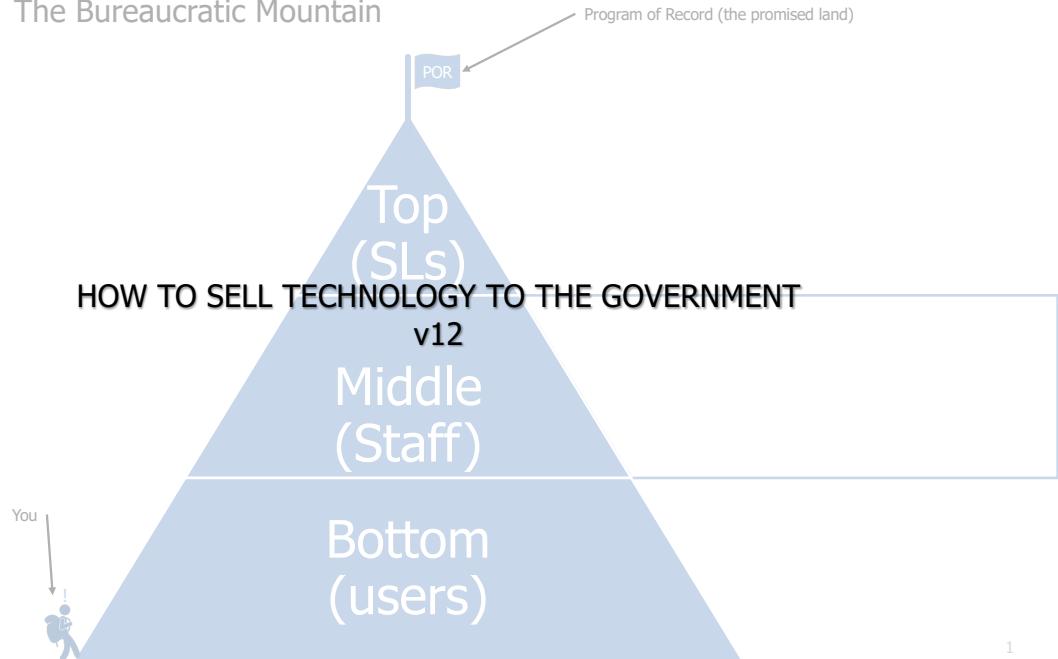
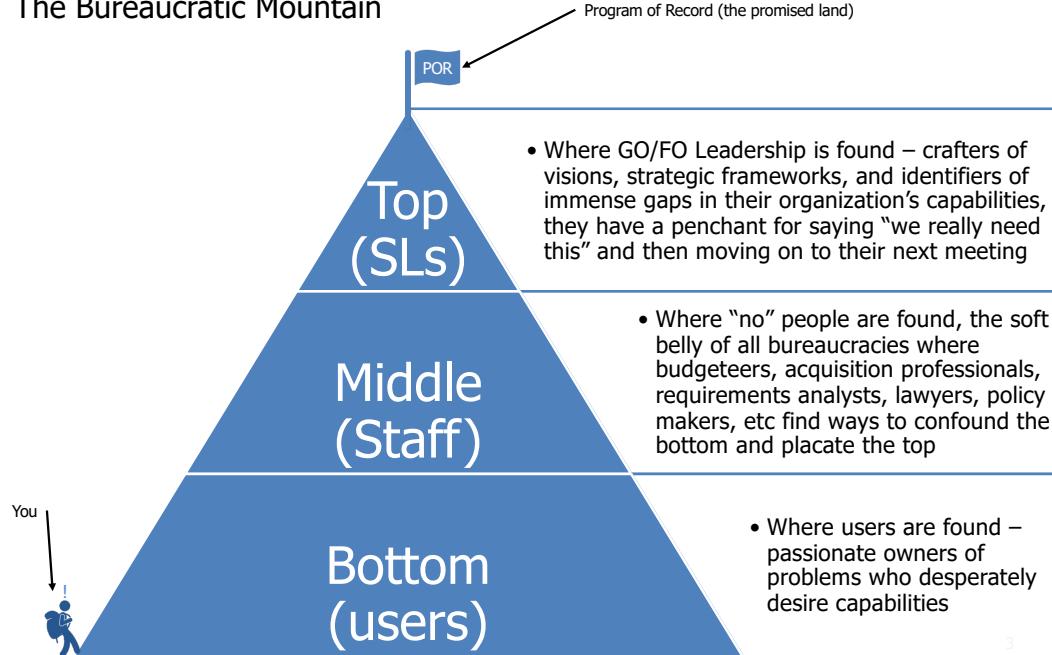


The Bureaucratic Mountain



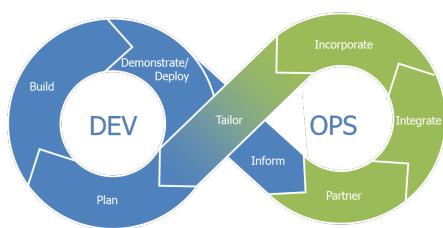
The Bureaucratic Mountain



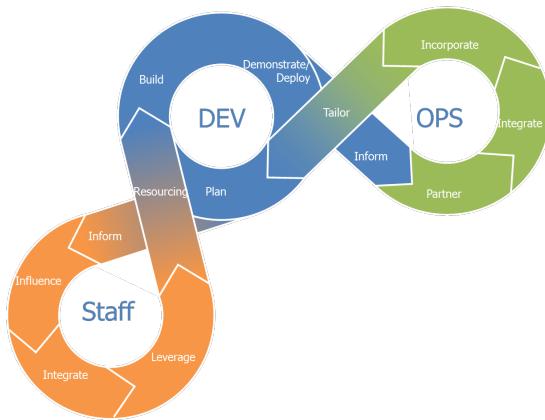
DEVOPS

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

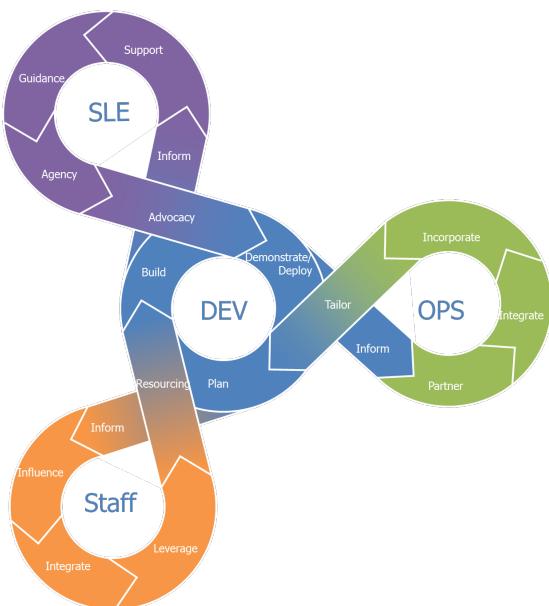


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Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

DEVOPS in a DoD Bureaucracy



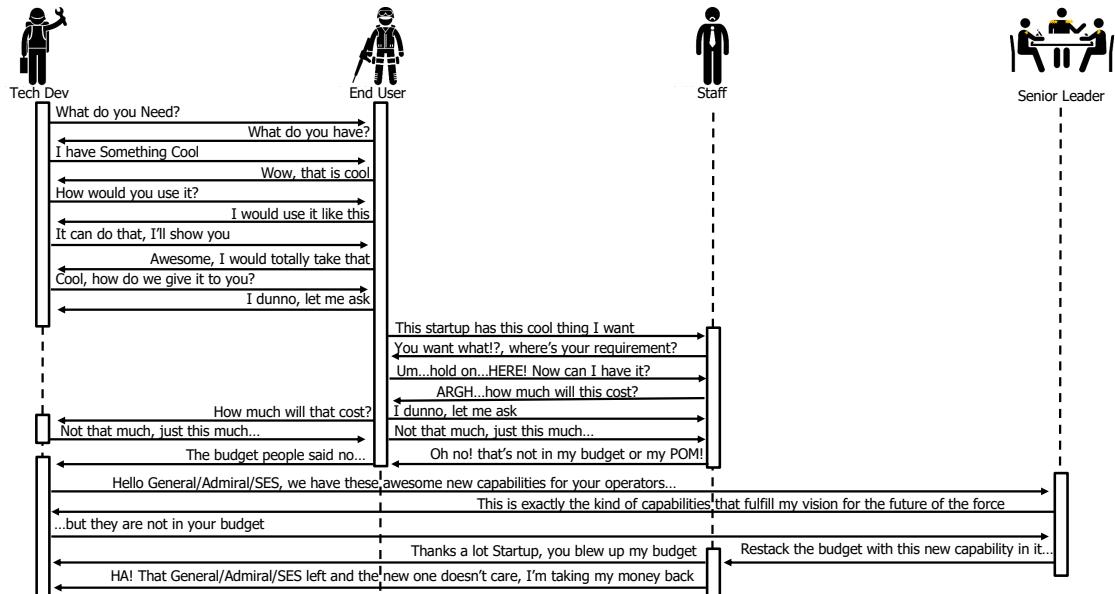
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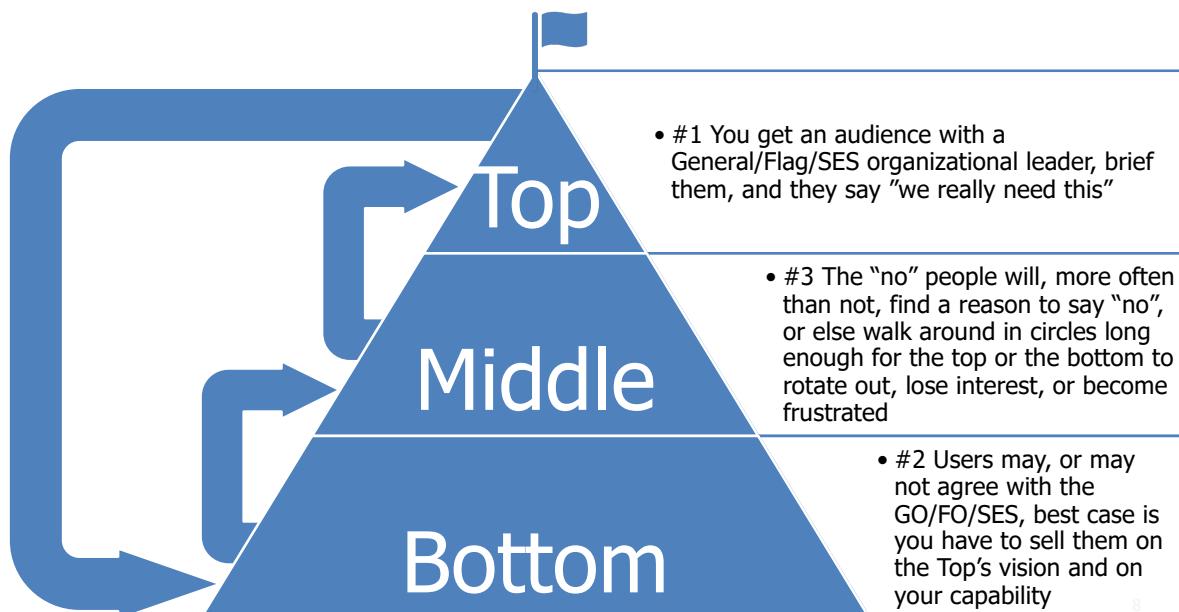
Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

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

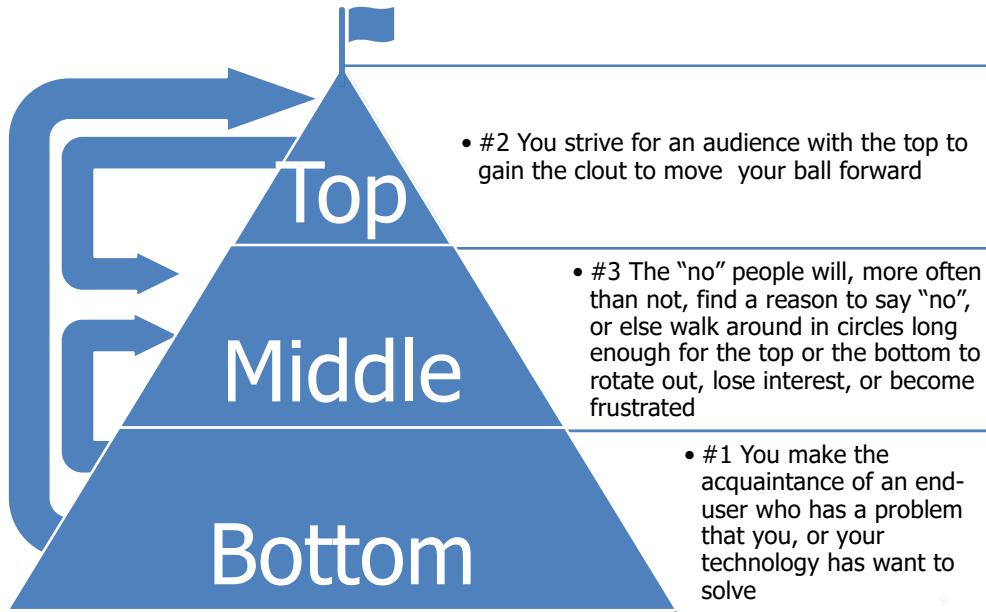
But, where do I start? (typical case)



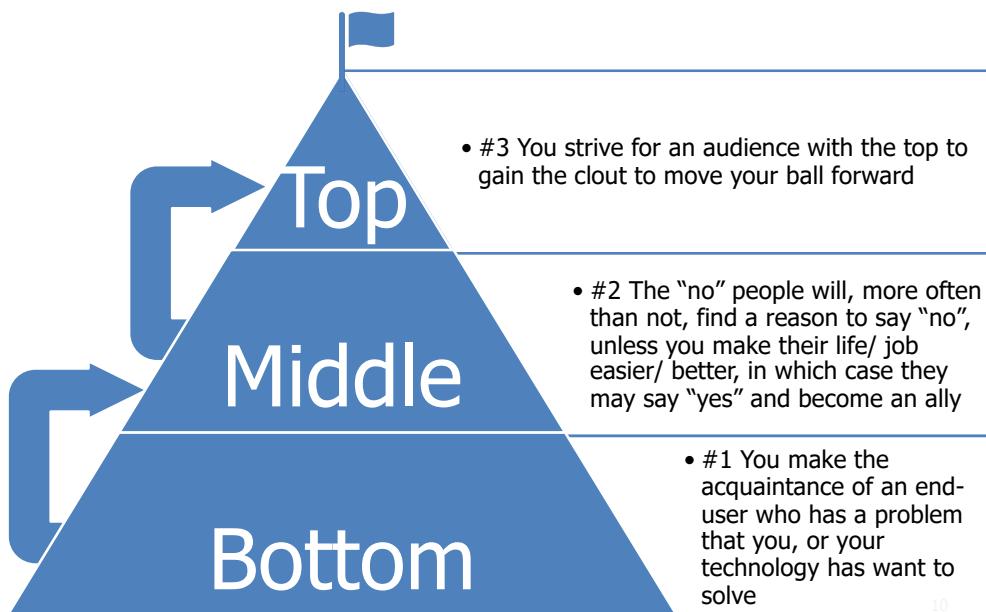
The Bureaucratic Mountain – Top-Down Scenario



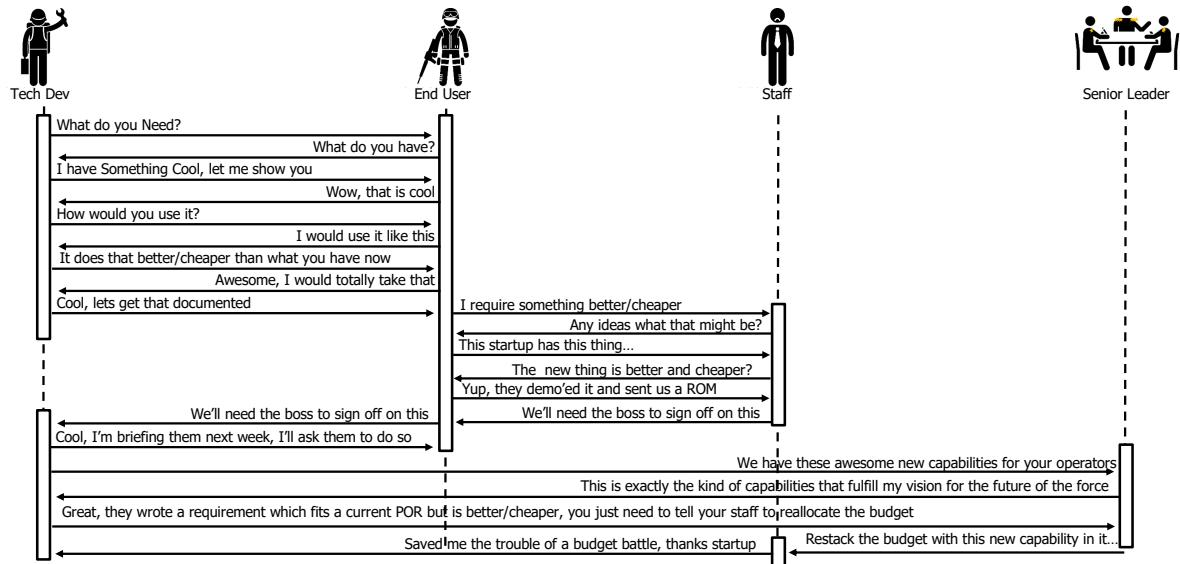
The Bureaucratic Mountain – The Squeeze Scenario



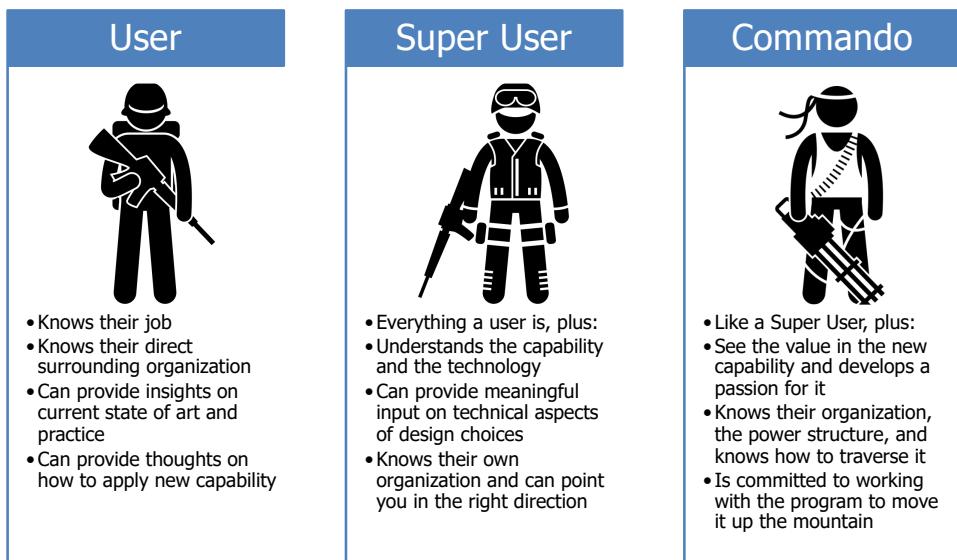
The Bureaucratic Mountain – The Bottom-Up Scenario

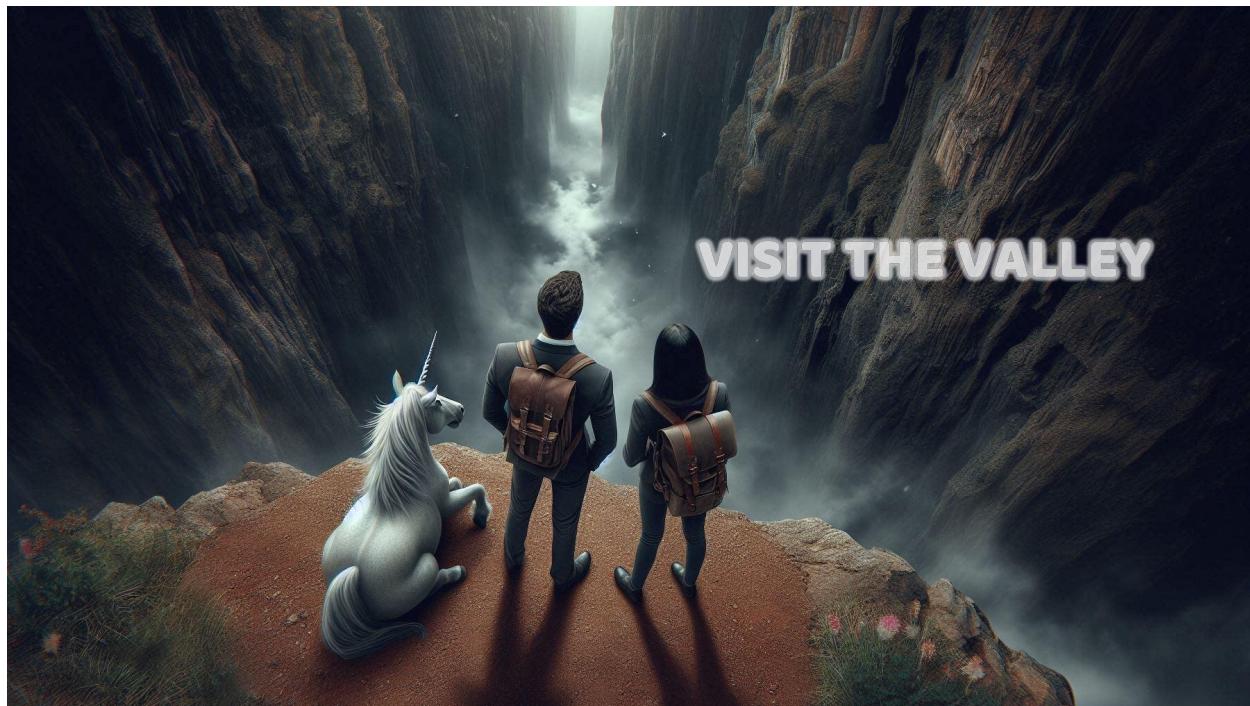


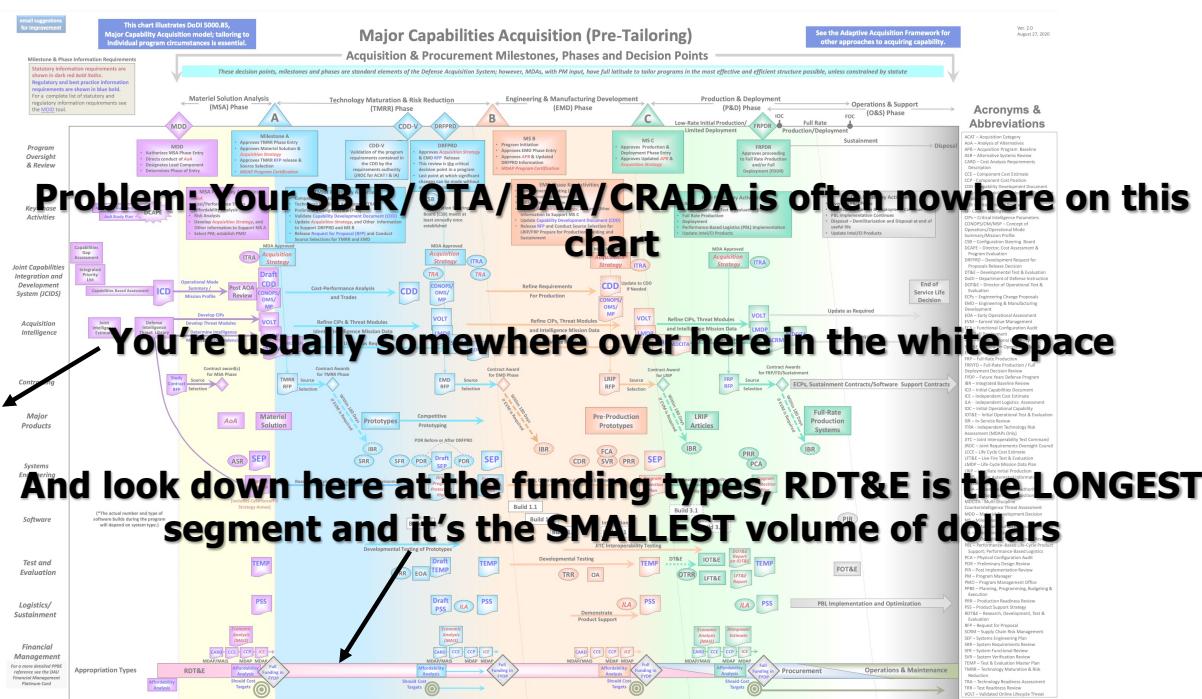
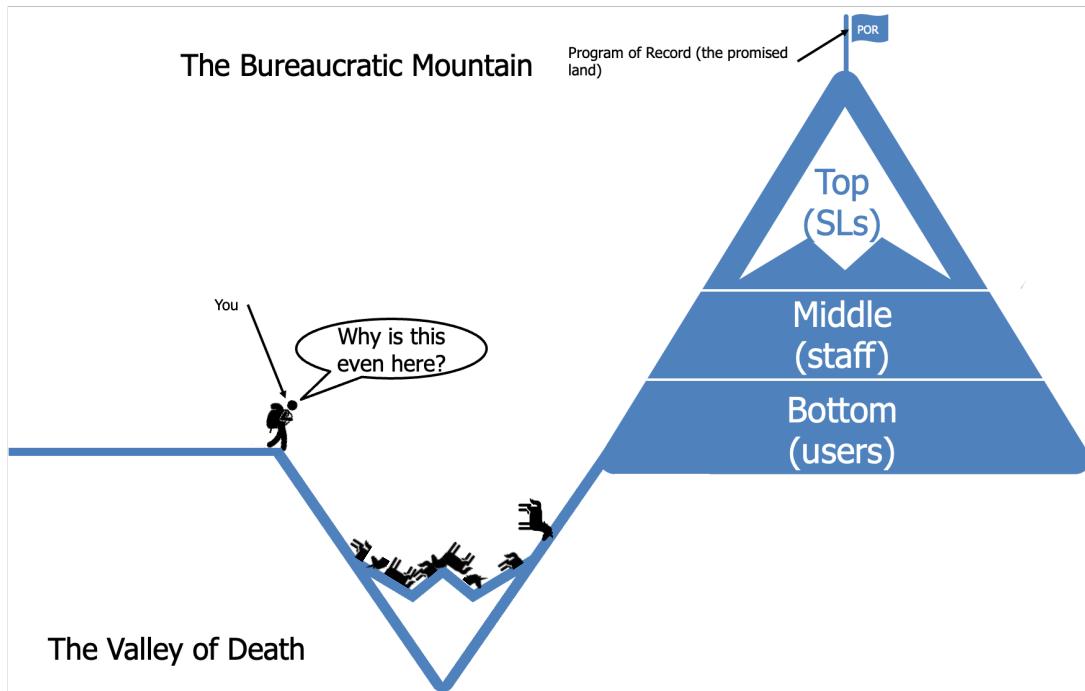
But, where do I start? (better approach)

