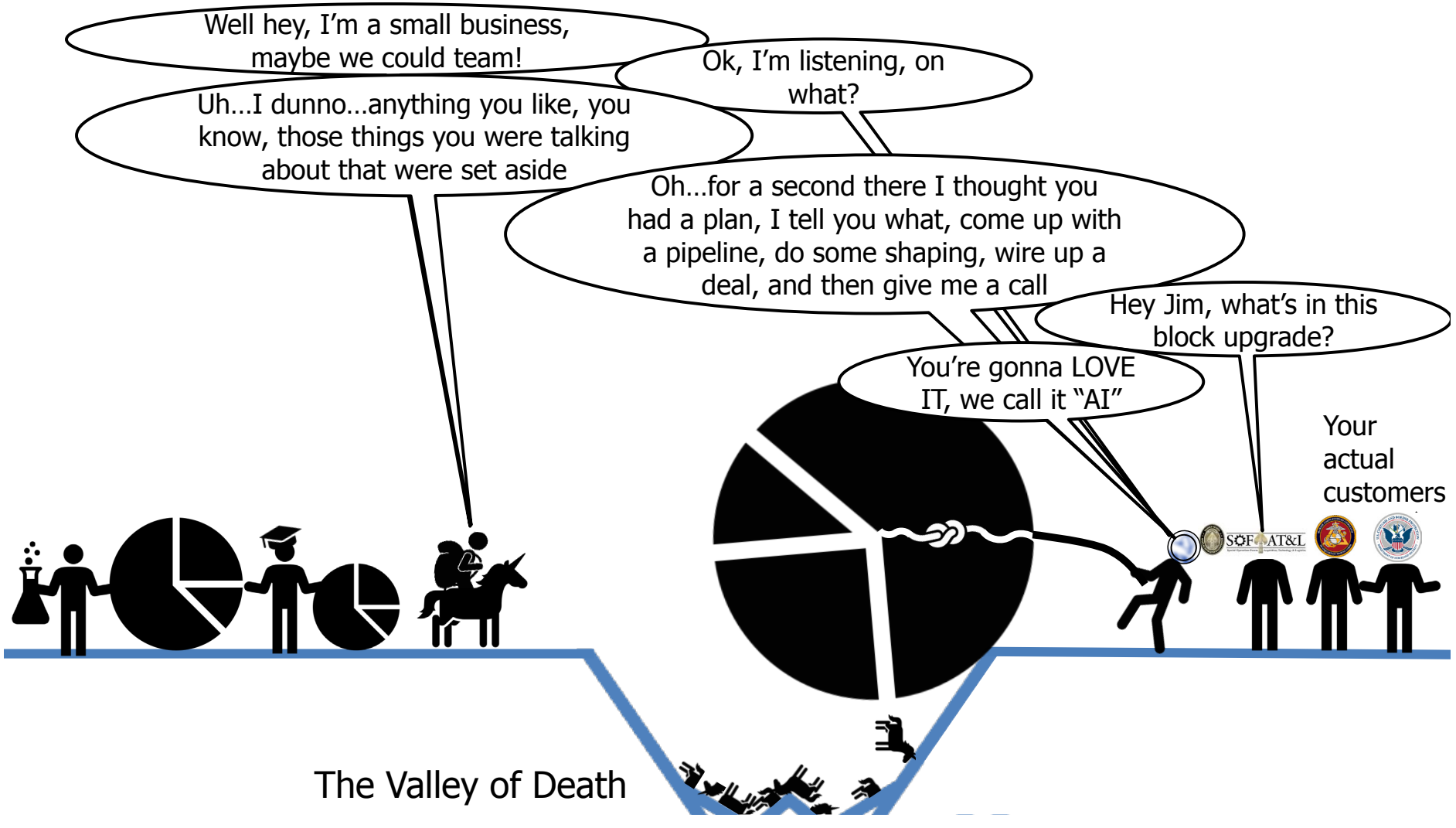

--
AC33 - R&D- DEFENSE SYSTEM: ...
AC12 - R&D- DEFENSE SYSTEM: ...
AC13 - R&D- DEFENSE SYSTEM: ...
AD93 - R&D- DEFENSE OTHER: ...
AD92 - R&D- DEFENSE OTHER: ...
AD91 - R&D- DEFENSE OTHER: OT...
AJ11 - R&D- GENERAL SCIENCE/...
AC62 - R&D- DEFENSE SYSTEM:...
7010 - INFORMATION TECHNOLO...
$0
$5M
$10M
$15M
$20M
$25M
$30M
$35M
This is one company in one year
See you chumps at the next BAA industry day
Your actual customers
The Valley of Death

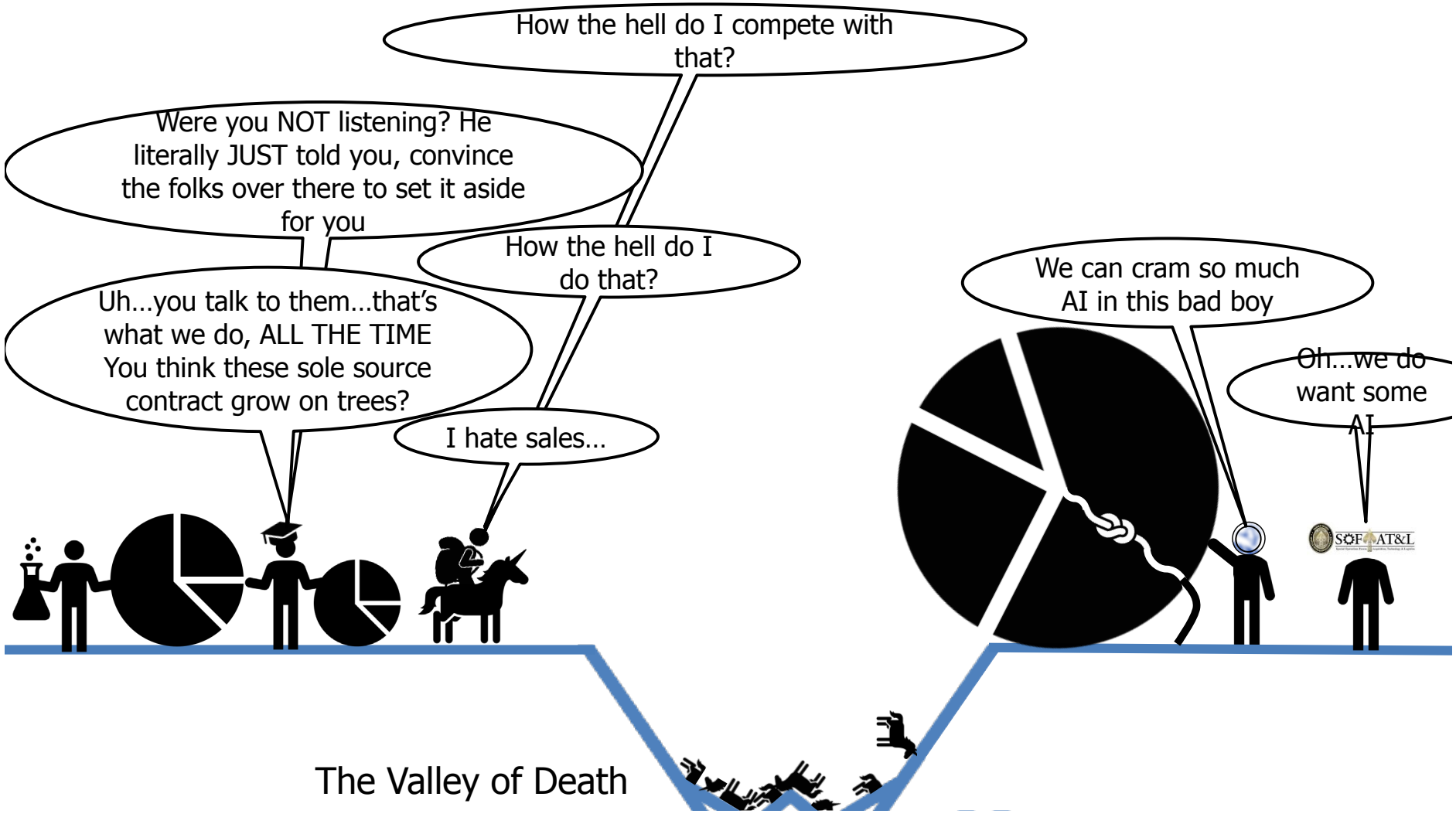

Sup ya'll, how's Continuing Resolution treating you?
No skin off my nose
Yeah, well RDT&E makes up a small slice of it
Wow…that's a big pie you got there…
Your actual customers
SOF AT&L
The Valley of Death

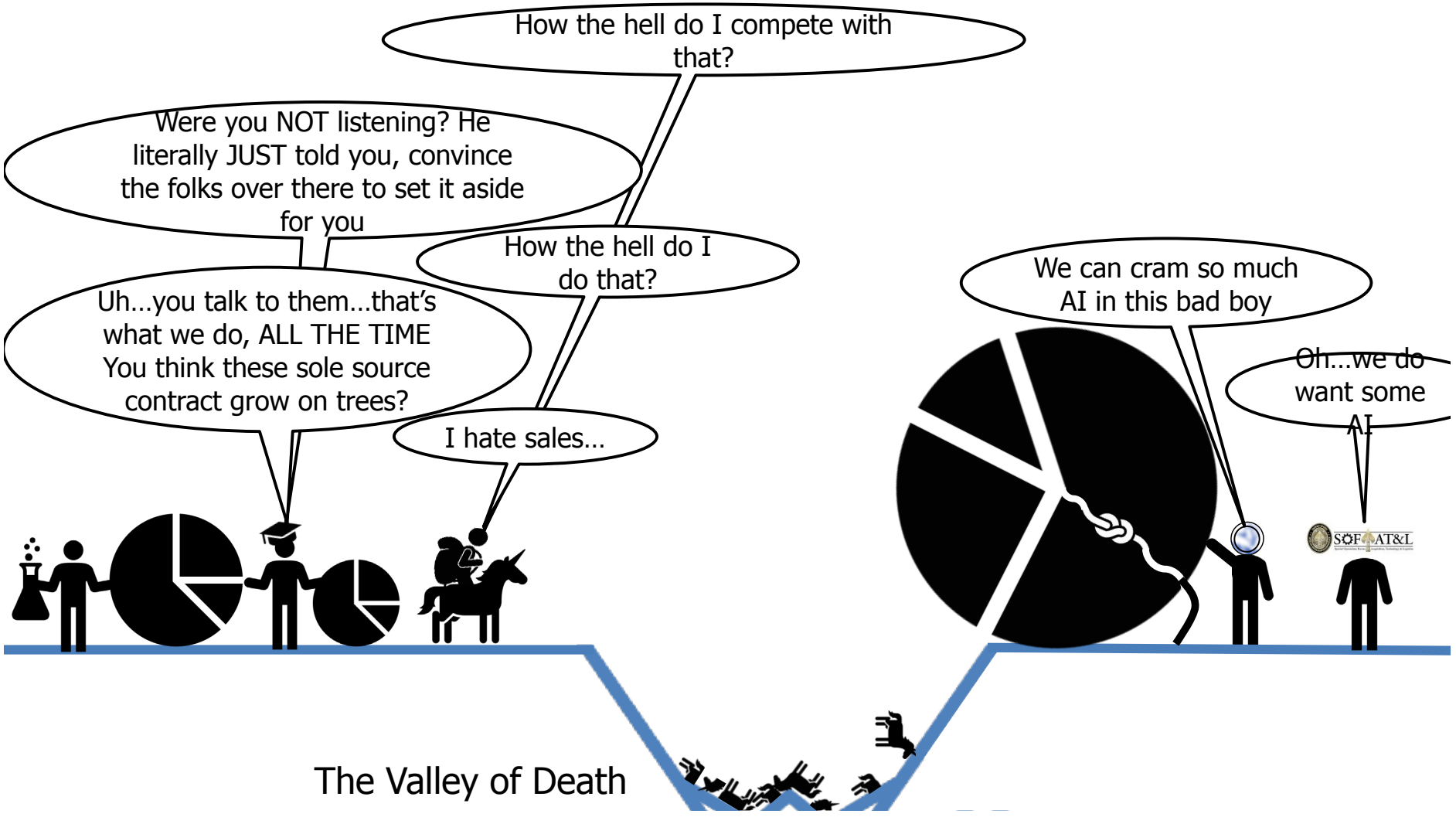

1510 - AIRCRAFT, FIXED WING
5342 - HARDWARE, WEAPON SYSTEM
1560 - AIRFRAME STRUCTURAL ...
R499 - SUPPORT- PROFESSIONAL...
1520 - AIRCRAFT, ROTARY WING
AR11 - R&D- SPACE: AERONAUTI...
J015 - MAINT/REPAIR/REBUILD...
R425 - SUPPORT- PROFESSIONAL...
1680 - MISCELLANEOUS AIRCRA...
1410 - GUIDED MISSILES
$0
$2B
$4B
$6B
$8B
Excuse me folks
Your actual customers
SOF
AT&L
The Valley of Death


Alley-oop
Your actual customers
SOF AT&L
The Valley of Death


Hey! Wait, you get to just jump OVER the valley of death?
Well…you have such a big pie…could I have some?
What? Uh…yeah, duh, what do you think we've been doing for 50 years? I have more IRAD and GPR IP on the shelf than you'll ever make
Yeah…no…
You know how much they're setting aside small business these days? I gotta keep what I have
Your actual customers
SOF
AT&L
The Valley of Death


Well hey, I'm a small business, maybe we could team!
Ok, I'm listening, on what?
Uh…I dunno…anything you like, you know, those things you were talking about that were set aside
Oh…for a second there I thought you had a plan, I tell you what, come up with a pipeline, do some shaping, wire up a deal, and then give me a call
Hey Jim, what's in this block upgrade?
You're gonna LOVE IT, we call it "AI"
Your actual customers
SOF
AT&L
The Valley of Death


How the hell do I compete with that?
Were you NOT listening? He literally JUST told you, convince the folks over there to set it aside for you
How the hell do I do that?
Uh…you talk to them…that's what we do, ALL THE TIME You think these sole source contract grow on trees?
I hate sales…
We can cram so much AI in this bad boy
Oh…we do want some AI
SOF AT&L
The Valley of Death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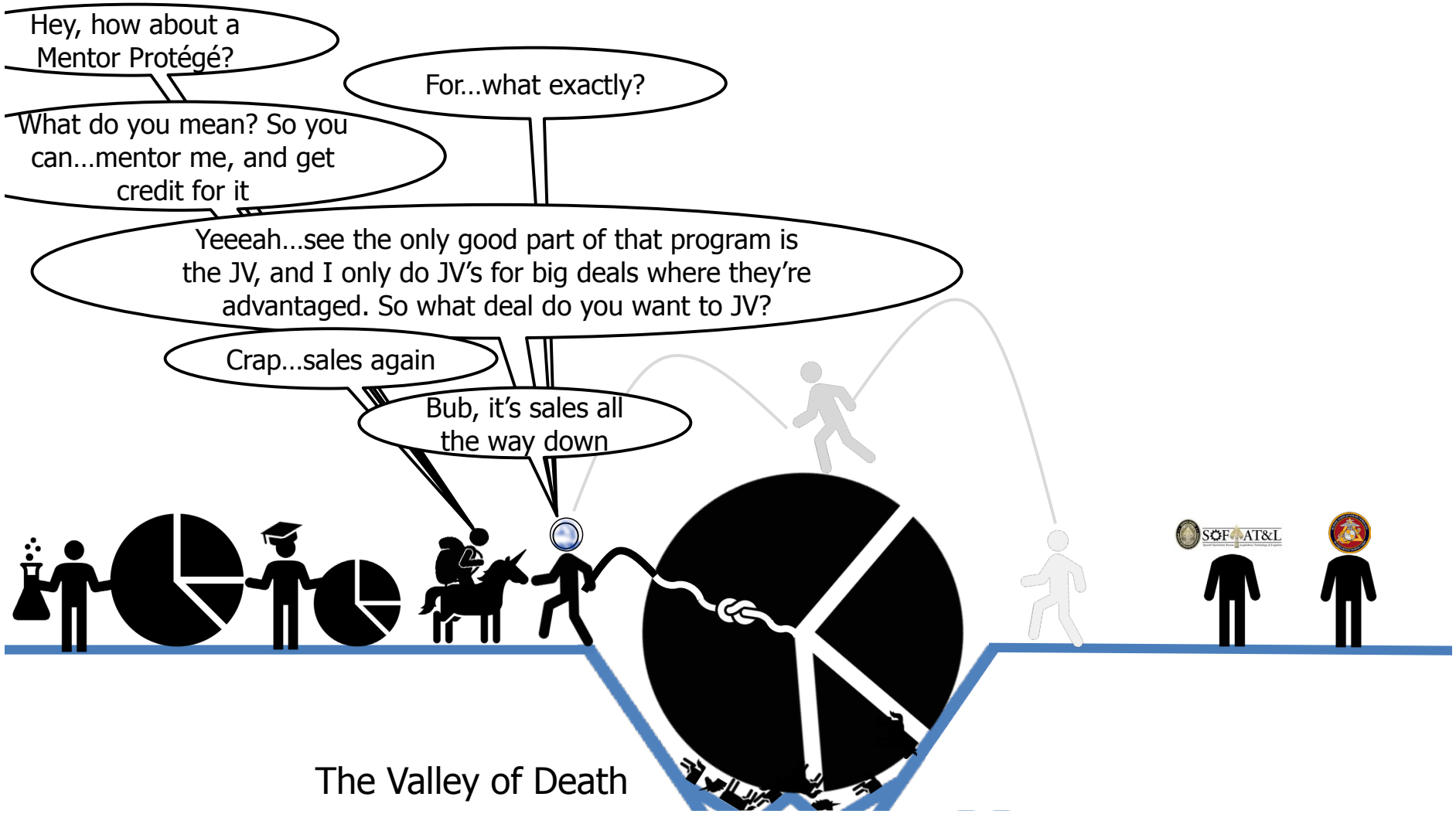
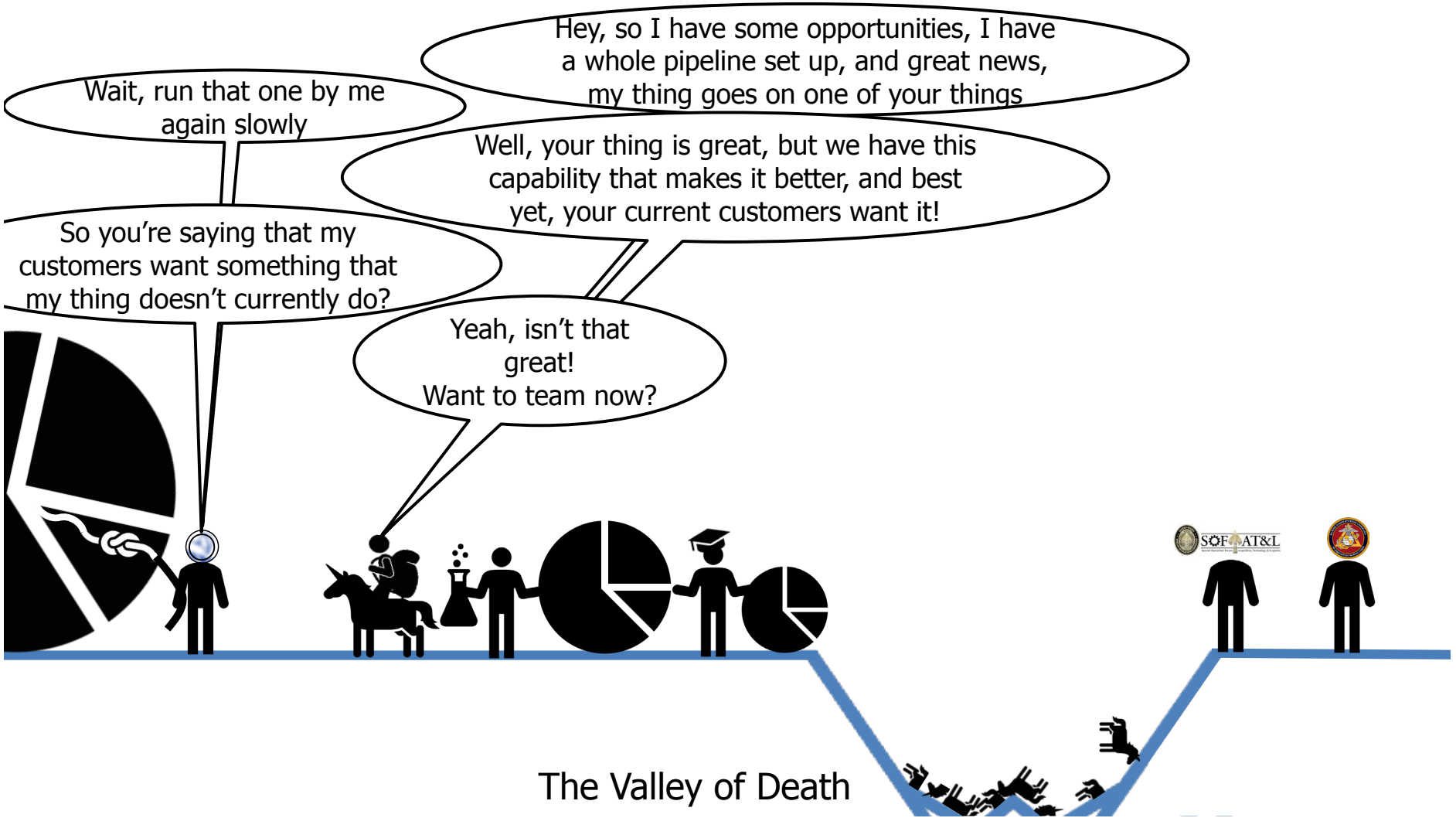
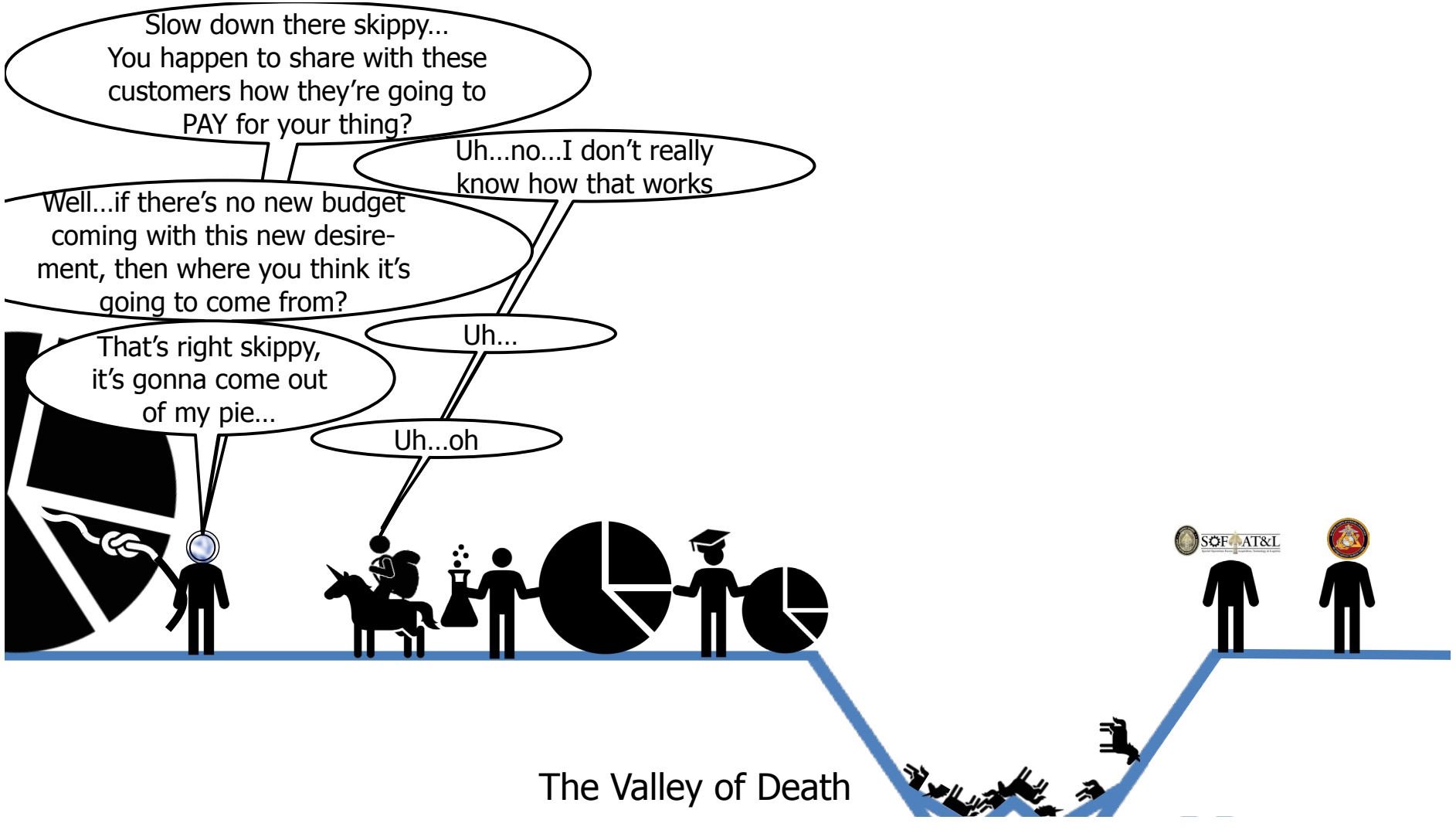
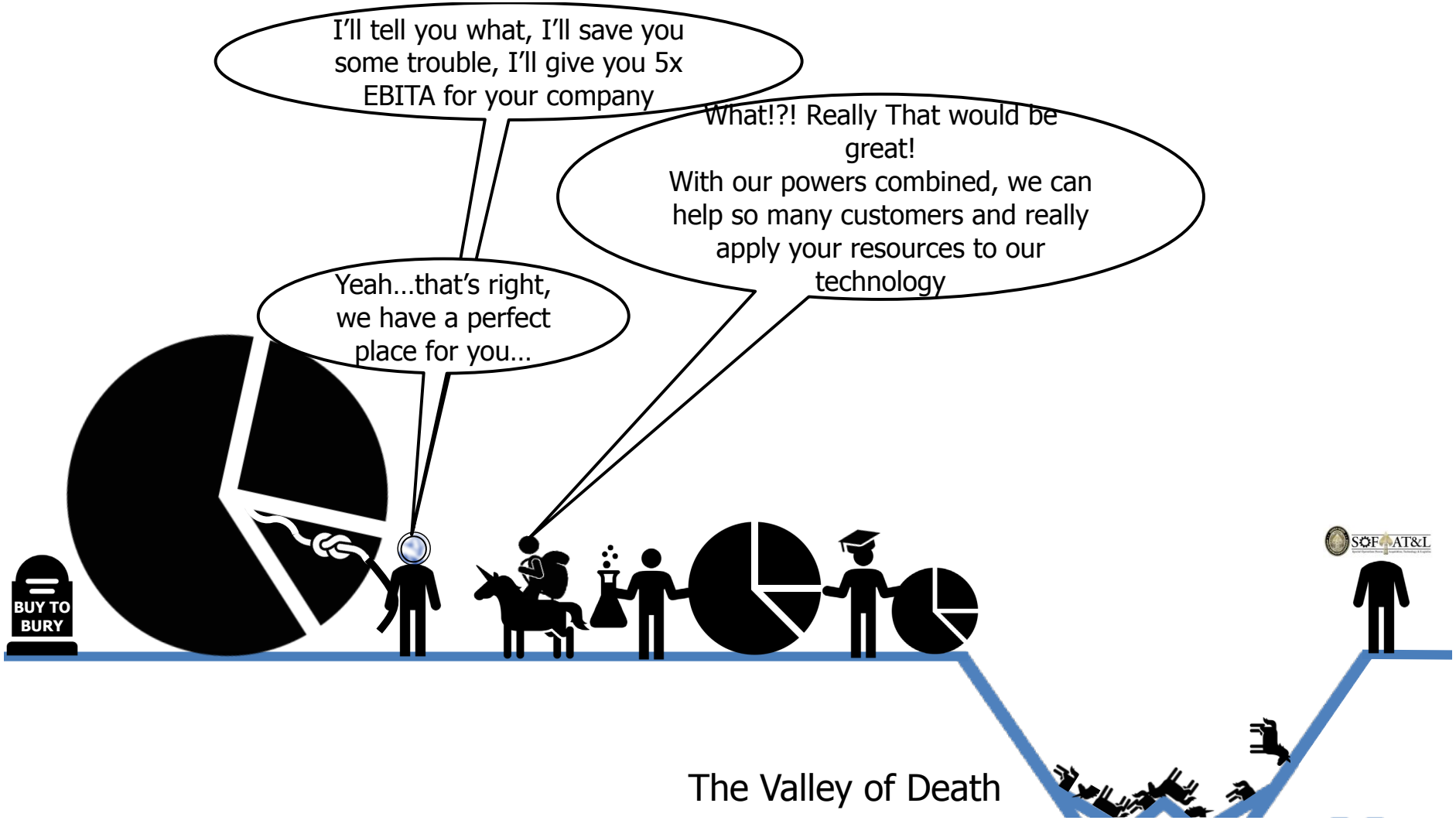
I hate sales…
We can cram so much AI in this bad boy
Oh…we do want some AI
SOF AT&L
The Valley of Death


Hey, how about a Mentor Protégé?
For…what exactly?
What do you mean? So you can…mentor me, and get credit for it
Yeeeah…see the only good part of that program is the JV, and I only do JV's for big deals where they're advantaged. So what deal do you want to JV?
Crap…sales again
Bub, it's sales all the way down
SOF AT&L
The Valley of Death

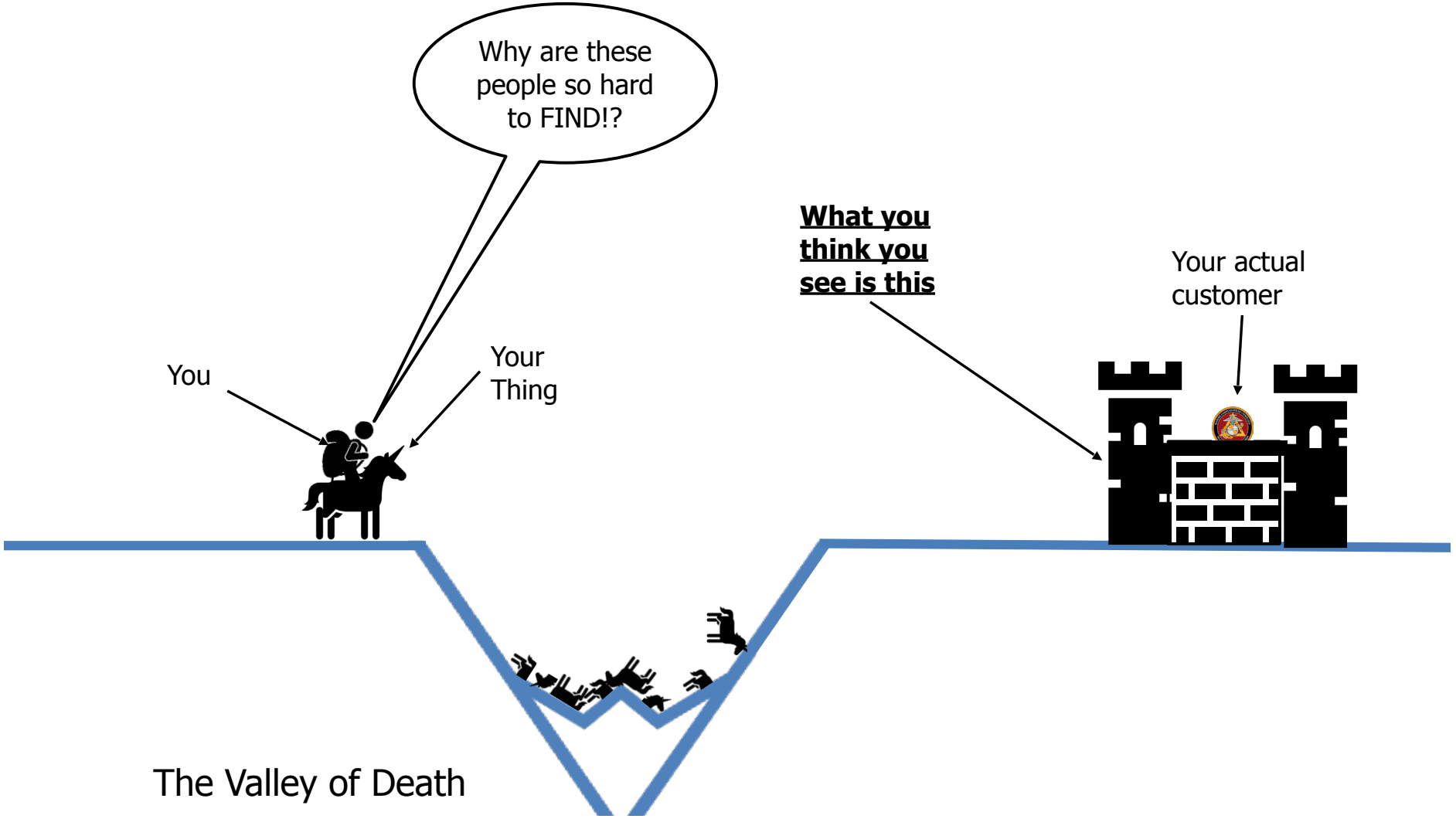

Hey, so I have some opportunities, I have a whole pipeline set up, and great news, my thing goes on one of your things
Wait, run that one by me again slowly
Well, your thing is great, but we have this capability that makes it better, and best yet, your current customers want it!
So you're saying that my customers want something that my thing doesn't currently do?
Yeah, isn't that great! Want to team now?
SOF AT&L
The Valley of Death

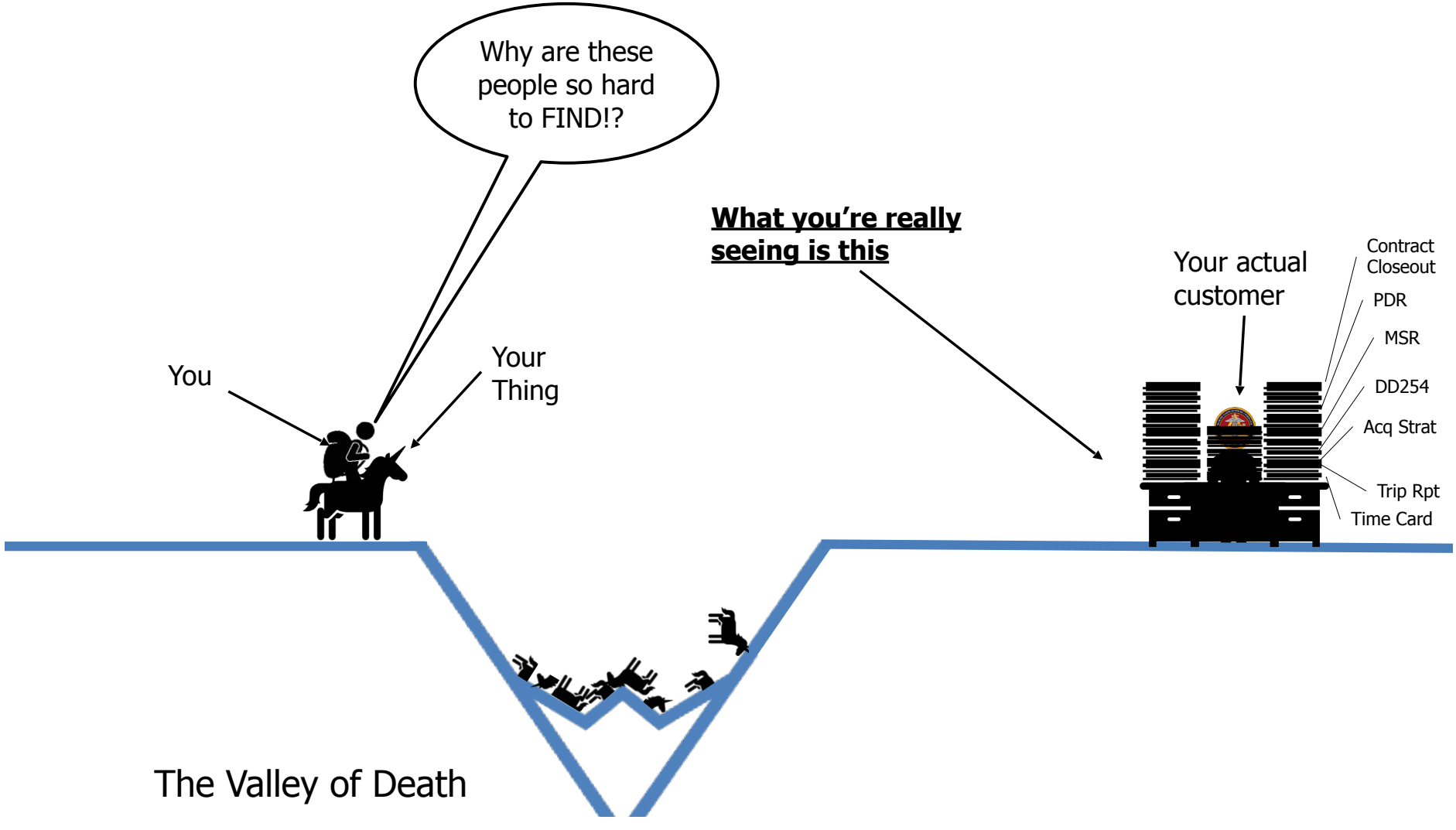

Slow down there skippy…
You happen to share with these customers how they're going to PAY for your thing?
Uh…no…I don't really know how that works
Well…if there's no new budget coming with this new desire-ment, then where you think it's going to come from?
Uh…
That's right skippy, it's gonna come out of my pie…
Uh…oh
SOF AT&L
The Valley of Death

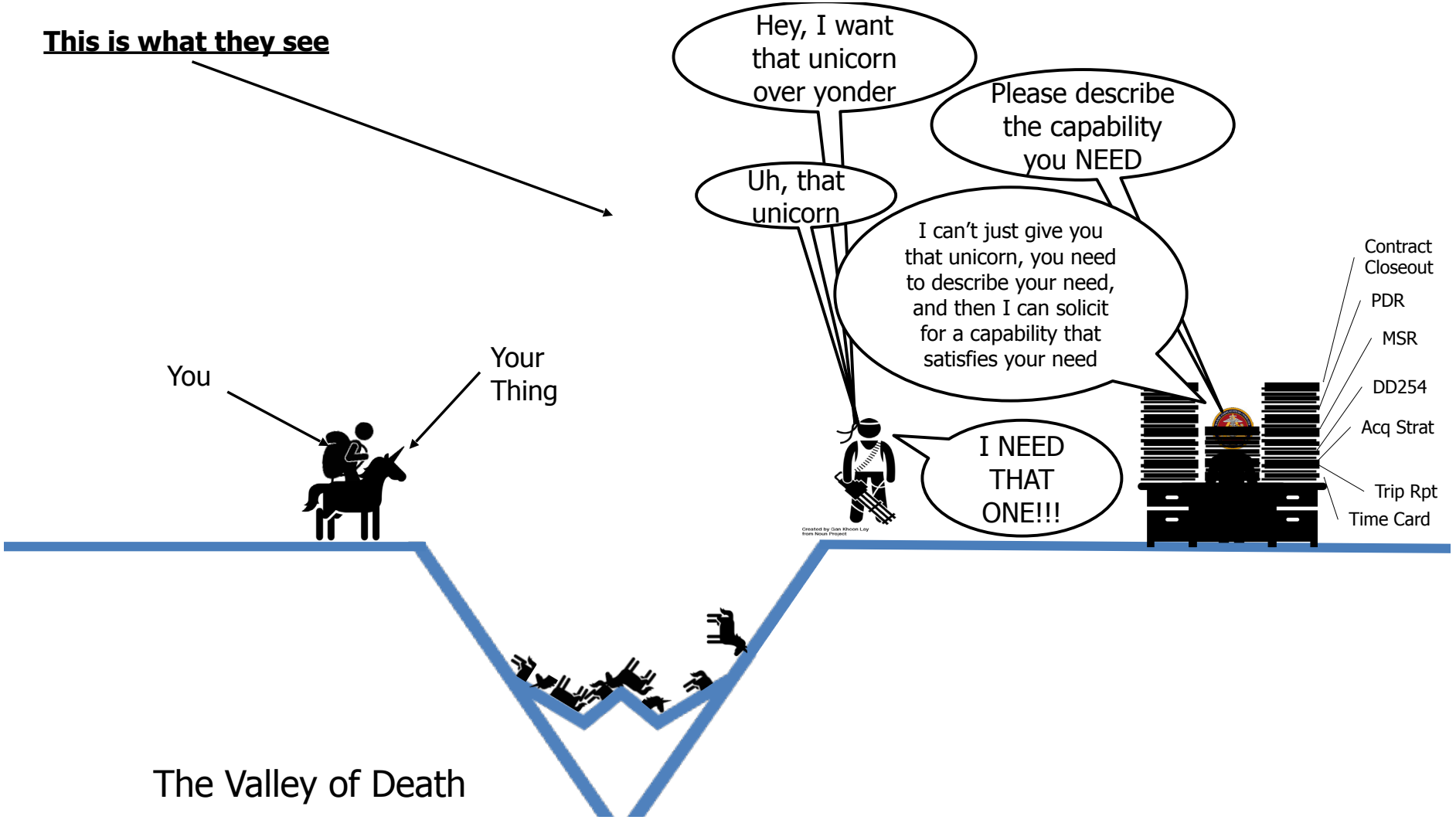

I'll tell you what, I'll save you some trouble, I'll give you 5x EBITA for your company
What!?! Really That would be great!
With our powers combined, we can help so many customers and really apply your resources to our technology
Yeah…that's right, we have a perfect place for you…
BUY TO BURY
SOF AT&L
The Valley of Death

Hot Tip:
It’s a big ecosystem, so make friends…but choose them wisely

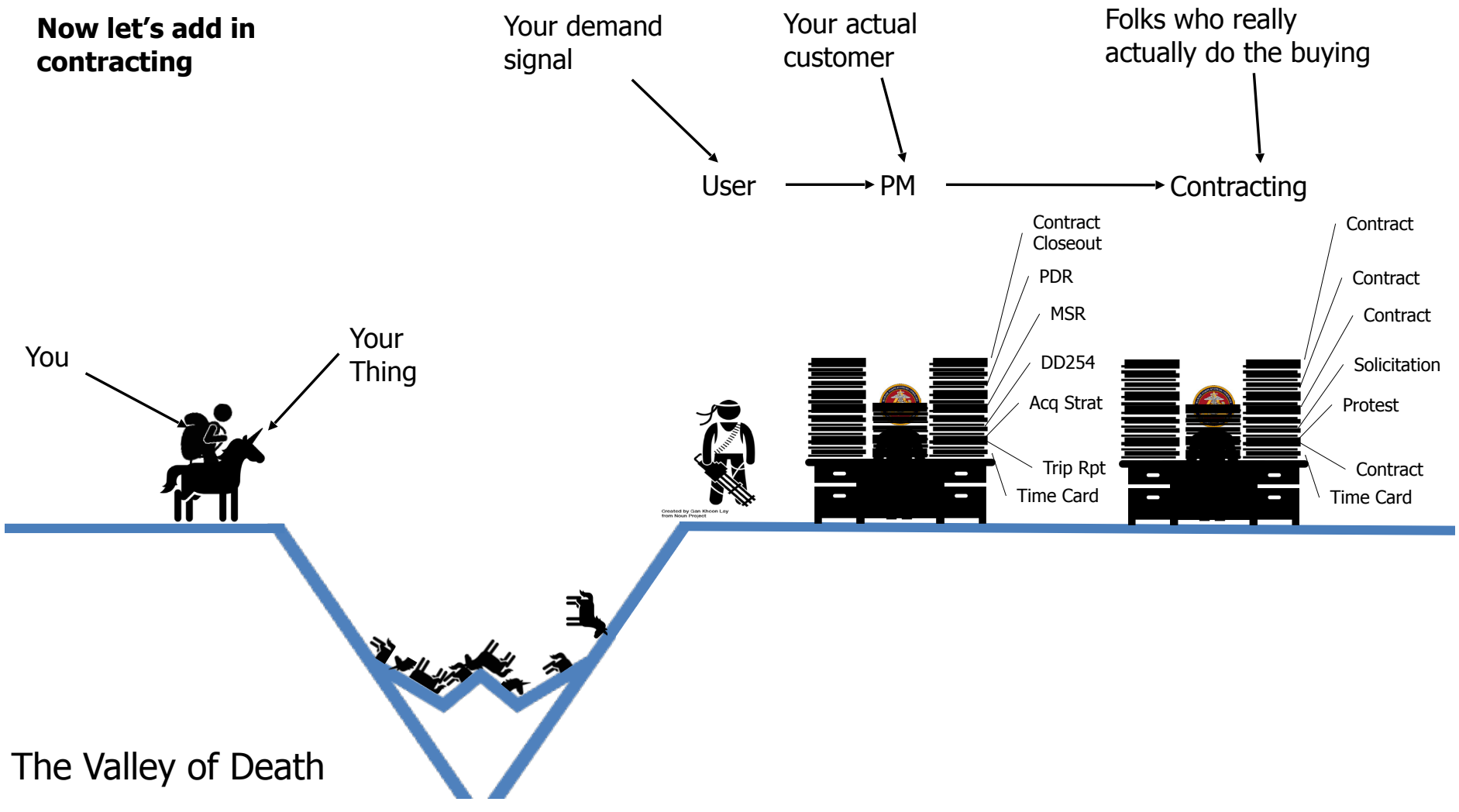
Chapter 5:
Understand Your (Actual) Customer

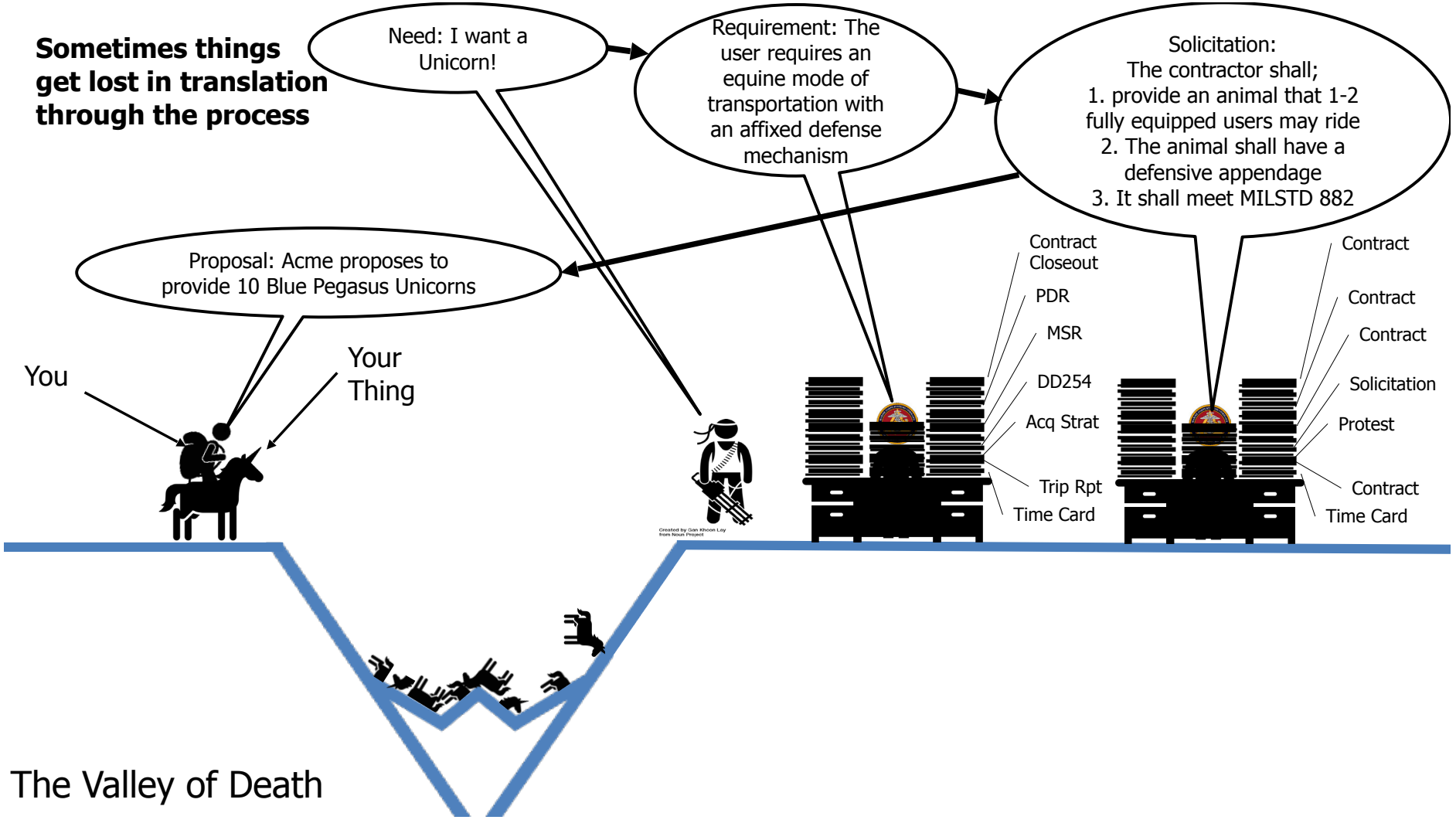

Why are these people so hard to FIND!?
You
Your Thing
What you think you see is this
Your actual customer
The Valley of Death


Why are these people so hard to FIND!?
What you're really seeing is this
You
Your Thing
Your actual customer
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
The Valley of Death

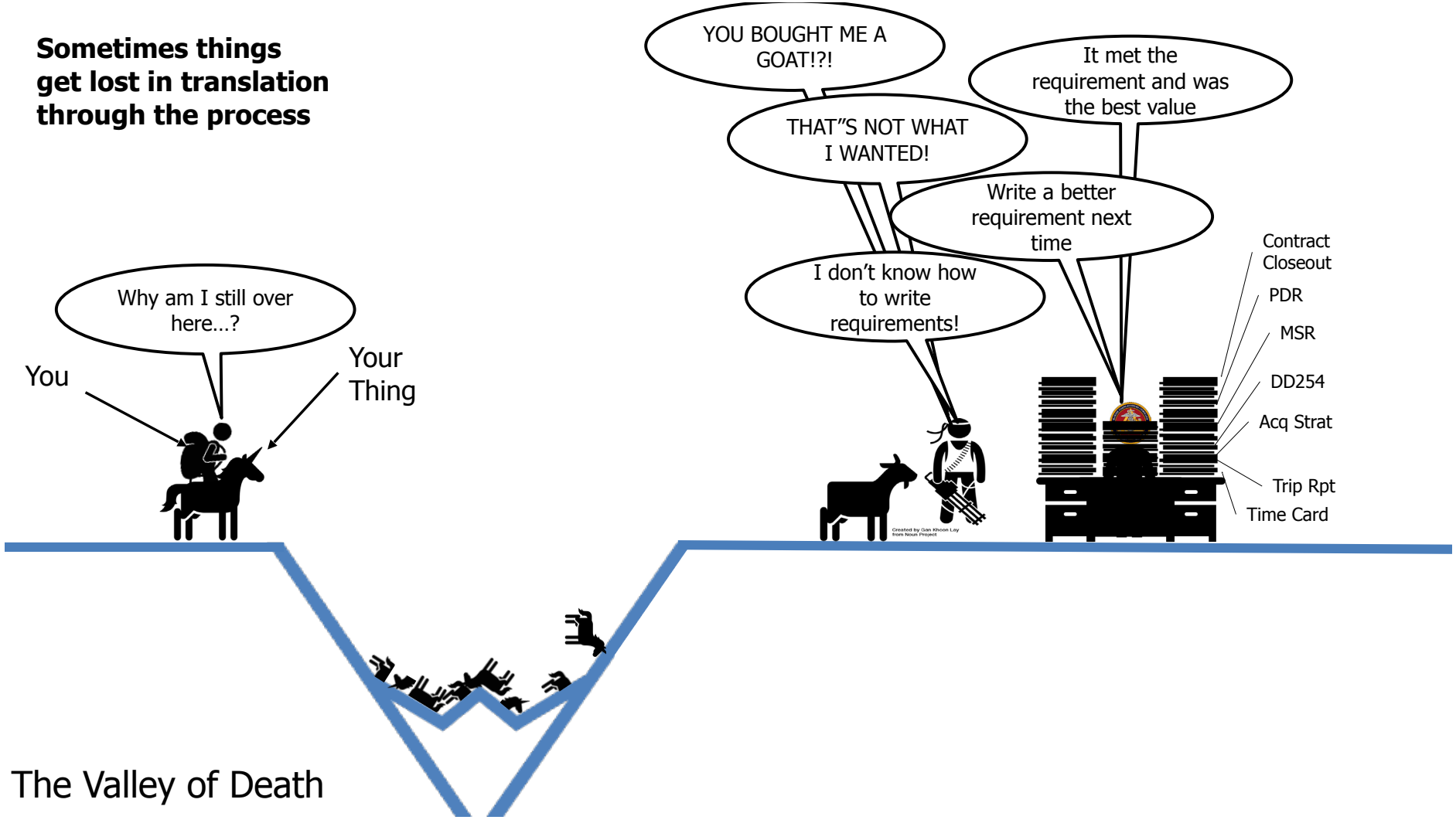

This is what they see
Hey, I want that unicorn over yonder
Please describe the capability you NEED
Uh, that unicorn
I can't just give you that unicorn, you need to describe your need, and then I can solicit for a capability that satisfies your need
I NEED THAT ONE!!!
You
Your Thing
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
The Valley of Death

Now let's add in contracting

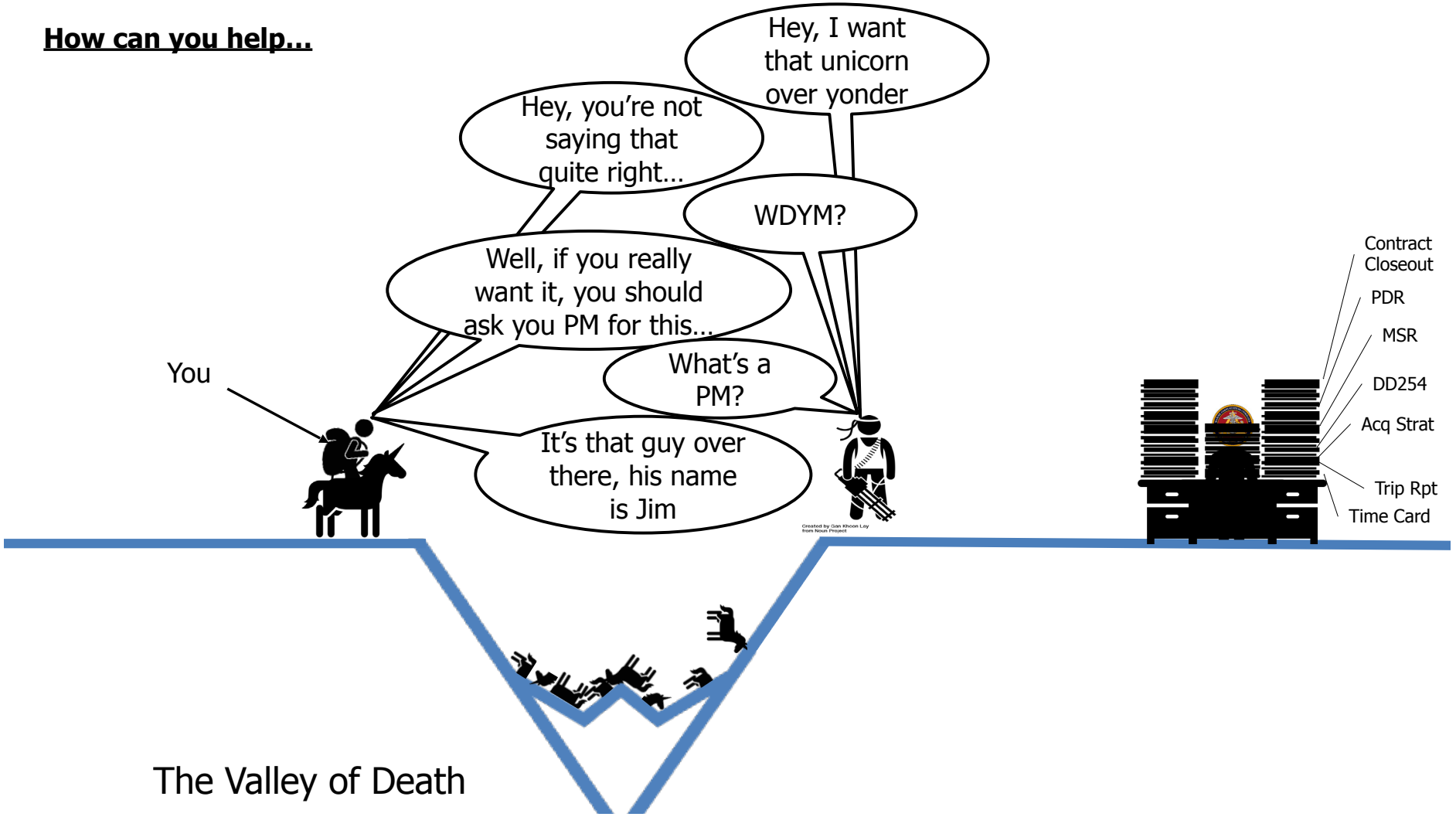



Sometimes things get lost in translation through the process
Need: I want a Unicorn!
Requirement: The user requires an equine mode of transportation with an affixed defense mechanism
Solicitation: The contractor shall; 1. provide an animal that 1-2 fully equipped users may ride 2. The animal shall have a defensive appendage 3. It shall meet MILSTD 882
Proposal: Acme proposes to provide 10 Blue Pegasus Unicorns
You
Your Thing
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
Contract
Contract
Contract
Solicitation
Protest
Contract
Time Card
The Valley of Death

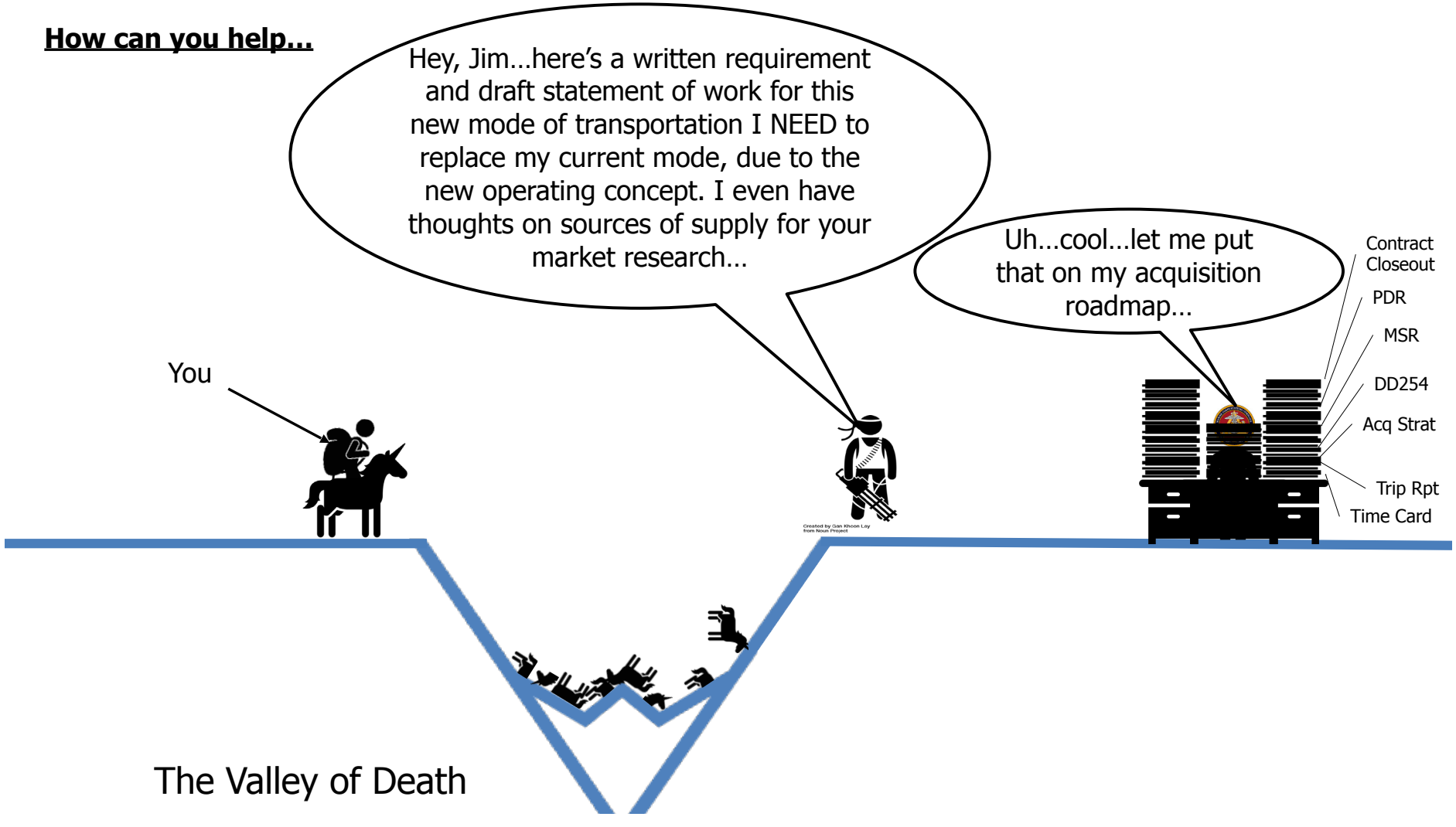
Sometimes things get lost in translation through the process



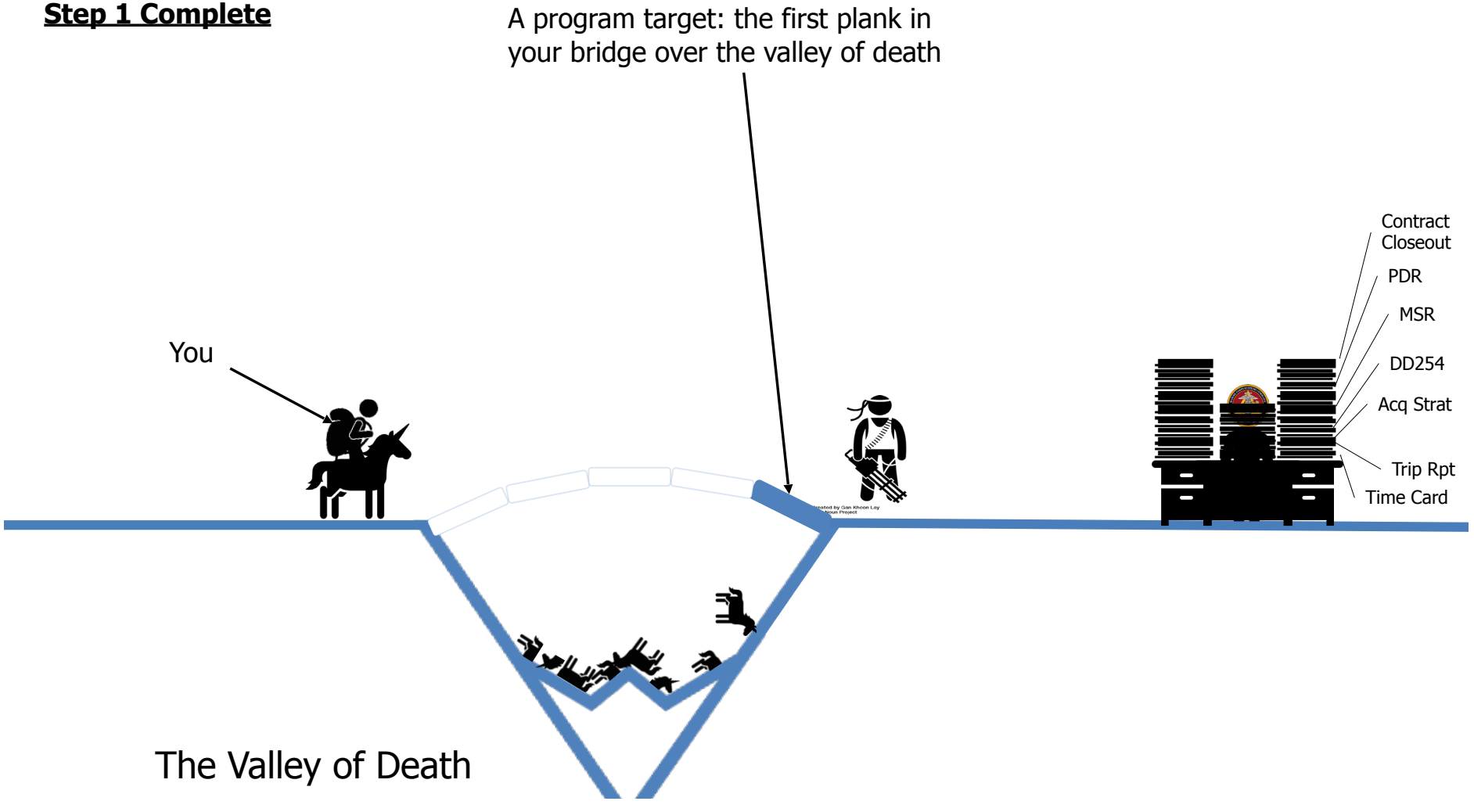
How can you help…



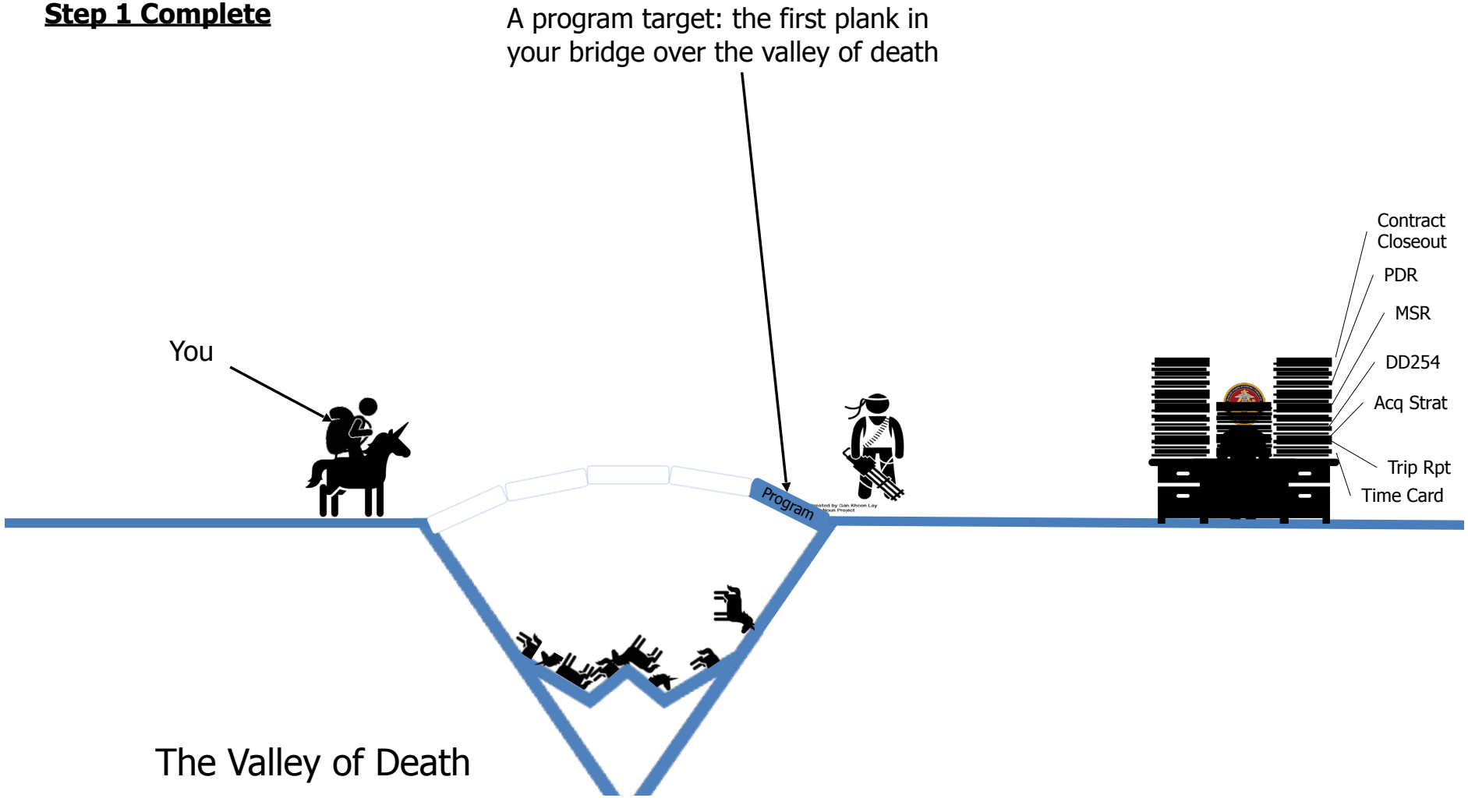
How can you help…



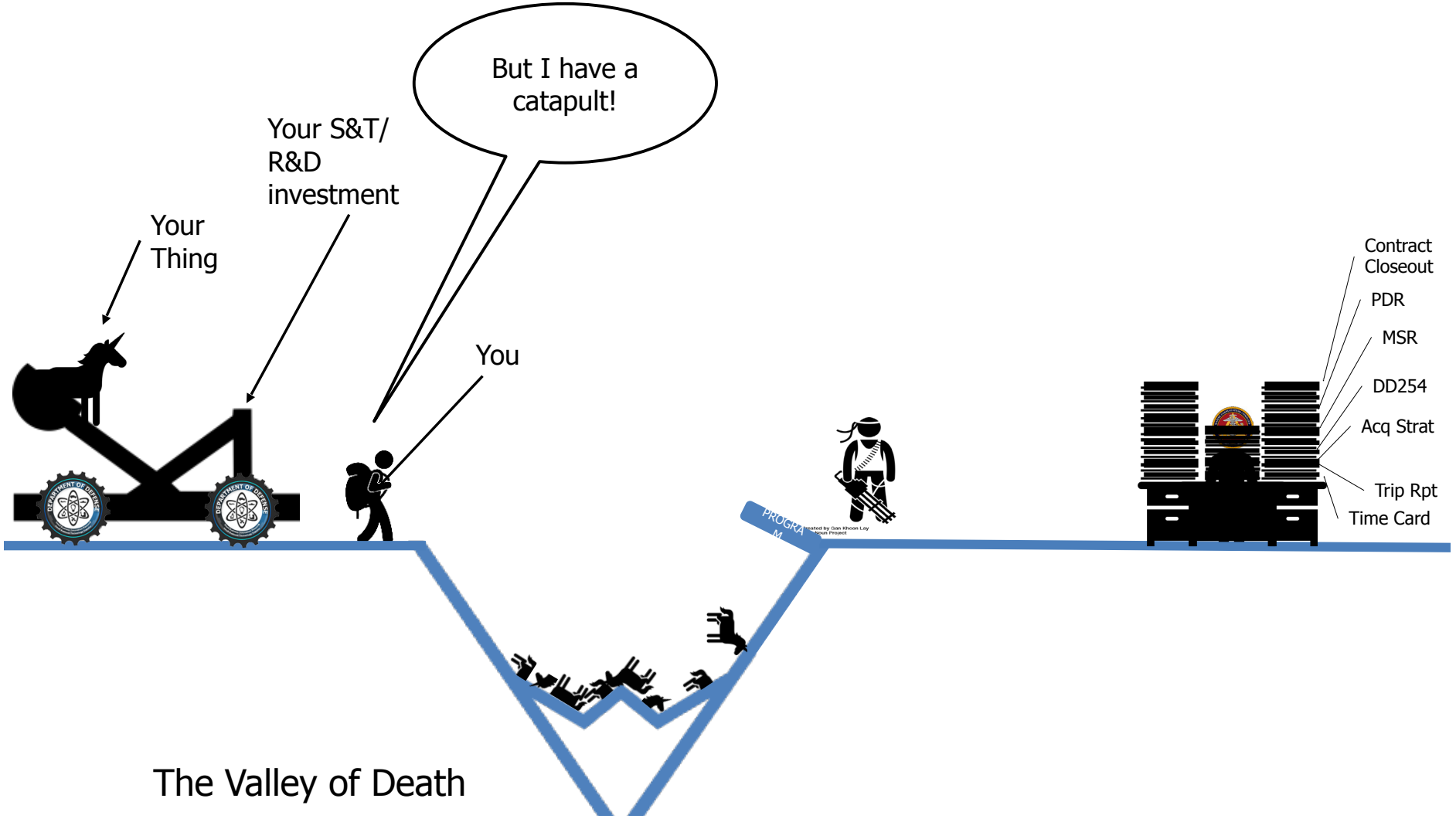
Step 1 Complete

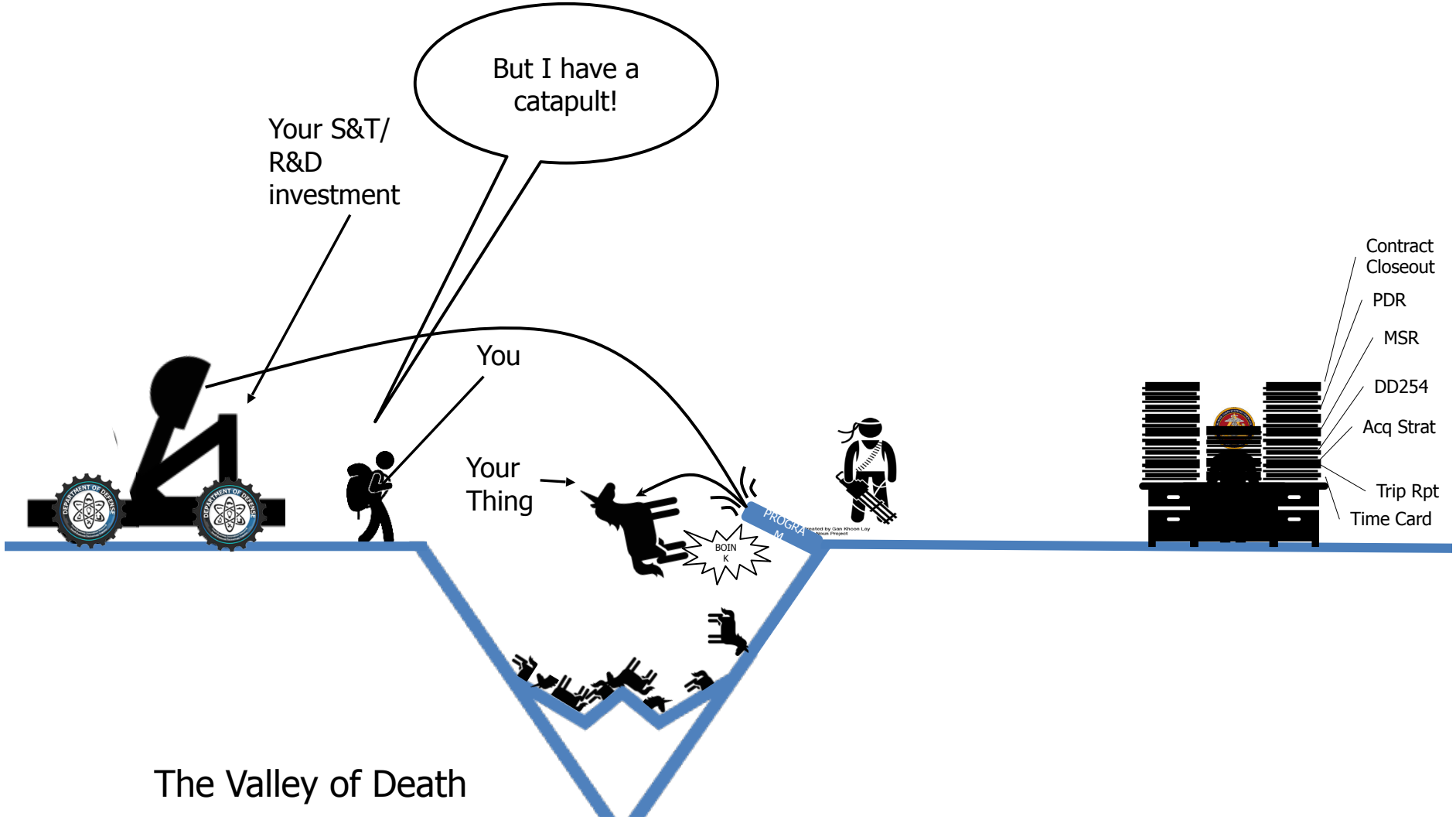


Step 1 Complete



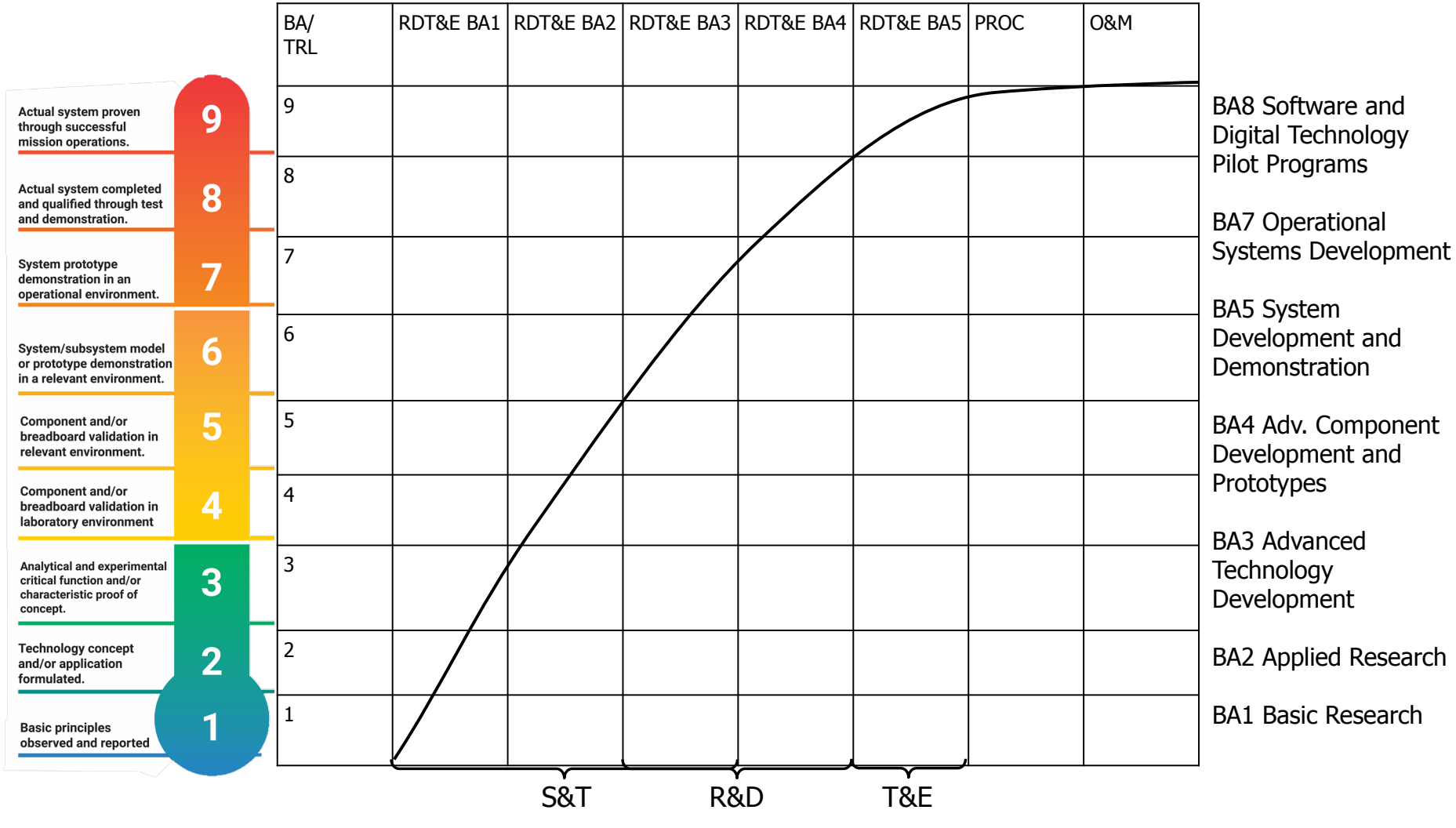
Chapter 6:
Let’s Talk About Runway


But I have a catapult!
Your S&T/ R&D investment
Your Thing
You
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
PROGRAM
The Valley of Death


But I have a catapult!
Your S&T/ R&D investment
You
Your Thing
BOIN K
PROGRA M
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
The Valley of Death

Technology Readiness Levels (TRL)

Actual system proven through successful mission operations.	9	Actual application of the technology in its final form and under mission conditions, such as those encountered in operational test and evaluation. Examples include using the system under operational mission conditions.
Actual system completed and qualified through test and demonstration.	8	Technology has been proven to work in its final form and under expected conditions. In almost all cases, this TRL represents the end of true system development. Examples include developmental test and evaluation of the system in its intended weapon system to determine if it meets design specifications.
System prototype demonstration in an operational environment.	7	Prototype near, or at, planned operational system. Represents a major step up from TRL 6, requiring demonstration of an actual system prototype in an operational environment such as an aircraft, vehicle, or space.
System/subsystem model or prototype demonstration in a relevant environment.	6	Representative model or prototype system, which is well beyond that of TRL 5, is tested in a relevant environment. Represents a major step up in a technology's demonstrated readiness.
Component and/or breadboard validation in relevant environment.	5	Fidelity of breadboard technology increases significantly. The basic technological components are integrated with reasonably realistic supporting elements so it can be tested in a simulated environment.
Component and/or breadboard validation in laboratory environment	4	Basic technological components are integrated to establish that they will work together. This is relatively "low fidelity" compared to the eventual system. Examples include integration of "ad hoc" hardware in the laboratory.
Analytical and experimental critical function and/or characteristic proof of concept.	3	Active research and development is initiated. This includes analytical studies and laboratory studies to physically validate analytical predictions of separate elements of the technology. Examples include components that are not yet integrated or representative.
Technology concept and/or application formulated.	2	Invention begins. Once basic principles are observed, practical applications can be invented. Applications are speculative and there may be no proof or detailed analysis to support the assumptions. Examples are limited to analytic studies.
Basic principles observed and reported	1	Lowest level of technology readiness. Scientific research begins to be translated into applied research and development. Examples might include paper studies of a technology's basic properties.