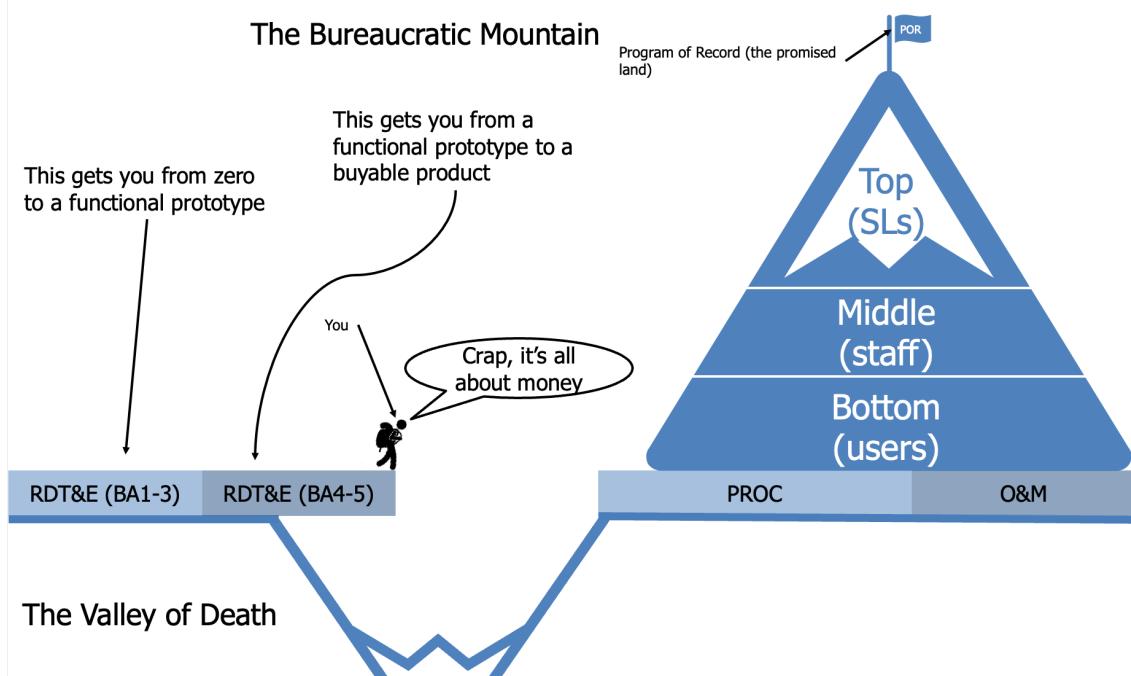
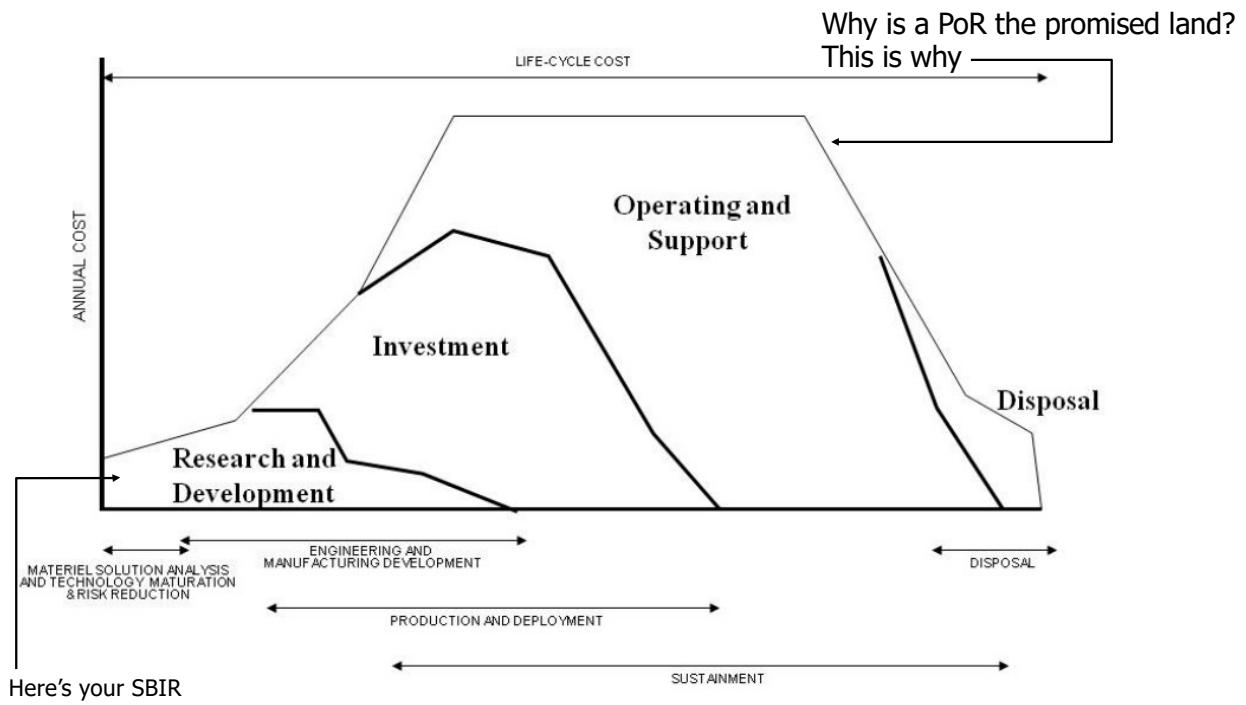


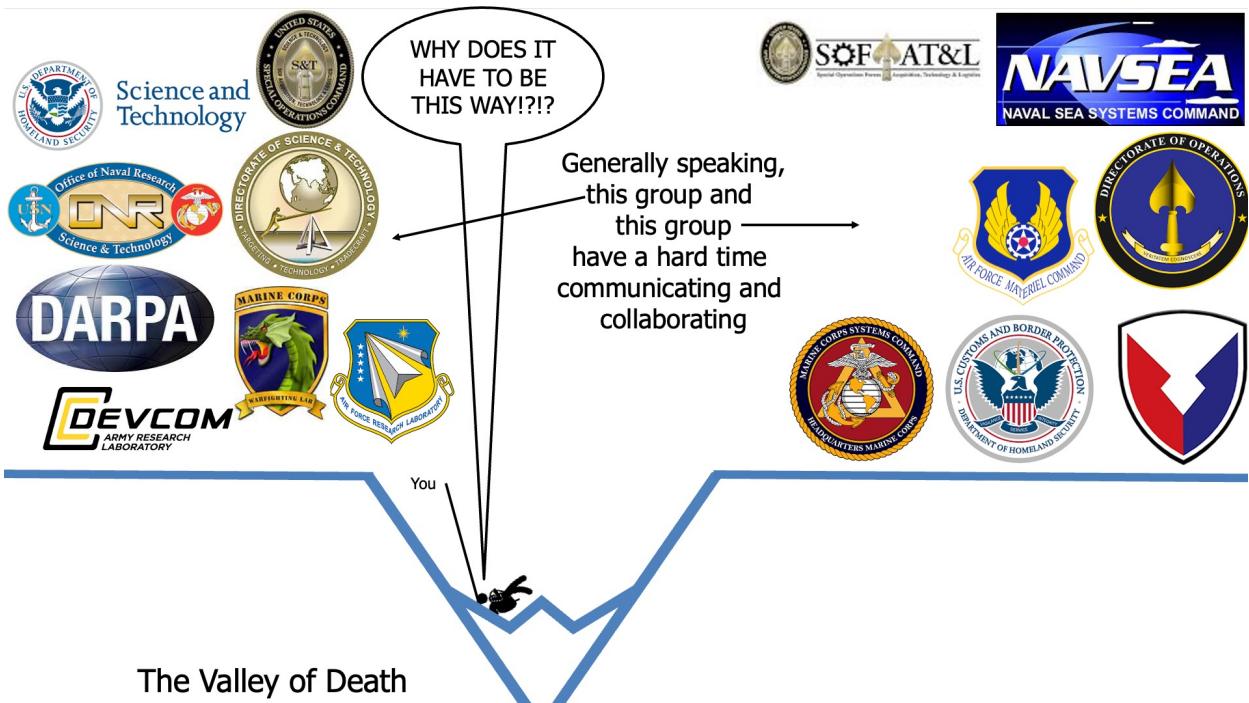
Pick Your End User Partner/Advocate Wisely









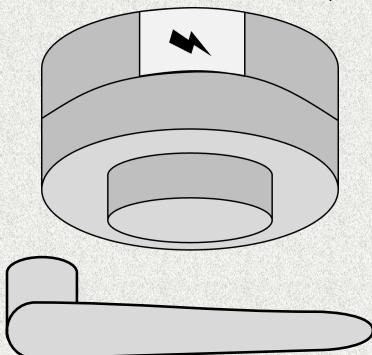


Instructions for Opening the Guide in Single-User Mode:

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.

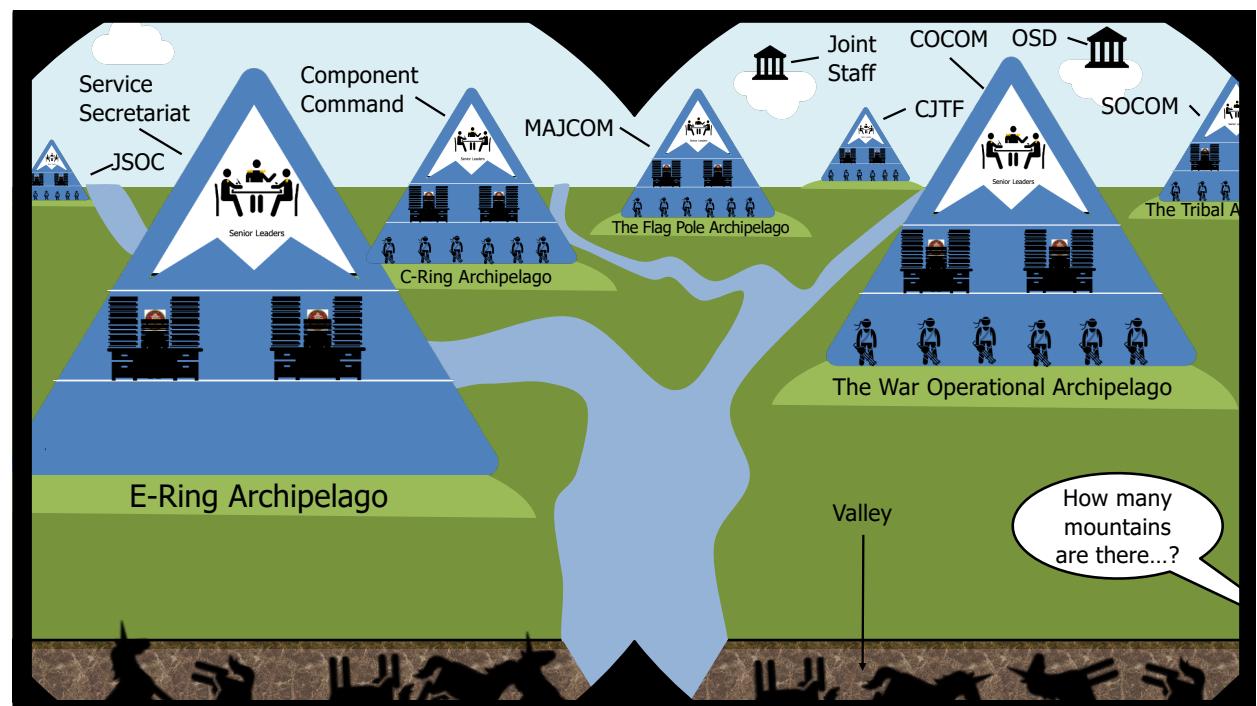
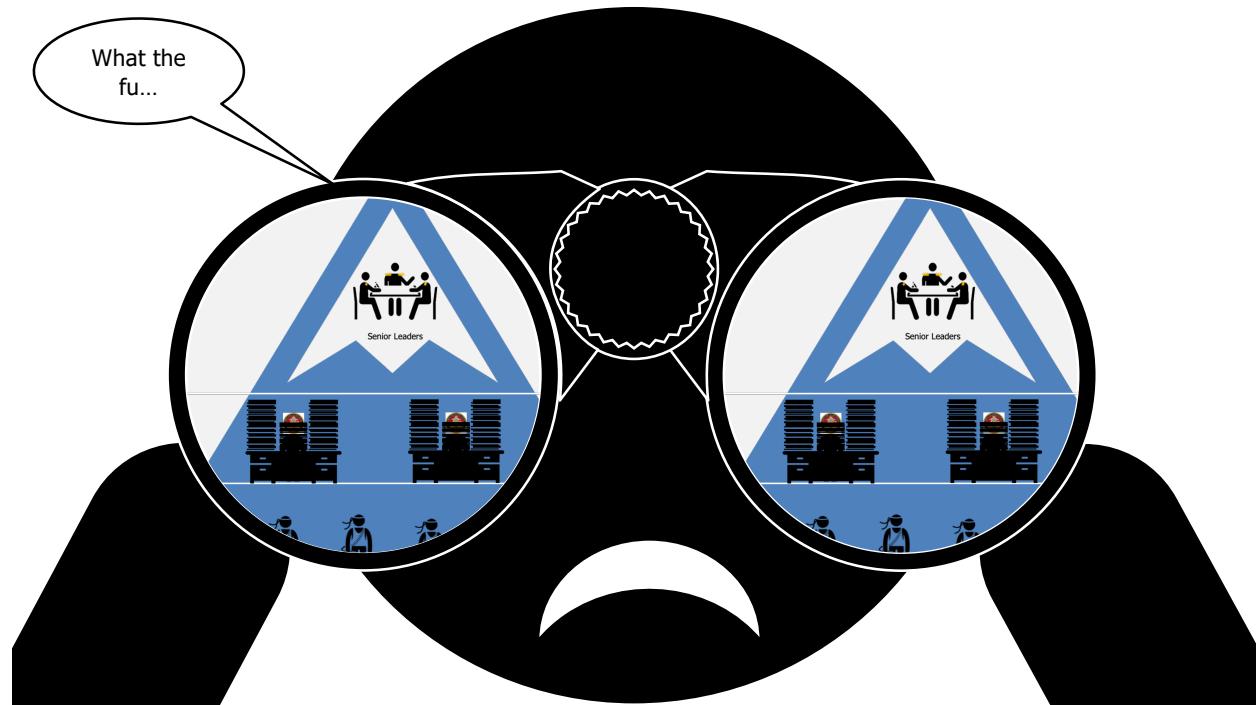
CLOSED

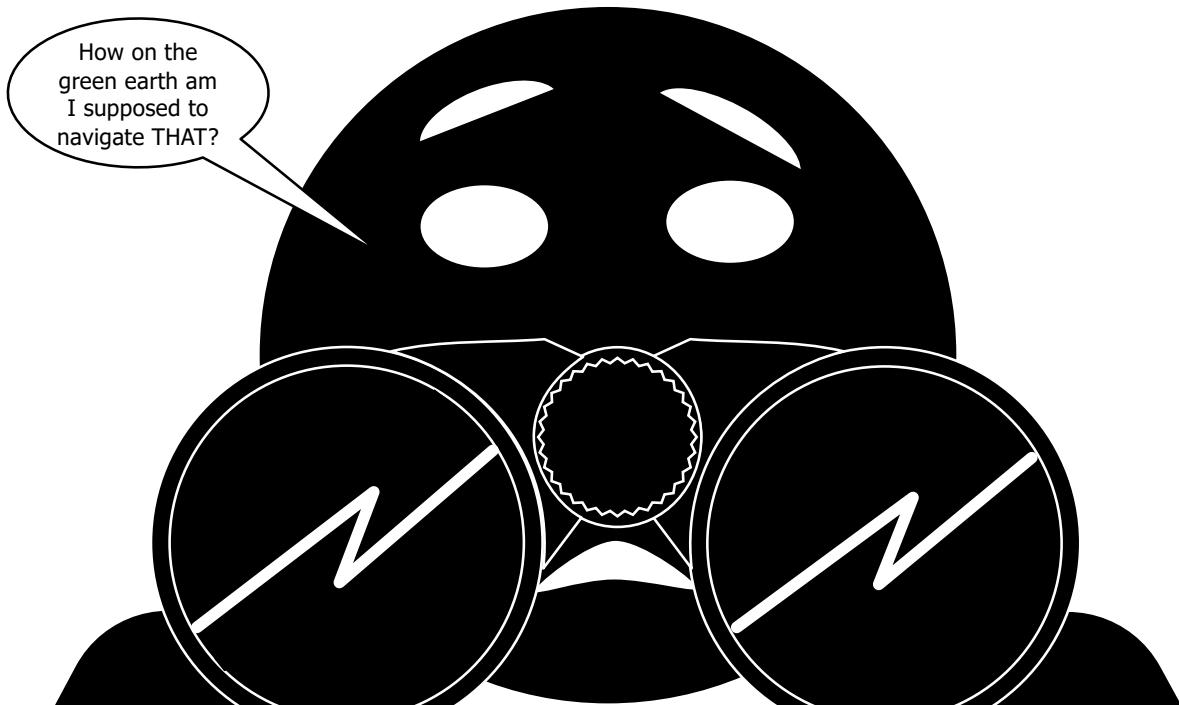


If you think that's hard, try figuring out
HOW TO SELL TECHNOLOGY TO THE GOVERNMENT