BA/ TRL
RDT&E BA1
RDT&E BA2
RDT&E BA3
RDT&E BA4
RDT&E BA5
PROC
O&M
9
8
7
6
5
4
3
2
1
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Component and/or breadboard validation in laboratory environment
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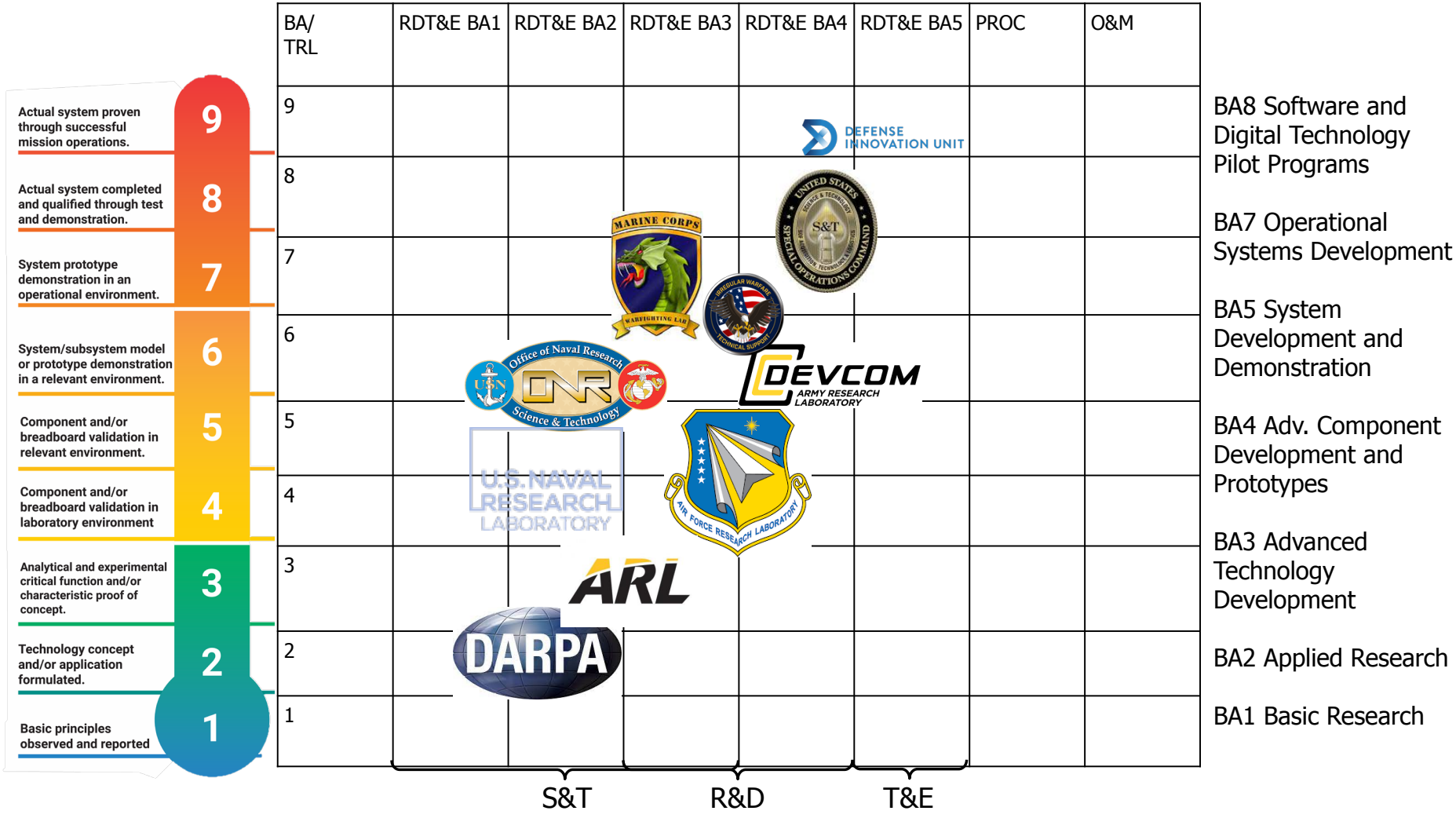
Technology concept and/or application formulated.
Basic principles observed and reported
BA8 Software and Digital Technology Pilot Programs
BA7 Operational Systems Development
BA5 System Development and Demonstration
BA4 Adv. Component Development and Prototypes
BA3 Advanced Technology Development
BA2 Applied Research
BA1 Basic Research
S&T
R&D
T&E

UNCLASSIFIED

Department of Defense
FY 2024 President's Budget
Exhibit R-1 FY 2024 President's Budget
Total Obligational Authority
(Dollars in Thousands)

Mar 2023

	FY 2022 Actuals	FY 2023 Less Supplementals Enacted	FY 2023 Supplementals Enacted*	FY 2023 Total Enacted	FY 2024 Request
Summary Recap of Budget Activities					
BA1 Basic Research	2,653,129	2,918,940		2,918,940	2,479,661
BA2 Applied Research	6,799,720	7,800,894		7,800,894	6,017,674
BA3 Advanced Technology Development	8,948,781	11,705,849		11,705,849	9,327,385
BA4 Advanced Component Development & Prototypes	32,051,866	35,598,874	7,300	35,606,174	40,430,024
BA5 System Development & Demonstration	14,429,217	23,302,433	600	23,303,033	26,537,609
BA6 Management Support	10,847,365	9,908,426		9,908,426	9,168,183
BA7 Operational Systems Development	42,974,839	47,965,215	447,368	48,412,583	50,465,716
BA8 Software And Digital Technology Pilot Programs	791,993	457,629		457,629	553,373
Total Research, Development, Test, & Evaluation	**119,496,910**	**139,658,260**	**455,268**	**140,113,528**	**144,979,625**
Summary Recap of FYDP Programs					
Strategic Forces	1,446,120	1,852,169		1,852,169	2,576,768
General Purpose Forces	6,576,154	6,971,174	10,000	6,981,174	8,305,574
Intelligence and Communications	2,762,369	2,430,353		2,430,353	2,954,933
Mobility Forces	557,864	396,697		396,697	756,557
Guard and Reserve Forces					5,530
Research and Development	68,470,492	81,486,462	47,900	81,534,362	81,618,644
Central Supply and Maintenance	329,971	349,389		349,389	202,763
Training Medical and Other	47,759	57,731		57,731	141,550
Administration and Associated Activities	134,033	107,654		107,654	227,865
Support of Other Nations	2,420	2,593		2,593	3,917


BA/ TRL
RDT&E BA1
RDT&E BA2
RDT&E BA3
RDT&E BA4
RDT&E BA5
PROC
O&M
9
8
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6
5
4
3
2
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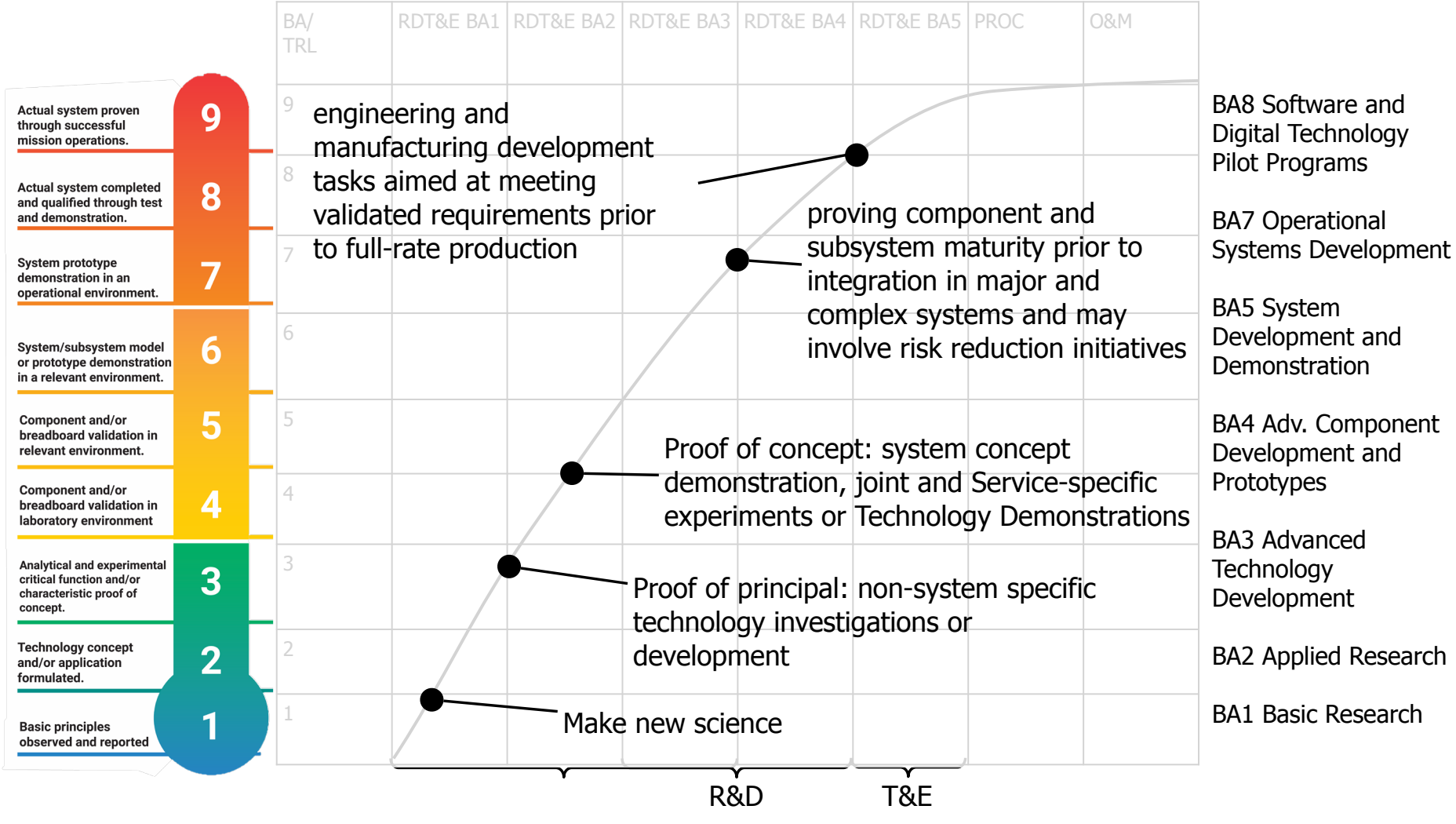
Component and/or breadboard validation in laboratory environment
Analytical and experimental critical function and/or characteristic proof of concept.
Technology concept and/or application formulated.
Basic principles observed and reported
DEFENSE INNOVATION UNIT
MARINE CORPS
WARFIGHTING LAB
UNITED STATES SPECIAL OPERATIONS COMMAND
S&T
IRREGULAR WARFARE TECHNICAL SUPPORT
Office of Naval Research
ONR
Science & Technology
DEVCOM
ARMY RESEARCH LABORATORY
U.S. NAVAL RESEARCH LABORATORY
AIR FORCE RESEARCH LABORATORY
ARL
DARPA
S&T
R&D
T&E
BA8 Software and Digital Technology Pilot Programs
BA7 Operational Systems Development
BA5 System Development and Demonstration
BA4 Adv. Component Development and Prototypes
BA3 Advanced Technology Development
BA2 Applied Research
BA1 Basic Research


BA/ TRL
RDT&E BA1
RDT&E BA2
RDT&E BA3
RDT&E BA4
RDT&E BA5
PROC
O&M
9
8
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6
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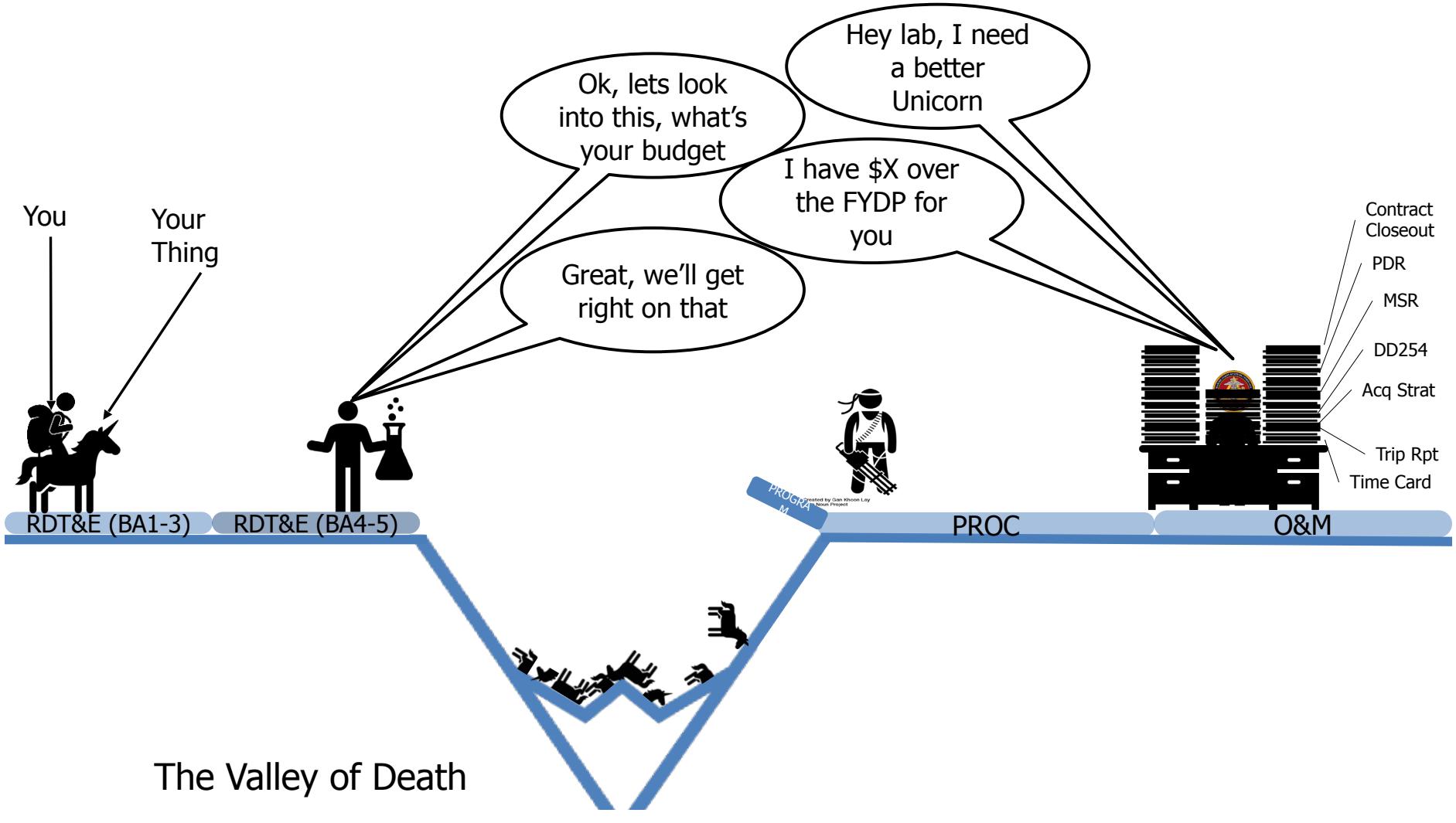
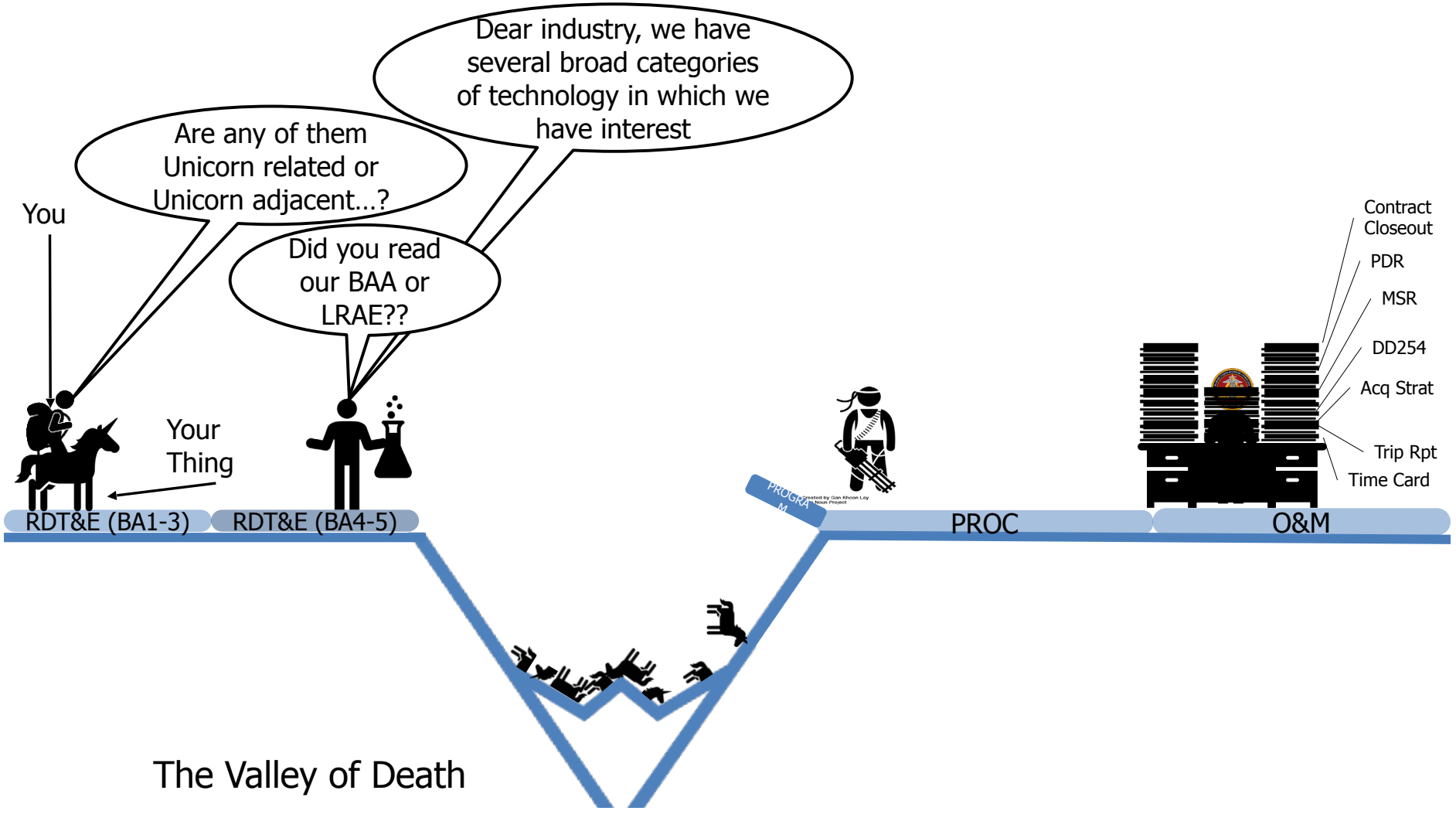
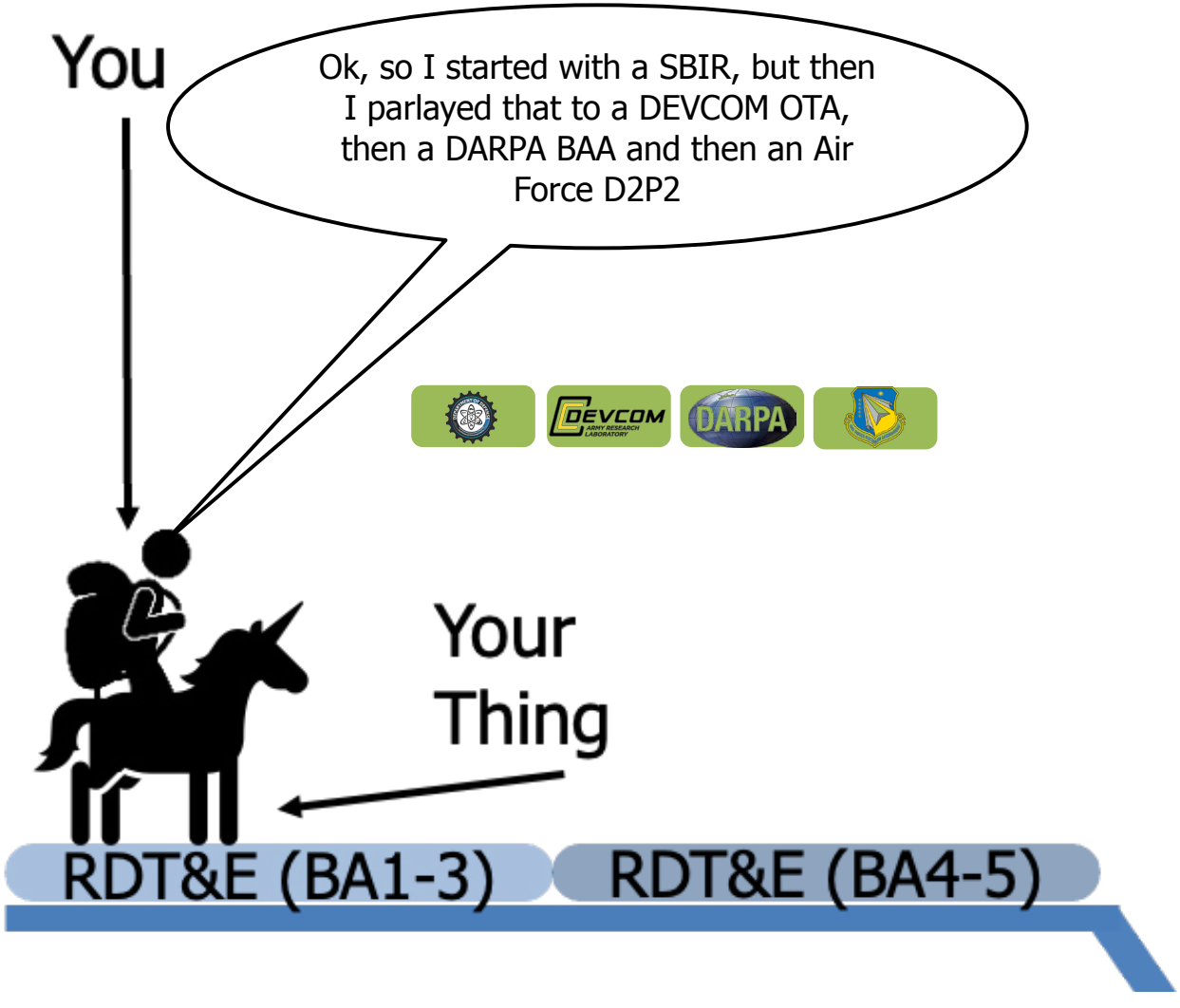
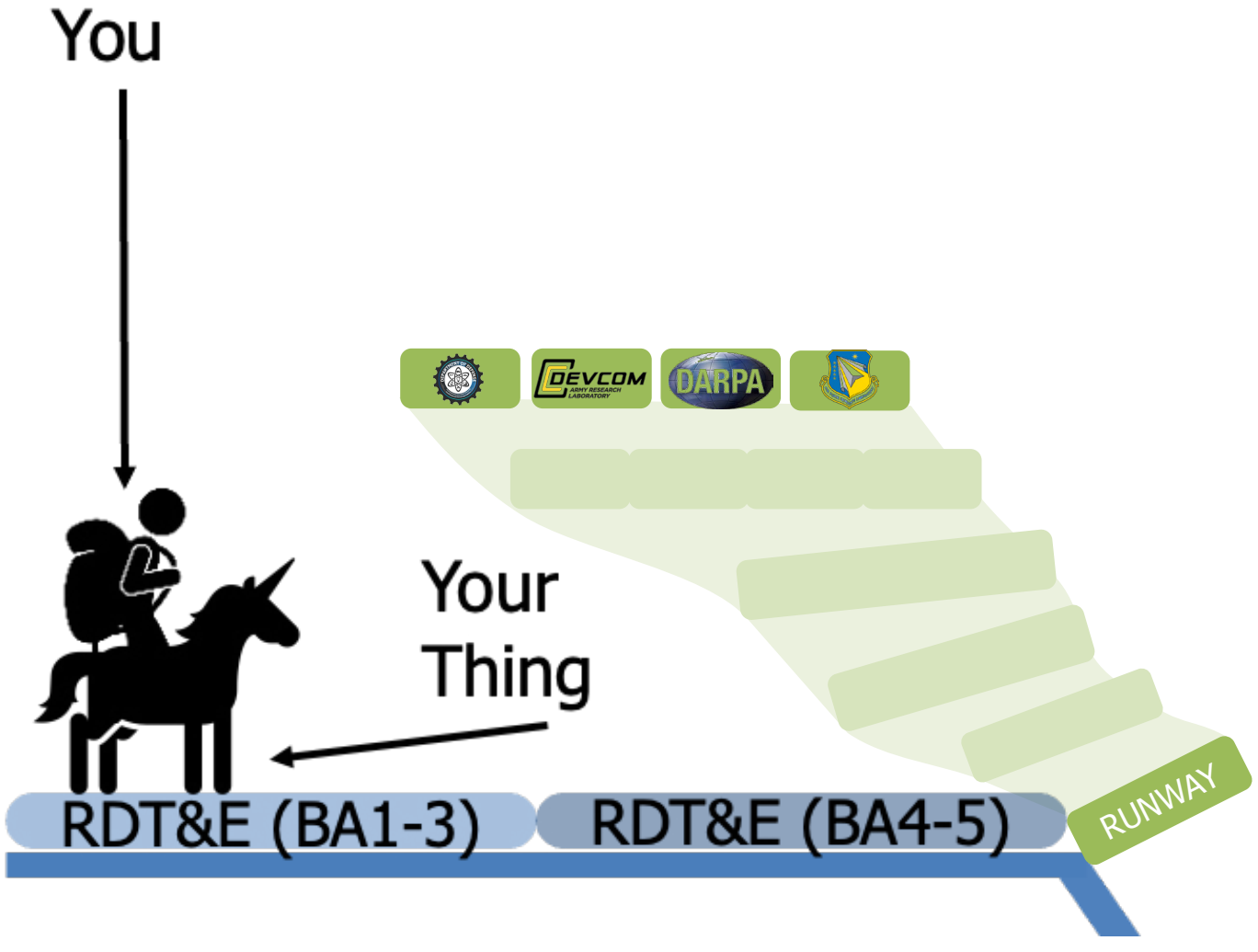
Component and/or breadboard validation in relevant environment.
Component and/or breadboard validation in laboratory environment
Analytical and experimental critical function and/or characteristic proof of concept.
Technology concept and/or application formulated.
Basic principles observed and reported
engineering and manufacturing development tasks aimed at meeting validated requirements prior to full-rate production
proving component and subsystem maturity prior to integration in major and complex systems and may involve risk reduction initiatives
Proof of concept: system concept demonstration, joint and Service-specific experiments or Technology Demonstrations
Proof of principal: non-system specific technology investigations or development
Make new science
R&D
T&E
BA8 Software and Digital Technology Pilot Programs
BA7 Operational Systems Development
BA5 System Development and Demonstration
BA4 Adv. Component Development and Prototypes
BA3 Advanced Technology Development
BA2 Applied Research
BA1 Basic Research

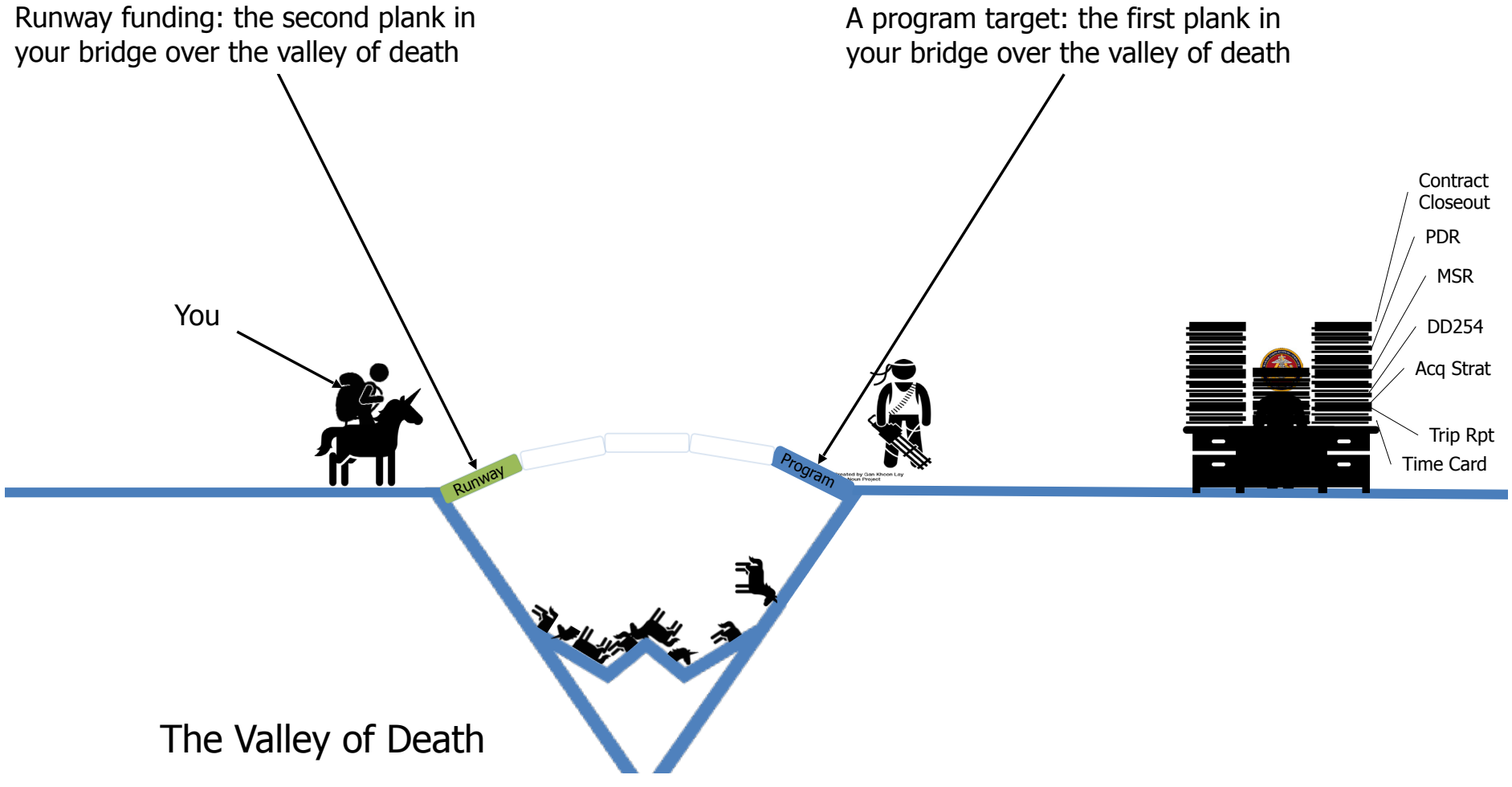

You
Your Thing
Ok, lets look into this, what's your budget
Hey lab, I need a better Unicorn
I have $X over the FYDP for you
Great, we'll get right on that
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
RDT&E (BA1-3)
RDT&E (BA4-5)
PROGRAM
PROC
O&M
The Valley of Death


Dear industry, we have several broad categories of technology in which we have interest
Are any of them Unicorn related or Unicorn adjacent…?
Did you read our BAA or LRAE??
You
Your Thing
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
RDT&E (BA1-3)
RDT&E (BA4-5)
PROGRAM
PROC
O&M
The Valley of Death


You
Ok, so I started with a SBIR, but then I parlayed that to a DEVCOM OTA, then a DARPA BAA and then an Air Force D2P2
DEVCOM
DARPA
Your Thing
RDT&E (BA1-3)
RDT&E (BA4-5)

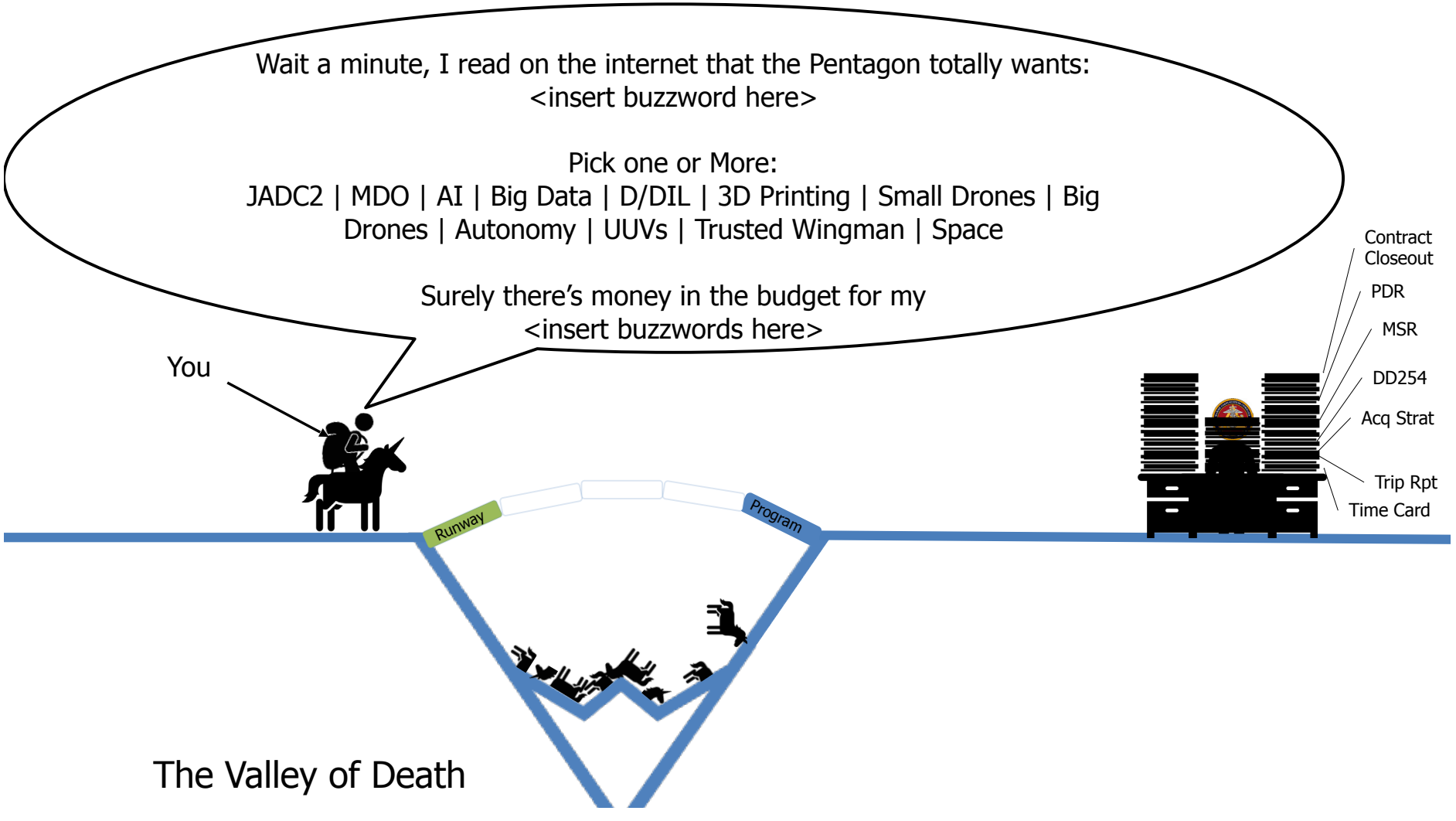

You
Your
Thing
DEVCOM
DARPA
RDT&E (BA1-3)
RDT&E (BA4-5)
RUNWAY

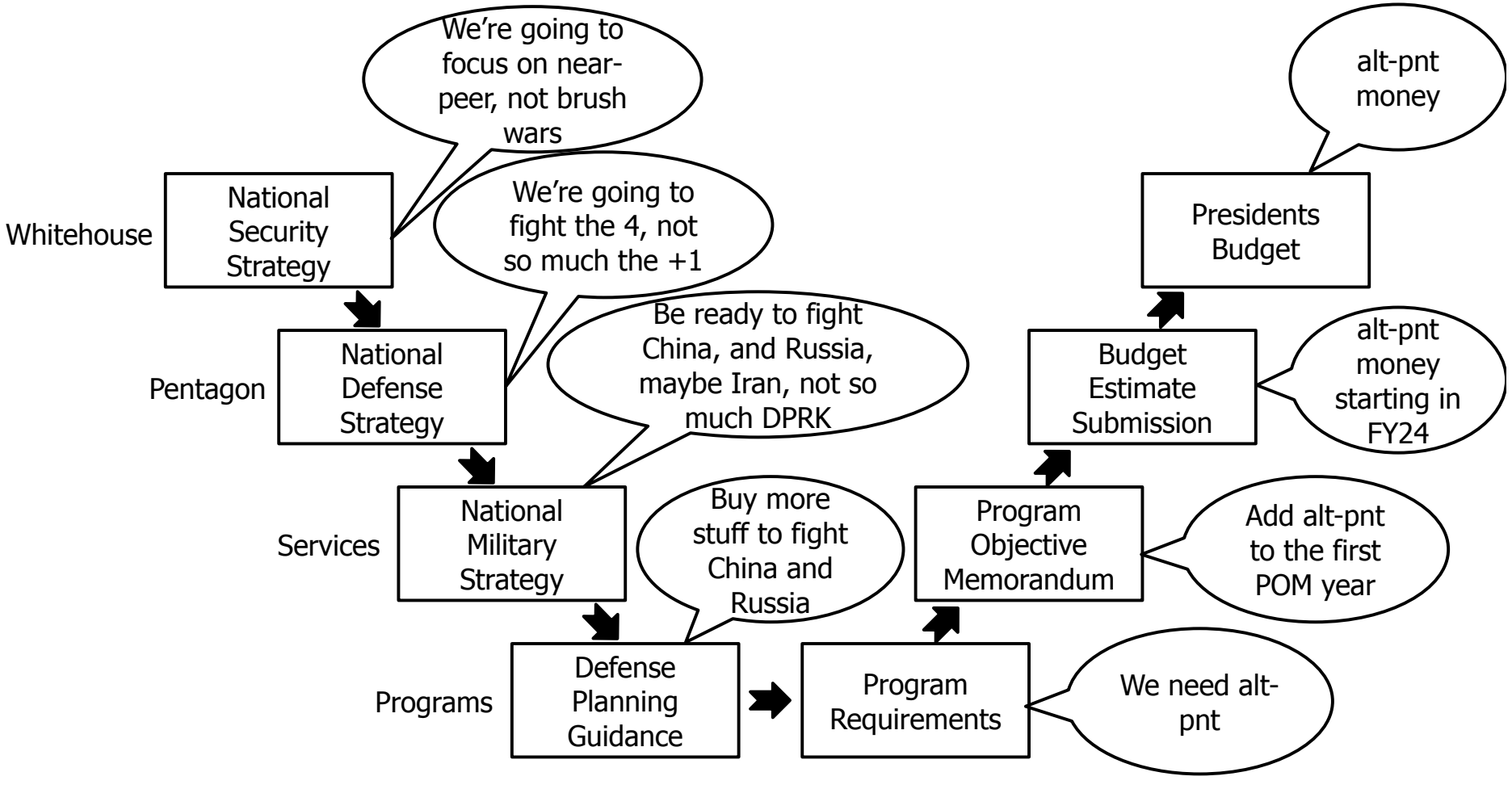
Step 2 Complete

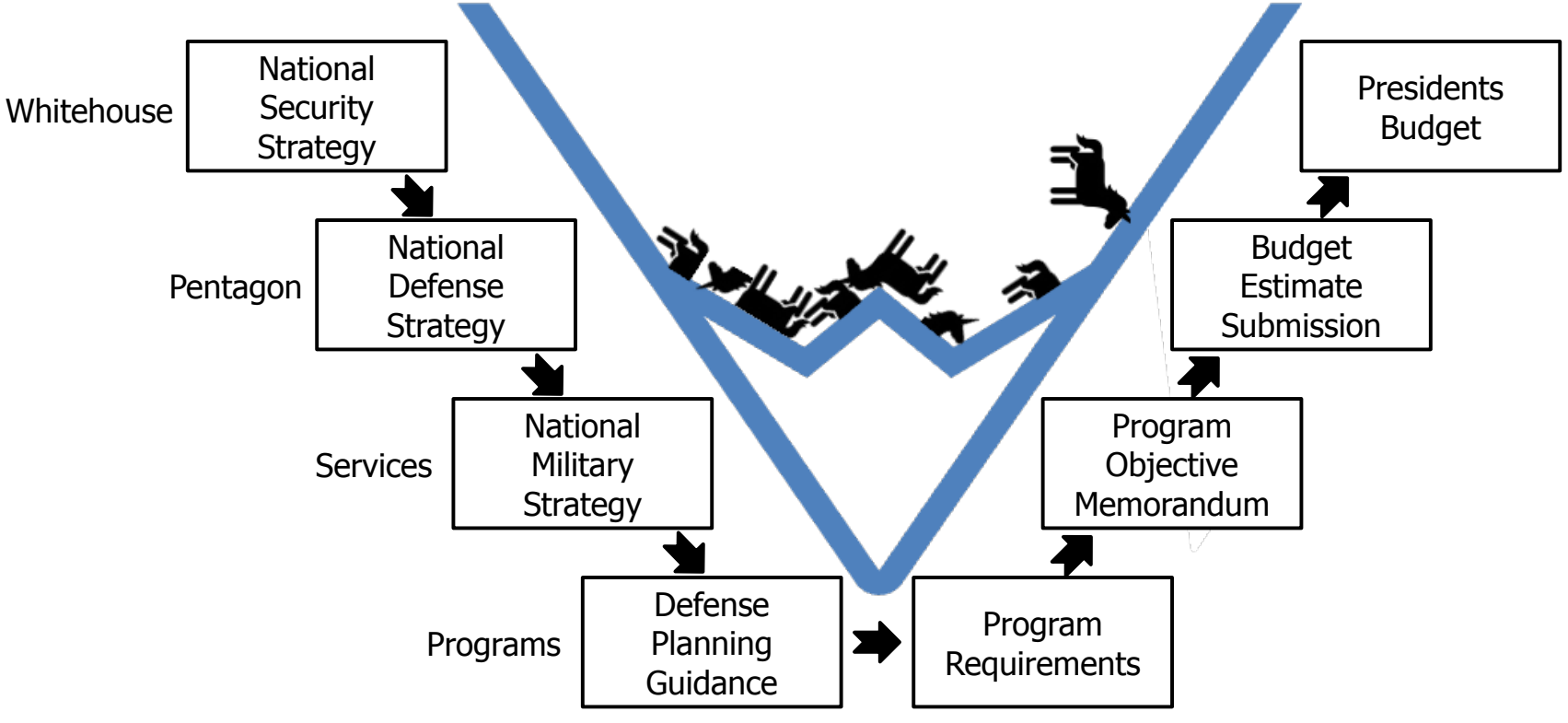


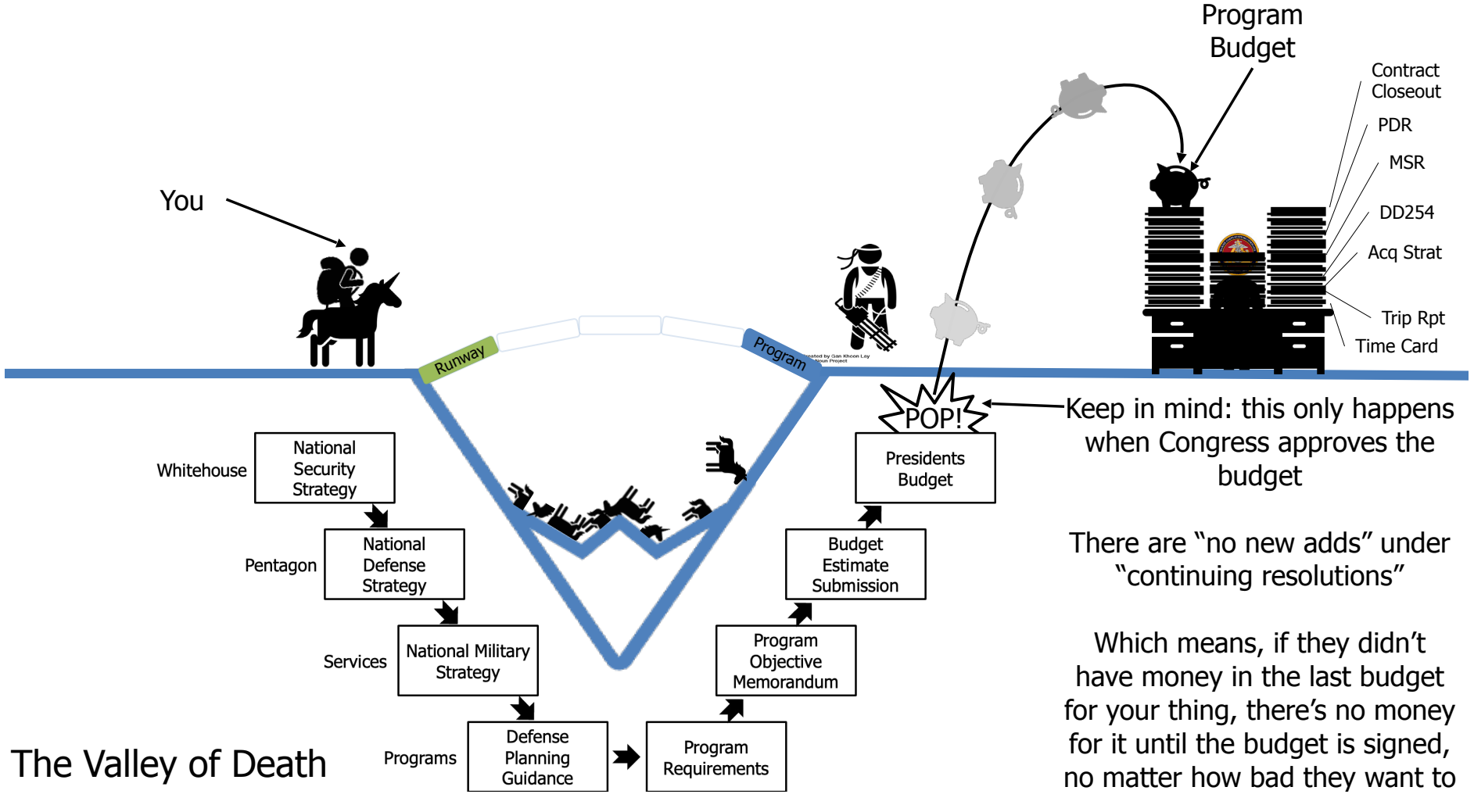
FUNDING

Chapter 7:
Let’s Talk About How Money Works


Wait a minute, I read on the internet that the Pentagon totally wants:
<insert buzzword here>
Pick one or More:
JADC2 | MDO | AI | Big Data | D/DIL | 3D Printing | Small Drones | Big Drones | Autonomy | UUVs | Trusted Wingman | Space
Surely there's money in the budget for my
<insert buzzwords here>
You
Runway
Program
Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card
The Valley of Death

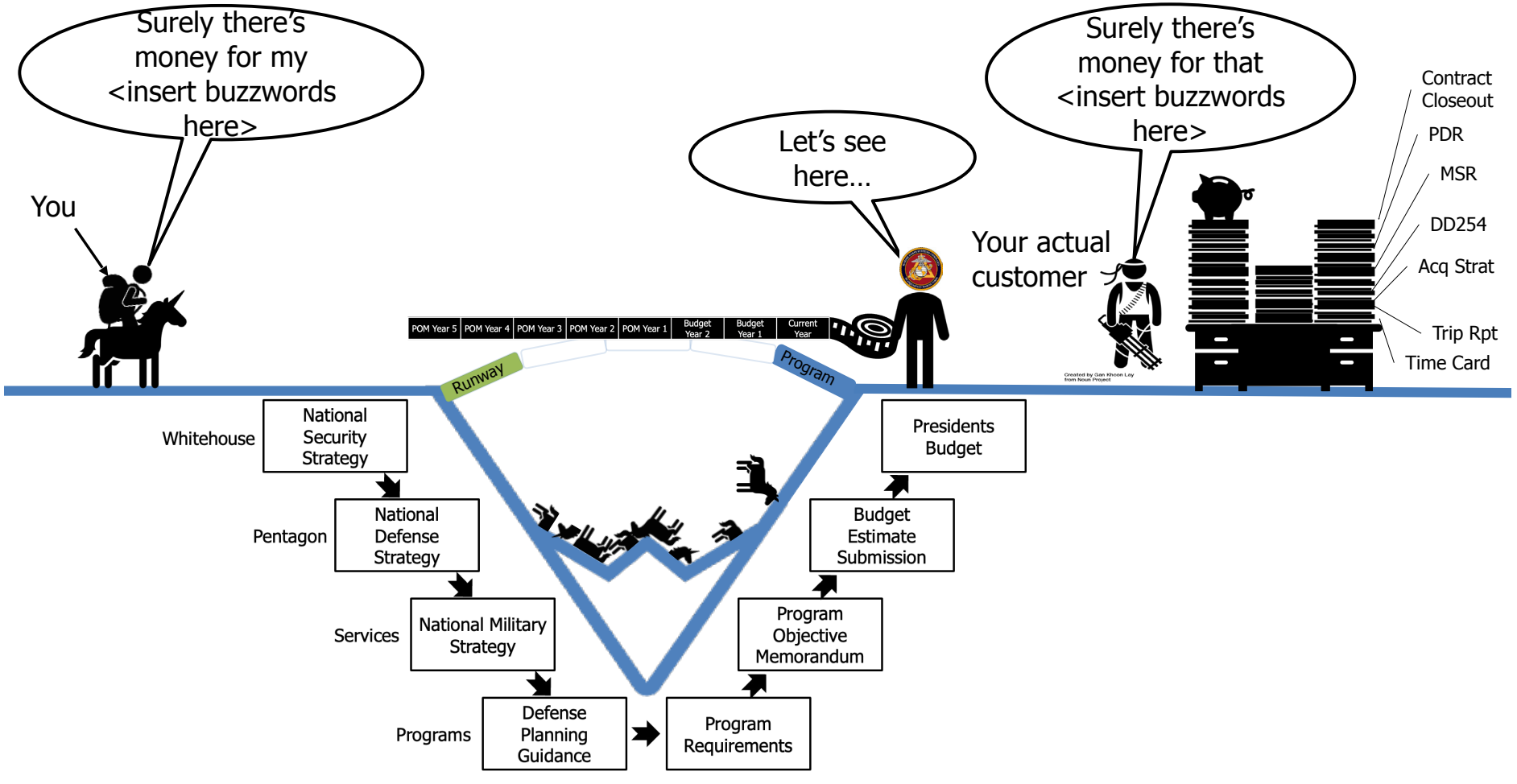

We're going to focus on near-peer, not brush wars
Whitehouse
National Security Strategy
We're going to fight the 4, not so much the +1
Pentagon
National Defense Strategy
Be ready to fight China, and Russia, maybe Iran, not so much DPRK
Services
National Military Strategy
Buy more stuff to fight China and Russia
Programs
Defense Planning Guidance
Program Requirements
We need alt-pnt
Program Objective Memorandum
Add alt-pnt to the first POM year
Budget Estimate Submission
alt-pnt money starting in FY24
Presidents Budget
alt-pnt money


Whitehouse
National Security Strategy
Pentagon
National Defense Strategy
Services
National Military Strategy
Programs
Defense Planning Guidance
Program Requirements
Program Objective Memorandum
Budget Estimate Submission
Presidents Budget

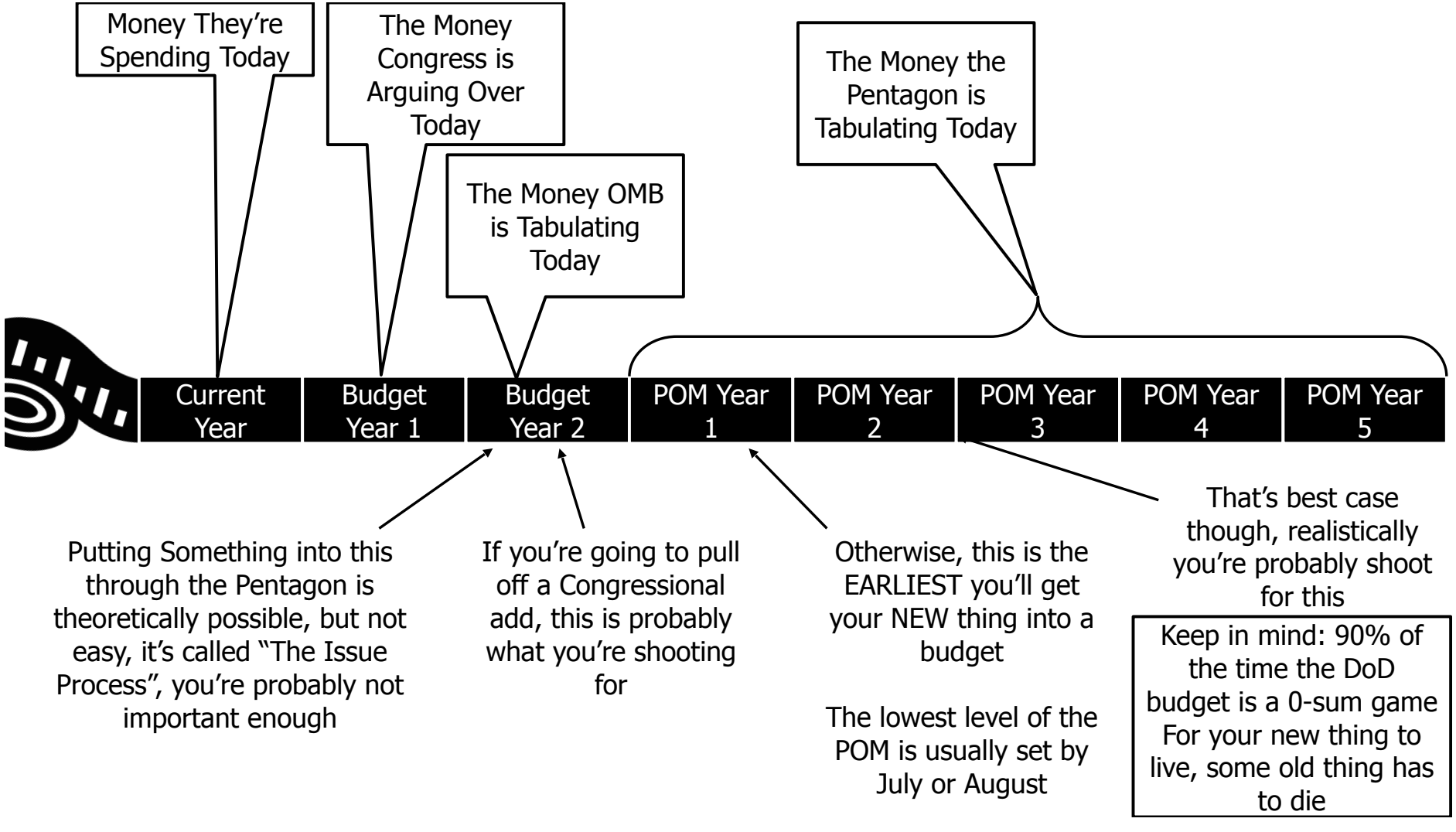


There are "no new adds" under "continuing resolutions"

Which means, if they didn't have money in the last budget for your thing, there's no money for it until the budget is signed, no matter how bad they want to



The Valley of Death


Money They're Spending Today
The Money Congress is Arguing Over Today
The Money OMB is Tabulating Today
The Money the Pentagon is Tabulating Today
Current Year
Budget Year 1
Budget Year 2
POM Year 1
POM Year 2
POM Year 3
POM Year 4
POM Year 5
Putting Something into this through the Pentagon is theoretically possible, but not easy, it's called "The Issue Process", you're probably not important enough
If you're going to pull off a Congressional add, this is probably what you're shooting for
Otherwise, this is the EARLIEST you'll get your NEW thing into a budget
The lowest level of the POM is usually set by July or August
That's best case though, realistically you're probably shoot for this
Keep in mind: 90% of the time the DoD budget is a 0-sum game For your new thing to live, some old thing has to die

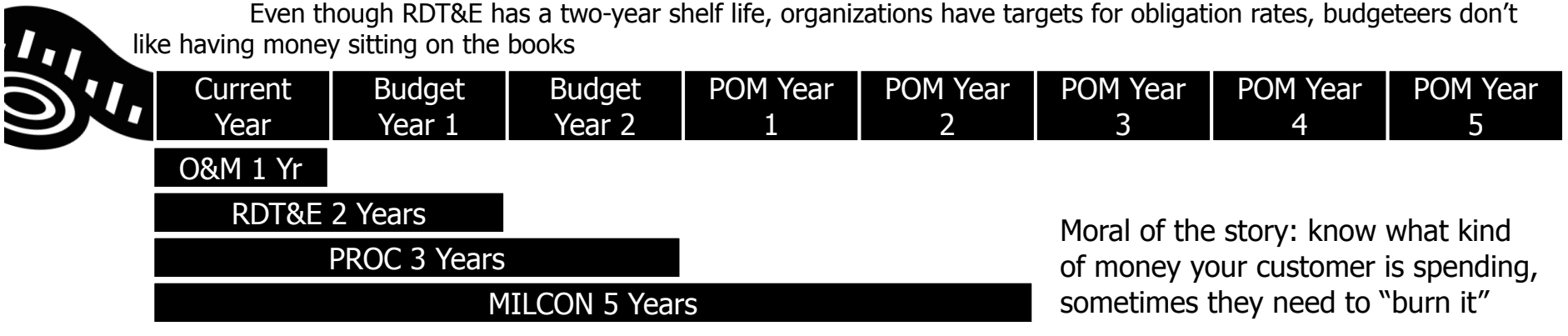
Some terms of art:
Committed – money aligned in a budget to a thing
Obligated – money in a budget put on a contract (usually a MIPR is involved)
Expended – money in a budget on a contract that is invoiced by a contractor for goods/services

Fun facts:
Different "colors of money" have different life spans, that means the time from it entering a PM budget to it needing to be spent
If PMs don't spend their money in a timely manner it will "get swept" (taken away), typically a few months before they "expire"
If a PMs budget gets swept, they run a good chance of getting less next year
PMs are typically under pressure to "obligate" about 90% of their budget by July-ish of the year in which they expire

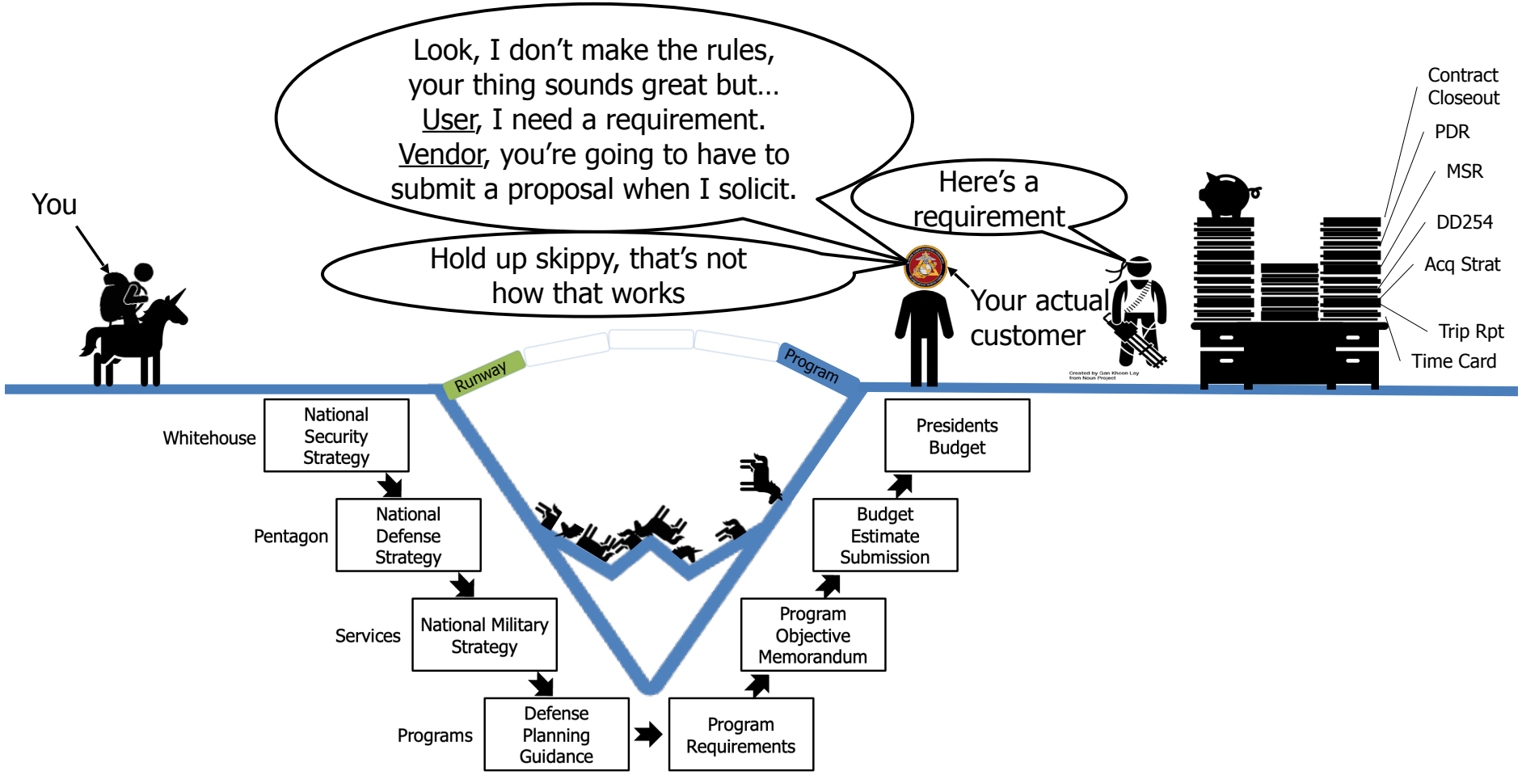
Why? Because the government FY ends in September, which means they close their books for the year starting in August, which means they have to cut checks (obligate) by July

Another fun fact: budgets usually don't get signed these days until January or February, so in reality PMs have like 6 months to spend their money – and "spend" means "obligate" onto a contract, which we all know, takes time too.

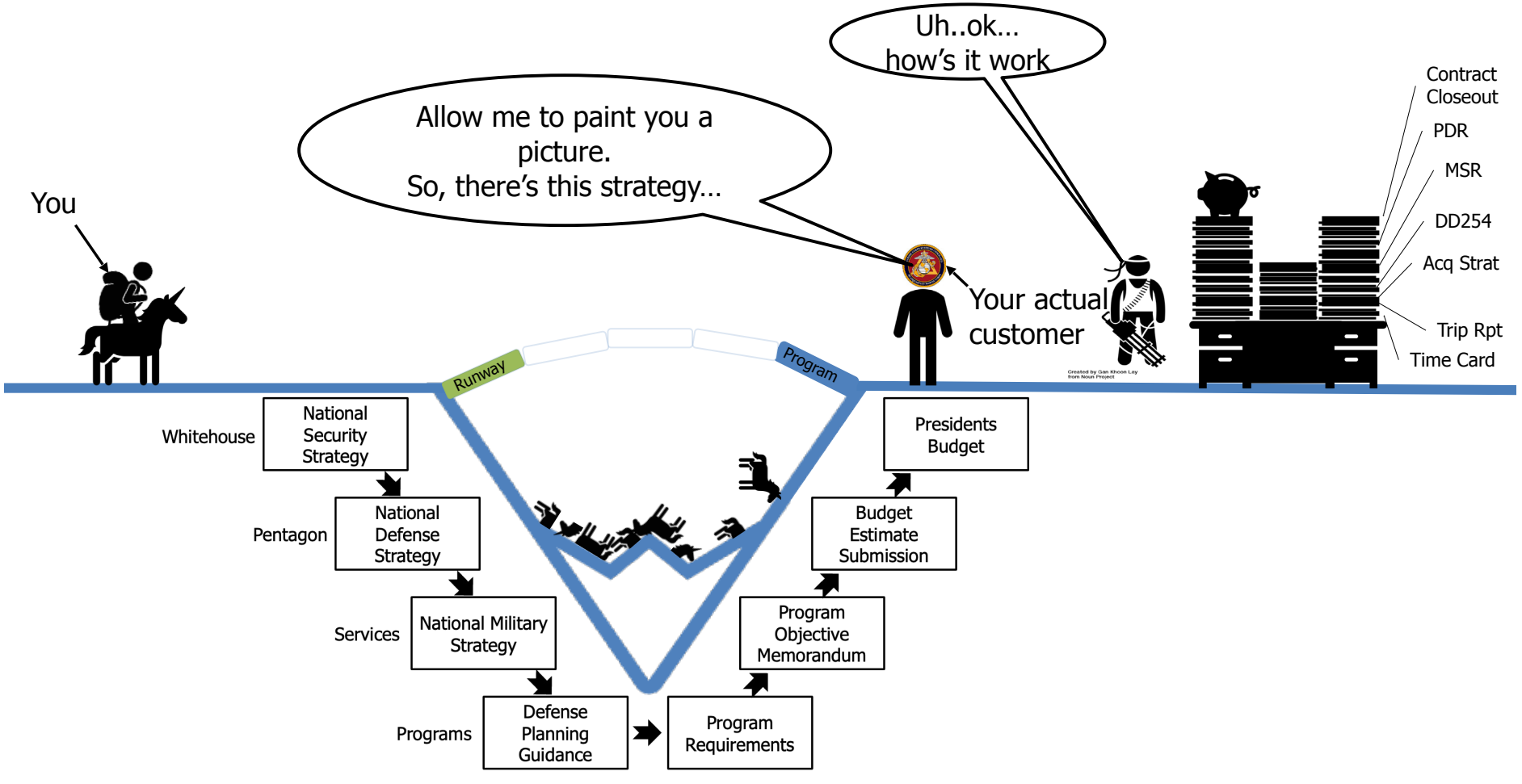
Even though RDT&E has a two-year shelf life, organizations have targets for obligation rates, budgeteers don't like having money sitting on the books



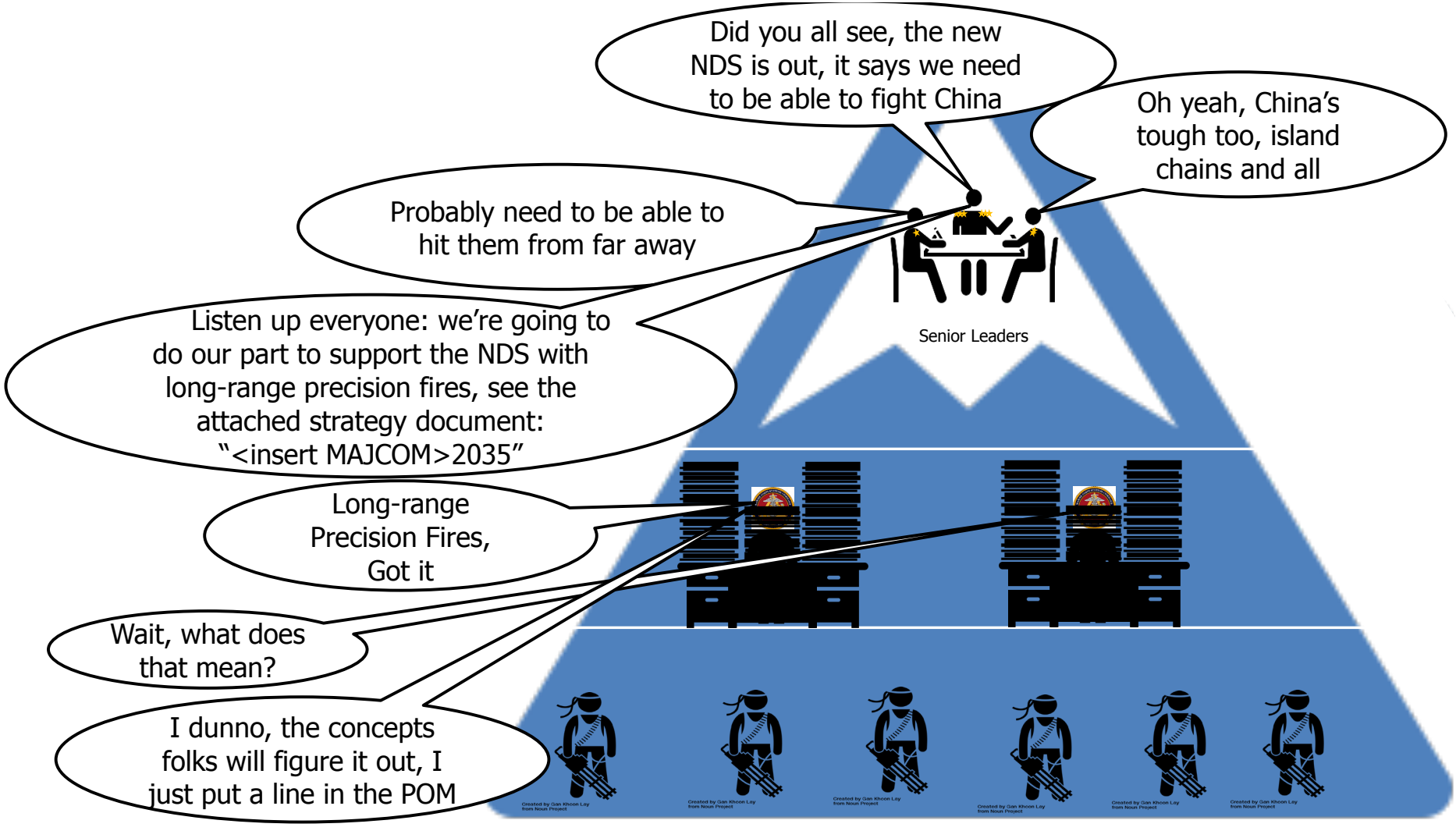
Moral of the story: know what kind of money your customer is spending, sometimes they need to "burn it"

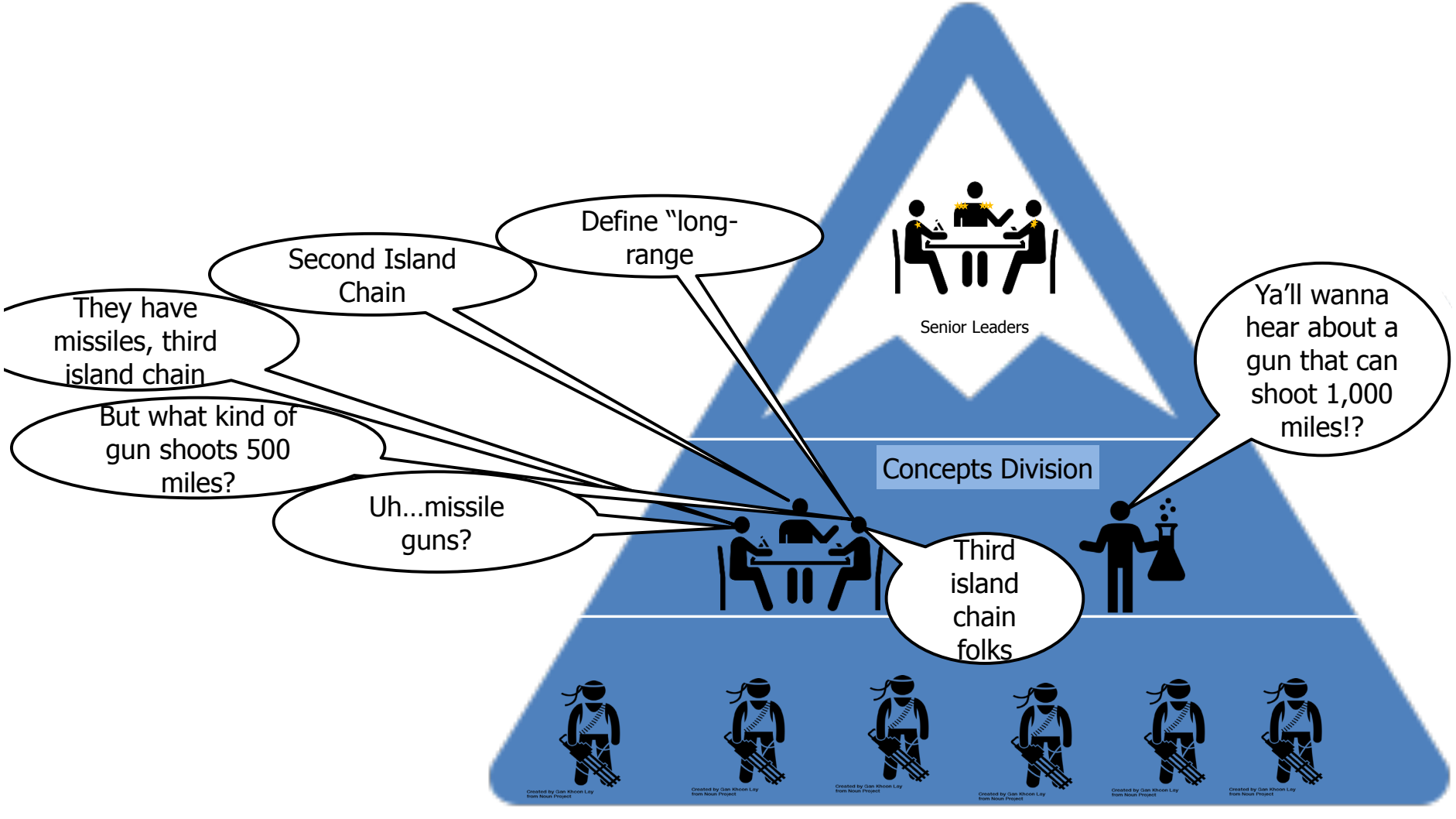


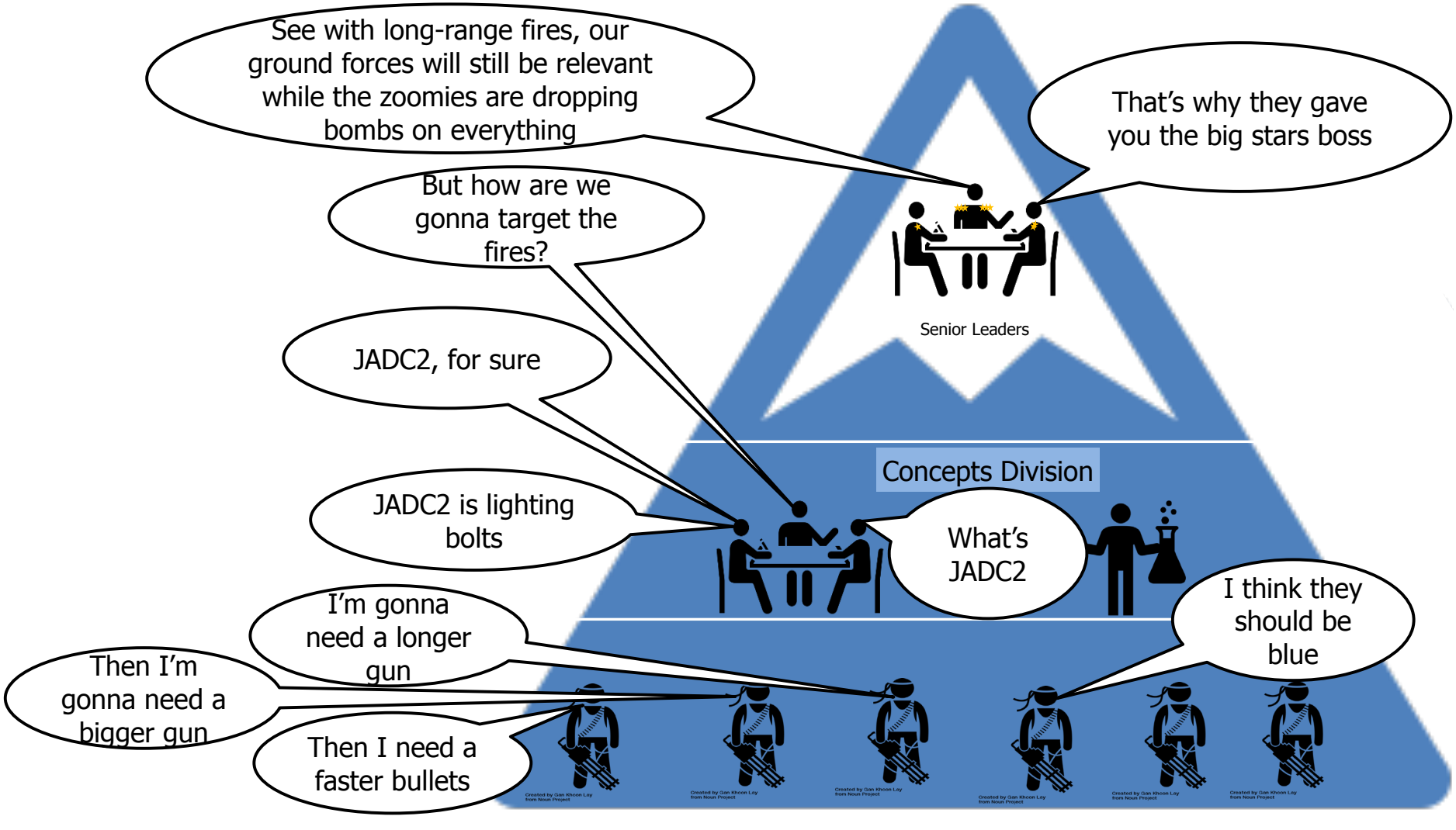
The Valley of Death

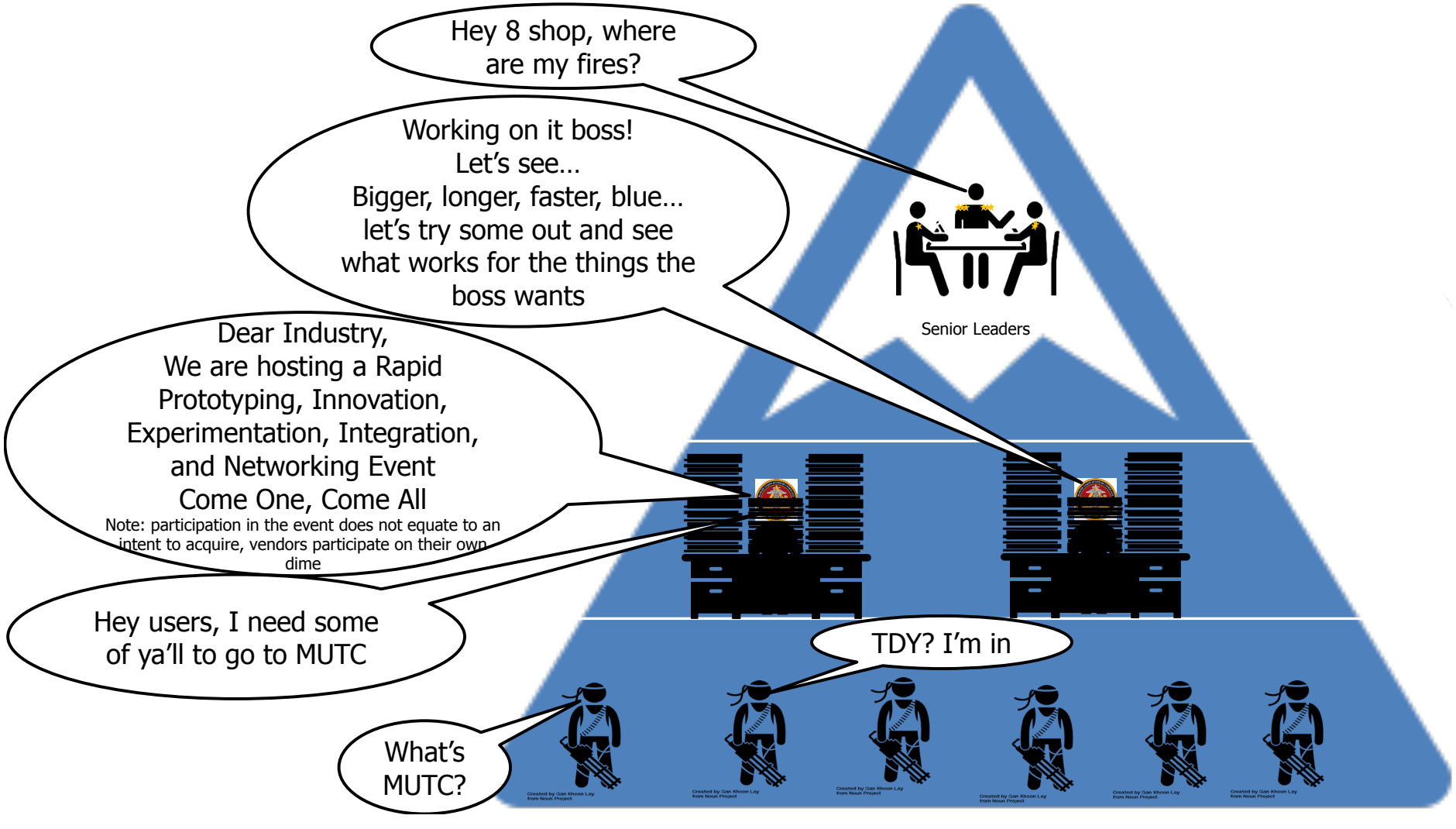


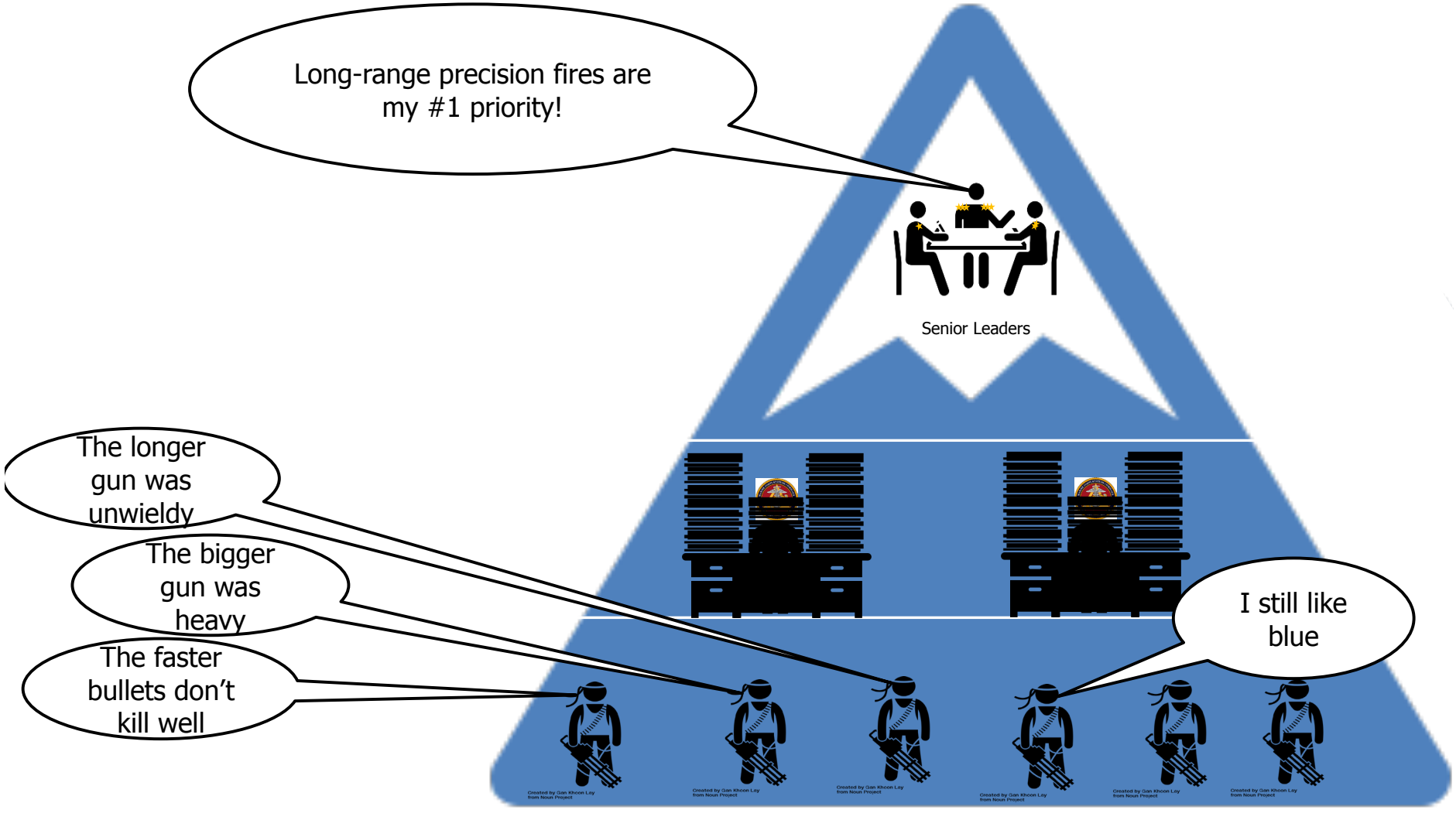
The Valley of Death

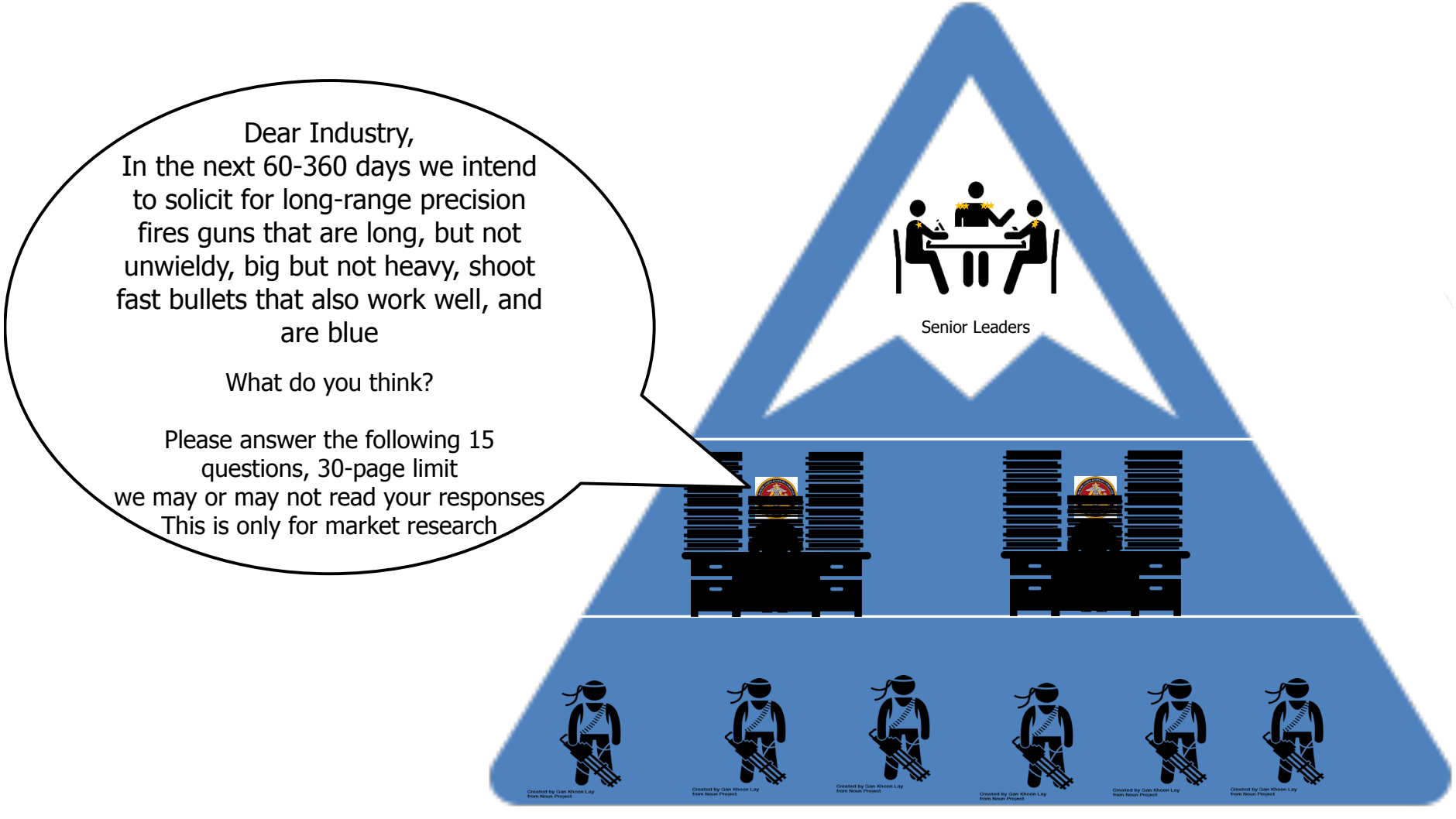

Did you all see, the new NDS is out, it says we need to be able to fight China
Oh yeah, China's tough too, island chains and all
Probably need to be able to hit them from far away
Senior Leaders
Listen up everyone: we're going to do our part to support the NDS with long-range precision fires, see the attached strategy document: "<insert MAJCOM>2035"
Long-range Precision Fires, Got it
Wait, what does that mean?
I dunno, the concepts folks will figure it out, I just put a line in the POM

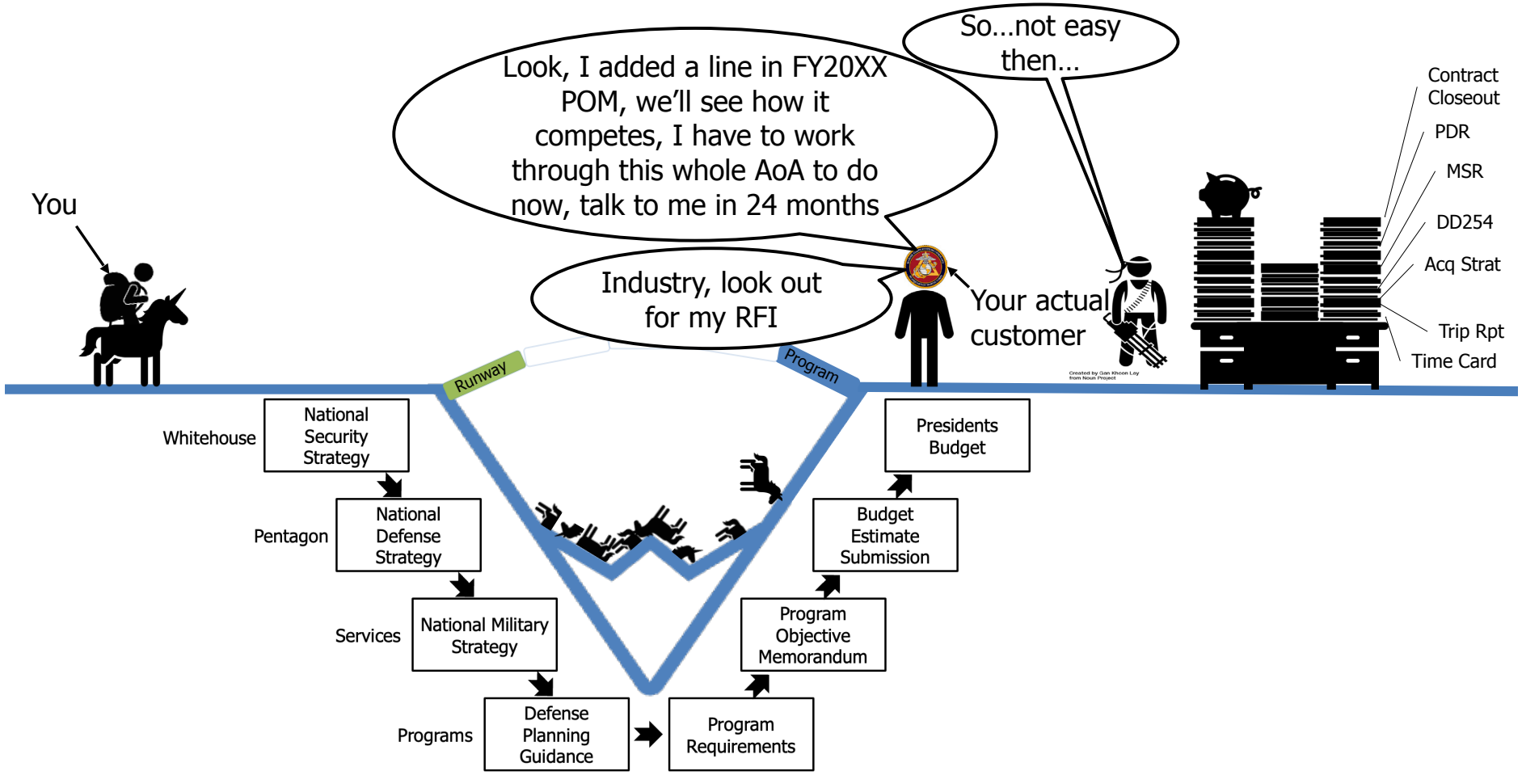

Senior Leaders
Concepts Division
Define "long-range
Second Island Chain
They have missiles, third island chain
But what kind of gun shoots 500 miles?
Uh...missile guns?
Third island chain folks
Ya'll wanna hear about a gun that can shoot 1,000 miles!?


See with long-range fires, our ground forces will still be relevant while the zoomies are dropping bombs on everything
That's why they gave you the big stars boss
But how are we gonna target the fires?
Senior Leaders
JADC2, for sure
Concepts Division
JADC2 is lighting bolts
What's JADC2
I'm gonna need a longer gun
I think they should be blue
Then I'm gonna need a bigger gun
Then I need a faster bullets

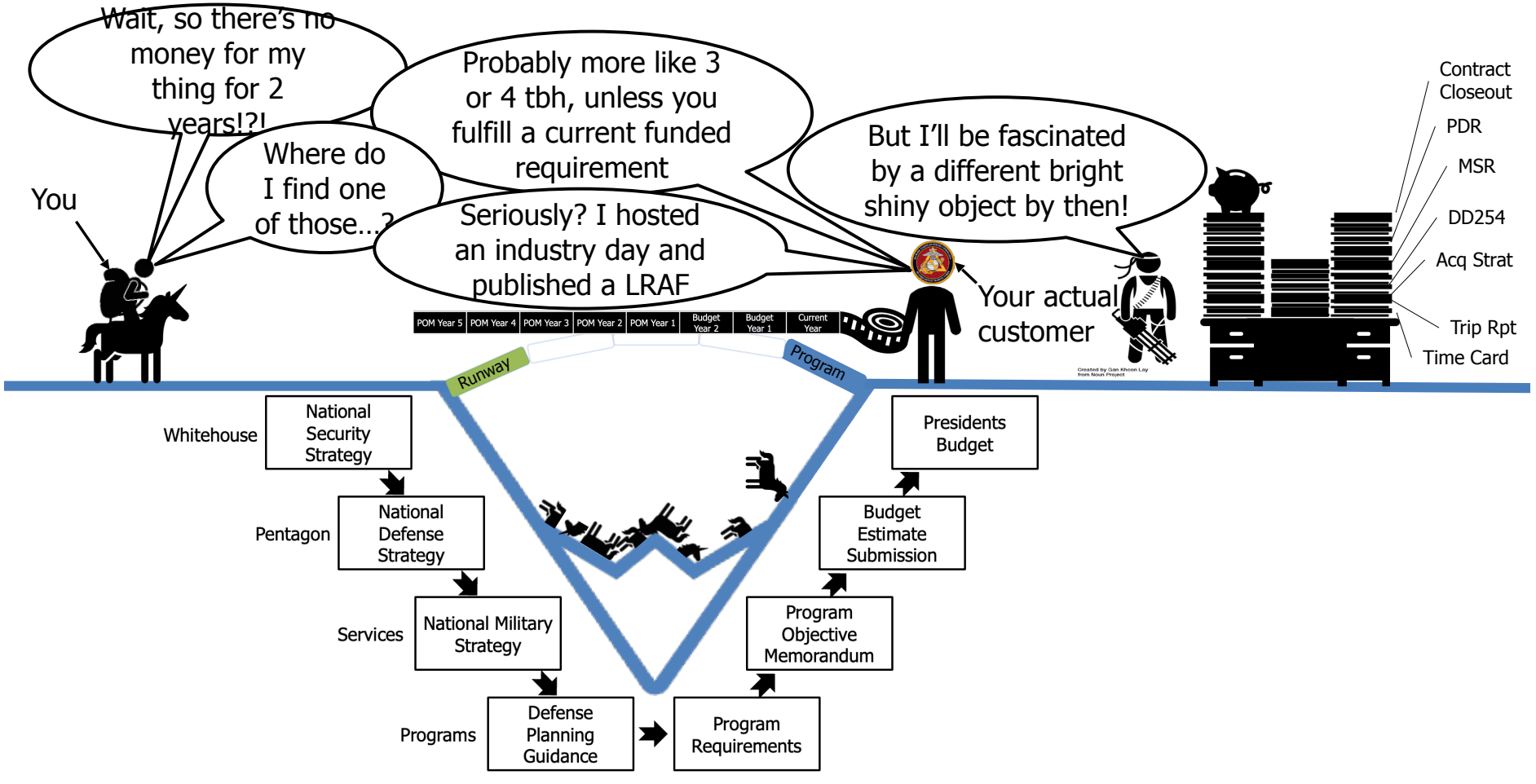

Hey 8 shop, where are my fires?
Working on it boss! Let's see… Bigger, longer, faster, blue… let's try some out and see what works for the things the boss wants
Senior Leaders
Dear Industry, We are hosting a Rapid Prototyping, Innovation, Experimentation, Integration, and Networking Event Come One, Come All
Note: participation in the event does not equate to an intent to acquire, vendors participate on their own dime
Hey users, I need some of ya'll to go to MUTC
TDY? I'm in
What's MUTC?


Long-range precision fires are my #1 priority!
Senior Leaders
The longer gun was unwieldy
The bigger gun was heavy
The faster bullets don't kill well
I still like blue


Dear Industry,
In the next 60-360 days we intend to solicit for long-range precision fires guns that are long, but not unwieldy, big but not heavy, shoot fast bullets that also work well, and are blue
What do you think?
Please answer the following 15 questions, 30-page limit
we may or may not read your responses
This is only for market research
Senior Leaders

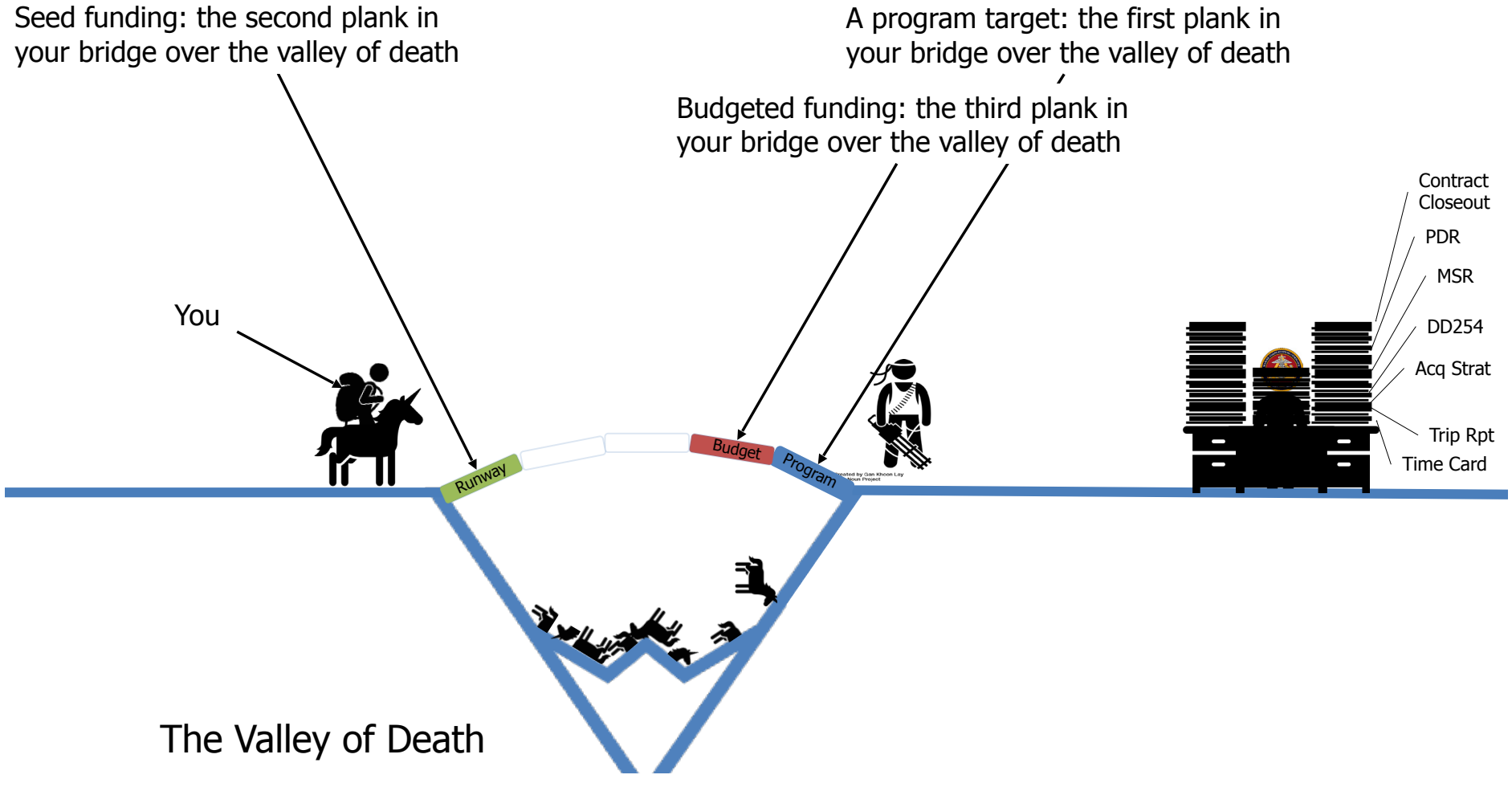


The Valley of Death



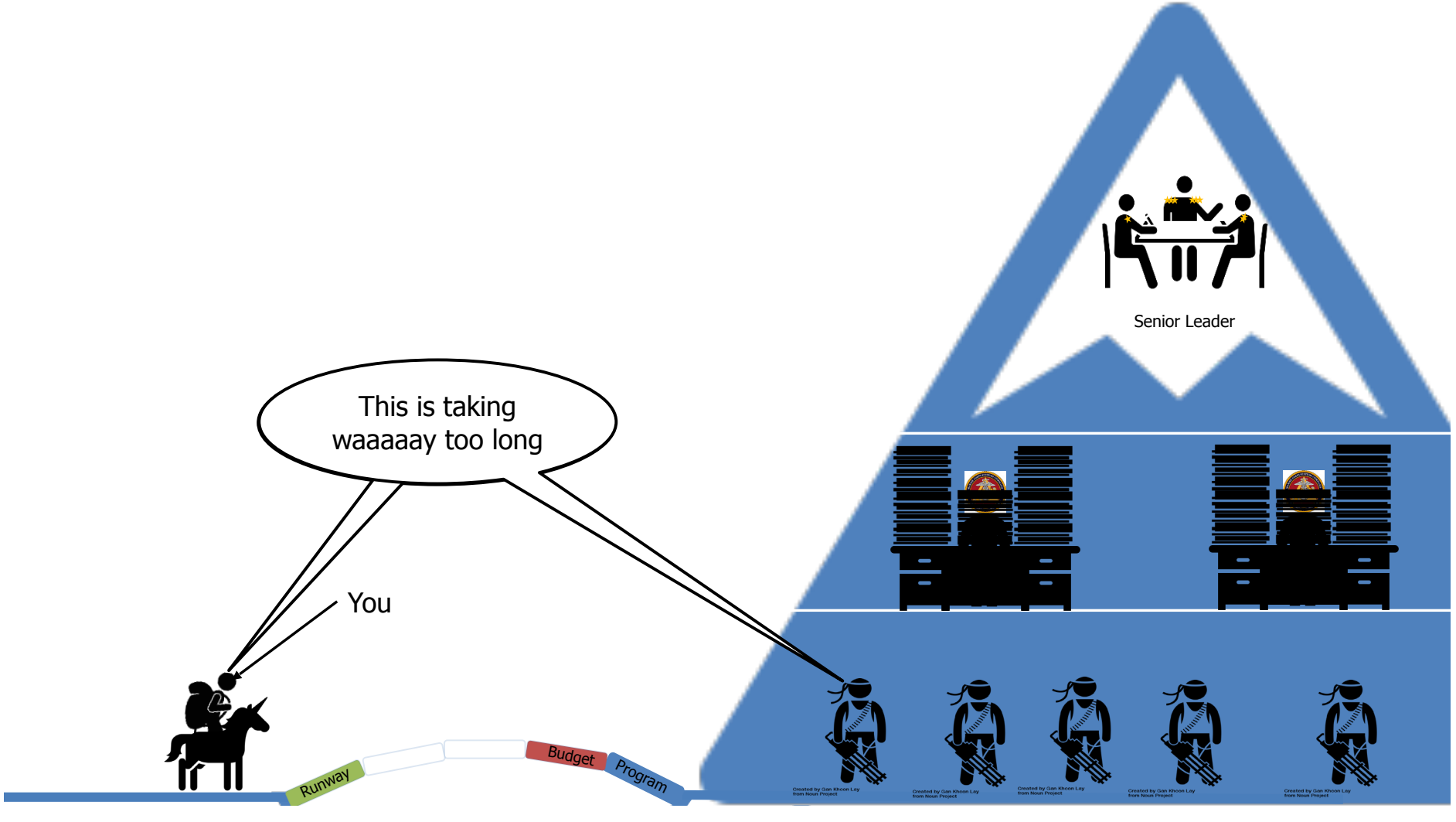
The Valley of Death

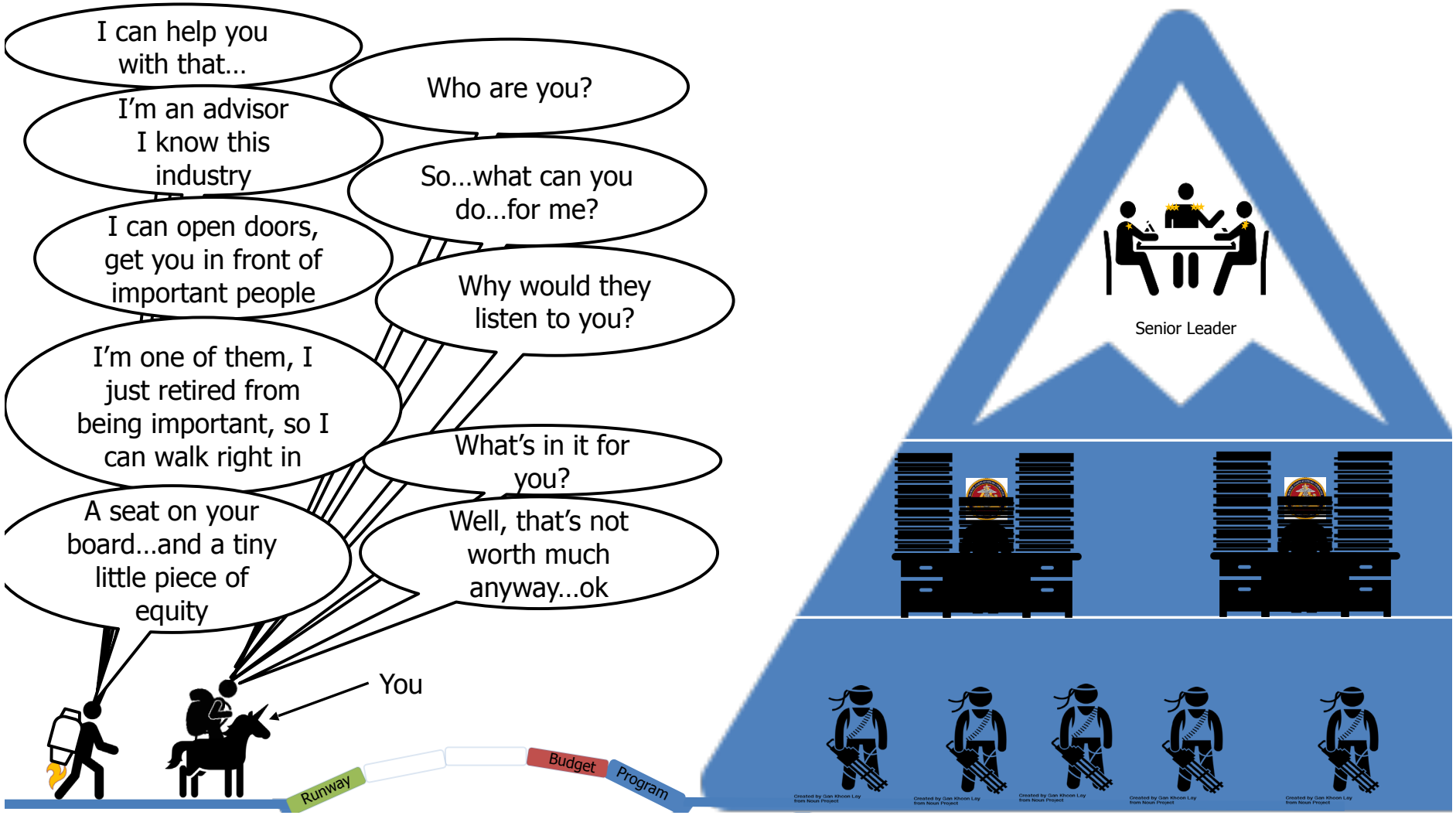
Step 3 Complete: A Budget Line

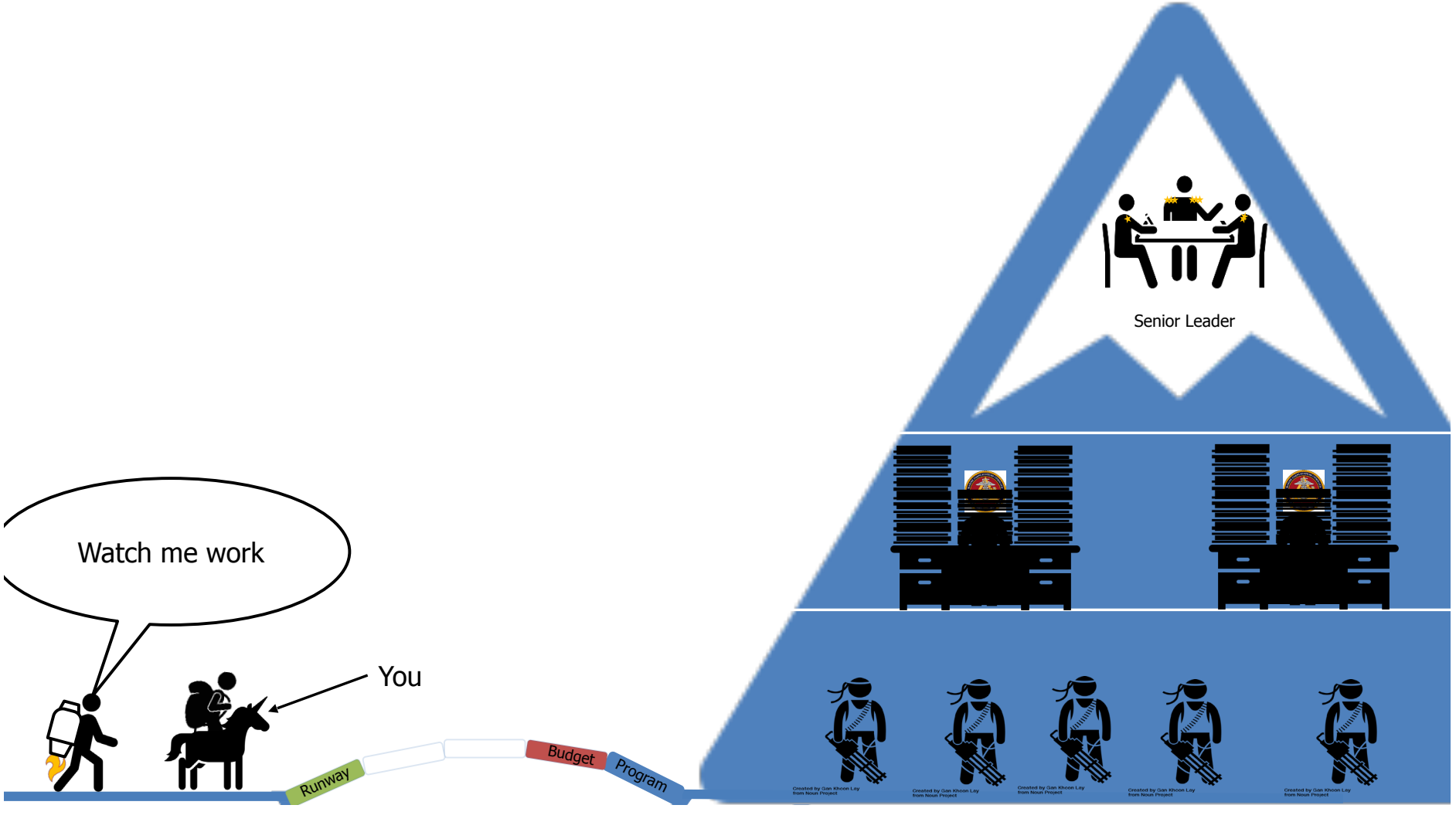


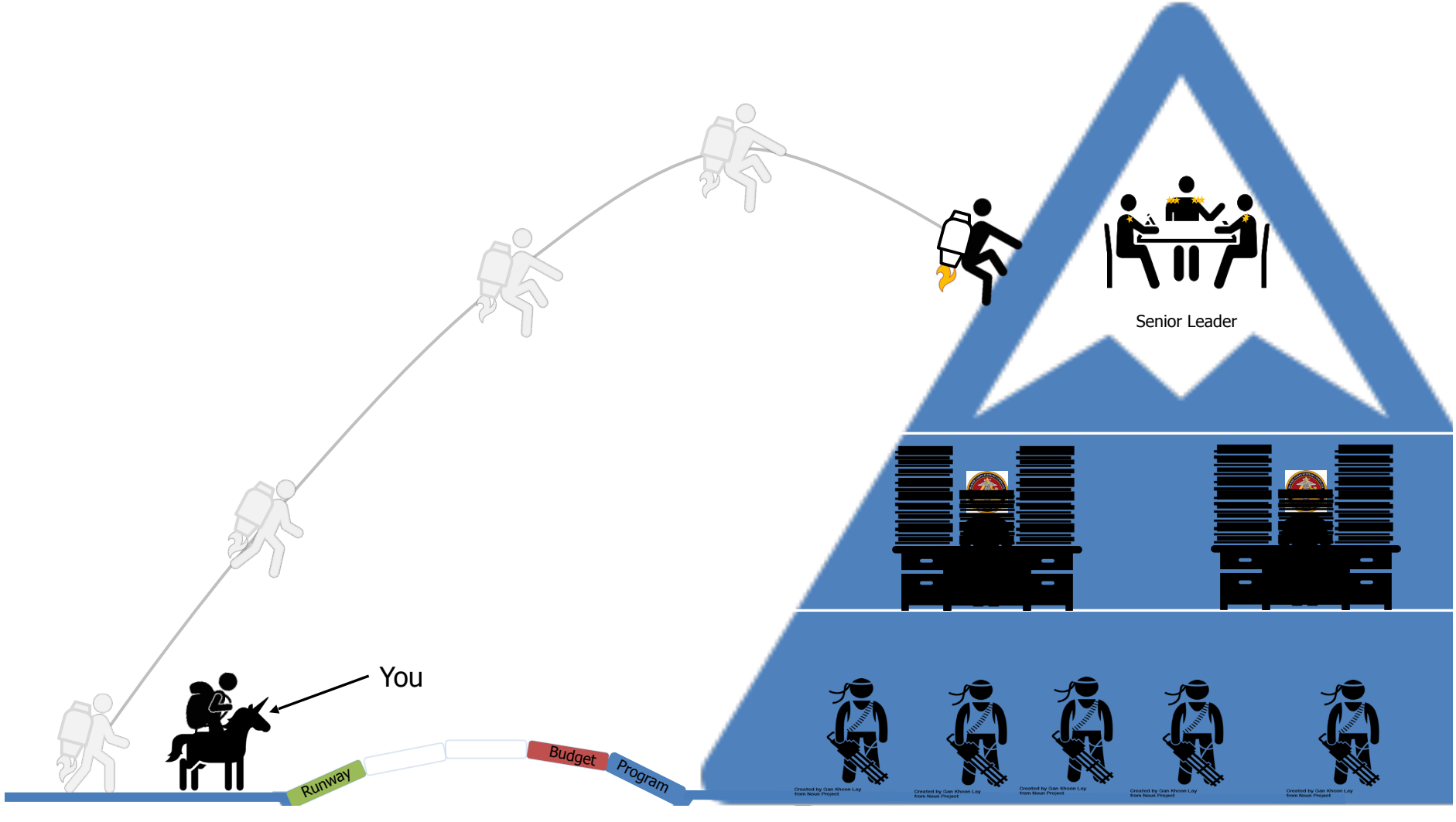
Chapter 8: Shortcuts...

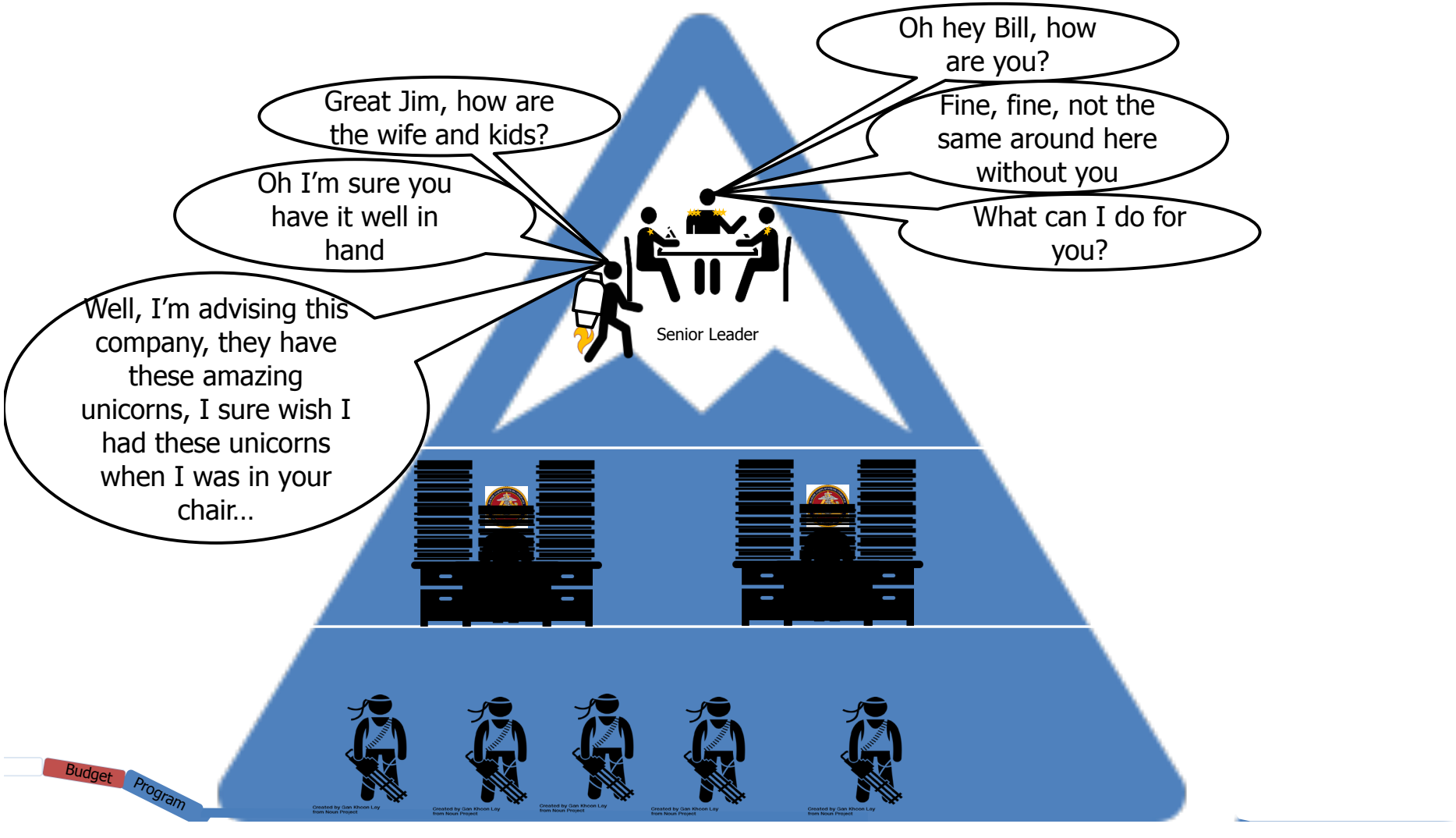
The long way is the shortcut to success
The shortcut is the long way to failure

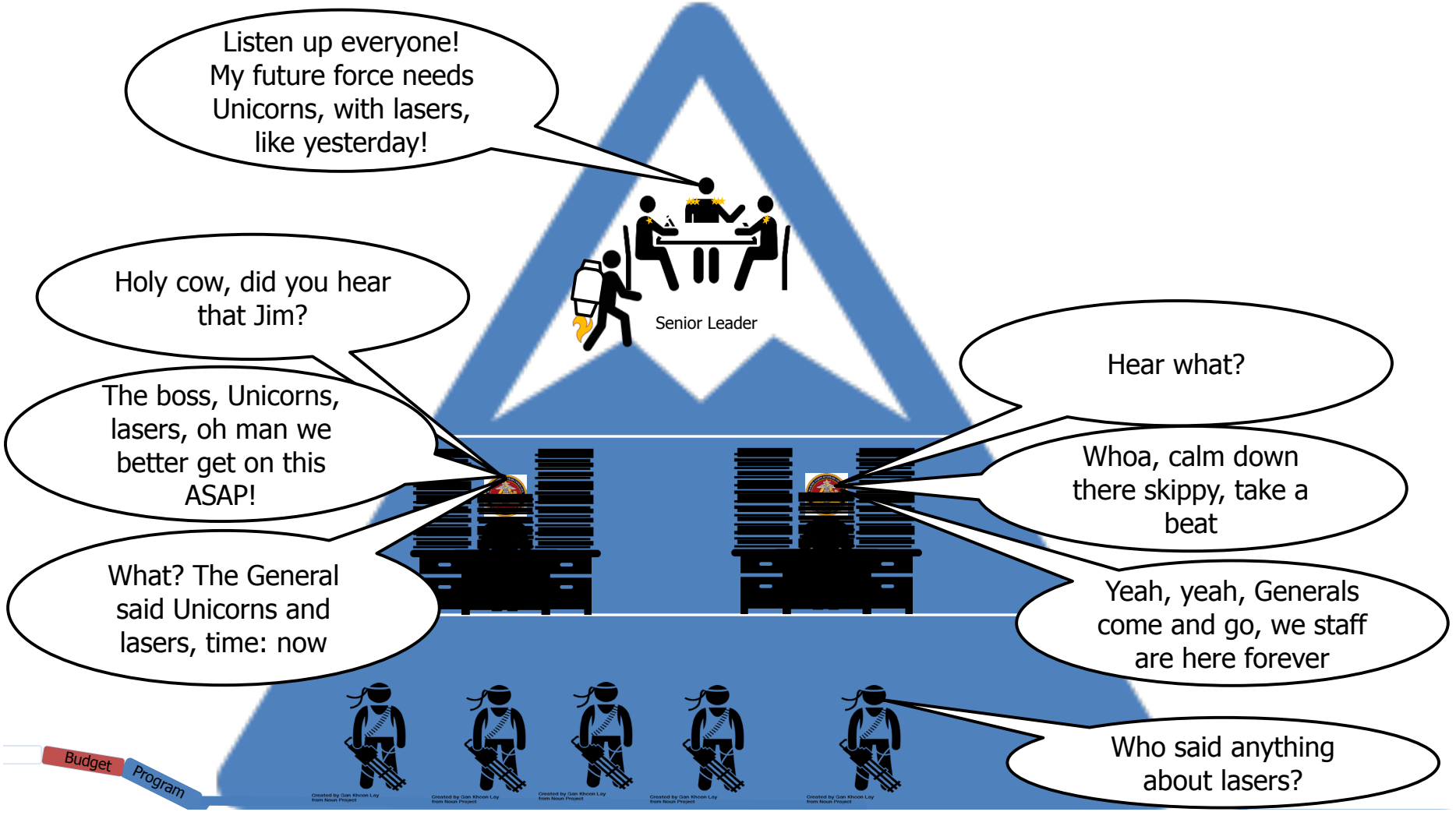

Senior Leader
This is taking waaaaay too long
You
Runway
Budget
Program

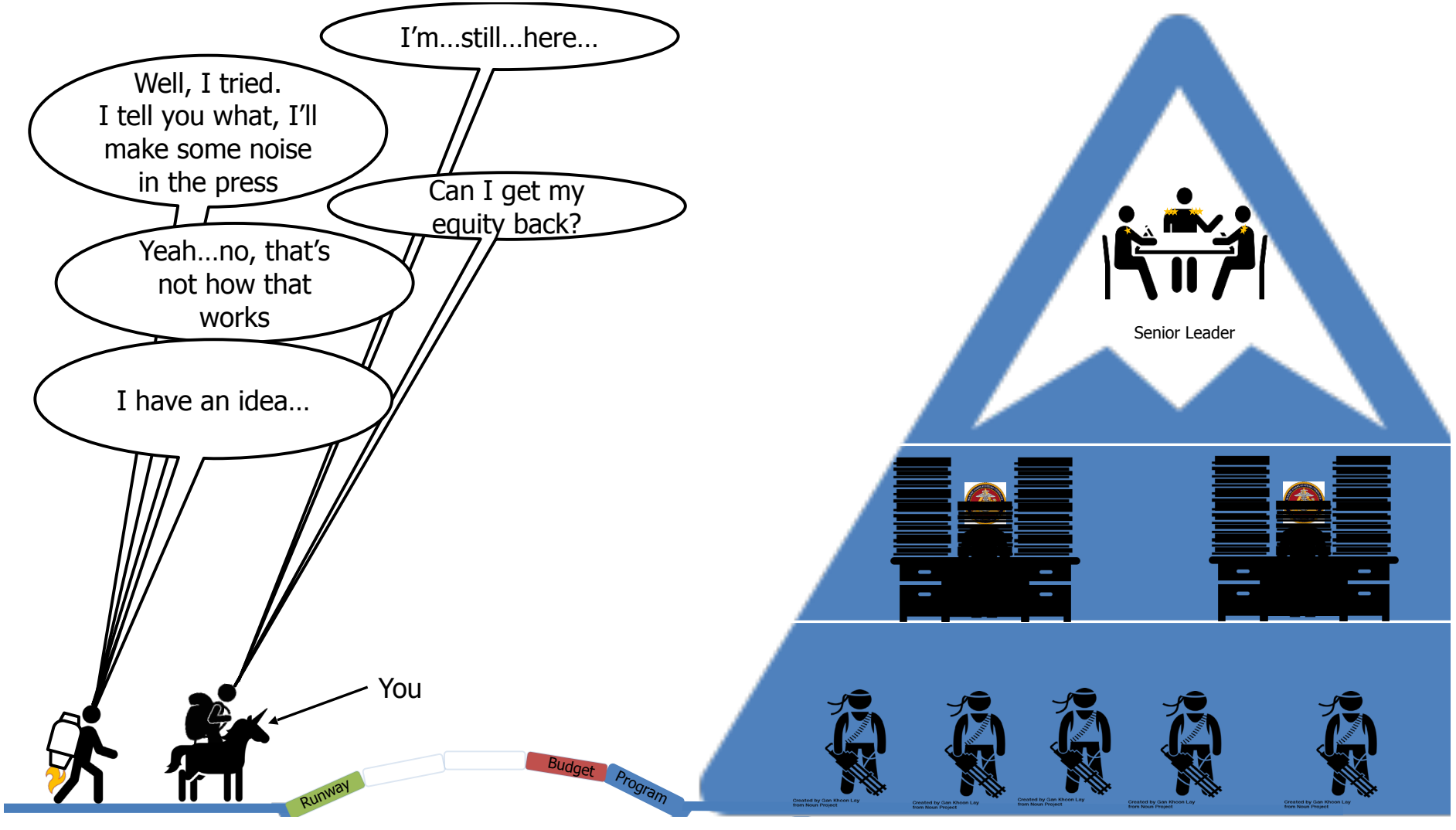

I can help you with that…
Who are you?
I'm an advisor I know this industry
So…what can you do…for me?
I can open doors, get you in front of important people
Why would they listen to you?
I'm one of them, I just retired from being important, so I can walk right in
What's in it for you?
A seat on your board…and a tiny little piece of equity
Well, that's not worth much anyway…ok
You
Runway
Budget
Program
Senior Leader

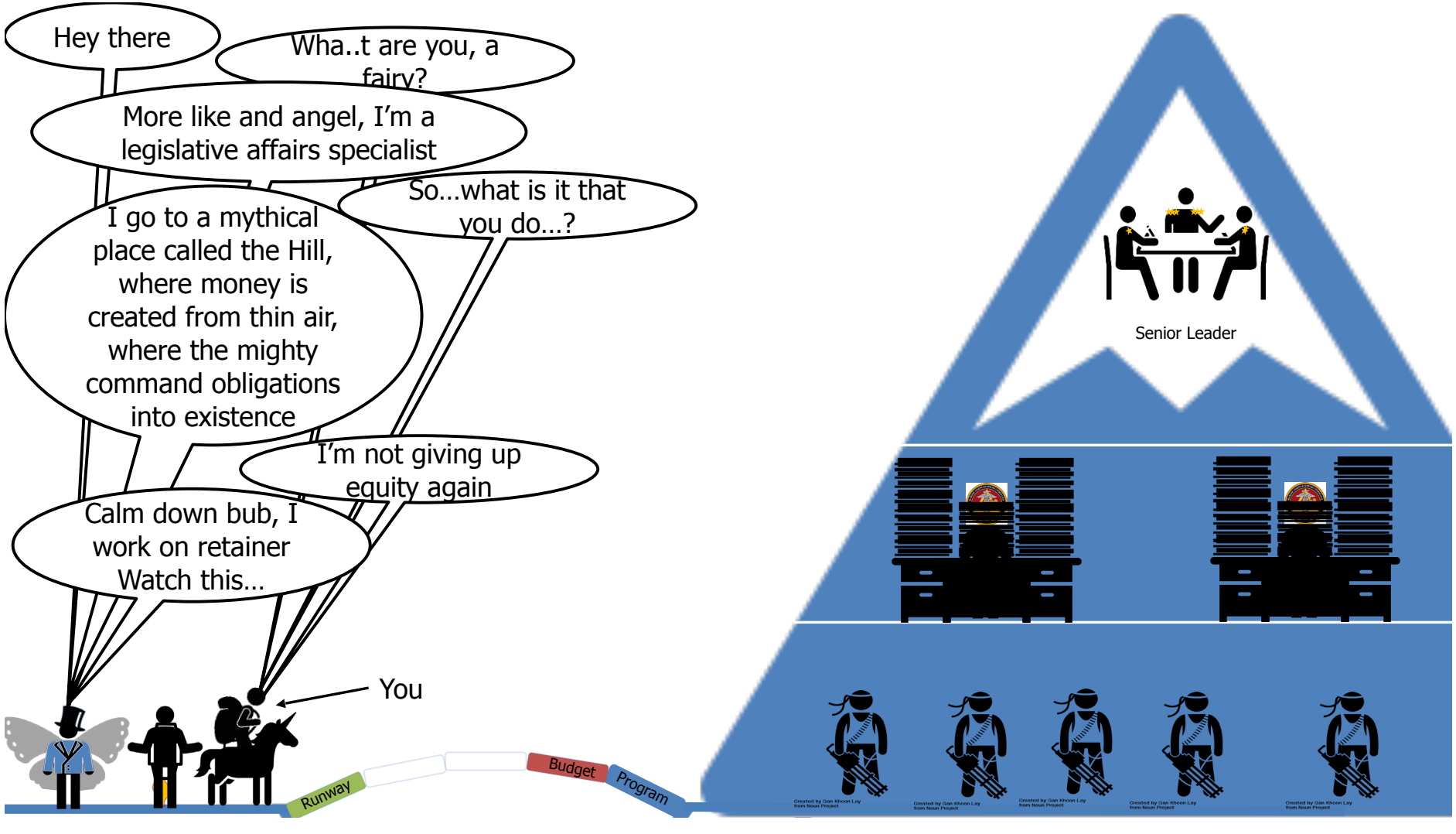

Senior Leader
Watch me work
You
Runway
Budget
Program

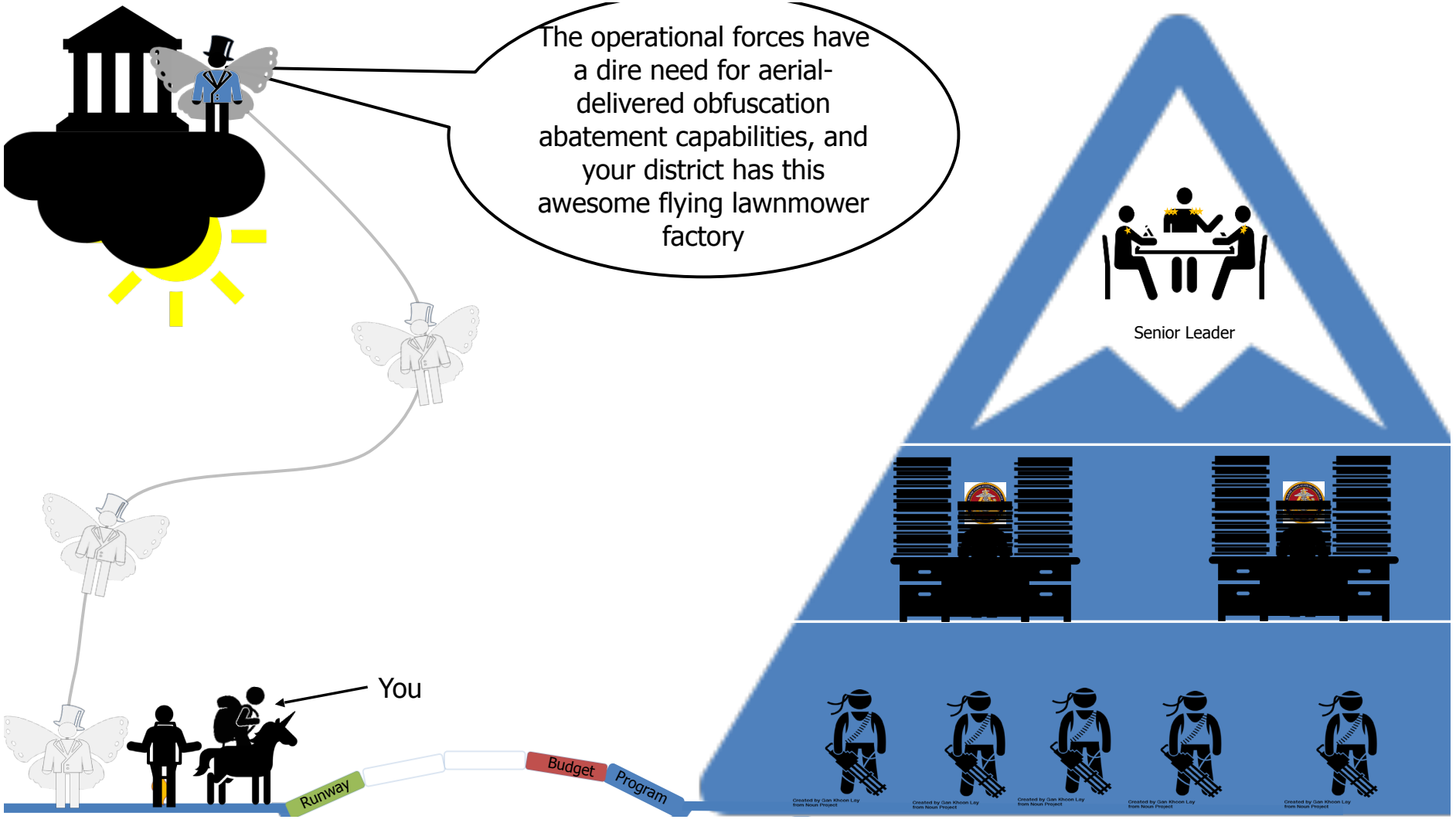

Senior Leader
You
Runway
Budget
Program

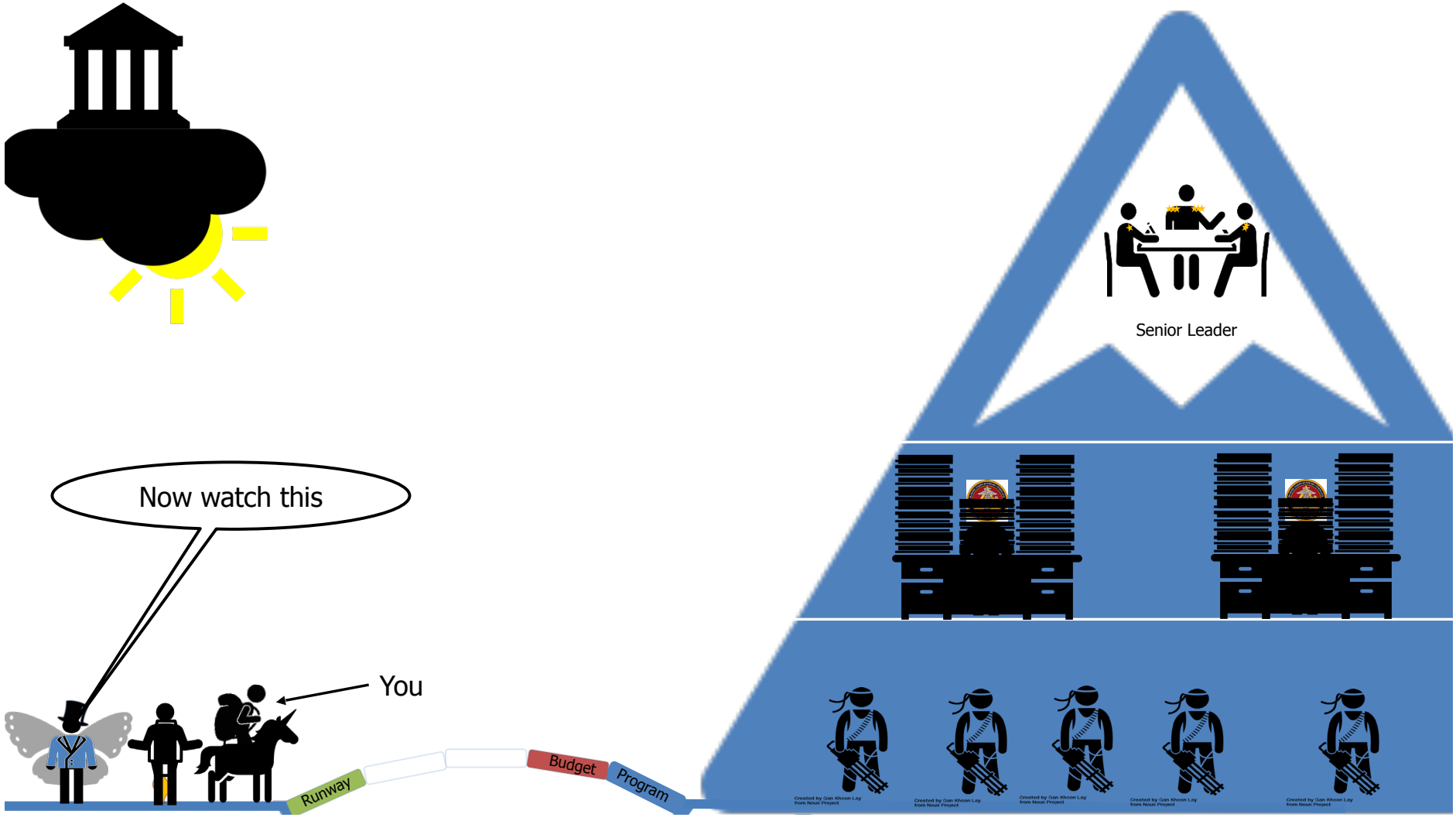

Oh hey Bill, how are you?
Fine, fine, not the same around here without you
What can I do for you?
Great Jim, how are the wife and kids?
Oh I'm sure you have it well in hand
Well, I'm advising this company, they have these amazing unicorns, I sure wish I had these unicorns when I was in your chair…
Senior Leader
Budget
Program

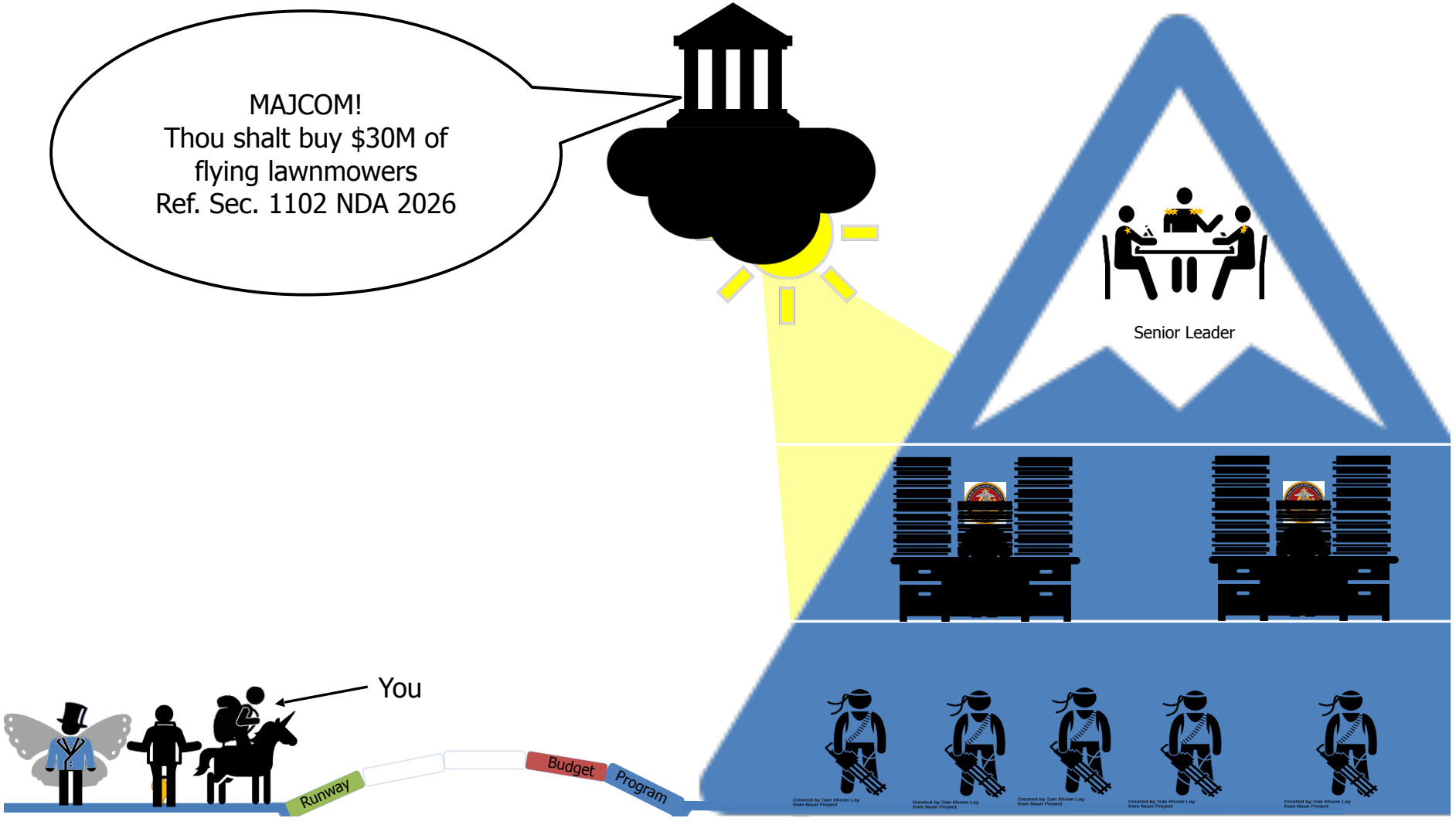

Listen up everyone! My future force needs Unicorns, with lasers, like yesterday!
Senior Leader
Holy cow, did you hear that Jim?
The boss, Unicorns, lasers, oh man we better get on this ASAP!
What? The General said Unicorns and lasers, time: now
Hear what?
Whoa, calm down there skippy, take a beat
Yeah, yeah, Generals come and go, we staff are here forever
Who said anything about lasers?
Budget
Program

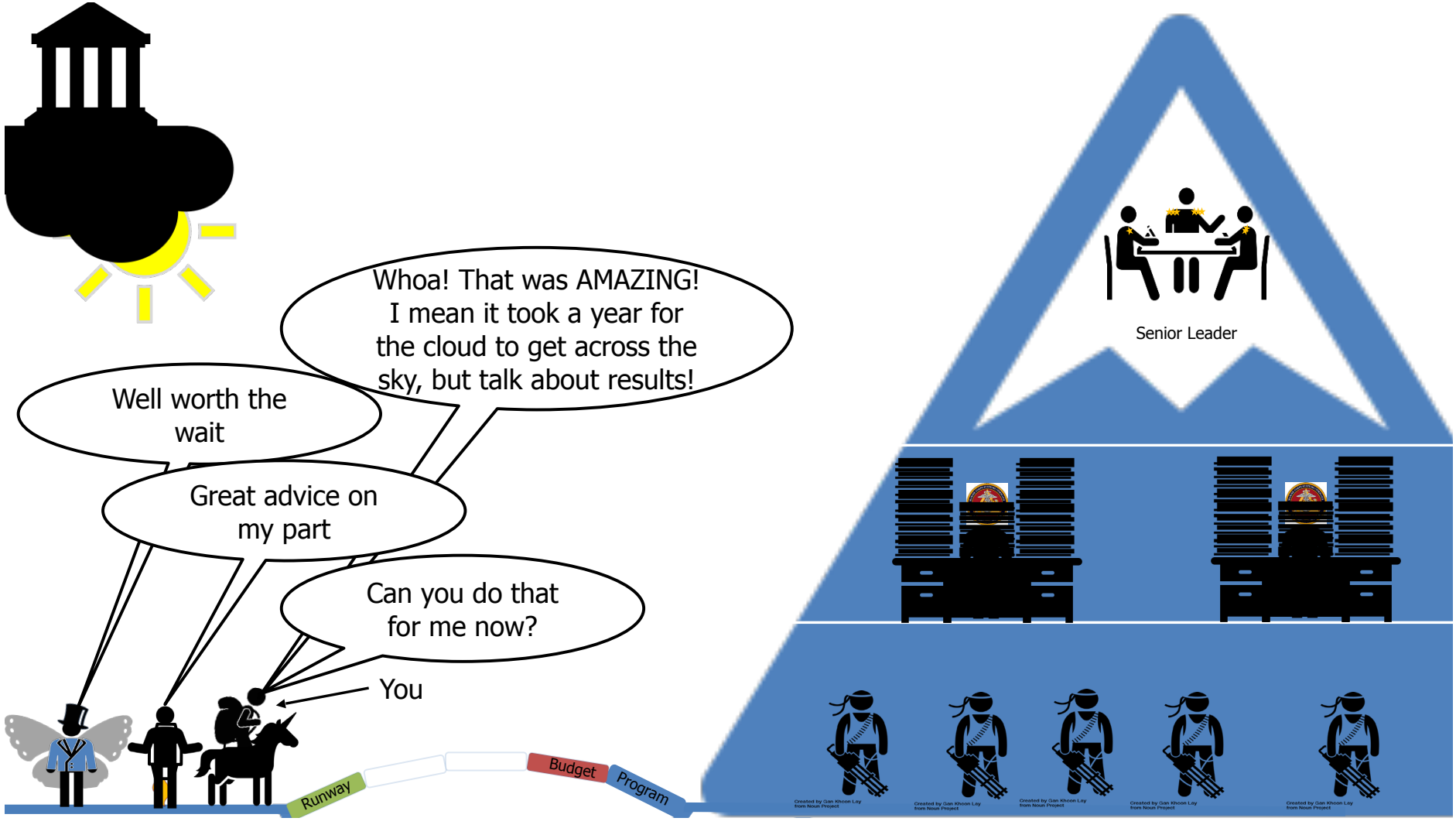

I'm…still…here…
Well, I tried.
I tell you what, I'll
make some noise
in the press
Can I get my
equity back?
Yeah…no, that's
not how that
works
I have an idea…
You
Runway
Budget
Program
Senior Leader

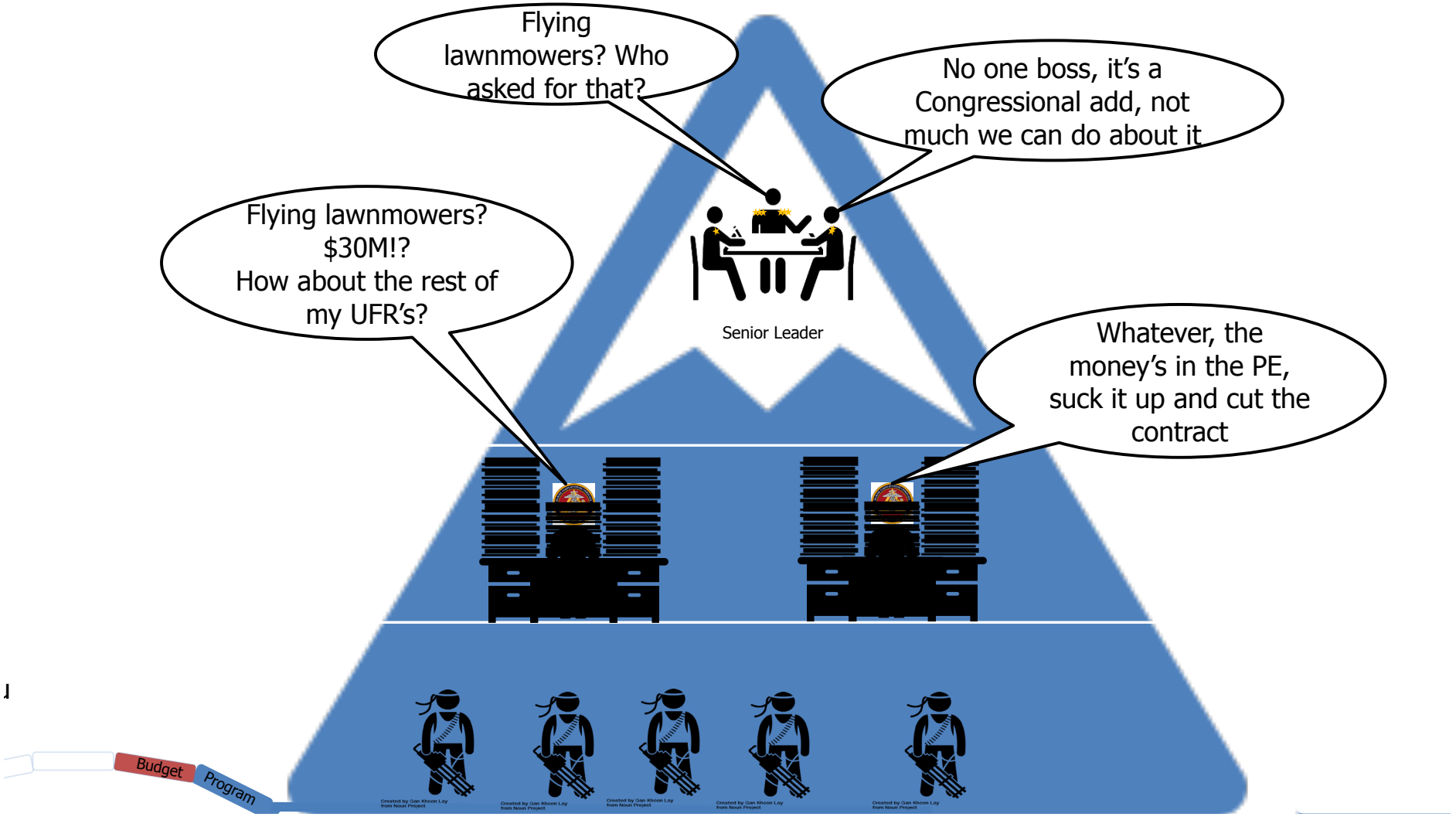

Hey there
Wha..t are you, a fairy?
More like and angel, I'm a legislative affairs specialist
So…what is it that you do…?
I go to a mythical place called the Hill, where money is created from thin air, where the mighty command obligations into existence
I'm not giving up equity again
Calm down bub, I work on retainer Watch this…
You
Runway
Budget
Program
Senior Leader

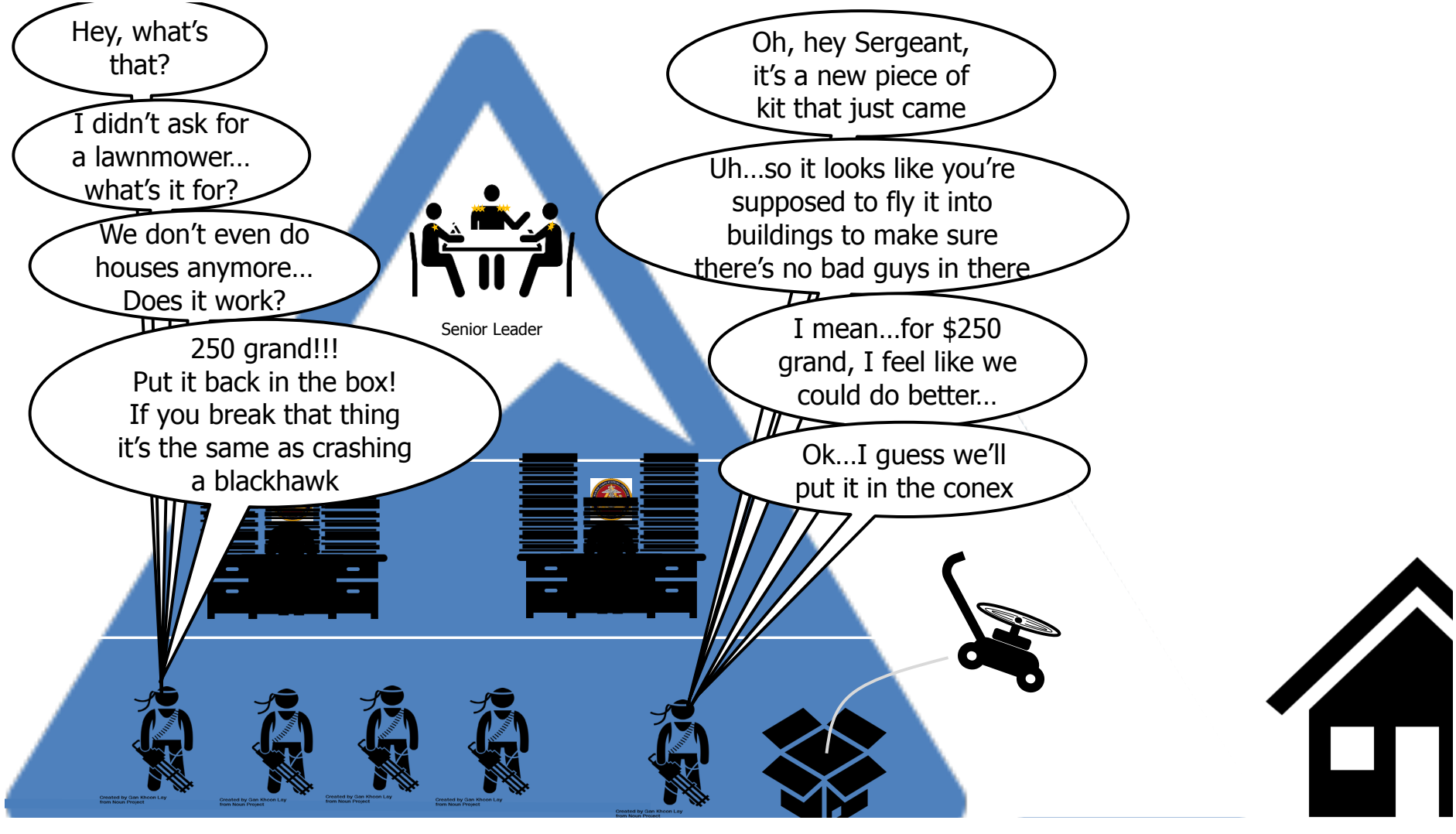

The operational forces have a dire need for aerial-delivered obfuscation abatement capabilities, and your district has this awesome flying lawnmower factory
Senior Leader
You
Runway
Budget
Program


Senior Leader
Now watch this
You
Runway
Budget
Program

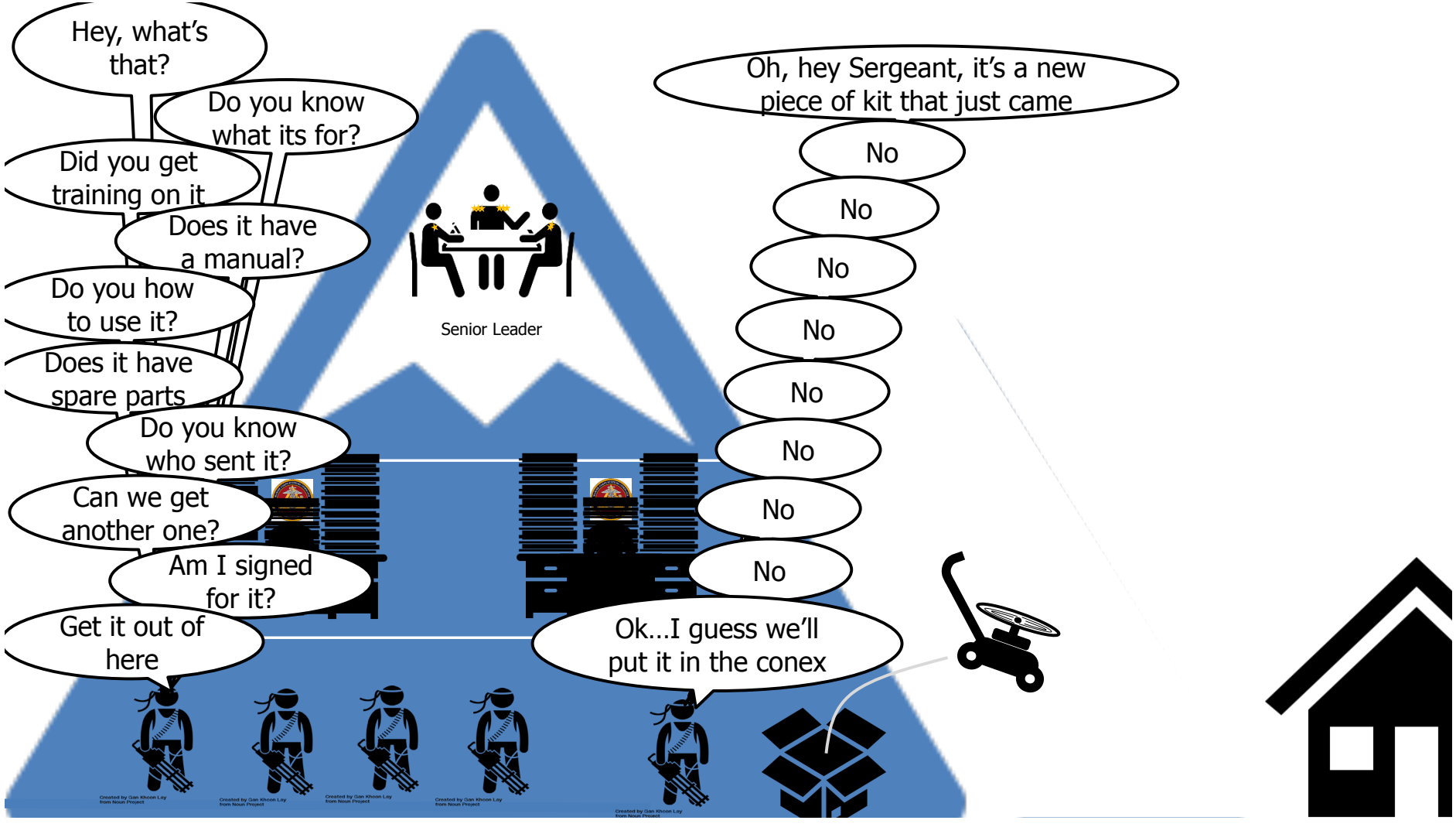

MAJCOM!
Thou shalt buy $30M of
flying lawnmowers
Ref. Sec. 1102 NDA 2026
Senior Leader
You
Runway
Budget
Program


Whoa! That was AMAZING! I mean it took a year for the cloud to get across the sky, but talk about results!
Well worth the wait
Great advice on my part
Can you do that for me now?
You
Runway
Budget
Program
Senior Leader

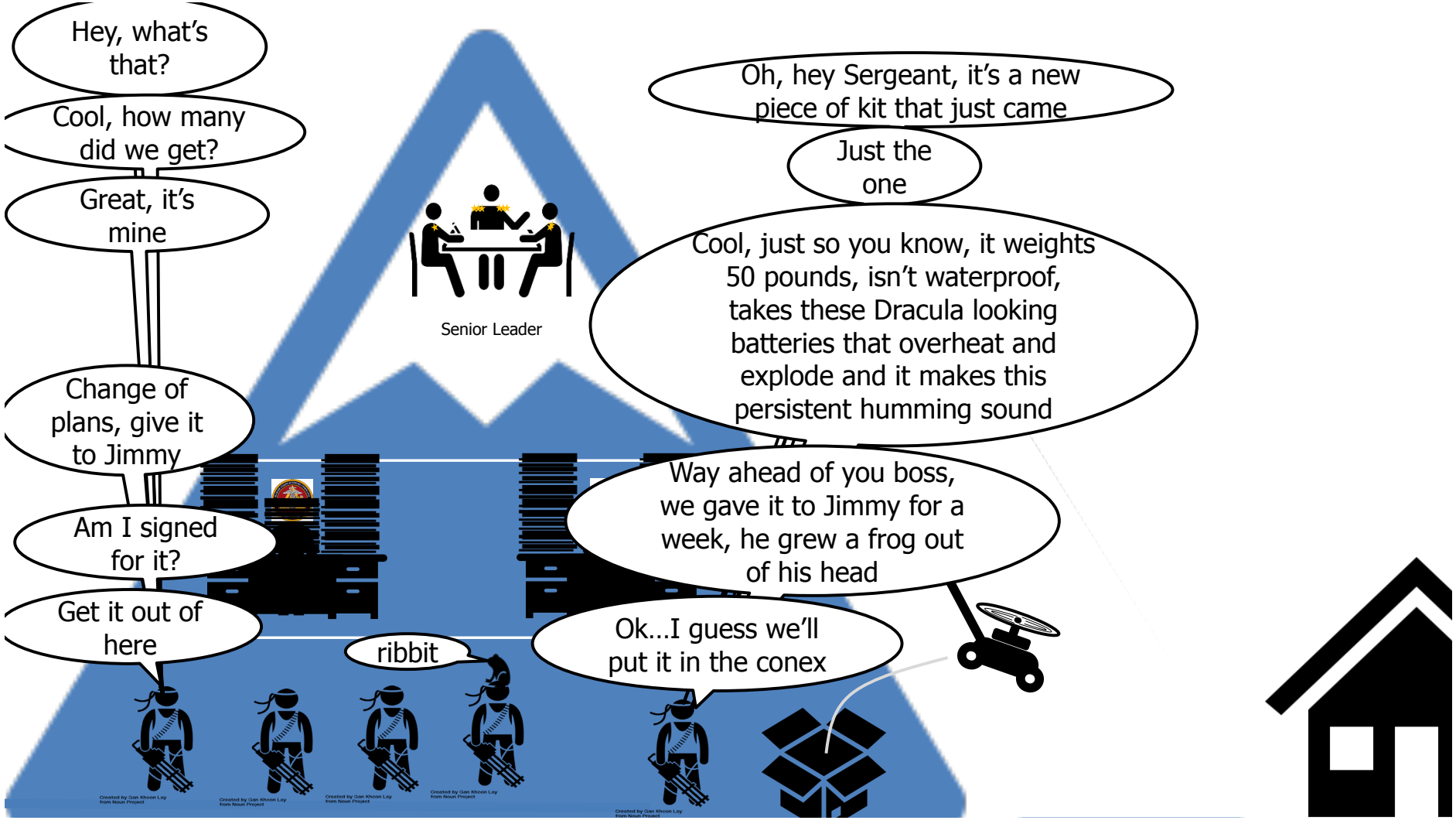

Flying lawnmowers? Who asked for that?
No one boss, it's a Congressional add, not much we can do about it
Flying lawnmowers? $30M!? How about the rest of my UFR's?
Senior Leader
Whatever, the money's in the PE, suck it up and cut the contract
Budget
Program


Hey, what's that?
I didn't ask for a lawnmower... what's it for?
We don't even do houses anymore... Does it work?
250 grand!!! Put it back in the box! If you break that thing it's the same as crashing a blackhawk
Senior Leader
Oh, hey Sergeant, it's a new piece of kit that just came
Uh...so it looks like you're supposed to fly it into buildings to make sure there's no bad guys in there
I mean...for $250 grand, I feel like we could do better...
Ok...I guess we'll put it in the conex

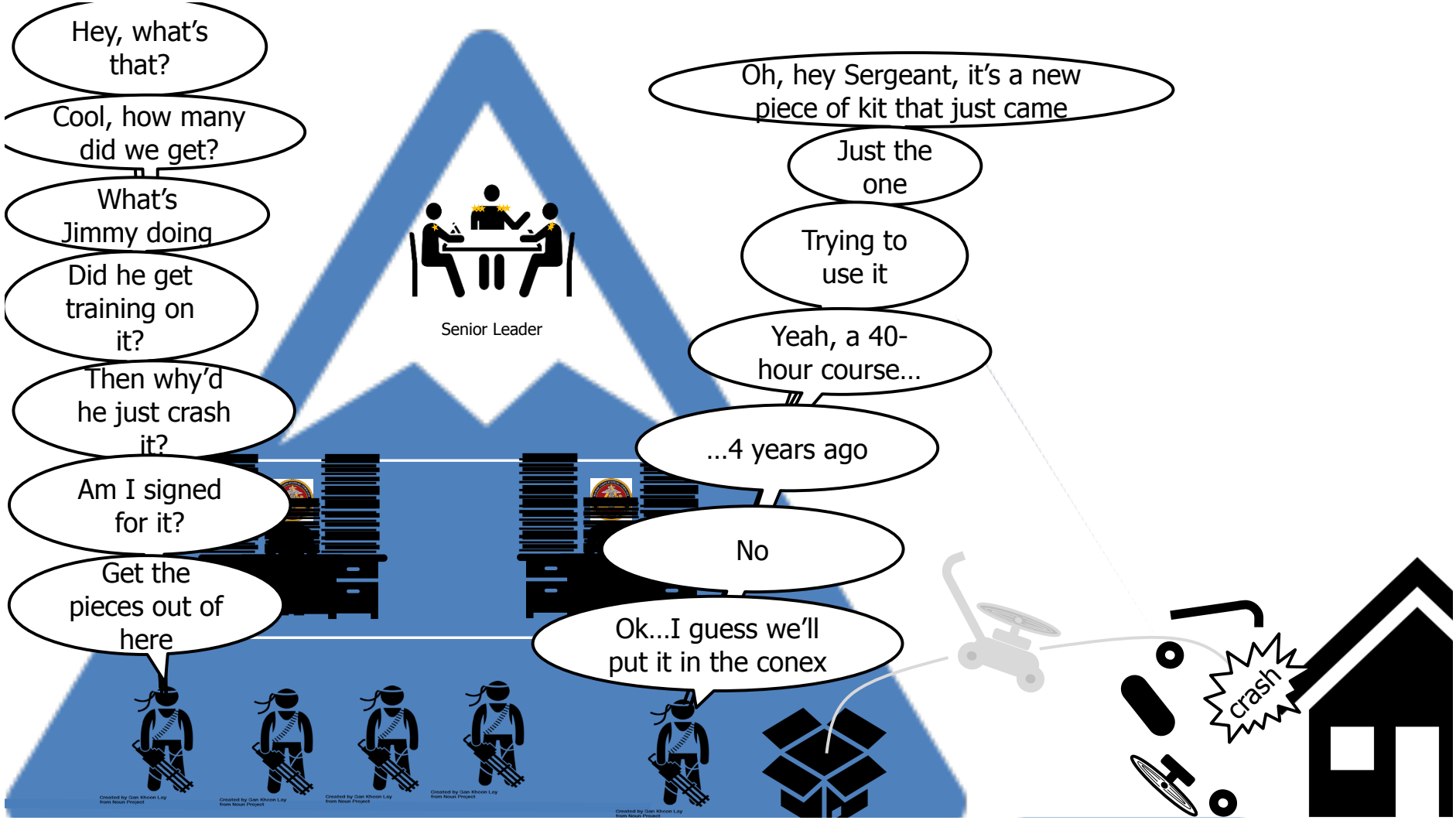
Or...


Hey, what's that?
Do you know what its for?
Did you get training on it
Does it have a manual?
Do you how to use it?
Does it have spare parts
Do you know who sent it?
Can we get another one?
Am I signed for it?
Get it out of here
Senior Leader
Oh, hey Sergeant, it's a new piece of kit that just came
No
No
No
No
No
No
No
No
Ok…I guess we'll put it in the conex

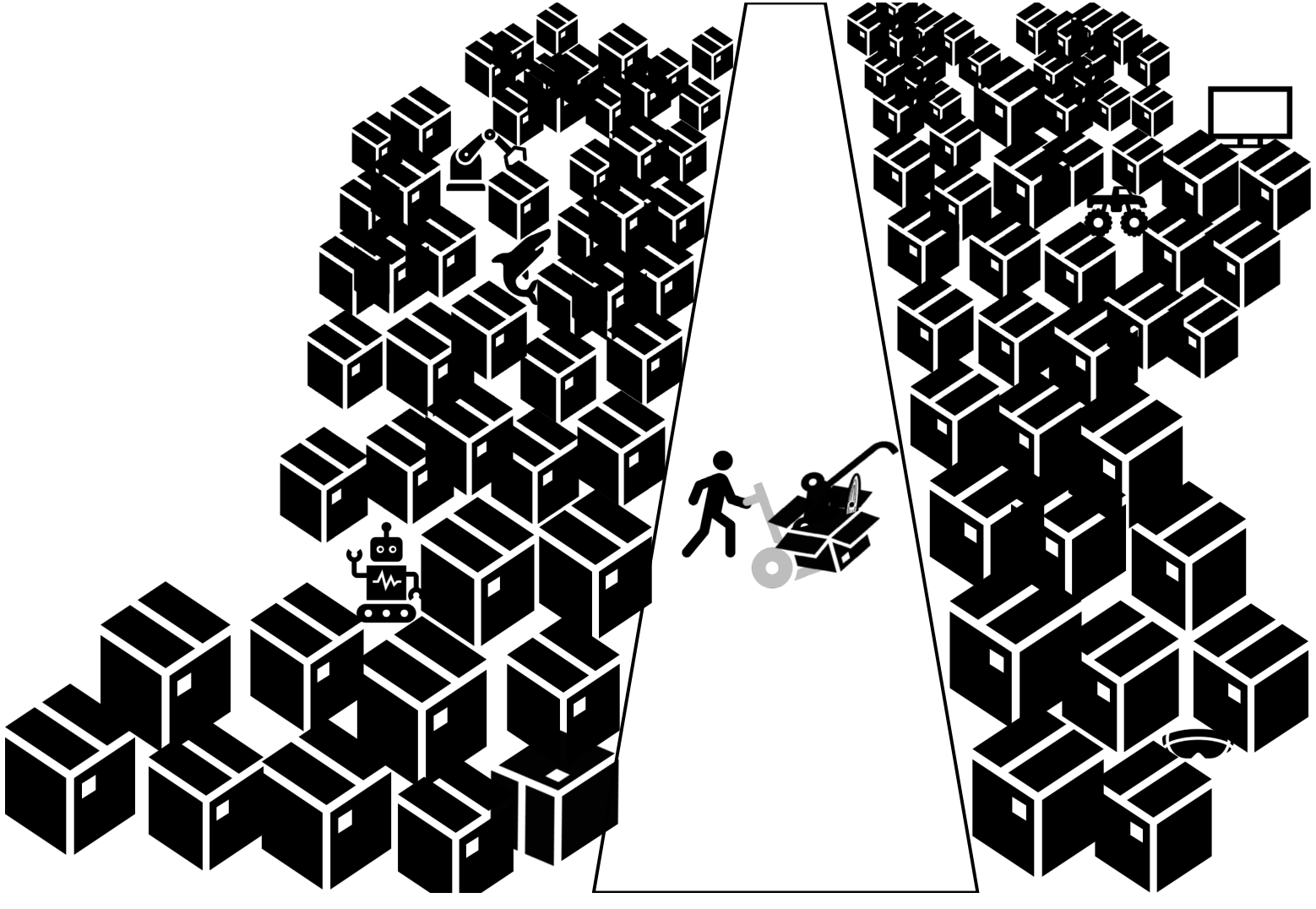
Or...

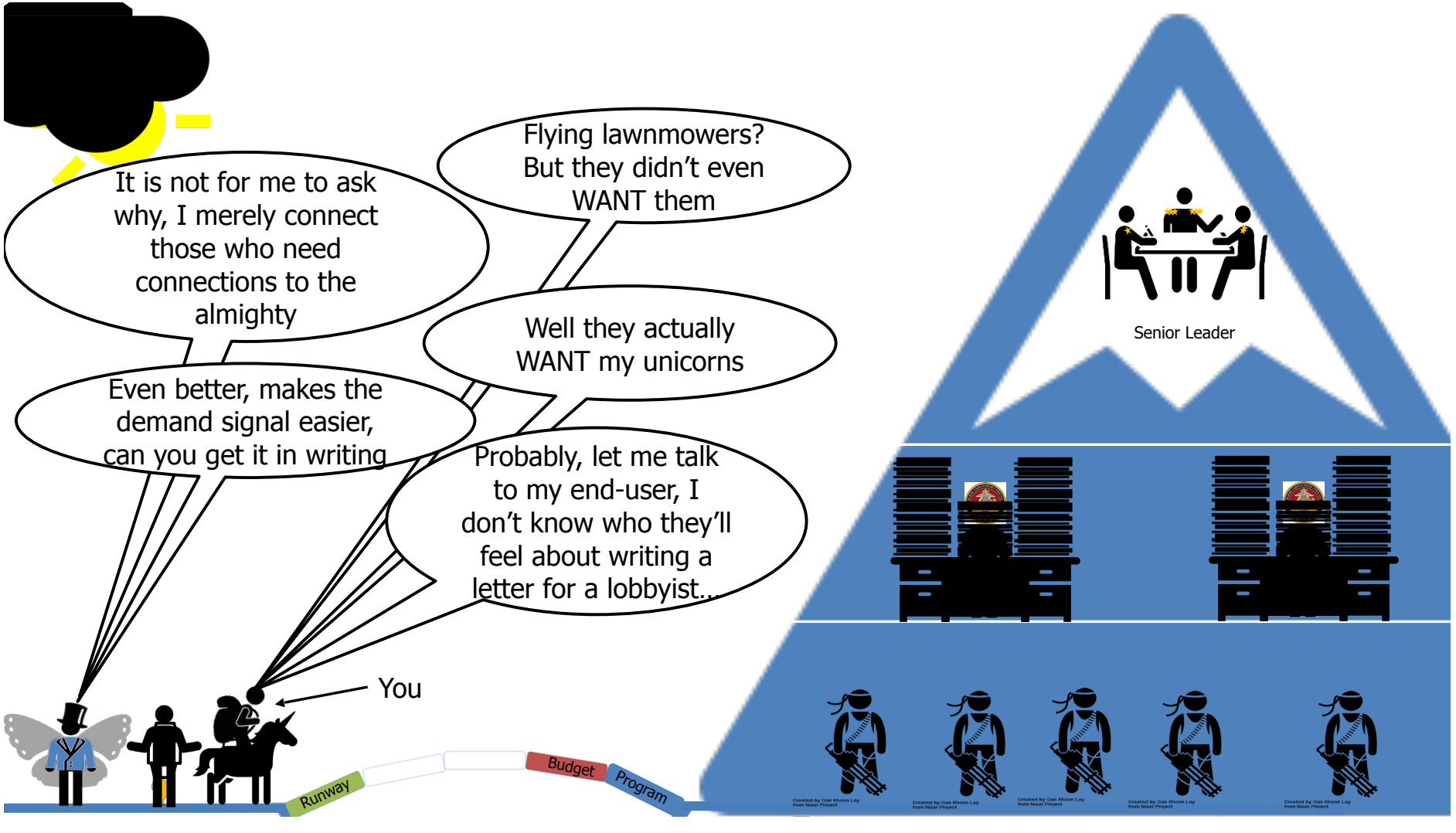

Hey, what's that?
Cool, how many did we get?
Great, it's mine
Change of plans, give it to Jimmy
Am I signed for it?
Get it out of here
Senior Leader
ribbit
Oh, hey Sergeant, it's a new piece of kit that just came
Just the one
Cool, just so you know, it weights 50 pounds, isn't waterproof, takes these Dracula looking batteries that overheat and explode and it makes this persistent humming sound
Way ahead of you boss, we gave it to Jimmy for a week, he grew a frog out of his head
Ok…I guess we'll put it in the conex

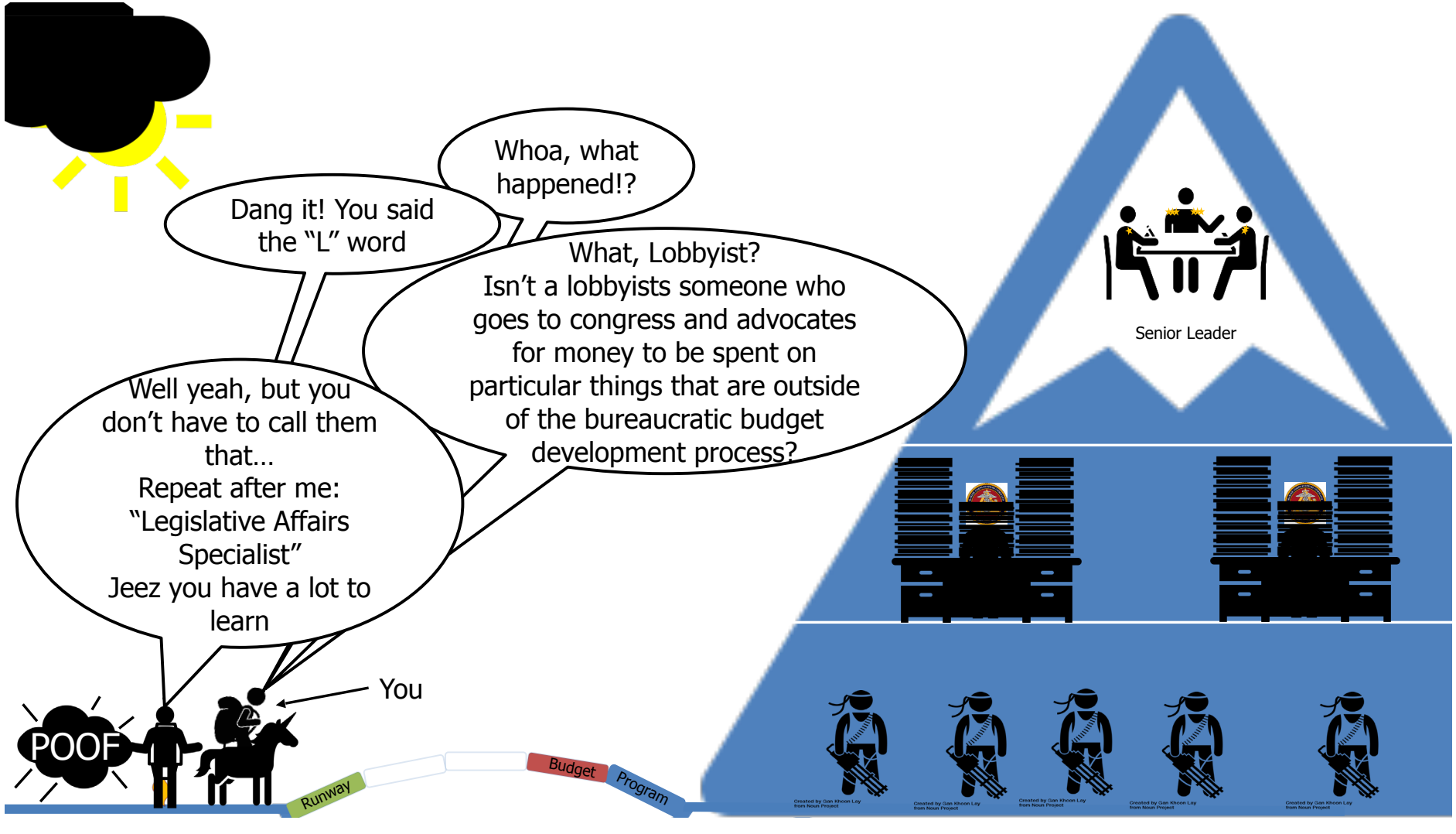
Or...


Hey, what's that?
Cool, how many did we get?
What's Jimmy doing
Did he get training on it?
Then why'd he just crash it?
Am I signed for it?
Get the pieces out of here
Senior Leader
Oh, hey Sergeant, it's a new piece of kit that just came
Just the one
Trying to use it
Yeah, a 40-hour course...
...4 years ago
No
Ok...I guess we'll put it in the conex
crash

Almost every time…




It is not for me to ask why, I merely connect those who need connections to the almighty
Flying lawnmowers? But they didn't even WANT them
Well they actually WANT my unicorns
Even better, makes the demand signal easier, can you get it in writing
Probably, let me talk to my end-user, I don't know who they'll feel about writing a letter for a lobbyist...
You
Runway
Budget
Program
Senior Leader


Dang it! You said the "L" word
Whoa, what happened!?
What, Lobbyist? Isn't a lobbyists someone who goes to congress and advocates for money to be spent on particular things that are outside of the bureaucratic budget development process?
Well yeah, but you don't have to call them that… Repeat after me: "Legislative Affairs Specialist" Jeez you have a lot to learn
POOF
You
Runway
Budget
Program
Senior Leader

Think these through so your end-users don't have to (as much): DOTMLPF-P "Dot-em-el-pee-eff-pee"

Doctrine: does your thing fit into how the customer fights wars? Think "is this JADC2 enough?

Organization: is there a designated shmuck who has to use your thing? Does it fit with the way forces are organized?

Training: is your thing taught in a DoD "schoolhouse"? If, not who's teaching it?

Materiel: how do they get it, or get more of it? Supply chain, spares, all of the things

Leadership: do we need to make new Generals for the thing? Sergeants? How does that career progression work?