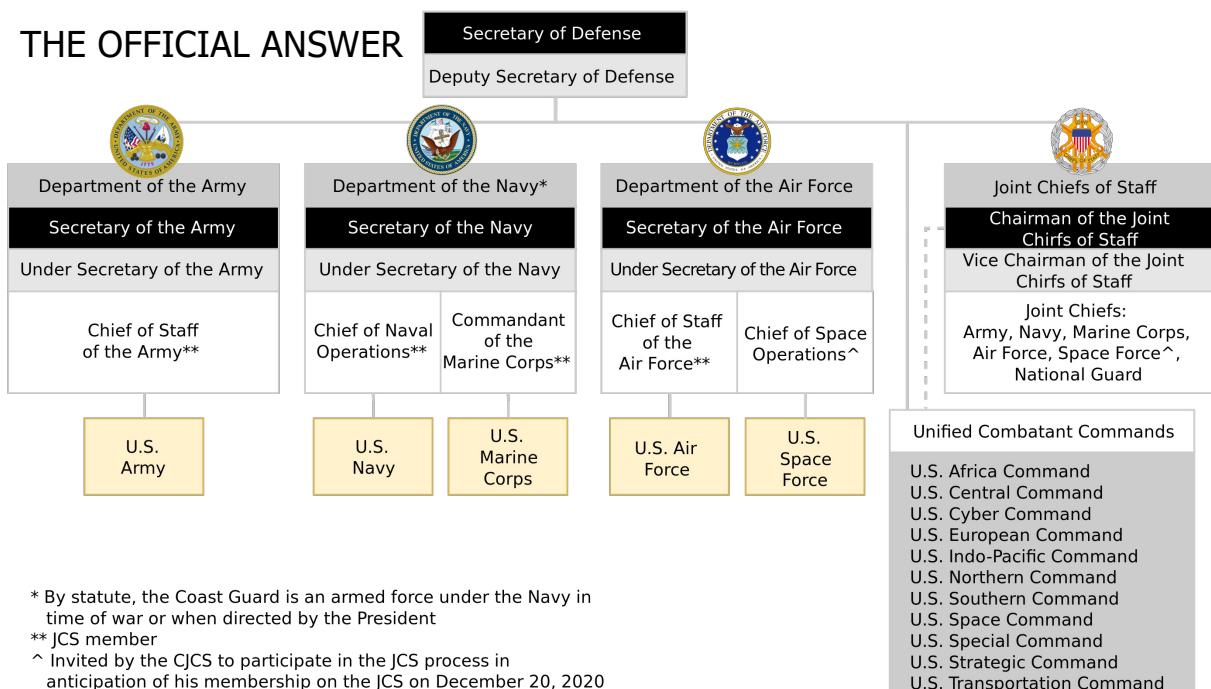
UNDERSTAND YOUR CUSTOMER

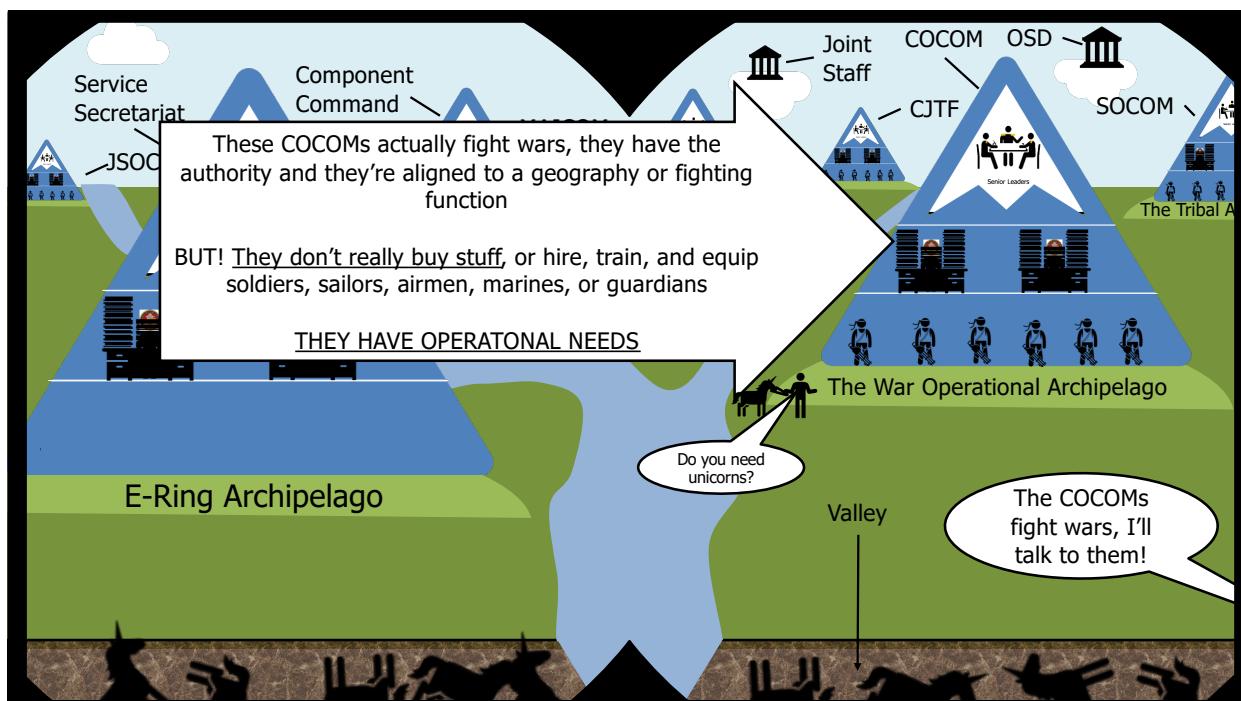
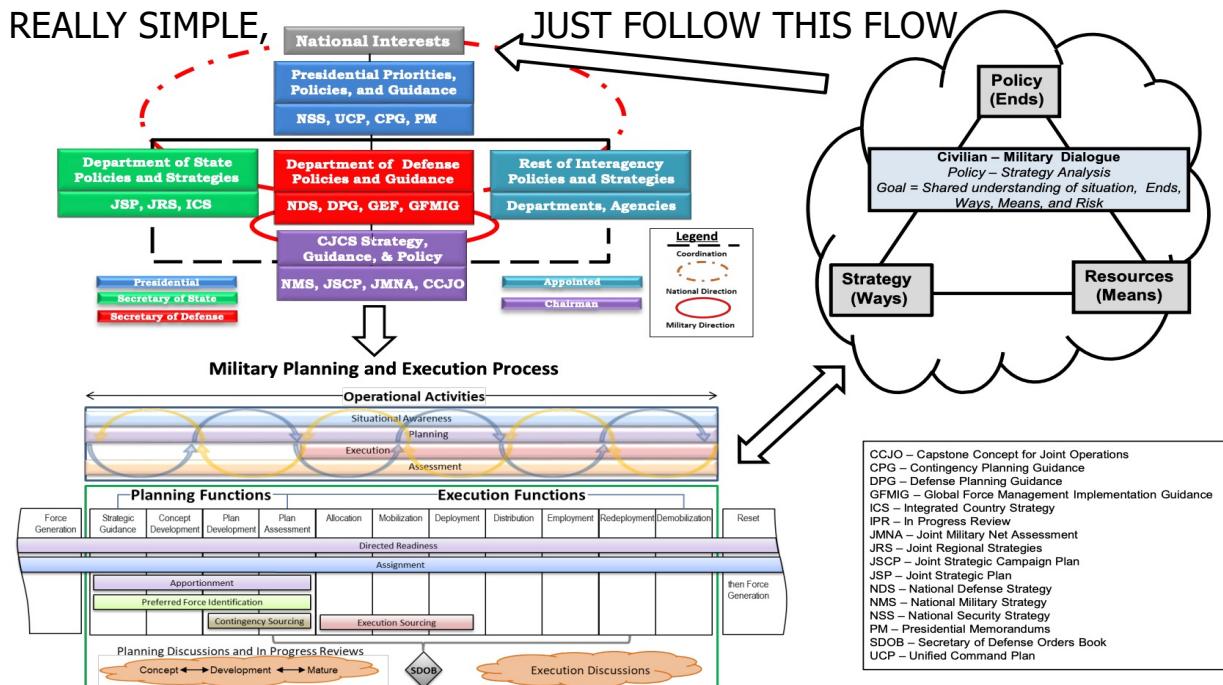


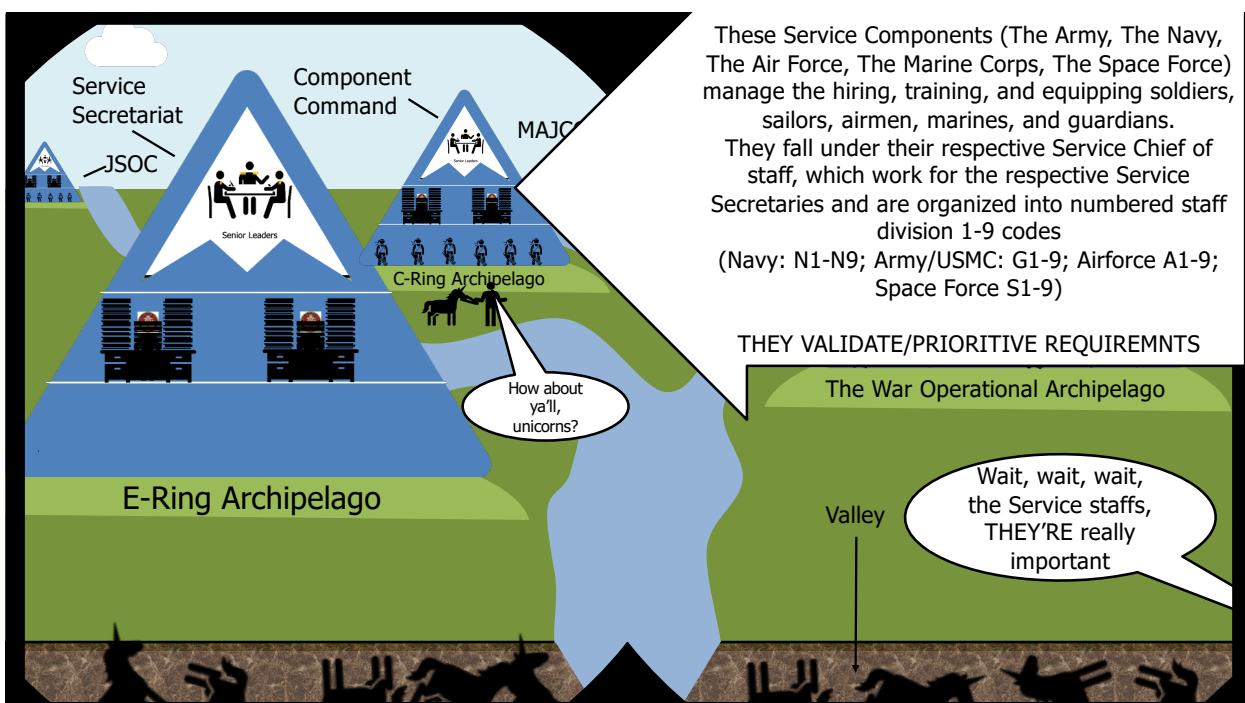
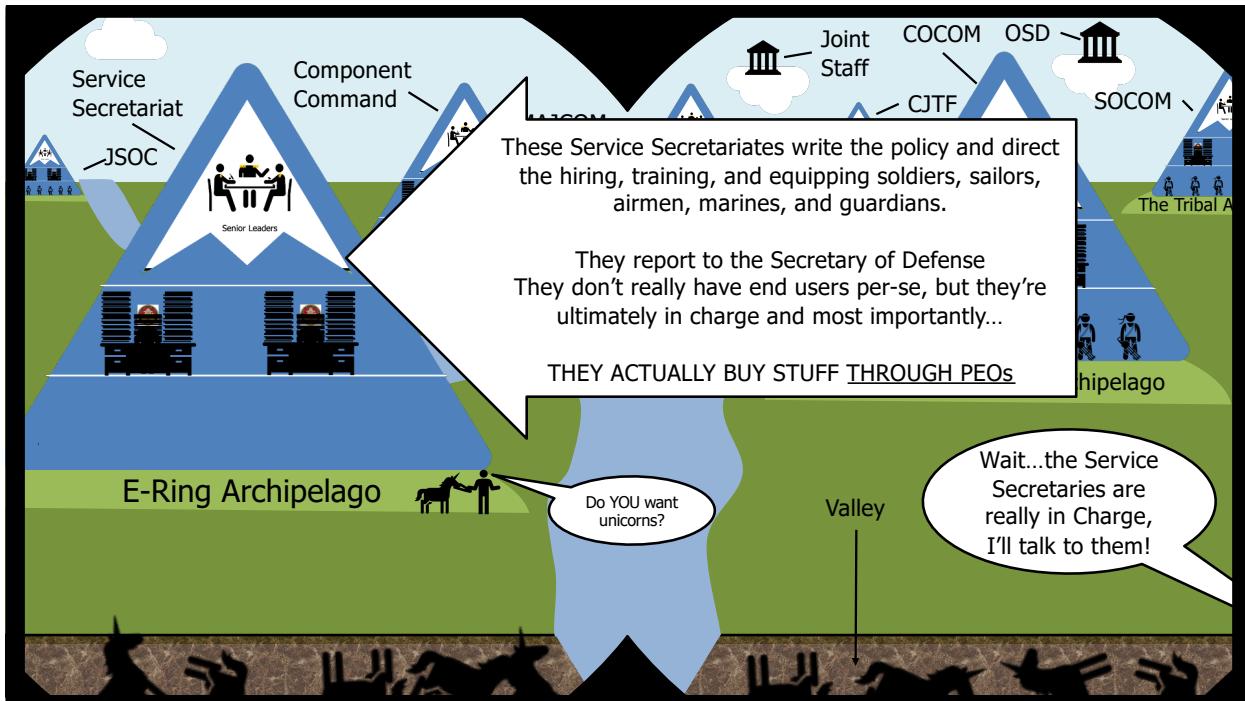


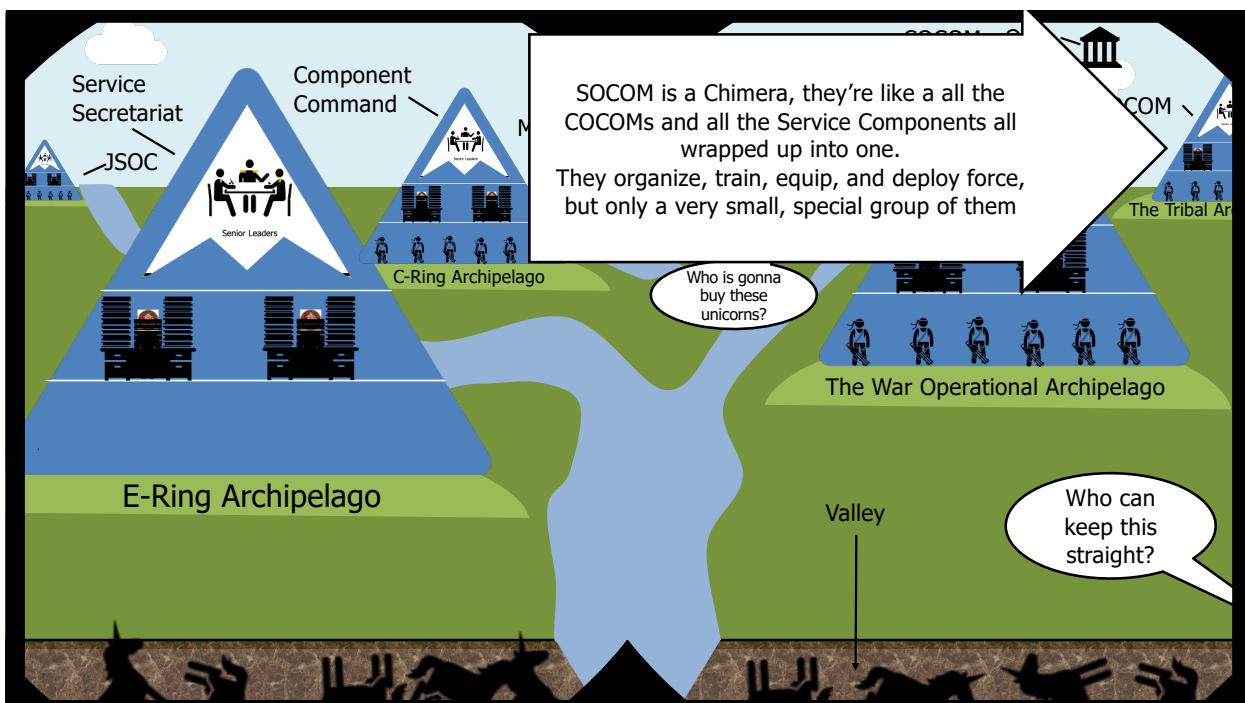
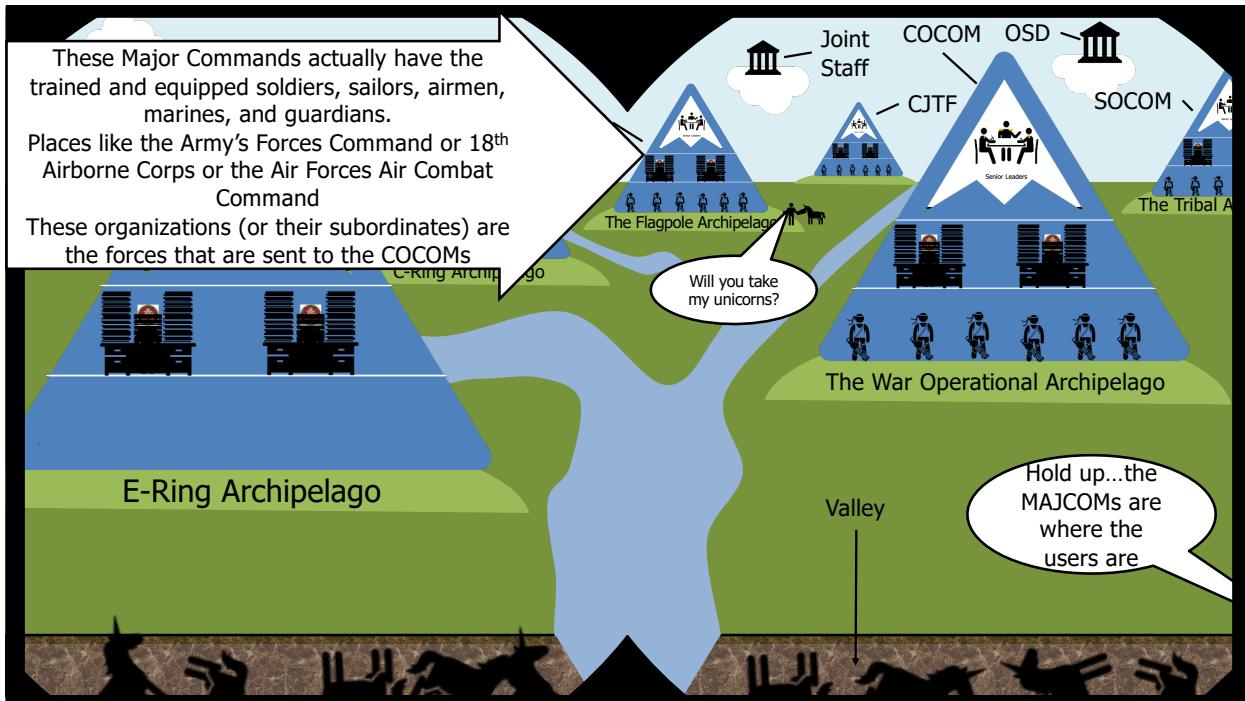


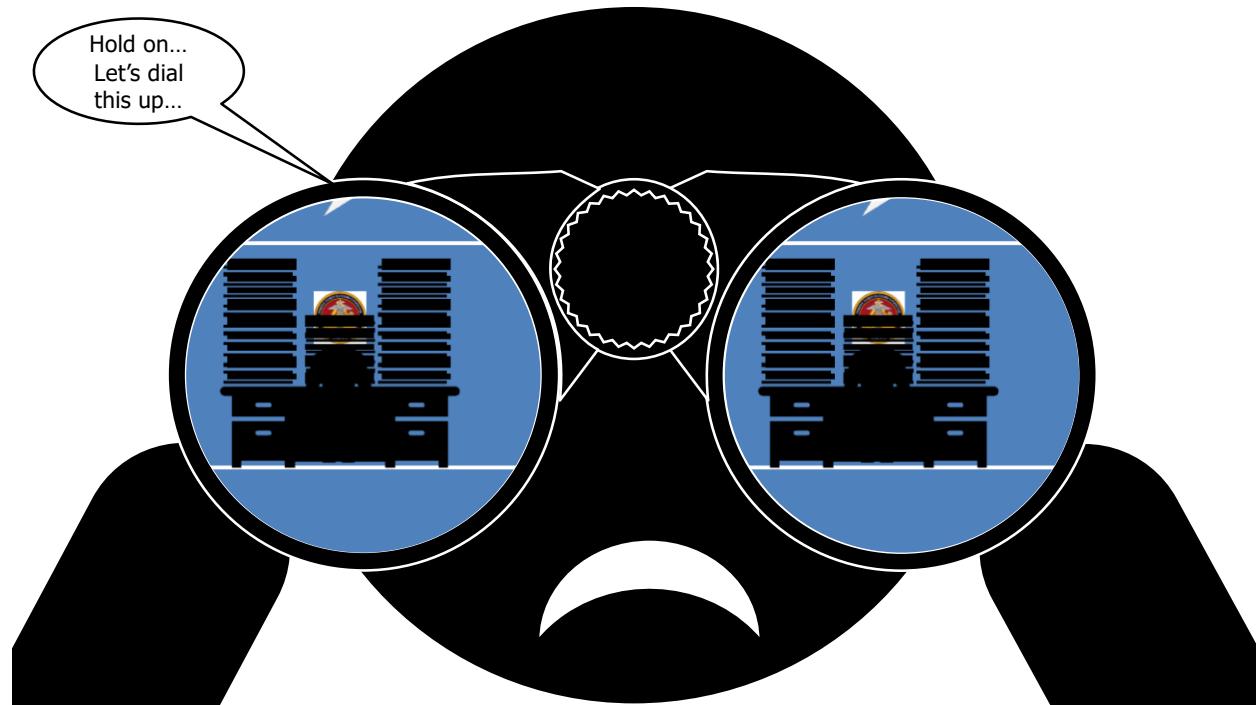
THE OFFICIAL ANSWER

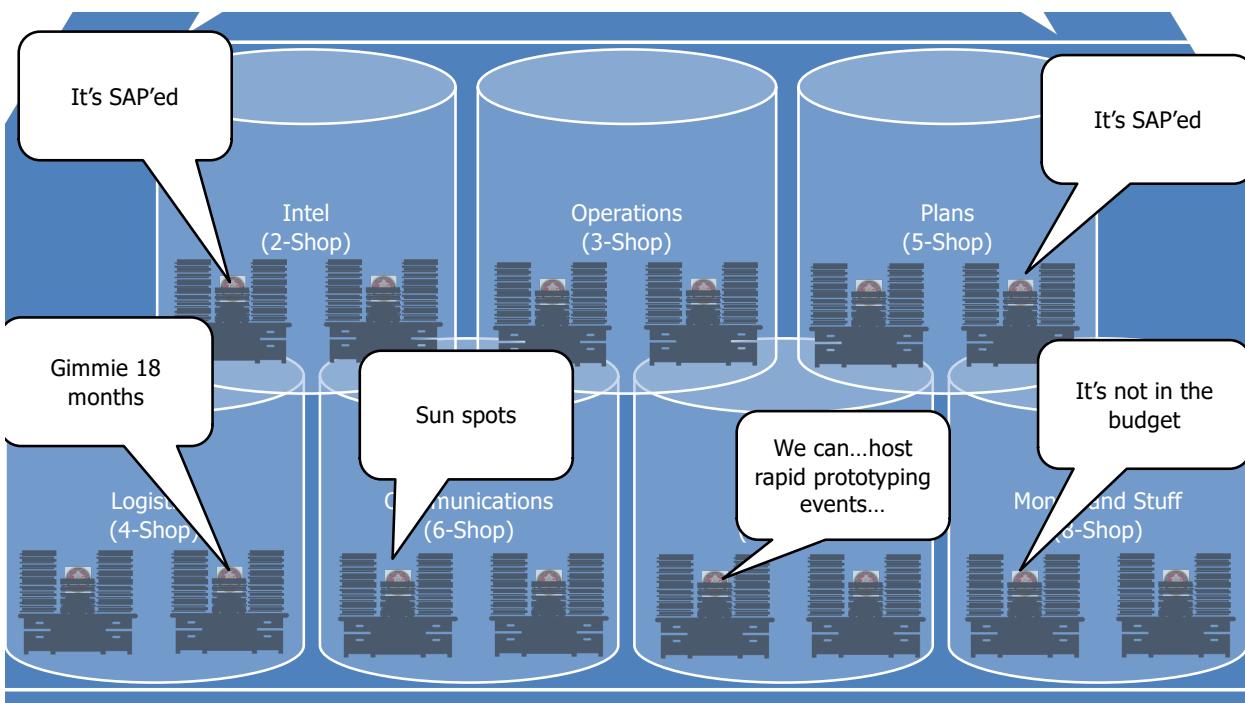
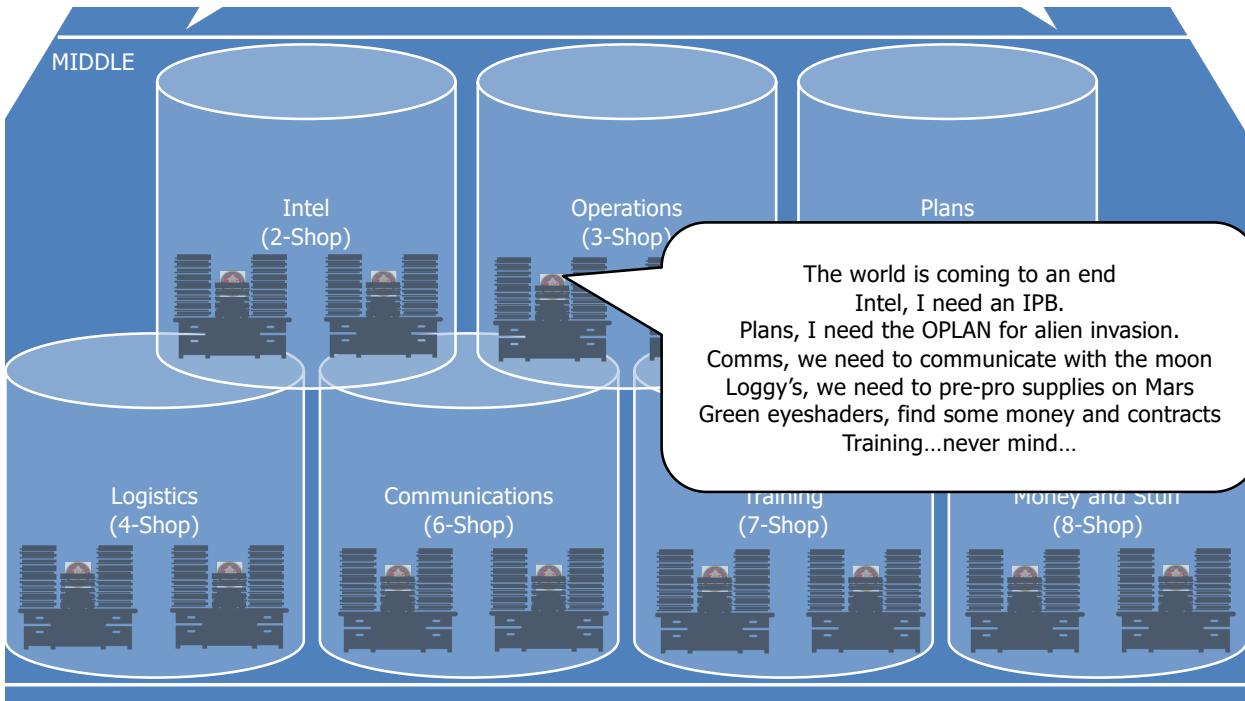