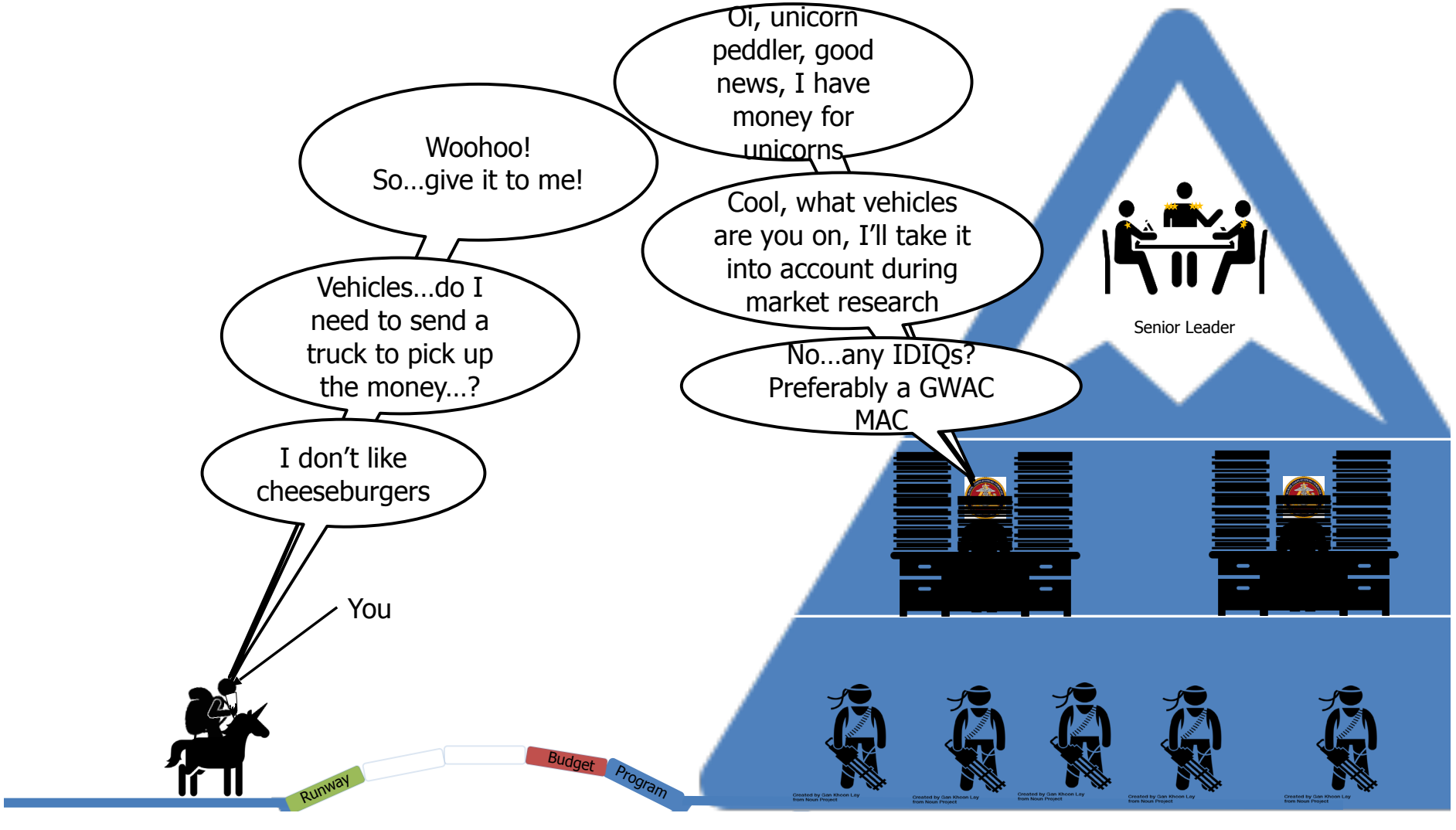
Personnel: do they have enough people for it? Seriously, think about how many bodies a new group 4 UAS takes…

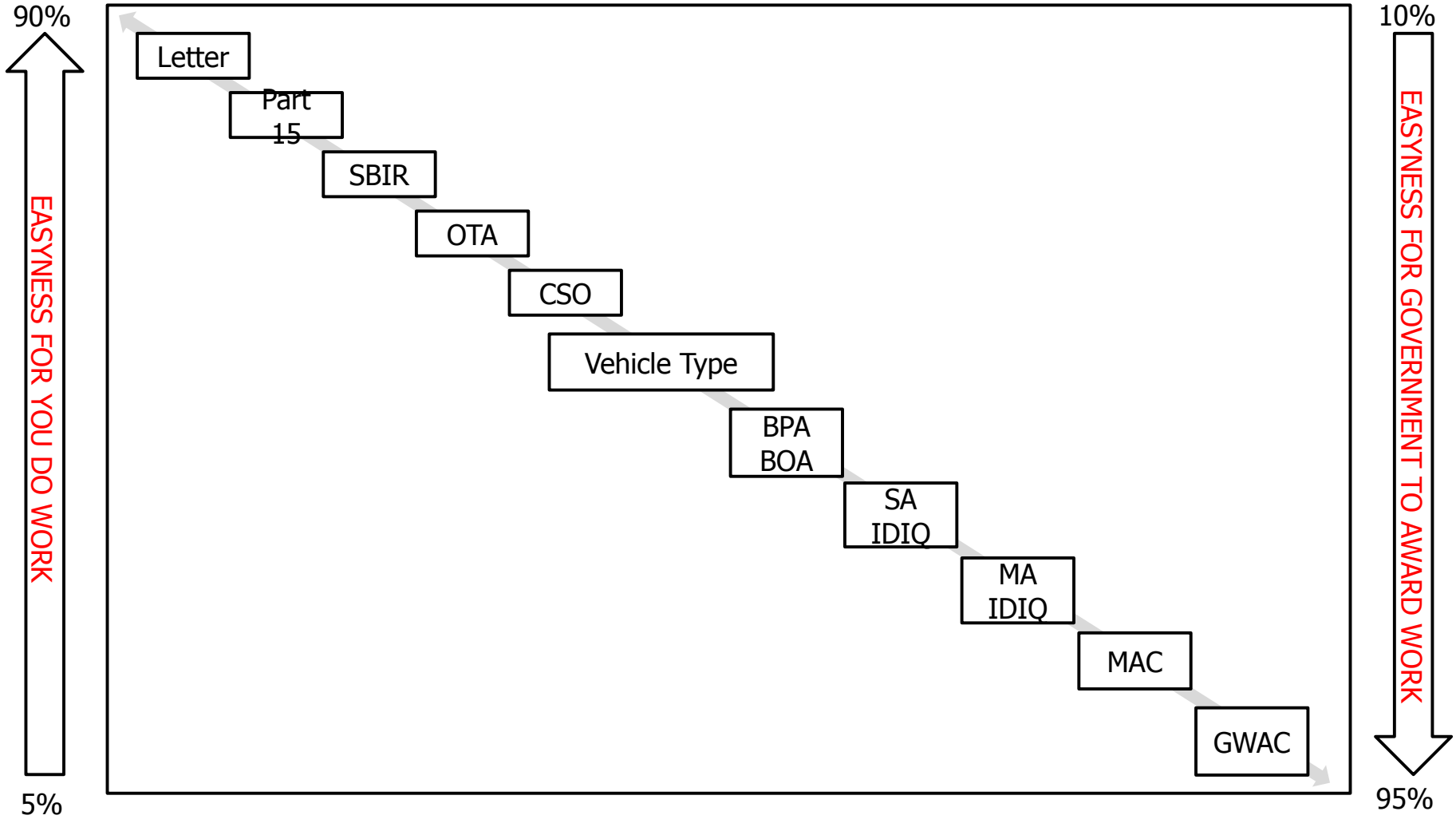
Facilities: do they have a place to park it? Particularly if it's digital, transmits, does anything hazardous, shoots things,

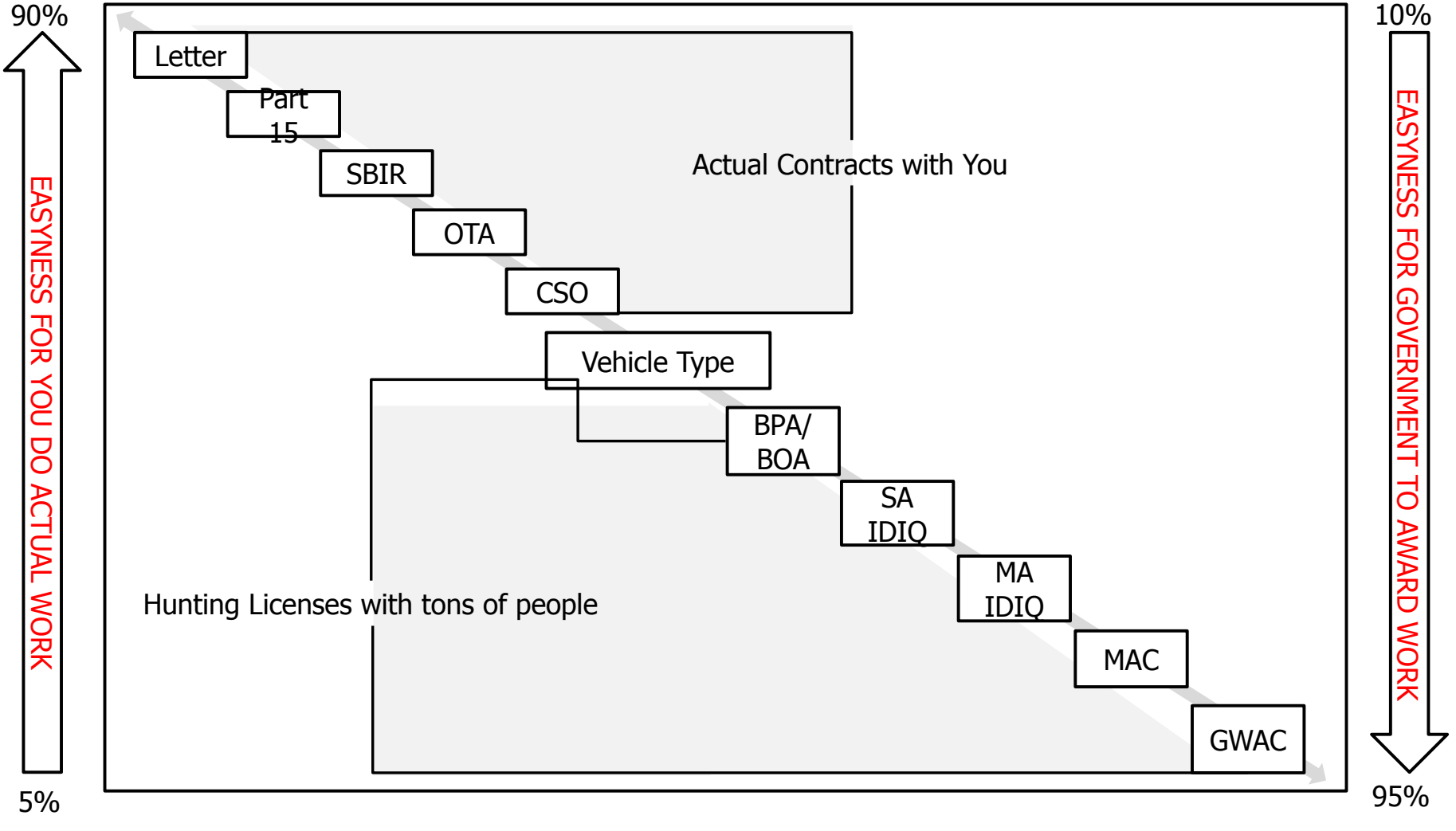
Policy: are they even going to be able to use? radio frequencies, ATO, lethal autonomy

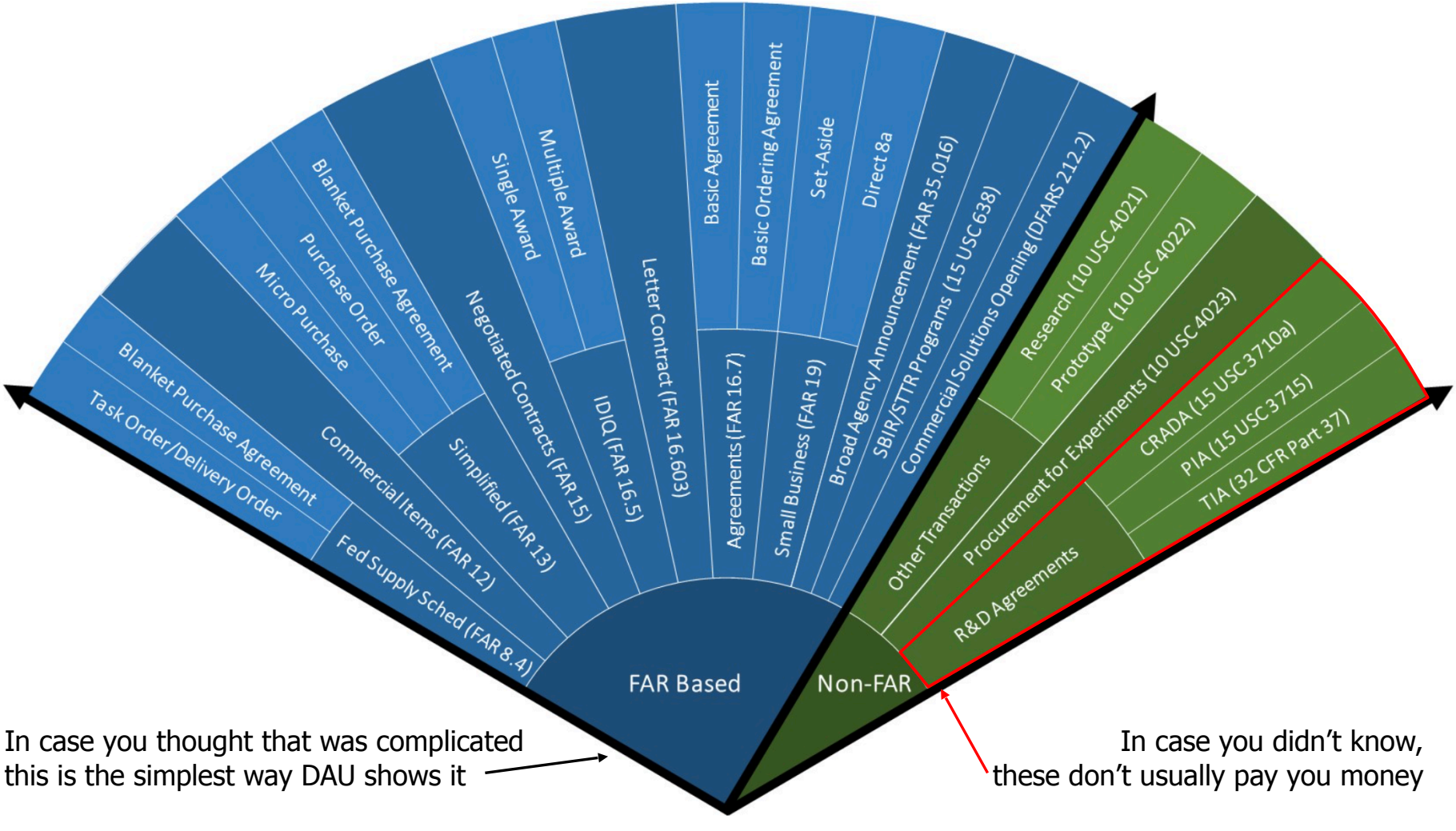
CONTRAC

Chapter 9:
The Bridge’s Keystone, is a Contract


Oi, unicorn peddler, good news, I have money for unicorns
Woohoo! So…give it to me!
Cool, what vehicles are you on, I'll take it into account during market research
Vehicles…do I need to send a truck to pick up the money…?
No…any IDIQs? Preferably a GWAC MAC
I don't like cheeseburgers
Senior Leader
You
Runway
Budget
Program

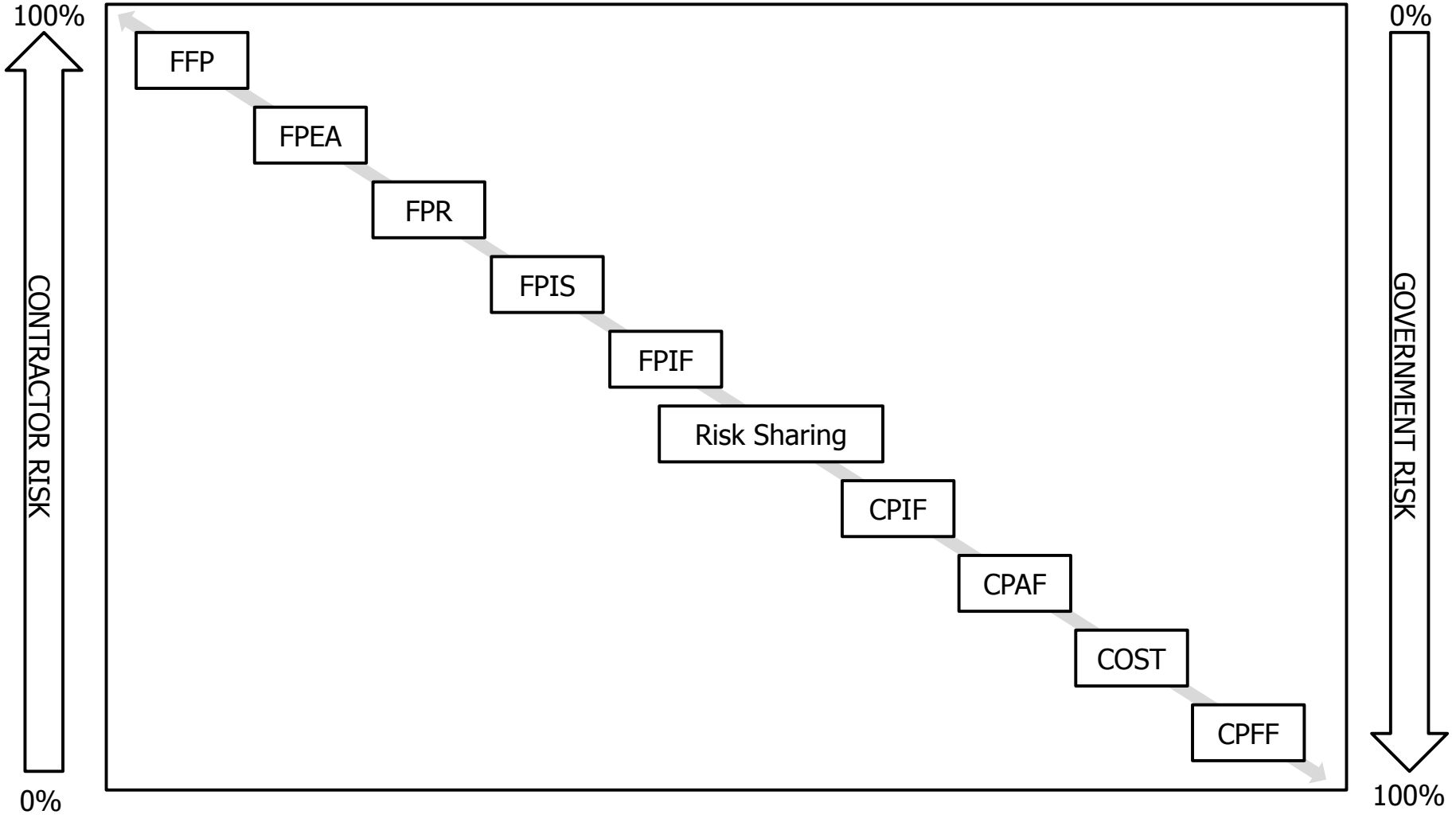

90%
5%
EASYNESS FOR YOU DO WORK
Letter
Part 15
SBIR
OTA
CSO
Vehicle Type
BPA BOA
SA IDIQ
MA IDIQ
MAC
GWAC
10%
95%
EASYNESS FOR GOVERNMENT TO AWARD WORK

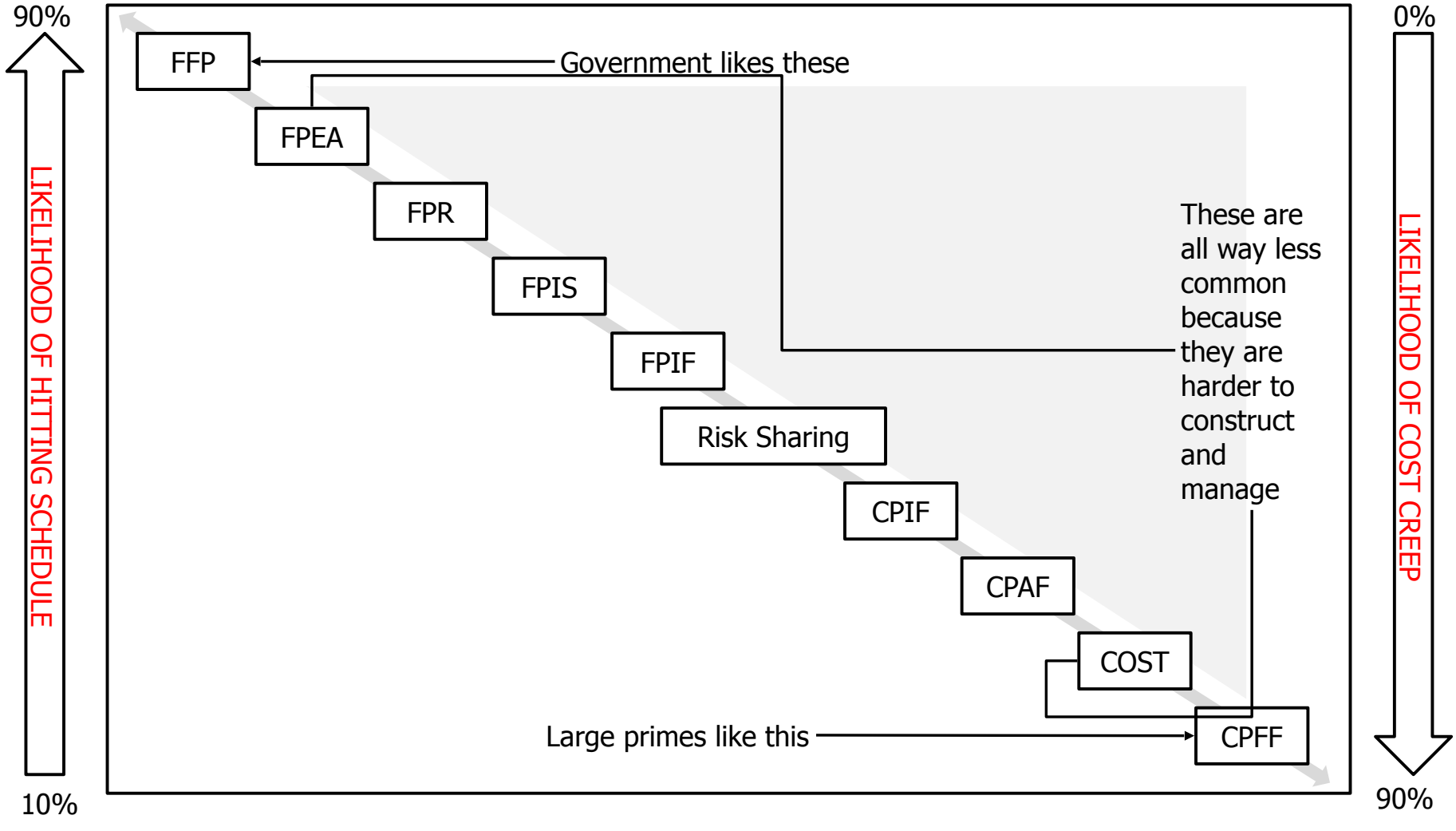

90%
5%
EASYNESS FOR YOU DO ACTUAL WORK
10%
95%
EASYNESS FOR GOVERNMENT TO AWARD WORK
Letter
Part 15
SBIR
OTA
CSO
Vehicle Type
BPA/ BOA
SA IDIQ
MA IDIQ
MAC
GWAC
Actual Contracts with You
Hunting Licenses with tons of people



In case you thought that was complicated
this is the simplest way DAU shows it

In case you didn't know,
these don't usually pay you money


100%
0%
CONTRACTOR RISK
FFP
FPEA
FPR
FPIS
FPIF
Risk Sharing
CPIF
CPAF
COST
CPFF
0%
100%
GOVERNMENT RISK


90%
10%
LIKELIHOOD OF HITTING SCHEDULE
FFP
FPEA
FPR
FPIS
FPIF
Risk Sharing
CPIF
CPAF
COST
CPFF
Government likes these
These are all way less common because they are harder to construct and manage
Large primes like this
0%
90%
LIKELIHOOD OF COST CREEP

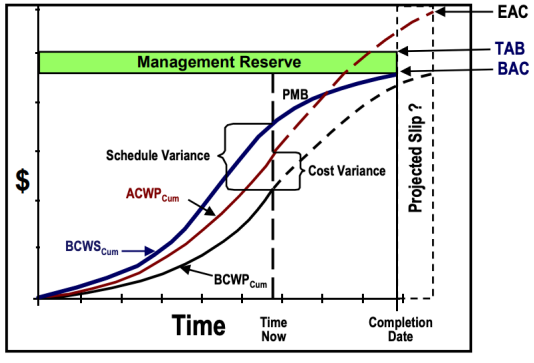
CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/ BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP										
FPEA										
FPR										
FPIS										
FPIF										
CPIF										
CPAF										
COST										
CPFF										

CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/ BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP						Easy to award and low government risk				
FPEA										
FPR										
FPIS										
FPIF										
CPIF	Harder to award and high government risk									
CPAF										
COST										
CPFF										

CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/ BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP	Easiest way to get your foot in the door					Easy to award and low government risk				
FPEA										
FPR										
FPIS										
FPIF										
CPIF	Harder to award and high government risk					Where large primes prefer to live (or explicitly state they will only live)				
CPAF										
COST										
CPFF										

CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/ BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP						Easy to award and low government risk				
FPEA	Harder than straight FFP and CPFF for the government to manage Why you ask…?									
FPR										
FPIS										
FPIF										
CPIF										
CPAF										
COST	Harder to award and high government risk									
CPFF										

DAU EARNED VALUE MANAGEMENT 'GOLD CARD'



VARIANCES Positive is Favorable, Negative is Unfavorable

Cost Variance	CV	= BCWP – ACWP
	CV %	= (CV / BCWP) * 100
Schedule Variance	SV	= BCWP – BCWS
	SV %	= (SV / BCWS) * 100
Variance at Completion	VAC	= BAC – EAC
	VAC %	= (VAC / BAC) * 100

OVERALL STATUS

% Schedule	= (BCWS^{CUM} / BAC) * 100
% Complete	= (BCWP^{CUM} / BAC) * 100
% Spent	= (ACWP$_{CUM}$ / BAC) * 100

EFFICIENCIES

Cost Efficiency	CPI	= BCWP / ACWP	Favorable is > 1.0, Unfavorable is < 1.0
Schedule Efficiency	SPI	= BCWP / BCWS	Favorable is > 1.0, Unfavorable is < 1.0

SCHEDULE METRICS (Selected)

BEI = Total Tasks Completed / (Total Tasks with Baseline Finish On or Prior to Current Report Period + Tasks without baseline finish dates)

Hit Task % = 100 * (Tasks in Denominator that Completed ON or Before Baseline Finish / Tasks Baselined to Finish within Current Report Period)

ESTIMATE @ COMPLETION = ACTUALS TO DATE + [(REMAINING WORK) / (PERFORMANCE FACTOR)]

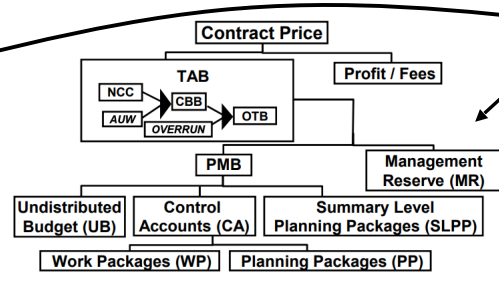
EAC_{CPI} = $ACWP_{CUM}$ + [(BAC – $BCWP_{CUM}$) / CPI_{CUM}]

$EAC_{Composite}$ = $ACWP_{CUM}$ + [(BAC – $BCWP_{CUM}$) / (CPI_{CUM} * SPI_{CUM})]

TO COMPLETE PERFORMANCE INDEX (TCPI) § #

$TCPI^{Target}$ = Work Remaining / Cost Remaining = (BAC – $BCWP^{CUM}$) / (**Target** – $ACWP^{CUM}$)

§ To Determine the TCPI for BAC, LRE, or EAC Substitute TARGET with BAC, LRE, or EAC
# To Determine the Contract Level TCPI for EAC, You May Replace BAC with TAB



ACRONYMS

ACWP	Actual Cost of Work Performed	Cost actually incurred in accomplishing work performed = ACTUAL COST
AUW	Authorized Unpriced Work	Work contractually approved, but not yet negotiated / definitized
BAC	Budget At Completion	The sum of all budgets for the contract thru any given WBS/OBS level
BCWP	Budgeted Cost for Work Performed	Value of completed work in terms of the work's assigned budget = EARNED VALUE
BCWS	Budgeted Cost for Work Scheduled	Time-phased Budget Plan for work scheduled = PLANNED VALUE
CA	Control Account	Lowest CWBS element assigned to a single focal point to plan & control scope / schedule / budget
CBB	Contract Budget Base	Sum of NCC & AUW
EAC	Estimate At Completion	Estimate of total **Cost** for the contract thru any given level generated by Ktr, PMO, DCMA, etc. = $EAC_{Ktr / PMO / DCMA}$
ETC	Estimate to Complete	Estimate of the cost of remaining work
LRE	Latest Revised Estimate	Ktr's EAC or EAC_{Ktr}
MR	Management Reserve	Budget withheld by Ktr PM for unknowns / risk management
NCC	Negotiated Contract Cost	Contract **Price** Minus profit or fee(s)
OTB	Over Target Baseline	Sum of CBB + additional budget approved for remaining work
PAC	Price At Completion	EAC Plus Adjusted Profit or Fee(s)
PMB	Performance Measurement Baseline	Contract time-phased budget plan
PP	Planning Package	Far-term CA activities not yet defined into WPs
SLPP	Summary Level Planning Package	Far-term contract activities not yet assigned to a CA
TAB	Total Allocated Budget	Sum of all budgets for work on contract = NCC, CBB, or OTB
TCPI	To Complete Performance Index	Efficiency needed from 'time now' to achieve a Cost Target = BAC, LRE, or EAC
UB	Undistributed Budget	Broadly defined activities not yet time-phased for distribution to CAs or SLPPs
WP	Work Package	Near-term, detail-planned activities within a CA

EVM POLICY:

EVM in accordance with EIA-748 is required for cost or incentive contracts, subcontracts, intra-government work agreements, & other agreements valued > $20M (TY $).
Refer to the IPMDAR Implementation Guide for IPMDAR Tailoring Guidance.

DoD's EVM CONTRACTING REQUIREMENTS:

DFARS CLAUSES 252.234-7001 "NOTICE OF EVMS" FOR SOLICITATIONS
252.234-7002 "EVMS" FOR SOLICITATIONS & CONTRACTS
252.242-7005 "CONTRACTOR BUSINESS SYSTEMS" FOR SOLICITATIONS & CONTRACTS

Integrated Program Mngt Data and Analysis Report DI-MGMT-81861

INTEGRATED BASELINE REVIEW MANDATORY FOR ALL CONTRACTS THAT HAVE EVM INVOKED ON THE CONTRACT

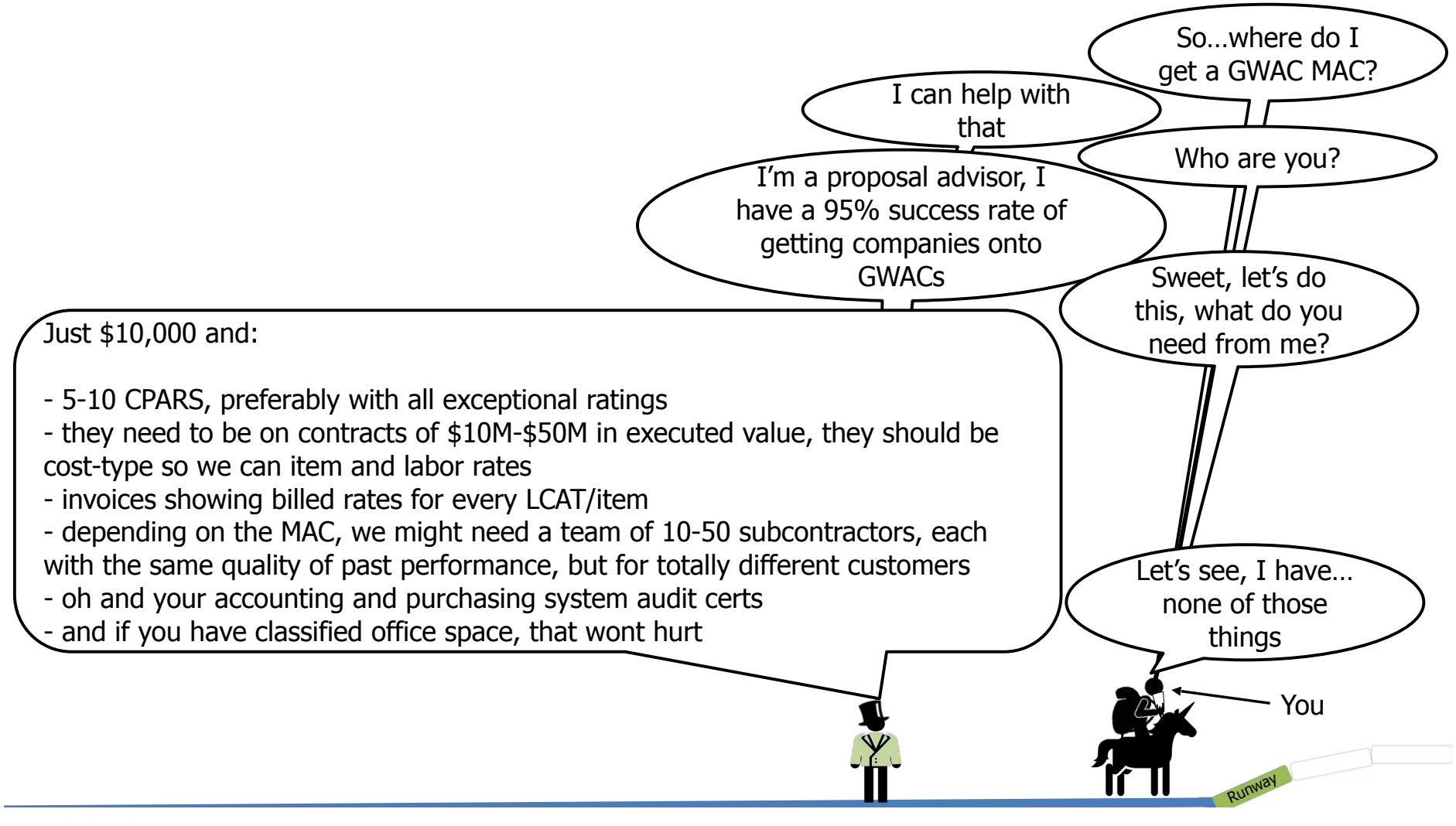
EVM CoP: https://www.dau.edu/cop/evm | Contact: EVM.dau@dau.edu | Revised Jun 2020

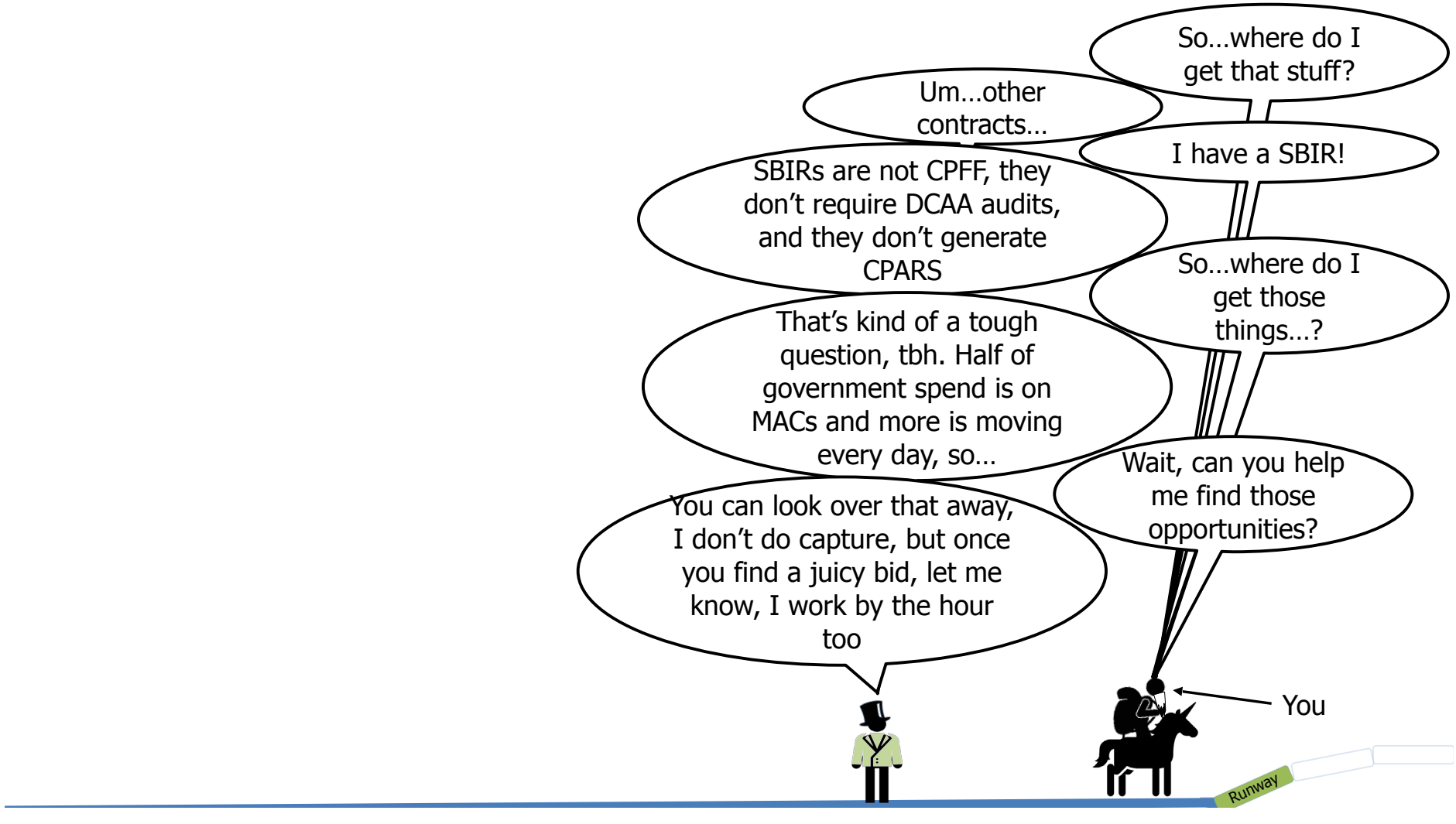
This is why!
Earned Value Management
Want to figure out an incentive fee? check out the numbers here, they're worse than startup metrics

Like it or not,
"EVM is one of DoD's and industry's most powerful program planning and management tools. It is normally used in conjunction with cost plus and fixed-price incentive contracts with discrete work scope. Earned Value Management (EVM) is applied on Cost Reimbusable or Incentive contracts, inclusive of options, with 18 months or greater period of performance and based on the nature of the work scope, that exceed $20M."

CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/ BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP										
FPEA										
FPR										
FPIS										
FPIF										
CPIF										
CPAF										
COST										
CPFF										

Moving from here to here is "growing up" in GovCon, not as easy as it looks


So…where do I get a GWAC MAC?
I can help with that
Who are you?
I'm a proposal advisor, I have a 95% success rate of getting companies onto GWACs
Sweet, let's do this, what do you need from me?
Just $10,000 and:
- 5-10 CPARS, preferably with all exceptional ratings
- they need to be on contracts of $10M-$50M in executed value, they should be cost-type so we can item and labor rates
- invoices showing billed rates for every LCAT/item
- depending on the MAC, we might need a team of 10-50 subcontractors, each with the same quality of past performance, but for totally different customers
- oh and your accounting and purchasing system audit certs
- and if you have classified office space, that wont hurt
Let's see, I have… none of those things
You
Runway

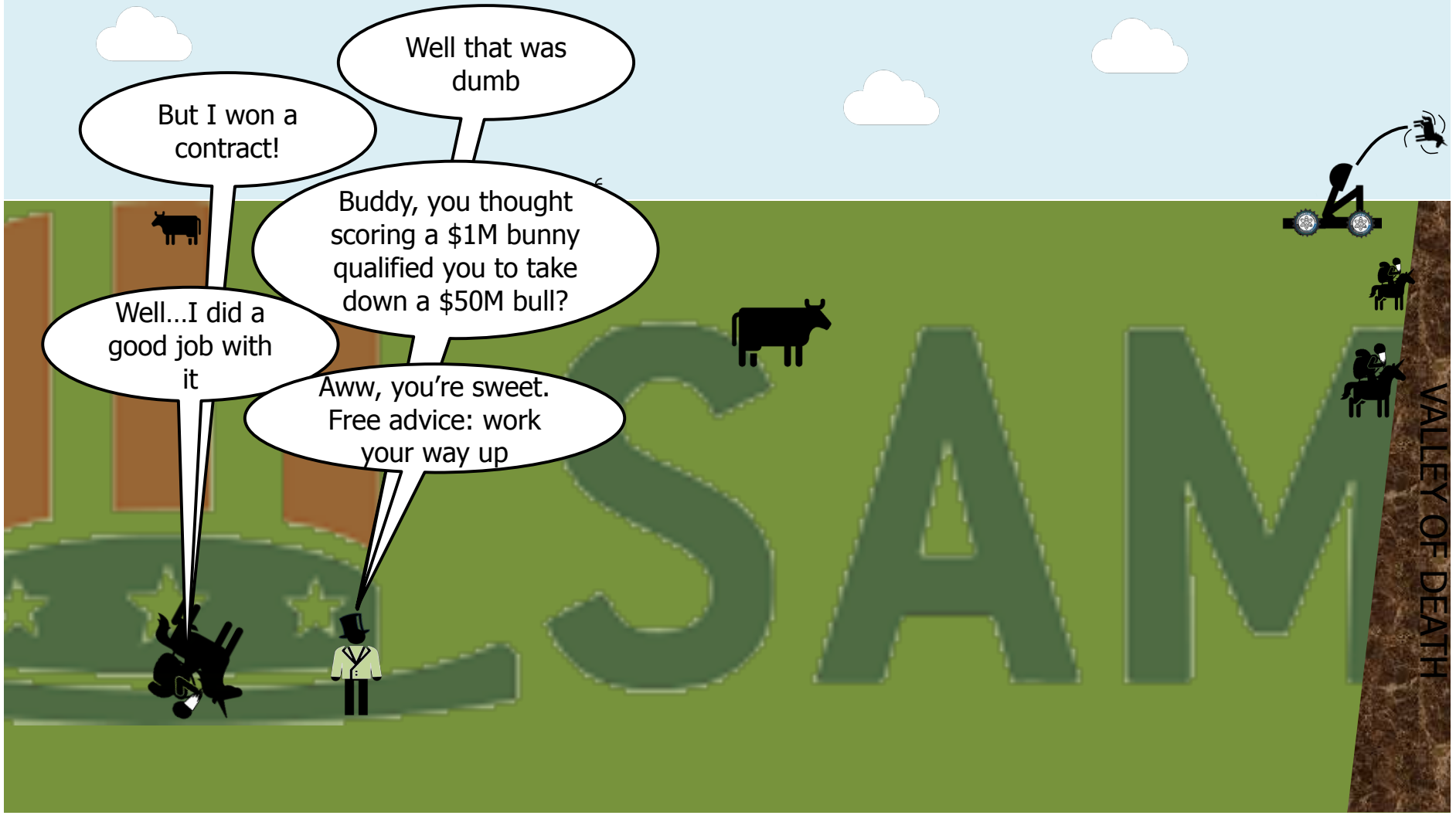

So…where do I get that stuff?
Um…other contracts…
I have a SBIR!
SBIRs are not CPFF, they don't require DCAA audits, and they don't generate CPARS
So…where do I get those things…?
That's kind of a tough question, tbh. Half of government spend is on MACs and more is moving every day, so…
Wait, can you help me find those opportunities?
You can look over that away, I don't do capture, but once you find a juicy bid, let me know, I work by the hour too
You
Runway

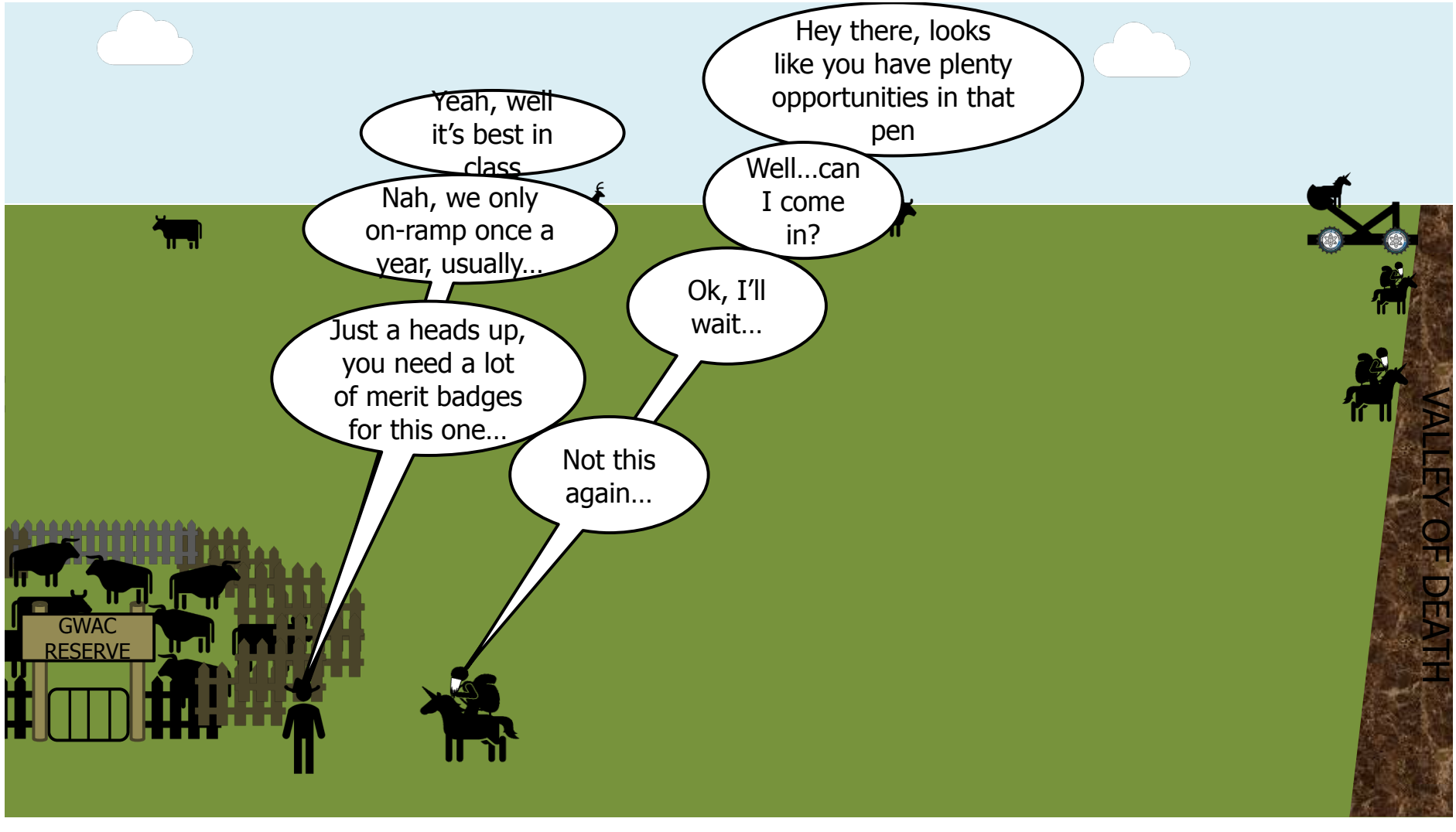
Out in the pasture…

THIS is where I'm supposed to look? Kinda slim pickings out here...
VALLEY OF DEATH

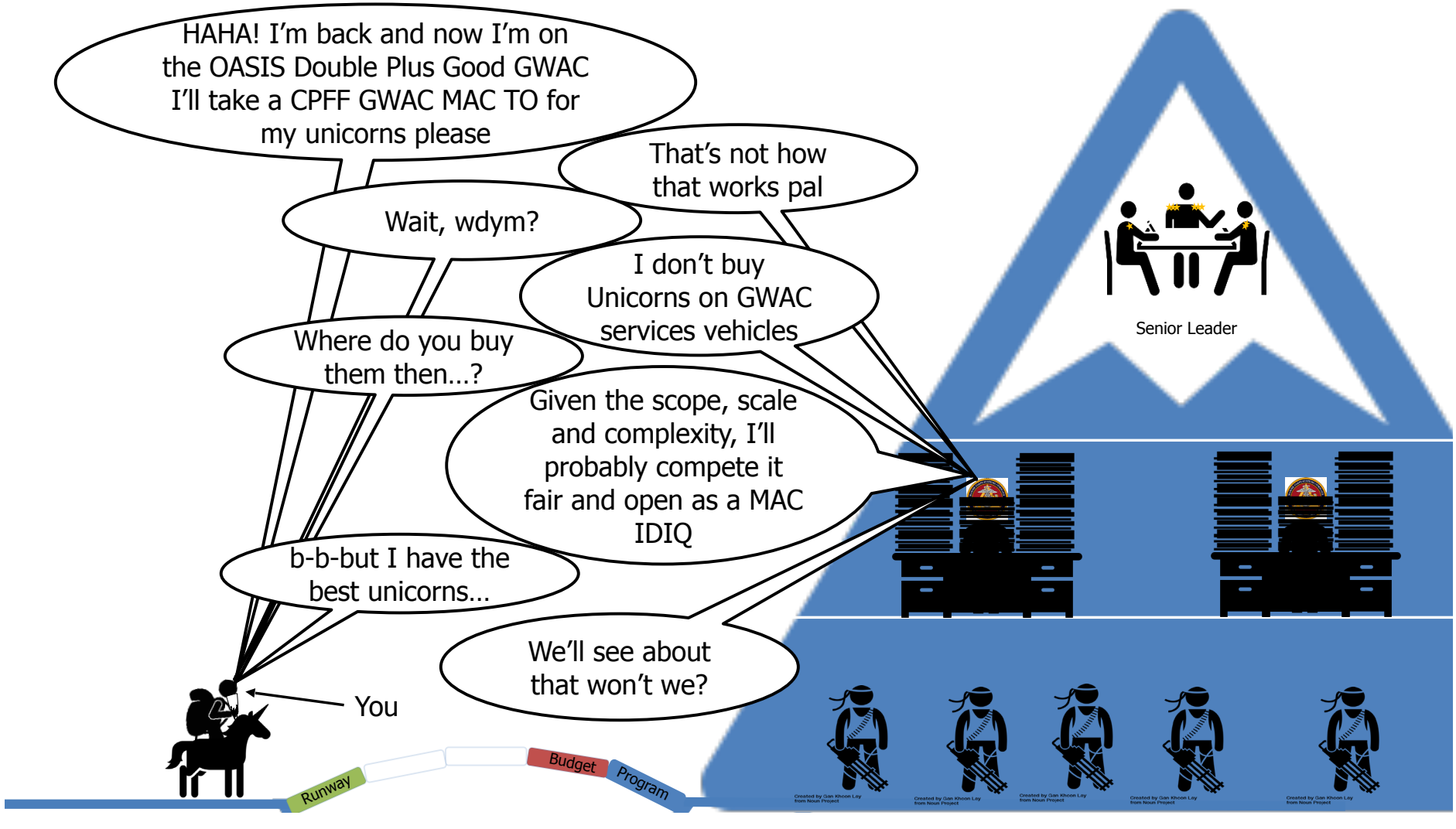
AHA! I got one!
I think I'm getting
the hang of this
Lets go get
another one
VALLEY OF DEATH

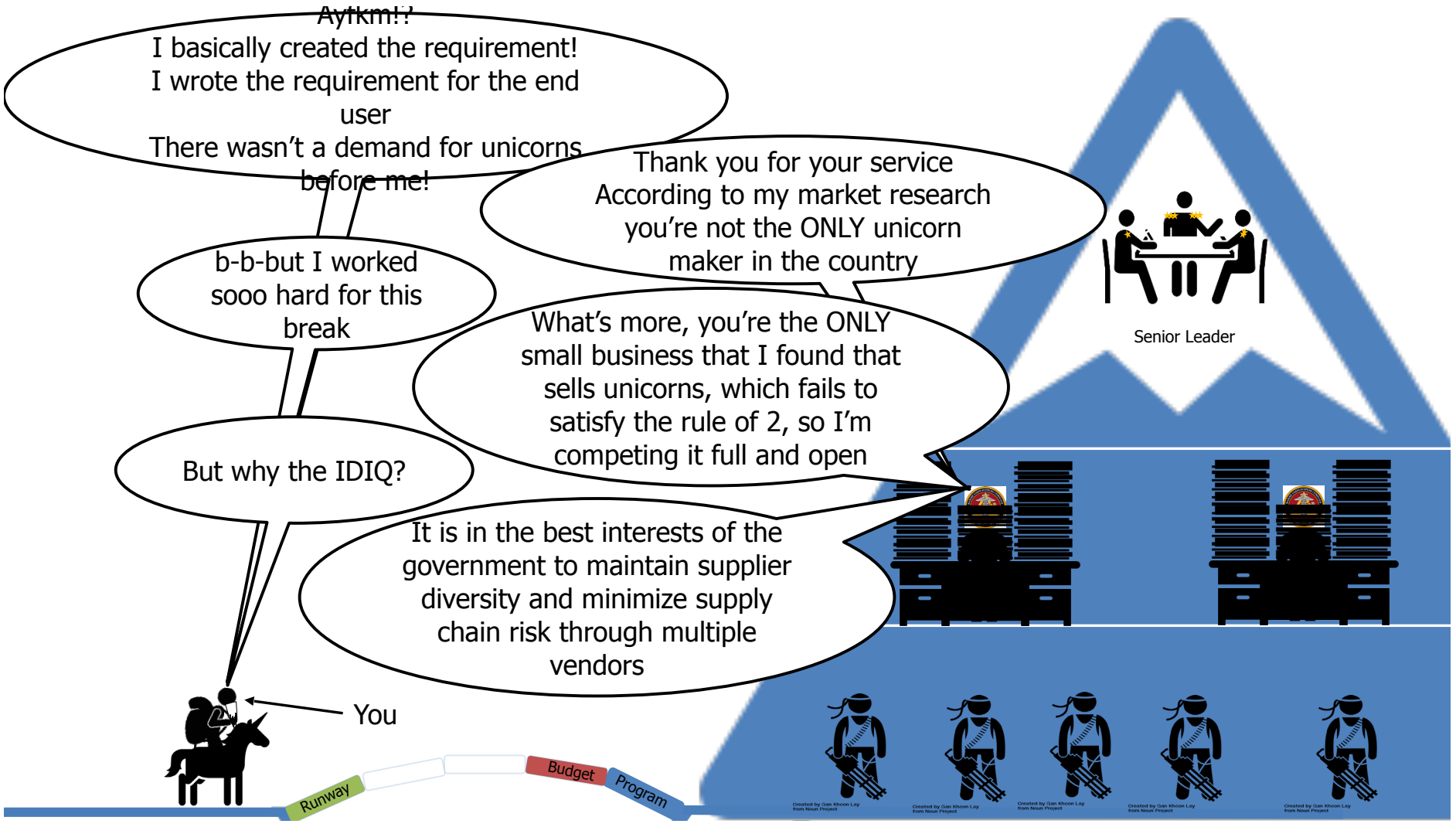
WHAT JUST HAPPENED!?
SAM
VALLEY OF DEATH

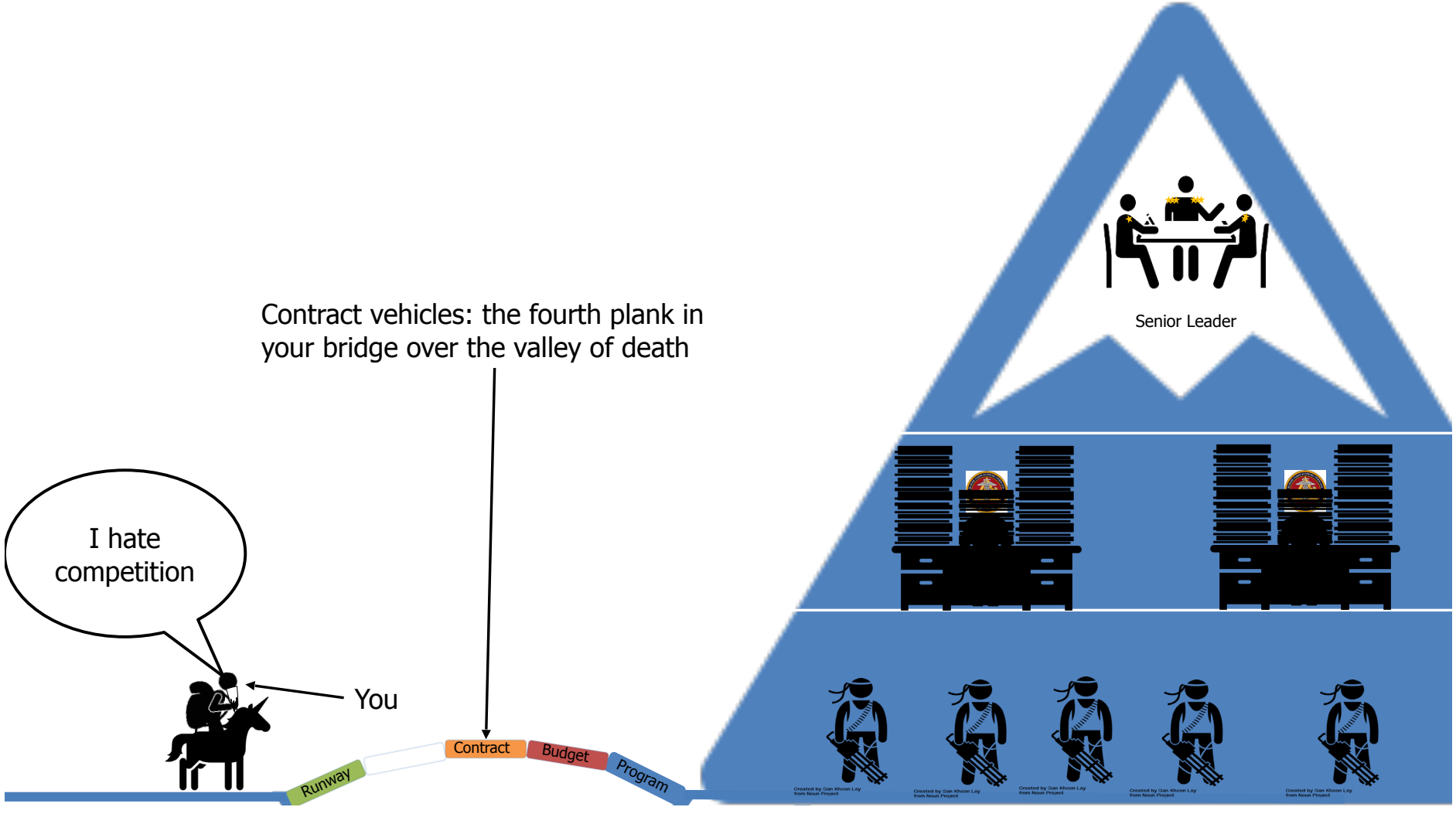

But I won a contract!
Well that was dumb
Buddy, you thought scoring a $1M bunny qualified you to take down a $50M bull?
Well…I did a good job with it
Aww, you're sweet. Free advice: work your way up
VALLEY OF DEATH

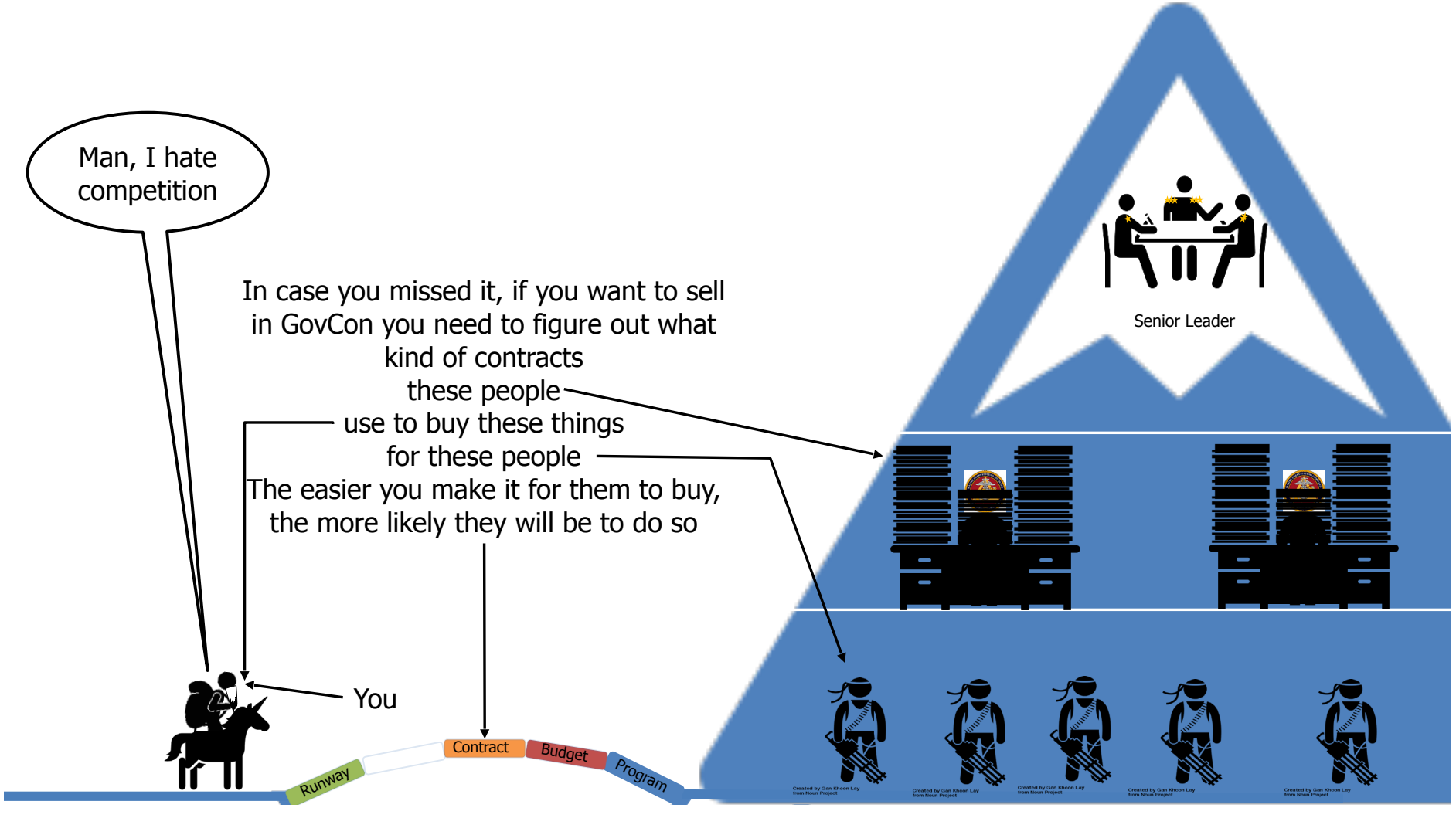

Hey there, looks like you have plenty opportunities in that pen
Yeah, well it's best in class
Well...can I come in?
Nah, we only on-ramp once a year, usually...
Ok, I'll wait...
Just a heads up, you need a lot of merit badges for this one...
Not this again...
GWAC RESERVE
VALLEY OF DEATH

3-5 years later…


HAHA! I'm back and now I'm on the OASIS Double Plus Good GWAC I'll take a CPFF GWAC MAC TO for my unicorns please
That's not how that works pal
Wait, wdym?
I don't buy Unicorns on GWAC services vehicles
Where do you buy them then…?
Given the scope, scale and complexity, I'll probably compete it fair and open as a MAC IDIQ
b-b-but I have the best unicorns…
We'll see about that won't we?
You
Senior Leader
Runway
Budget
Program

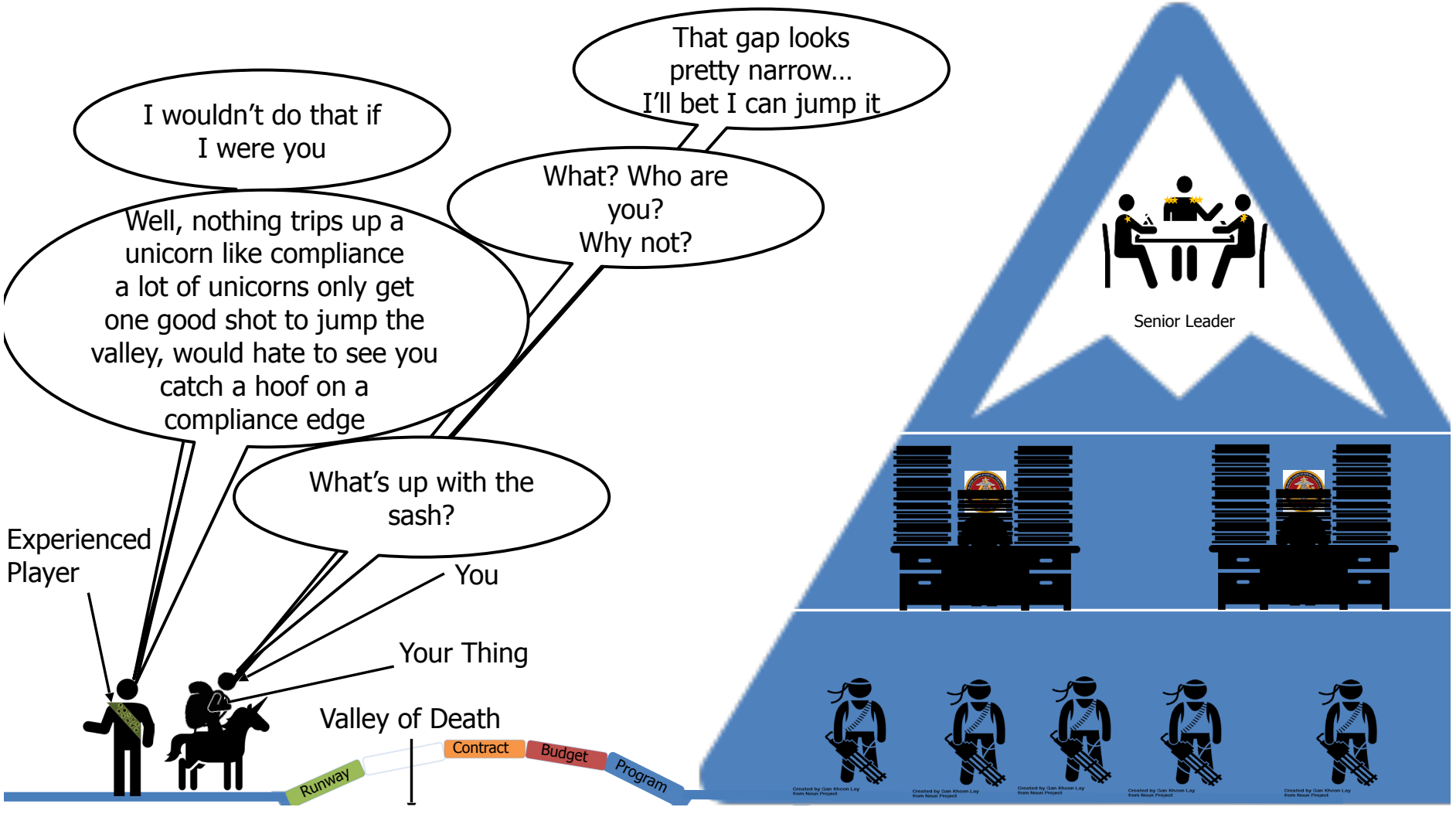

Aytkm!?
I basically created the requirement!
I wrote the requirement for the end user
There wasn't a demand for unicorns before me!
b-b-but I worked sooo hard for this break
But why the IDIQ?
Thank you for your service
According to my market research you're not the ONLY unicorn maker in the country
What's more, you're the ONLY small business that I found that sells unicorns, which fails to satisfy the rule of 2, so I'm competing it full and open
It is in the best interests of the government to maintain supplier diversity and minimize supply chain risk through multiple vendors
Senior Leader
You
Runway
Budget
Program

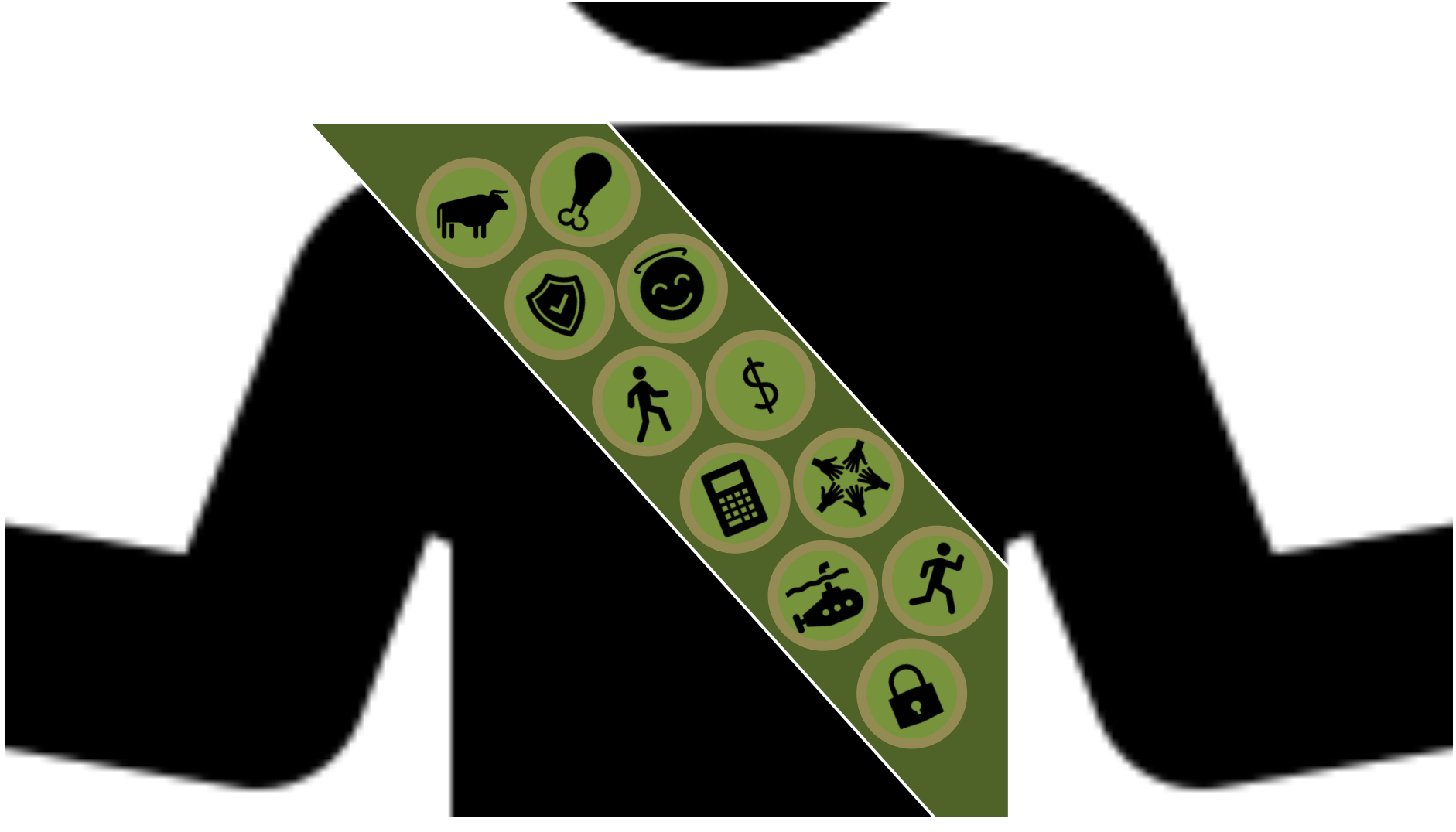

Contract vehicles: the fourth plank in your bridge over the valley of death
I hate competition
You
Runway
Contract
Budget
Program
Senior Leader

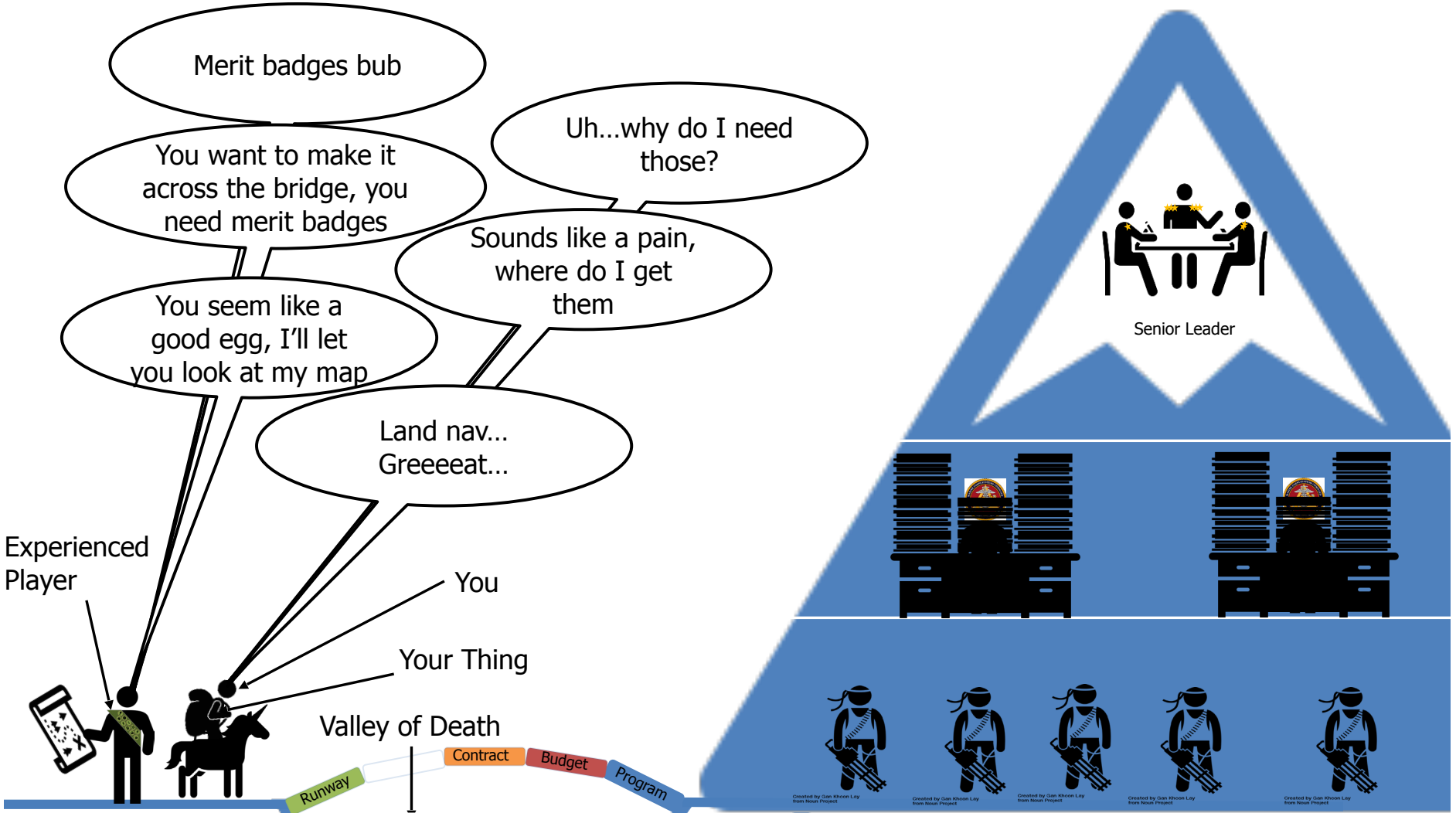

Man, I hate competition
In case you missed it, if you want to sell in GovCon you need to figure out what kind of contracts these people use to buy these things for these people
The easier you make it for them to buy, the more likely they will be to do so
You
Runway
Contract
Budget
Program
Senior Leader

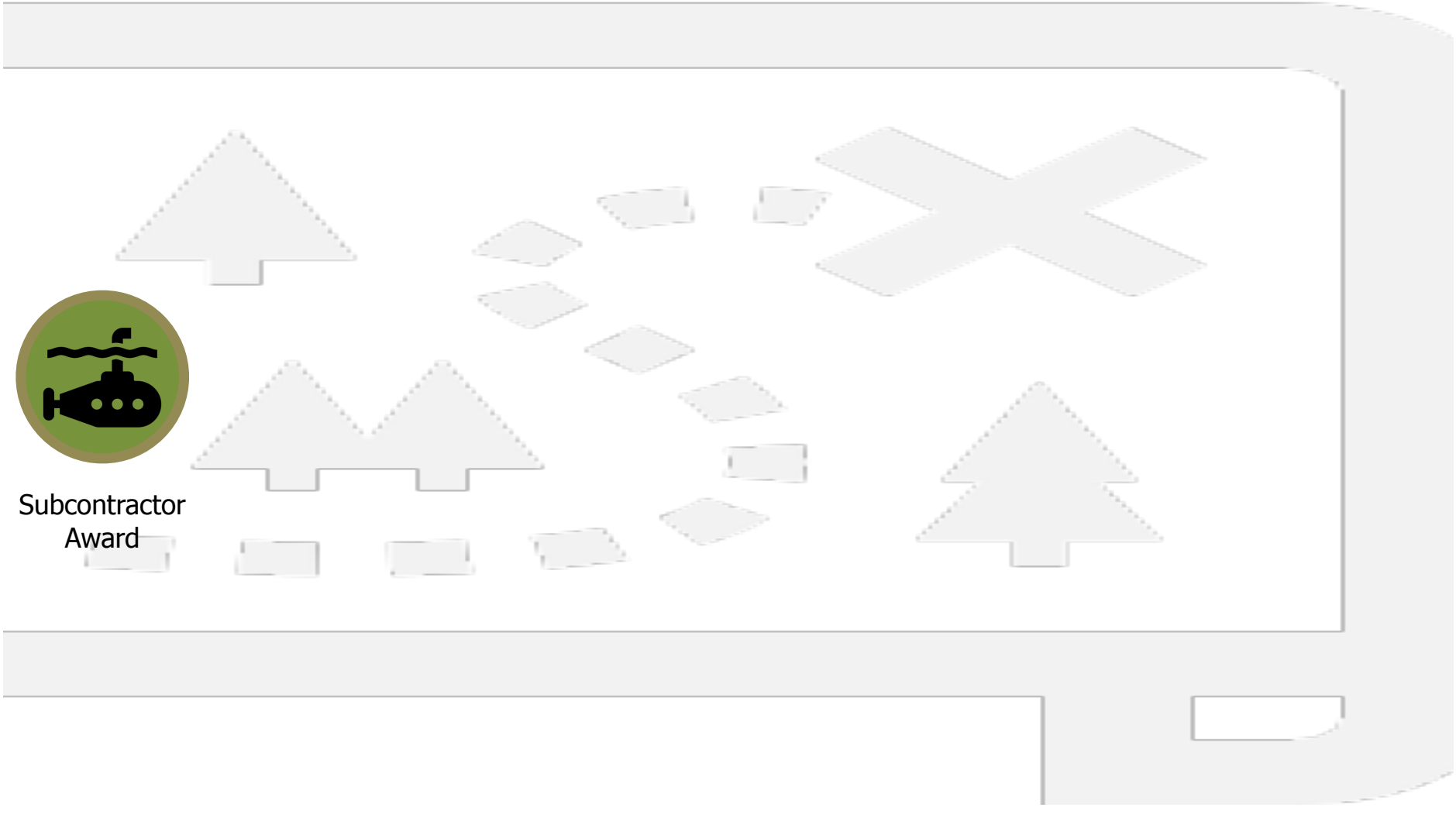
If you're not curious what happened over those 3-5 years, you should be…

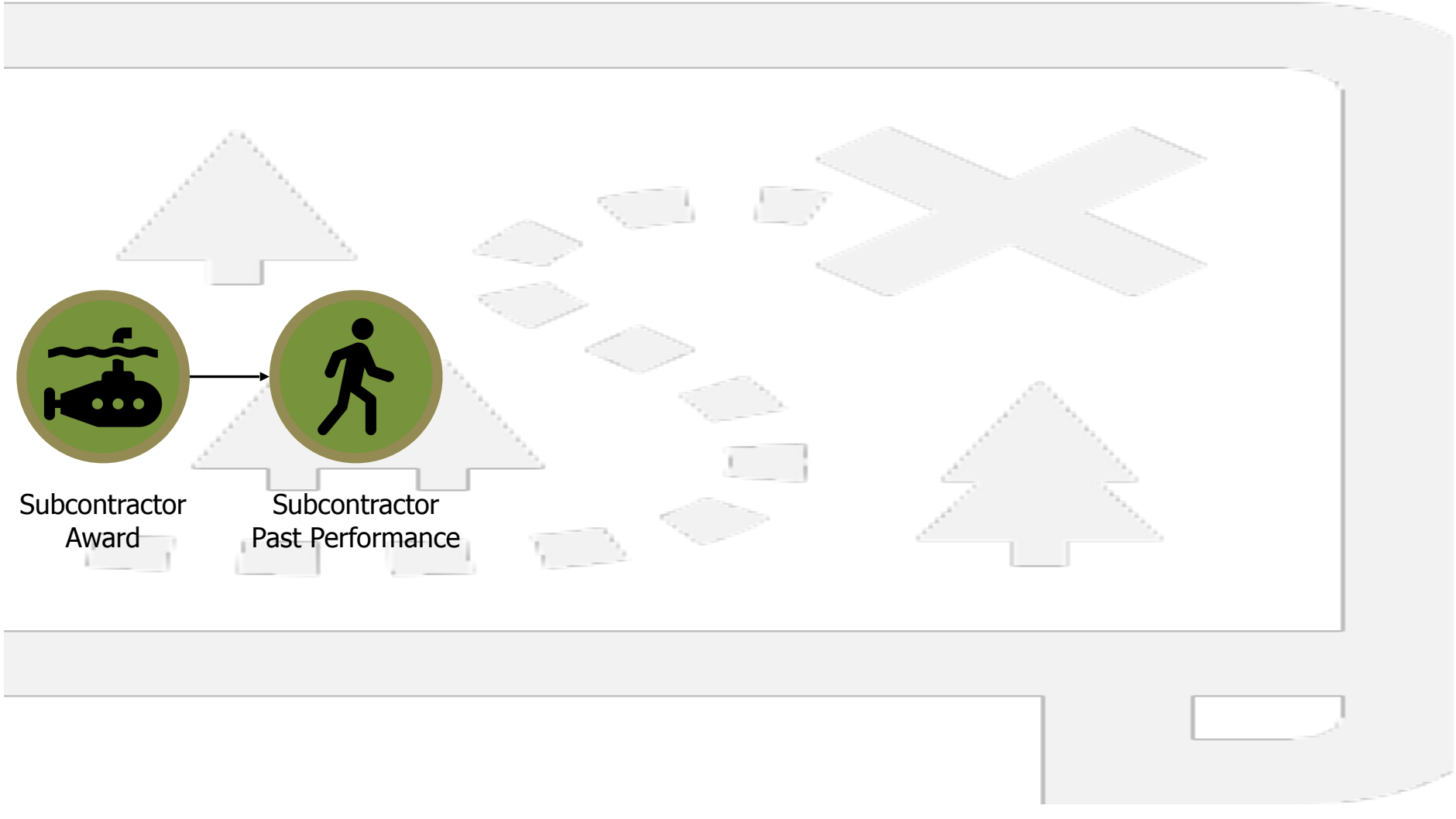
Chapter 10:
The Many Merit Badges of GovCon

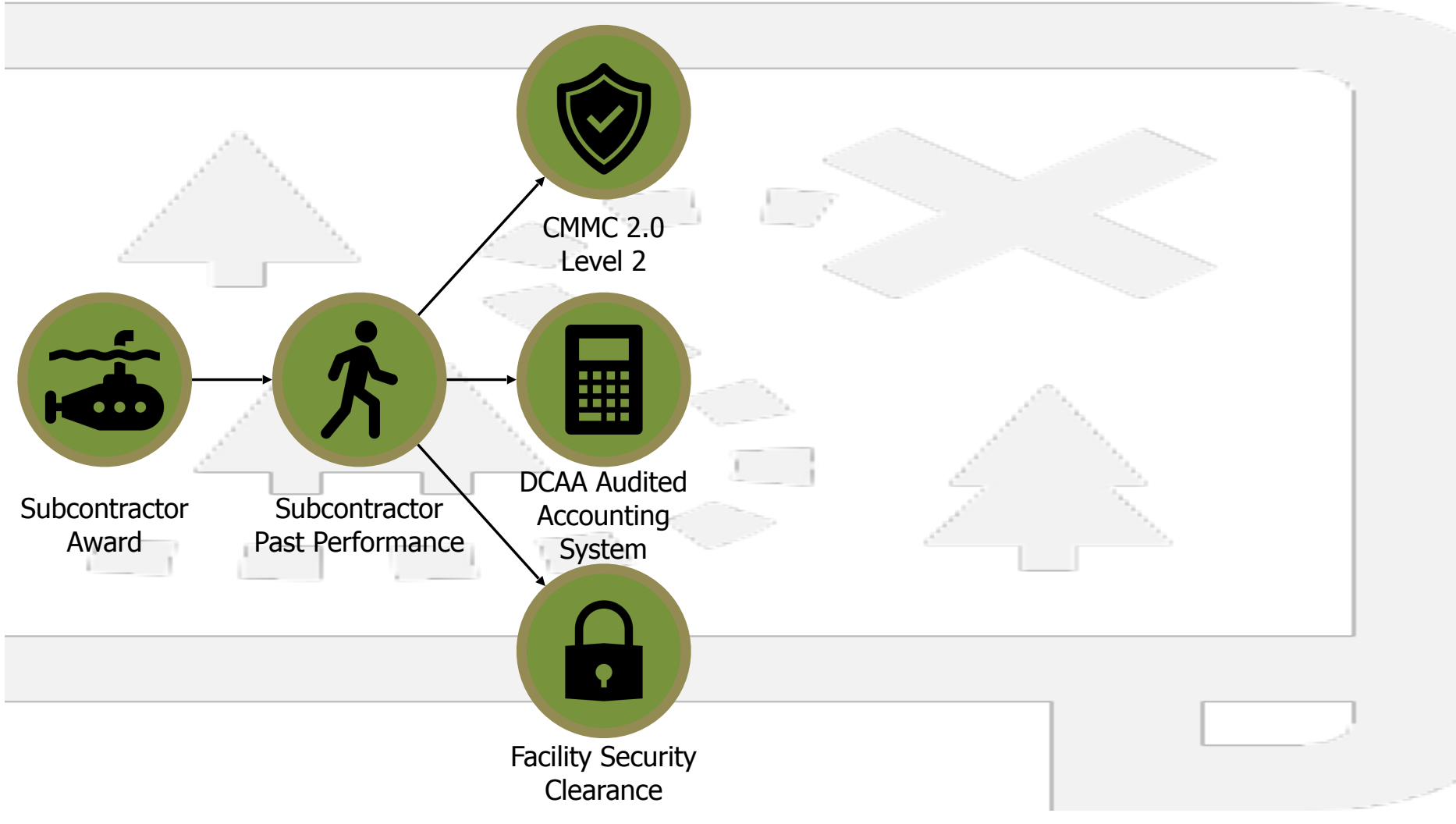

That gap looks pretty narrow... I'll bet I can jump it
I wouldn't do that if I were you
What? Who are you? Why not?
Well, nothing trips up a unicorn like compliance a lot of unicorns only get one good shot to jump the valley, would hate to see you catch a hoof on a compliance edge
What's up with the sash?
Experienced Player
You
Your Thing
Valley of Death
Runway
Contract
Budget
Program
Senior Leader

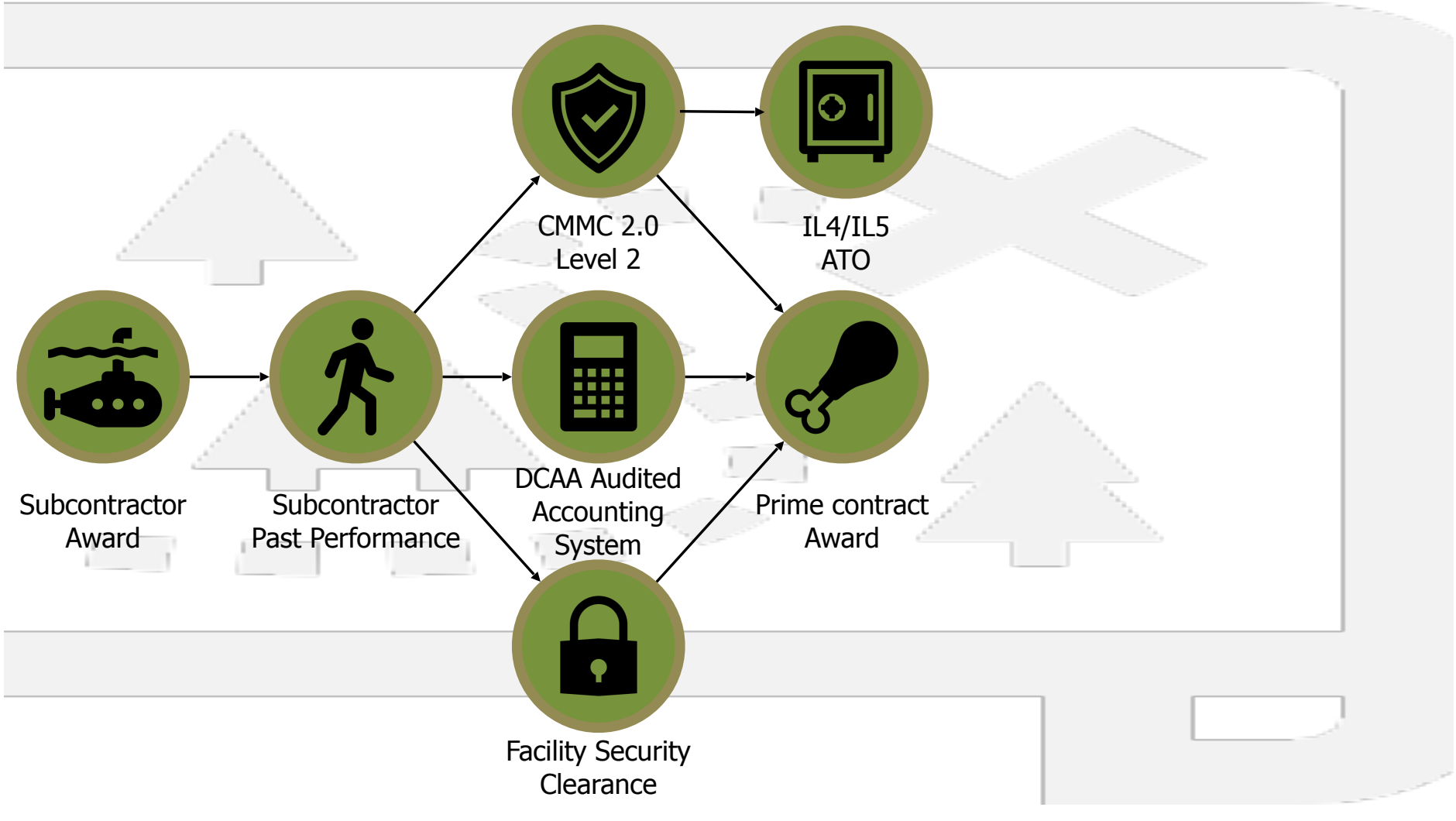


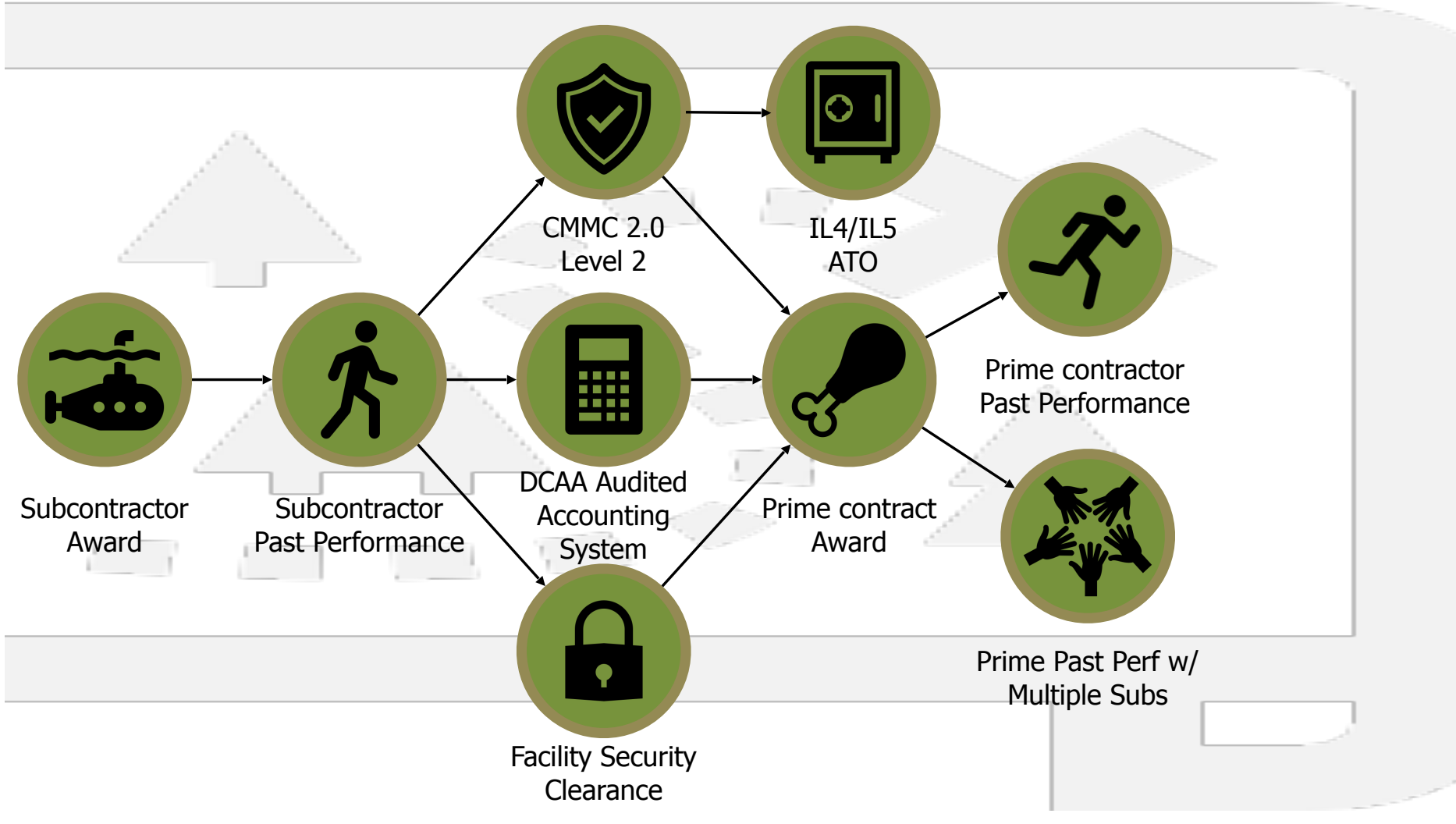

Merit badges bub
You want to make it across the bridge, you need merit badges
Uh…why do I need those?
Sounds like a pain, where do I get them
You seem like a good egg, I'll let you look at my map
Land nav…
Greeeeat…
Experienced Player
You
Your Thing
Valley of Death
Runway
Contract
Budget
Program
Senior Leader

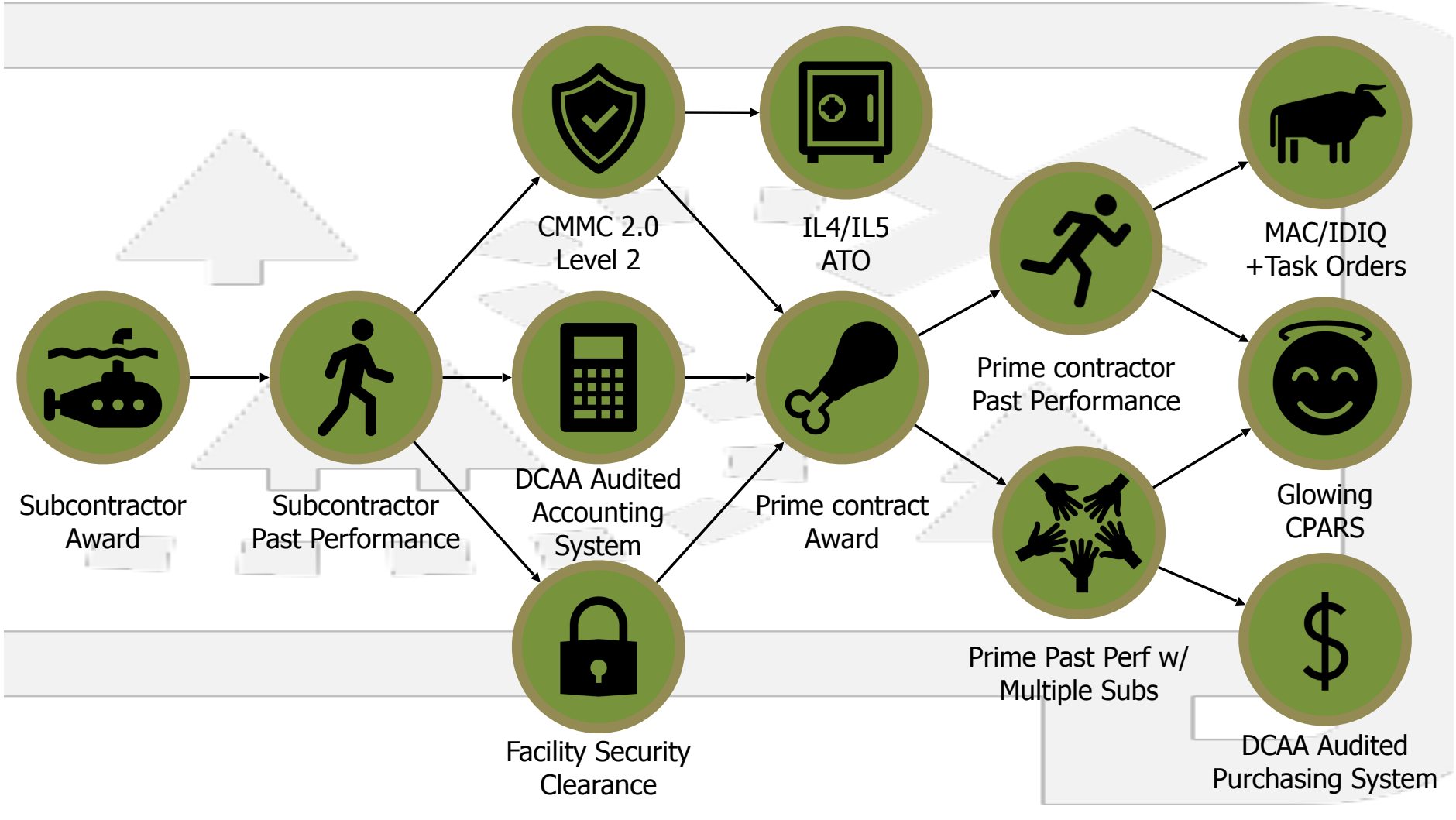

Subcontractor
Award

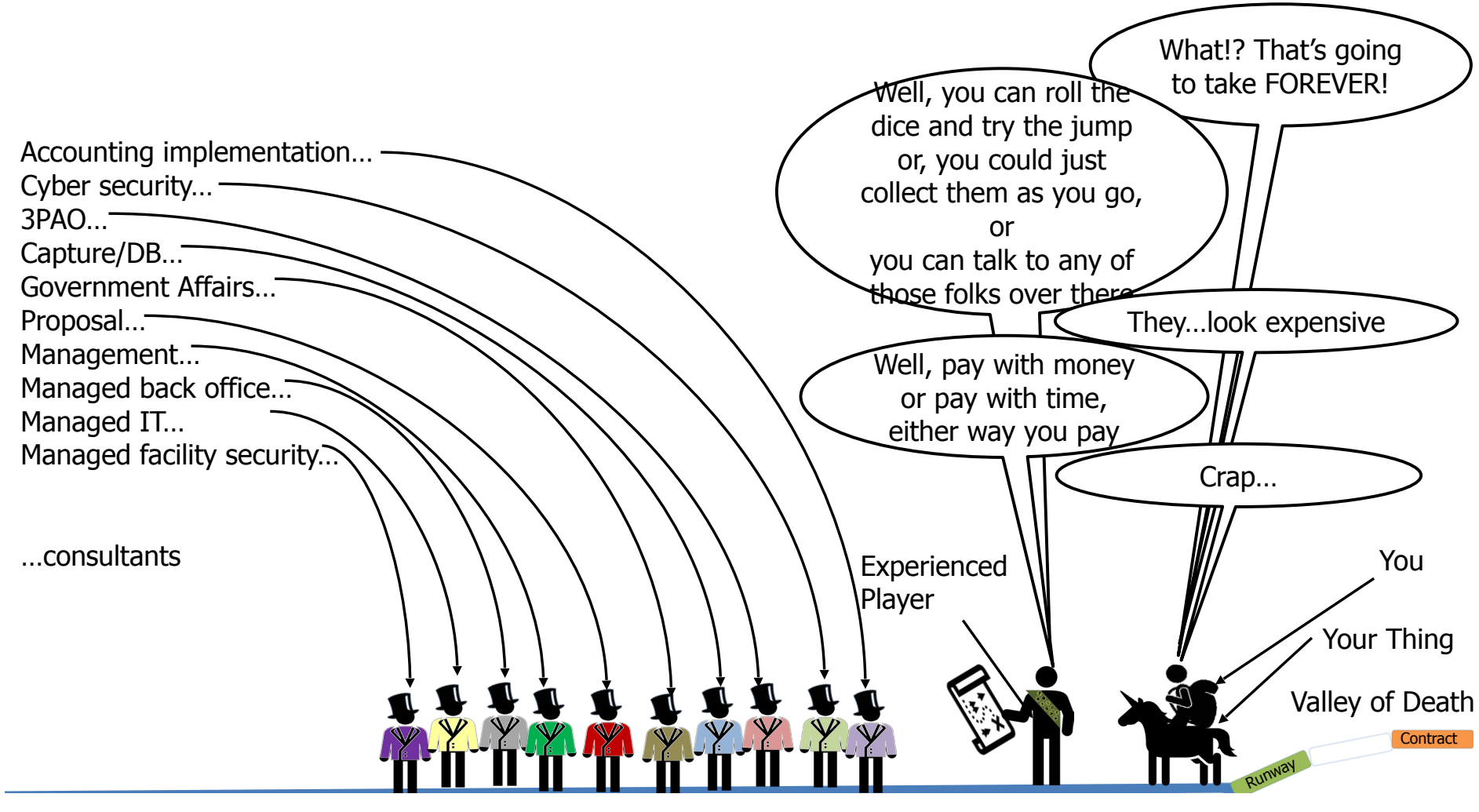

Subcontractor
Award
Subcontractor
Past Performance

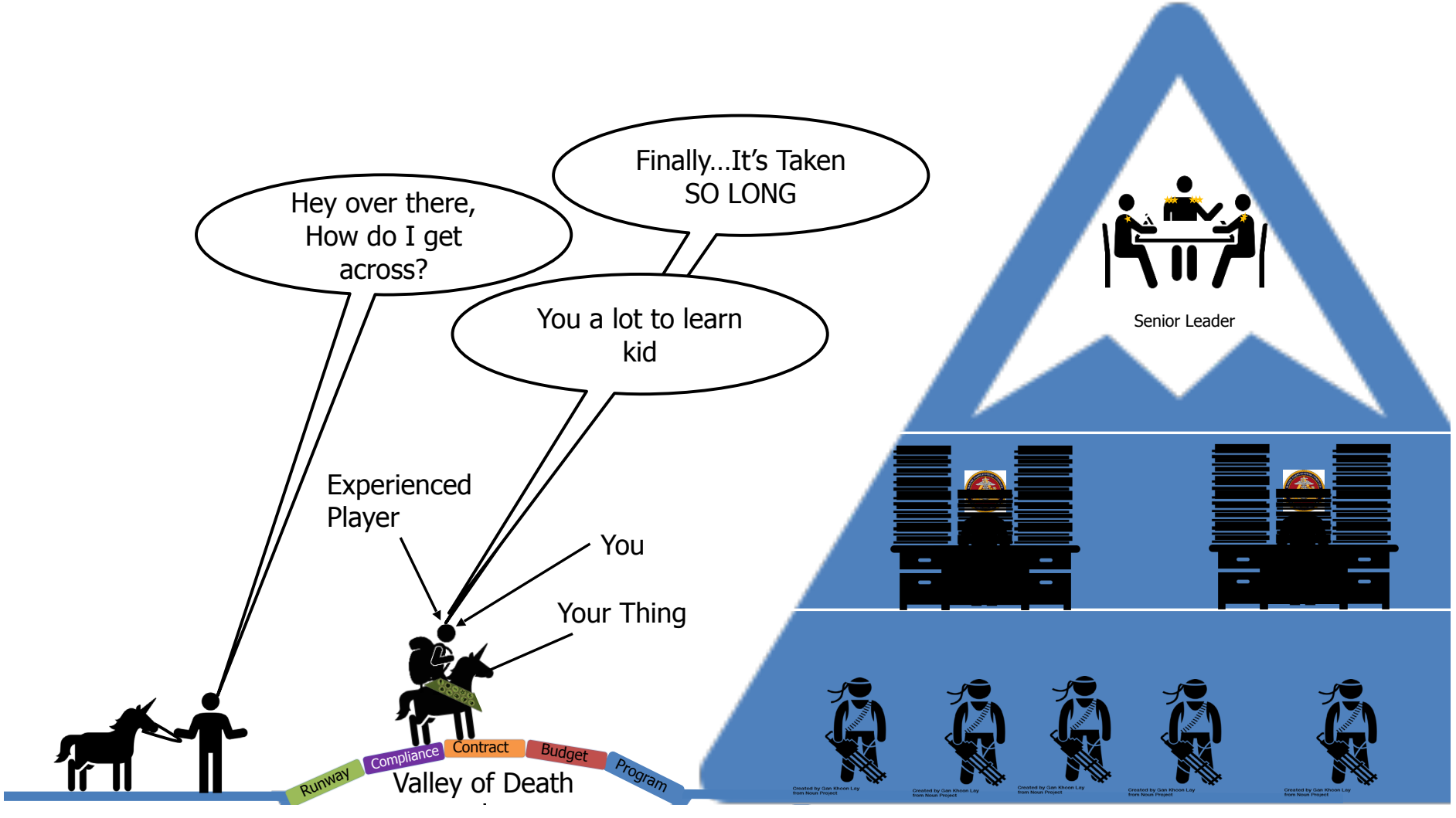

CMMC 2.0
Level 2
Subcontractor
Award
Subcontractor
Past Performance
DCAA Audited
Accounting
System
Facility Security
Clearance


CMMC 2.0
Level 2
IL4/IL5
ATO
Subcontractor
Award
Subcontractor
Past Performance
DCAA Audited
Accounting
System
Prime contract
Award
Facility Security
Clearance


CMMC 2.0
Level 2
IL4/IL5
ATO
Subcontractor
Award
Subcontractor
Past Performance
DCAA Audited
Accounting
System
Prime contract
Award
Prime contractor
Past Performance
Prime Past Perf w/
Multiple Subs
Facility Security
Clearance


CMMC 2.0
Level 2
IL4/IL5
ATO
MAC/IDIQ
+Task Orders
Subcontractor
Award
Subcontractor
Past Performance
DCAA Audited
Accounting
System
Prime contract
Award
Prime contractor
Past Performance
Glowing
CPARS
Prime Past Perf w/
Multiple Subs
Facility Security
Clearance
DCAA Audited
Purchasing System


Accounting implementation…
Cyber security…
3PAO…
Capture/DB…
Government Affairs…
Proposal…
Management…
Managed back office…
Managed IT…
Managed facility security…
…consultants
Experienced Player
Well, you can roll the dice and try the jump or, you could just collect them as you go, or you can talk to any of those folks over there
What!? That's going to take FOREVER!
They…look expensive
Well, pay with money or pay with time, either way you pay
Crap…
You
Your Thing
Valley of Death
Contract
Runway


Hey over there, How do I get across?
Finally…It's Taken SO LONG
You a lot to learn kid
Experienced Player
You
Your Thing
Runway
Compliance
Contract
Budget
Program
Valley of Death
Senior Leader

SALES

Chapter 11:
Let’s Talk About Sales in GovCon

BLUF: It's JUST SALES
GovCon just gives things different Names

Hard Truths:

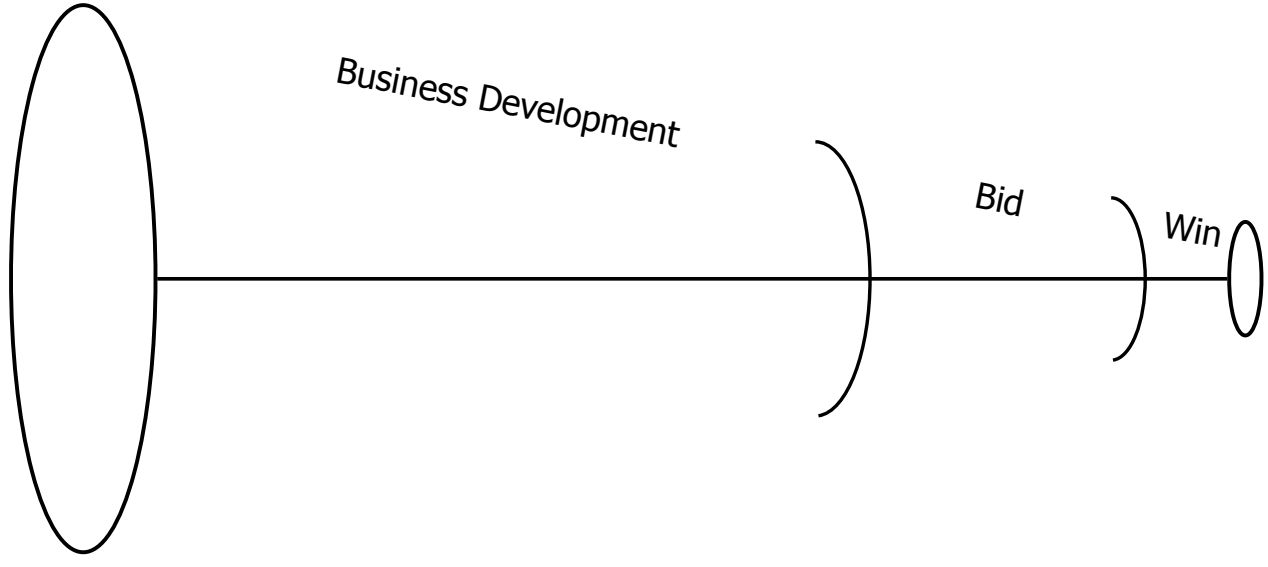
You win 0% of the contracts you don’t bid
You win 1% of the bids you don’t shape
You shape 0% of the opportunities you don’t know about

If you're not winning enough contracts then you are
(1) Not bidding enough
(2) Bidding enough but not shaping enough
(3) Both 1 and 2

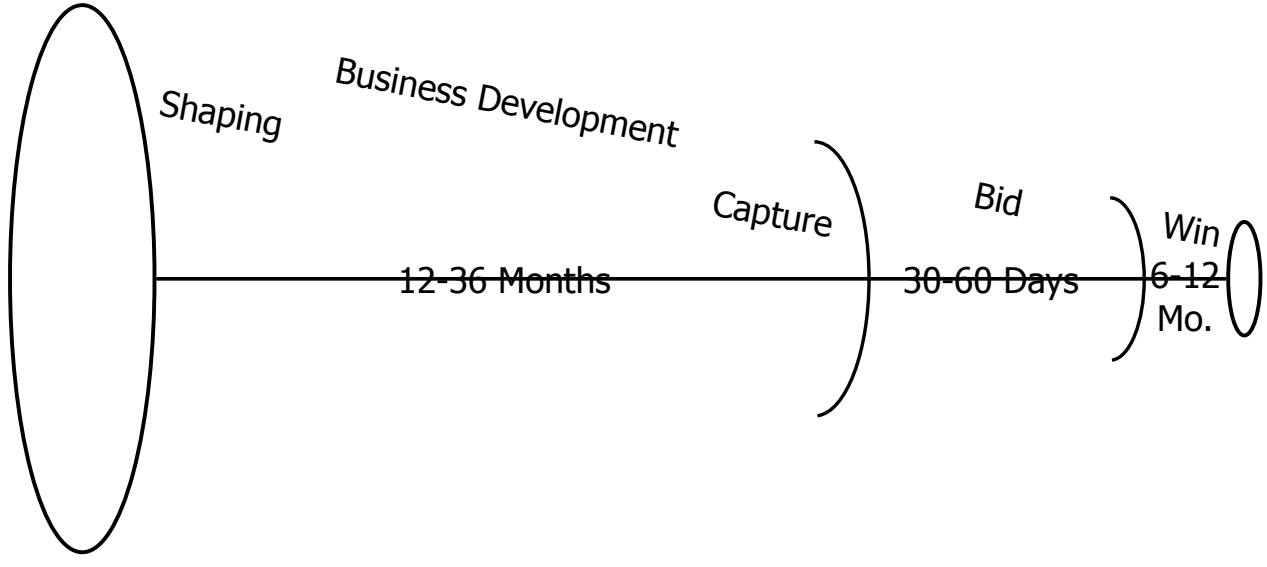
GovCon BD in 5 Simple Steps:

1. Figure out your customers and prospect opportunities
2. Once you find potential opportunities, shape them for you to win
3. Decide which ones are open to win, wired for a competitor, or wired for you
4. Bid on the ones wired for you, and some that are open to win
5. Build a good team and write a good proposal with a good price and terms

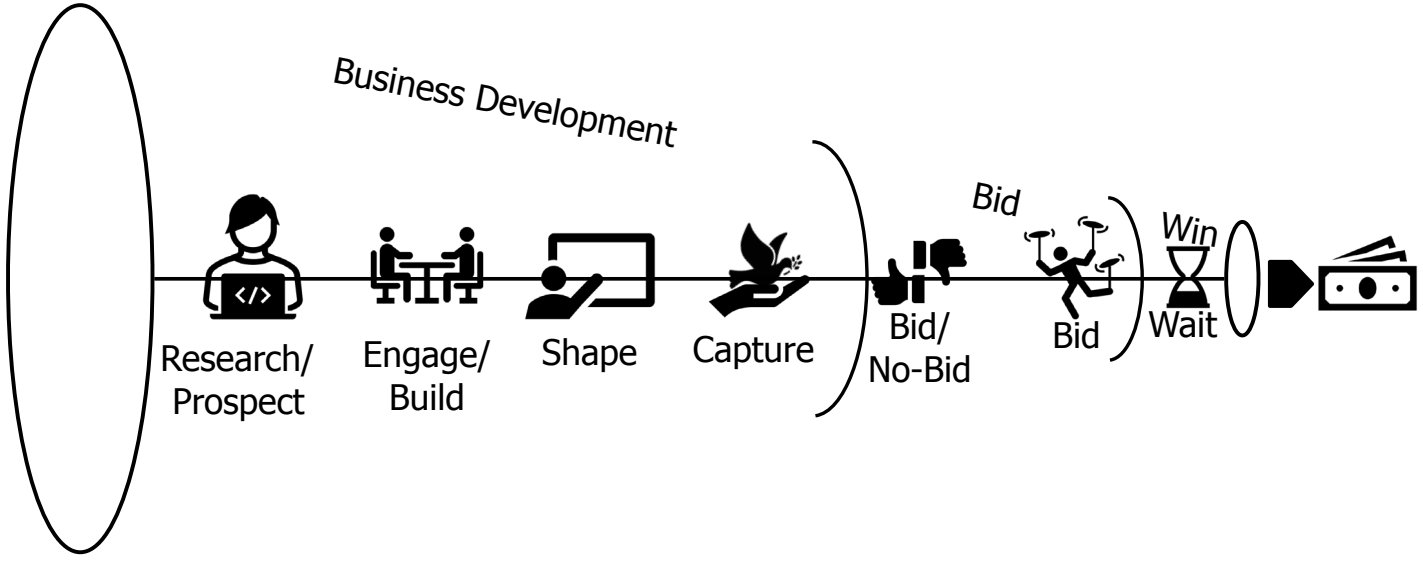
Important caveat: $\boldsymbol{Simple \neq Easy}$



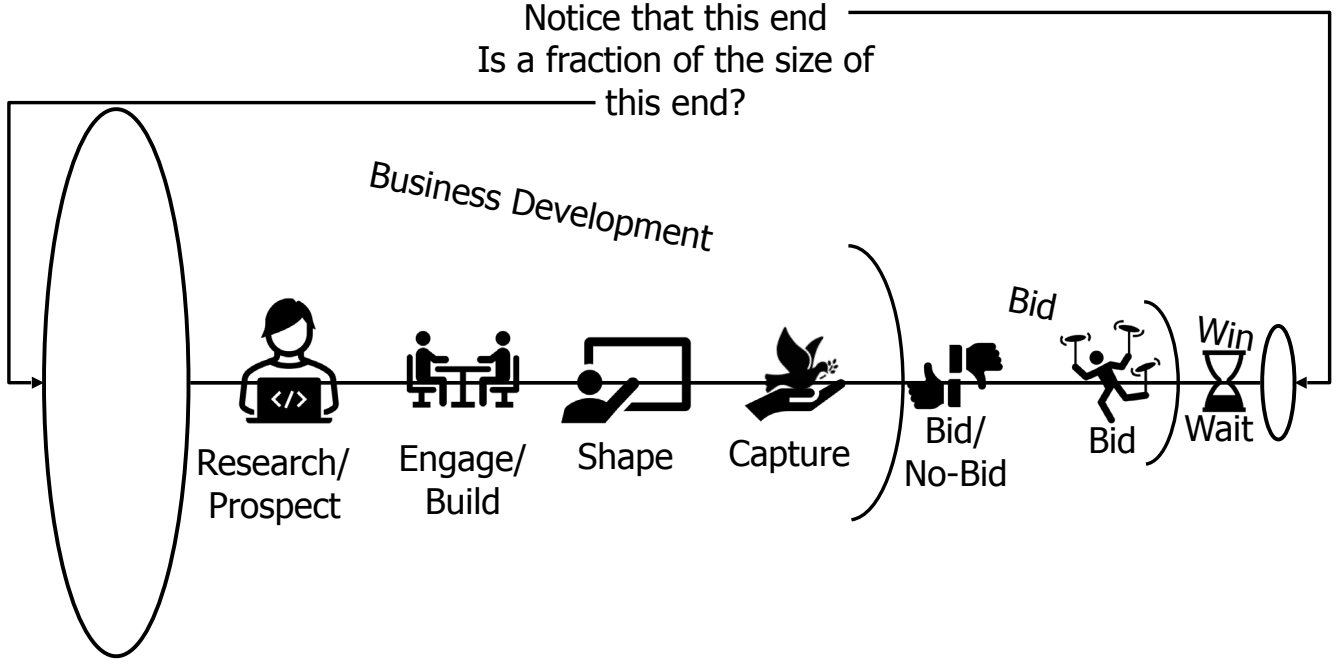
This is a "Pipeline"
Pipelines have stages



This is a "Pipeline"
Pipelines have stages
Stages have timetables



This is a "Pipeline"
Pipelines have stages
Stages have activities



The ratio of the top of the funnel to the bottom of the funnel,
Also known as your "win rate" is determined by how good you are at running a smooth, disciplined pipeline.

Bottom Line: if you didn't do capture, then don't bid.

Bottom Line: if you didn't do capture, then don't bid.

Why? Why not shoot at everything and let the source selection committee be the judge?

This poor person(s) →

Bid

Proposal capacity is a finite resource and largely a linear function:

x = number of proposals per month
y = number of pages per proposal
z = daily page output per person
a = number of people available

$$x = (a*z/y)/30$$

Bottom Line: if you didn't do capture, then don't bid.

Why? Why not shoot at everything and let the source selection committee be the judge?

This poor person(s) →

Bid

Proposal capacity is a finite resource and largely a linear function:

x = number of proposals per month
y = number of pages per proposal
z = daily page output per person
a = number of people available
d = days per month

x = (a*z*d)/y

There's really only two leavers in this function:

Increase the proposal capacity per person
Or
Add people

Bid

Otherwise, you just want to make sure the things you bid are, have a high probability of winning (pwin)

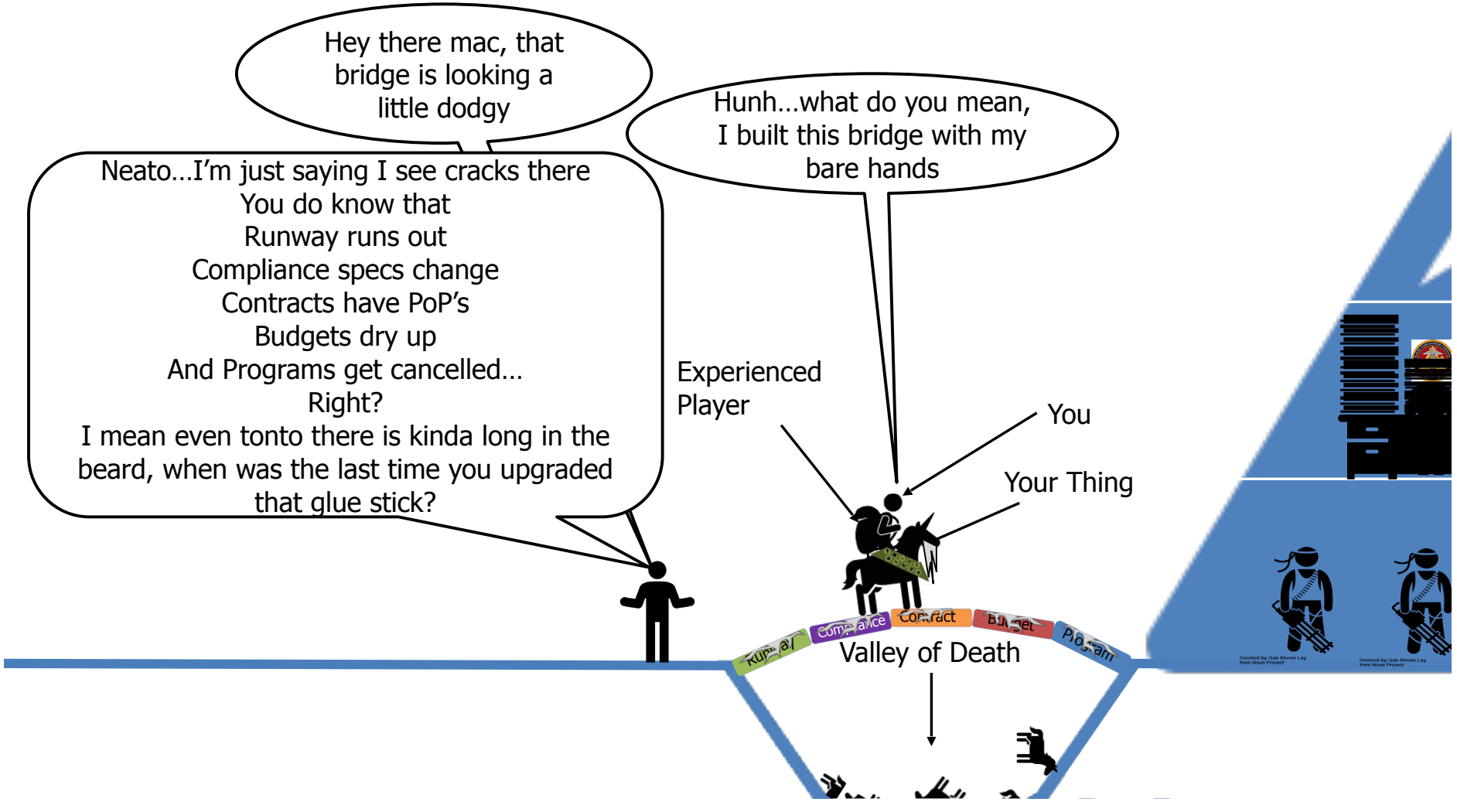
Proposal capacity is a finite resource and largely a linear function:

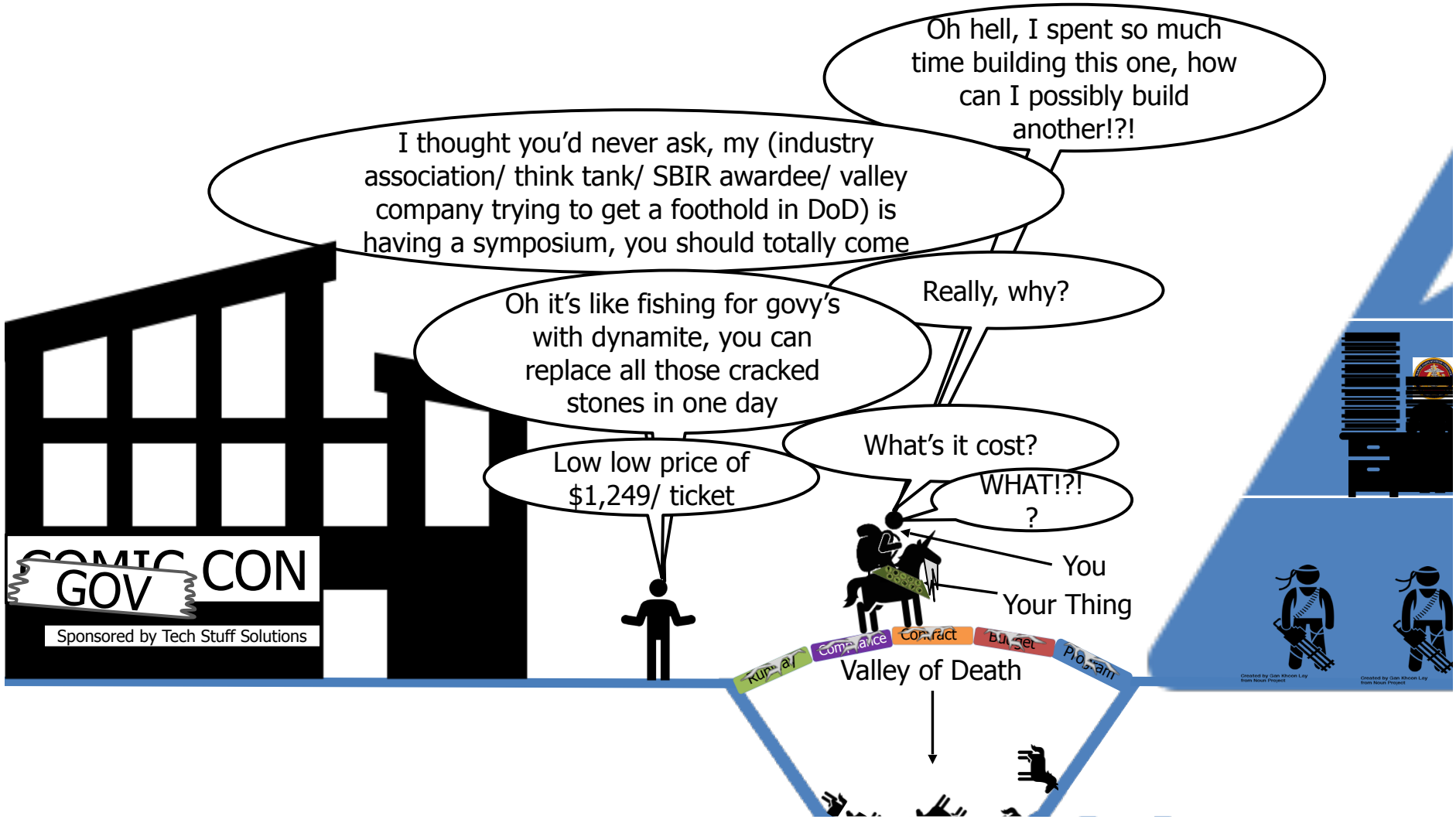
x = number of proposals per month
y = number of pages per proposal
z = daily page output per person
a = number of people available
d = days per month

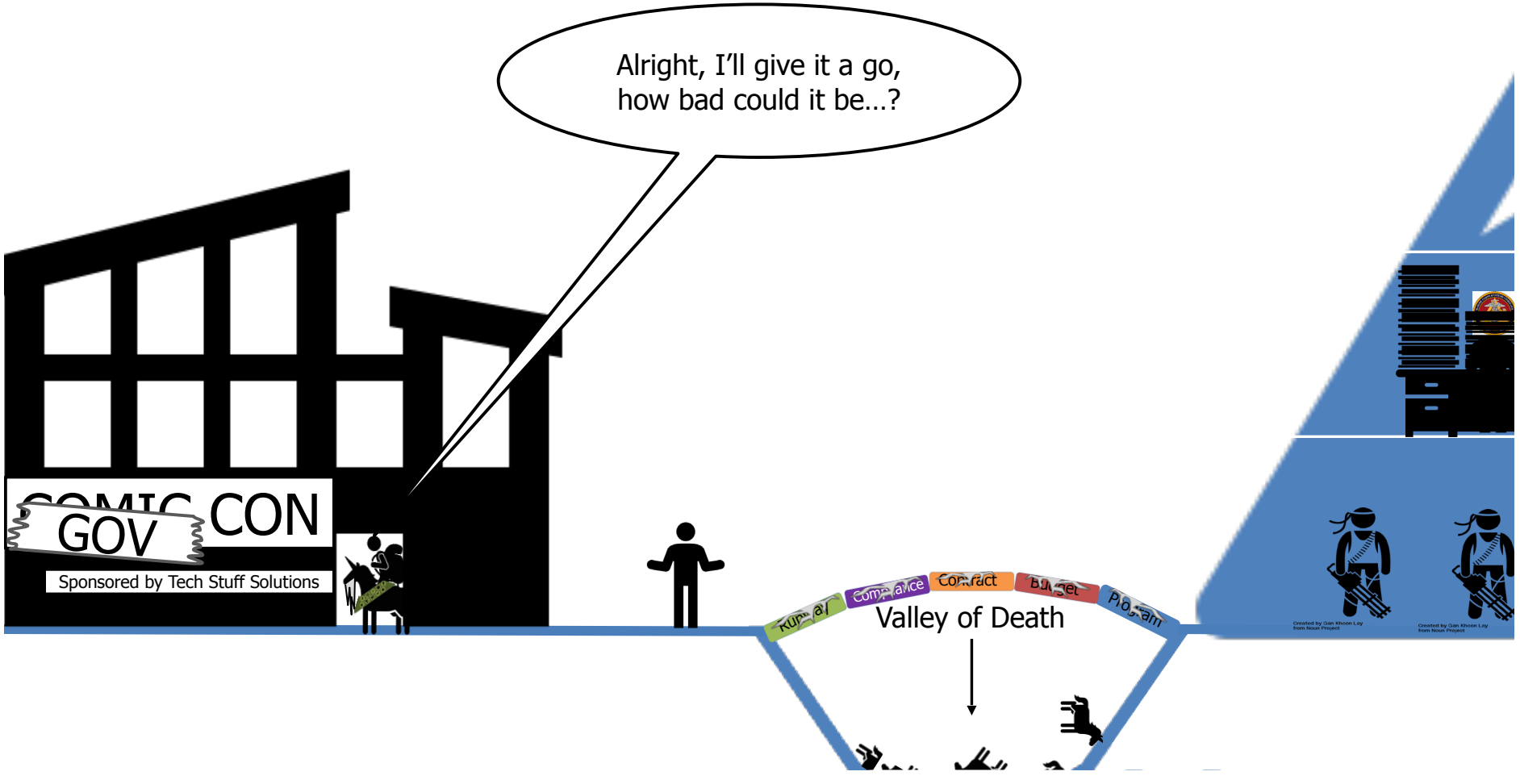
x = (a*z*d)/y

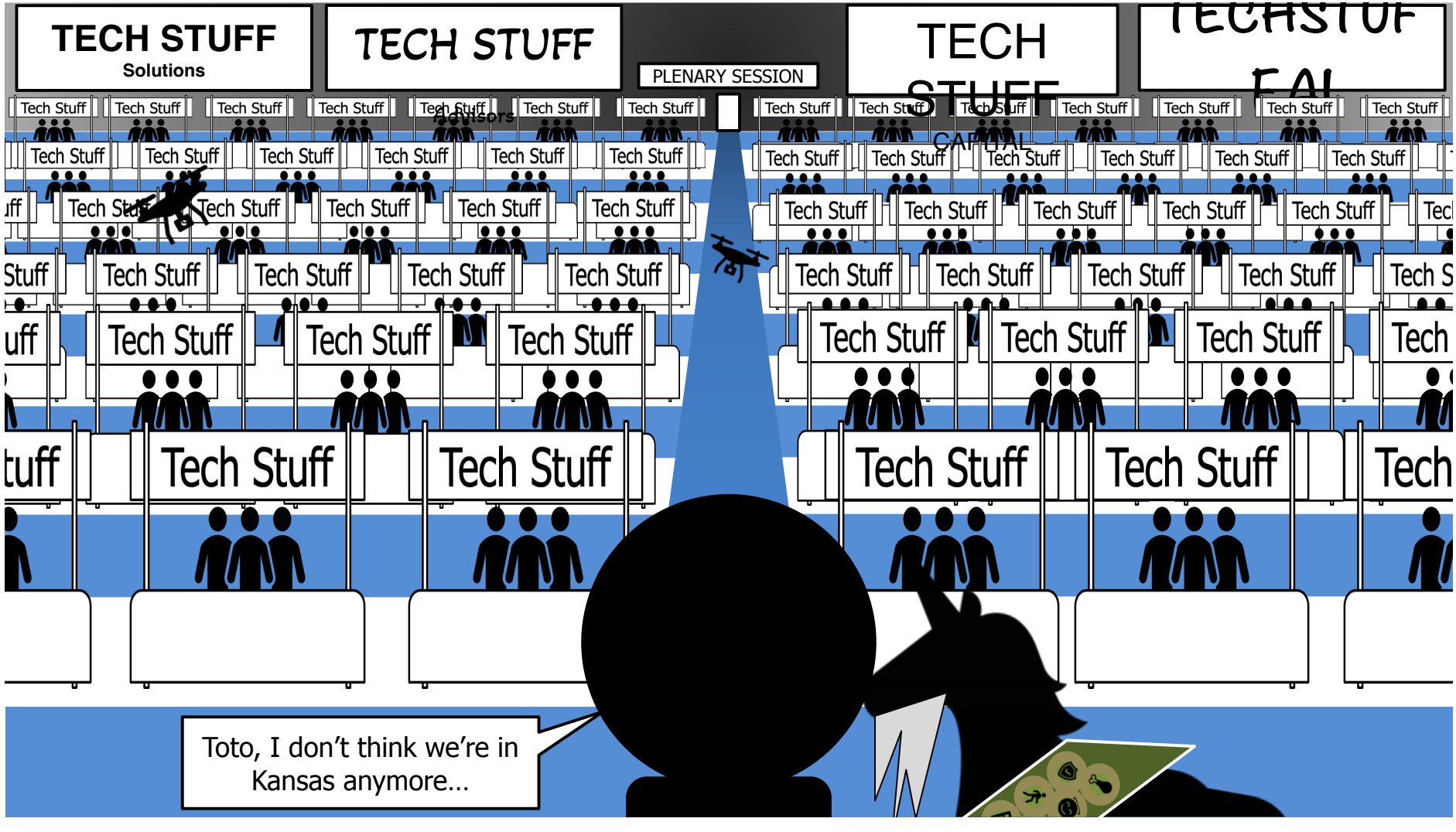
THE QUIET PART OUT LOUD ABOUT CONFERENCES

Chapter 12:
The Quiet Part Out Loud About Conferences

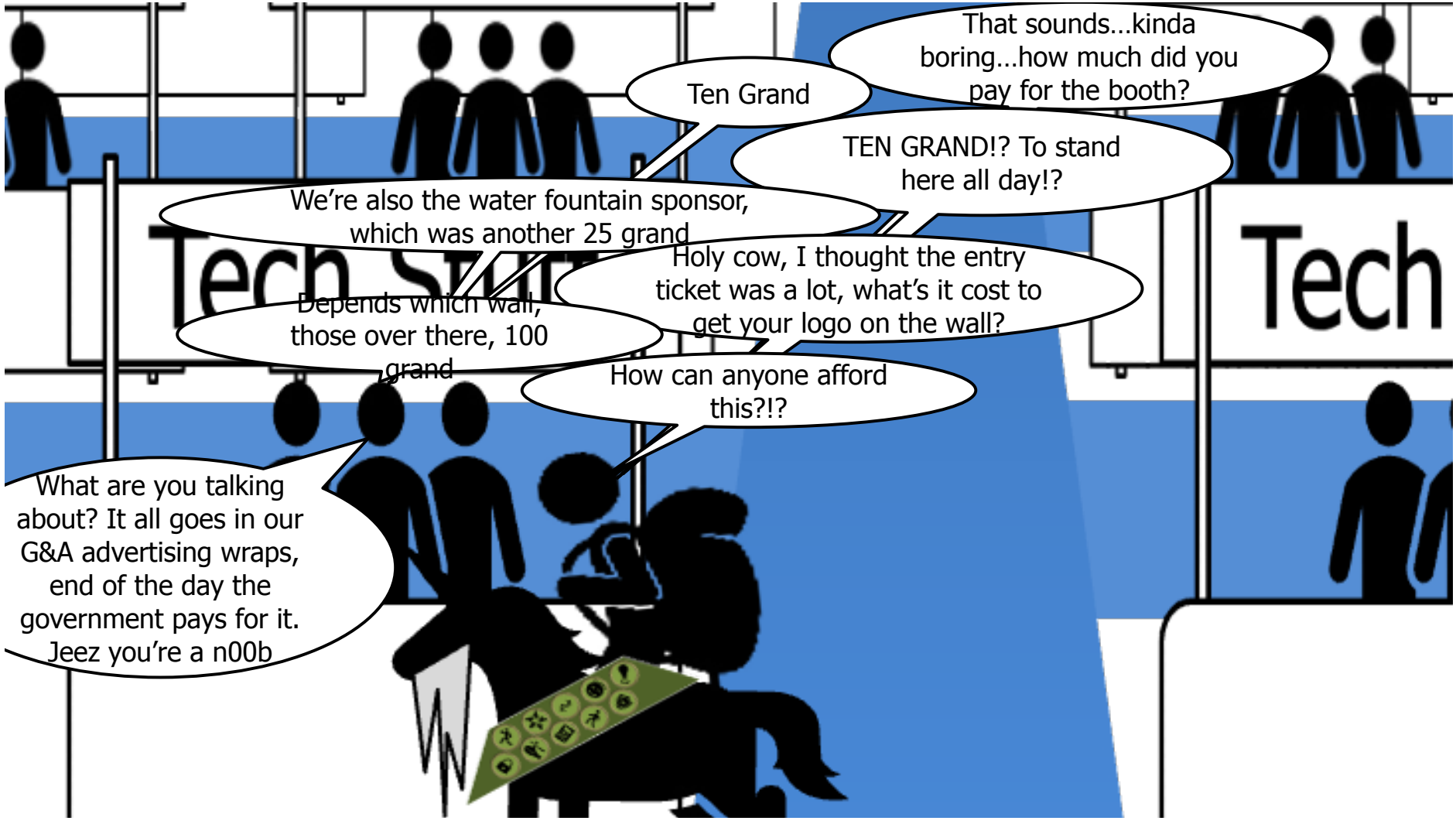

Hey there mac, that bridge is looking a little dodgy
Hunh…what do you mean, I built this bridge with my bare hands
Neato…I'm just saying I see cracks there
You do know that
Runway runs out
Compliance specs change
Contracts have PoP's
Budgets dry up
And Programs get cancelled…
Right?
I mean even tonto there is kinda long in the beard, when was the last time you upgraded that glue stick?
Experienced Player
You
Your Thing
Valley of Death

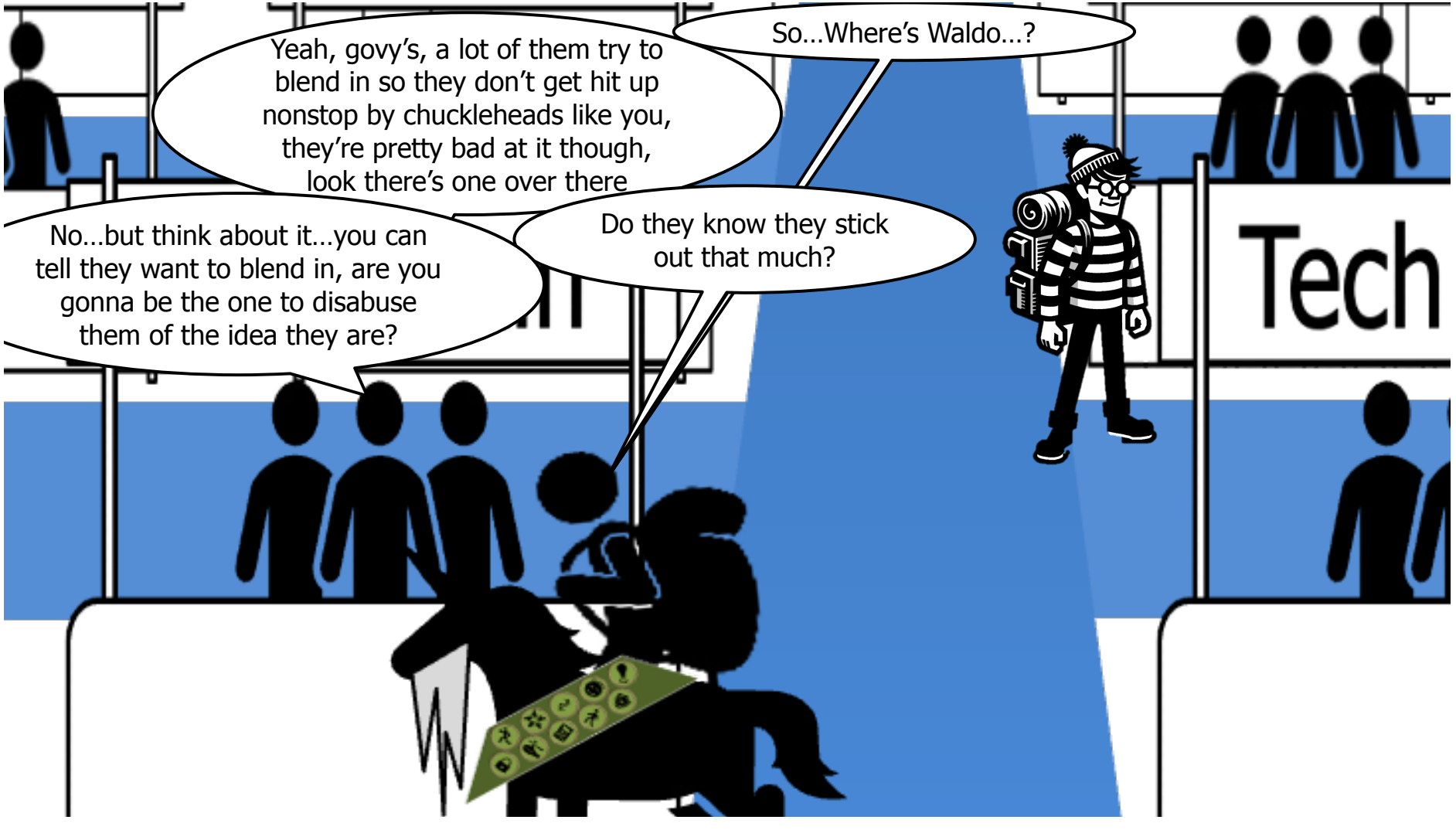

Oh hell, I spent so much time building this one, how can I possibly build another!?!
I thought you'd never ask, my (industry association/ think tank/ SBIR awardee/ valley company trying to get a foothold in DoD) is having a symposium, you should totally come
Really, why?
Oh it's like fishing for govy's with dynamite, you can replace all those cracked stones in one day
What's it cost?
Low low price of $1,249/ ticket
WHAT!?!?
You
Your Thing
GOV CON
Sponsored by Tech Stuff Solutions
Valley of Death

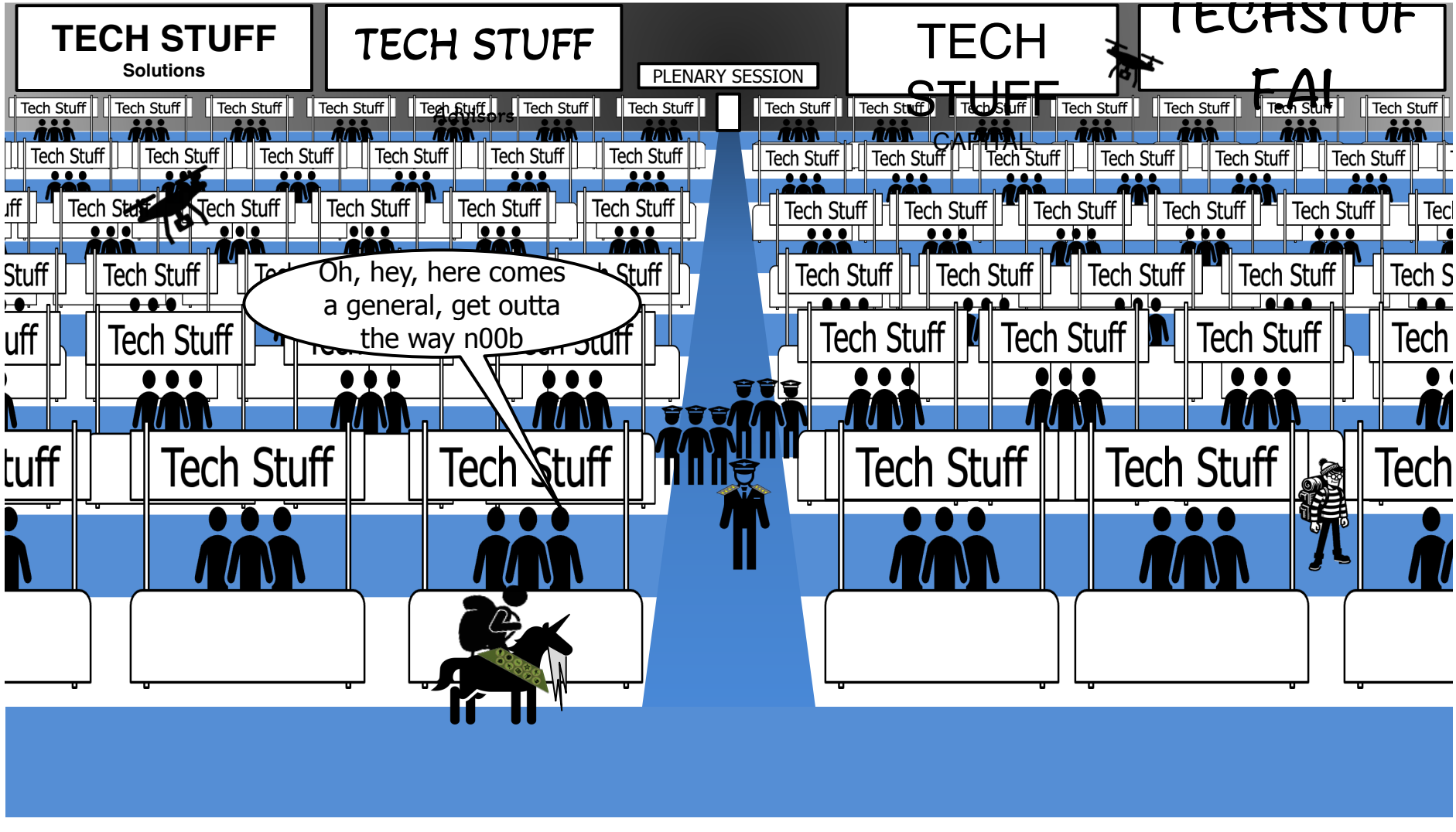

Alright, I'll give it a go,
how bad could it be…?
GOV CON
Sponsored by Tech Stuff Solutions
Valley of Death

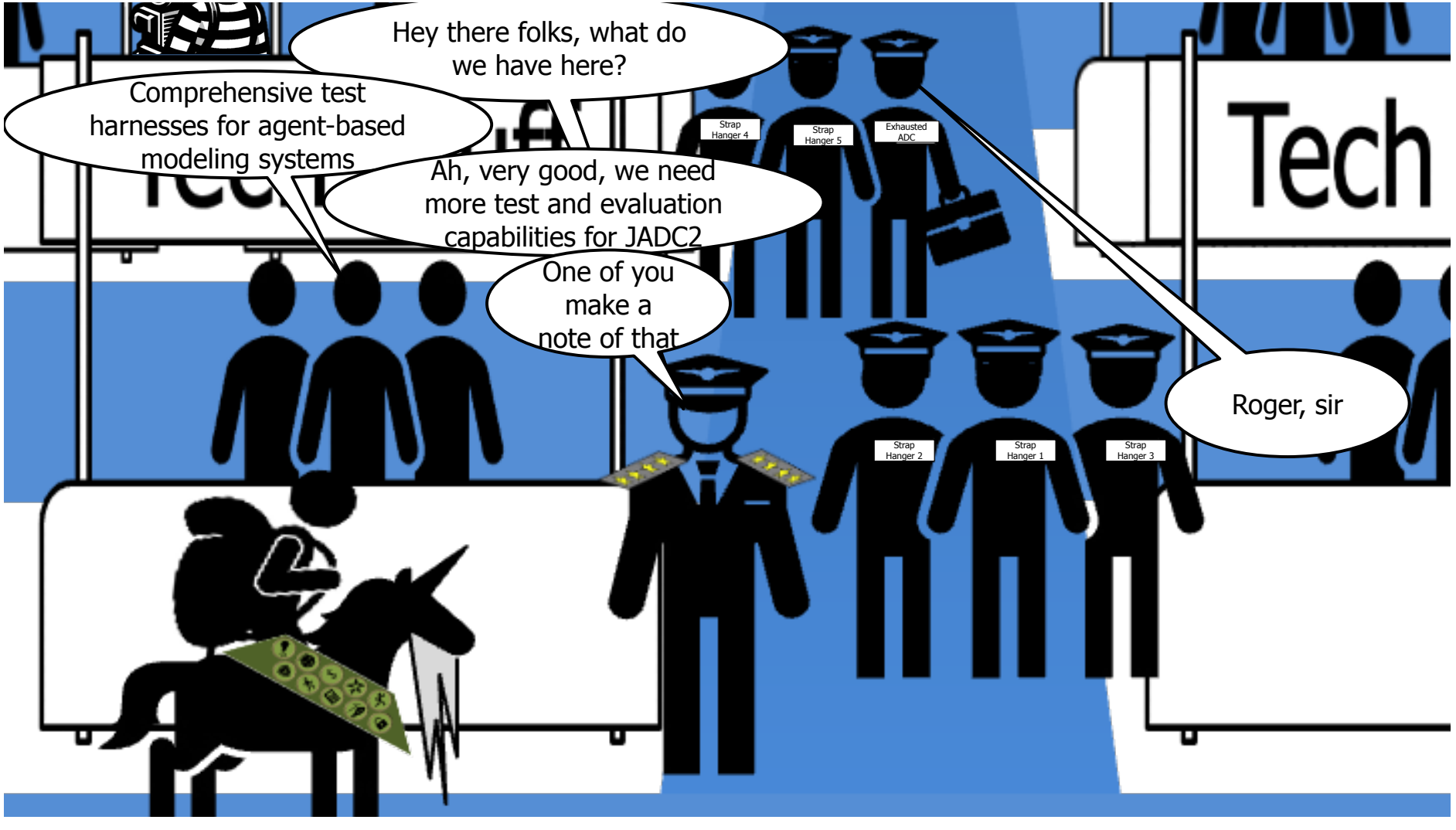

TECH STUFF
Solutions
TECH STUFF
PLENARY SESSION
TECH STUFF
CAPITAL
Tech Stuff
Toto, I don't think we're in Kansas anymore…

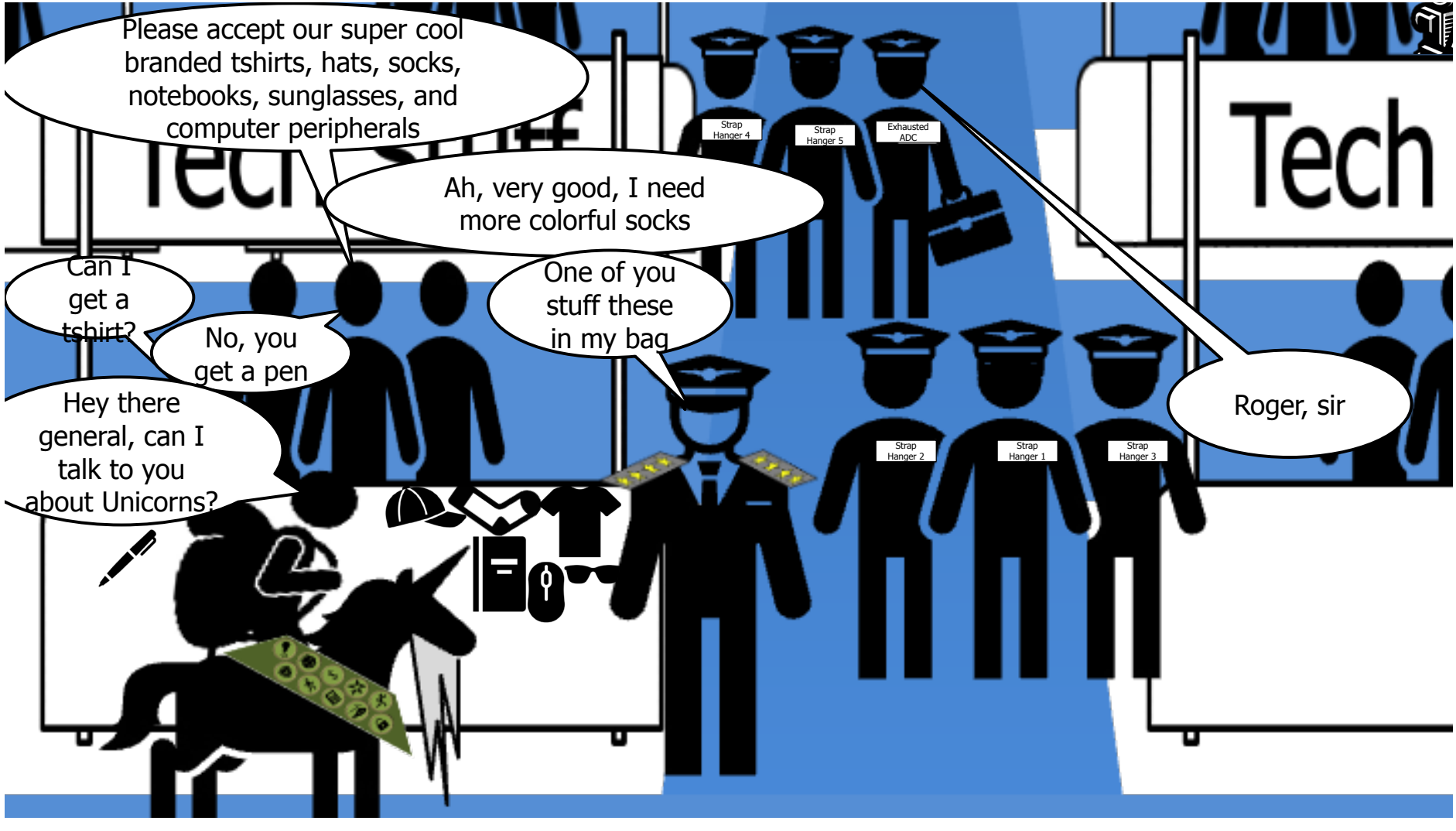
Hey there…uh…
What do you guys do here…
Comprehensive test harnesses for agent-based modeling systems
Cool cool…no I mean like what do you DO…at this conference…?
Uh…you could go to the panels and sessions, or go around and talk to other vendors…or play where's Waldo for acquisition PMs
But most people just wander around collecting tchotchke's until the happy hour starts
Hunh…ok…so what do YOU do?
Oh…we stand here behind the booth all day in case a govy accidently get close enough for us to talk to them
Tech

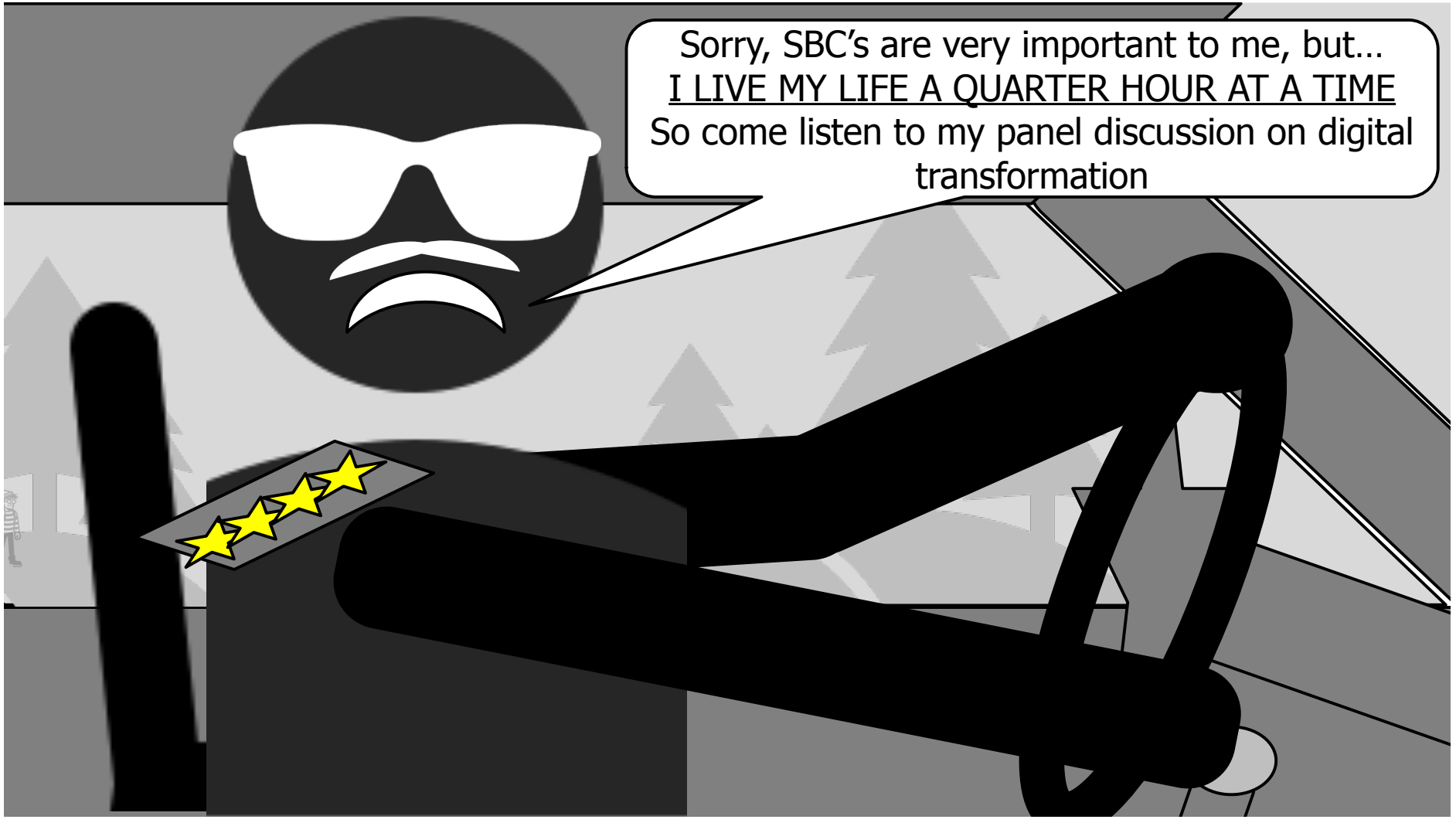

That sounds...kinda boring...how much did you pay for the booth?
Ten Grand
TEN GRAND!? To stand here all day!?
We're also the water fountain sponsor, which was another 25 grand
Holy cow, I thought the entry ticket was a lot, what's it cost to get your logo on the wall?
Depends which wall, those over there, 100 grand
How can anyone afford this?!?
What are you talking about? It all goes in our G&A advertising wraps, end of the day the government pays for it. Jeez you're a n00b
Tech
Tech

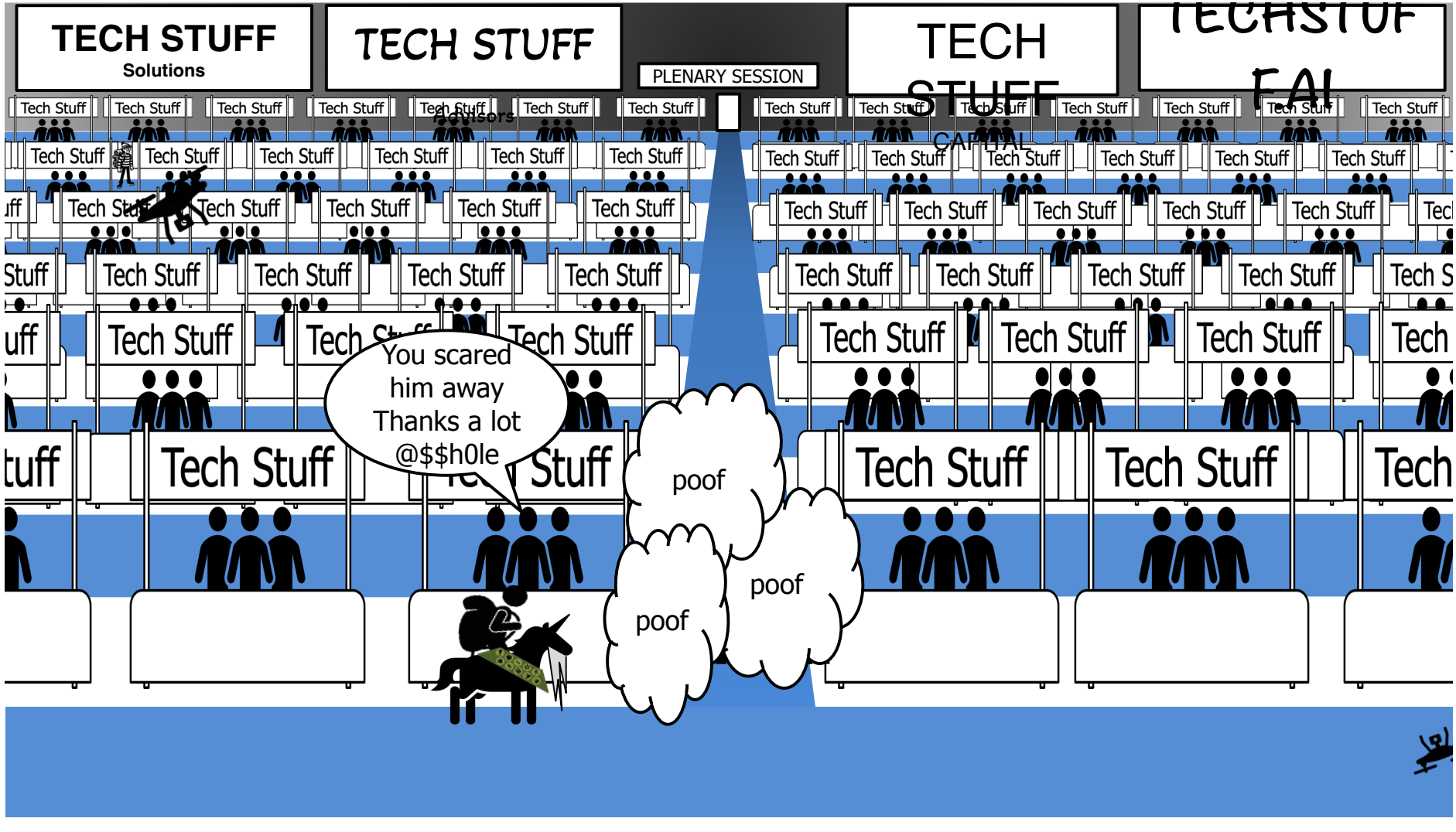

So…Where's Waldo…?
Yeah, govy's, a lot of them try to blend in so they don't get hit up nonstop by chuckleheads like you, they're pretty bad at it though, look there's one over there
Do they know they stick out that much?
No…but think about it…you can tell they want to blend in, are you gonna be the one to disabuse them of the idea they are?
Tech

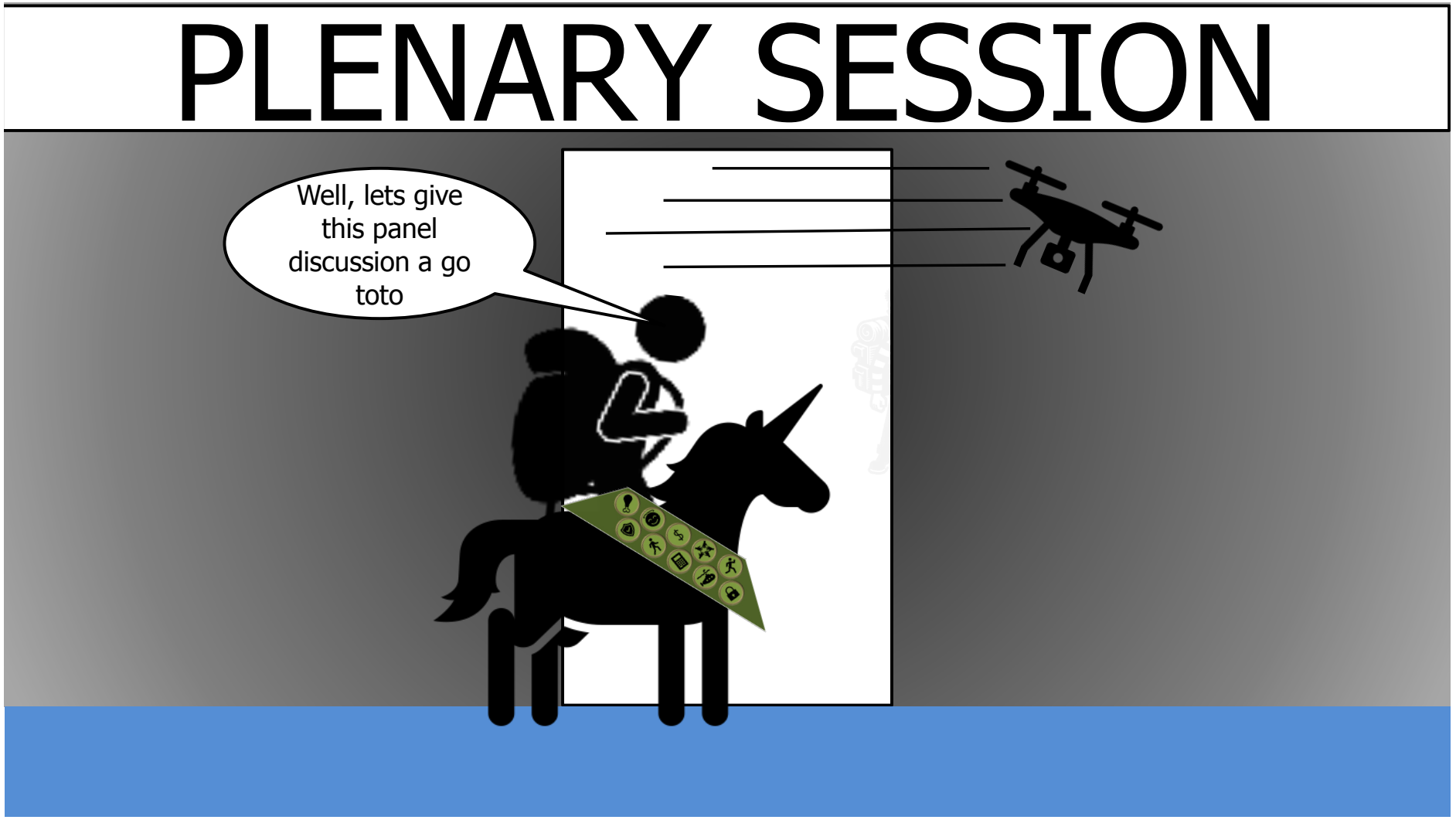

TECH STUFF
Solutions
TECH STUFF
PLENARY SESSION
TECH STUFF
CAPITAL
Tech Stuff
Oh, hey, here comes a general, get outta the way n00b

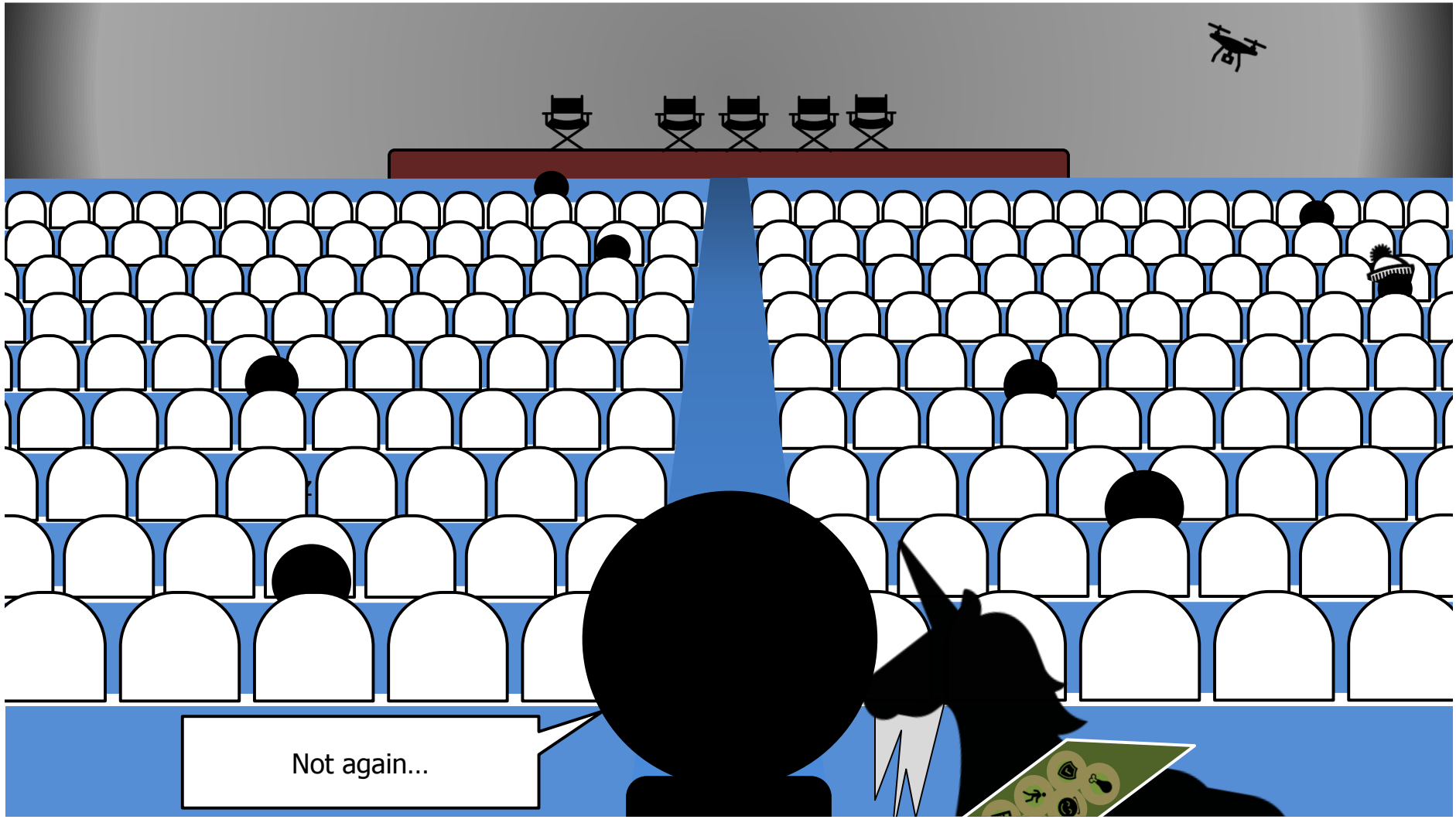

Hey there folks, what do we have here?
Comprehensive test harnesses for agent-based modeling systems
Ah, very good, we need more test and evaluation capabilities for JADC2
One of you make a note of that
Roger, sir
Strap Hanger 4
Strap Hanger 5
Exhausted ADC
Strap Hanger 2
Strap Hanger 1
Strap Hanger 3
Tech

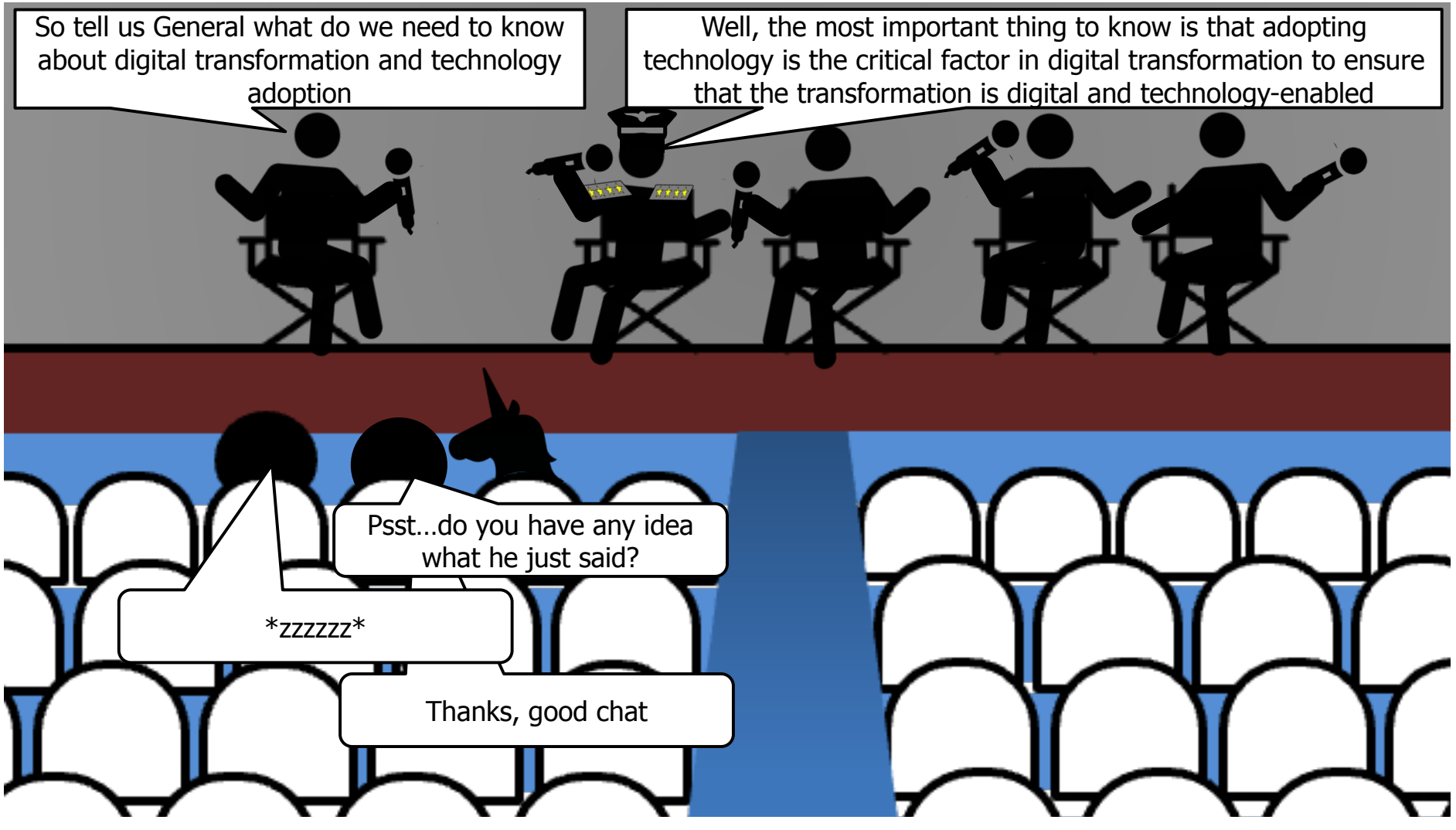

Please accept our super cool branded tshirts, hats, socks, notebooks, sunglasses, and computer peripherals
Ah, very good, I need more colorful socks
Can I get a tshirt?
No, you get a pen
One of you stuff these in my bag
Hey there general, can I talk to you about Unicorns?
Roger, sir
Tech
Strap Hanger 4
Strap Hanger 5
Exhausted ADC
Strap Hanger 2
Strap Hanger 1
Strap Hanger 3

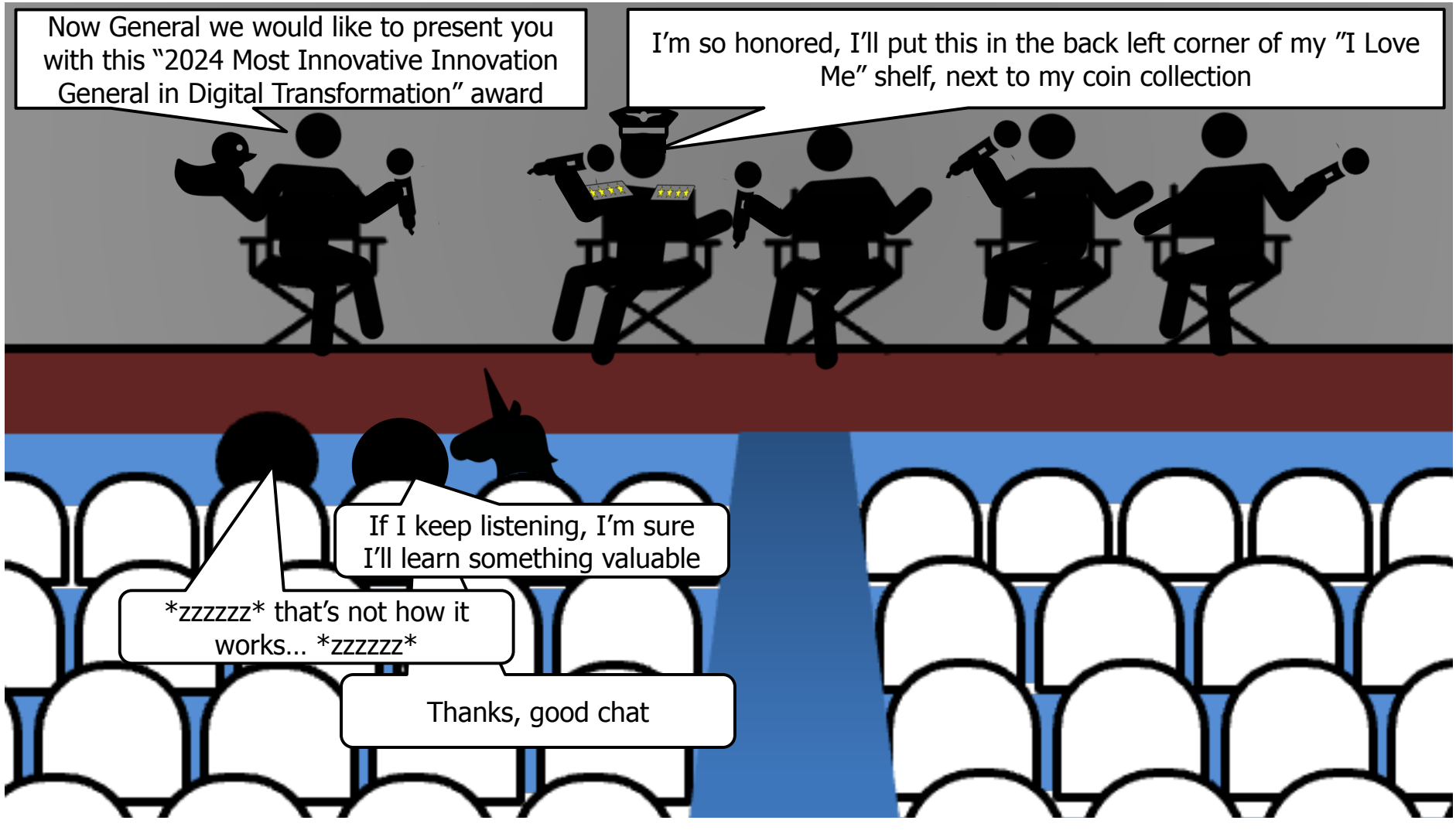

Sorry, SBC's are very important to me, but…
I LIVE MY LIFE A QUARTER HOUR AT A TIME
So come listen to my panel discussion on digital transformation

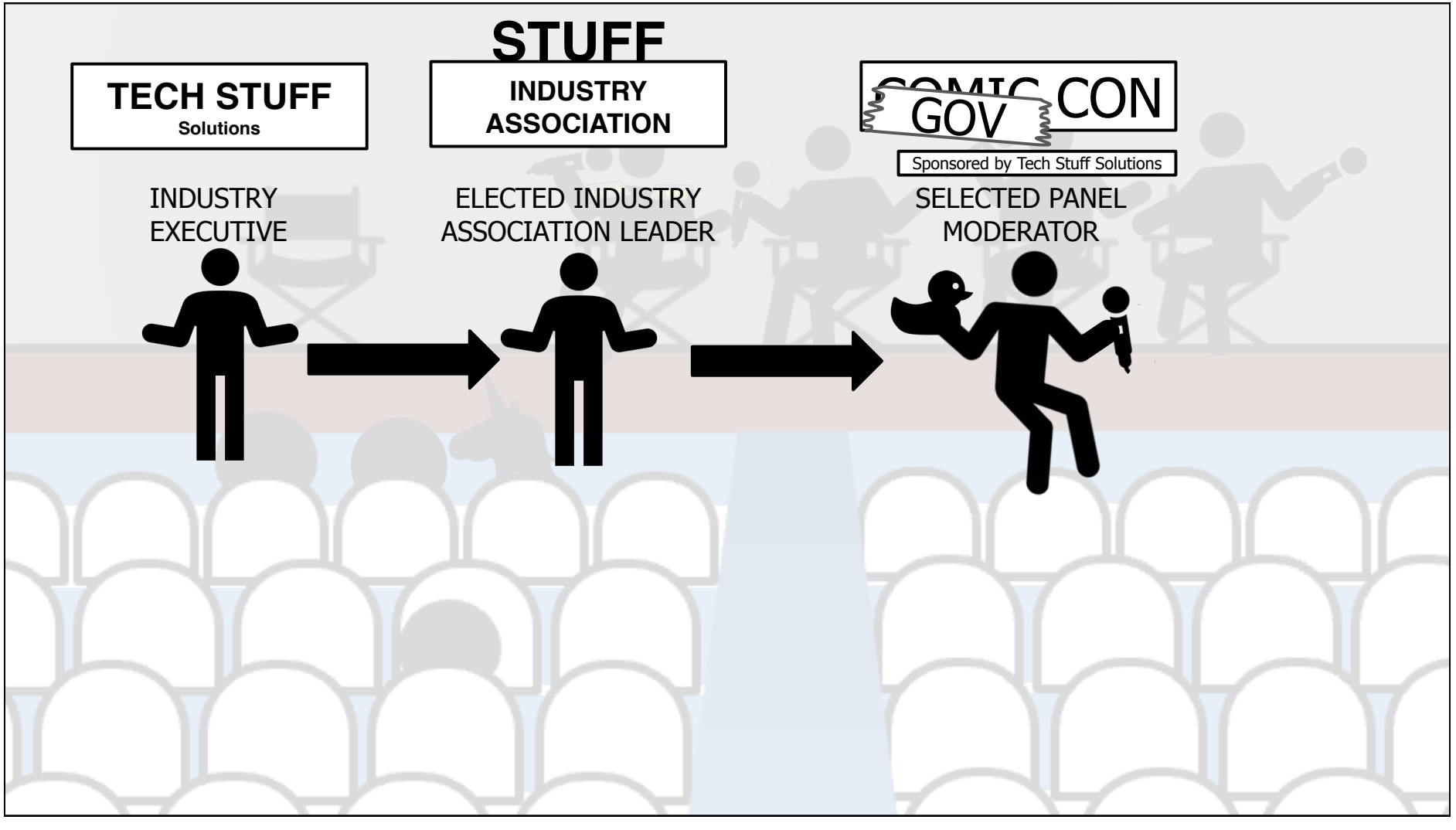

TECH STUFF
Solutions
TECH STUFF
PLENARY SESSION
TECH STUFF
CAPITAL
Tech Stuff
You scared him away Thanks a lot @$$h0le
poof
poof
poof

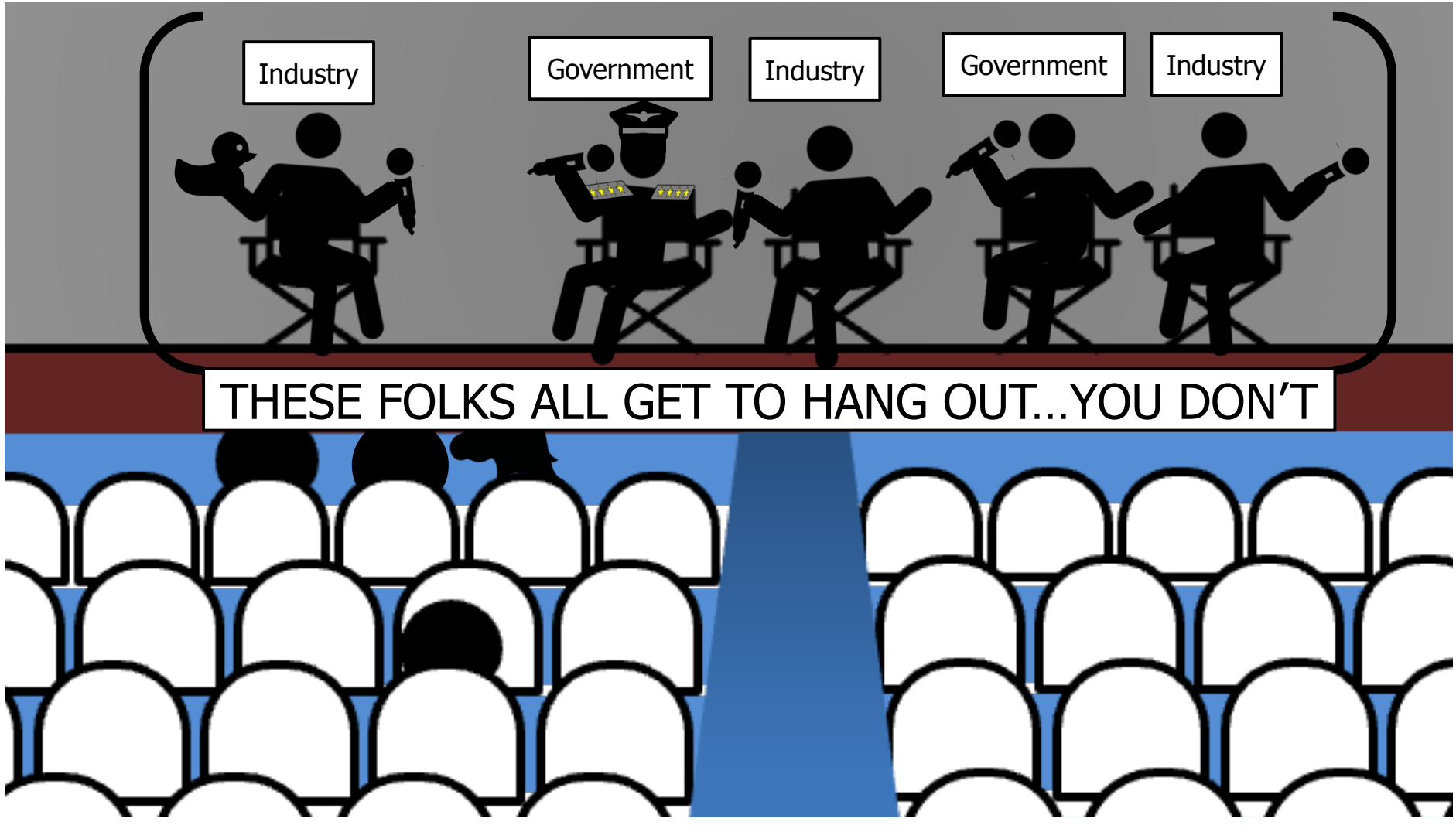

PLENARY SESSION
Well, lets give this panel discussion a go toto

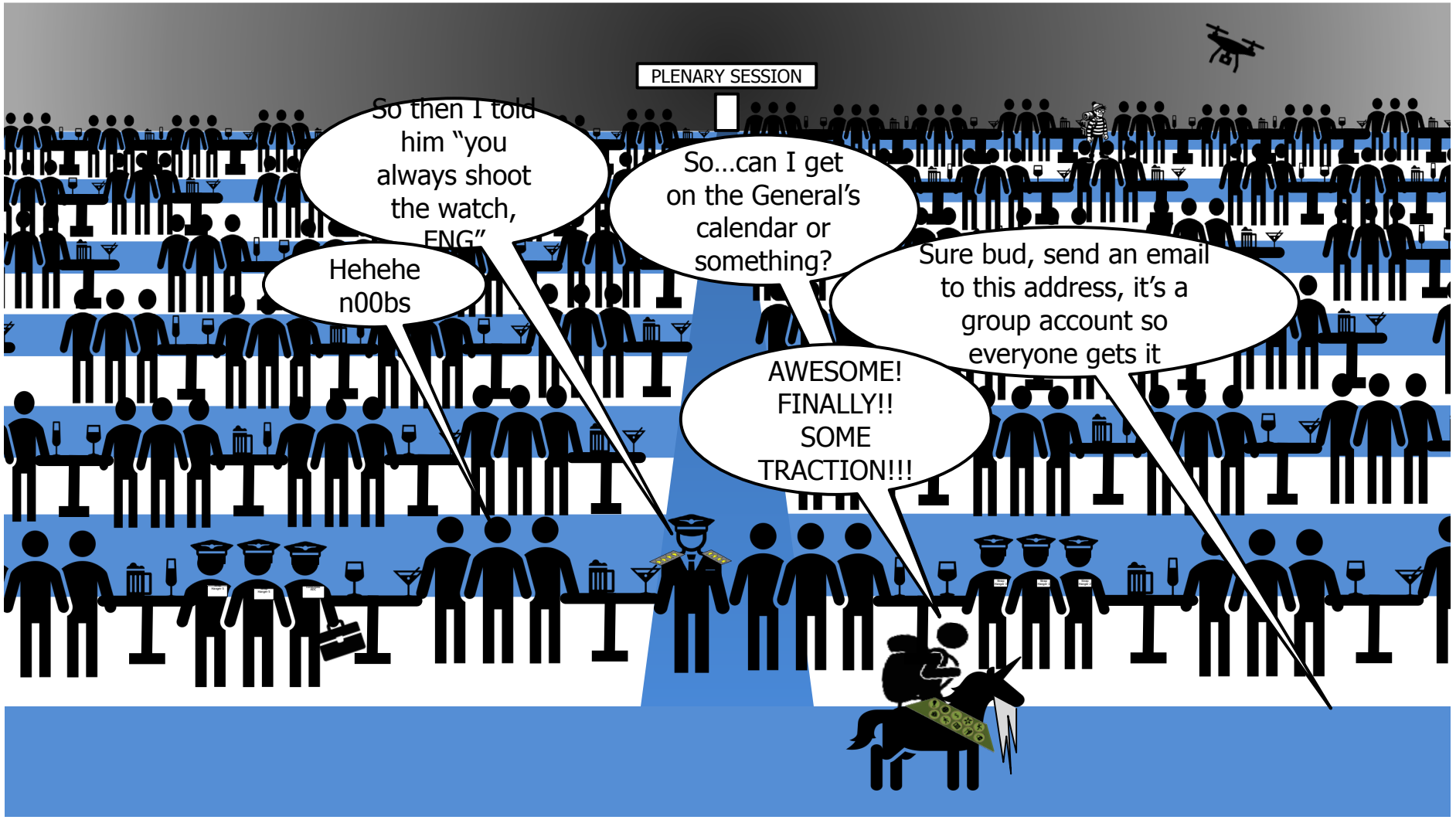

Not again...