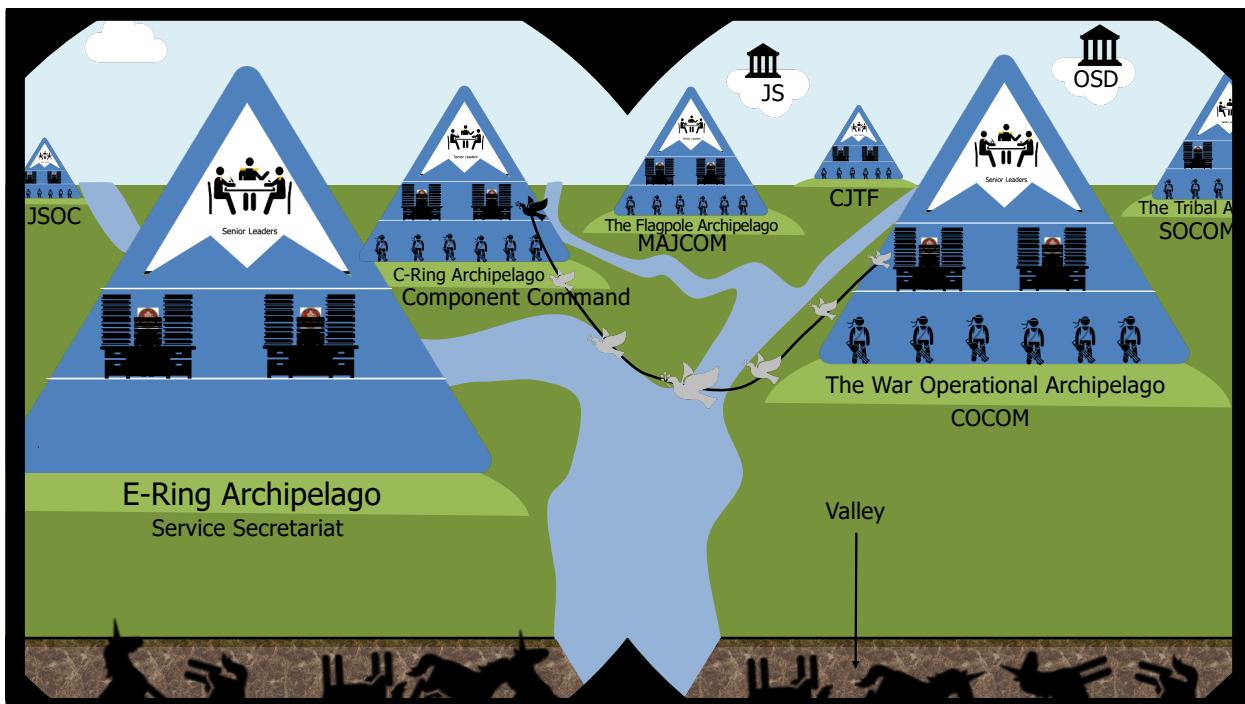
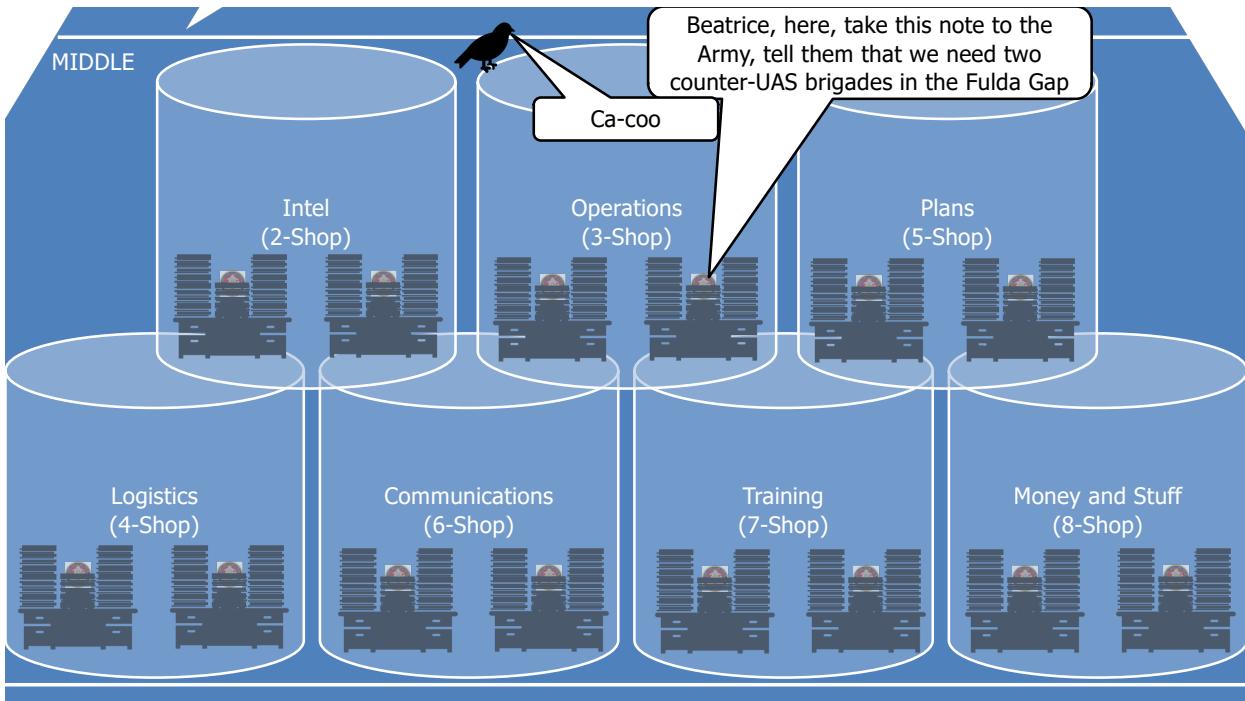


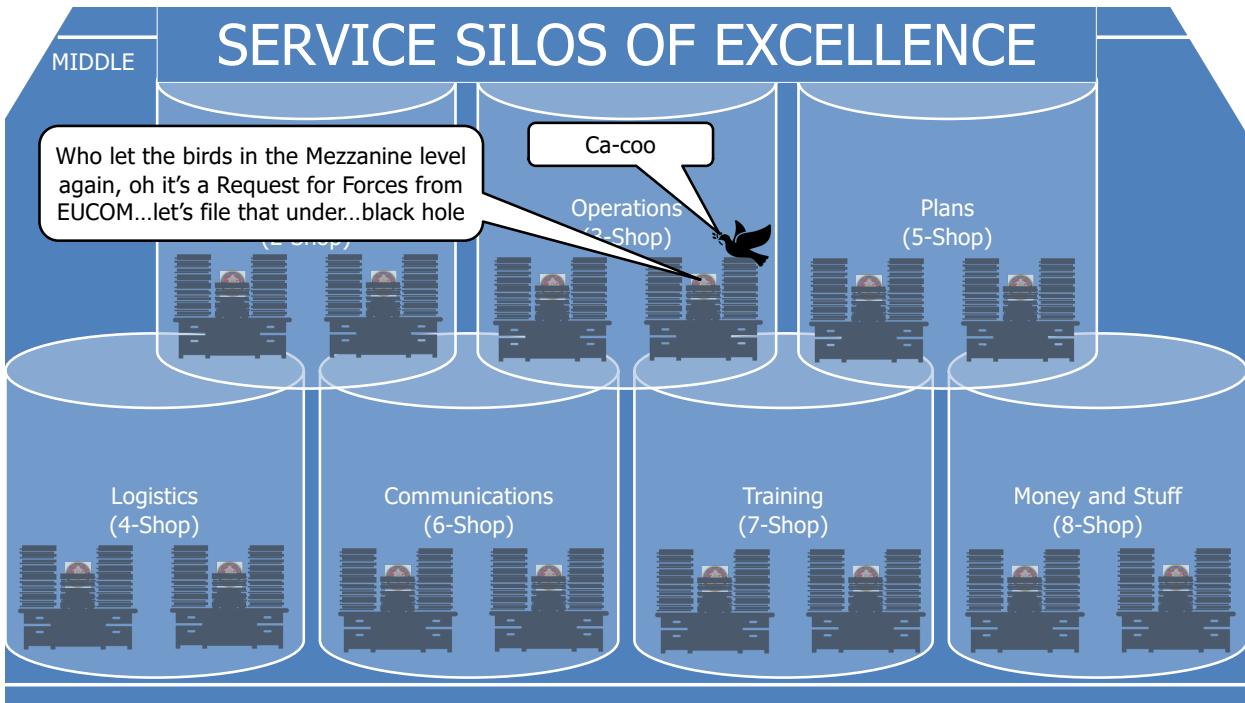




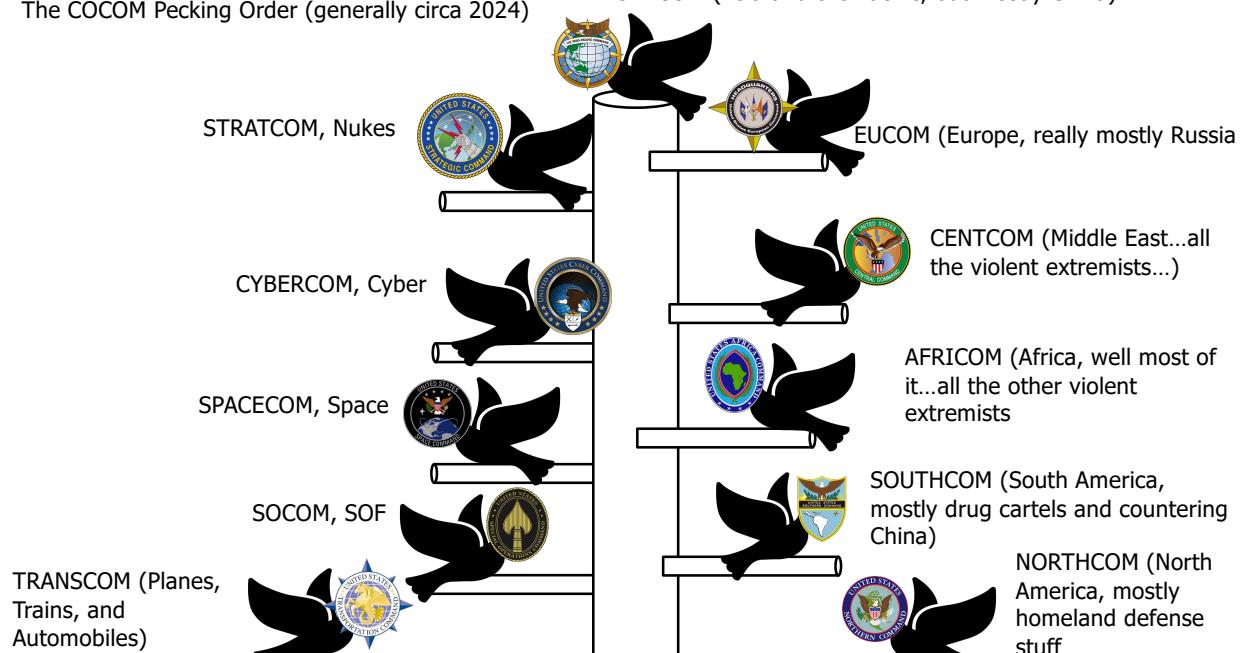






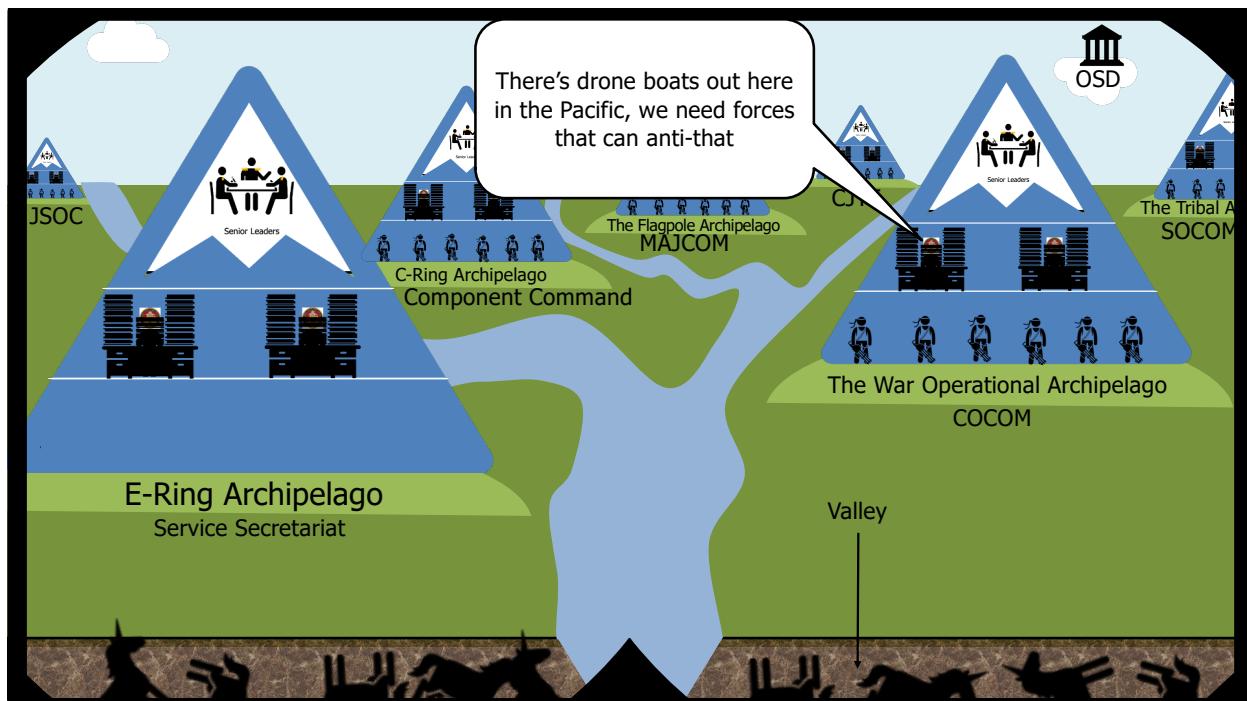
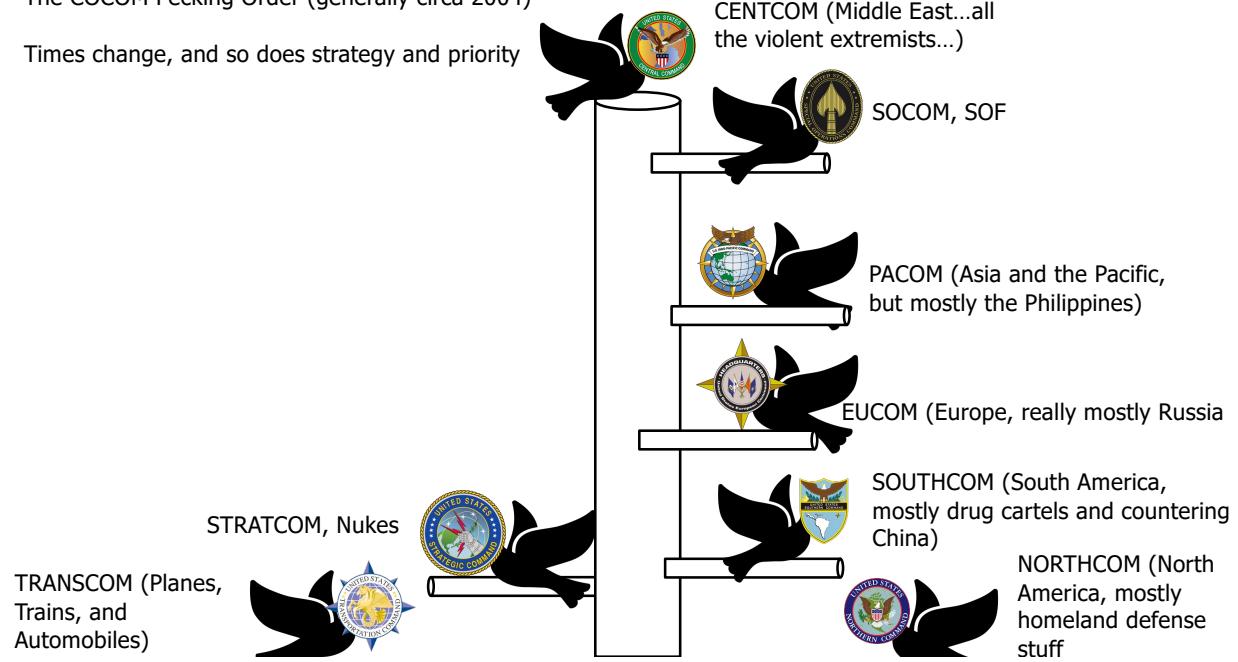


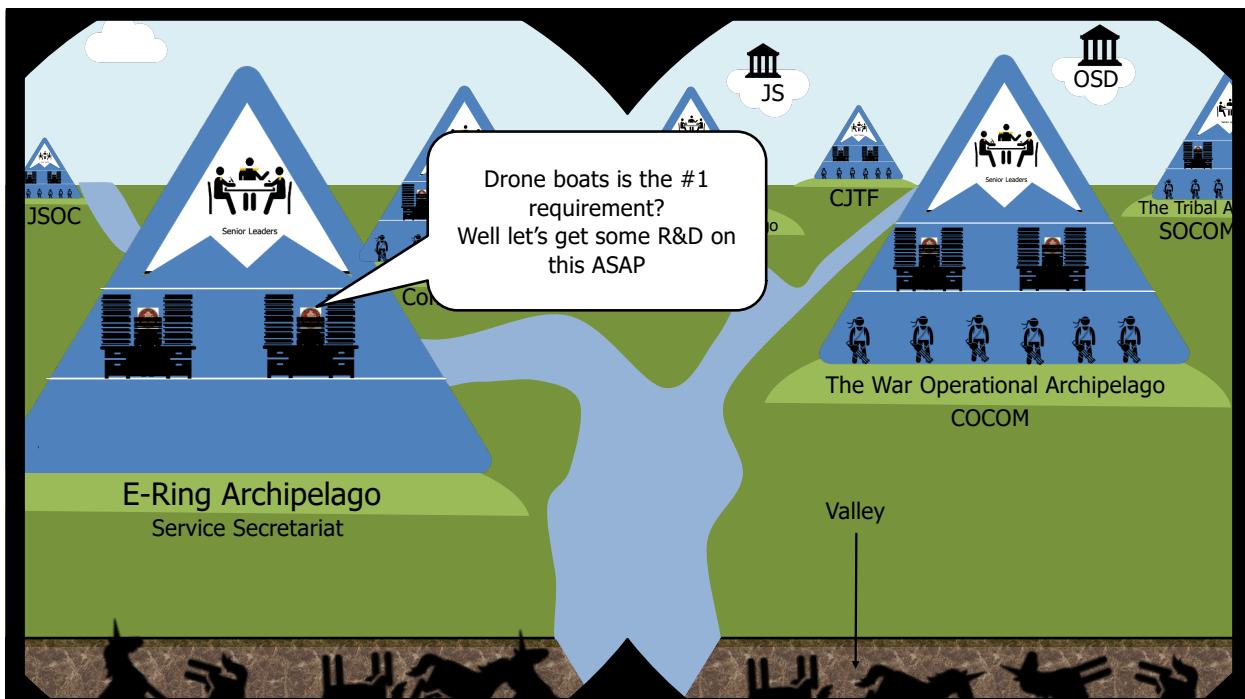
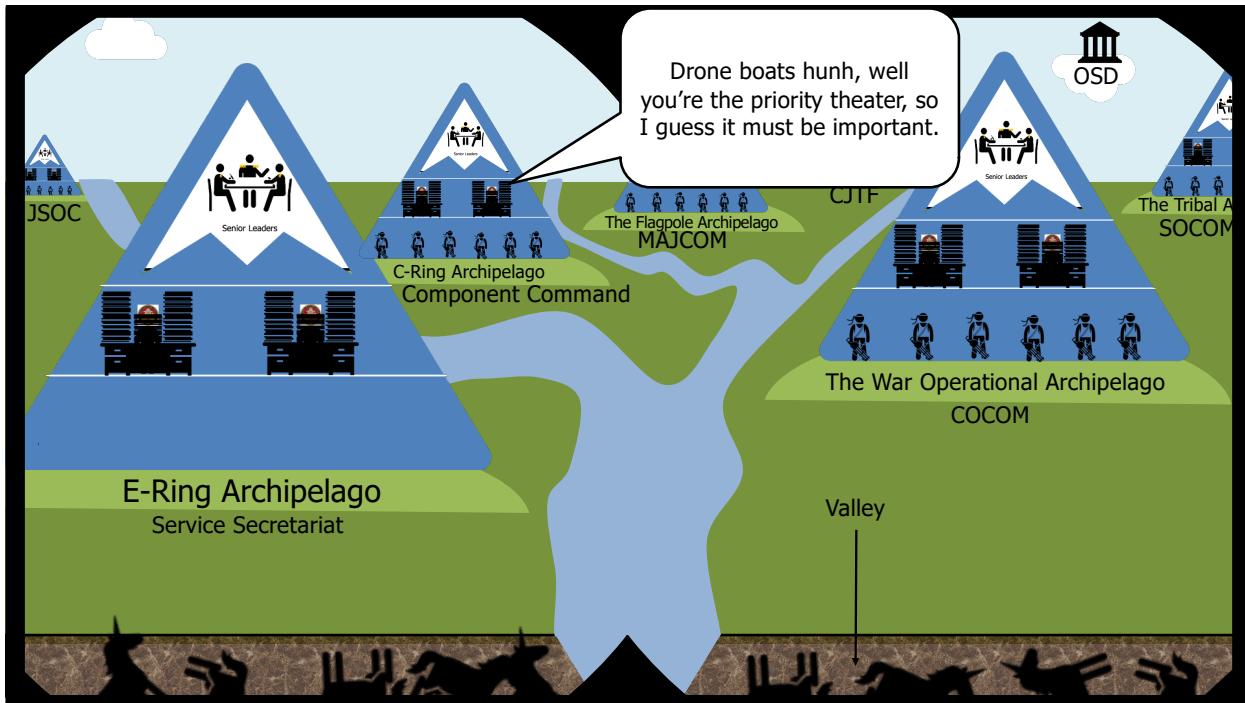
The COCOM Pecking Order (generally circa 2024)

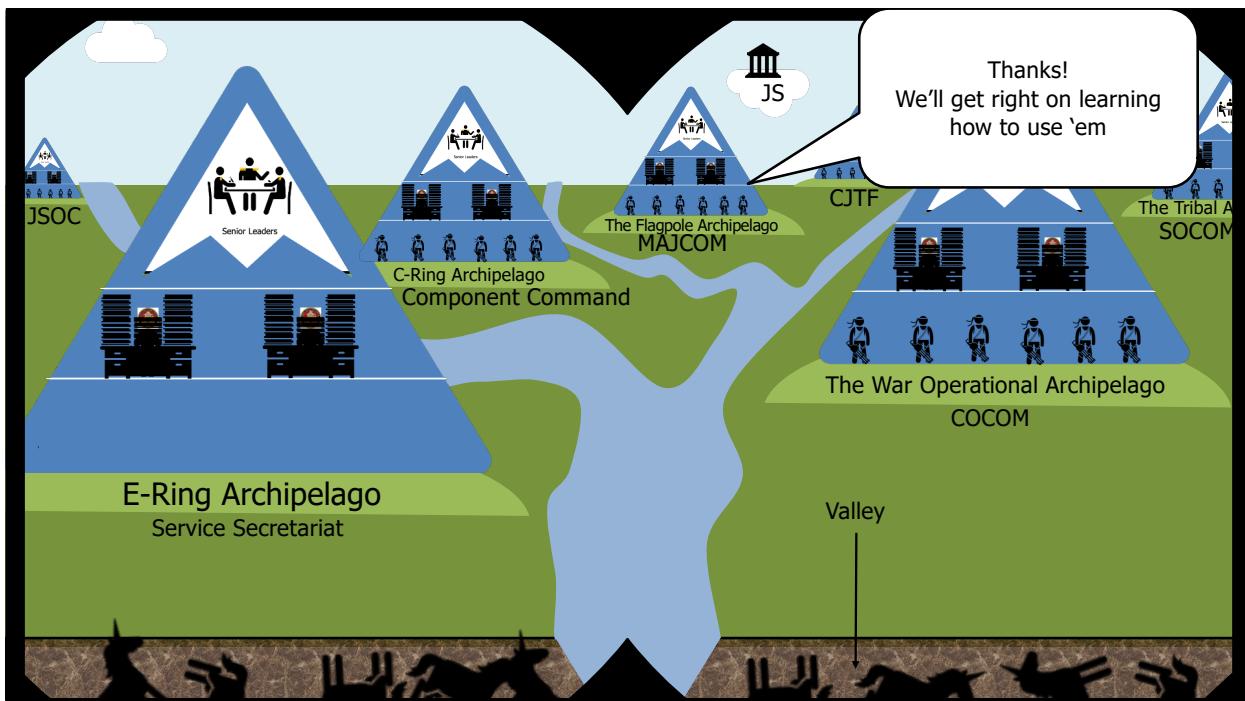
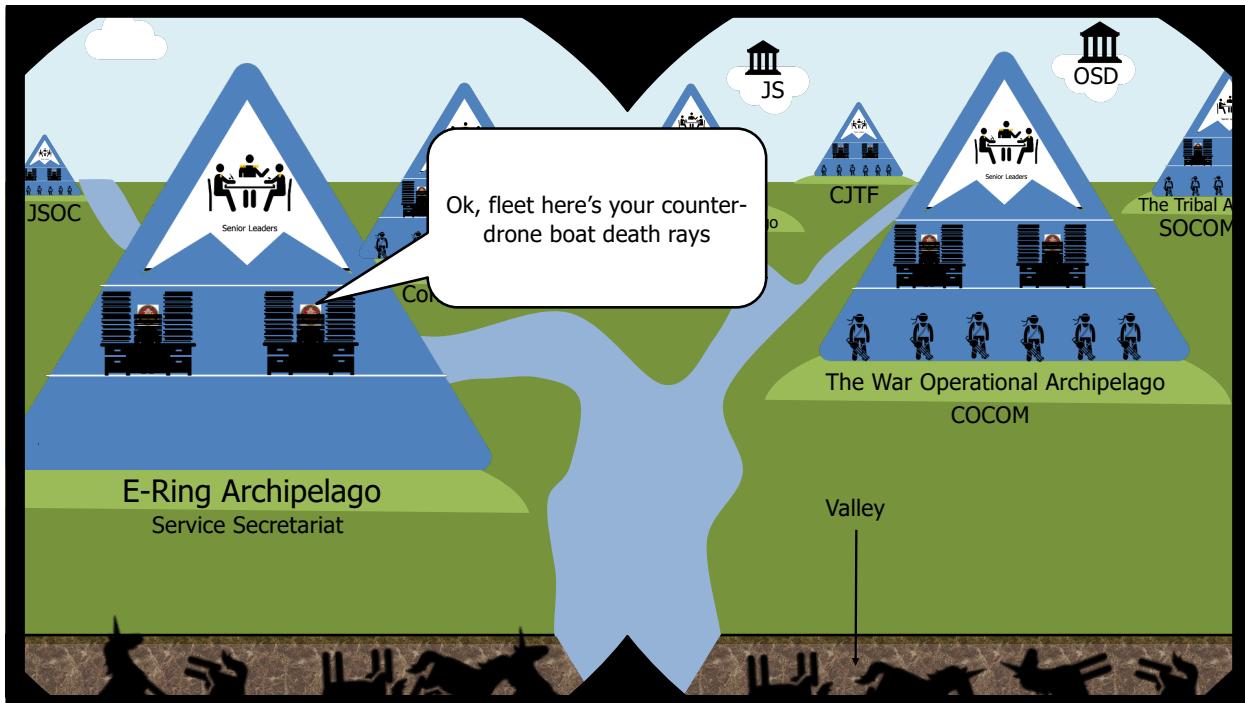


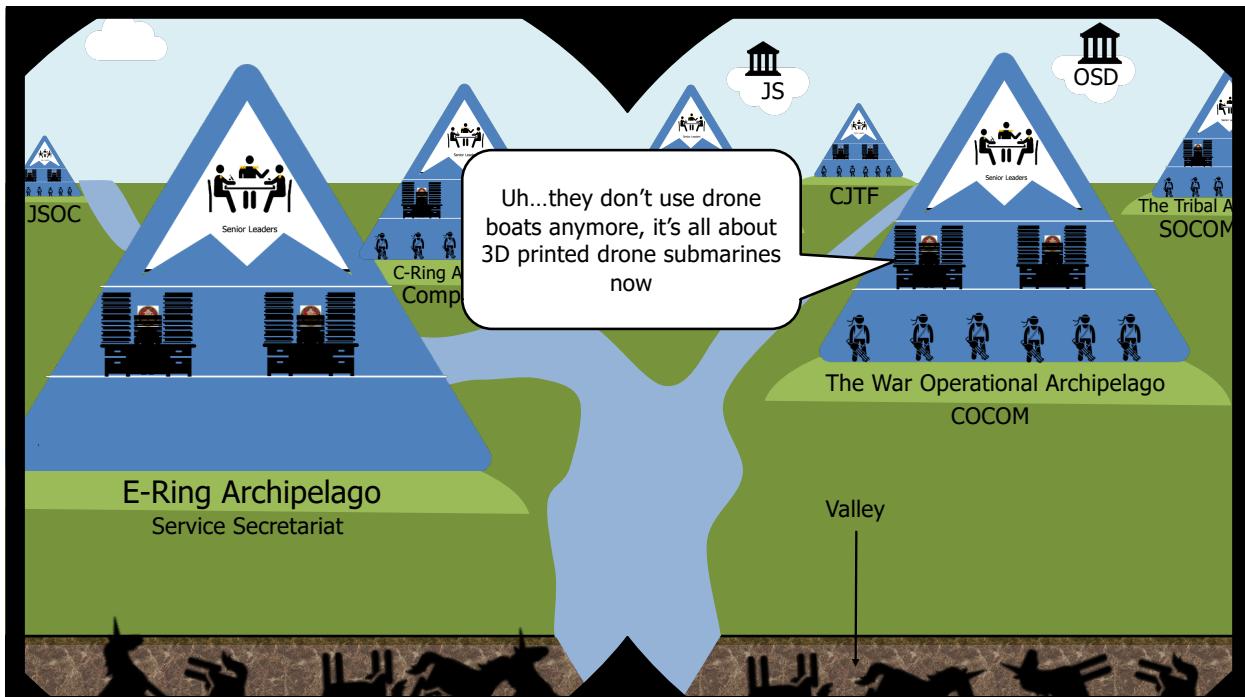
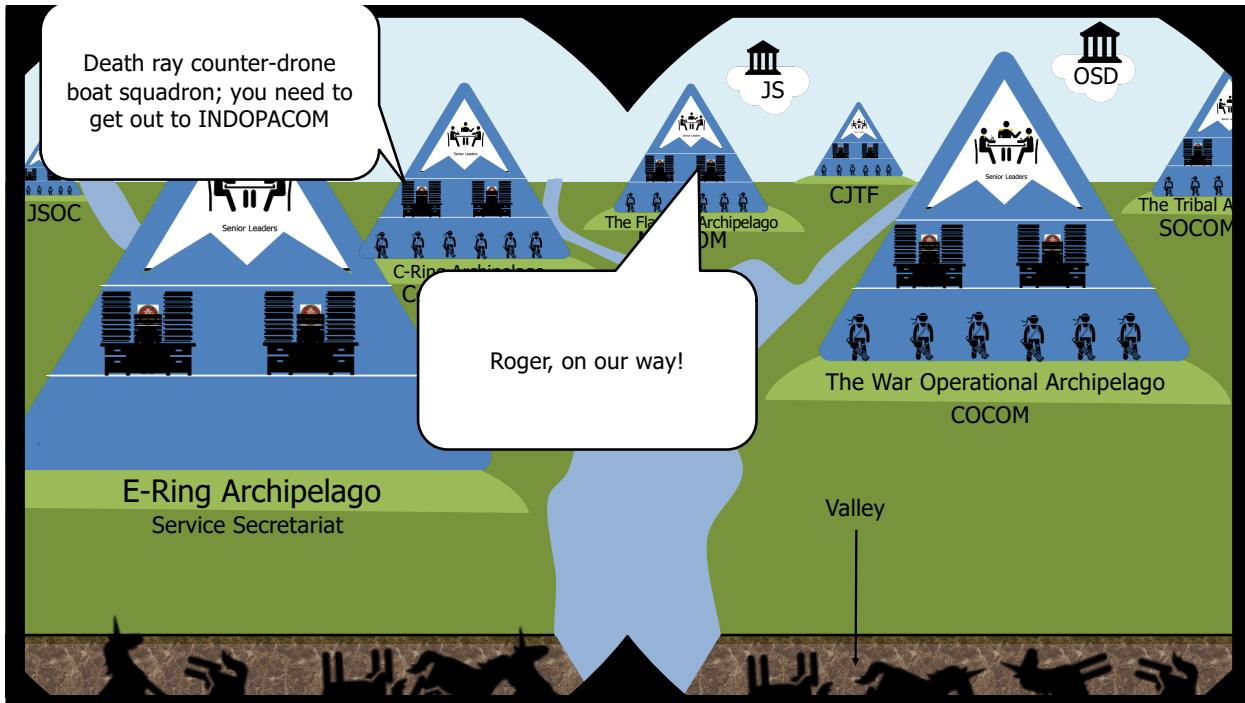
The COCOM Pecking Order (generally circa 2004)

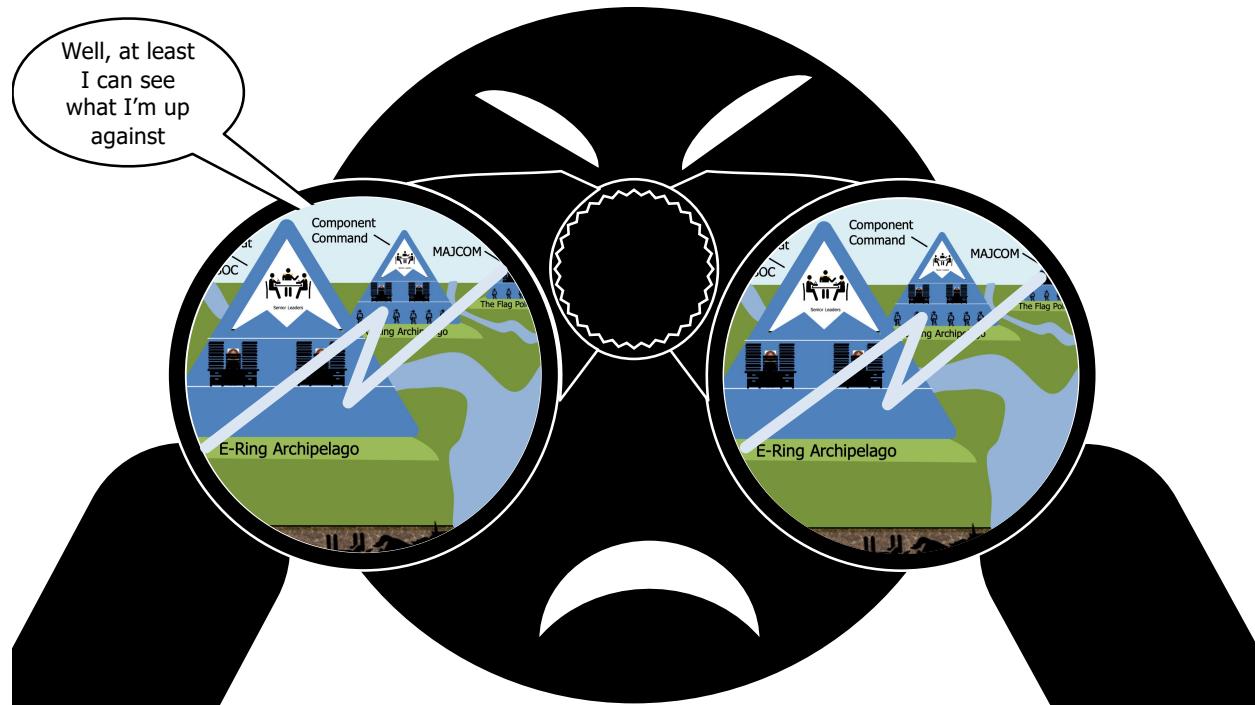
Times change, and so does strategy and priority

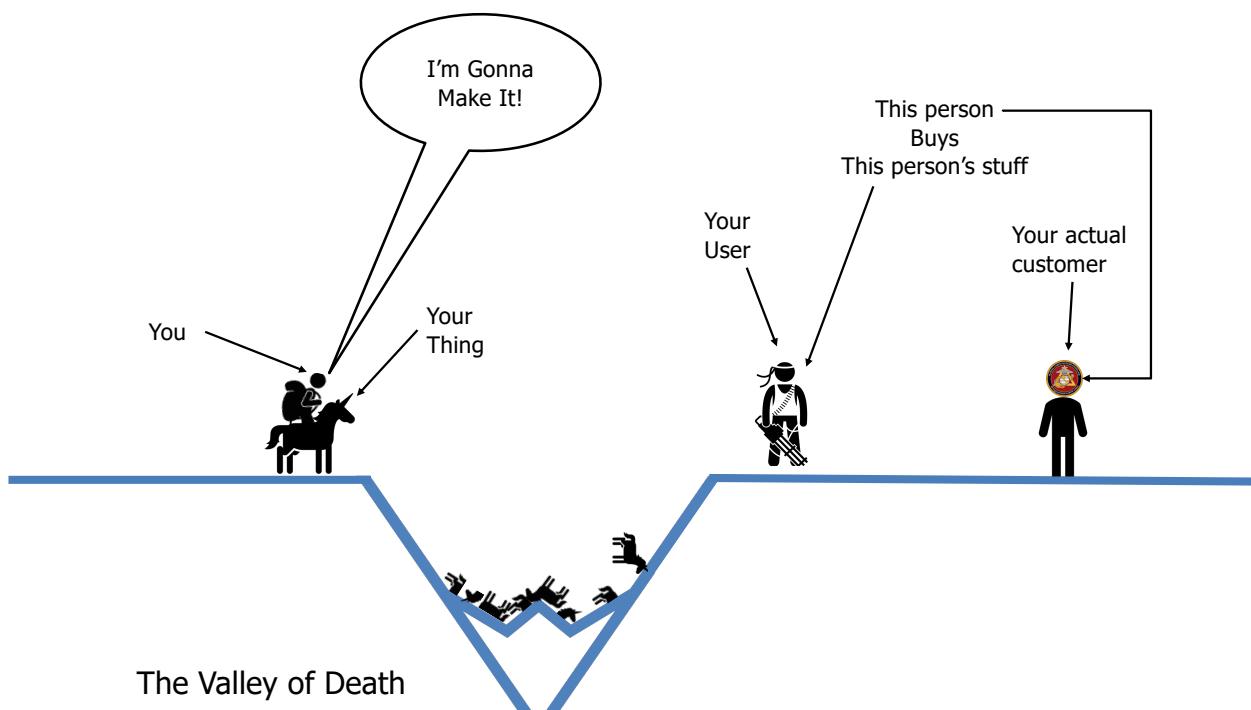
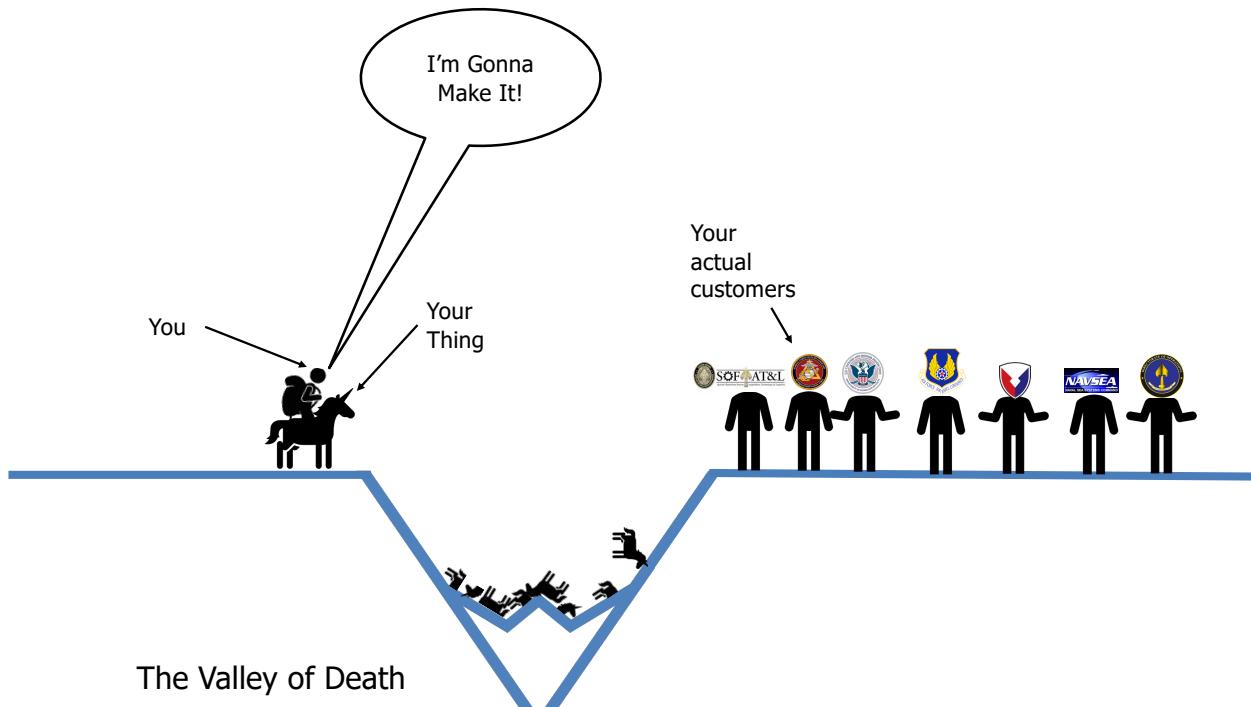


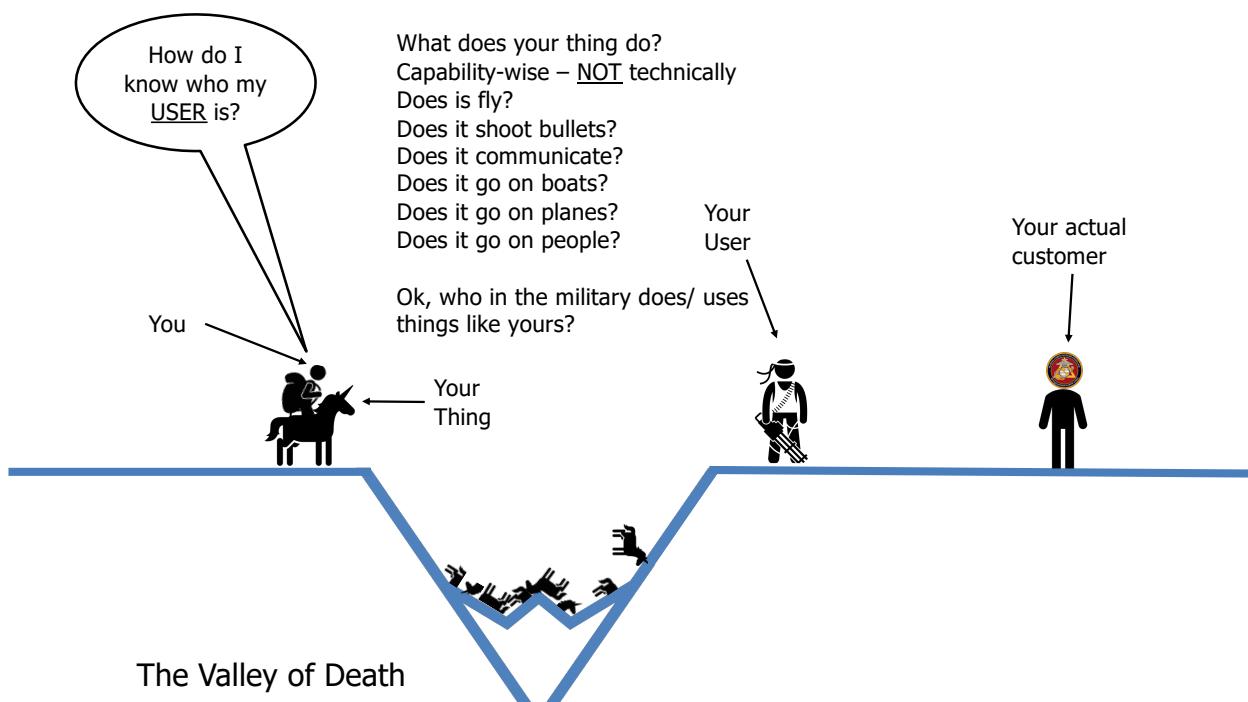
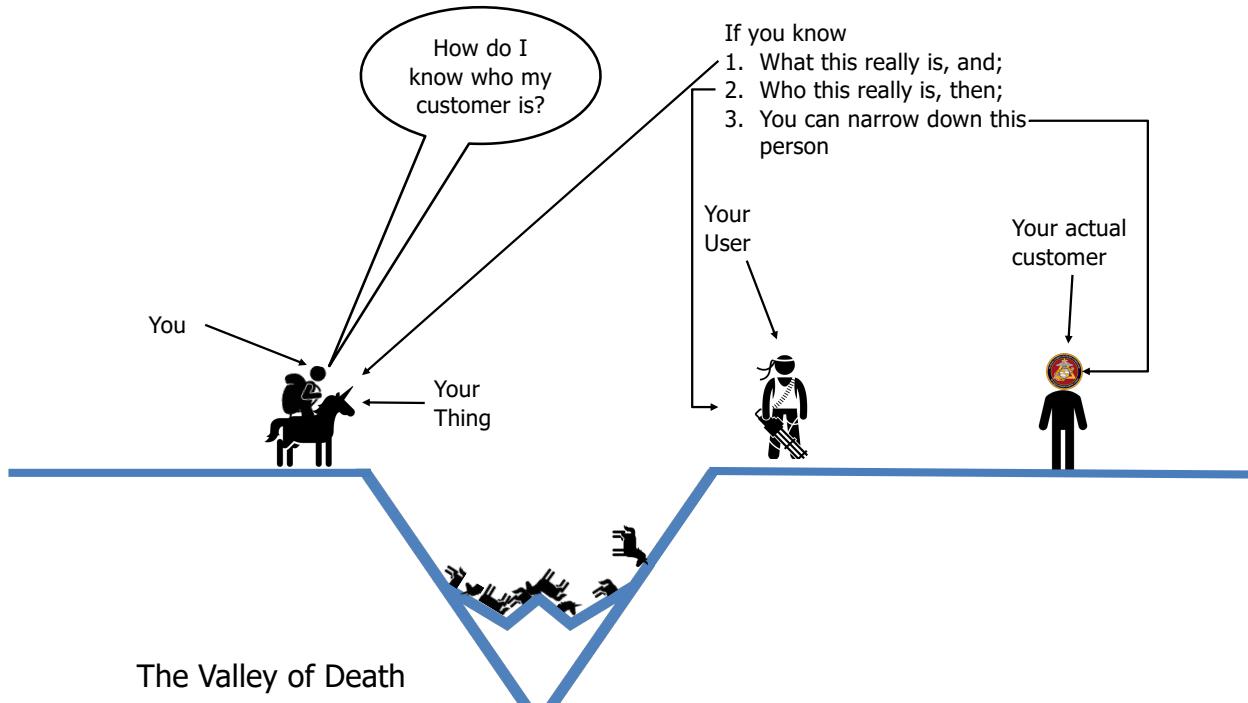