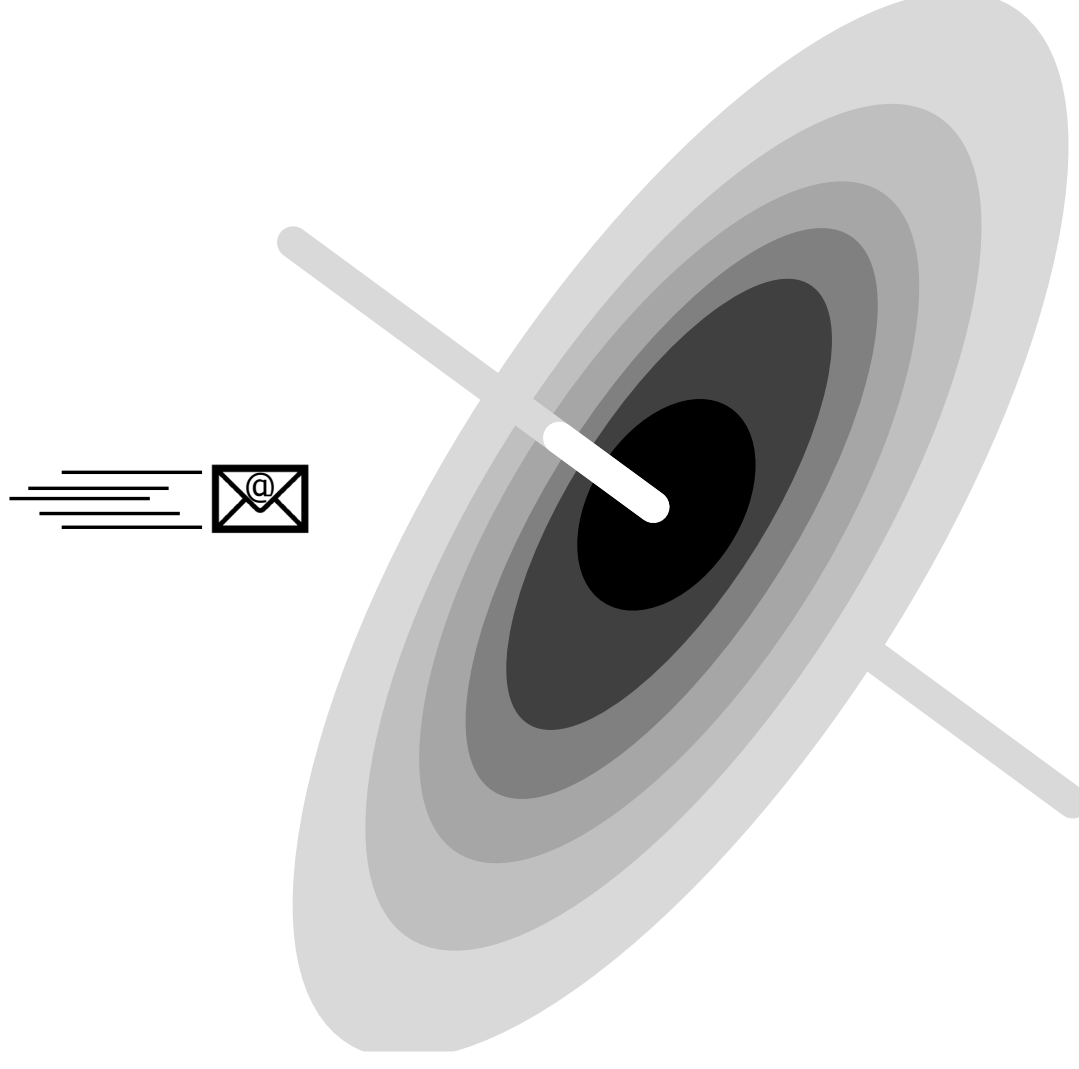

So tell us General what do we need to know about digital transformation and technology adoption
Well, the most important thing to know is that adopting technology is the critical factor in digital transformation to ensure that the transformation is digital and technology-enabled
Psst…do you have any idea what he just said?
zzzzzz
Thanks, good chat

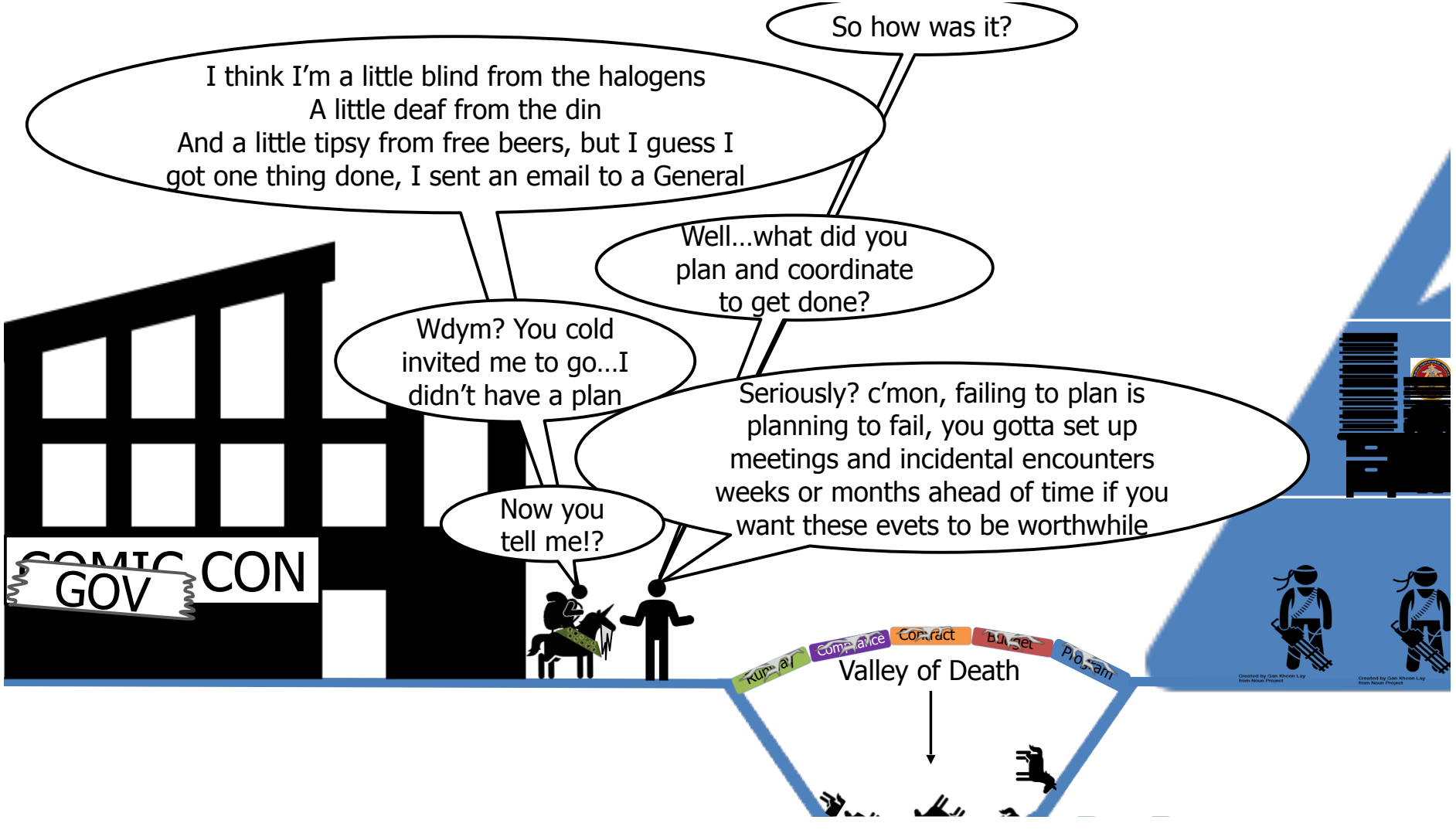

Now General we would like to present you with this "2024 Most Innovative Innovation General in Digital Transformation" award
I'm so honored, I'll put this in the back left corner of my "I Love Me" shelf, next to my coin collection
If I keep listening, I'm sure I'll learn something valuable
zzzzzz that's not how it works... *zzzzzz*
Thanks, good chat

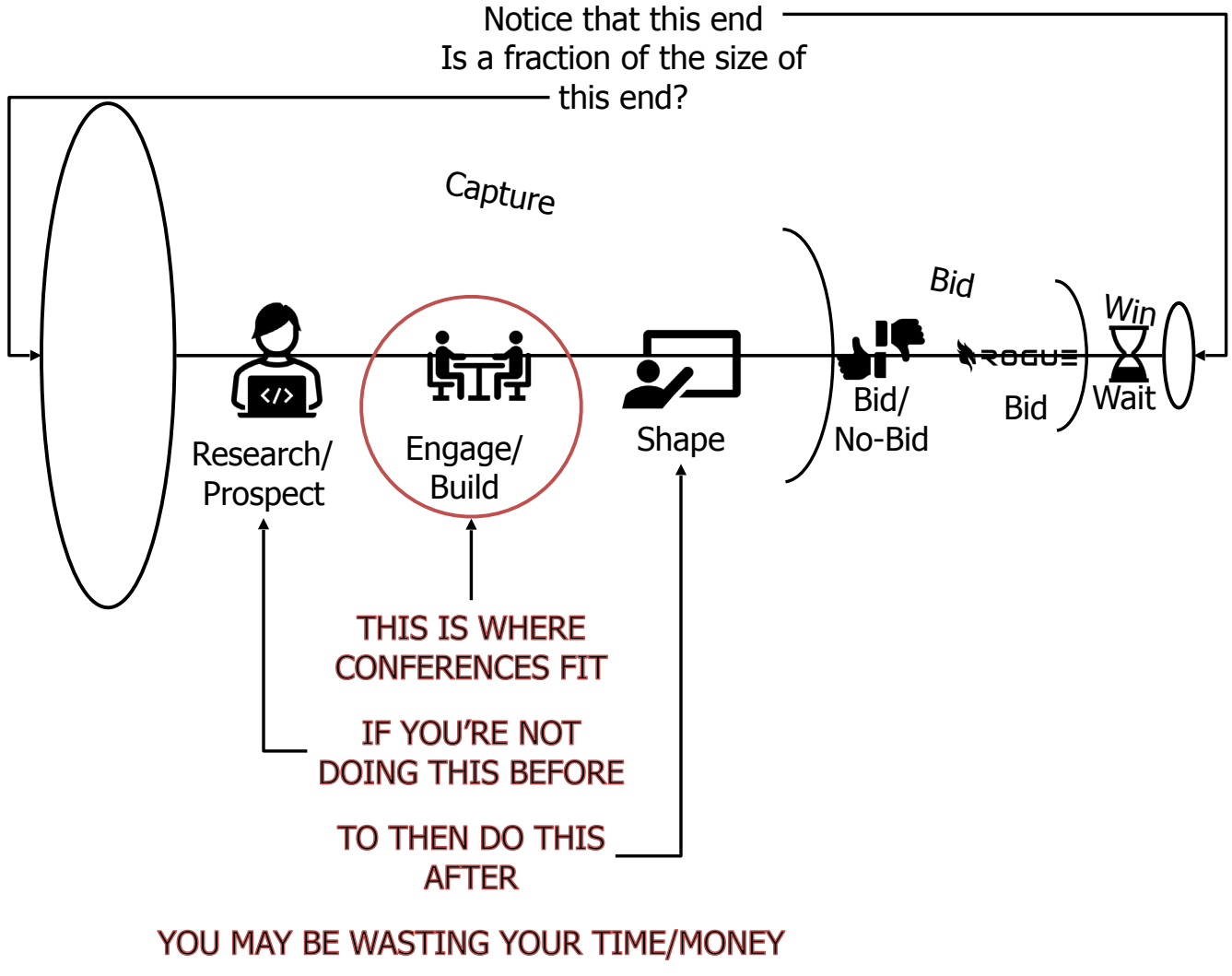

STUFF
TECH STUFF
Solutions
INDUSTRY ASSOCIATION
GOV CON
Sponsored by Tech Stuff Solutions
INDUSTRY EXECUTIVE
ELECTED INDUSTRY ASSOCIATION LEADER
SELECTED PANEL MODERATOR

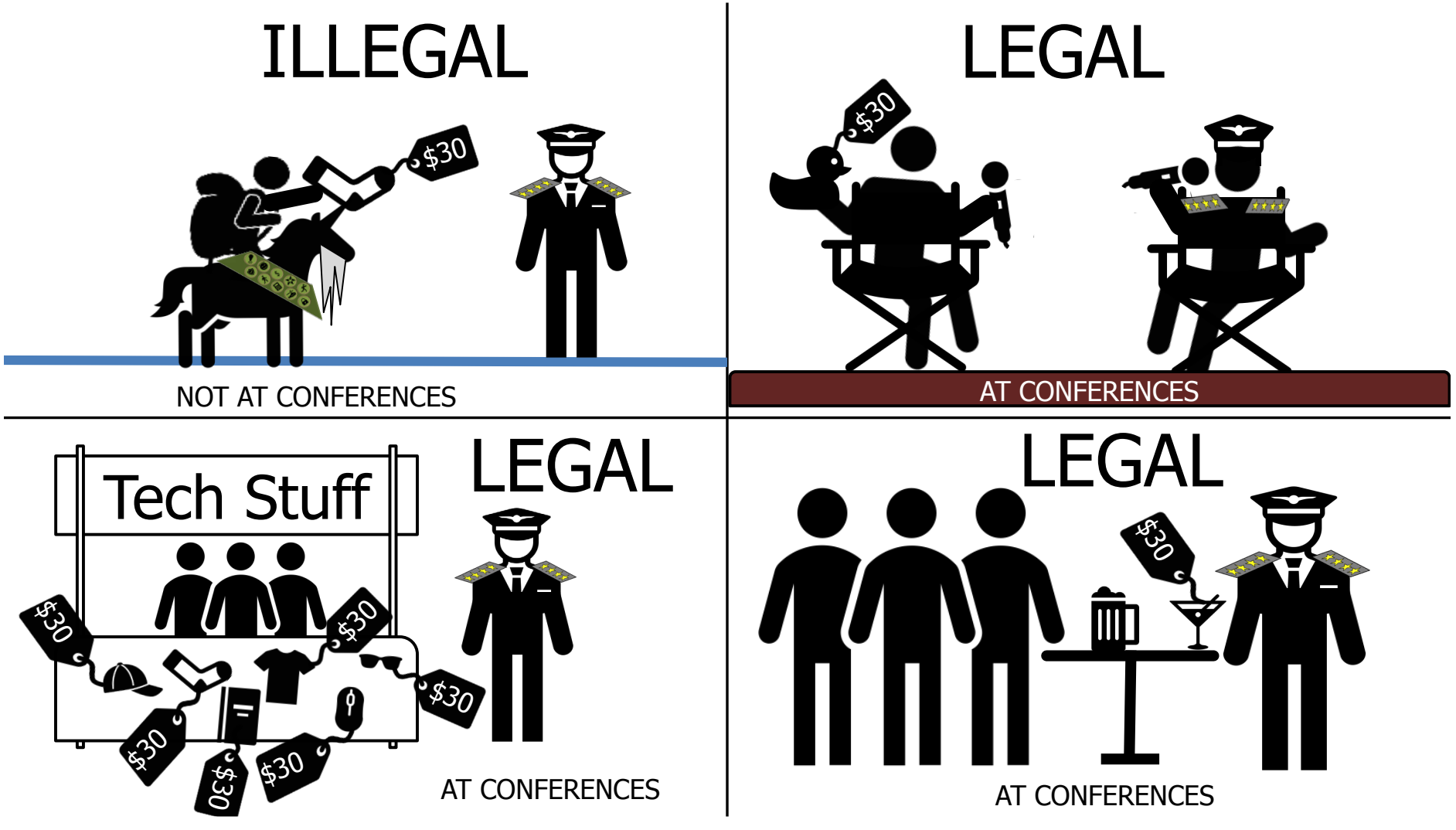

Industry
Government
Industry
Government
Industry
THESE FOLKS ALL GET TO HANG OUT...YOU DON'T


PLENARY SESSION
So then I told him "you always shoot the watch, ENG"
Hehehe n00bs
So...can I get on the General's calendar or something?
AWESOME! FINALLY!! SOME TRACTION!!!
Sure bud, send an email to this address, it's a group account so everyone gets it




So how was it?
I think I'm a little blind from the halogens
A little deaf from the din
And a little tipsy from free beers, but I guess I
got one thing done, I sent an email to a General
Well…what did you
plan and coordinate
to get done?
Wdym? You cold
invited me to go…I
didn't have a plan
Seriously? c'mon, failing to plan is
planning to fail, you gotta set up
meetings and incidental encounters
weeks or months ahead of time if you
want these evets to be worthwhile
Now you
tell me!?
GOV
CON
Valley of Death


Notice that this end
Is a fraction of the size of
this end?
Capture
Bid
Win
Research/
Prospect
Engage/
Build
Shape
Bid/
No-Bid
Bid
Wait
THIS IS WHERE
CONFERENCES FIT
IF YOU'RE NOT
DOING THIS BEFORE
TO THEN DO THIS
AFTER
YOU MAY BE WASTING YOUR TIME/MONEY


ILLEGAL
$30
NOT AT CONFERENCES
LEGAL
$30
AT CONFERENCES
Tech Stuff
$30
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LEGAL
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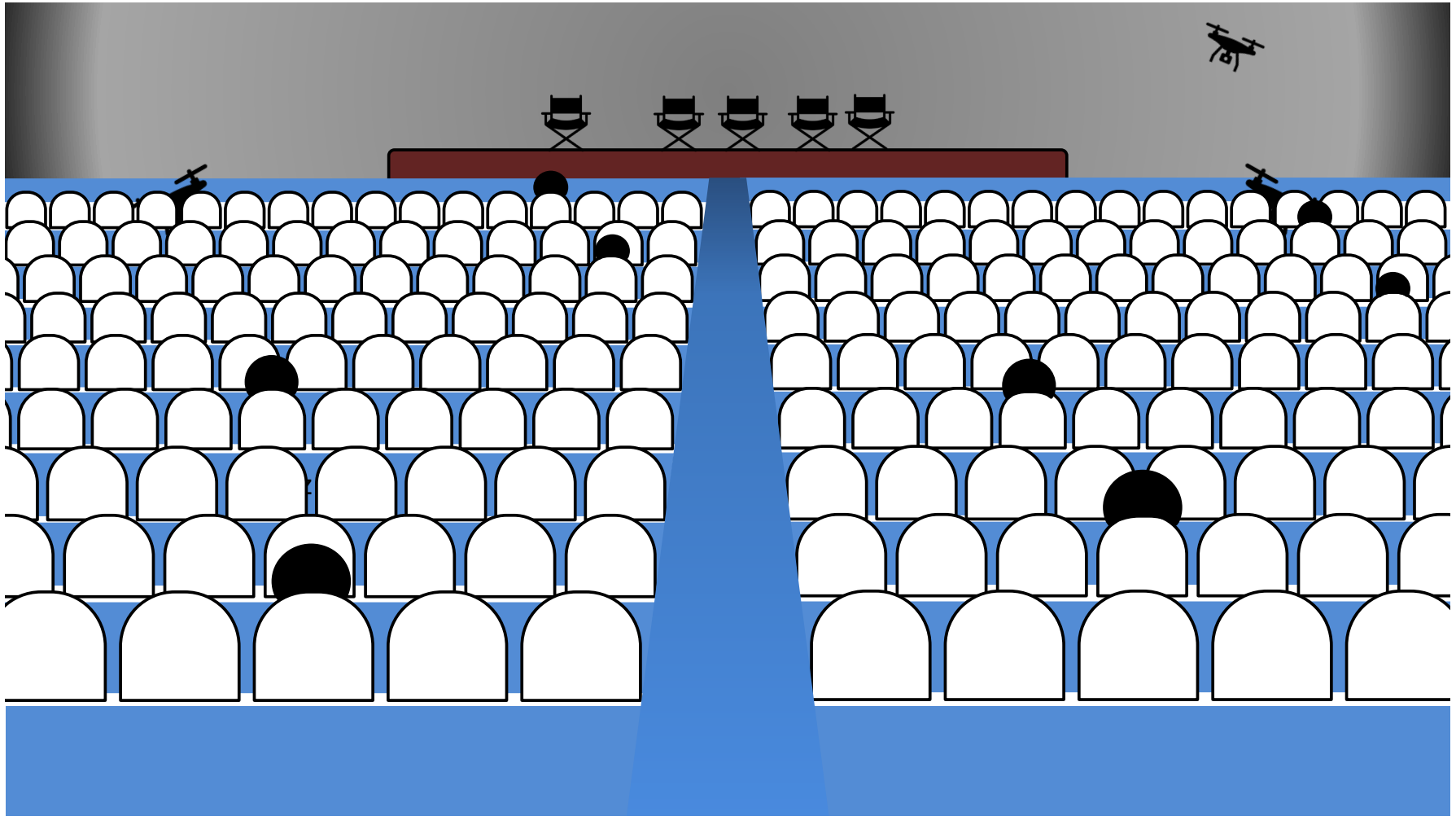
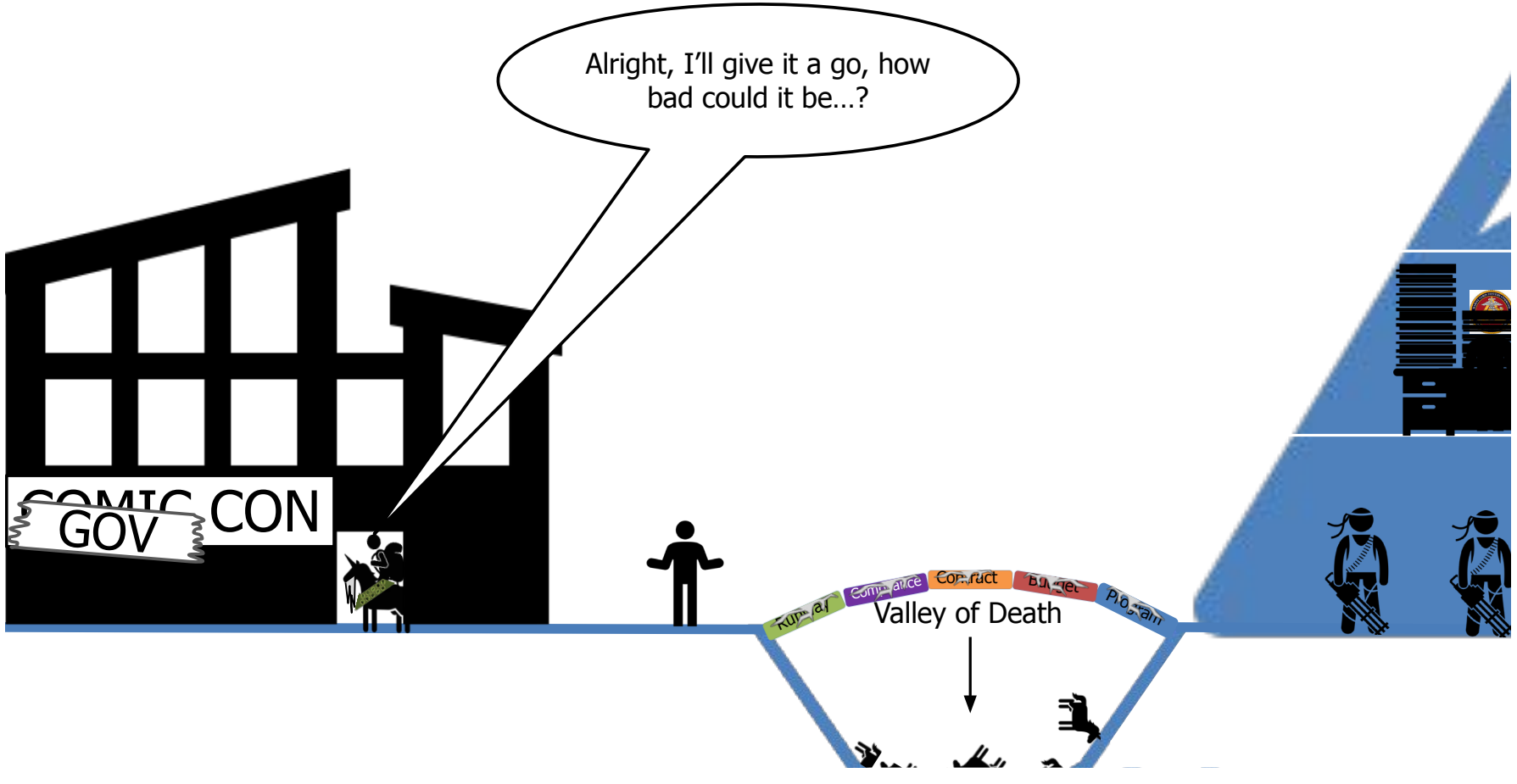
LEGAL
$30
AT CONFERENCES



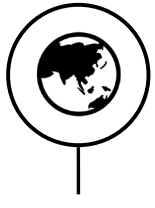
Comprehensive test harnesses for agent-based modeling systems
Strap Hanger 4
Strap Hanger 5
Exhausted ADC
Tech
Strap Hanger 2
Strap Hanger 1
Strap Hanger 3


Alright, I'll give it a go, how bad could it be…?
GOV CON
Valley of Death

STRATEGY

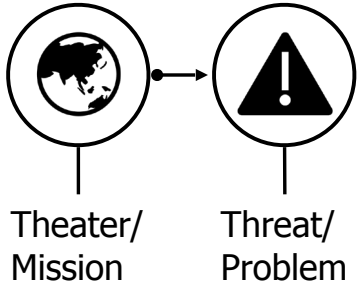
Chapter 13: GovCon Go To Market Strategy

The Shortest Distance Between Two Points is a Straight Line

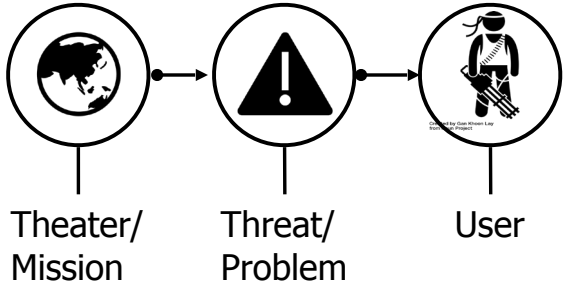


Theater/
Mission

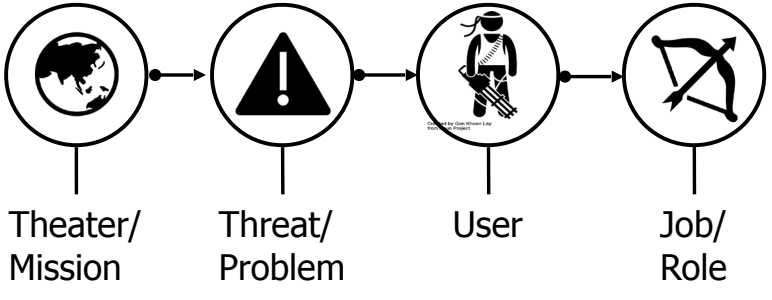
The place where your end user has to go to do the things that are their job
Could be in the U.S., could be on a CONUS base, could be Antarctica
It could be many places, it could be cyberspace or outer space
But, come up with some SPECIFIC places



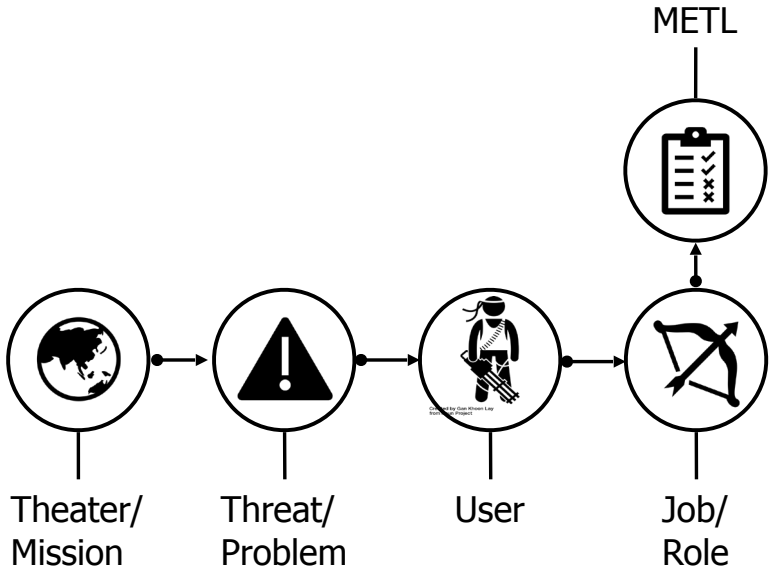
The reason your user is going to need your thing in that place
Not every capability is predicated on a threat, but most of the high-dollar ones are, so take that for what it is…
If you can't find a "threat", then a use-case, a legitimate reason that your user will need your thing in the place they need it.



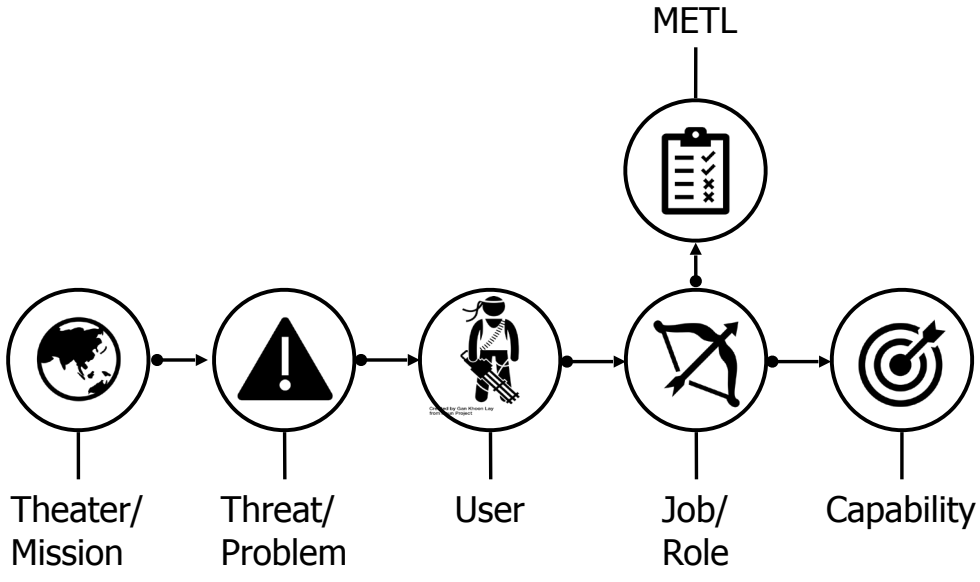
Your user.
The person, or rather job title, MOS, rate, position description of the person who needs your thing for the threat or use case in the place where they need it.
You should identify with this person, see the world through their eyes, walk a mental mile in their shoes
Until your thing is for the Infantry or Special Forces, you can imagine how much that sucks



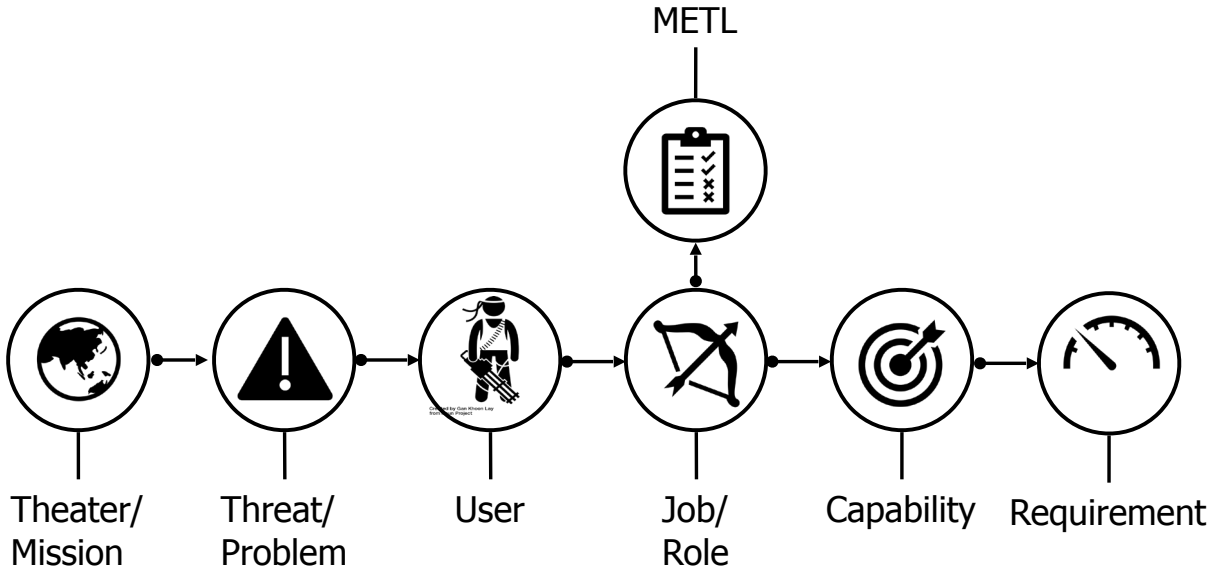
The actual job that brings your user to the place, to the threat, to use your thing
Their role in the larger context of their unit, of their Command, of the Joint Force, of JADC2
These things are writing down, you can find them, every MOS can a spec
Read it.



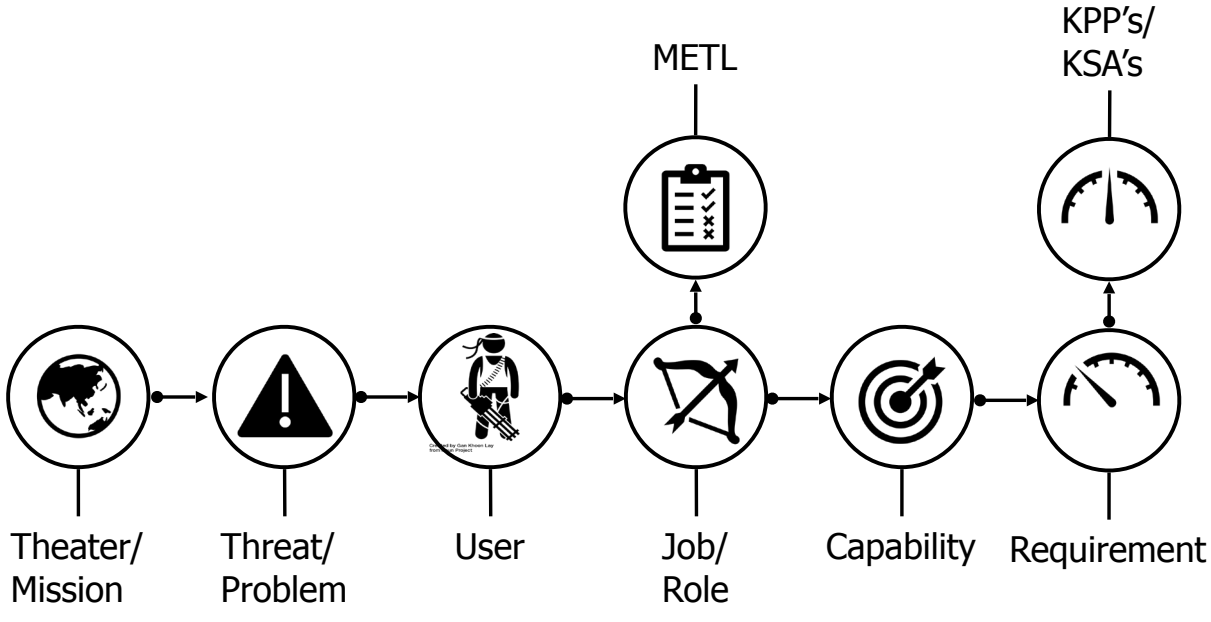
Every spec for job in every service has a list of things that role – that person – must do
Shoot rockets, turn wrenches, launch satellites, steer aircraft carriers, in the Army it's a Mission-Essential Task List
If the METL of your user does not (or could not) include using your thing for their role in the place to do the thing
You're gonna have a bad time



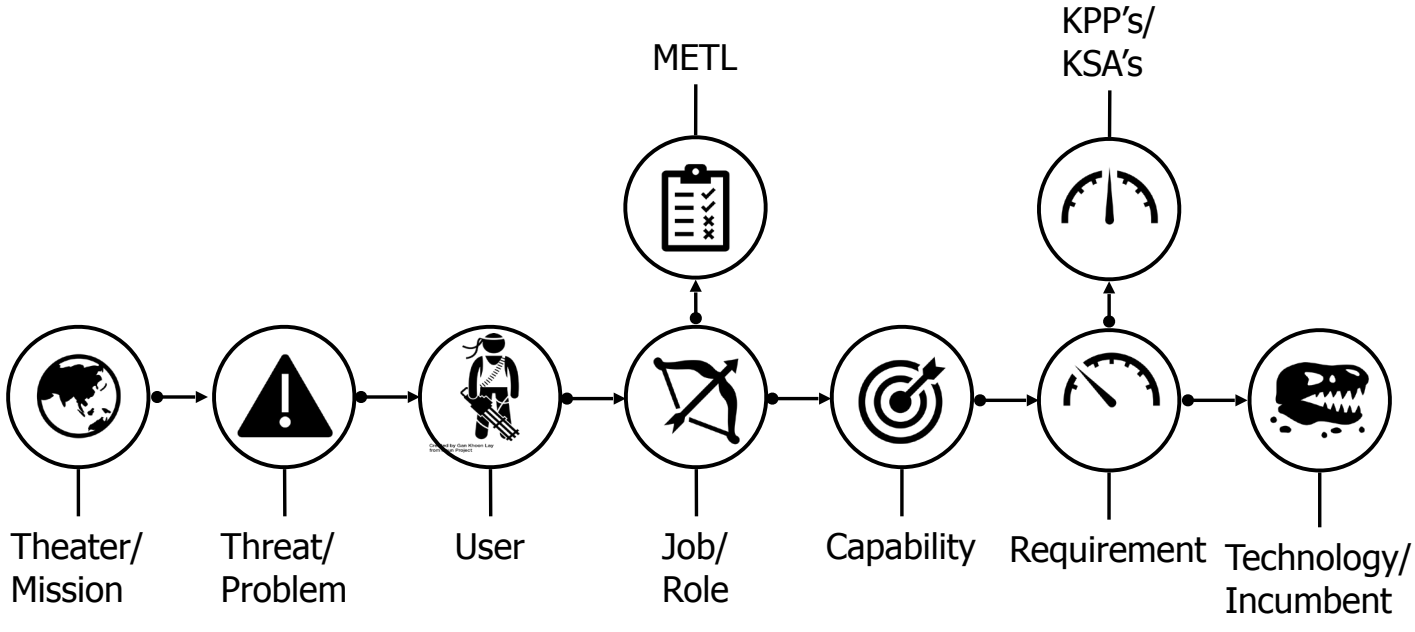
This is where your thing comes in
No one cares (or rather SHOULD care) that your thing is yours, they should only care what it does, it's CAPABILITY
Specifically, the capability for your user, in that role, with that task to be able to use your thing for that threat in that place. That's it.
We know you're fond of your thing, but unless it's MORE CAPABLE than the next thing, no one cares



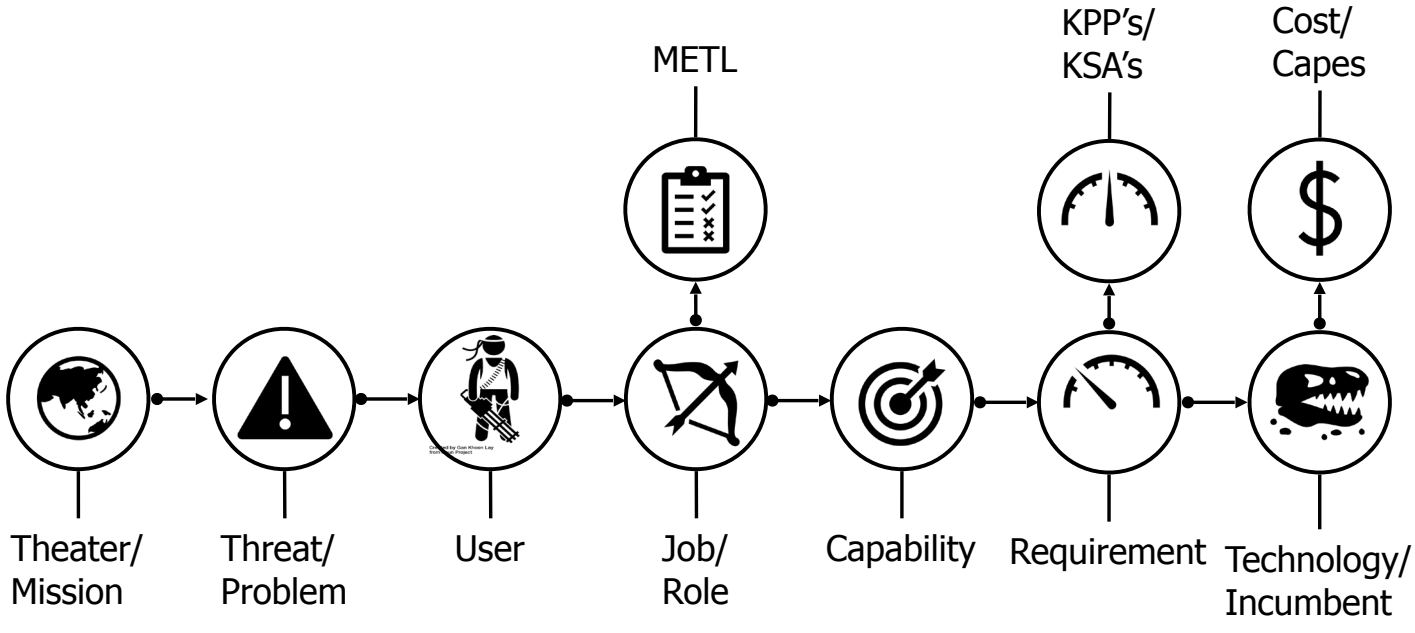
There is (or will be) a validated requirement for your thing
If there isn't, you're gonna have a harder time -> See JCIDS
If there isn't a requirement for your thing, look for a requirement that might fit, it's easier than making as new one
Users make requirements, for capabilities, for their job, for their tasks, for the threat, in the place



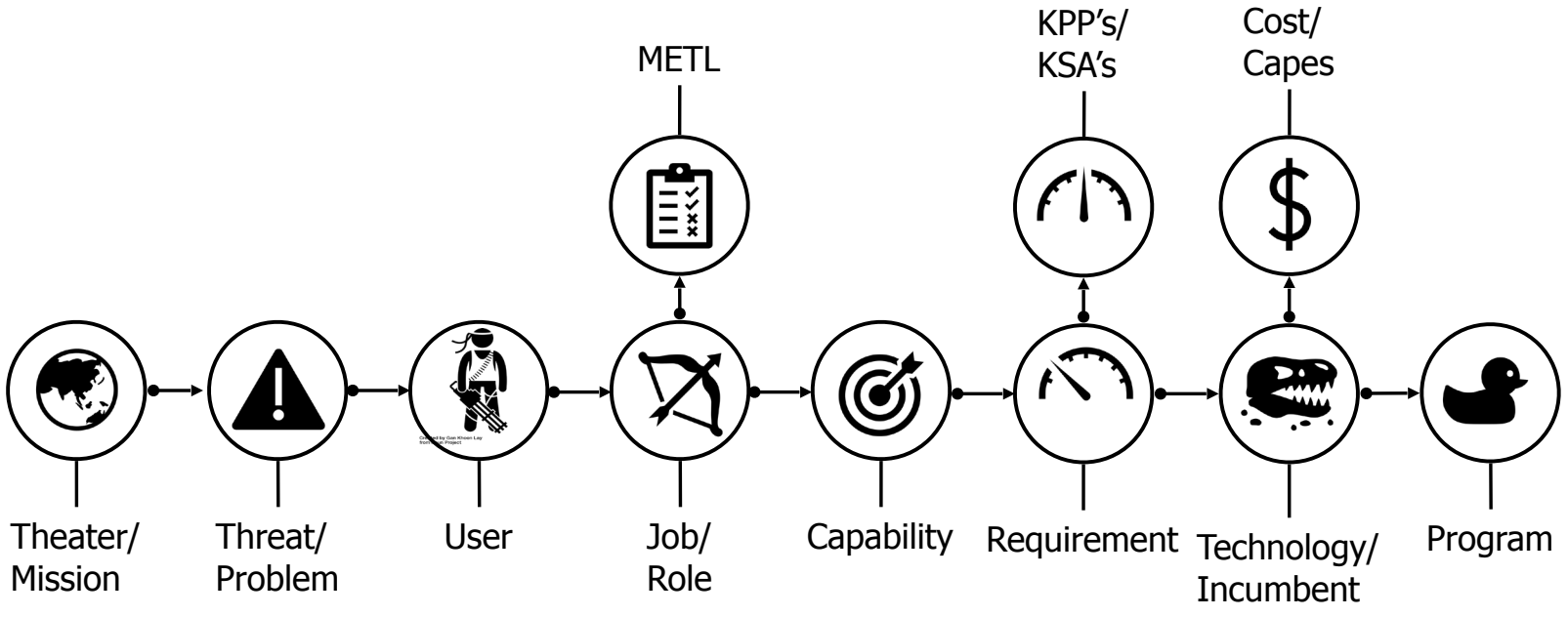
Requirements have specs too
Key performance parameters and key system attributes
It must fly so far, or jam so good, or be painted blue
If your capability doesn't exceed the threshold, and ideal the objective requirements, no one will care about it



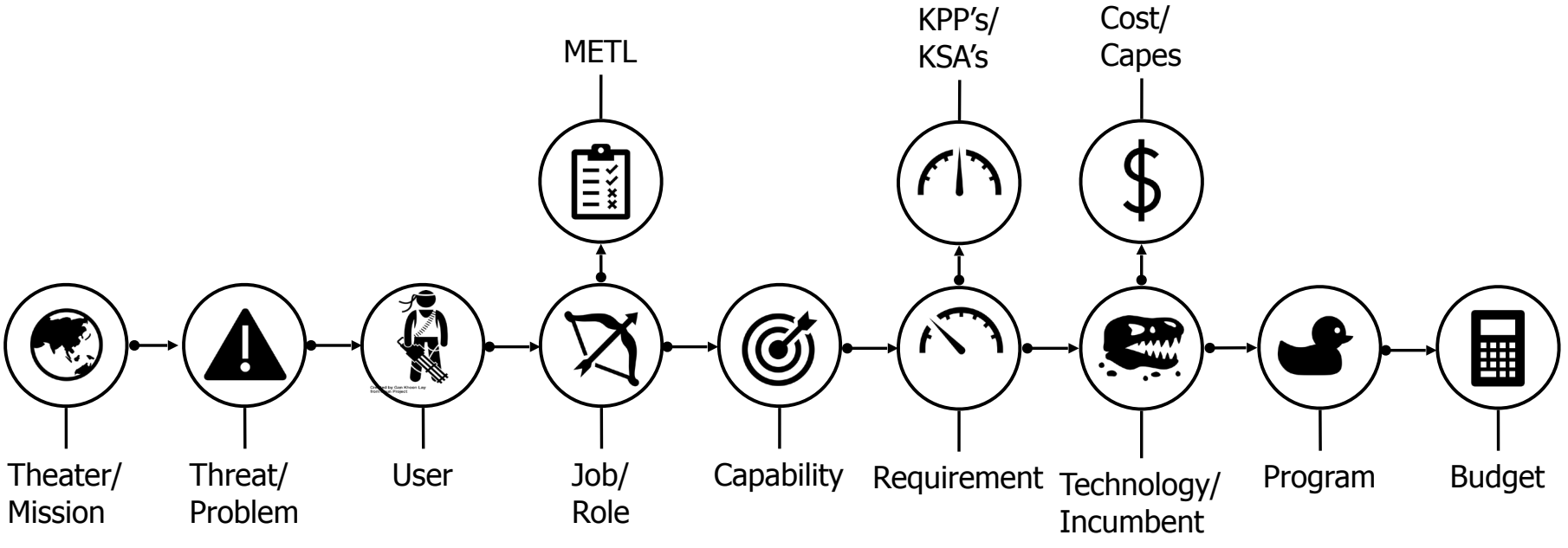
If there is a requirement, there's probably an incumbent that is filling that requirement
Incumbents are strong, they know the customer, they probably wrote the requirements
But they're not invincible, even the mighty dinosaurs died
Know the capabilities of the incumbent
Your thing and the requirement are brand new? Great, the incumbent is your competition



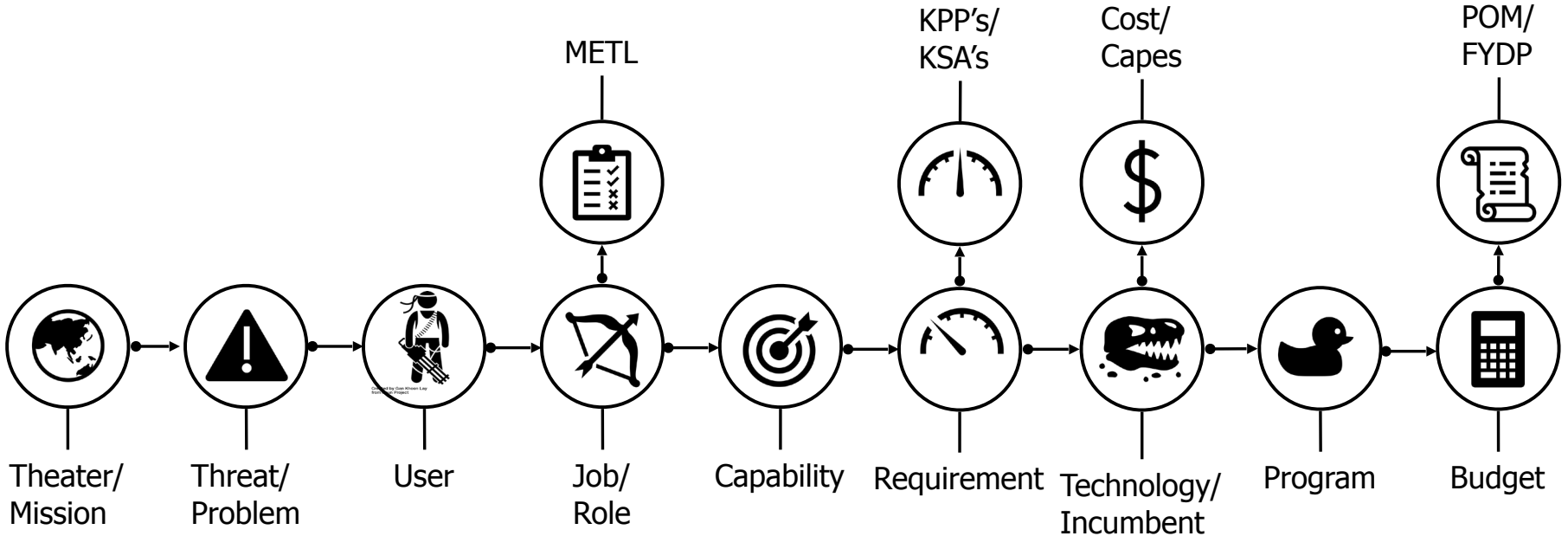
"Best Value" mean goodest capabilities per dollar
Avoid gold plated solutions that are an order of magnitude more expensive than the incumbent
The government will take something an order of magnitude less capable if it's two orders of magnitude more affordable
Remember, your incumbent competitors were already "best value" once before



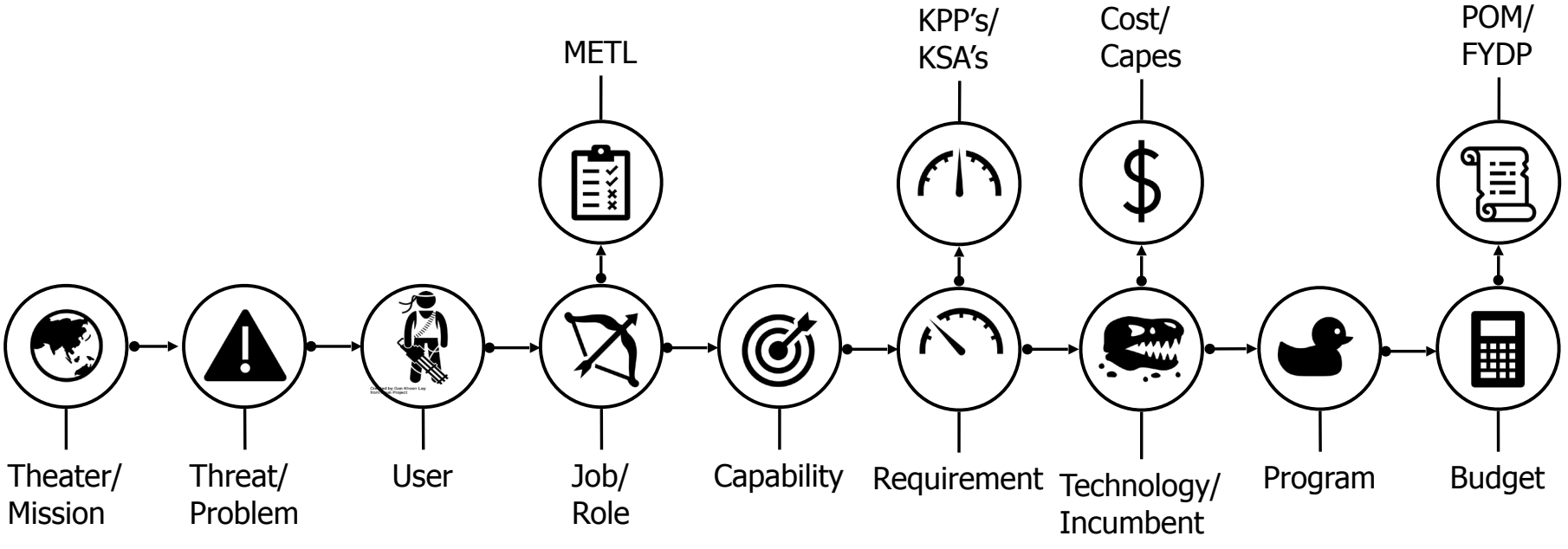
The program is where the money lives
The program is there to hold money, to buy capabilities, that meet the requirement, for the user, in the job/role, that has to address the threat in the place
Look up the J books, they're not perfect, but they can get you in a ballpark



Typically there's a number of "things" for the number of dollars in the program
They call this a "budget"
Budgets don't usually grow more than 10% in a POM year, and the number of "things" doesn't often go down
Help the PM stay within budget, and the PM will help spend that budget on your thing

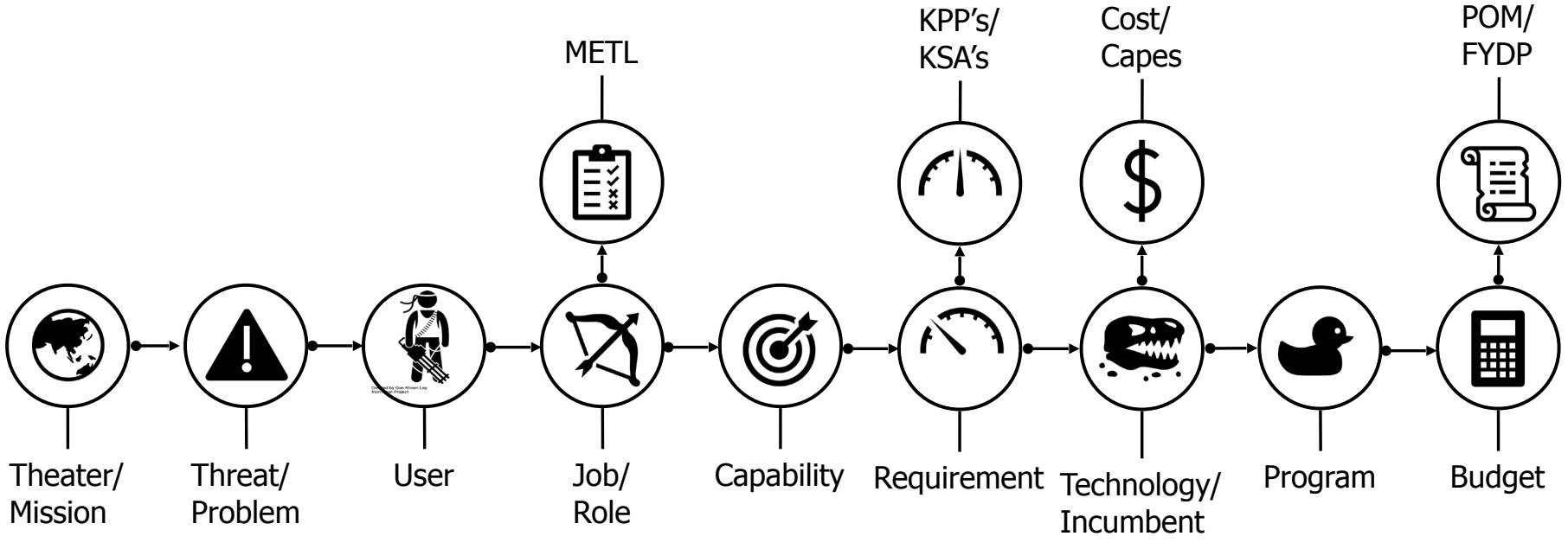


The POM, the BES, the Prez Bud, the FYDP, what do all these acronyms mean?
Why do wizards wearing green eyeshades insist on using words no one understands?
Don't worry about, all you need to know is new money is always two years away, otherwise…
You're eating out of someone else's rice bowl



You want Program of Record dollars?

If you can't articulate each of these bubbles for your product or service, you have homework to do


METL
KPP's/
KSA's
Cost/
Capes
POM/
FYDP
Theater/
Mission
Threat/
Problem
User
Job/
Role
Capability
Requirement
Technology/
Incumbent
Program
Budget

SHUT UP AND TAKE MY MONEY

Chapter 14:
How to Sell Things By, With, and Through SOCOM...
....Maybe, Sometimes

First, the basics:

National SOF

Theater SOF

General Purpose Forces

Second, the BLUF:

National to Theater (N2T)

SOF Peculiar to Service Common

National SOF

Theater SOF

General Purpose Forces

National SOF | Theater SOF | General Purpose Forces

"When Theater SOF identify a requirement for a National Mission Force (NMF) capability, the SO Acquisition Team is expected to execute a highly tailored and expedited acquisition process to exploit this opportunity given the relatively low technology, design and, in some cases, production risks. National to Theater (N2T) is a highly desirable means of rapidly transitioning a capability that has demonstrated effectiveness within the NMF to Theater SOF given the NMF has demonstrated the operational effectiveness of a specific material solution against a specific NMF CONOPS."

National
to
Theater
(N2T)

National SOF

Theater SOF

General Purpose Forces

In other words, NMF do particular things, so they need particular things. When Theater forces identify a need for the same particular things, it's easier to move those things into Theater SOF.

These folks also have R&D authorities and their own budget, so they can "buy, try, decide" with very little process, and when they lack sufficient money they just go to Tampa or the Hill to get things paid for

National to Theater (N2T)

National SOF

Theater SOF

General Purpose Forces

In other words, NMF do particular things, so they need particular things. When Theater forces identify a need for the same particular things, it's easier to move those things into Theater SOF.

Second, the BLUF:

National SOF | Theater SOF | General Purpose Forces

"While SOFCIDS has unique qualities, formats, contents, and processes, the system still nests within JCIDS and within guidance concerning requirements for MTA. This allows staffing, coordination, and socialization within the broader Joint community when needed, such as when transitioning capability solutions from SO-P to Service-common. Validated or approved SO-P capability requirements documents drive the Defense Acquisition System in accordance with (IAW) USSOCOM Directive (D) 70-1, Acquisition Management System Policy, 20 March 2018, and inform the Planning, Programming, Budgeting, and Execution processes."

Second, the BLUF:

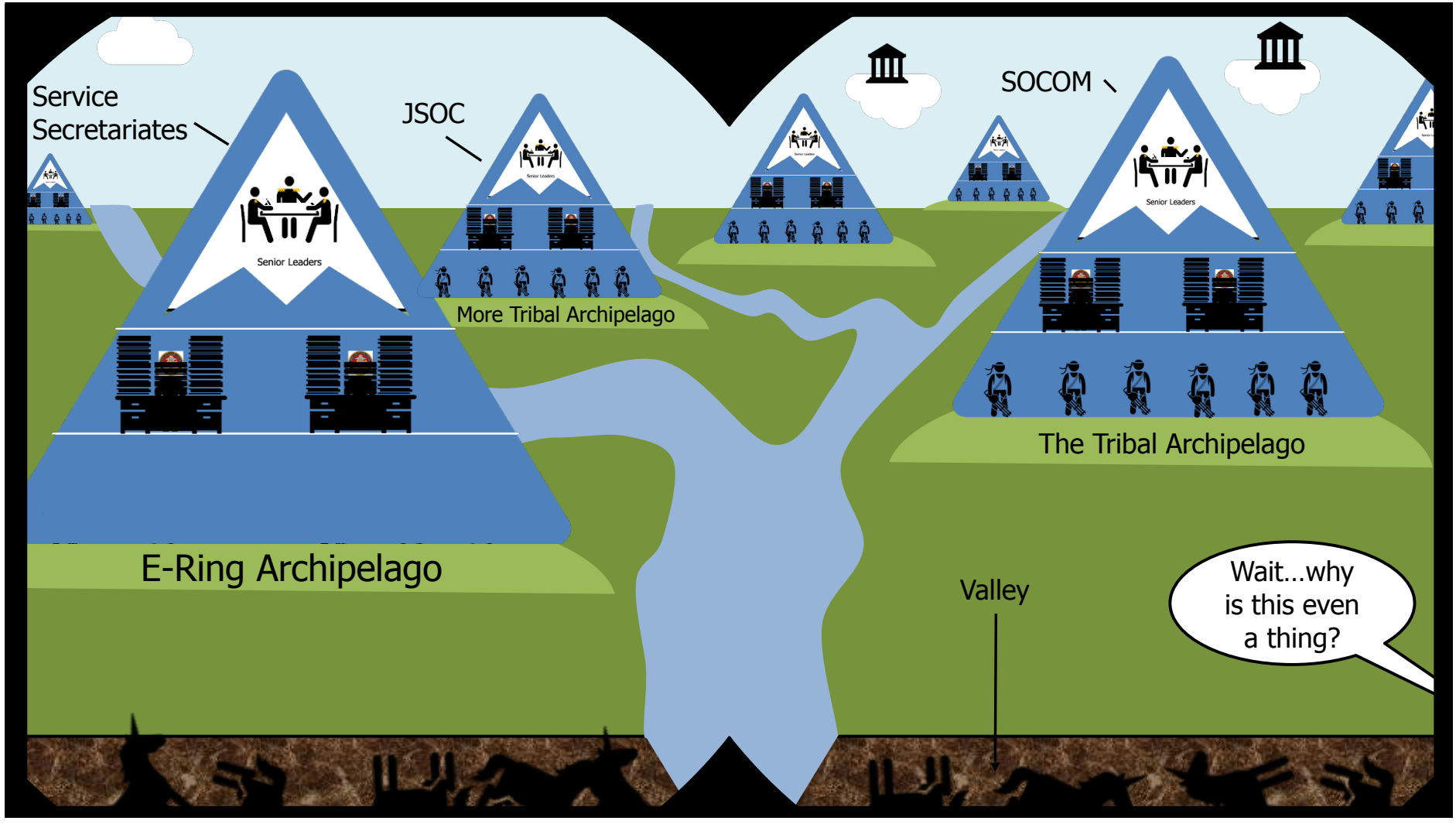
National SOF

Theater SOF

General Purpose Forces

In other words: once something is matured in theater SOF, it may transition to "Service Common"

A few good examples: Crye Precision Multicam, Oakley Sunglasses, PVS-14's, RBAVs, the list goes on.

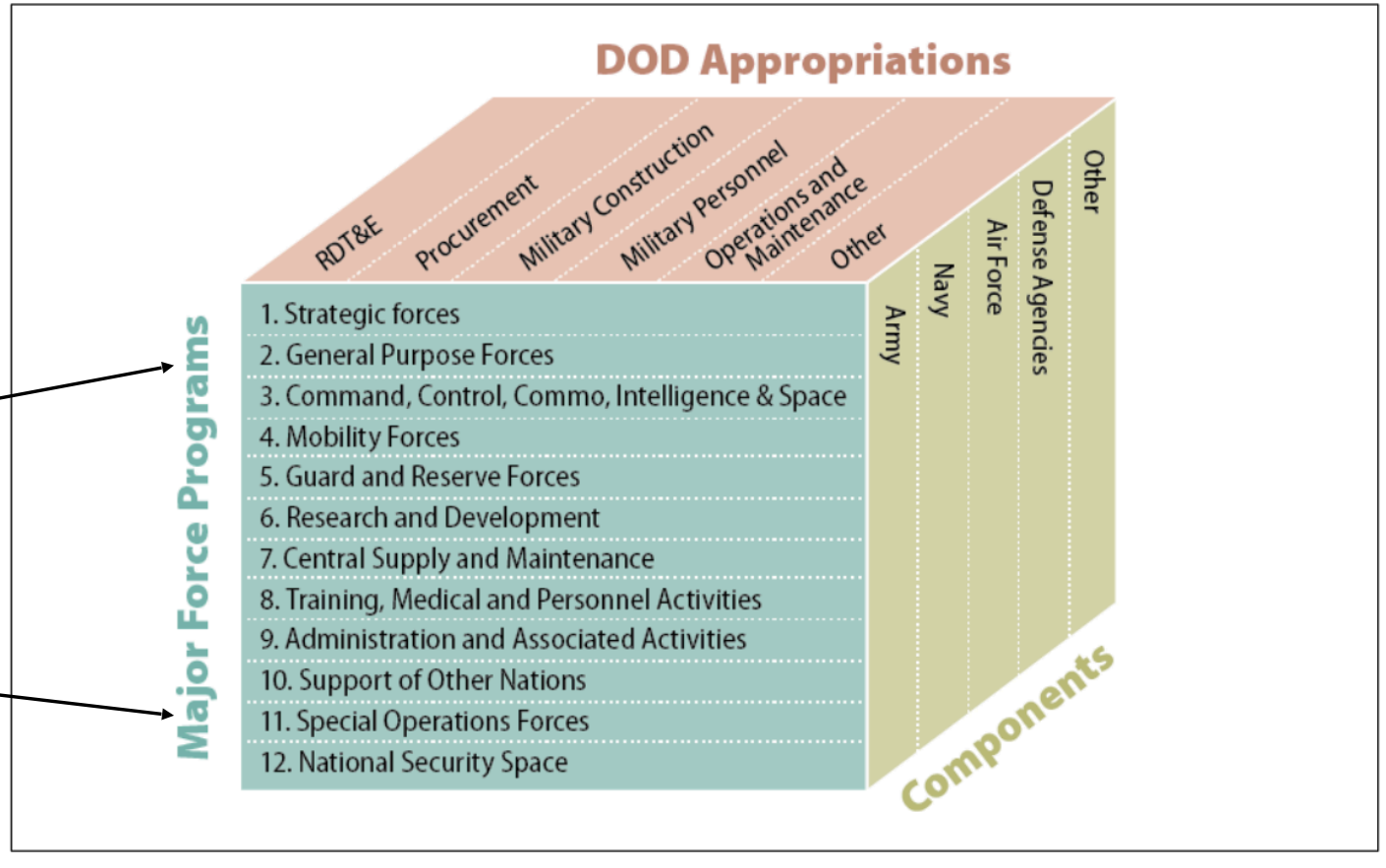

Service Secretariates
Senior Leaders
JSOC
More Tribal Archipelago
SOCOM
Senior Leaders
The Tribal Archipelago
E-Ring Archipelago
Valley
Wait...why is this even a thing?

The "Services (Army, Navy, etc) are responsible for providing "Service Common" equipment to SOF force, this is (mostly) MFP 2

SOCOM has their own money

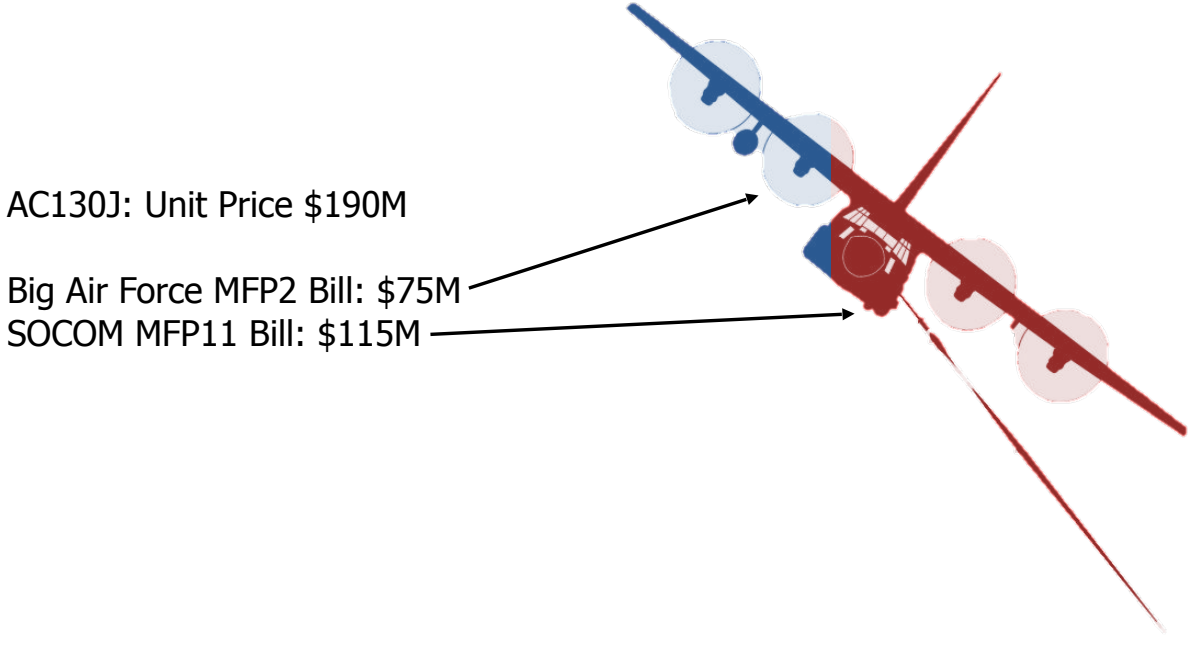
But they can only buy "SOF-Peculiar" (SO-P) things, paid for with MFP 11

Figure 4. Future Years Defense Program (FYDP) Structure



Source: Figure created by CRS based on DOD, Office of the Secretary of Defense, *Future Years Defense Program (FYDP) Structure Handbook*, February 2020.

Example: The AC130J Ghostrider Gunship



"The United States Air Force procures and fields the basic C-130J aircraft, common support equipment, and Weapon System Trainers (WST). The United States Special Operations Command (USSOCOM) modifies the basic C-130J aircraft and WSTs with mission systems that provide SO-p capabilities integrated through the Special Mission System, and procures standalone training devices for specialized SOp mission training."

Strategy for Making National -> Theater -> GPF Transition Work

Find a National SOF use case for your lower-TRL
Product, IF THEY LIKE IT they will do testing and evaluation, and they may buy small-ish quantities

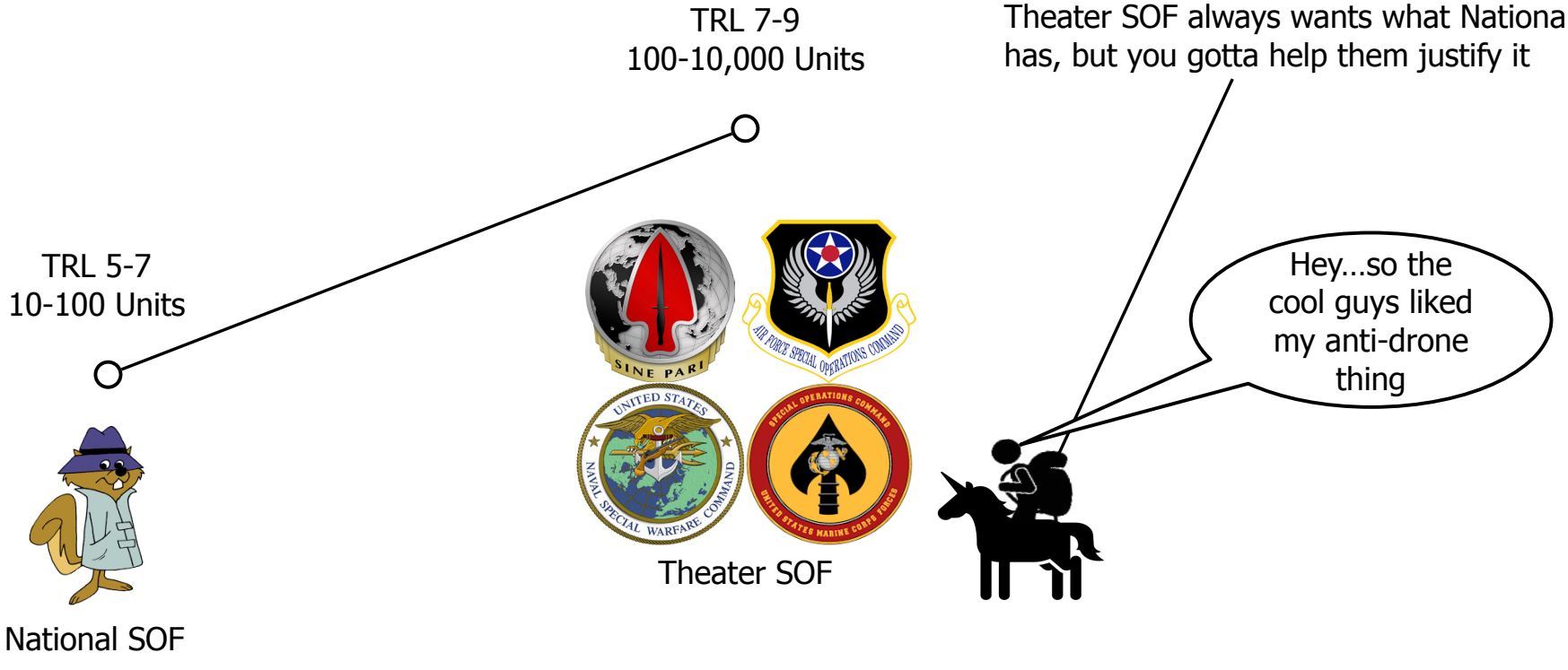
TRL 5-7
10-100 Units

National SOF

Strategy for Making National -> Theater -> GPF Transition Work

Once you up the TRL with feedback from National SOF, and they maybe help you refine system requirements, and they perhaps introduced you to a SOCOM AT&L PEO, go talk to the Theater SOF

Theater SOF always wants what National has, but you gotta help them justify it



Strategy for Making National -> Theater -> GPF Transition Work

You can make a living selling to SOCOM, and you'll probably have to if you're going to have enough runway to make it through all the Service-common wickets

TRL 9+
100,000+ Units

TRL 7-9
100-10,000 Units

TRL 5-7
10-100 Units

National SOF

Theater SOF

Our counter-drone platform successfully killed all the DJIs at PC26

General Purpose Forces

To be successful in SOFCIDS you usually need 2 or more Components (USASOC, NSW, AFSOC, MARSOC) asking for the same thing, UNLESS your thing is only relevant to one component, and thus one PEO

AFSOC A5/8
Tells PEO FW
What to Buy

NSWC N8
Tells PEO M
What to Buy

SIMO and TAPO
Tells PEO-RW
What to Buy

National
Tells PEO SW
What to Buy

PEO Fixed Wing

PEO Maritime

PEO Rotary Wing

PEO SOF Warrior

PEO Special Operations Forces Support Activity

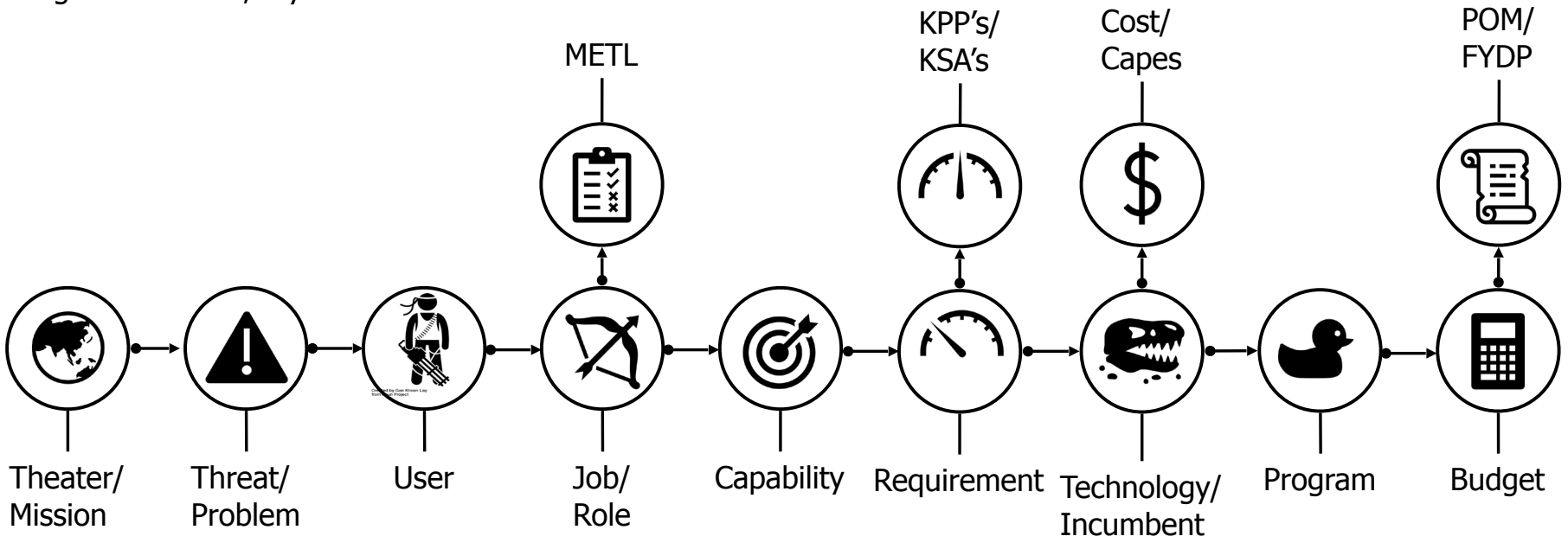
PEO SOF Digital Applications

PEO Services

PEO Tactical Information Systems

These two are a little more broad; radios and drones and such

All of this still applies **AND**
You have to make a solid case for all this initially being SOF Peculiar, if you want to use this model



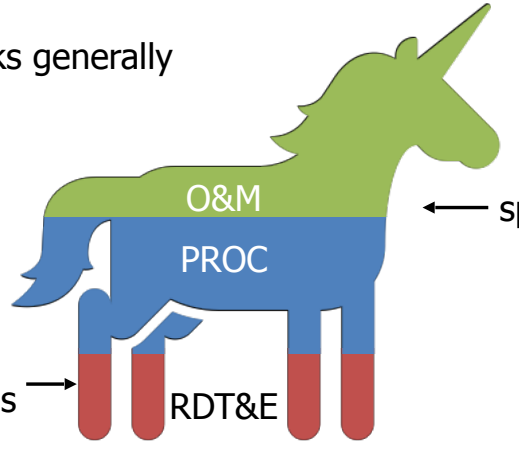
PATAGONIA

Chapter 15:
How To Spot a Unicorn

How to Spot a Unicorn

These folks generally

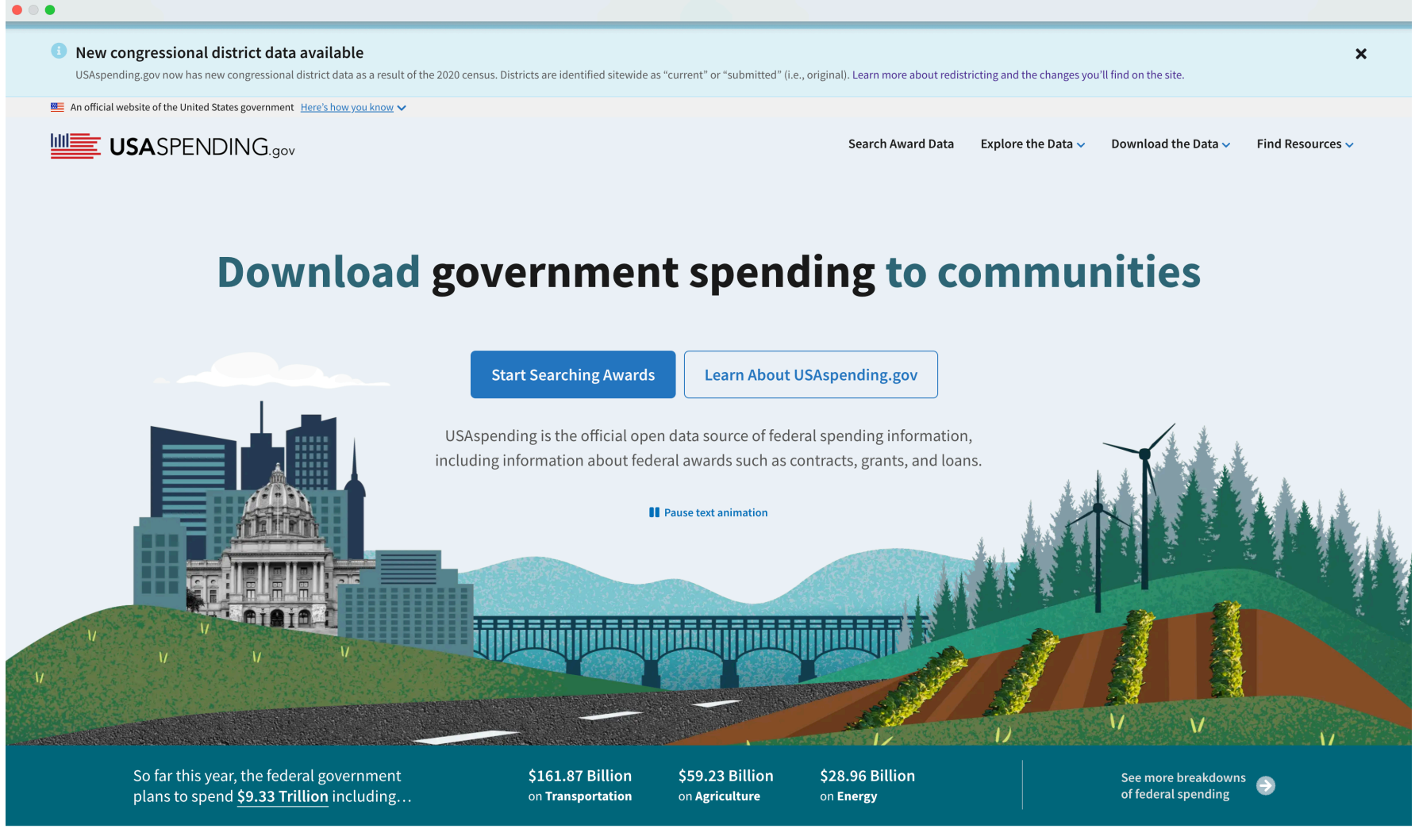
These folks generally



spend this

spend this

So how do you know who's feeding the unicorn?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FY 2017 | FY 2008
FY 2016

TABLE | TIME | MAP | CATEGORIES

Prime Awards | Sub-Awards

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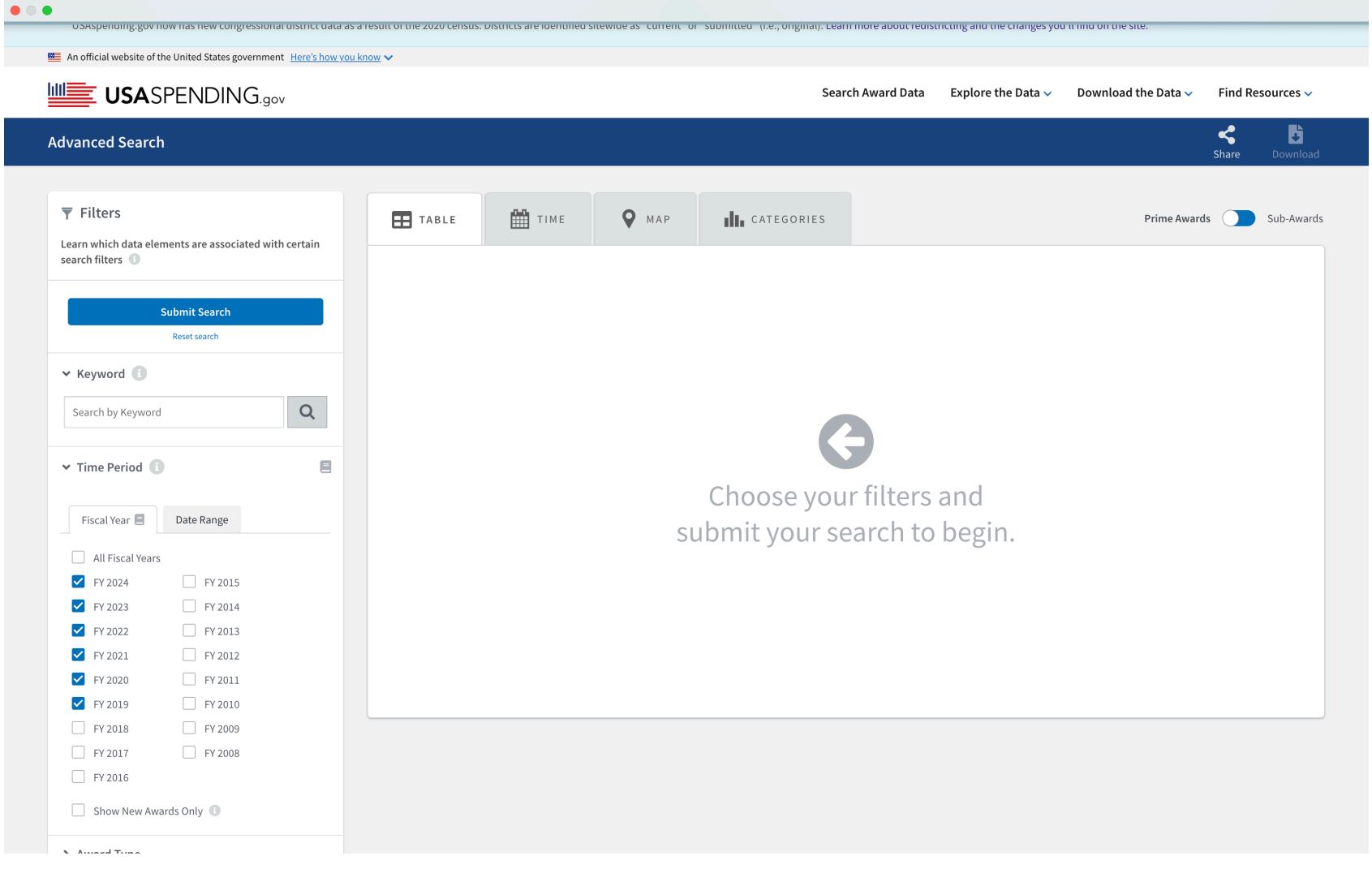
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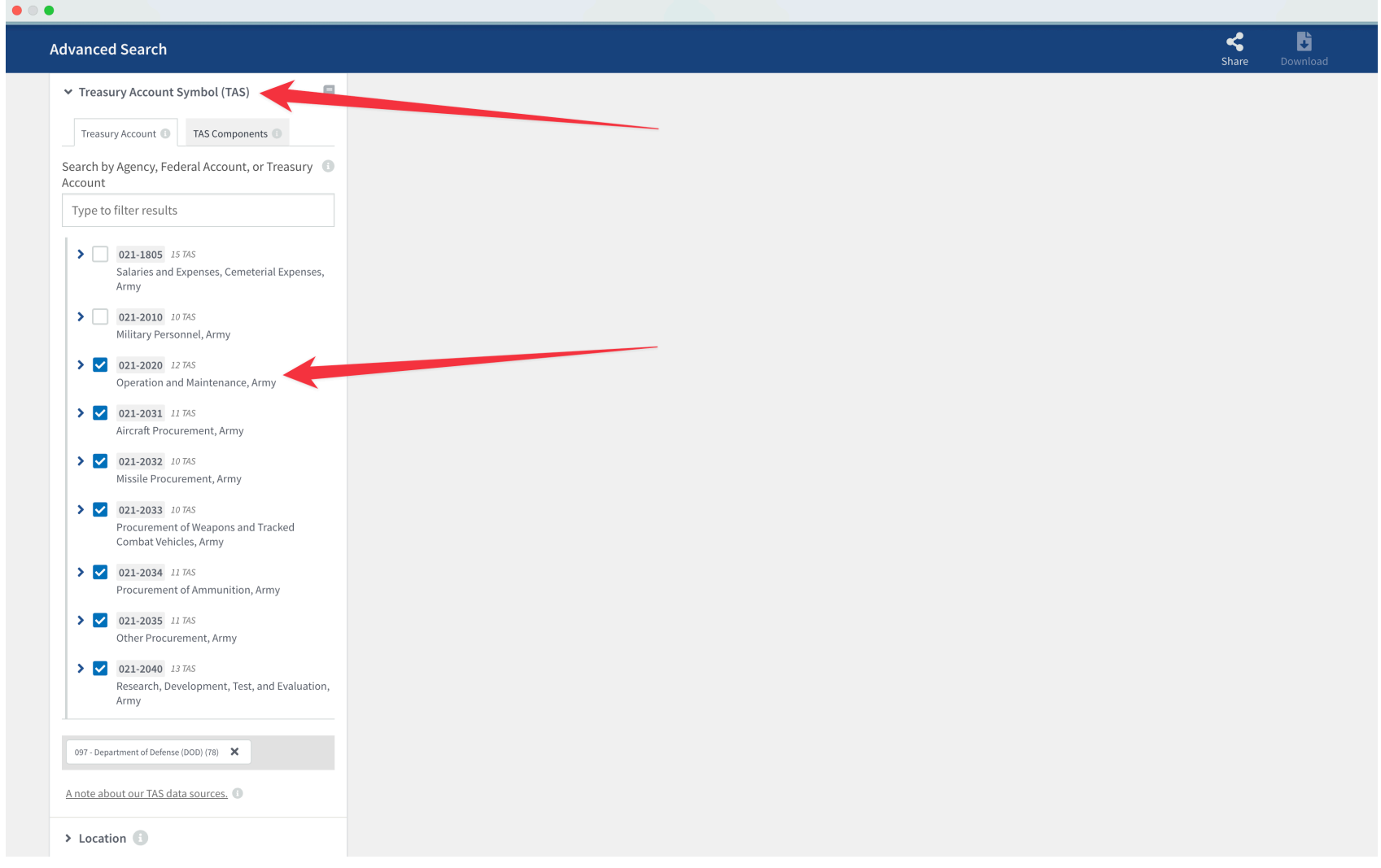
Department of Defense (DOD)

- 011-1082 *14 TAS* Foreign Military Financing Program, Funds Appropriated to the President
- 011-8242 *1 TAS* Advances, Foreign Military Sales, Funds Appropriated to the President
- 017-0730 *9 TAS* Family Housing Construction, Navy and Marine Corps
- 017-0735 *11 TAS* Family Housing Operation and Maintenance, Navy and Marine Corps
- 017-1105 *6 TAS* Military Personnel, Marine Corps
- 017-1106 *12 TAS* Operation and Maintenance, Marine Corps
- 017-1107 *10 TAS* Operation and Maintenance, Marine Corps Reserve
- 017-1108 *6 TAS* Reserve Personnel, Marine Corps

A note about our TAS data sources.