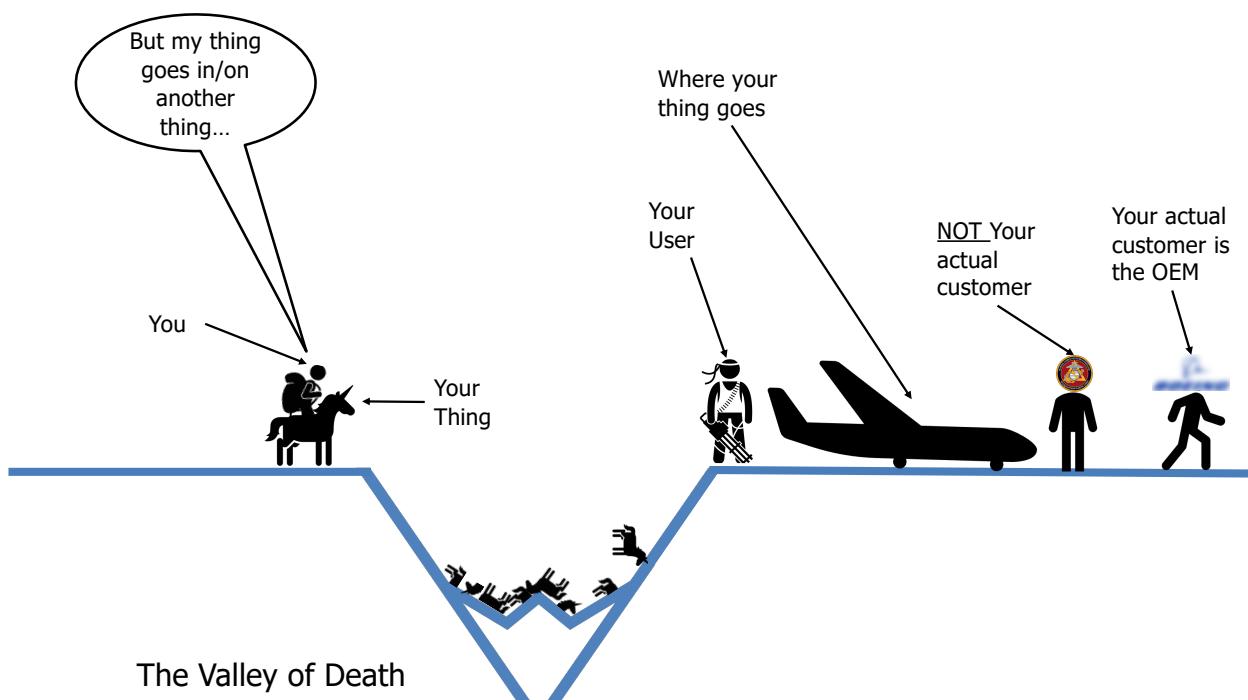
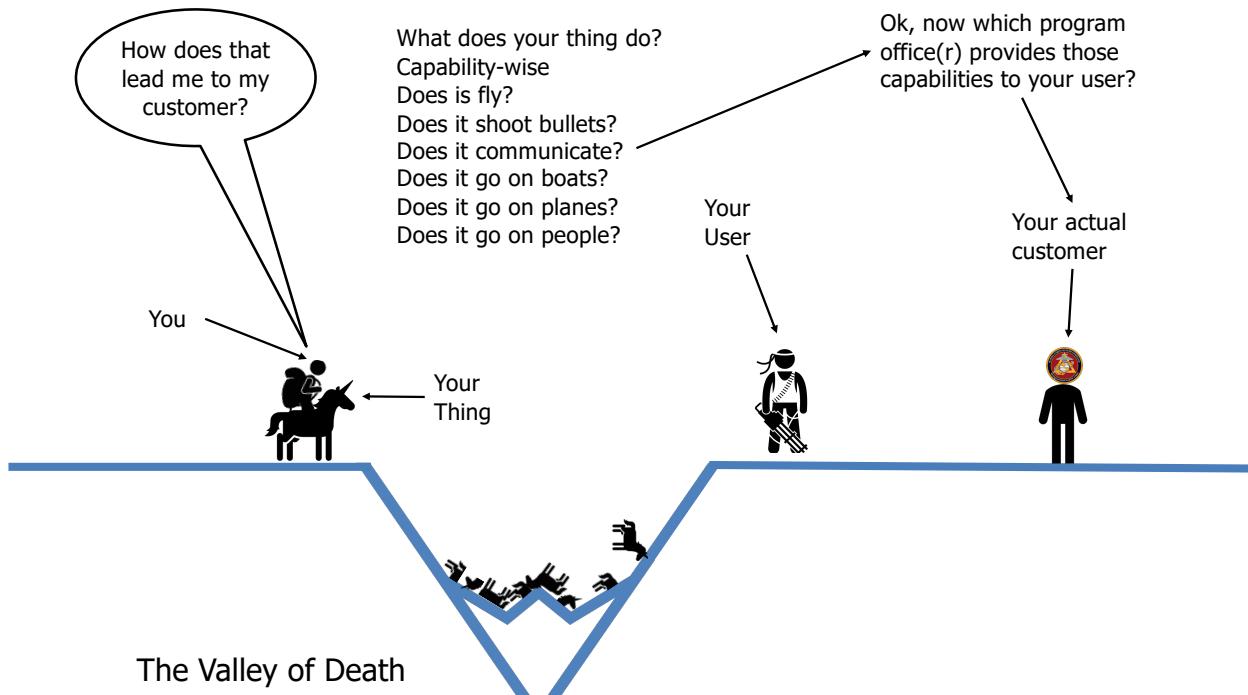


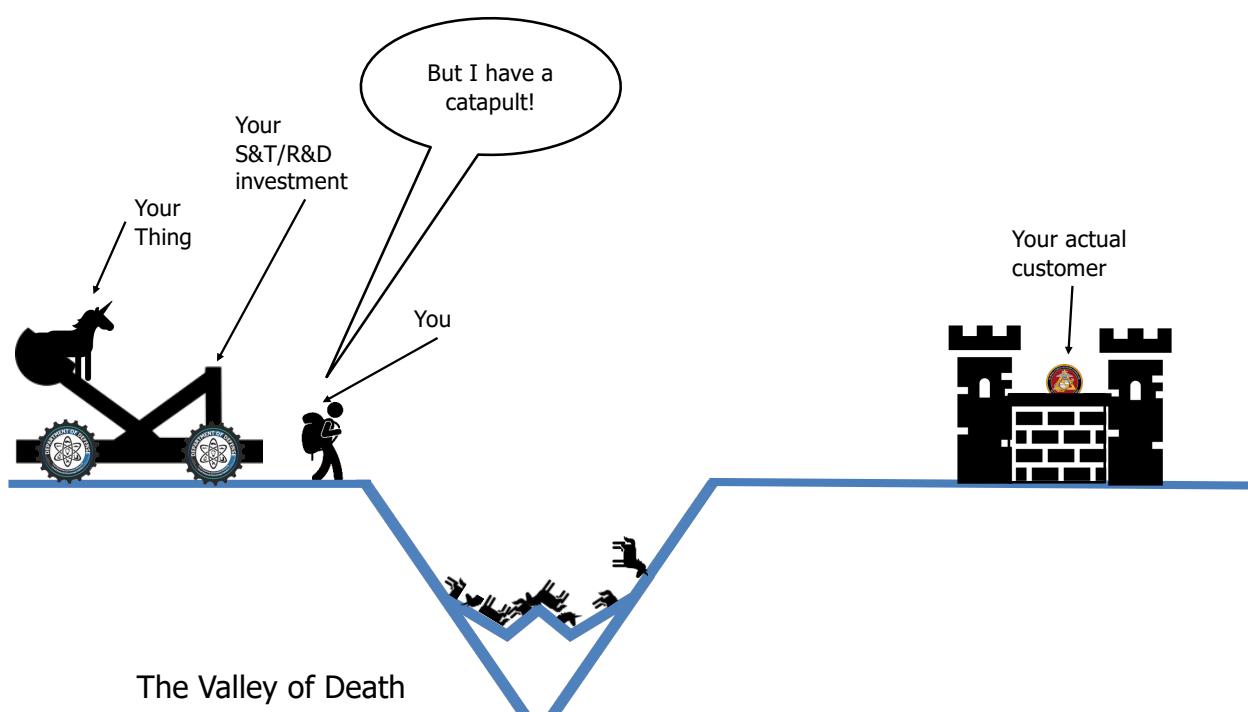
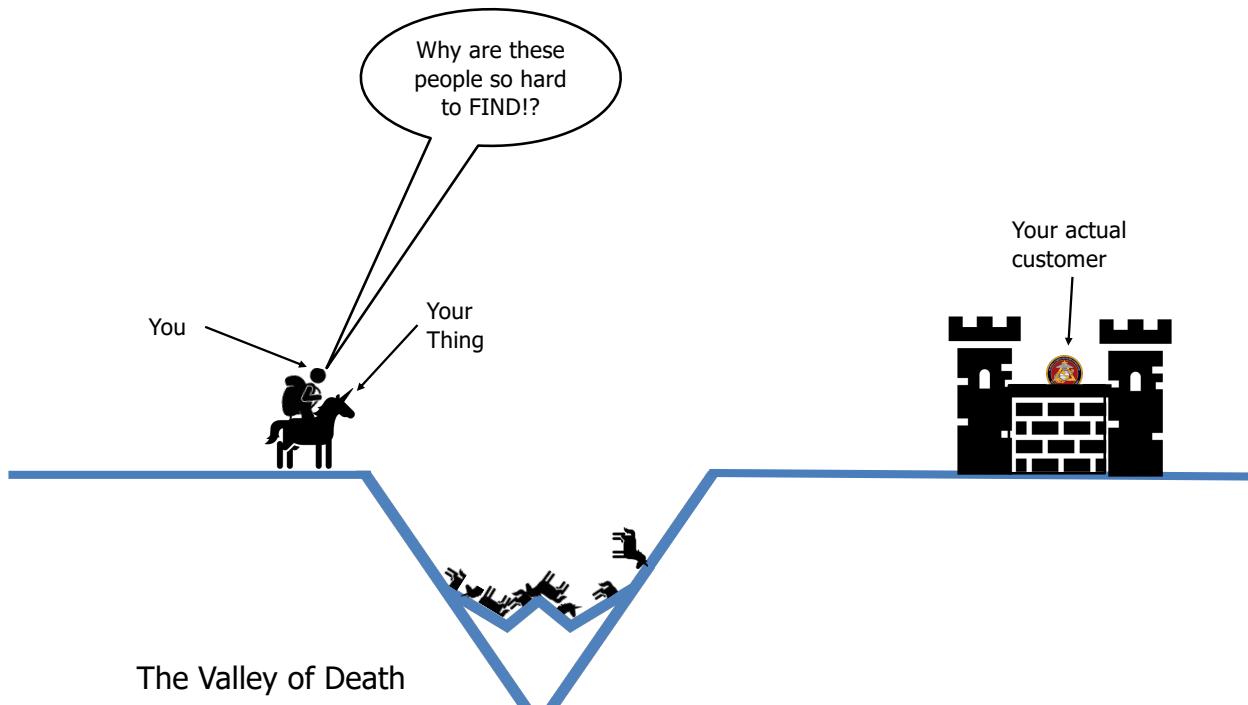




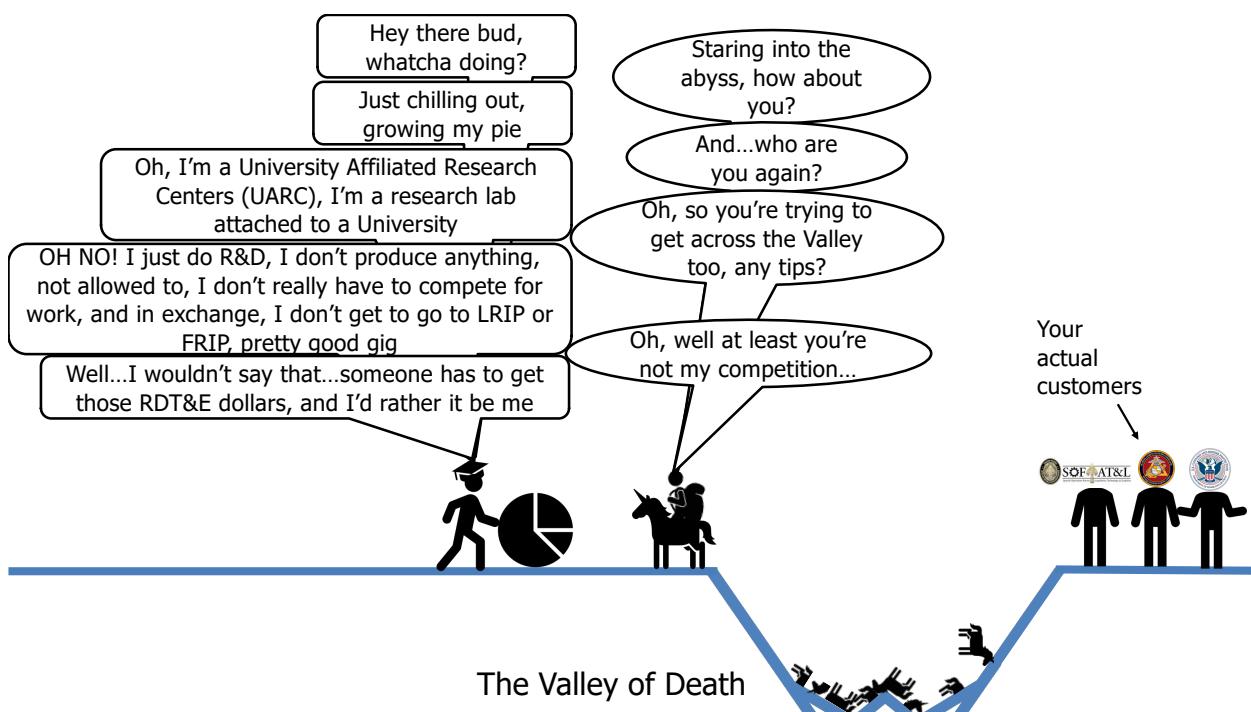


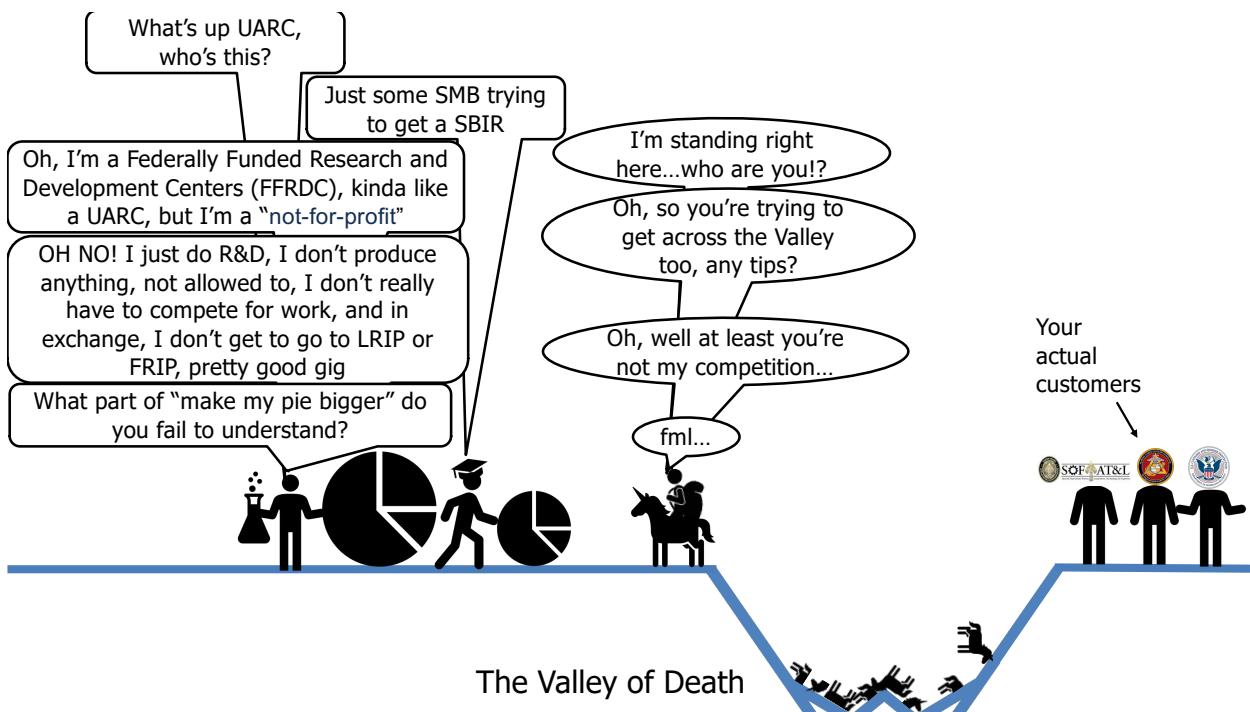
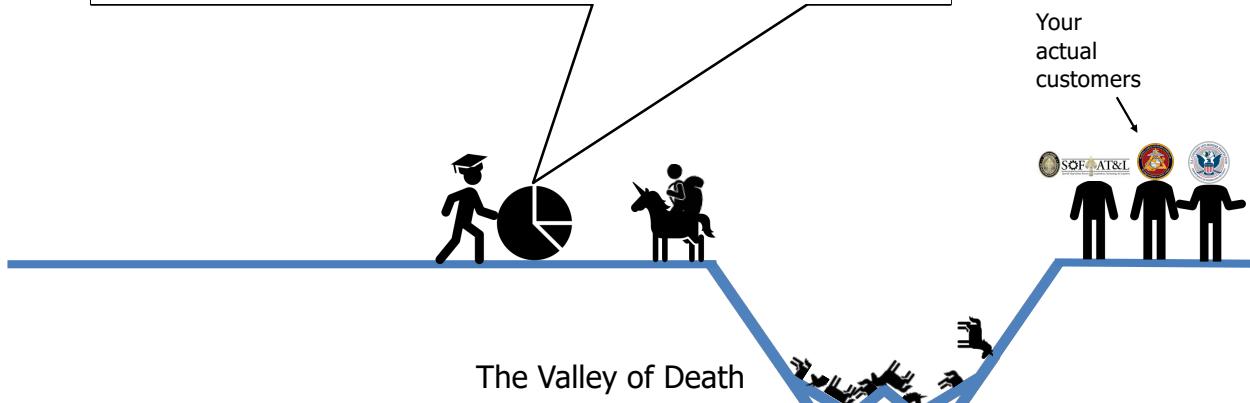
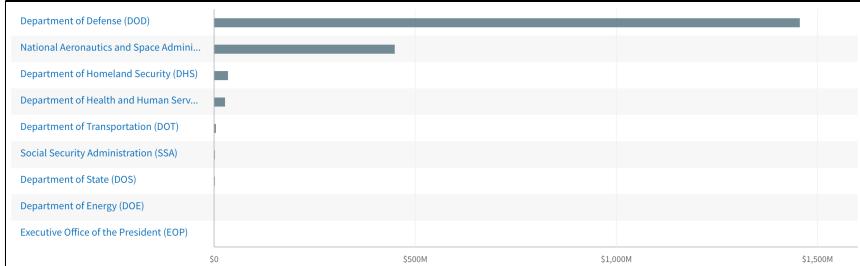






Now...let's understand your ecosystem



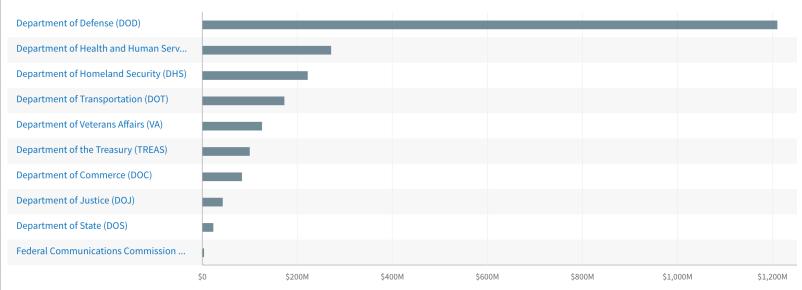


Now, Congress closely monitors the use of DoD's FFRDCs and sets an annual staffing ceiling that limits the overall growth of the FFRDCs.

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/>



Your actual customers



The Valley of Death

Hey folks!

Ugh, not this guy again

Tell him to go away

Research mill

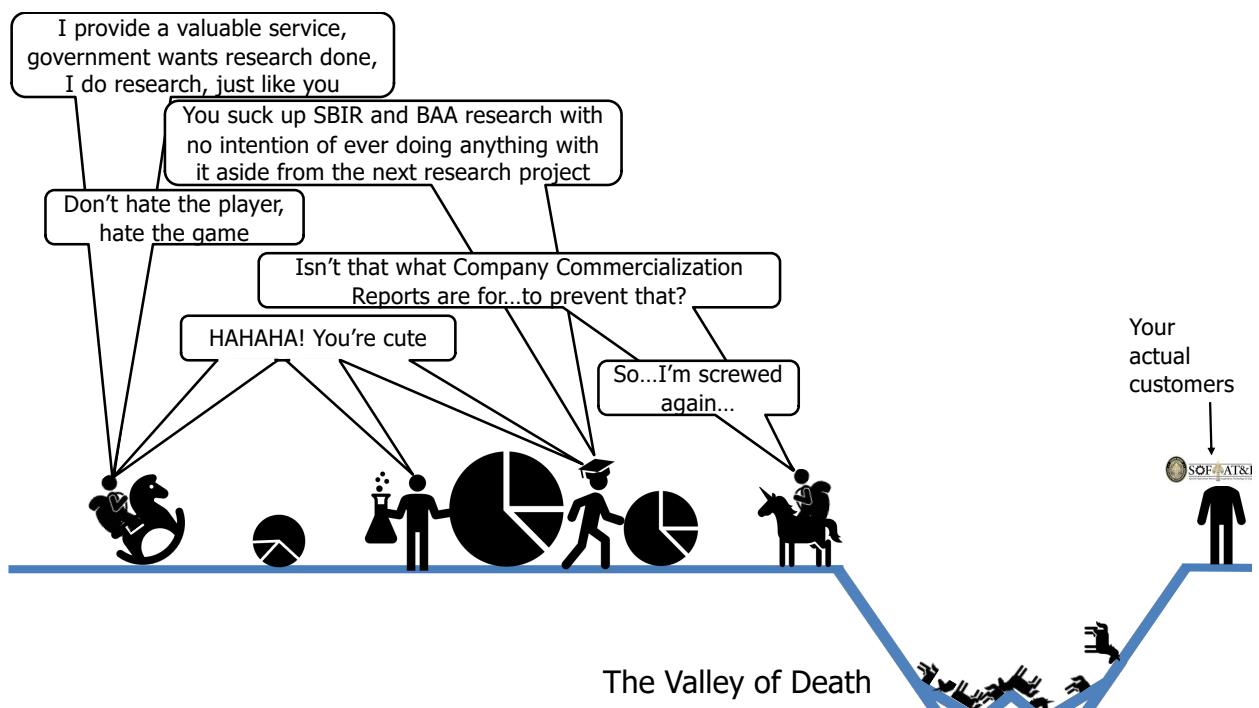
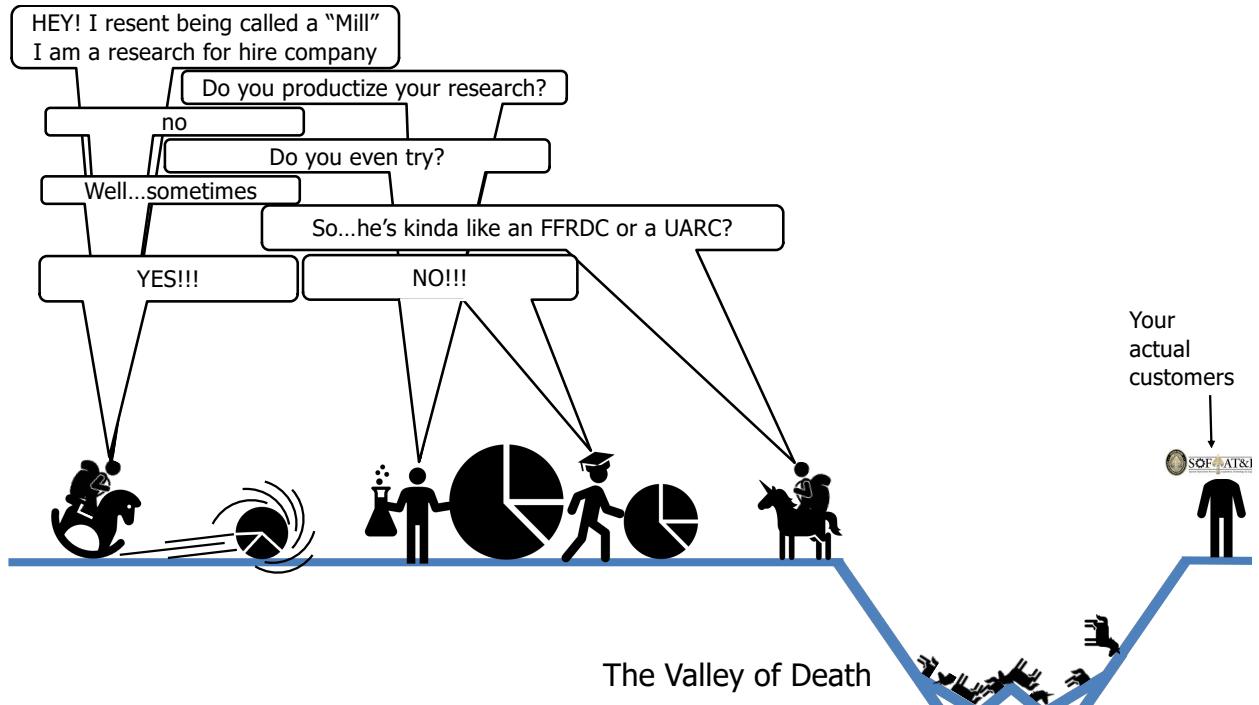
Who's that?