Location

Recipient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021-2010 10 TAS
Military Personnel, Army
021-2020 12 TAS
Operation and Maintenance, Army
021-2031 11 TAS
Aircraft Procurement, Army
021-2032 10 TAS
Missile Procurement, Army
021-2033 10 TAS
Procurement of Weapons and Tracked Combat Vehicles, Army
021-2034 11 TAS
Procurement of Ammunition, Army
021-2035 11 TAS
Other Procurement, Army
021-2040 13 TAS
Research, Development, Test, and Evaluation, Army
097 - Department of Defense (DOD) (78)
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Professional, Scientific, and Technical Services

5411 4 codes
Legal Services

5412 4 codes
Accounting, Tax Preparation, Bookkeeping, and Payroll Services

5413 8 codes
Architectural, Engineering, and Related Services

5414 4 codes
Specialized Design Services

5415 4 codes
Computer Systems Design and Related Services

5416 7 codes
Management, Scientific, and Technical Consulting Services

5417 7 codes
Scientific Research and Development Services

5418 8 codes

Product or Service Code (PSC)

Type of Contract Pricing

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Service 2028 codes

Product 693 codes

Product - (693)

Research and Development - (862)

Type of Contract Pricing

Type of Set Aside

Extent Competed

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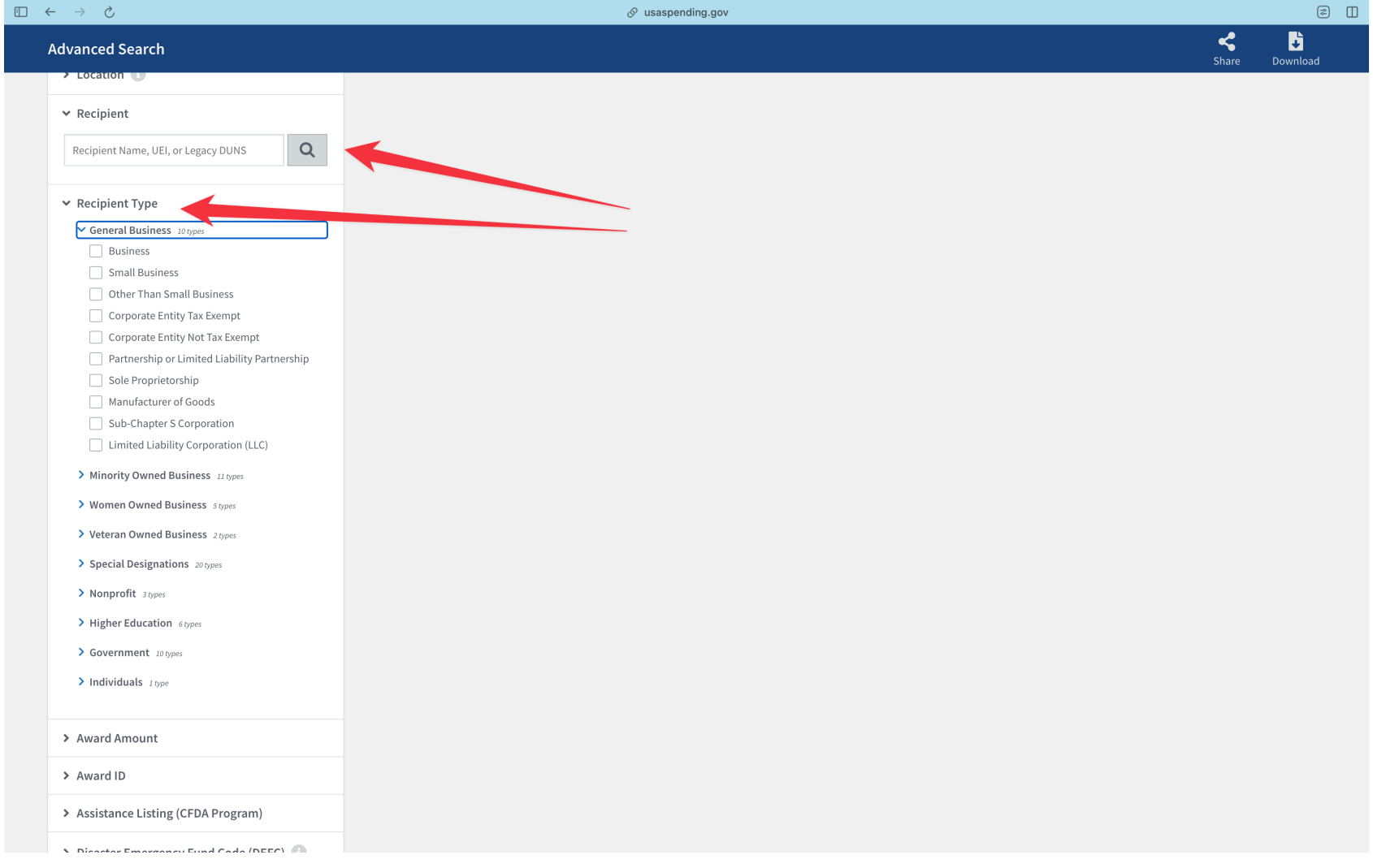
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Sole Proprietorship
Manufacturer of Goods
Sub-Chapter S Corporation
Limited Liability Corporation (LLC)
Minority Owned Business 11 types
Women Owned Business 5 types
Veteran Owned Business 2 types
Special Designations 20 types
Nonprofit 3 types
Higher Education 6 types
Government 10 types
Individuals 1 type
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- [x] FY 2019
- [ ] FY 2018
- [ ] FY 2017
- [ ] FY 2016
- [ ] FY 2015
- [ ] FY 2014
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TIME PERIOD: FY 2024 | FY 2023 | FY 2022 | FY 2021 | FY 2020 | FY 2019

TREASURY ACCOUNT: Department of Defense (DOD) (78)

PSC: Product (693) | Research and Development (862)

TABLE | TIME | MAP | CATEGORIES

Prime Awards | Sub-Awards

Spending by Prime Award

What's included in this view of the data?

View a list of award summaries based on your selected filters. Click the Award ID, Recipient Name, or Awarding Agency to find more detailed information on individual awards including transaction history, subawards, and more.

read more

Contracts 17,731 | Contract IDVs 363 | Grants 0 | Direct Payments 0 | Loans 0 | Other 0

Award ID	Recipient Name	Start Date (Period of Performance)	End Date (Period of Performance)	Total Obligations to Date	Total Outlays to Da
W58P0522C0016	PFIZER INC	6/29/2022	2/29/2024	$4,038,717,532	--
W58RGZ06C0194	AIRBUS US SPACE & DEFENSE INC	6/30/2006	9/30/2007	$3,288,408,589	--
W31P4Q18C0130	LOCKHEED MARTIN CORP	9/29/2018	5/31/2025	$3,159,912,855	$31,626,477
W31P4Q18C0049	LOCKHEED MARTIN CORPORATION	4/27/2018	9/6/2023	$3,065,045,737	$47,185,516
W31P4Q17C0006	LOCKHEED MARTIN CORPORATION	12/22/2016	1/31/2025	$2,962,294,424	--
N0003019C0025	LOCKHEED MARTIN CORP	12/20/2018	2/25/2025	$2,925,812,416	$233,047,618
W56HZV17C0001	BAE SYSTEMS LAND & ARMAMENT…	3/31/2017	7/31/2026	$2,227,663,118	--
FA867521C0034	RAYTHEON COMPANY	3/26/2021	6/30/2027	$2,165,888,258	$179,598
W56HZV20C0050	OSHKOSH DEFENSE LLC	3/13/2020	8/29/2025	$2,001,223,025	$19,715,248

4/27/2018

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W31P4Q18C0130	LOCKHEED MARTIN CORP	9/29/2018	5/31/2025	$3,159,912,855	$31,626,477
W31P4Q18C0049	LOCKHEED MARTIN CORPORATION	4/27/2018	9/6/2023	$3,065,045,737	$47,185,516
W31P4Q17C0006	LOCKHEED MARTIN CORPORATION	12/22/2016	1/31/2025	$2,962,294,424	--
N0003019C0025	LOCKHEED MARTIN CORP	12/20/2018	2/25/2025	$2,925,812,416	$233,047,618

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Collects and combines all transactions into high-level summaries of each award.

Transaction

Includes all details of each award (known as modifications or amendments).

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al awards including transaction

					Total Outlays to Da
W58P0522C0016	PFIZER INC	6/29/2022	2/29/2024	$4,038,717,532	--
W58RGZ06C0194	AIRBUS US SPACE & DEFENSE INC	6/30/2006	9/30/2007	$3,288,408,589	--
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- [x] 021-2016/2018-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army
- [x] 021-2017/2019-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army
- [x] 021-2018/2020-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army
- [x] 021-2019/2021-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Arm
- [x] 021-2020/2022-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army
- [x] 021-2021/2023-2033-000
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- [x] 021-2022/2024-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army
- [x] 021-2023/2025-2033-000
  Procurement of Weapons and Tracked Combat Vehicles, Army

097 - Department of Defense (DOD) (78) ✕

A note about our TAS data sources.

asafm.army.mil

Justification Book 36 / 335 79%

UNCLASSIFIED

Exhibit P-40, Budget Line Item Justification: PB 2024 Army | **Date:** March 2023

Appropriation / Budget Activity / Budget Sub Activity: 2033A: Procurement of W&TCV, Army / BA 01: Tracked Combat Vehicles / BSA 10: Tracked Combat Vehicles

P-1 Line Item Number / Title: 4872G84900 / ASSAULT BREACHER VEHICLE (ABV)

ID Code (A=Service Ready, B=Not Service Ready): C | **Program Elements for Code B Items:** N/A | **Other Related Program Elements:** 0603804A

Line Item MDAP/MAIS Code: N/A

Resource Summary	Prior Years	FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028	To Complete	Total
Procurement Quantity *(Units in Each)*	-	36	12	-	-	-	-	12	12	12	-	84
Gross/Weapon System Cost *($ in Millions)*	-	16.454	3.852	-	-	-	-	10.181	10.194	10.203	-	50.884
Less PY Advance Procurement *($ in Millions)*	-	-	-	-	-	-	-	-	-	-	-	-
Net Procurement (P-1) *($ in Millions)*	-	16.454	3.852	-	-	-	-	10.181	10.194	10.203	-	50.884
Plus CY Advance Procurement *($ in Millions)*	-	-	-	-	-	-	-	-	-	-	-	-
Total Obligation Authority *($ in Millions)*	**-**	**16.454**	**3.852**	**-**	**-**	**-**	**-**	**10.181**	**10.194**	**10.203**	**-**	**50.884**
(The following Resource Summary rows are for informational purposes only. The corresponding budget requests are documented elsewhere.)												
Initial Spares *($ in Millions)*	-	-	-	-	-	-	-	-	-	-	-	-
Flyaway Unit Cost *($ in Thousands)*	-	-	-	-	-	-	-	-	-	-	-	-
Gross/Weapon System Unit Cost *($ in Thousands)*	-	457.056	321.000	-	-	-	-	848.417	849.500	850.250	-	605.762

Description:
The Assault Breacher Vehicle (ABV) is a tracked combat engineer vehicle for the Army Armored Brigade Combat Team (ABCT) and Combat Engineer Company - Armor (CEC-A). It is designed to breach minefields and barrier obstacles to enable tanks and infantry of the ABCT to maintain pace in offensive combat operations. The Assault Breacher Vehicle provides crew protection and vehicle survivability equal to the M1A1 Abrams tank hull and has the speed and mobility to keep pace with the armor maneuver force. The Assault Breacher Vehicle hull is an overhauled M1A1 Abrams tank hull with modifications for its mission to support engineer companies within ABCTs and includes two Linear Demolition Charge Systems (modified Mine Clearing Line Charge (MICLC) systems), interchangeable Engineer Breaching System hardware consisting of a Full Width Mine Plow and a Combat Dozer Blade, a Lane Marking System to automatically mark a cleared path behind the Assault Breacher Vehicle and an integrated day/night vision system. The Assault Breacher Vehicle is fabricated at Anniston Army Depot (ANAD).

The Assault Breacher Vehicles' Army Acquisition Objective (AAO) is 201.

Secondary Distribution		FY 2022	FY 2023	FY 2024 Base	FY 2024 OCO	FY 2024 Total	FY 2025	FY 2026	FY 2027	FY 2028
Army	Quantity	24	12	-	-	-	-	12	12	12
	Total Obligation Authority	11.864	3.852	-	-	-	-	10.181	10.194	10.203
ANG	Quantity	12	-	-	-	-	-	-	-	-
	Total Obligation Authority	4.590	-	-	-	-	-	-	-	-
Total: Secondary Distribution	**Quantity**	**36**	**12**	**-**	**-**	**-**	**-**	**12**	**12**	**12**
	Total Obligation Authority	**16.454**	**3.852**	**-**	**-**	**-**	**-**	**10.181**	**10.194**	**10.203**

Justification:
There is no FY 2024 budget request for this line.

LI 4872G84900 - ASSAULT BREACHER VEHICLE (ABV)
Army

UNCLASSIFIED
Page 1 of 2

P-1 Line #2

Volume 1 - 10

UNCLASSIFIED

Exhibit P-40, Budget Line Item Justification: PB 2024 Army | **Date:** March 2023

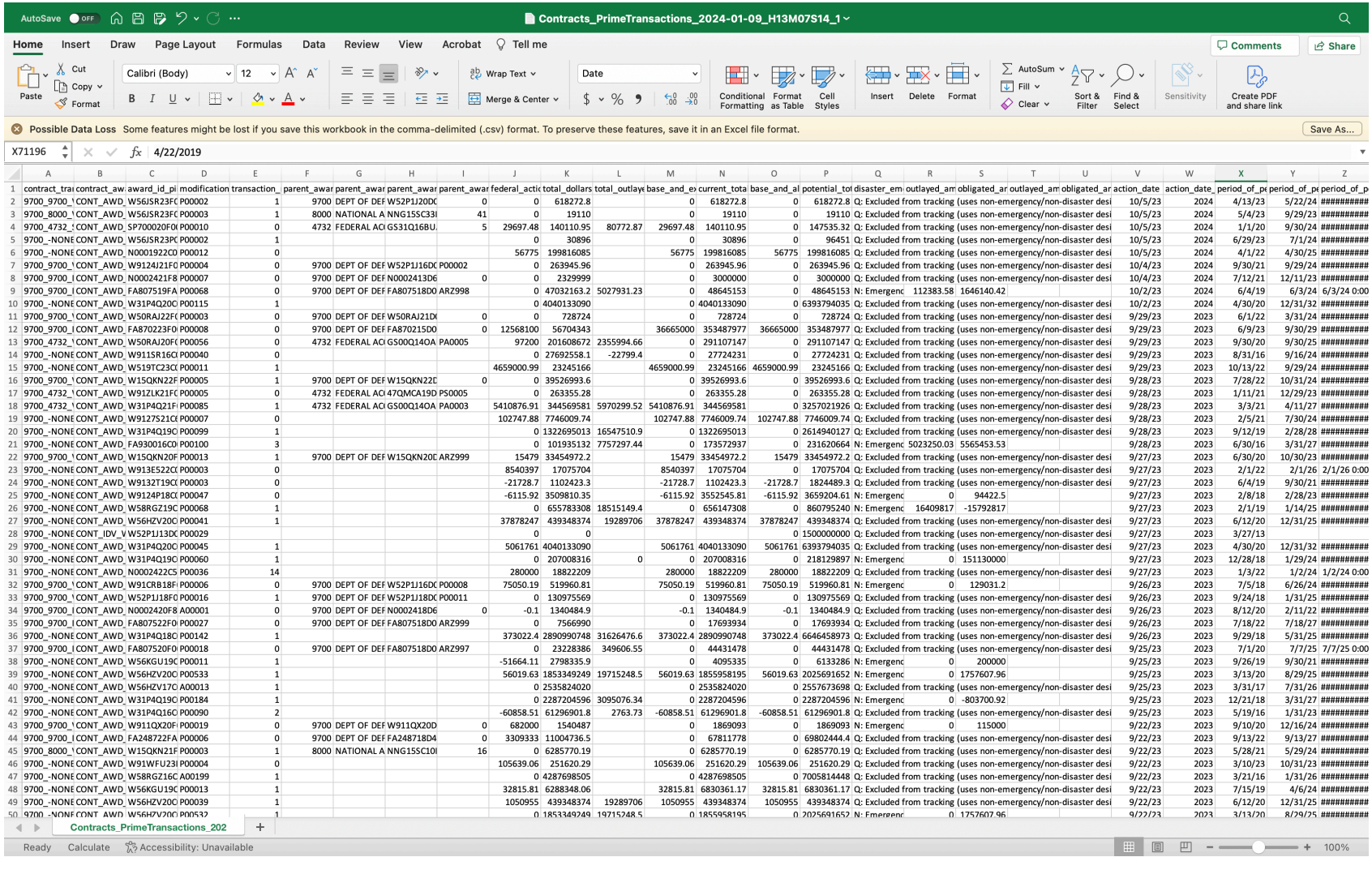
Appropriation / Budget Activity / Budget Sub Activity: 2033A: Procurement of W&TCV, Army / BA 01: Tracked Combat Vehicles / BSA 10: Tracked Combat Vehicles

P-1 Line Item Number / Title: 4872G84900 / ASSAULT BREACHER VEHICLE (ABV)

ID Code (A=Service Ready, B=Not Service Ready): C | **Program Elements for Code B Items:** N/A | **Other Related Program Elements:** 0603804A

Line Item MDAP/MAIS Code: N/A

In accordance with Section 1815 of the FY 2008 National Defense Authorization Act (P.L. 110-181), this item is necessary for use by the active and reserve components of the Armed Forces for homeland defense missions, domestic emergency responses, and providing military support to civil authorities.



Contracts_PrimeTransactions_2024-01-09_H13M07S14_1

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X71196 | 4/22/2019

contract_tra	contract_aw	award_id_pi	modification	transaction_	parent_awar	parent_awar	parent_awar	parent_awar	federal_actio	total_dollars	total_outlaye	base_and_ex	current_tota	base_and_al	potential_tot	disaster_em	outlayed_am	obligated_ar	outlayed_am	obligated_ar	action_date	action_date_	period_of_pe	period_of_pe	period_of_p
9700_9700_	CONT_AWD_	W56JSR23F0	P00002	1	9700	DEPT OF DEF	W52P1J20D0		0	618272.8		0	618272.8	0	618272.8	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/5/23	2024	4/13/23	5/22/24	##########
9700_8000_	CONT_AWD_	W56JSR23F0	P00003	1	8000	NATIONAL A	NNG15SC33I		41	0	19110	0	19110	0	19110	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/5/23	2024	5/4/23	9/29/23	##########
9700_4732_	CONT_AWD_	SP700020F0	P00010	0	4732	FEDERAL AC	GS31Q16BU		5	29697.48	140110.95	80772.87	29697.48	140110.95	0	147535.32	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/5/23	2024	1/1/20	9/30/24	##########
9700_-NONE	CONT_AWD_	W56JSR23P0	P00002	1						0	30896		0	30896	0	96451	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/5/23	2024	6/29/23	7/1/24	##########
9700_-NONE	CONT_AWD_	N0001922C0	P00012	0						56775	199816085		56775	199816085	56775	199816085	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/5/23	2024	4/1/22	4/30/25	##########
9700_9700_	CONT_AWD_	W9124J21F0	P00004	0	9700	DEPT OF DEF	W52P1J16D0	P00002		0	263945.96		0	263945.96	0	263945.96	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/4/23	2024	9/30/21	9/29/24	##########
9700_9700_	CONT_AWD_	N0002421F8	P00007	0	9700	DEPT OF DEF	N0002413D6		0	0	2329999		0	3000000	0	3000000	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/4/23	2024	7/12/21	12/11/23	##########
9700_9700_	CONT_AWD_	FA807519FA	P00068	0	9700	DEPT OF DEF	FA807518D0	ARZ998		0	47032163.2	5027931.23	0	48645153	0	48645153	N: Emergenc	112383.58	1646140.42			10/2/23	2024	6/4/19	6/3/24	6/3/24 0:00
9700_-NONE	CONT_AWD_	W31P4Q20C	P00115	1						0	4040133090		0	4040133090	0	6393794035	Q: Excluded from tracking (uses non-emergency/non-disaster desi					10/2/23	2024	4/30/20	12/31/32	##########
9700_9700_	CONT_AWD_	W50RAJ22F0	P00003	0	9700	DEPT OF DEF	W50RAJ21D0		0	0	728724		0	728724	0	728724	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/29/23	2023	6/1/22	3/31/24	##########
9700_9700_	CONT_AWD_	FA870223F0	P00008	0	9700	DEPT OF DEF	FA870215D0		0	12568100	56704343		36665000	353487977	36665000	353487977	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/29/23	2023	6/9/23	9/30/29	##########
9700_4732_	CONT_AWD_	W50RAJ20F0	P00056	0	4732	FEDERAL AC	GS00Q14OA	PA0005		97200	201608672	2355994.66	0	291107147	0	291107147	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/29/23	2023	9/30/20	9/30/25	##########
9700_-NONE	CONT_AWD_	W911SR16C0	P00040	0						0	27692558.1	-22799.4	0	27724231	0	27724231	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/29/23	2023	8/31/16	9/16/24	##########
9700_-NONE	CONT_AWD_	W519TC23C0	P00011	1						4659000.99	23245166		4659000.99	23245166	4659000.99	23245166	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/29/23	2023	10/13/22	9/29/24	##########
9700_9700_	CONT_AWD_	W15QKN22F	P00005	1	9700	DEPT OF DEF	W15QKN22D		0	0	39526993.6		0	39526993.6	0	39526993.6	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/28/23	2023	7/28/22	10/31/24	##########
9700_4732_	CONT_AWD_	W91ZLK21F0	P00005	0	4732	FEDERAL AC	47QMCA19D	PS0005		0	263355.28		0	263355.28	0	263355.28	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/28/23	2023	1/11/21	12/29/23	##########
9700_4732_	CONT_AWD_	W31P4Q21F0	P00085	1	4732	FEDERAL AC	GS00Q14OA	PA0003		5410876.91	344569581	5970299.52	5410876.91	344569581	0	3257021926	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/28/23	2023	3/3/21	4/11/27	##########
9700_-NONE	CONT_AWD_	W9127S21C0	P00007	0						102747.88	7746009.74		102747.88	7746009.74	102747.88	7746009.74	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/28/23	2023	2/5/21	7/30/24	##########
9700_-NONE	CONT_AWD_	W31P4Q19C0	P00099	1						0	1322695013	16547510.9	0	1322695013	0	2614940127	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/28/23	2023	9/12/19	2/28/28	##########
9700_-NONE	CONT_AWD_	FA930016C0	P00100	3						0	101935132	7757297.44	0	173572937	0	231620664	N: Emergenc	5023250.03	5565453.53			9/28/23	2023	6/30/16	3/31/27	##########
9700_9700_	CONT_AWD_	W15QKN20F	P00013	1	9700	DEPT OF DEF	W15QKN20D	ARZ999		15479	33454972.2		15479	33454972.2	15479	33454972.2	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	6/30/20	10/30/23	##########
9700_-NONE	CONT_AWD_	W913E522C0	P00003	0						8540397	17075704		8540397	17075704	0	17075704	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	2/1/22	2/1/26	2/1/26 0:00
9700_-NONE	CONT_AWD_	W9132T19C0	P00003	0						-21728.7	1102423.3		-21728.7	1102423.3	-21728.7	1824489.3	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	6/4/19	9/30/21	##########
9700_-NONE	CONT_AWD_	W9124P18C0	P00047	0						-6115.92	3509810.35		-6115.92	3552545.81	-6115.92	3659204.61	N: Emergenc	0	94422.5			9/27/23	2023	2/8/18	2/28/23	##########
9700_-NONE	CONT_AWD_	W58RGZ19C	P00068	1						0	655783308	18515149.4	0	656147308	0	860795240	N: Emergenc	16409817	-15792817			9/27/23	2023	2/1/19	1/14/25	##########
9700_-NONE	CONT_AWD_	W56HZV20C	P00041	1						37878247	439348374	19289706	37878247	439348374	37878247	439348374	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	6/12/20	12/31/25	##########
9700_-NONE	CONT_IDV_V	W52P1J13D0	P00029							0	0				0	1500000000	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	3/27/13		
9700_-NONE	CONT_AWD_	W31P4Q20C	P00045	1						5061761	4040133090		5061761	4040133090	5061761	6393794035	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	4/30/20	12/31/32	##########
9700_-NONE	CONT_AWD_	W31P4Q19C0	P00060	1						0	207008316	0	0	207008316	0	218129897	N: Emergenc	0	151130000			9/27/23	2023	12/28/18	1/29/24	##########
9700_-NONE	CONT_AWD_	N0002422C5	P00036	14						280000	18822209		280000	18822209	280000	18822209	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/27/23	2023	1/3/22	1/2/24	1/2/24 0:00
9700_9700_	CONT_AWD_	W91CRB18F0	P00006	0	9700	DEPT OF DEF	W52P1J16D0	P00008		75050.19	519960.81		75050.19	519960.81	75050.19	519960.81	N: Emergenc	0	129031.2			9/26/23	2023	7/5/18	6/26/24	##########
9700_9700_	CONT_AWD_	W52P1J18F0	P00016	1	9700	DEPT OF DEF	W52P1J18D0	P00011		0	130975569		0	130975569	0	130975569	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/26/23	2023	9/24/18	1/31/25	##########
9700_9700_	CONT_AWD_	N0002420F8	A00001	0	9700	DEPT OF DEF	N0002418D6		0	-0.1	1340484.9		-0.1	1340484.9	-0.1	1340484.9	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/26/23	2023	8/12/20	2/11/22	##########
9700_9700_	CONT_AWD_	FA807522F0	P00027	0	9700	DEPT OF DEF	FA807518D0	ARZ999		0	7566990		0	17693934	0	17693934	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/26/23	2023	7/18/22	7/18/27	##########
9700_-NONE	CONT_AWD_	W31P4Q18C0	P00142	1						373022.4	2890990748	31626476.6	373022.4	2890990748	373022.4	6646458973	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/26/23	2023	9/29/18	5/31/25	##########
9700_9700_	CONT_AWD_	FA807520F0	P00018	0	9700	DEPT OF DEF	FA807518D0	ARZ997		0	23228386	349606.55	0	44431478	0	44431478	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/25/23	2023	7/1/20	7/7/25	7/7/25 0:00
9700_-NONE	CONT_AWD_	W56KGU19C	P00011	1						-51664.11	2798335.9		0	4095335	0	6133286	N: Emergenc	0	200000			9/25/23	2023	9/26/19	9/30/21	##########
9700_-NONE	CONT_AWD_	W56HZV20C	P00533	1						56019.63	1853349249	19715248.5	56019.63	1855958195	56019.63	2025691652	N: Emergenc	0	1757607.96			9/25/23	2023	3/13/20	8/29/25	##########
9700_-NONE	CONT_AWD_	W56HZV17C0	A00013	1						0	2535824020		0	2535824020	0	2557673698	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/25/23	2023	3/31/17	7/31/26	##########
9700_-NONE	CONT_AWD_	W31P4Q19C0	P00184	1						0	2287204596	3095076.34	0	2287204596	0	2287204596	N: Emergenc	0	-803700.92			9/25/23	2023	12/21/18	3/31/27	##########
9700_-NONE	CONT_AWD_	W31P4Q16C0	P00090	2						-60858.51	61296901.8	2763.73	-60858.51	61296901.8	-60858.51	61296901.8	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/25/23	2023	5/19/16	1/31/23	##########
9700_9700_	CONT_AWD_	W911QX20F0	P00019	0	9700	DEPT OF DEF	W911QX20D		0	682000	1540487		0	1869093	0	1869093	N: Emergenc	0	115000			9/22/23	2023	9/10/20	12/16/24	##########
9700_9700_	CONT_AWD_	FA248722FA	P00006	0	9700	DEPT OF DEF	FA248718D4		0	3309333	11004736.5		0	67811778	0	69802444.4	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	9/13/22	9/13/27	##########
9700_8000_	CONT_AWD_	W15QKN21F	P00003	1	8000	NATIONAL A	NNG15SC10I		16	0	6285770.19		0	6285770.19	0	6285770.19	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	5/28/21	5/29/24	##########
9700_-NONE	CONT_AWD_	W91WFU23I	P00004	0						105639.06	251620.29		105639.06	251620.29	105639.06	251620.29	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	3/10/23	10/31/23	##########
9700_-NONE	CONT_AWD_	W58RGZ16C	A00199	1						0	4287698505		0	4287698505	0	7005814448	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	3/21/16	1/31/26	##########
9700_-NONE	CONT_AWD_	W56KGU19C	P00013	1						32815.81	6288348.06		32815.81	6830361.17	32815.81	6830361.17	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	7/15/19	4/6/24	##########
9700_-NONE	CONT_AWD_	W56HZV20C	P00039	1						1050955	439348374	19289706	1050955	439348374	1050955	439348374	Q: Excluded from tracking (uses non-emergency/non-disaster desi					9/22/23	2023	6/12/20	12/31/25	##########
9700_-NONE	CONT_AWD_	W56HZV20C	P00532	1						0	1853349249	19715248.5	0	1855958195	0	2025691652	N: Emergenc	0	1757607.96			9/22/23	2023	3/13/20	8/29/25	##########

Contracts_PrimeTransactions_202

Contracts_PrimeTransactions_2024-01-09_H13M07S14_1

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A43842 THE JOHNS HOPKINS UNIVERSITY APPLIED PHYSICS LABORATORY LLC

	A	B	C	D	E	F	G
43842	**THE JOHNS HOPKINS UNIVERSITY APPLIED PHYSICS LABORATORY LLC**	**$1,102,029,061.32**	**$897,447,864.36**	**$575,421,595.86**	**$469,058,304.07**	**$596,724,782.93**	**$10,013,469.00**
43843	**0001: BASIC RESEARCH**	**$59,084,458.19**	**$40,723,535.64**	**$24,715,508.91**	**$19,941,200.02**	**$14,809,332.26**	
43844	ATTN: MS S84 - OCS		$2,957,493.00				
43845	021-2040		$2,957,493.00				
43846	F4FDAG AFLCMC WIG GLOBAL HAWK		$2,957,493.00				
43847	021-2040		$2,957,493.00				
43848	NAVSEA HQ	$56,896,559.19	$25,287,359.64	$6,321,839.91	$12,607,909.02	$12,521,433.26	
43849	021-2040;097-0400	$56,896,559.19	$25,287,359.64	$6,321,839.91	$12,607,909.02	$12,521,433.26	
43850	USA CCDC COMMUNICATIONS-ELECTRONICS		$2,957,493.00	$11,829,972.00	$2,957,493.00		
43851	021-2040		$2,957,493.00	$11,829,972.00	$2,957,493.00		
43852	W262 PROP BK ACCT 5 ARL APG	$2,187,899.00	$6,563,697.00	$6,563,697.00	$4,375,798.00	$2,287,899.00	
43853	021-2040	$2,187,899.00	$6,563,697.00	$6,563,697.00	$4,375,798.00	$2,287,899.00	
43854	**0001: BASIC RESEARCH;0001: OPERATING FORCES;0002: APPLIED RESEARCH;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$0.00**	**$0.00**	**$0.00**	**$0.00**		
43855	W4T8 USASMDC HUNTSVILLE		$0.00	$0.00	$0.00		
43856	021-2020;021-2040;057-3600;057-3620;097-0400		$0.00	$0.00	$0.00		
43857	W6QK ACC-RSA	$0.00					
43858	021-2020;021-2040;057-3600;057-3620;097-0400	$0.00					
43859	**0001: BASIC RESEARCH;0004: ADMINISTRATION AND SERVICE-WIDE ACTIVITIES;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$0.00**	**$0.00**		**$0.00**		
43860	NAVSEA HQ	$0.00	$0.00		$0.00		
43861	017-1106;017-1109;017-1319;017-1507;017-1804;017-1810;021-2020;021-2040;021-2065;057-3400;057-3600;097-0100;097-0130;097-0400;097-2093	$0.00	$0.00		$0.00		
43862	**0001: BASIC RESEARCH;0008: SOFTWARE AND DIGITAL TECHNOLOGY PILOT PROGRAMS**	**$10,226,526.00**	**$10,226,526.00**	**$10,226,526.00**	**$6,782,309.57**		
43863	NAVSEA HQ	$10,226,526.00	$10,226,526.00	$10,226,526.00	$6,782,309.57		
43864	021-2040	$10,226,526.00	$10,226,526.00	$10,226,526.00	$6,782,309.57		
43865	**0001: BASIC RESEARCH;0008: SOFTWARE AND DIGITAL TECHNOLOGY PILOT PROGRAMS;009S: MISCELLANEOUS**				**$5,684,000.00**	**$15,637,902.00**	
43866	USA CCDC ARMAMENTS CENTER				$5,684,000.00	$8,983,451.00	
43867	021-2040;097-0400				$5,684,000.00	$8,983,451.00	
43868	W4MK CCDC ARMAMENTS CENTER					$6,654,451.00	
43869	021-2040;097-0400					$6,654,451.00	
43870	**0001: BASIC RESEARCH;0008: SOFTWARE AND DIGITAL TECHNOLOGY PILOT PROGRAMS;009S: MISCELLANEOUS;00CA: N/A;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$116,155,420.00**	**$145,194,275.00**	**$232,310,840.00**	**$248,038,060.00**	**$328,211,965.00**	
43871	NAVSEA HQ	$116,155,420.00	$145,194,275.00	$232,310,840.00	$248,038,060.00	$78,897,133.00	
43872	017-1319;021-2040;057-3600;097-0400	$116,155,420.00	$145,194,275.00	$232,310,840.00	$248,038,060.00	$78,897,133.00	
43873	OFFICE OF NAVAL RESEARCH					$85,895,280.00	
43874	017-1319;021-2040;057-3600;097-0400					$85,895,280.00	
43875	PEO INTEGRATED WARFARE SYSTEMS 3					$119,721,912.00	
43876	017-1319;021-2040;057-3600;097-0400					$119,721,912.00	
43877	W6DX PEO GCS WARREN					$43,697,640.00	
43878	017-1319;021-2040;057-3600;097-0400					$43,697,640.00	
43879	**0001: BASIC RESEARCH;0801: REIMBURSABLE;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$35,328,780.00**	**$17,664,390.00**	**$26,496,585.00**	**$45,573,975.00**		
43880	NAVSEA HQ	$35,328,780.00	$17,664,390.00	$26,496,585.00	$45,573,975.00		
43881	017-1319;021-2040;097-0400	$35,328,780.00	$17,664,390.00	$26,496,585.00	$45,573,975.00		
43882	**0001: BASIC RESEARCH;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$55,505,482.12**	**$56,122,120.92**	**$114,167,706.12**	**$60,459,080.27**	**$9,827,148.00**	
43883	DEFENSE TEST RESOURCE MGMT CENTER	$2,481,468.00	$7,444,404.00	$7,444,404.00			
43884	021-2040	$2,481,468.00	$7,444,404.00	$7,444,404.00			
43885	NAVSEA HQ	$26,451,473.00	$38,713,014.00	$80,150,761.00	$37,461,080.07	$9,827,148.00	
43886	017-1319;021-2040	$25,354,473.00	$16,902,982.00	$42,257,455.00	$27,105,787.00	$9,827,148.00	
43887	021-2040	$1,097,000.00	$3,291,000.00	$5,485,000.00	$1,095,777.07		
43888	021-2040;097-0400		$18,519,032.00	$32,408,306.00	$9,259,516.00		
43889	USA PEO FOR SIMULATION, TNG AND INS				$5,820,162.00		
43890	021-2040				$5,820,162.00		
43891	W4T8 USASMDC HUNTSVILLE	$26,572,541.12	$9,964,702.92	$26,572,541.12	$17,177,838.20		
43892	021-2040;057-3600	$26,572,541.12	$9,964,702.92	$26,572,541.12	$17,177,838.20		
43893	**0001: OPERATING FORCES;0020: UNDISTRIBUTED**	**$7,645,639.61**		**$1,092,234.23**	**$1,091,908.21**	**$1,091,602.05**	
43894	NAVAL SPECIAL WARFARE					$1,091,602.05	
43895	021-2020;057-3400;097-0100					$1,091,602.05	
43896	NAVSEA HQ	$7,645,639.61		$1,092,234.23	$1,091,908.21		
43897	021-2020;057-3400;097-0100	$7,645,639.61		$1,092,234.23	$1,091,908.21		
43898	**0001: WEAPONS AND COMBAT VEHICLES;OPTN: FIELD IS OPTIONAL PRIOR TO FY21**	**$1,745,000.00**	**$5,235,000.00**	**$3,490,000.00**			
43899	NAVSEA HQ	$1,745,000.00	$5,235,000.00	$3,490,000.00			
43900	021-2033;021-2035	$1,745,000.00	$5,235,000.00	$3,490,000.00			
43901	**0002: RESEARCH DEVELOPMENT TEST AND EVALUATION**		**$9,646,746.00**	**$19,293,492.00**	**$19,893,492.00**	**$29,947,435.00**	
43902	NAVSEA HQ		$9,646,746.00	$19,293,492.00	$19,893,492.00		
43903	021-2040;097-0130		$9,646,746.00	$19,293,492.00	$19,893,492.00		
43904	W4QF USA MMDA					$29,947,435.00	
43905	021-2040;097-0130					$29,947,435.00	
43906	**0002: WEAPONS AND OTHER COMBAT VEHICLES**			**$1,200,000.00**	**$1,400,000.00**	**$8,779,996.00**	**$2,329,999.00**
43907	NAVSEA HQ			$1,200,000.00	$1,400,000.00	$6,449,997.00	

Sheet1 Contracts_PrimeTransactions_202

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- FY 2010
- FY 2009
- FY 2008

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> Award Type

> Agency

Award Type

> Treasury Account Symbol (TAS)

> Location

v Recipient

Recipient Name, UEI, or Legacy DUNS

RECIPIENT | FSY4LVSBGWB7
RECIPIENT | hawkeye360
RECIPIENT | GFSKJLKMCP47
RECIPIENT | JLY9AVEBL6F8
RECIPIENT | shieldAI
RECIPIENT | rebellion defense
RECIPIENT | anduril
RECIPIENT | palentir
RECIPIENT | Palentir
RECIPIENT | dark hive
RECIPIENT | zero eyes
RECIPIENT | Shield AI

> Recipient Type

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Contracts 378 | Contract IDVs 34 | Grants 0 | Direct Payments 4 | Loans 19 | Other 0

Award ID	Recipient Name	Start Date (Period of Performance)	End Date (Period of Performance)	Total Obligations to Date	Total Outlays to Da
H9240222F0035	ANDURIL INDUSTRIES, INC.	7/29/2022	10/13/2022	$17,692,831	--
H9240222F0024	ANDURIL INDUSTRIES, INC.	6/7/2022	6/6/2023	$17,619,584	--
75P00120F80084	PALANTIR TECHNOLOGIES INC.	4/13/2020	4/12/2021	$17,361,816	$17,361,816
FA864920C0158	SHIELD AI INC.	7/27/2020	9/30/2023	$16,391,909	--
W911QX11F0007	PALANTIR TECHNOLOGIES INC.	12/21/2010	12/9/2013	$16,374,794	--
70B02C22F00000783	ANDURIL INDUSTRIES, INC.	9/7/2022	3/20/2023	$15,440,813	--
75N95020F00004	PALANTIR TECHNOLOGIES INC.	9/28/2020	9/27/2021	$15,105,054	--
DJF141200G0009065	PALANTIR TECHNOLOGIES INC.	6/30/2014	6/29/2015	$14,891,226	--
H9240223F0013	ANDURIL INDUSTRIES, INC.	12/15/2022	6/30/2023	$14,384,414	--
50310220F0137	PALANTIR TECHNOLOGIES INC.	6/17/2020	9/19/2022	$14,281,091	$14,281,091
KZ05	PALANTIR TECHNOLOGIES INC.	12/1/2015	5/31/2018	$14,198,251	--
DJJ25080003	PALANTIR TECHNOLOGIES INC.	11/6/2014	11/10/2019	$12,985,992	--
W911QX23F0052	PALANTIR TECHNOLOGIES INC.	5/1/2023	9/30/2023	$12,980,182	--
H9240223F0014	ANDURIL INDUSTRIES, INC.	12/30/2022	6/30/2023	$12,500,000	--
75D30122F13061	PALANTIR TECHNOLOGIES INC.	2/17/2022	1/23/2023	$12,369,505	$12,369,505
75P00122F37001	PALANTIR TECHNOLOGIES INC.	4/21/2022	4/20/2024	$12,336,401	$9,321,886
70B02C22F00001149	ANDURIL INDUSTRIES, INC.	9/28/2022	9/22/2023	$12,283,072	$6,701,500
HSCETC13F00030	PALANTIR TECHNOLOGIES INC.	6/14/2013	5/27/2015	$12,080,066	--
FA872620C0005	ANDURIL INDUSTRIES, INC.	11/25/2019	1/15/2021	$11,915,000	--
H9240223F0045	ANDURIL INDUSTRIES, INC.	6/30/2023	12/30/2023	$11,082,944	--

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B4 | 2020

Sum of total_dollars_obligated	2020	2021	2022	2023
ANDURIL INDUSTRIES, INC.	$ 190,758,300.98	$ 133,925,318.26	$ 344,213,792.19	$ 413,068,187.84
Department of Defense	$ 130,026,787.98	$ 94,287,720.96	$ 244,916,305.96	$ 335,498,115.42
0001: BASIC RESEARCH;0003: COMMUNICATIONS AND ELECTONICS EQUIPMENT;0003: TRAINING AND RECRUITING;OPTN: FIELD IS OPTIONAL PRIOR TO FY21				$ 9,968,733.02
057-3080;097-0100;097-0400				$ 9,968,733.02
F2BDCW AFLCMC HBU				$ 9,968,733.02
541330				$ 9,968,733.02
ENGINEERING SERVICES				$ 9,968,733.02
0001: BASIC RESEARCH;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	$ 2,999,988.00	$ 999,996.00		
097-0400	$ 2,999,988.00	$ 999,996.00		
F2BDED AFLCMC HN	$ 2,999,988.00	$ 999,996.00		
541715	$ 2,999,988.00	$ 999,996.00		
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 2,999,988.00	$ 999,996.00		
0001: OPERATING FORCES;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	$ 22,900,000.08	$ 10,025,000.06		
017-1106	$ 22,900,000.08	$ 10,025,000.06		
COMMANDING OFFICER	$ 22,900,000.08	$ 10,025,000.06		
561621	$ 22,900,000.08	$ 10,025,000.06		
SECURITY SYSTEMS SERVICES (EXCEPT LOCKSMITHS)	$ 22,900,000.08	$ 10,025,000.06		
009S: MISCELLANEOUS			$ 21,916,057.94	$ 9,711,041.02
097-0400			$ 21,916,057.94	$ 9,711,041.02
OUSD(AT & L)			$ 1,000,000.00	$ 1,000,000.00
541715			$ 1,000,000.00	$ 1,000,000.00
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)			$ 1,000,000.00	$ 1,000,000.00
WASHINGTON HEADQUARTERS SERVICES			$ 20,916,057.94	$ 8,711,041.02
541715			$ 20,916,057.94	$ 8,711,041.02
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)			$ 20,916,057.94	$ 8,711,041.02
OPTN: FIELD IS OPTIONAL PRIOR TO FY21	$ 101,575,000.00	$ 72,000,000.00	$ 54,000,000.00	
057-3600	$ 101,575,000.00	$ 72,000,000.00	$ 54,000,000.00	
AFLCMC XZ	$ 11,915,000.00			
541715	$ 11,915,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 11,915,000.00			
F2BDAZ AFLCMC HBF	$ 20,830,000.00			
541715	$ 20,830,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 20,830,000.00			
F2BDDH AFLCMC HN	$ 17,830,000.00			
541715	$ 17,830,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 17,830,000.00			
F4FBEQ AFRL RGF		$ 72,000,000.00	$ 54,000,000.00	
541715		$ 72,000,000.00	$ 54,000,000.00	

PivotTable Fields

FIELD NAME

- funding_office_name
- treasury_accounts_funding_this_award
- federal_accounts_funding_this_award
- object_classes_funding_this_award
- program_activities_funding_this_award
- foreign_funding

Filters | Columns: Years

Rows: recipient_name, funding_agency..., program_activit..., federal_account..., funding_office_..., naics_code, naics_description

Values: Sum of total_do...

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	A	B	C	D	E
141	**Department of Homeland Security**	**$ 60,731,513.00**	**$ 39,637,597.30**	**$ 99,297,486.23**	**$ 77,570,072.42**
142	0004: CAS - MISSION SUPPORT;0005: CAS - BORDER SECURITY OPERATIONS;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE		$ 36,920,925.00		
143	**070-0530;070-0532**		**$ 36,920,925.00**		
144	US BORDER PATROL		$ 36,920,925.00		
145	**541512**		**$ 36,920,925.00**		
146	COMPUTER SYSTEMS DESIGN SERVICES		$ 36,920,925.00		
147	0004: CAS - MISSION SUPPORT;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE				$ 3,110,438.00
148	**070-0530;070-0532**				**$ 3,110,438.00**
149	US BORDER PATROL				$ 3,110,438.00
150	**541512**				**$ 3,110,438.00**
151	COMPUTER SYSTEMS DESIGN SERVICES				$ 3,110,438.00
152	0005: CAS - BORDER SECURITY OPERATIONS		$ 477,147.50	$ 15,440,812.79	$ 33,013,825.05
153	**070-0530**		**$ 477,147.50**	**$ 15,440,812.79**	**$ 33,013,825.05**
154	OFC OF AIR AND MARINE OPS		$ 477,147.50		
155	**541512**		**$ 477,147.50**		
156	COMPUTER SYSTEMS DESIGN SERVICES		$ 477,147.50		
157	US BORDER PATROL			$ 15,440,812.79	$ 33,013,825.05
158	**541512**			**$ 15,440,812.79**	**$ 33,013,825.05**
159	COMPUTER SYSTEMS DESIGN SERVICES			$ 15,440,812.79	$ 33,013,825.05
160	0005: CAS - BORDER SECURITY OPERATIONS;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE			$ 79,494,688.25	$ 915,634.37
161	**070-0530;070-0532**			**$ 79,494,688.25**	**$ 915,634.37**
162	US BORDER PATROL			$ 79,494,688.25	$ 915,634.37
163	**541512**			**$ 79,494,688.25**	**$ 915,634.37**
164	COMPUTER SYSTEMS DESIGN SERVICES			$ 79,494,688.25	$ 915,634.37
165	0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE		$ 2,239,524.80	$ 4,361,985.19	$ 40,530,175.00
166	**070-0532**		**$ 2,239,524.80**	**$ 4,361,985.19**	**$ 40,530,175.00**
167	OFC OF AIR AND MARINE OPS		$ 1,500,000.00		
168	**541512**		**$ 1,500,000.00**		
169	COMPUTER SYSTEMS DESIGN SERVICES		$ 1,500,000.00		
170	US BORDER PATROL		$ 739,524.80	$ 4,361,985.19	$ 40,530,175.00
171	**541512**		**$ 739,524.80**	**$ 4,361,985.19**	**$ 40,530,175.00**
172	COMPUTER SYSTEMS DESIGN SERVICES		$ 739,524.80	$ 4,361,985.19	$ 40,530,175.00
173	0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	$ 35,834,763.00			
174	**070-0532**	**$ 35,834,763.00**			
175	DHS CUSTOMES AND BORDER PROTECTION	$ 35,834,763.00			
176	**541512**	**$ 35,834,763.00**			
177	COMPUTER SYSTEMS DESIGN SERVICES	$ 35,834,763.00			
178	OPTN: FIELD IS OPTIONAL PRIOR TO FY21	$ 24,896,750.00			
179	**070-0530;070-0532**	**$ 24,896,750.00**			

PivotTable Fields

FIELD NAME

- funding_office_name
- treasury_accounts_funding_this_award
- federal_accounts_funding_this_award
- object_classes_funding_this_award
- program_activities_funding_this_award
- foreign_funding

Filters

Columns: Years

Rows: recipient_name, funding_agency..., program_activit..., federal_account..., funding_office_..., naics_code, naics_description

Values: Sum of total_do...

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	A	B	C	D	E
701	**SHIELD AI INC.**	**$ 1,543,412.00**	**$ 34,285,638.00**	**$ 21,562,473.00**	**$ 57,792,935.28**
702	**Department of Defense**	**$ 1,543,412.00**	**$ 34,285,638.00**	**$ 21,562,473.00**	**$ 57,792,935.28**
703	0001: BASIC RESEARCH		$ 1,498,820.00	$ 1,498,820.00	
704	**057-3600**		**$ 1,498,820.00**	**$ 1,498,820.00**	
705	F4FBEQ AFRL RGF		$ 1,498,820.00	$ 1,498,820.00	
706	**541715**		**$ 1,498,820.00**	**$ 1,498,820.00**	
707	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)		$ 1,498,820.00	$ 1,498,820.00	
708	(blank)	$ 1,543,412.00	$ 32,786,818.00	$ 20,063,653.00	$ 57,792,935.28
709	**(blank)**	**$ 1,543,412.00**	**$ 32,786,818.00**	**$ 20,063,653.00**	**$ 57,792,935.28**
710	AFLCMC XZ			$ 1,800.00	
711	**541715**			**$ 1,800.00**	
712	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)			$ 1,800.00	
713	F1TECQ AFLCMC EBZ			$ 3,669,944.00	
714	**541715**			**$ 3,669,944.00**	
715	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)			$ 3,669,944.00	
716	F1TESW AFLCMC EBJ		$ 3,000.00		
717	**332993**		**$ 3,000.00**		
718	AMMUNITION (EXCEPT SMALL ARMS) MANUFACTURING		$ 3,000.00		
719	F4FBEQ AFRL RGF	$ 49,600.00	$ 32,783,818.00	$ 16,391,909.00	$ 57,033,478.28
720	**541715**	**$ 49,600.00**	**$ 32,783,818.00**	**$ 16,391,909.00**	**$ 56,342,338.28**
721	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 49,600.00	$ 32,783,818.00	$ 16,391,909.00	$ 56,342,338.28
722	**611710**				**$ 691,140.00**
723	EDUCATIONAL SUPPORT SERVICES				$ 691,140.00
724	F4FBEQ AFRL SBRF	$ 1,493,812.00			
725	**541715**	**$ 1,493,812.00**			
726	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY A	$ 1,493,812.00			
727	FA8656 AFLCMC EBX				$ -
728	**332993**				**$ -**
729	AMMUNITION (EXCEPT SMALL ARMS) MANUFACTURING				$ -
730	NAVAL SPECIAL WARFARE COMMAND				$ 759,457.00
731	**541715**				**$ 759,457.00**
732	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)				$ 759,457.00
733	**ZEROEYES, INC.**		**$ 305,688.00**	**$ 2,723,397.00**	**$ 3,409,372.00**
734	**Department of Defense**		**$ 305,688.00**	**$ 2,723,397.00**	**$ 3,379,372.00**
735	0000: UNKNOWN/OTHER;0020: UNDISTRIBUTED		$ 205,700.00	$ 273,400.00	$ 602,100.00
736	**057-3400**		**$ 205,700.00**	**$ 273,400.00**	**$ 602,100.00**
737	F4A360 325 CES CCQ		$ 205,700.00	$ 273,400.00	$ 602,100.00
738	**561621**		**$ 205,700.00**	**$ 273,400.00**	**$ 602,100.00**
739	SECURITY SYSTEMS SERVICES (EXCEPT LOCKSMITHS)		$ 205,700.00	$ 273,400.00	$ 602,100.00
740	(blank)		$ 99,988.00	$ 2,449,997.00	$ 2,777,272.00

PivotTable Fields

FIELD NAME

- funding_office_name
- treasury_accounts_funding_this_award
- federal_accounts_funding_this_award
- object_classes_funding_this_award
- program_activities_funding_this_award
- foreign_funding

Filters | Columns: Years

Rows: recipient_name, funding_agency..., program_activit..., federal_account..., funding_office_..., naics_code, naics_description

Values: Sum of total_do...

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	A	B	C	D	E	F
308	GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING		$ 7,476,480,799.00	$ 36,933,814,604.78	$ 24,473,015,974.74	
309	**336419**	**$ 37,669,380,744.14**	**$ 124,373,032,466.70**	**$ 95,240,912,394.15**	**$ 41,118,498,415.00**	
310	OTHER GUIDED MISSILE AND SPACE VEHICLE PARTS AND AUXILIARY EQUIPMENT MANUFACTURING	$ 37,669,380,744.14	$ 124,373,032,466.70	$ 95,240,912,394.15	$ 41,118,498,415.00	
311	RAYTHEON COMPANY	$ 242,567,426.15	$ 358,859,119.81	$ 1,372,200,416.89	$ 155,740,585.55	
312	**336414**	**$ 242,567,426.15**	**$ 358,859,119.81**	**$ 1,372,200,416.89**	**$ 155,740,585.55**	
313	GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING	$ 242,567,426.15	$ 358,859,119.81	$ 1,372,200,416.89	$ 155,740,585.55	
314	**MRIC**			**$ 4,569,032,238.42**	**$ 126,908,074,294.62**	**$ 333,914,6**
315	LOCKHEED MARTIN CORPORATION			$ 4,569,032,238.42	$ 126,129,371,366.87	$ 333,758,8
316	**336414**			**$ 4,569,032,238.42**	**$ 52,994,956,879.99**	**$ 265,142,7**
317	GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING			$ 4,569,032,238.42	$ 52,994,956,879.99	$ 265,142,7
318	**336419**				**$ 73,134,414,486.88**	**$ 68,616,1**
319	OTHER GUIDED MISSILE AND SPACE VEHICLE PARTS AND AUXILIARY EQUIPMENT MANUFACTURING				$ 73,134,414,486.88	$ 68,616,1
320	RAYTHEON COMPANY				$ 778,702,927.75	$ 155,7
321	**336414**				**$ 778,702,927.75**	**$ 155,7**
322	GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING				$ 778,702,927.75	$ 155,7
323	**512**				**$ 188,119.38**	**$ 1**
324	**ACWS**				**$ 188,119.38**	**$ 1**
325	GULF PIONEER COMPANY L.L.C.				$ 188,119.38	$ 1
326	**337214**				**$ 188,119.38**	**$ 1**
327	OFFICE FURNITURE (EXCEPT WOOD) MANUFACTURING				$ 188,119.38	$ 1
328	**527**		**$ 17,292.24**			
329	**MOP**		**$ 17,292.24**			
330	LKR, INC.		$ 17,292.24			
331	**332912**		**$ 17,292.24**			
332	FLUID POWER VALVE AND HOSE FITTING MANUFACTURING		$ 17,292.24			
333	**531**	**$ 79,337,993,720.85**	**$ 112,746,907,666.57**	**$ 41,160,702,286.03**	**$ 42,515,429,526.04**	**$ 26,032,5**
334	**PATRIOT/MEADS CAP**	**$ 79,337,993,720.85**	**$ 112,746,907,666.57**	**$ 41,160,702,286.03**	**$ 42,515,429,526.04**	**$ 26,032,5**
335	LOCKHEED MARTIN CORPORATION	$ 79,258,172,457.73	$ 112,522,729,902.37	$ 40,637,525,922.35	$ 42,384,635,435.12	$ 25,901,7
336	**336419**	**$ 79,258,172,457.73**	**$ 112,522,729,902.37**	**$ 40,637,525,922.35**	**$ 42,384,635,435.12**	**$ 25,901,7**
337	OTHER GUIDED MISSILE AND SPACE VEHICLE PARTS AND AUXILIARY EQUIPMENT MANUFACTURING	$ 79,258,172,457.73	$ 112,522,729,902.37	$ 40,637,525,922.35	$ 42,384,635,435.12	$ 25,901,7
338	RAYTHEON COMPANY	$ 79,821,263.12	$ 224,177,764.20	$ 523,176,363.68	$ 130,794,090.92	$ 130,7
339	**336414**	**$ 79,821,263.12**	**$ 224,177,764.20**	**$ 523,176,363.68**	**$ 130,794,090.92**	**$ 130,7**
340	GUIDED MISSILE AND SPACE VEHICLE MANUFACTURING	$ 79,821,263.12	$ 224,177,764.20	$ 523,176,363.68	$ 130,794,090.92	$ 130,7
341	**547**	**$ 9,531.66**	**$ 38,126.64**			
342	**NAVY EPS**	**$ 9,531.66**	**$ 38,126.64**			
343	SCIENCE AND ENGINEERING SERVICES, LLC	$ 9,531.66	$ 38,126.64			
344	**336411**	**$ 9,531.66**	**$ 38,126.64**			
345	AIRCRAFT MANUFACTURING	$ 9,531.66	$ 38,126.64			
346	**554**	**$ 488,581,898.71**	**$ 150,284,401.81**	**$ 91,997,045.76**	**$ 35,043,145.04**	**$ 27,4**
347	**MIDS**	**$ 488,581,898.71**	**$ 150,284,401.81**	**$ 91,997,045.76**	**$ 35,043,145.04**	**$ 27,4**
348	DATA LINK SOLUTIONS LLC	$ 401,827,299.95	$ 53,044,909.05		$ 35,043,145.04	$ 22,1
349	**334290**	**$ 401,827,299.95**	**$ 53,044,909.05**		**$ 35,043,145.04**	**$ 22,1**
350	OTHER COMMUNICATIONS EQUIPMENT MANUFACTURING	$ 401,827,299.95	$ 53,044,909.05		$ 35,043,145.04	$ 22,1
351	VIASAT INC	$ 86,754,598.76	$ 97,239,492.76	$ 91,997,045.76		$ 5,2
352	**334220**	**$ 86,754,598.76**	**$ 97,239,492.76**	**$ 91,997,045.76**		**$ 5,2**
353	RADIO AND TELEVISION BROADCASTING AND WIRELESS COMMUNICATIONS EQUIPMENT MANUFACTURING	$ 86,754,598.76	$ 97,239,492.76	$ 91,997,045.76		$ 5,2
354	**575**	**$ 181,904,706.69**	**$ 43,292,055.24**	**$ 44,027,039.56**	**$ 42,934,303.44**	**$ 22,0**
355	**ABRAMS UPGRADE**	**$ 181,904,706.69**	**$ 43,292,055.24**	**$ 44,027,039.56**	**$ 42,934,303.44**	**$ 22,0**
356	DRS SUSTAINMENT SYSTEMS INC	$ 21,222,889.58	$ 21,222,889.58		$ 20,920,783.66	

PivotTable Fields

FIELD NAME — Search fields

- dod_acquisition_program_code
- dod_acquisition_program_description
- information_technology_commercial_item
- information_technology_commercial_item
- epa_designated_product_code
- epa_designated_product
- country_of_product_or_service_origin_co

Filters | Columns: action_date_fis...

Rows: dod_acquisition... | dod_acquisition... | recipient_name | naics_code | naics_description

Values: Sum of total_do...

Drag fields between areas

Sheet1 | Contracts_PrimeTransactions_202

Ready | Accessibility: Unavailable | 100%

Contracts_PrimeTransactions_2024-01-09_H21M25S38_1

Possible Data Loss Some features might be lost if you save this workbook in the comma-delimited (.csv) format. To preserve these features, save it in an Excel file format.

A6 NONE

Sum of total_dollars_obligated	2020	2021	2022	2023	2024	Grand Total
ANDURIL INDUSTRIES, INC.	$ 190,758,300.98	$ 133,925,318.26	$ 344,213,792.19	$ 413,068,187.84		$ 1,081,965,599.27
NONE	$ 130,026,787.98	$ 94,287,720.96	$ 244,916,305.96	$ 335,498,115.42		$ 804,728,930.32
(blank)	$ 60,731,513.00	$ 39,637,597.30	$ 99,297,486.23	$ 77,570,072.42		$ 277,236,668.95
HAWKEYE 360, INC.	$ 1,592,094.00		$ 18,065,406.80	$ 36,201,979.60		$ 55,859,480.40
NONE	$ 75,000.00		$ 18,065,406.80	$ 36,201,979.60		$ 54,342,386.40
(blank)	$ 1,517,094.00					$ 1,517,094.00
PALANTIR TECHNOLOGIES INC.	$ 2,823,716,265.10	$ 1,274,785,313.50	$ 1,046,171,743.11	$ 966,426,388.15	$ 6,980,262.30	$ 6,118,079,972.16
NONE	$ 2,119,542,610.96	$ 457,483,868.80	$ 75,226,565.00	$ 39,649,920.44		$ 2,691,902,965.20
(blank)	$ 704,173,654.14	$ 817,301,444.70	$ 970,945,178.11	$ 926,776,467.71	$ 6,980,262.30	$ 3,426,177,006.96
REBELLION DEFENSE INC	$ 53,800.00	$ 6,099,638.00	$ 5,600,134.00	$ 20,251,138.00		$ 32,004,710.00
NONE	$ 53,800.00	$ 6,099,638.00	$ 5,600,134.00	$ 20,251,138.00		$ 32,004,710.00
(blank)	$ -	$ -	$ -	$ -		$ -
SHIELD AI INC.	$ 1,543,412.00	$ 34,285,638.00	$ 21,562,473.00	$ 57,792,935.28		$ 115,184,458.28
NONE	$ 1,543,412.00	$ 34,285,638.00	$ 21,562,473.00	$ 57,792,935.28		$ 115,184,458.28
(blank)		$ -	$ -	$ -		$ -
ZEROEYES, INC.		$ 305,688.00	$ 2,723,397.00	$ 3,409,372.00		$ 6,438,457.00
NONE		$ 305,688.00	$ 2,723,397.00	$ 3,379,372.00		$ 6,408,457.00
(blank)				$ 30,000.00		$ 30,000.00
Grand Total	$ 3,017,663,872.08	$ 1,449,401,595.76	$ 1,438,336,946.10	$ 1,497,150,000.87	$ 6,980,262.30	$ 7,409,532,677.11

PivotTable Fields

FIELD NAME

recovered_materials_sustainability
domestic_or_foreign_entity_code
domestic_or_foreign_entity
dod_acquisition_program_code
dod_acquisition_program_description
information_technology_commercial_item
information_technology_commercial_item

Filters

Columns: Years

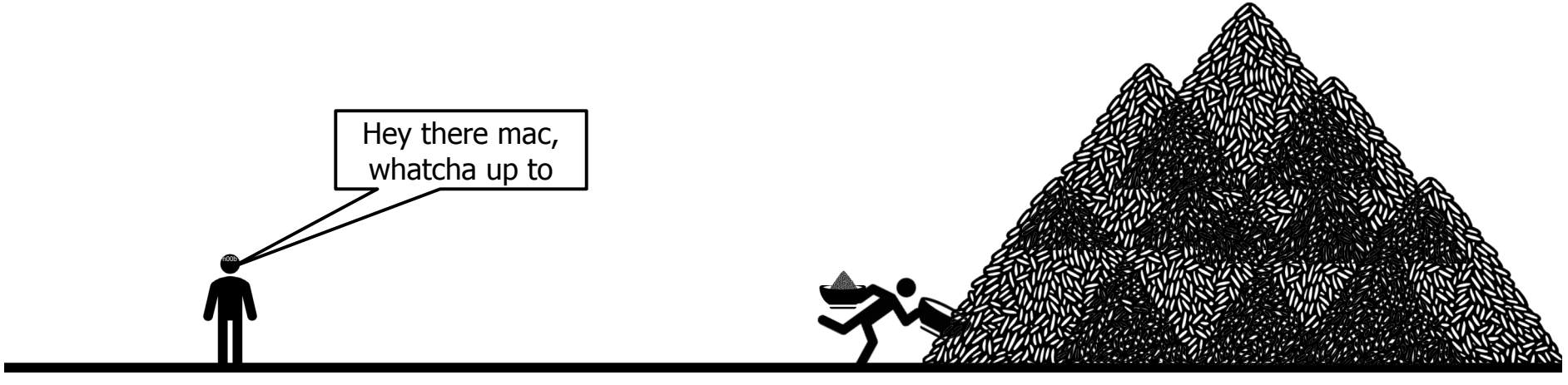
Rows: recipient_name, dod_acquisition..., dod_acquisition..., funding_agency..., program_activit..., federal_account..., funding_office_..., naics_code, naics_description

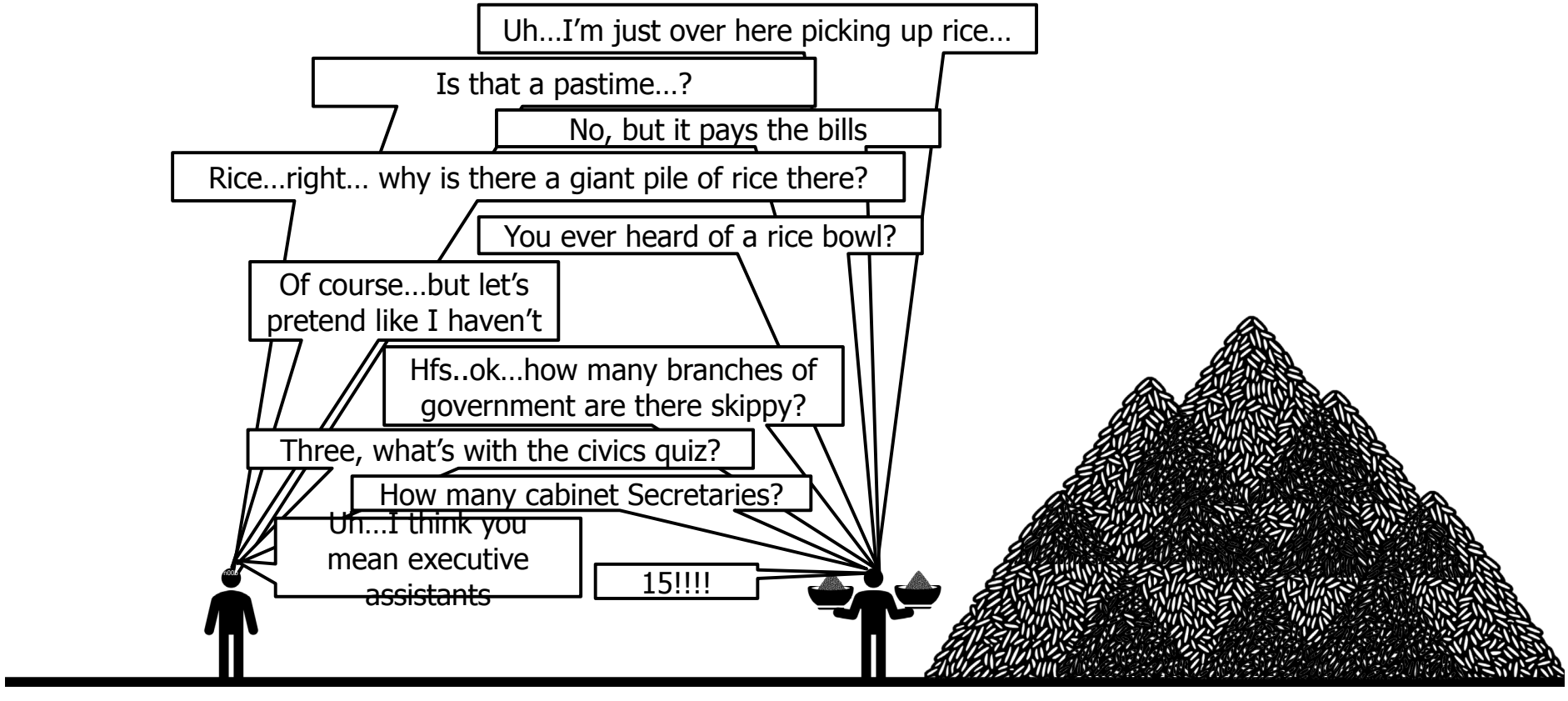
Values: Sum of total_do...

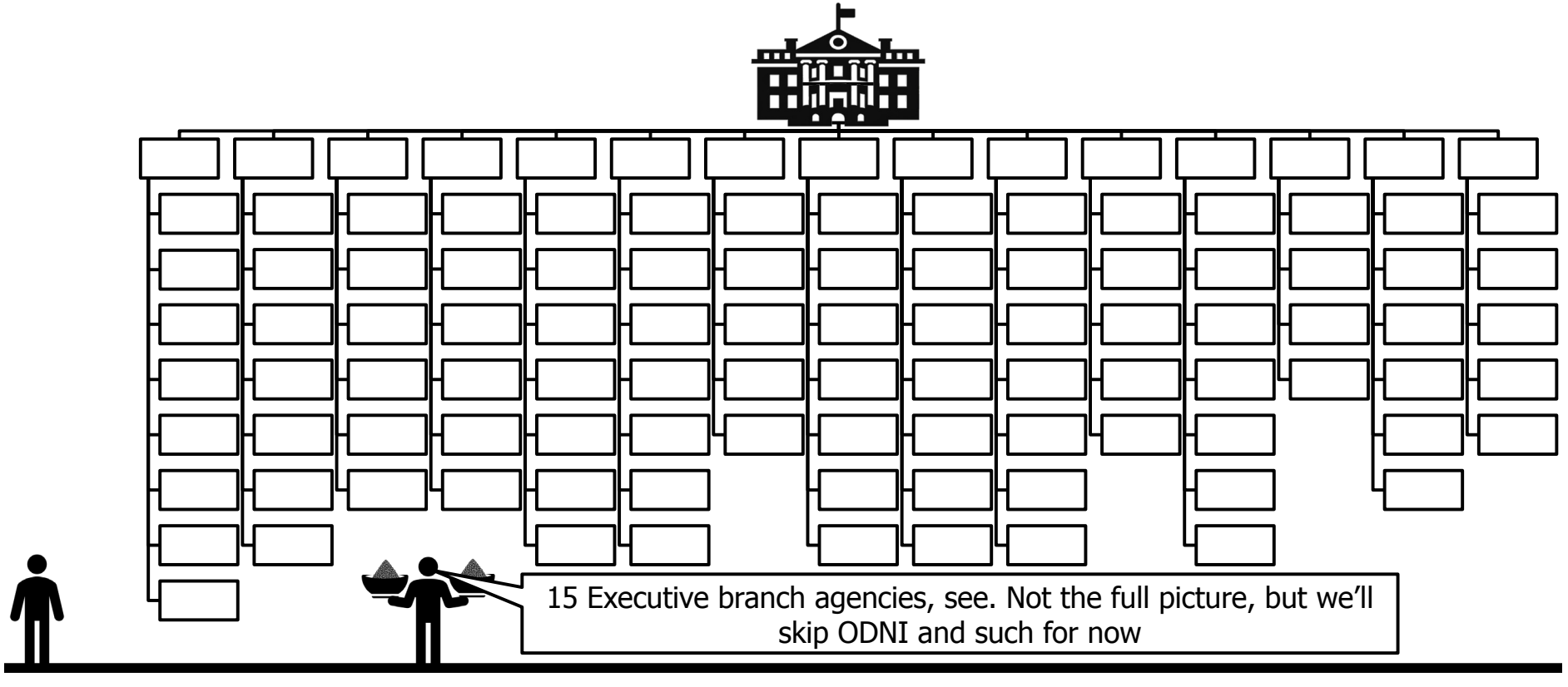
Drag fields between areas

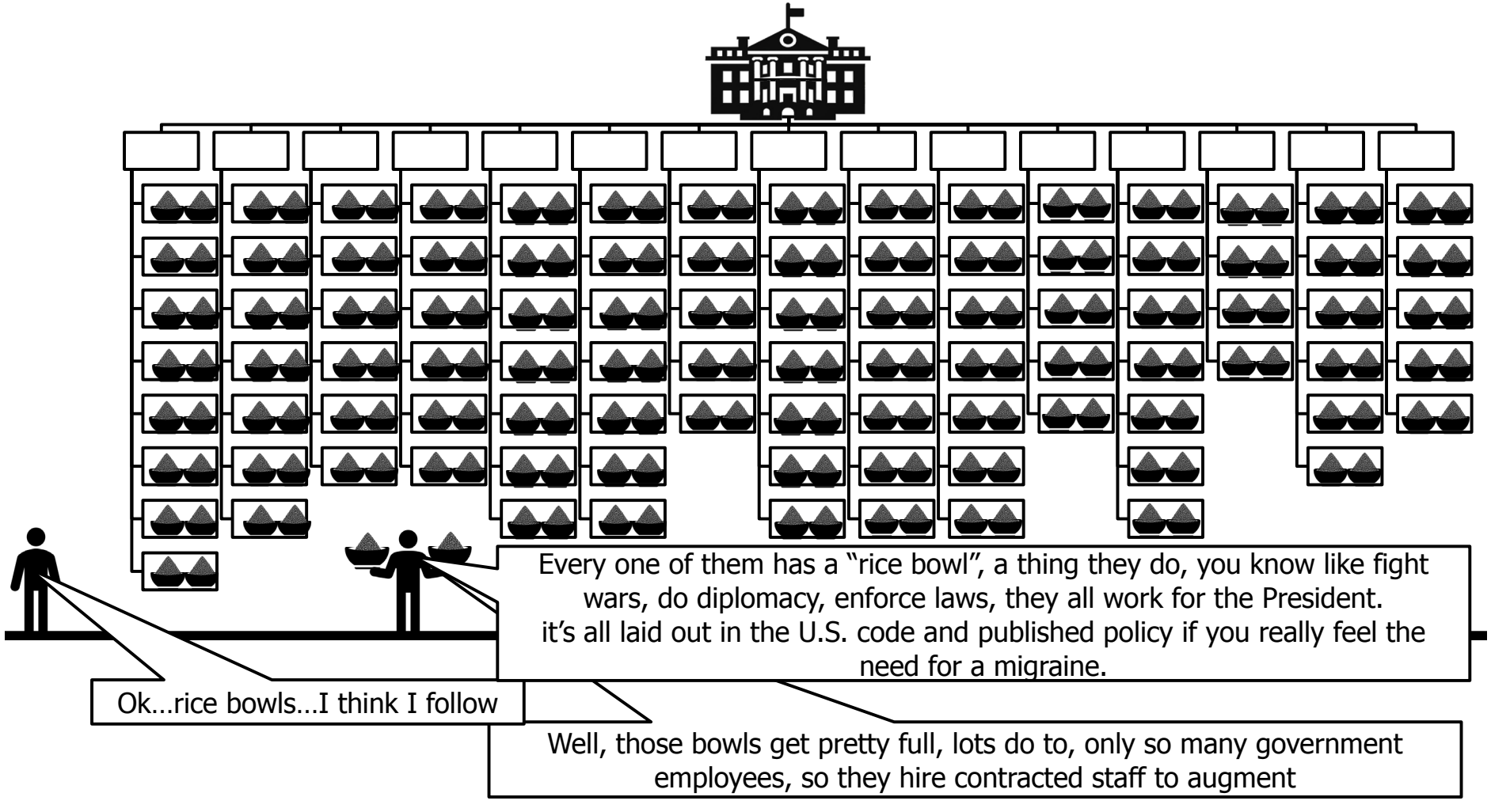
Chapter 16:
How to Sell Services to the Government

Part 1 - Finding Rice Bowls

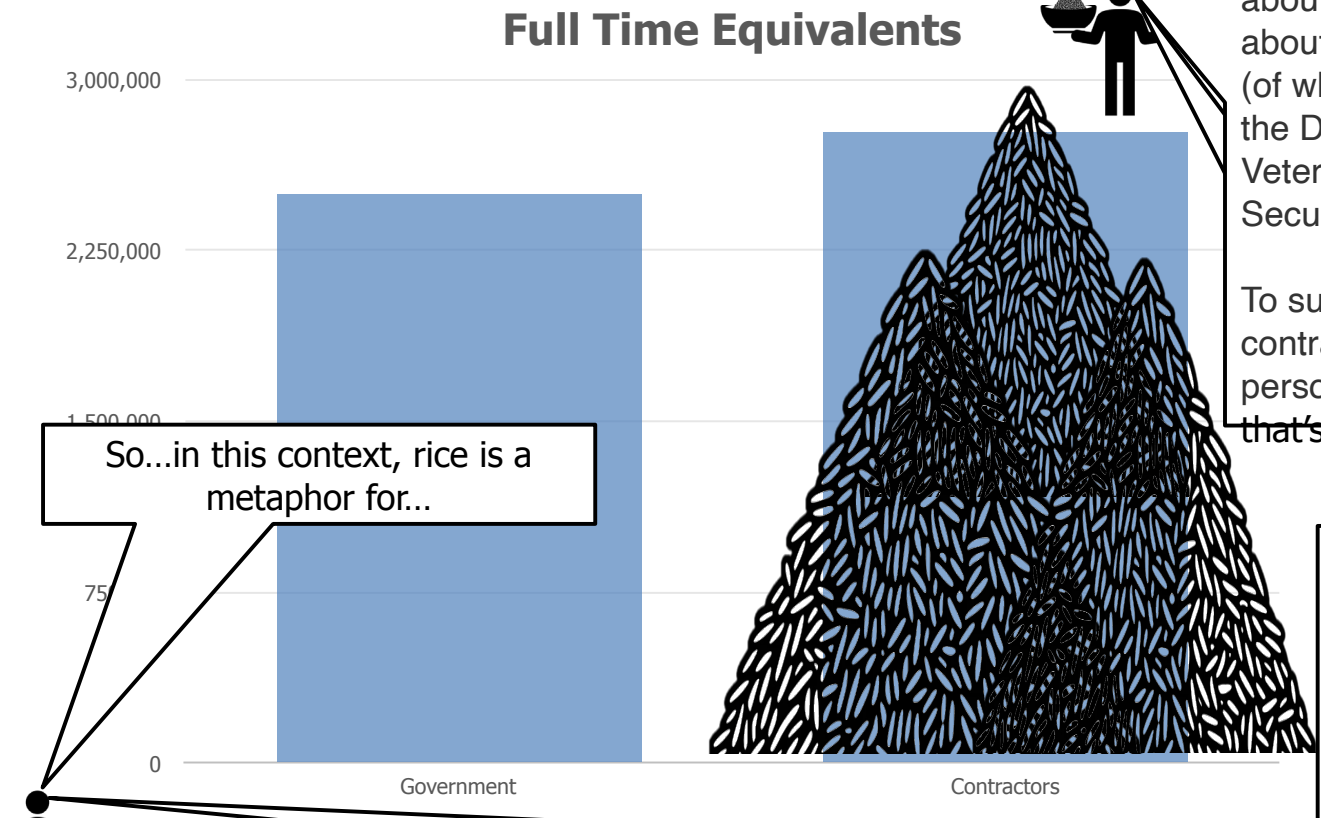

Hey there mac,
whatcha up to


Uh…I'm just over here picking up rice…
Is that a pastime…?
No, but it pays the bills
Rice…right… why is there a giant pile of rice there?
You ever heard of a rice bowl?
Of course…but let's pretend like I haven't
Hfs..ok…how many branches of government are there skippy?
Three, what's with the civics quiz?
How many cabinet Secretaries?
Uh…I think you mean executive assistants
15!!!!


15 Executive branch agencies, see. Not the full picture, but we'll skip ODNI and such for now


Every one of them has a "rice bowl", a thing they do, you know like fight wars, do diplomacy, enforce laws, they all work for the President. it's all laid out in the U.S. code and published policy if you really feel the need for a migraine.
Ok…rice bowls…I think I follow
Well, those bowls get pretty full, lots do to, only so many government employees, so they hire contracted staff to augment

First, the basics…
Why do services contracts exist?



According to the CBO: "The federal government employs about 2¼ million military personnel (of whom about 1 million are reservists) and about 2¼ million civilian personnel (of whom nearly 60 percent work for the Departments of Defense, Veterans Affairs, and Homeland Security)."