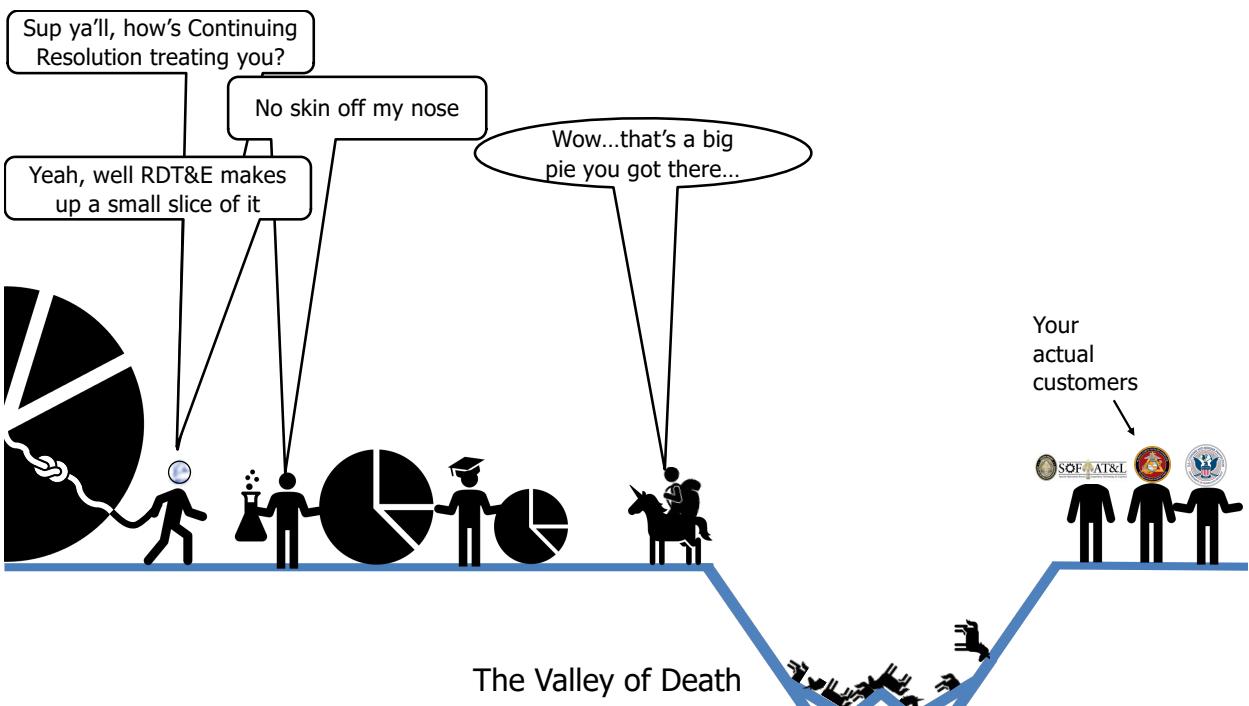
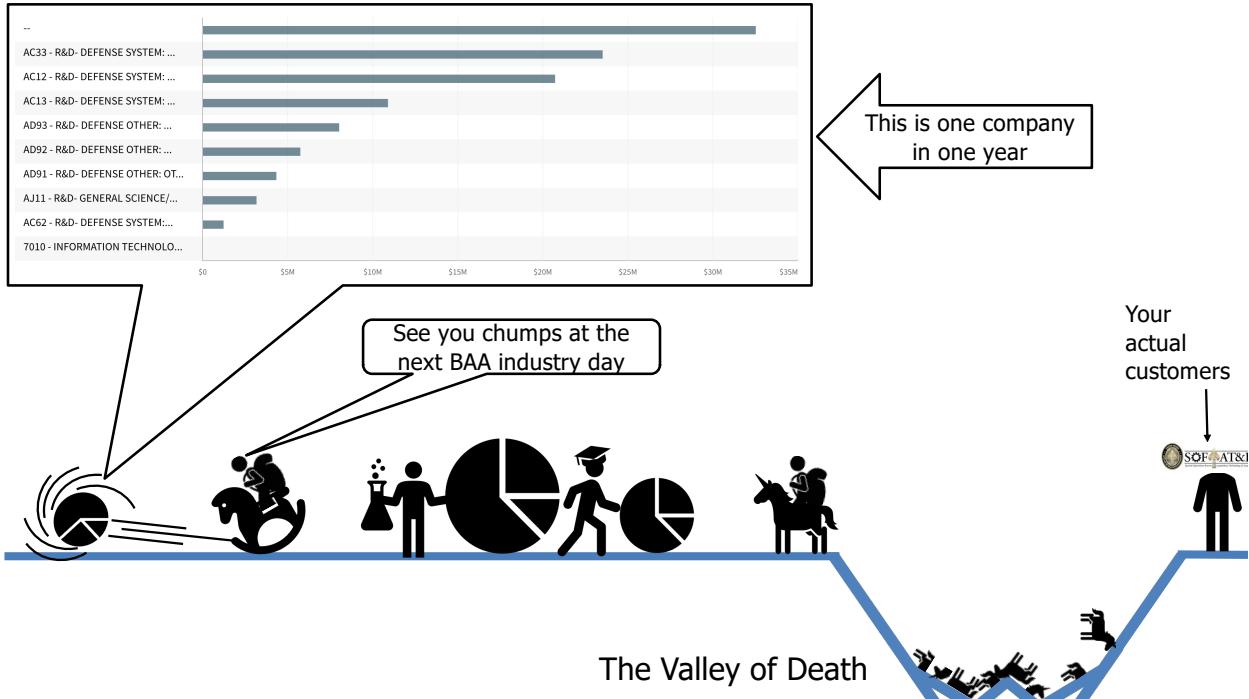


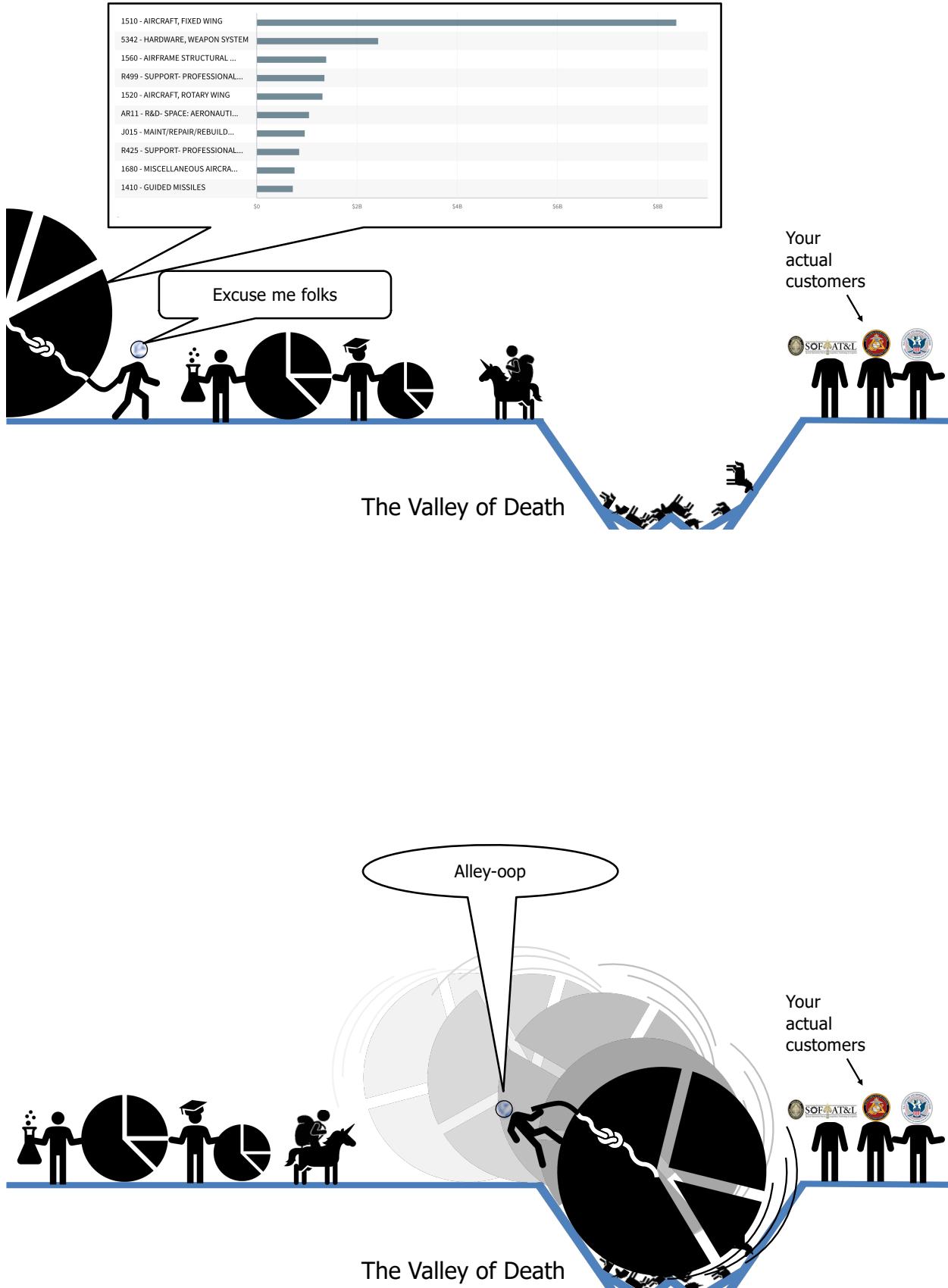
Your actual customer

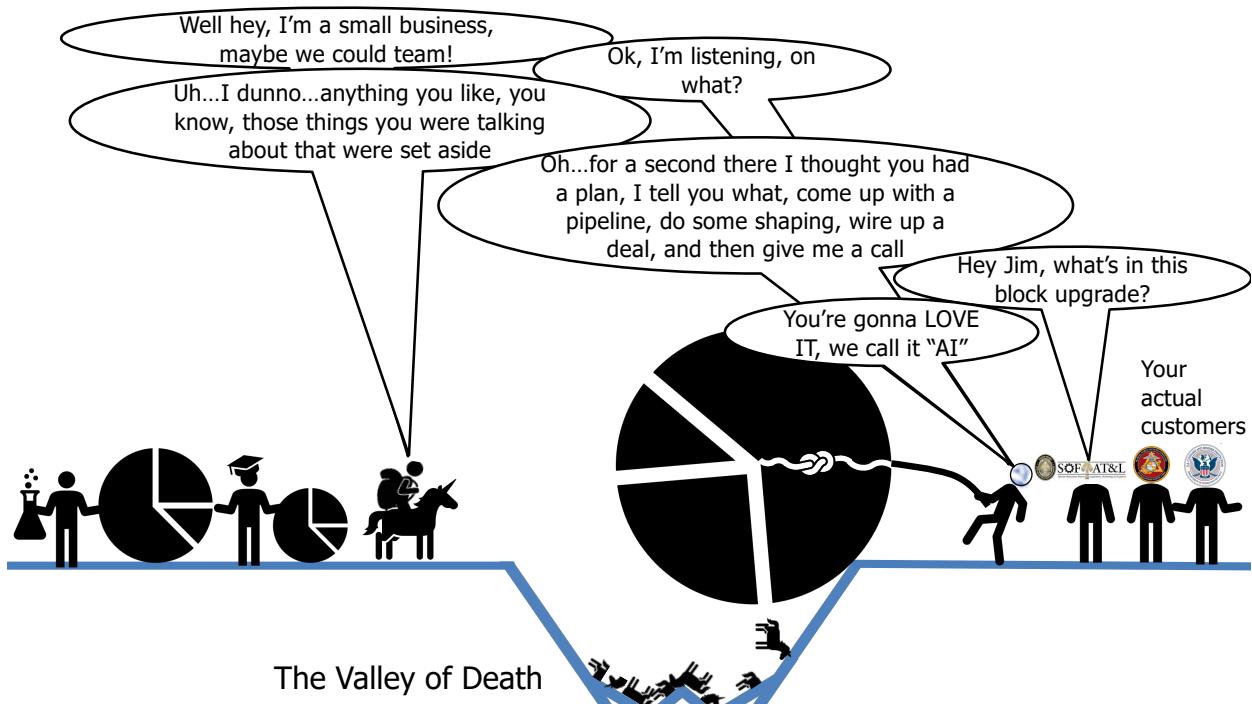
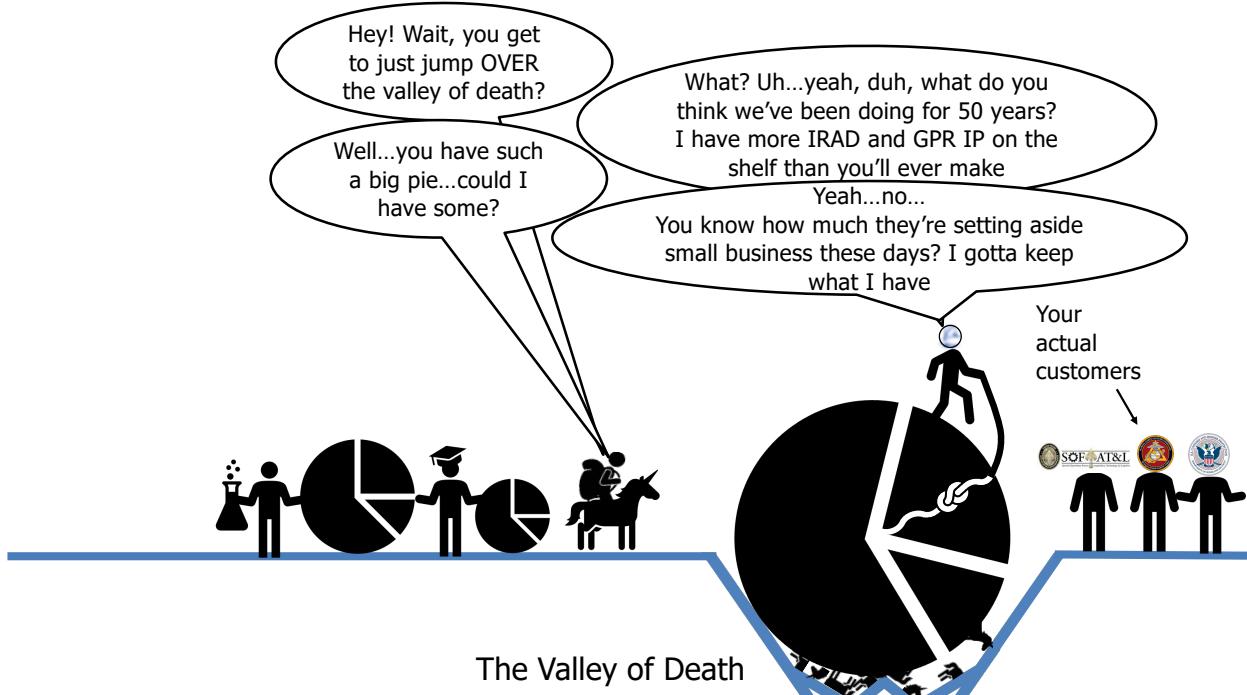


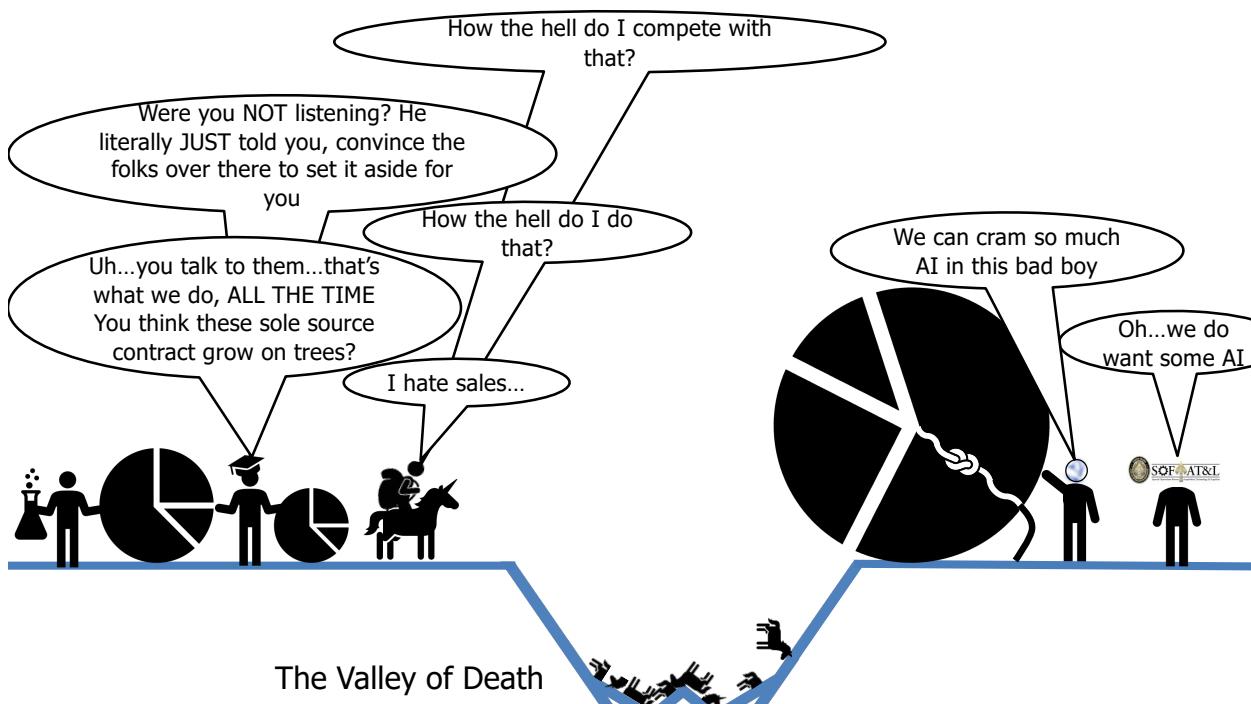
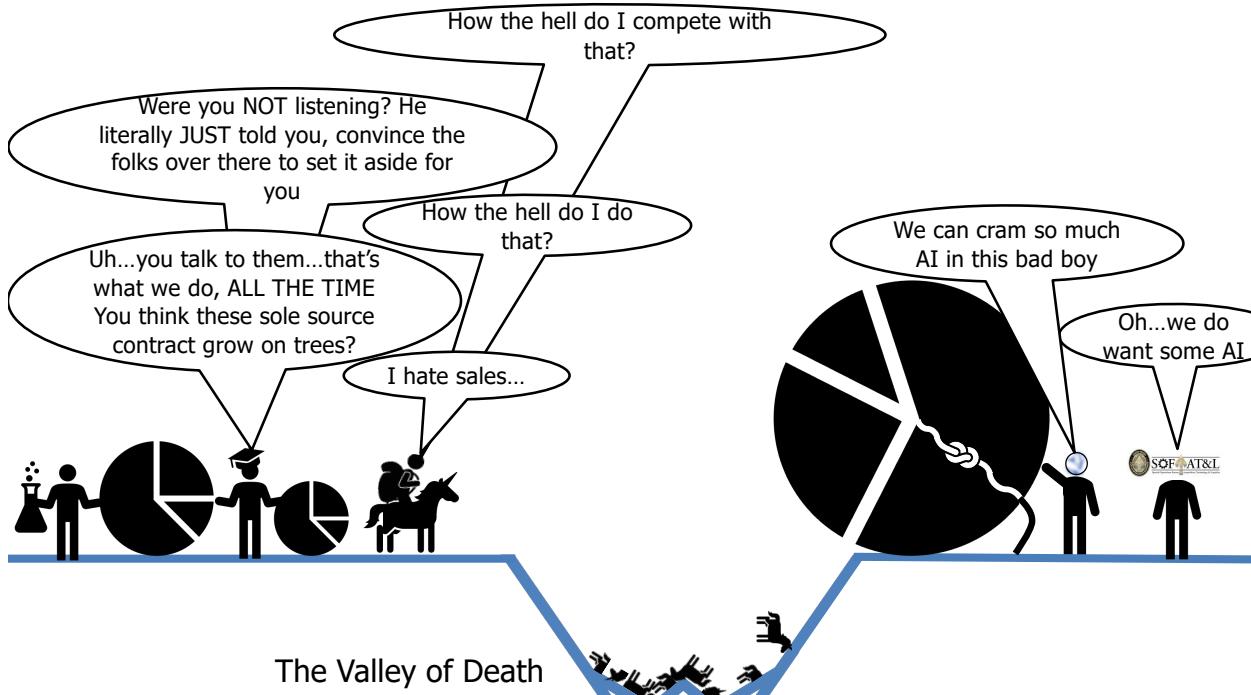
The Valley of Death

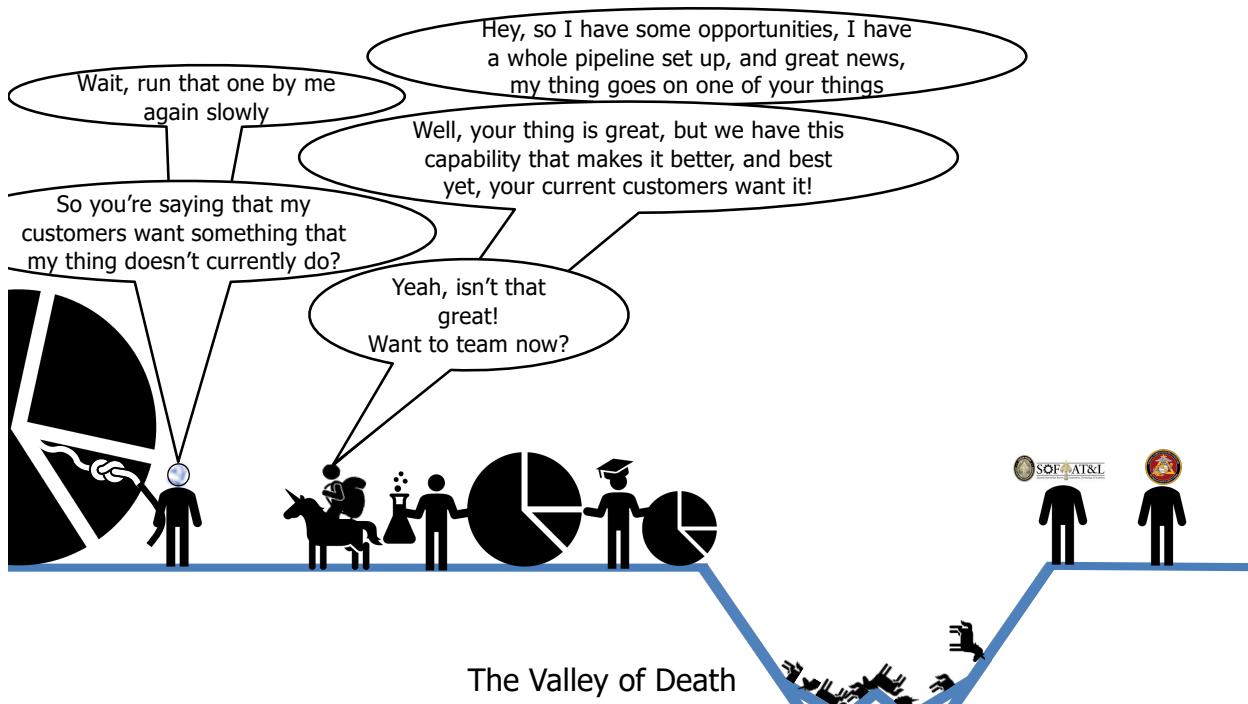
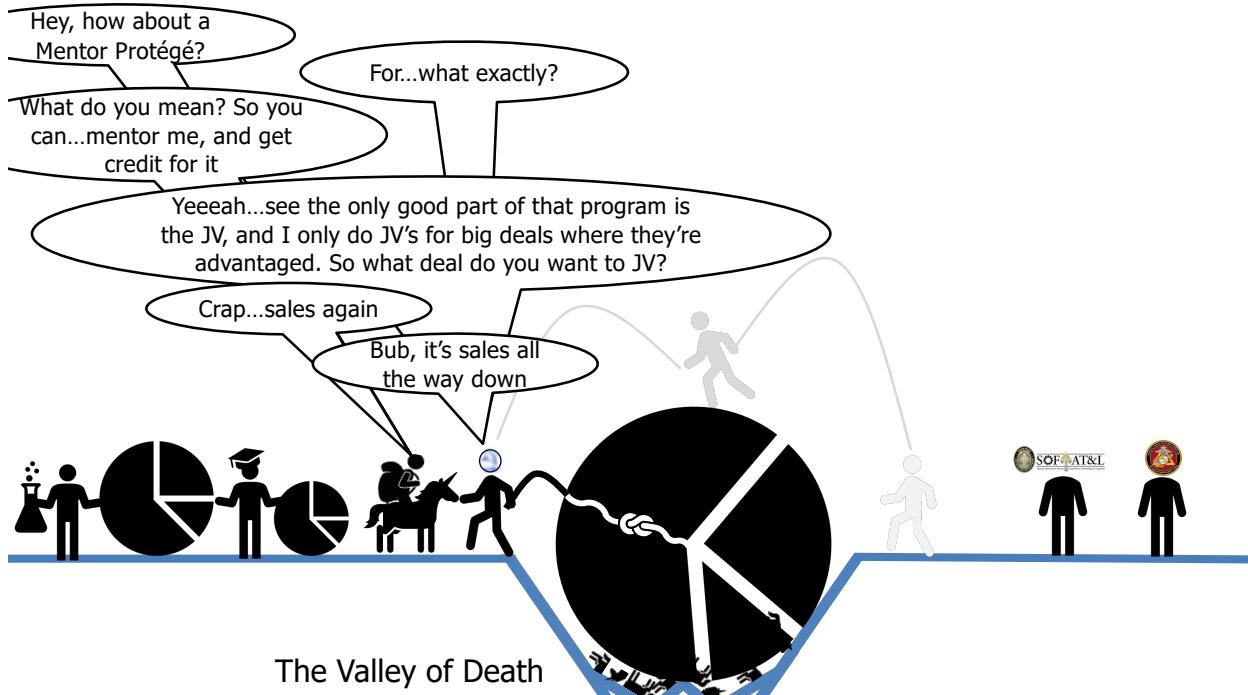