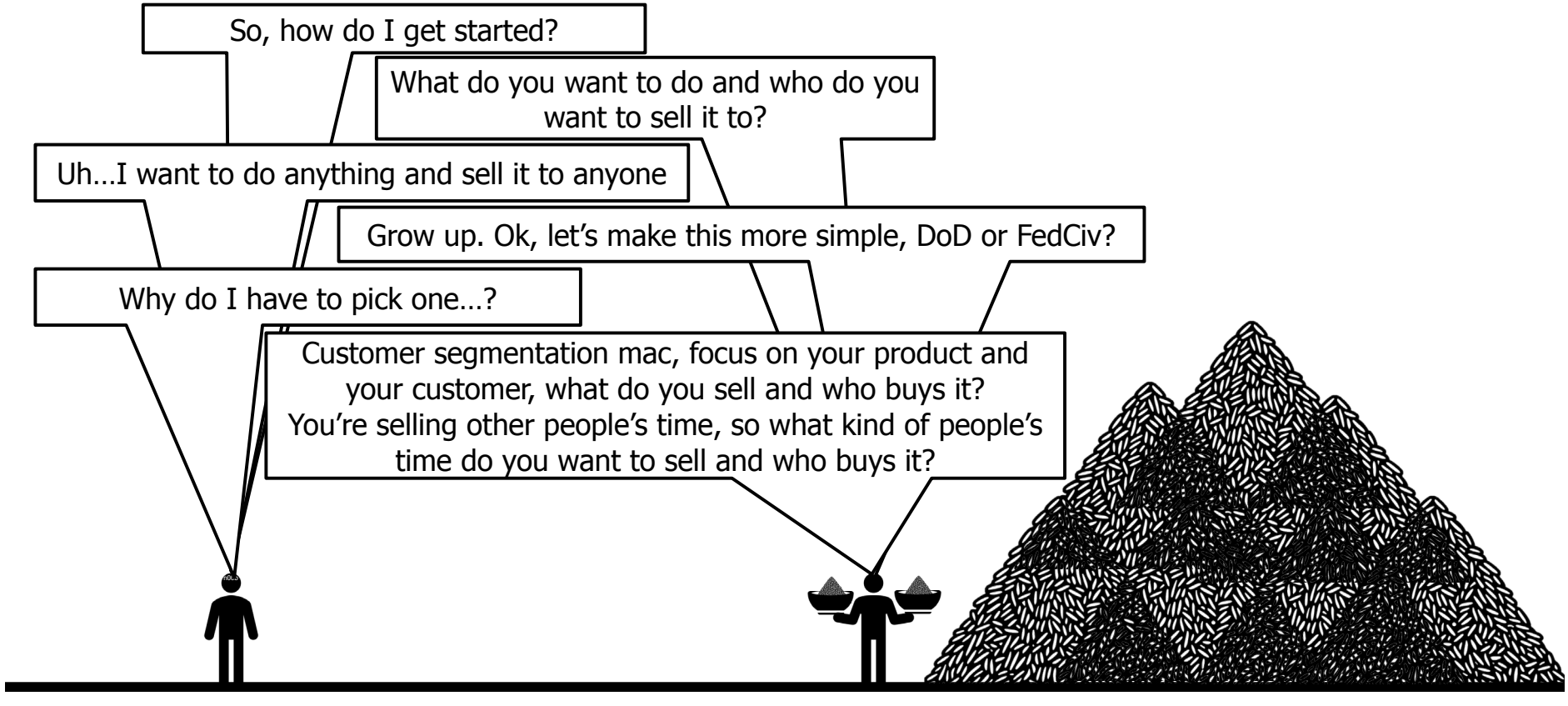
To support all those govy's, they also contract out roughly 2.75 million personnel - $848B in contracts, and that's the 2022 report

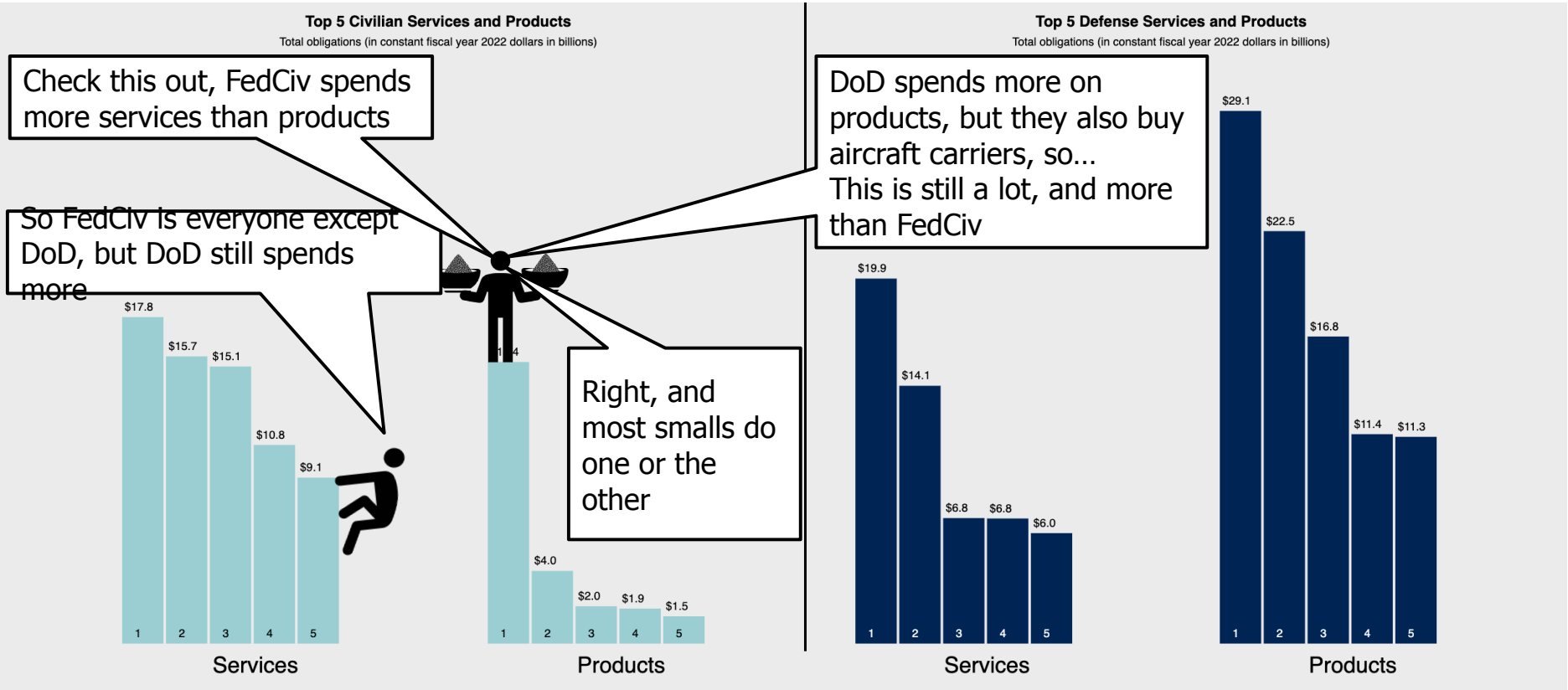
So…in this context, rice is a metaphor for…

FTE's, keep up, 1920 hours of someone's time, the equivalent of a year's worth of billable hours

One grain of rice is one "butt in a seat"

So…executive agencies have rice bowls, and some rice falls out of their bowls, and you pick it up and put in your bowl…for money…


So, how do I get started?
What do you want to do and who do you want to sell it to?
Uh…I want to do anything and sell it to anyone
Grow up. Ok, let's make this more simple, DoD or FedCiv?
Why do I have to pick one…?
Customer segmentation mac, focus on your product and your customer, what do you sell and who buys it? You're selling other people's time, so what kind of people's time do you want to sell and who buys it?

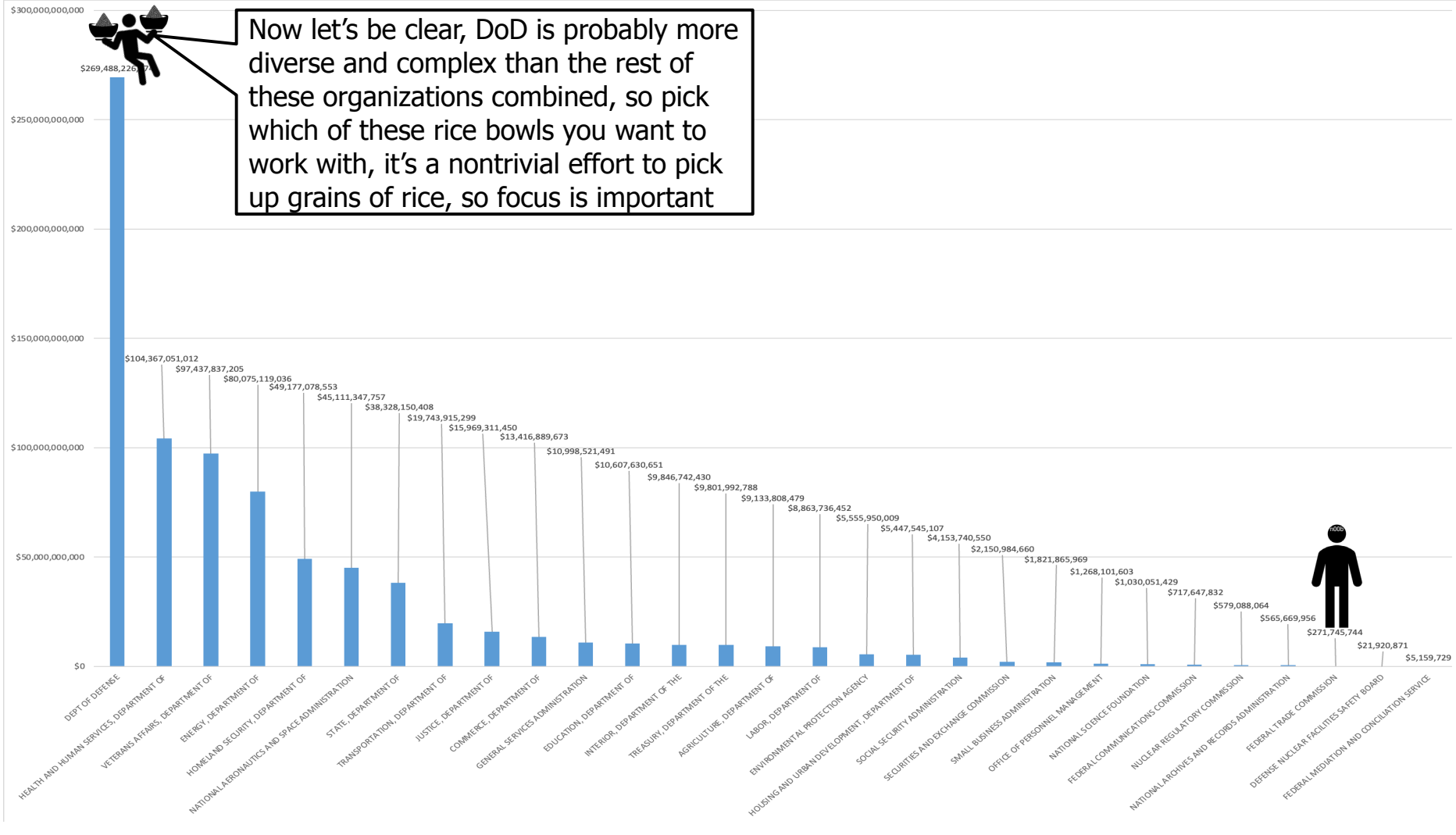


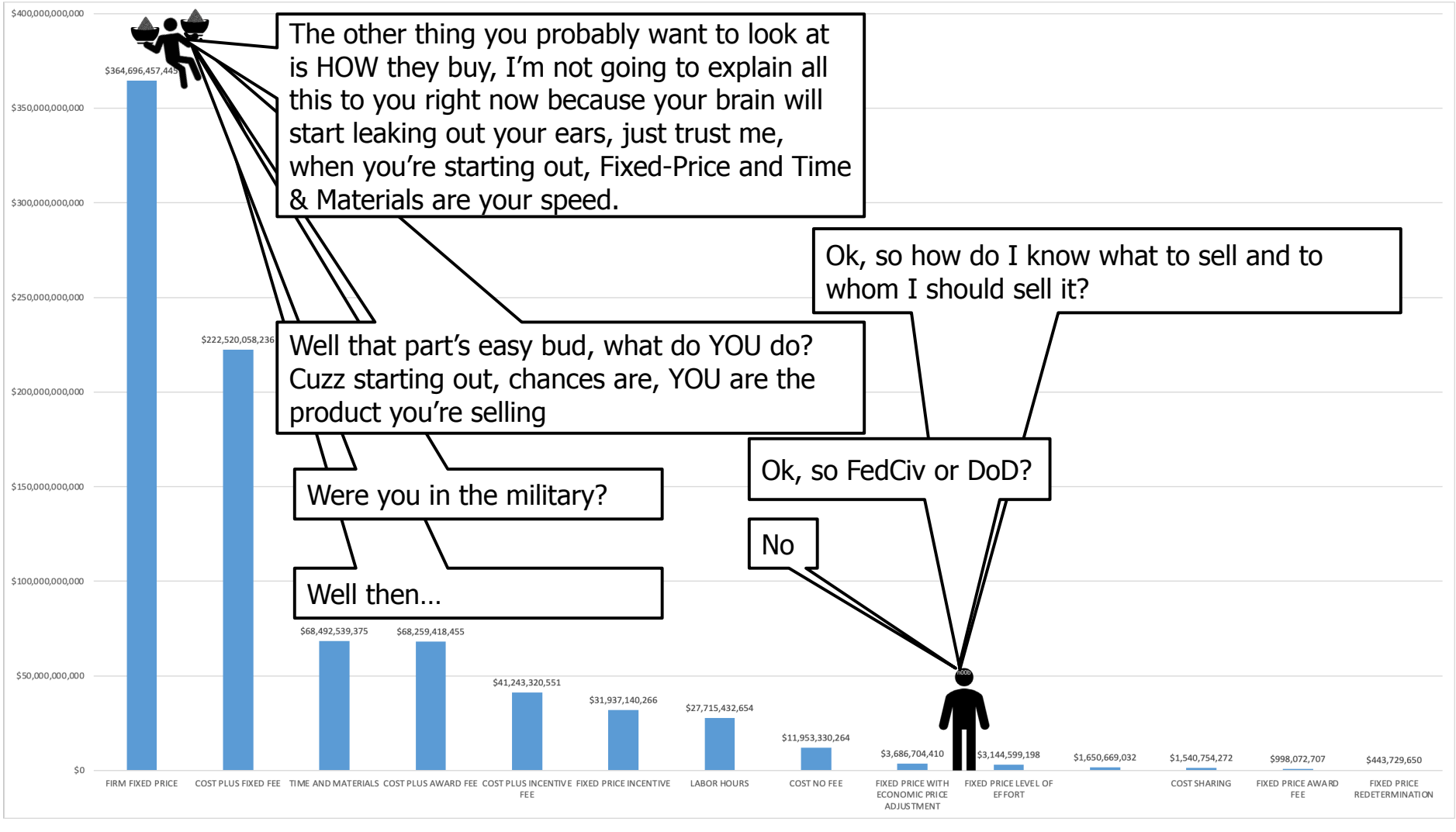
1. Support- professional: other
2. Medical- general health care
3. Operation of miscellaneous buildings
4. Oper of govt R&D GOCO facilities
5. Support- professional: engineering/technical

1. Drugs and biologicals
2. Precious metals primary forms
3. Medical and surgical instruments, equipment, and supplies
4. IT and telecom - business application software (perpetual license software)
5. Passenger motor vehicles

1. Support- professional: engineering/technical
2. Medical- general health care
3. Support- professional: other
4. Support- management: logistics support
5. Maint/repair/rebuild of equipment- aircraft and airframe structural

1. Drugs and biologicals
2. Aircraft, fixed wing
3. Combat ships and landing vessels
4. Guided missiles
5. Liquid propellants and fuels, petroleum base


Now let's be clear, DoD is probably more diverse and complex than the rest of these organizations combined, so pick which of these rice bowls you want to work with, it's a nontrivial effort to pick up grains of rice, so focus is important
$300,000,000,000
$250,000,000,000
$200,000,000,000
$150,000,000,000
$100,000,000,000
$50,000,000,000
$0
$269,488,226,[illegible]
$104,367,051,012
$97,437,837,205
$80,075,119,036
$49,177,078,553
$45,111,347,757
$38,328,150,408
$19,743,915,299
$15,969,311,450
$13,416,889,673
$10,998,521,491
$10,607,630,651
$9,846,742,430
$9,801,992,788
$9,133,808,479
$8,863,736,452
$5,555,950,009
$5,447,545,107
$4,153,740,550
$2,150,984,660
$1,821,865,969
$1,268,101,603
$1,030,051,429
$717,647,832
$579,088,064
$565,669,956
$271,745,744
$21,920,871
$5,159,729
DEPT OF DEFENSE
HEALTH AND HUMAN SERVICES, DEPARTMENT OF
VETERANS AFFAIRS, DEPARTMENT OF
ENERGY, DEPARTMENT OF
HOMELAND SECURITY, DEPARTMENT OF
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
STATE, DEPARTMENT OF
TRANSPORTATION, DEPARTMENT OF
JUSTICE, DEPARTMENT OF
COMMERCE, DEPARTMENT OF
GENERAL SERVICES ADMINISTRATION
EDUCATION, DEPARTMENT OF
INTERIOR, DEPARTMENT OF
TREASURY, DEPARTMENT OF THE
AGRICULTURE, DEPARTMENT OF
LABOR, DEPARTMENT OF
ENVIRONMENTAL PROTECTION AGENCY
HOUSING AND URBAN DEVELOPMENT, DEPARTMENT OF
SOCIAL SECURITY ADMINISTRATION
SECURITIES AND EXCHANGE COMMISSION
SMALL BUSINESS ADMINISTRATION
OFFICE OF PERSONNEL MANAGEMENT
NATIONAL SCIENCE FOUNDATION
FEDERAL COMMUNICATIONS COMMISSION
NUCLEAR REGULATORY COMMISSION
NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
FEDERAL TRADE COMMISSION
DEFENSE NUCLEAR FACILITIES SAFETY BOARD
FEDERAL MEDIATION AND CONCILIATION SERVICE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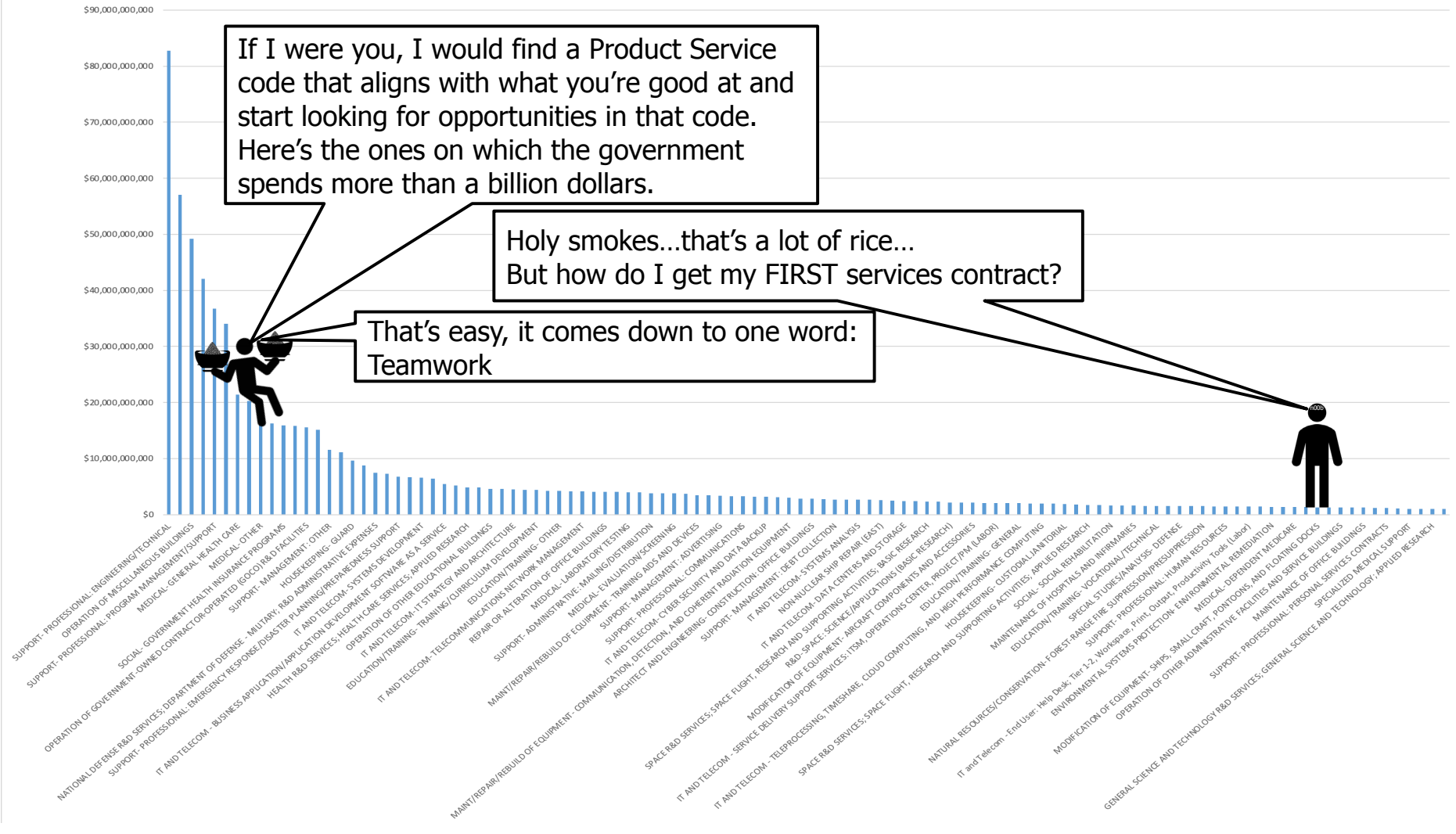
$364,696,457,445
$222,520,058,236
$68,492,539,375
$68,259,418,455
$41,243,320,551
$31,937,140,266
$27,715,432,654
$11,953,330,264
$3,686,704,410
$3,144,599,198
$1,650,669,032
$1,540,754,272
$998,072,707
$443,729,650
FIRM FIXED PRICE
COST PLUS FIXED FEE
TIME AND MATERIALS
COST PLUS AWARD FEE
COST PLUS INCENTIVE FEE
FIXED PRICE INCENTIVE
LABOR HOURS
COST NO FEE
FIXED PRICE WITH ECONOMIC PRICE ADJUSTMENT
FIXED PRICE LEVEL OF EFFORT
COST SHARING
FIXED PRICE AWARD FEE
FIXED PRICE REDETERMINATION
The other thing you probably want to look at is HOW they buy, I'm not going to explain all this to you right now because your brain will start leaking out your ears, just trust me, when you're starting out, Fixed-Price and Time & Materials are your speed.
Ok, so how do I know what to sell and to whom I should sell it?
Well that part's easy bud, what do YOU do? Cuzz starting out, chances are, YOU are the product you're selling
Ok, so FedCiv or DoD?
Were you in the military?
No
Well then...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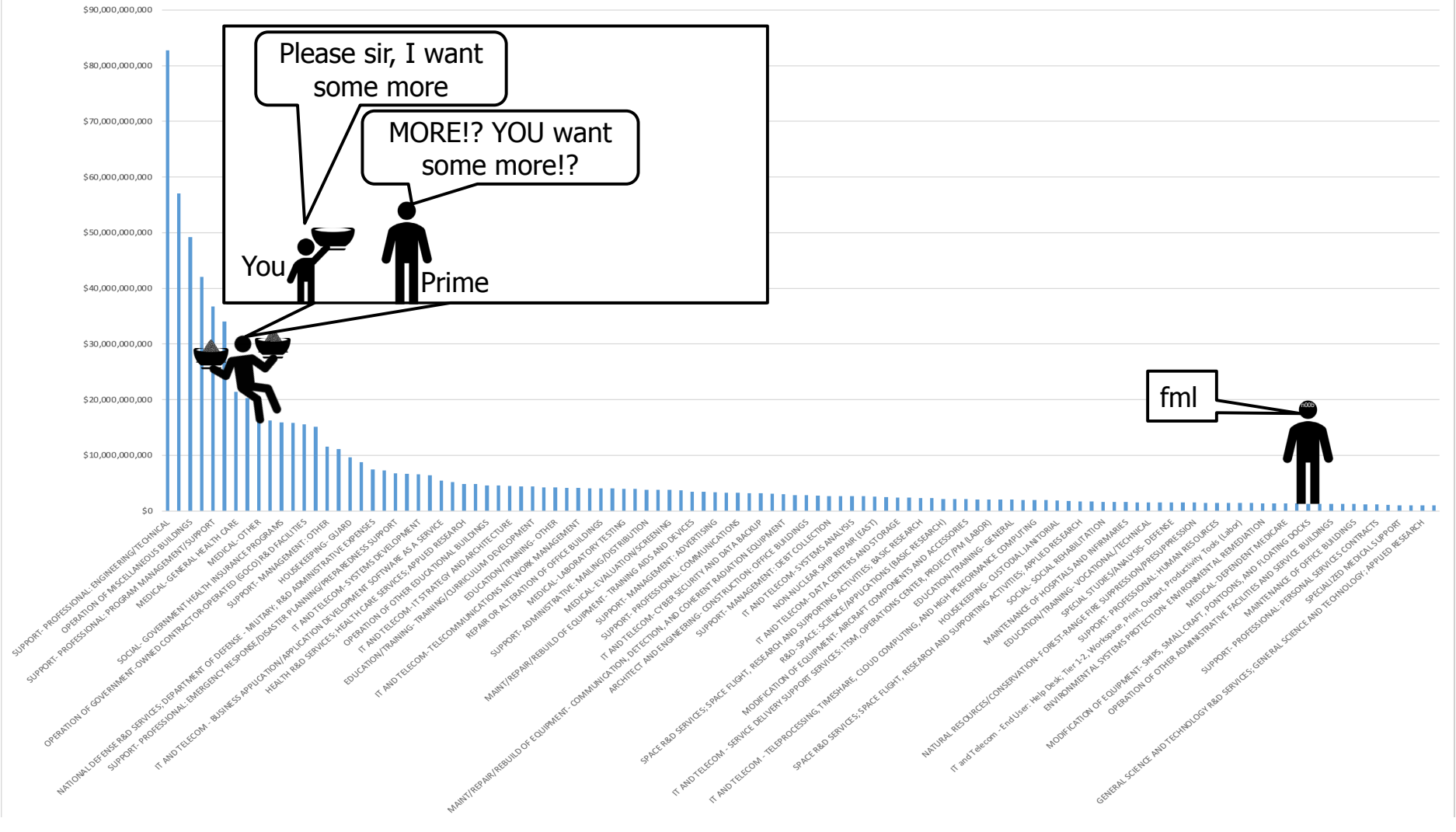
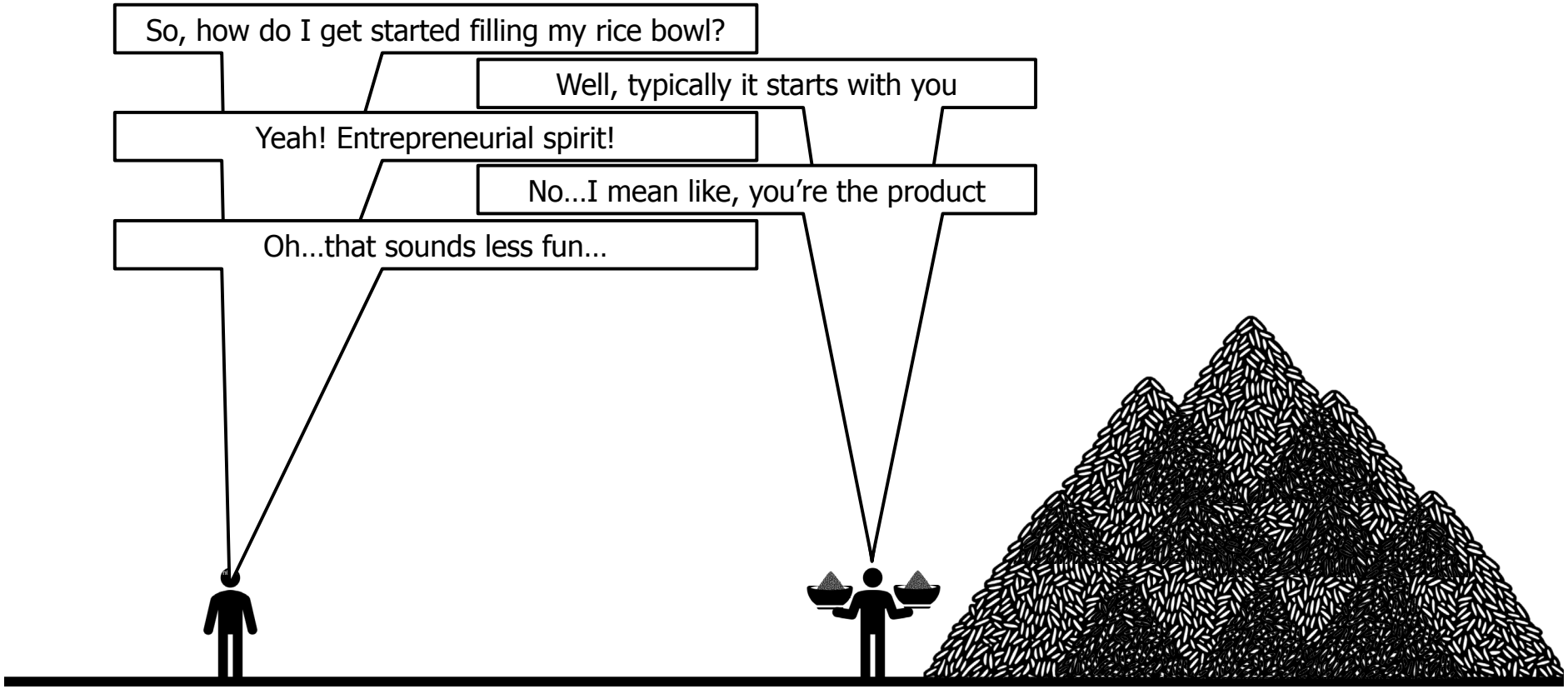
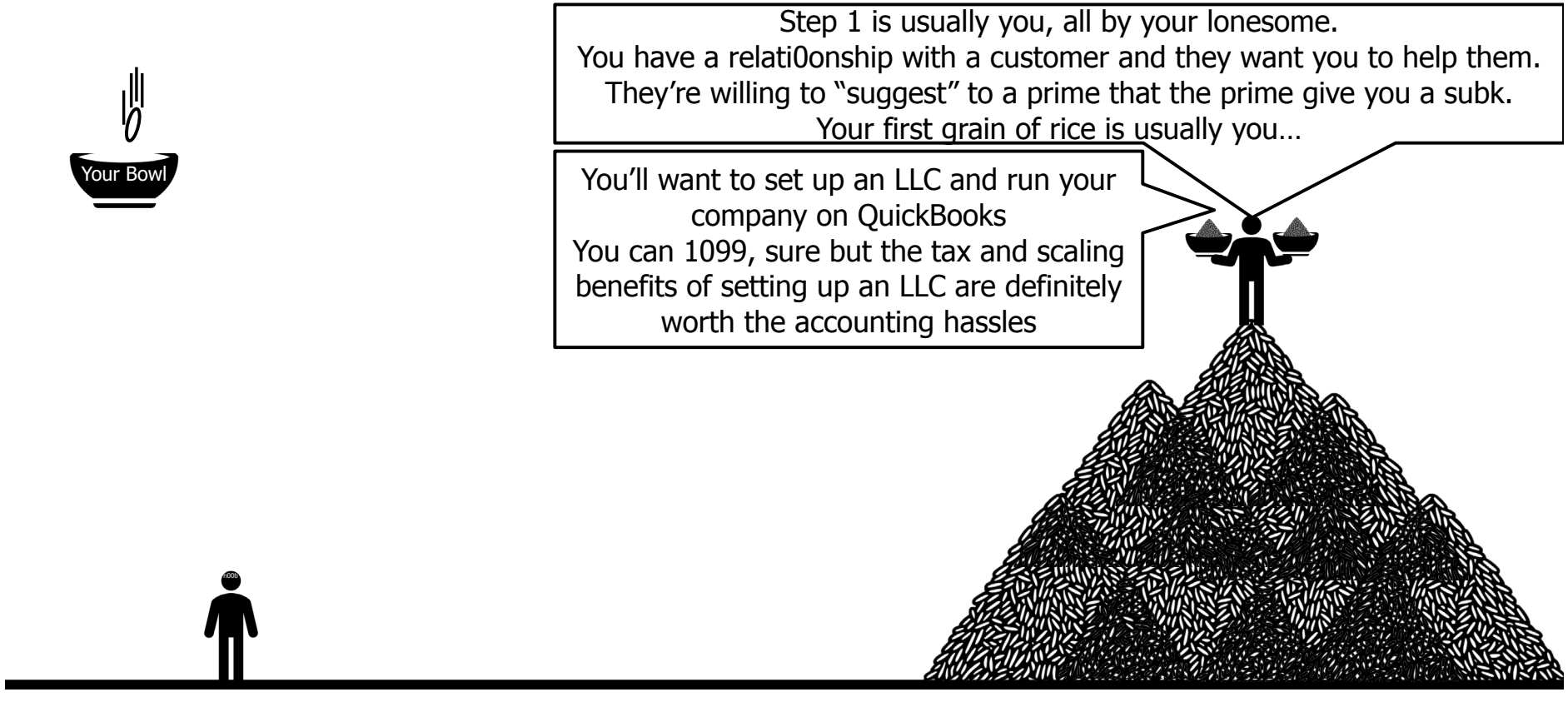
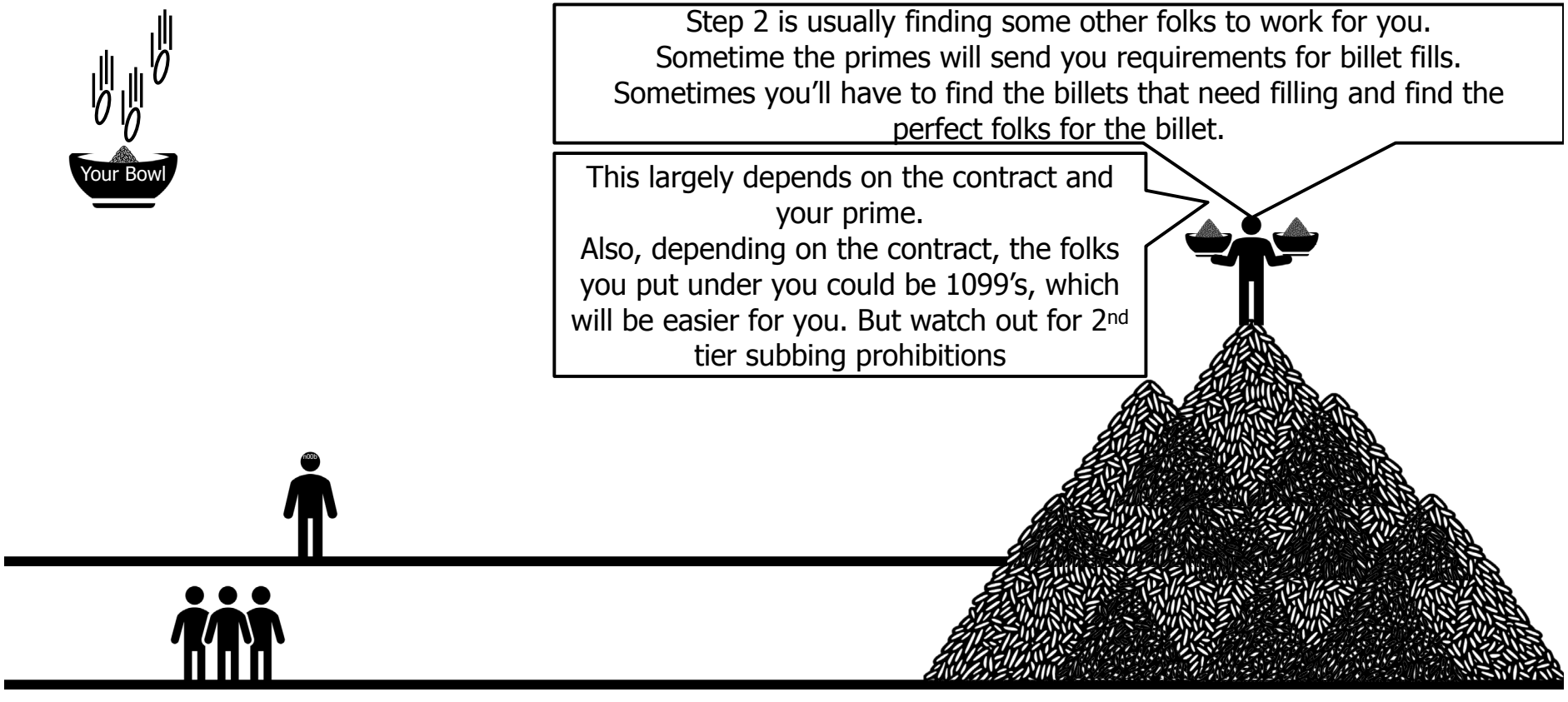
$10,000,000,000
$0
If I were you, I would find a Product Service code that aligns with what you're good at and start looking for opportunities in that code. Here's the ones on which the government spends more than a billion dollars.
Holy smokes…that's a lot of rice…
But how do I get my FIRST services contract?
That's easy, it comes down to one word: Teamwork
SUPPORT- PROFESSIONAL: ENGINEERING/TECHNICAL
OPERATION OF MISCELLANEOUS BUILDINGS
SUPPORT- PROFESSIONAL: PROGRAM MANAGEMENT/SUPPORT
MEDICAL- GENERAL HEALTH CARE
MEDICAL- OTHER
SOCIAL- GOVERNMENT HEALTH INSURANCE PROGRAMS
OPERATION OF GOVERNMENT- OWNED CONTRACTOR-OPERATED (GOCO) R&D FACILITIES
SUPPORT- MANAGEMENT: : OTHER
HOUSEKEEPING- GUARD
NATIONAL DEFENSE R&D SERVICES; DEPARTMENT OF DEFENSE - MILITARY; R&D ADMINISTRATIVE EXPENSES
SUPPORT- PROFESSIONAL: EMERGENCY RESPONSE/DISASTER PLANNING/PREPAREDNESS SUPPORT
IT AND TELECOM - BUSINESS APPLICATION/APPLICATION DEVELOPMENT- SYSTEMS DEVELOPMENT
HEALTH R&D SERVICES; HEALTH CARE SERVICES; APPLIED RESEARCH
IT AND TELECOM- SOFTWARE AS A SERVICE
OPERATION OF OTHER EDUCATIONAL BUILDINGS
IT AND TELECOM- IT STRATEGY AND ARCHITECTURE
EDUCATION/TRAINING- TRAINING/CURRICULUM DEVELOPMENT
IT AND TELECOM- TELECOMMUNICATIONS NETWORK MANAGEMENT
EDUCATION/TRAINING- OTHER
REPAIR OR ALTERATION OF OFFICE BUILDINGS
MEDICAL- LABORATORY TESTING
SUPPORT- ADMINISTRATIVE: MAILING/DISTRIBUTION
MEDICAL- EVALUATION/SCREENING
MAINT/REPAIR/REBUILD OF EQUIPMENT- TRAINING AIDS AND DEVICES
SUPPORT- MANAGEMENT: ADVERTISING
SUPPORT- PROFESSIONAL: COMMUNICATIONS
IT AND TELECOM- CYBER SECURITY AND DATA BACKUP
MAINT/REPAIR/REBUILD OF EQUIPMENT- COMMUNICATION, DETECTION, AND COHERENT RADIATION EQUIPMENT
ARCHITECT AND ENGINEERING- CONSTRUCTION- OFFICE BUILDINGS
SUPPORT- MANAGEMENT: DEBT COLLECTION
IT AND TELECOM- SYSTEMS ANALYSIS
NON-NUCLEAR SHIP REPAIR (EAST)
IT AND TELECOM- DATA CENTERS AND STORAGE
R&D- SPACE; SCIENCE/APPLICATIONS (BASIC RESEARCH)
SPACE R&D SERVICES; SPACE FLIGHT, RESEARCH AND SUPPORTING ACTIVITIES; BASIC RESEARCH
MODIFICATION OF EQUIPMENT- AIRCRAFT COMPONENTS AND ACCESSORIES
IT AND TELECOM - SERVICE DELIVERY SUPPORT SERVICES; ITSM, OPERATIONS CENTER, PROJECT/PM (LABOR)
IT AND TELECOM - TELEPROCESSING, TIMESHARE, CLOUD COMPUTING, AND HIGH PERFORMANCE COMPUTING
EDUCATION/TRAINING- GENERAL
SPACE R&D SERVICES; SPACE FLIGHT, RESEARCH AND SUPPORTING ACTIVITIES; APPLIED RESEARCH
HOUSEKEEPING- CUSTODIAL JANITORIAL
SOCIAL- SOCIAL REHABILITATION
MAINTENANCE OF HOSPITALS AND INFIRMARIES
EDUCATION/TRAINING- VOCATIONAL/TECHNICAL
SPECIAL STUDIES/ANALYSIS- DEFENSE
NATURAL RESOURCES/CONSERVATION- FOREST-RANGE-FIRE SUPPRESSION/PRESUPPRESSION
SUPPORT- PROFESSIONAL: HUMAN RESOURCES
IT and Telecom - End User: Help Desk; Tier 1-2, Workspace, Print, Output, Productivity Tools (Labor)
ENVIRONMENTAL SYSTEMS PROTECTION- ENVIRONMENTAL REMEDIATION
MEDICAL- DEPENDENT MEDICARE
MODIFICATION OF EQUIPMENT- SHIPS, SMALL CRAFT, PONTOONS, AND FLOATING DOCKS
OPERATION OF OTHER ADMINISTRATIVE FACILITIES AND SERVICE BUILDINGS
MAINTENANCE OF OFFICE BUILDINGS
SUPPORT- PROFESSIONAL: PERSONAL SERVICES CONTRACTS
GENERAL SCIENCE AND TECHNOLOGY R&D SERVICES; GENERAL SCIENCE AND TECHNOLOGY; APPLIED RESEARCH
SPECIALIZED MEDICAL SUPPORT

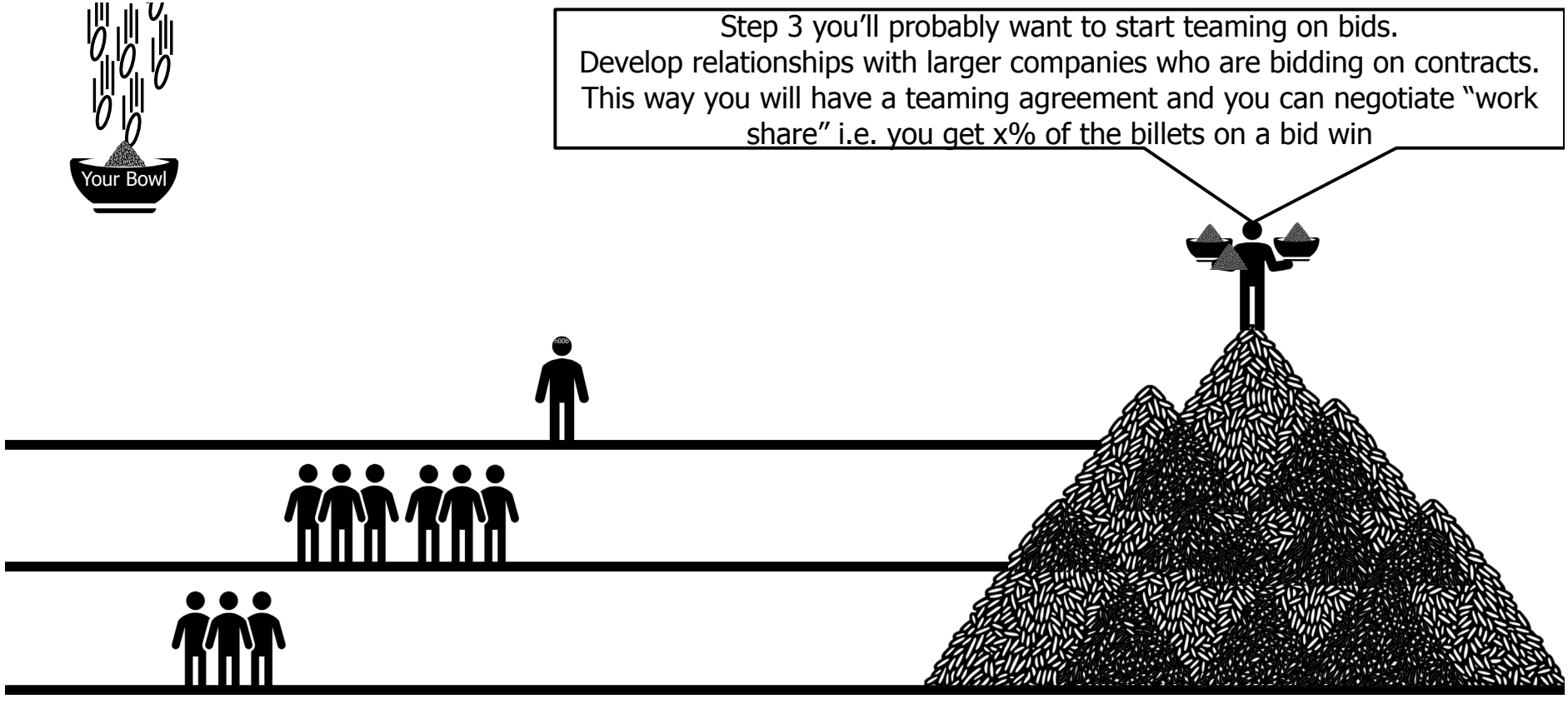

$90,000,000,000
$80,000,000,000
$70,000,000,000
$60,000,000,000
$50,000,000,000
$40,000,000,000
$30,000,000,000
$20,000,000,000
$10,000,000,000
$0
Please sir, I want some more
MORE!? YOU want some more!?
You
Prime
fml
SUPPORT- PROFESSIONAL: ENGINEERING/TECHNICAL
OPERATION OF MISCELLANEOUS BUILDINGS
SUPPORT- PROFESSIONAL: PROGRAM MANAGEMENT/SUPPORT
MEDICAL- GENERAL HEALTH CARE
MEDICAL- OTHER
SOCIAL- GOVERNMENT HEALTH INSURANCE PROGRAMS
OPERATION OF GOVERNMENT-OWNED CONTRACTOR-OPERATED (GOCO) R&D FACILITIES
SUPPORT- MANAGEMENT: OTHER
HOUSEKEEPING- GUARD
NATIONAL DEFENSE R&D SERVICES; DEPARTMENT OF DEFENSE - MILITARY; R&D ADMINISTRATIVE EXPENSES
SUPPORT- PROFESSIONAL: EMERGENCY RESPONSE/DISASTER PLANNING/PREPAREDNESS SUPPORT
IT AND TELECOM - BUSINESS APPLICATION/APPLICATION DEVELOPMENT- SOFTWARE AS A SERVICE
HEALTH R&D SERVICES; HEALTH CARE SERVICES; APPLIED RESEARCH
OPERATION OF OTHER EDUCATIONAL BUILDINGS
IT AND TELECOM- IT STRATEGY AND ARCHITECTURE
EDUCATION/TRAINING- OTHER
IT AND TELECOM- TELECOMMUNICATIONS NETWORK MANAGEMENT
EDUCATION/TRAINING/CURRICULUM DEVELOPMENT
REPAIR OR ALTERATION OF OFFICE BUILDINGS
MEDICAL- LABORATORY TESTING
SUPPORT- ADMINISTRATIVE: MAILING/DISTRIBUTION
MAINT/REPAIR/REBUILD OF EQUIPMENT- TRAINING AIDS AND DEVICES
MEDICAL- EVALUATION/SCREENING
SUPPORT- MANAGEMENT: ADVERTISING
SUPPORT- PROFESSIONAL: COMMUNICATIONS
IT AND TELECOM- CYBER SECURITY AND DATA BACKUP
MAINT/REPAIR/REBUILD OF EQUIPMENT- COMMUNICATION, DETECTION, AND COHERENT RADIATION EQUIPMENT
ARCHITECT AND ENGINEERING- CONSTRUCTION: OFFICE BUILDINGS
SUPPORT- MANAGEMENT: DEBT COLLECTION
IT AND TELECOM- SYSTEMS ANALYSIS
NON-NUCLEAR SHIP REPAIR (EAST)
IT AND TELECOM- DATA CENTERS AND STORAGE
SPACE R&D SERVICES; SPACE FLIGHT, RESEARCH AND SUPPORTING ACTIVITIES; BASIC RESEARCH
MODIFICATION OF EQUIPMENT- AIRCRAFT COMPONENTS AND ACCESSORIES
R&D- SPACE; SCIENCE/APPLICATIONS (BASIC RESEARCH)
IT AND TELECOM - SERVICE DELIVERY SUPPORT SERVICES: ITSM, OPERATIONS CENTER- PROJECT/PM (LABOR)
IT AND TELECOM - TELEPROCESSING; TIMESHARE, CLOUD COMPUTING, AND HIGH PERFORMANCE COMPUTING
EDUCATION/TRAINING- GENERAL
SPACE R&D SERVICES; SPACE FLIGHT, RESEARCH AND SUPPORTING ACTIVITIES; APPLIED RESEARCH
HOUSEKEEPING- CUSTODIAL/JANITORIAL
NATURAL RESOURCES/CONSERVATION- FOREST-RANGE FIRE SUPPRESSION/PRESUPPRESSION
MAINTENANCE OF HOSPITALS AND INFIRMARIES
SOCIAL- SOCIAL REHABILITATION
EDUCATION/TRAINING- VOCATIONAL/TECHNICAL
IT and Telecom - End User: Help Desk, Tier 1-2, Workspace, Print, Output, Productivity Tools (Labor)
SPECIAL STUDIES/ANALYSIS- DEFENSE
ENVIRONMENTAL SYSTEMS PROTECTION- ENVIRONMENTAL REMEDIATION
SUPPORT- PROFESSIONAL: HUMAN RESOURCES
MODIFICATION OF EQUIPMENT- SHIPS, SMALLCRAFT, PONTOONS, AND FLOATING DOCKS
MEDICAL- DEPENDENT MEDICARE
OPERATION OF OTHER ADMINISTRATIVE FACILITIES AND SERVICE BUILDINGS
SUPPORT- PROFESSIONAL: PERSONAL SERVICES CONTRACTS
MAINTENANCE OF OFFICE BUILDINGS
GENERAL SCIENCE AND TECHNOLOGY R&D SERVICES; GENERAL SCIENCE AND TECHNOLOGY, APPLIED RESEARCH
SPECIALIZED MEDICAL SUPPORT

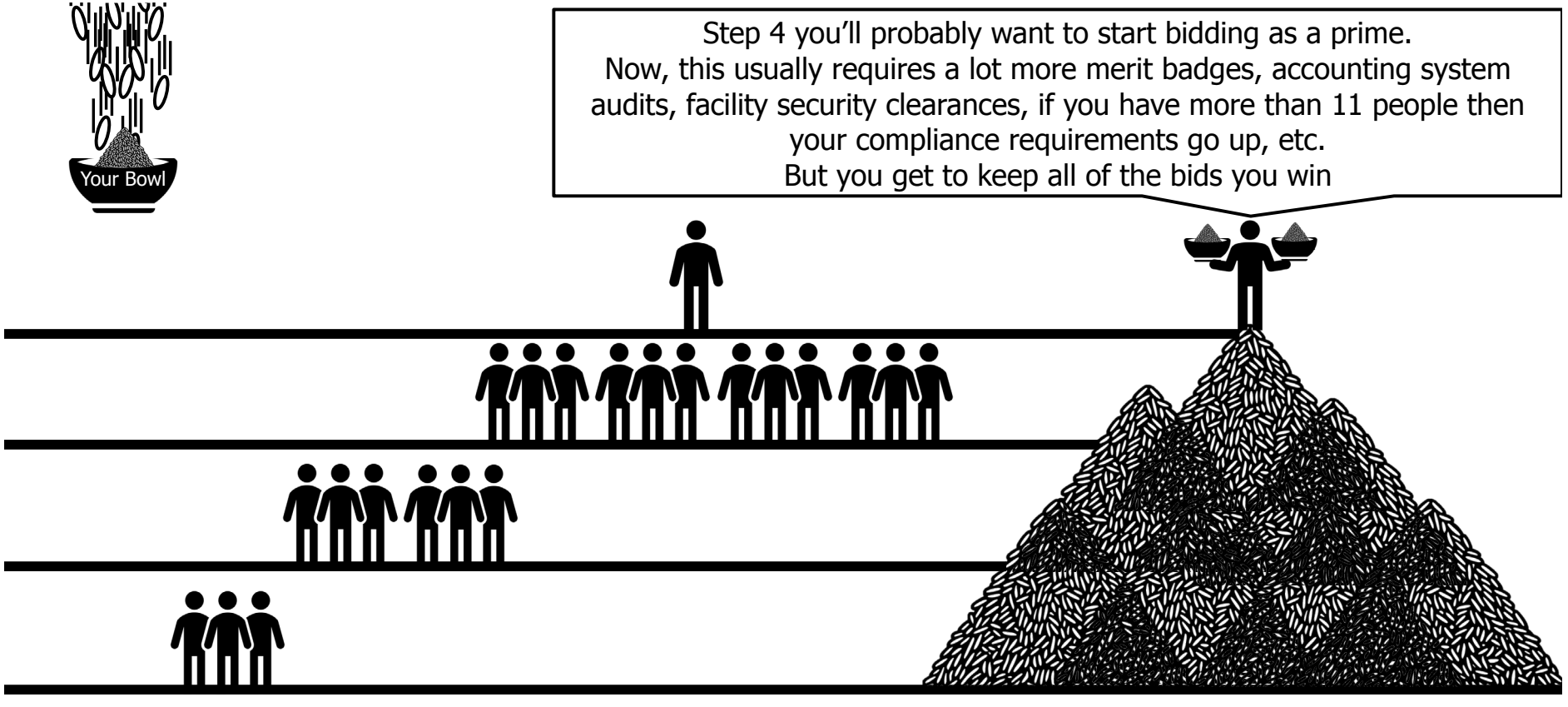
Chapter 16:
How to Sell Services to the Government
Part 2 - Filling Rice Bowls

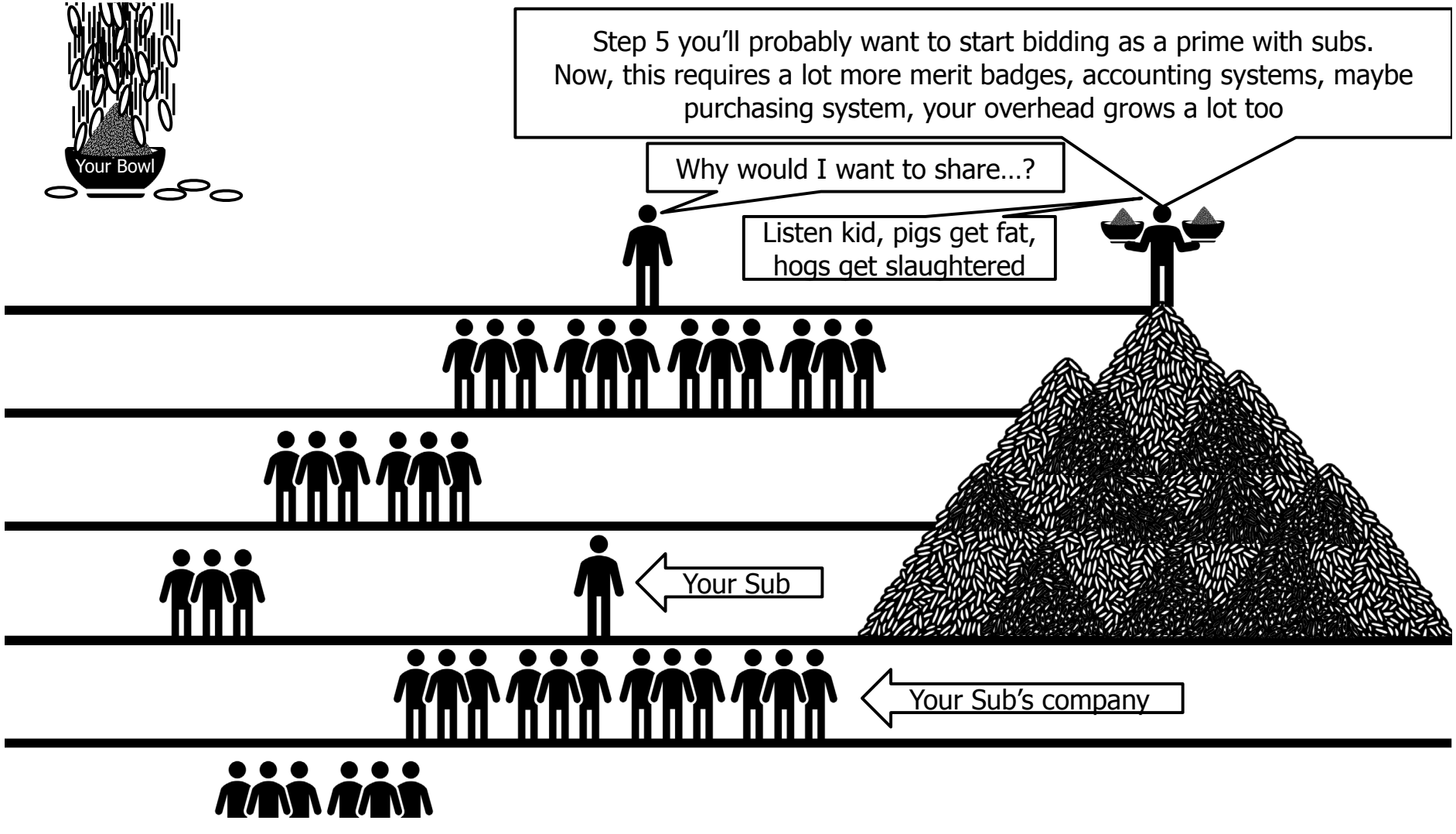

So, how do I get started filling my rice bowl?
Well, typically it starts with you
Yeah! Entrepreneurial spirit!
No…I mean like, you're the product
Oh…that sounds less fun…

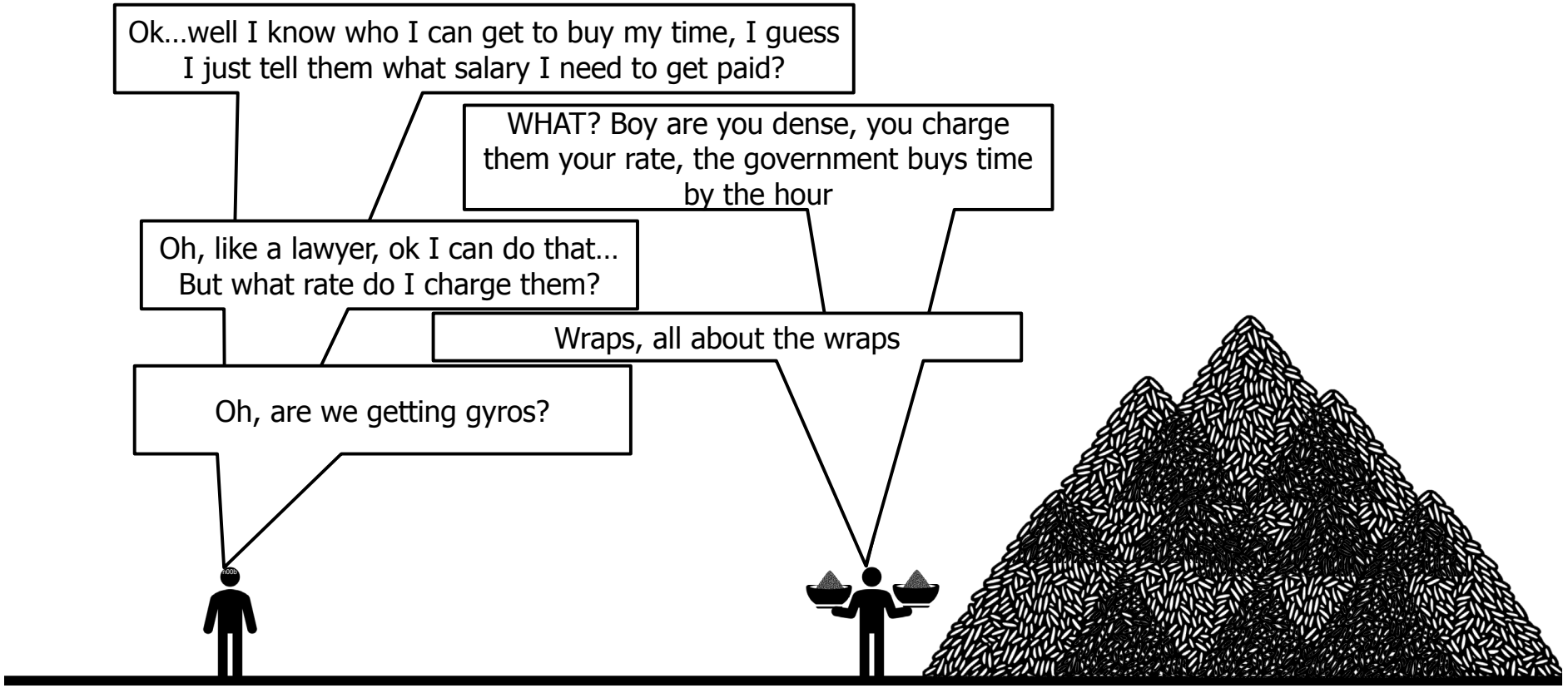

Your Bowl
Step 1 is usually you, all by your lonesome.
You have a relati0onship with a customer and they want you to help them.
They're willing to "suggest" to a prime that the prime give you a subk.
Your first grain of rice is usually you…
You'll want to set up an LLC and run your company on QuickBooks
You can 1099, sure but the tax and scaling benefits of setting up an LLC are definitely worth the accounting hassles

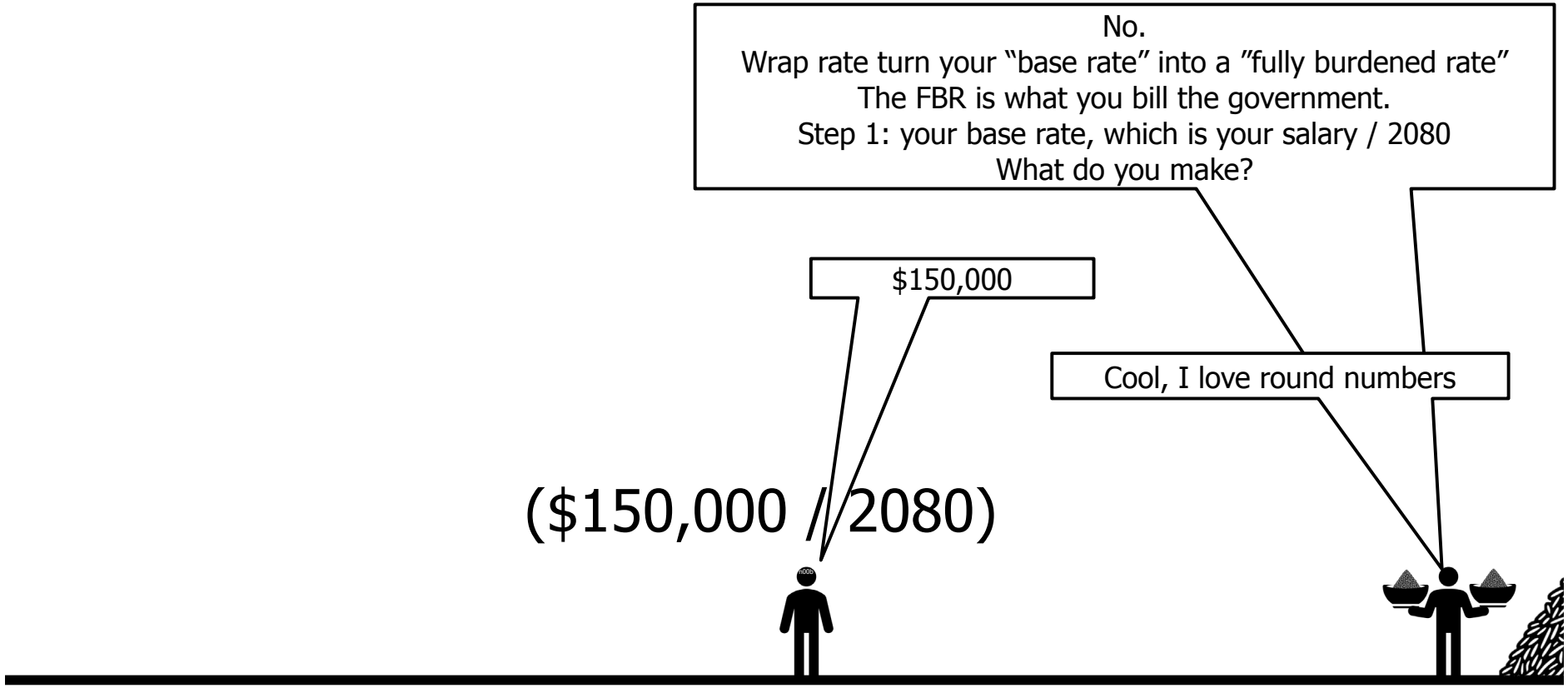

Your Bowl
Step 2 is usually finding some other folks to work for you.
Sometime the primes will send you requirements for billet fills.
Sometimes you'll have to find the billets that need filling and find the perfect folks for the billet.
This largely depends on the contract and your prime.
Also, depending on the contract, the folks you put under you could be 1099's, which will be easier for you. But watch out for 2nd tier subbing prohibitions

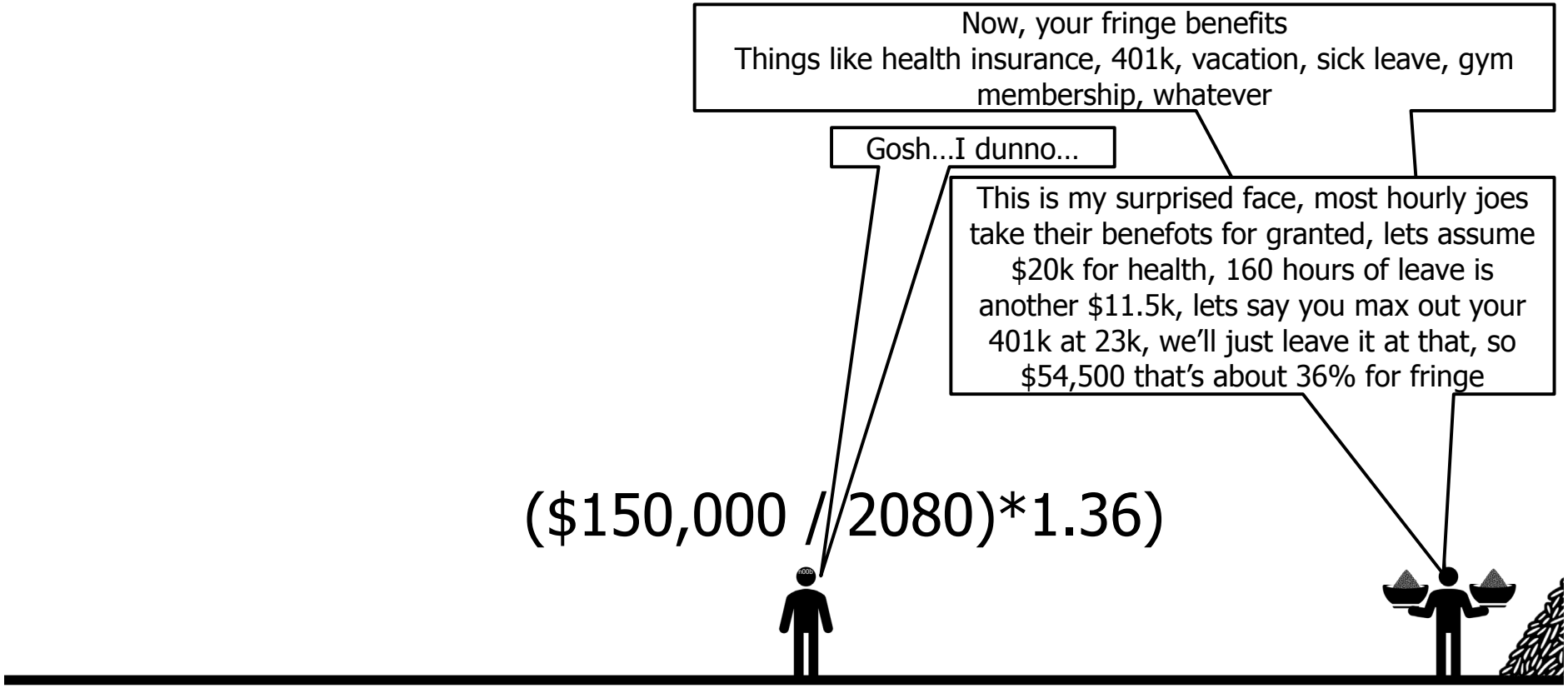

Your Bowl
Step 3 you'll probably want to start teaming on bids.
Develop relationships with larger companies who are bidding on contracts.
This way you will have a teaming agreement and you can negotiate "work share" i.e. you get x% of the billets on a bid win

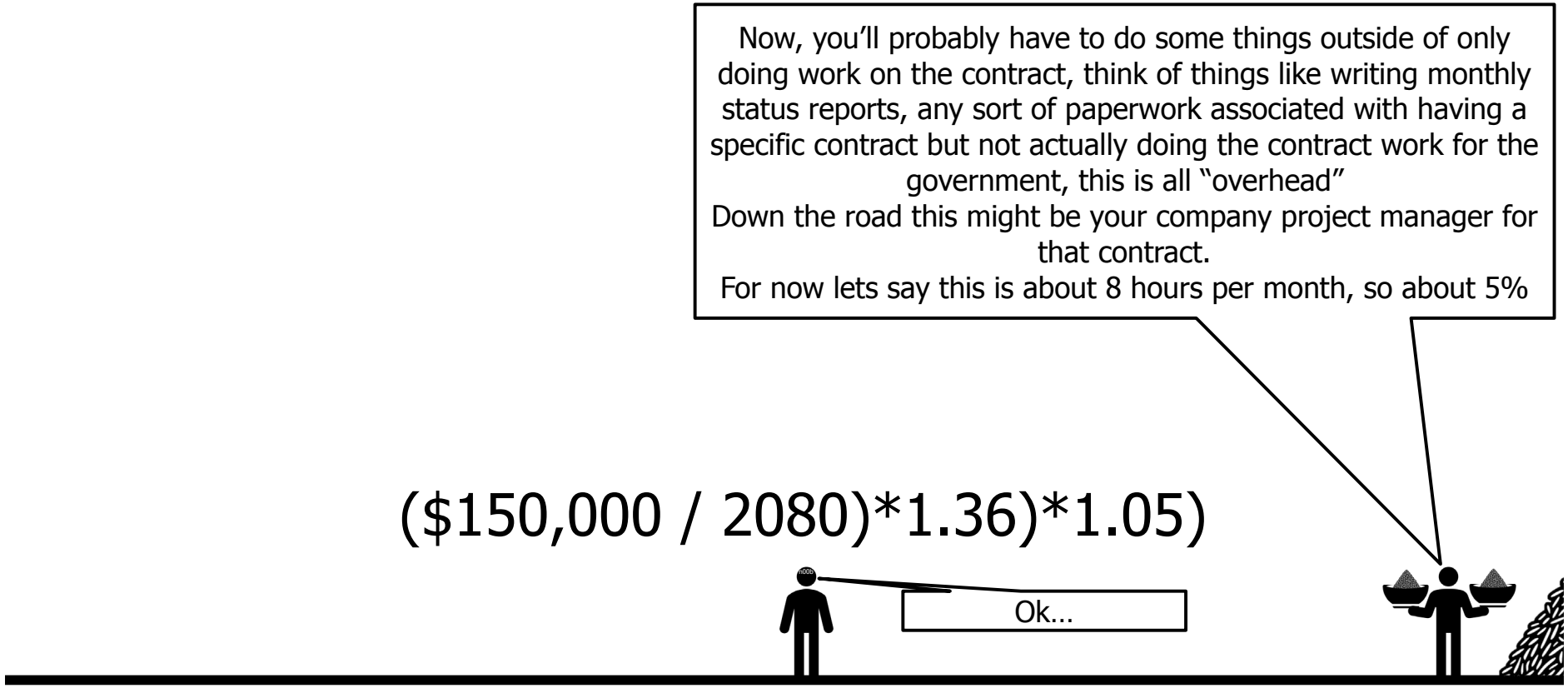

Your Bowl
Step 4 you'll probably want to start bidding as a prime.
Now, this usually requires a lot more merit badges, accounting system audits, facility security clearances, if you have more than 11 people then your compliance requirements go up, etc.
But you get to keep all of the bids you win

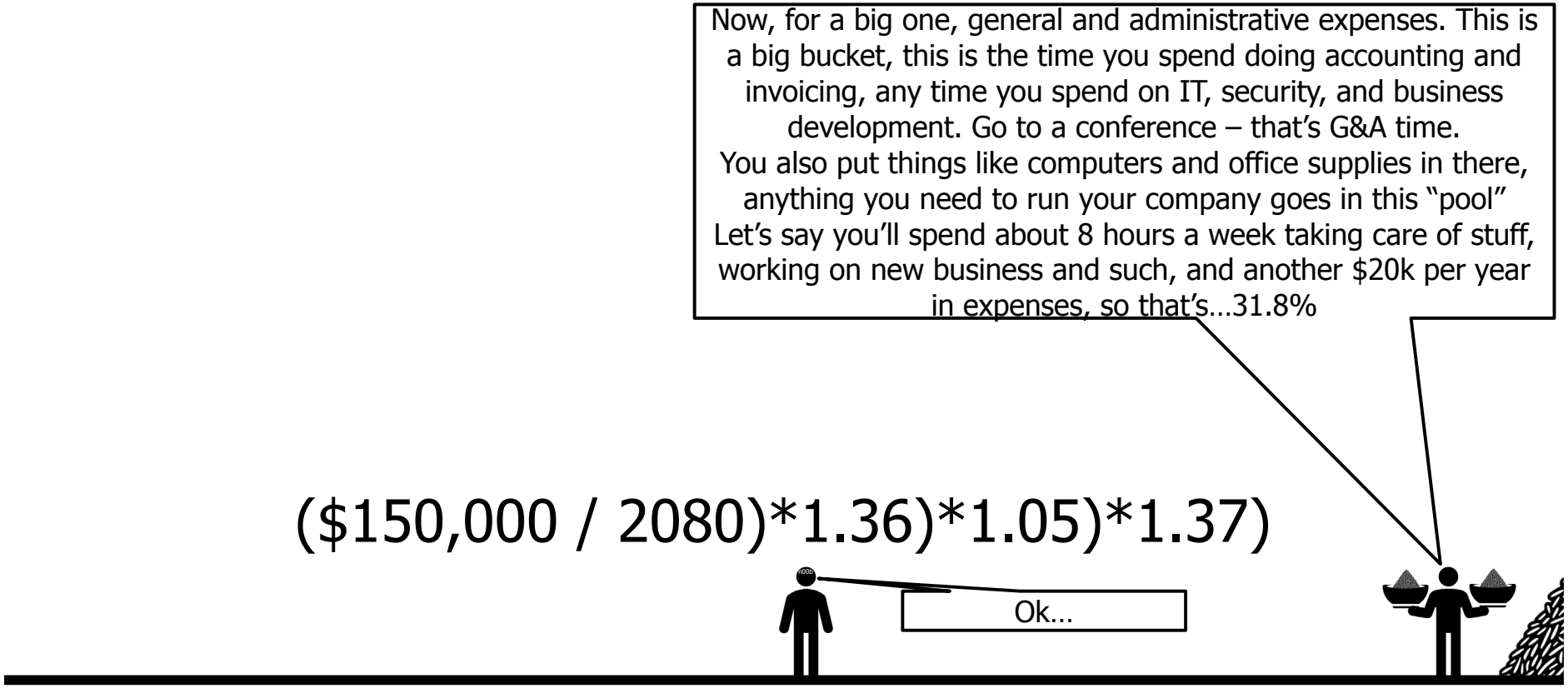

Your Bowl
Step 5 you'll probably want to start bidding as a prime with subs. Now, this requires a lot more merit badges, accounting systems, maybe purchasing system, your overhead grows a lot too
Why would I want to share…?
Listen kid, pigs get fat, hogs get slaughtered
Your Sub
Your Sub's company

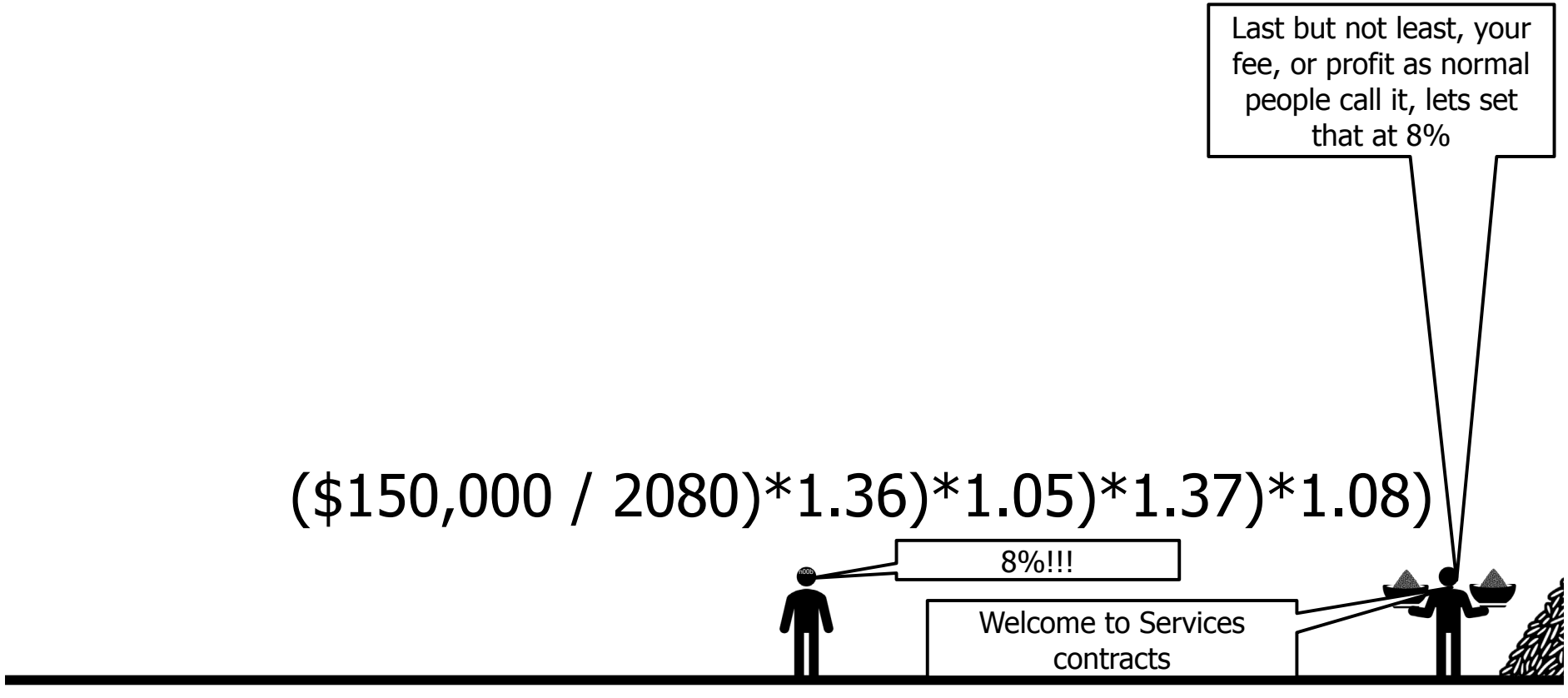

Ok…well I know who I can get to buy my time, I guess I just tell them what salary I need to get paid?
WHAT? Boy are you dense, you charge them your rate, the government buys time by the hour
Oh, like a lawyer, ok I can do that… But what rate do I charge them?
Wraps, all about the wraps
Oh, are we getting gyros?


No.
Wrap rate turn your "base rate" into a "fully burdened rate"
The FBR is what you bill the government.
Step 1: your base rate, which is your salary / 2080
What do you make?
$150,000
Cool, I love round numbers
($150,000 / 2080)

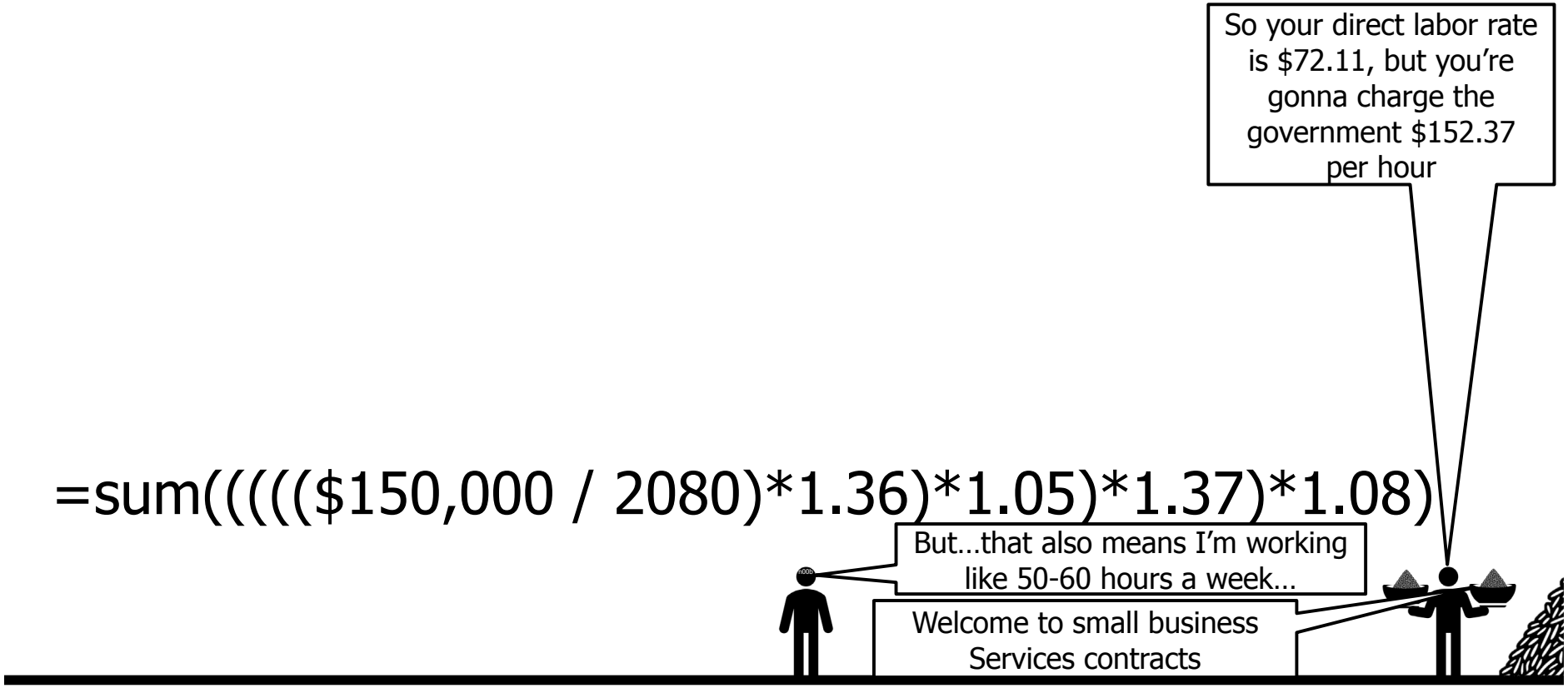

Now, your fringe benefits
Things like health insurance, 401k, vacation, sick leave, gym membership, whatever
Gosh…I dunno…
This is my surprised face, most hourly joes take their benefots for granted, lets assume $20k for health, 160 hours of leave is another $11.5k, lets say you max out your 401k at 23k, we'll just leave it at that, so $54,500 that's about 36% for fringe
($150,000 / 2080)*1.36)


Now, you'll probably have to do some things outside of only doing work on the contract, think of things like writing monthly status reports, any sort of paperwork associated with having a specific contract but not actually doing the contract work for the government, this is all "overhead"
Down the road this might be your company project manager for that contract.
For now lets say this is about 8 hours per month, so about 5%
($150,000 / 2080)*1.36)*1.05)
Ok...


Now, for a big one, general and administrative expenses. This is a big bucket, this is the time you spend doing accounting and invoicing, any time you spend on IT, security, and business development. Go to a conference – that's G&A time.
You also put things like computers and office supplies in there, anything you need to run your company goes in this "pool"
Let's say you'll spend about 8 hours a week taking care of stuff, working on new business and such, and another $20k per year in expenses, so that's…31.8%
($150,000 / 2080)*1.36)*1.05)*1.37)
Ok…


Last but not least, your fee, or profit as normal people call it, lets set that at 8%
($150,000 / 2080)*1.36)*1.05)*1.37)*1.08)
8%!!!
Welcome to Services contracts

=sum(((($150,000 / 2080)*1.36)*1.05)*1.37)*1.08)



Some Reference Sheets

Strategy Outline – If You Can't Answer These Questions, Think Harder

- What are you making?
- Why are you making it? Like, what was your starting thesis, what made you say "someone needs this thing"?
- Who needs it, and what makes you think they need it? In terms of military use case putting it in terms of:
  - There is a current/pending threat <x>, and without my thing more U.S. personnel will be casualties of the next/current conflict
  - There is a current/pending threat <x>, and without my thing fewer enemy personnel will be casualties of the next/current conflict
  - Worth noting: the latter is almost always more compelling than the former, firepower always sells better than forcepro.
- How many of those people are there, really? Not how many COULD there be, how many ARE there, right now. (This is your TAM btw)
  - Stuff gets "issued" based on an established force structure, if someone doesn't need/use/have a thing like your thing right now then:

  a. you might sell some of them as a one-off

  b. b. it'll typically take 24 months to get a forcemod approved

  - The only major caveat is whether there's a current war/conflict/foreign assistance effort for which your thing is relevant, but that's not a long-term win
- Who else makes a thing like your thing?
  - If it's no one, that could be awesome, total green field, but it's also an indicator - there might be a reason
- What does your thing do? Not technically, but operationally
  - How is it better/faster/cheaper than status quo for military operations? How does it support the NSS/NDS? How does it support the commander's strategy for whomever your customers are?

Strategy Outline cont.

- How does your customer buy the stuff you're selling?
  - Contract vehicles – do they buy from schedules, IDIQs, etc?
  - Total contract spend – are there dollars in the J-books for what you're selling?
  - Purchasing frequency – is this something they buy annually or decennially?
- Who's the acquisition PM?
  - Are they open to new Requirements?
- Can your customer write a requirement?
  - If so, help them
  - If not, look for a new partner
- Who tells that PM what to do, where do they take their orders from? End users, senior leaders?
- How often does the PM add new things to their acquisition strategy, when and why?
- What regulatory issues are your customers going to have when buying/employing your thing?
  - Air worthiness
  - Frequency manager
  - Human use
  - Authority to operate

User Engagement Strategy

- Why are you meeting with this person/group of people?
- Do you know if they are your user?
  - If yes, why do you think they are your user? / If no, are you meeting with them to figure that out?
  - What do they functionally/operationally do?
- Is/are that/those thing(s) directly in the envisioned use case for your technology?
  - If so, who else does what they do, are they the most important element that does what they do?
  - If not, is what they do a potential use case for your technology?
- Who in their organizational hierarchy provides their capabilities? Is it in their chain of command, or elsewhere?
- Do they have their own acquisition/budget/implementation authority? do they have that is relevant to you?
- What do they want out of the meeting?
- What do you want out of the meeting?
  - Interest (to what end) / A particular action (what?) Advocacy (with whom?) / Guidance (who to talk with at the senior, staff, or user level) / insight on usage of your capability
- What can you do prior to the meeting to increase the likelihood of getting what you want and providing what they want?
- If you could have them do one thing when they walk out of the meeting, what would it be?

User Story Mad Lib

As a (DoD / Commercial / OGA / _____) user in the (_____) job field, I want to be able to (_____), if your technology can:
1.
2.
3.
When I am (_____), at (_____)
It will make my job (easier / more efficient / more effective), which will enable me personally to:
1.
2.
3.
Which will in turn enable the larger (_____) organization to:
1.
2.
3.

Staff Engagement Strategy

- Who is the staff (singular or plural), where do they sit organizationally?
- What do they functionally do?
- What authority do they have that is relevant to you?
  - Budget / Acquisition / Implementation / Usage / T&E
- What do they want out of the meeting?
  - Information / awareness / insight / take an action?

<Staffs seldom come into meetings prepared to take actions unless they have been prepared by users or senior leaders to do so>

- What do you want out of the meeting?
  - A particular action (what?) Advocacy (with whom?) / Guidance (who to talk with at the senior, staff, or user level)
- What can you do prior to the meeting to increase the likelihood of getting what you want and providing what they want?
  - Engage with end users / engage with their staffs (what part of the staff?) / draft paperwork
- If you could have them do one thing when they walk out of the meeting, what would it be?
  - Are you prepared to ask them to do so?
  - Are they capable of doing so?
  - Is your brief tailored to lead that direction?

Senior Leader Engagement Strategy

- Who is the senior leader, where do they sit organizationally?
- What authority do they have that is relevant to you?
  - Budget / Acquisition / Implementation / Usage / T&E
- What do <u>they</u> want out of the meeting?
  - Information / awareness / insight / to make a decision?

<Senior leaders seldom come into meetings prepared to make decisions unless they have been prepared by their staffs to do so>

- What do <u>you</u> want out of the meeting?
  - A particular decision (what?) / Support (what of?) / Endorsement (in what form and for what purpose?) / Advocacy (with whom?) / guidance (who to talk with at the senior, staff, or user level)
- What can you do prior to the meeting to increase the likelihood of you getting what you want and providing what they want?
  - Engage with end users / engage with their staffs (what part of the staff?) / draft paperwork
- If you could have them do one thing when they walk out of the meeting, what would it be?
  - Are you prepared to ask them to do so?
  - Are they capable of doing so?
  - Is your brief tailored to lead that direction?