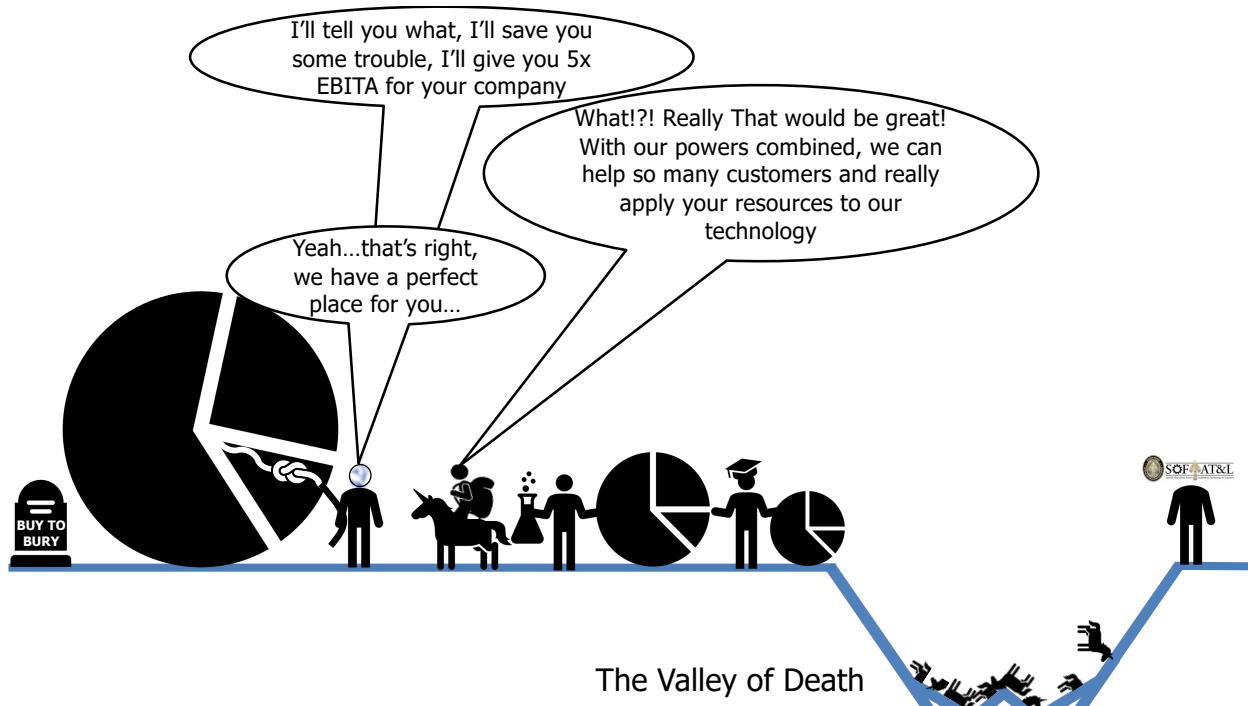
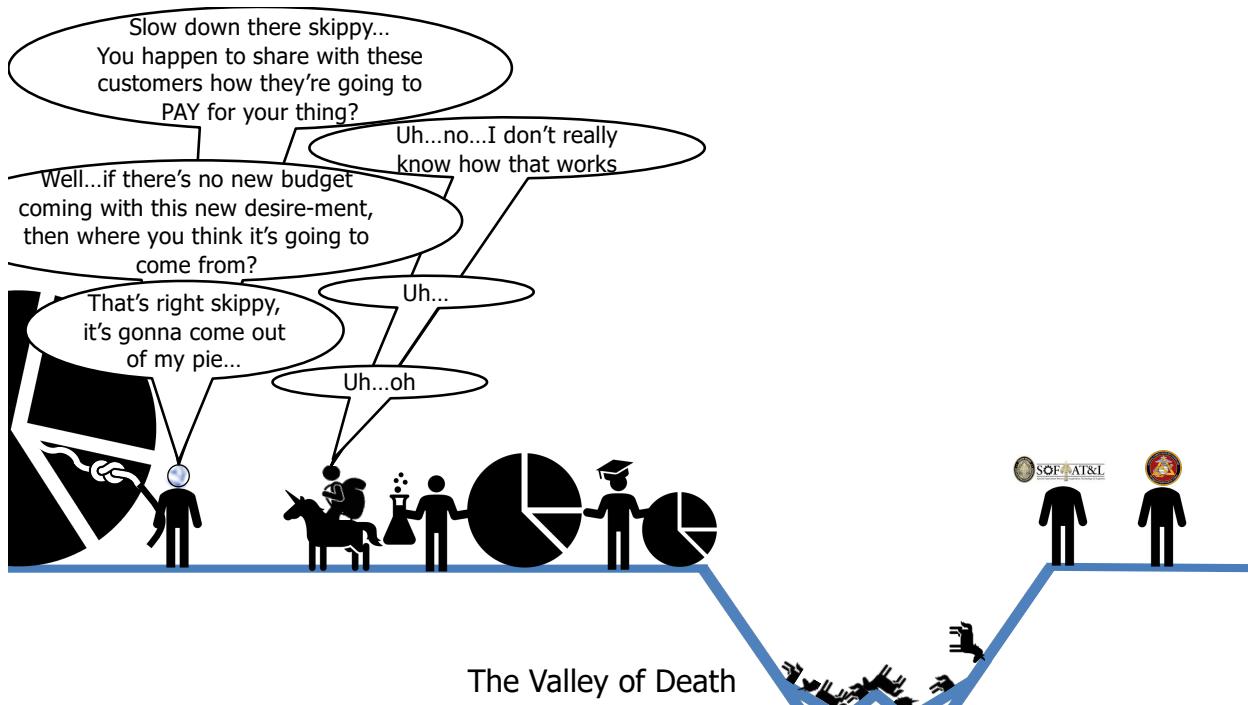




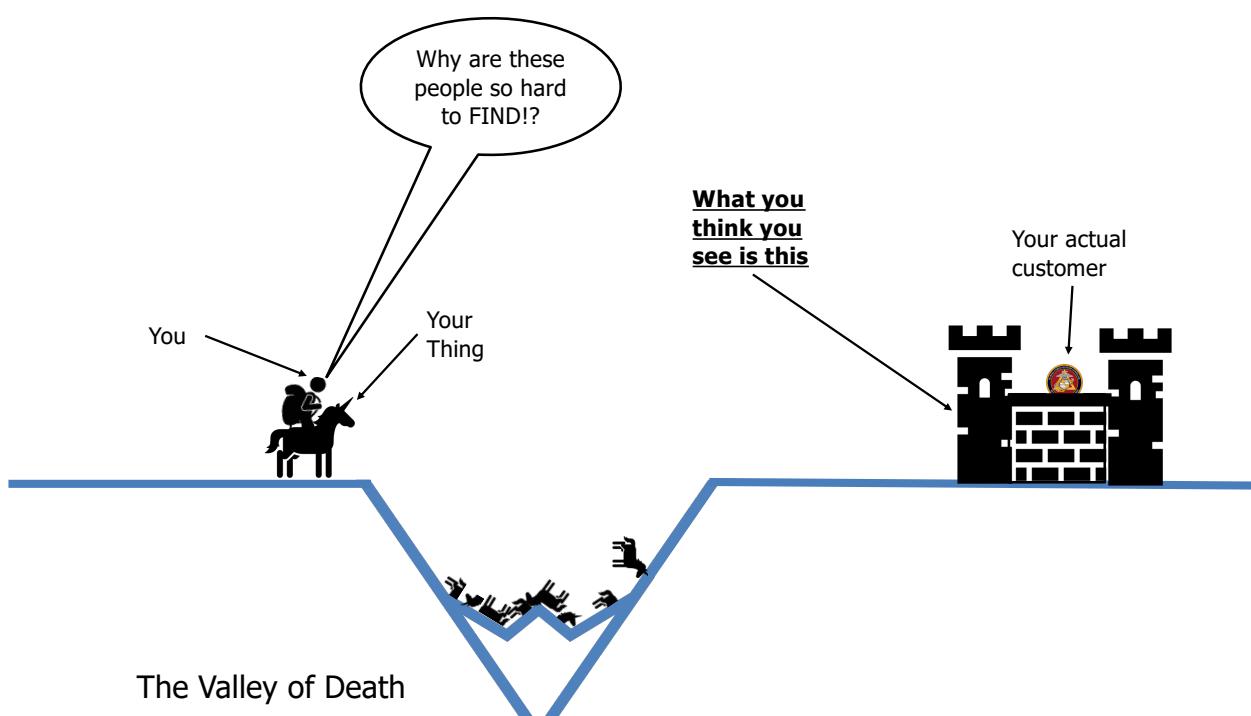


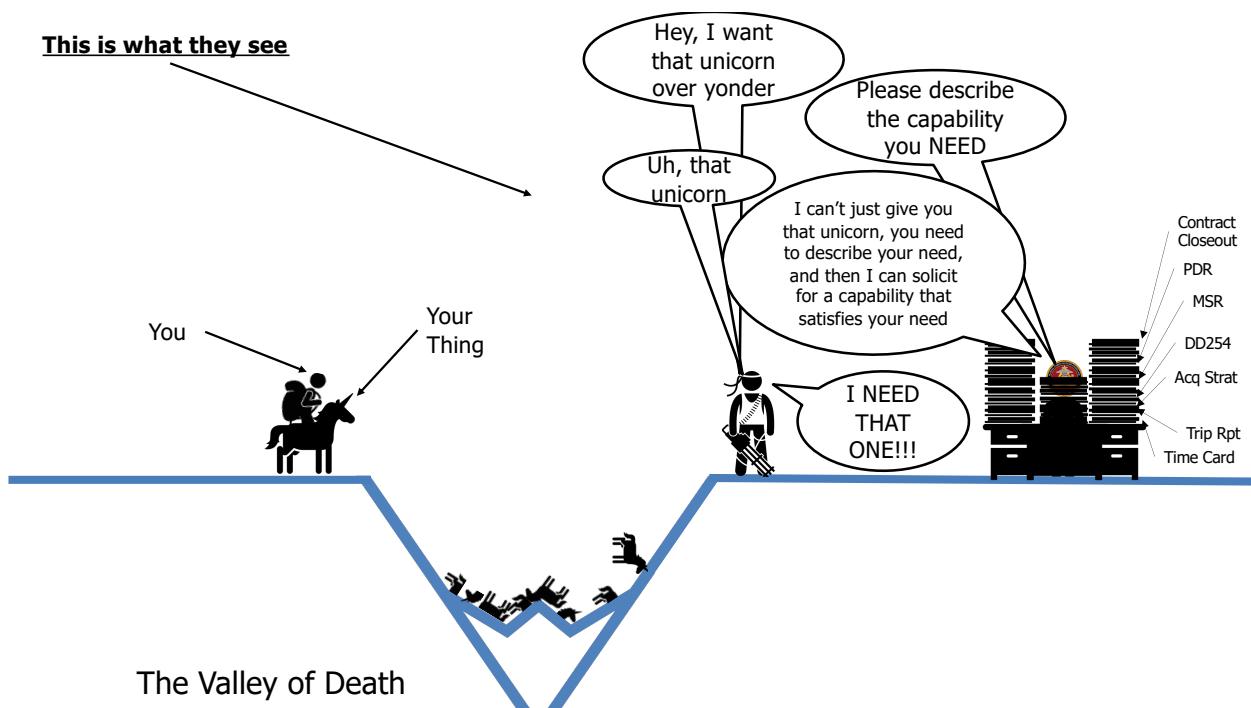
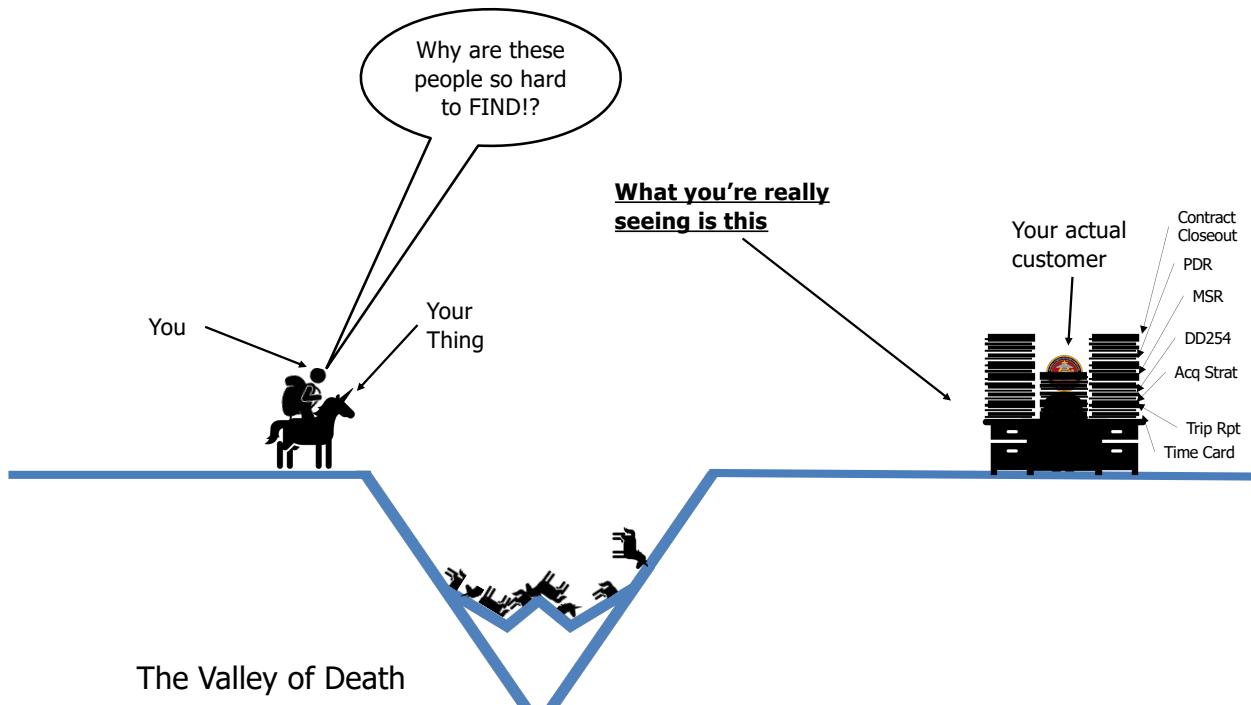


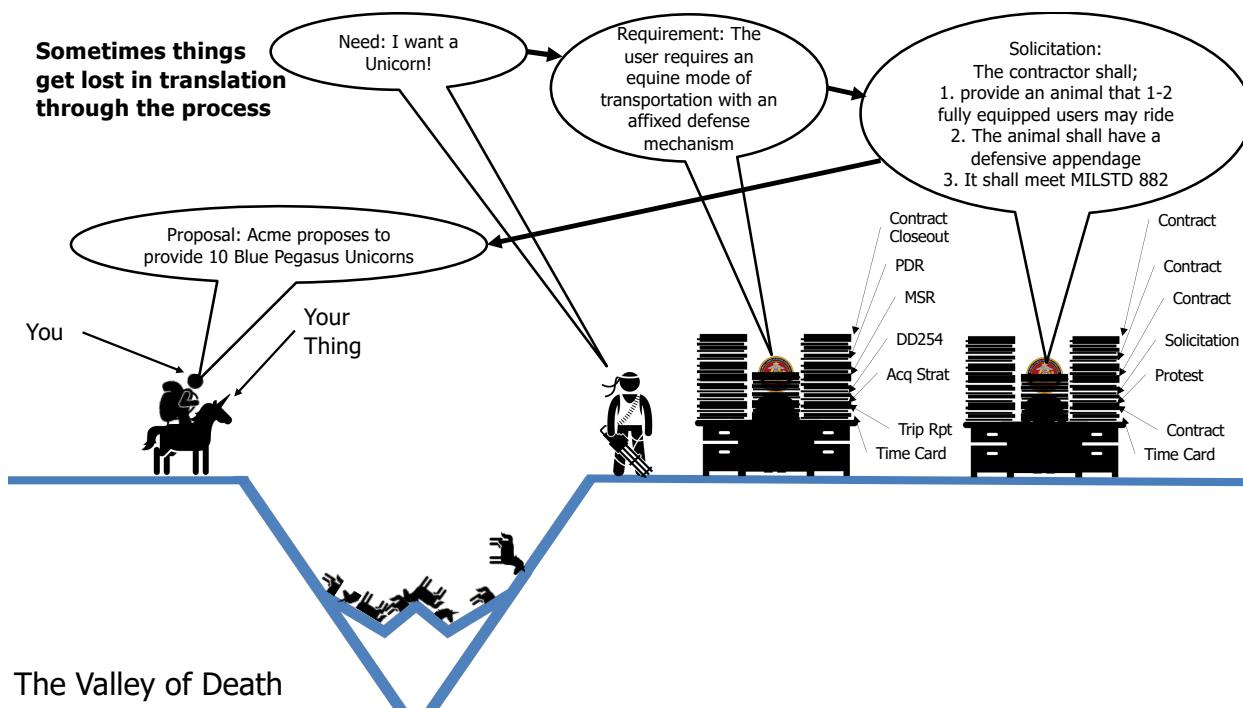
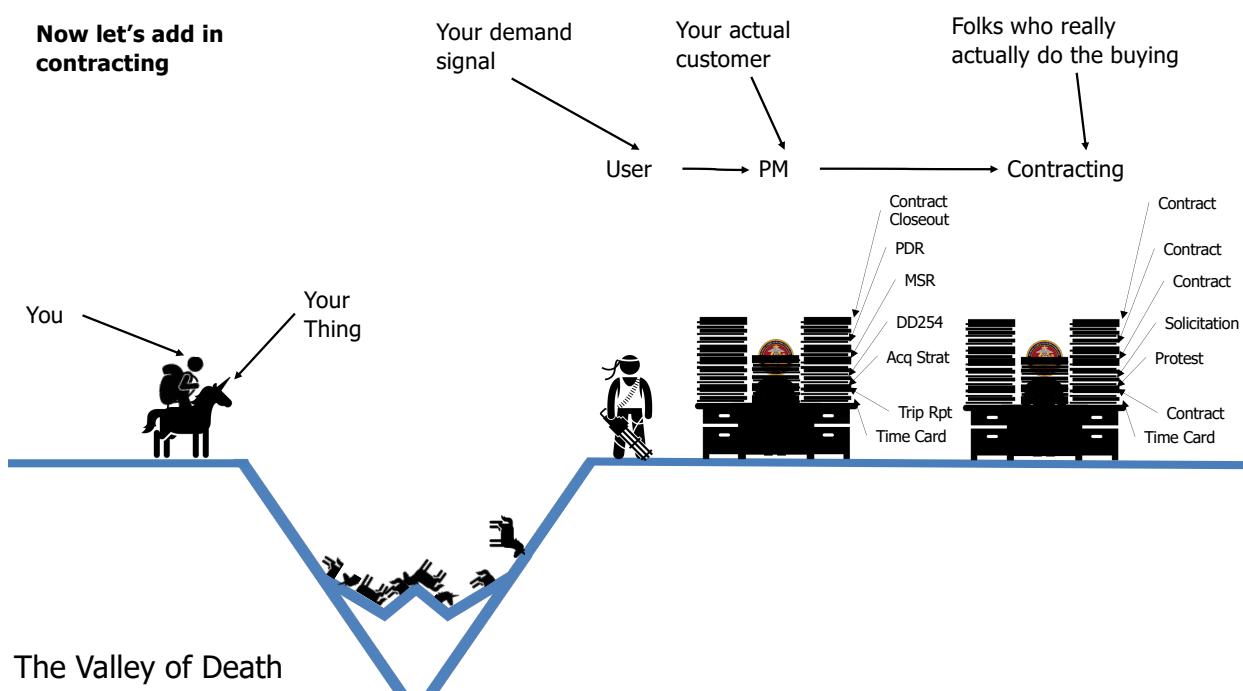




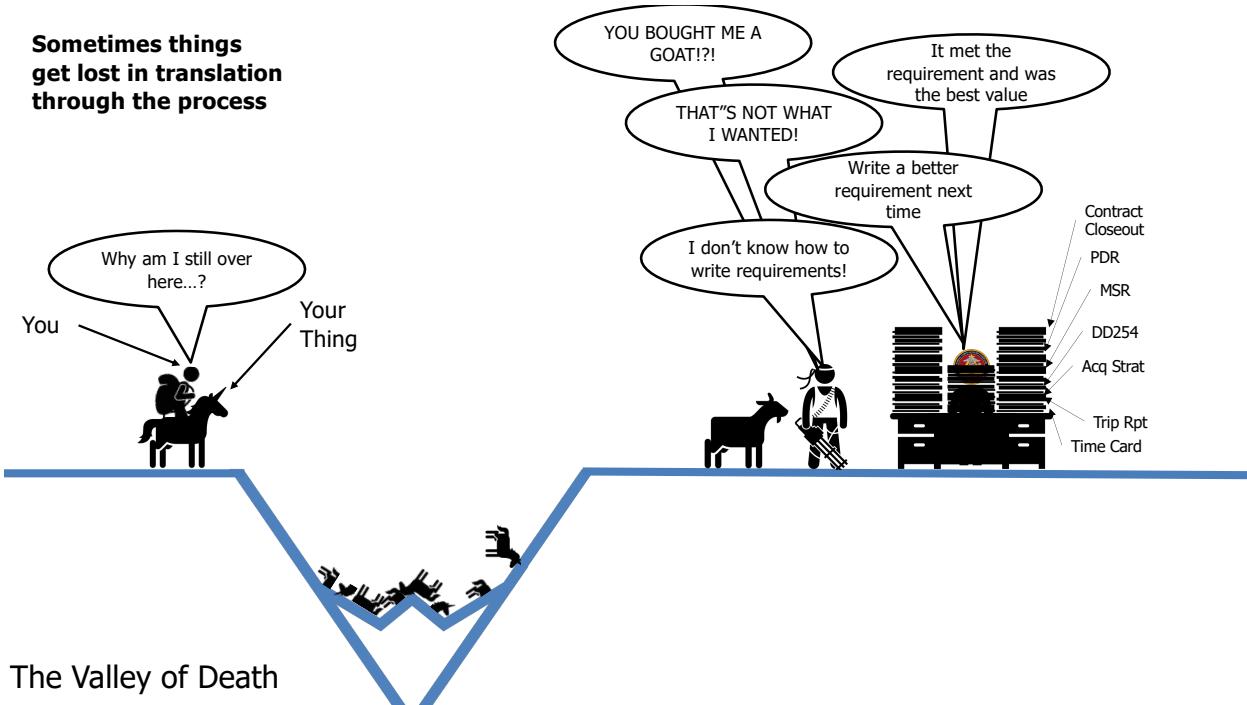
Understand Your Customer



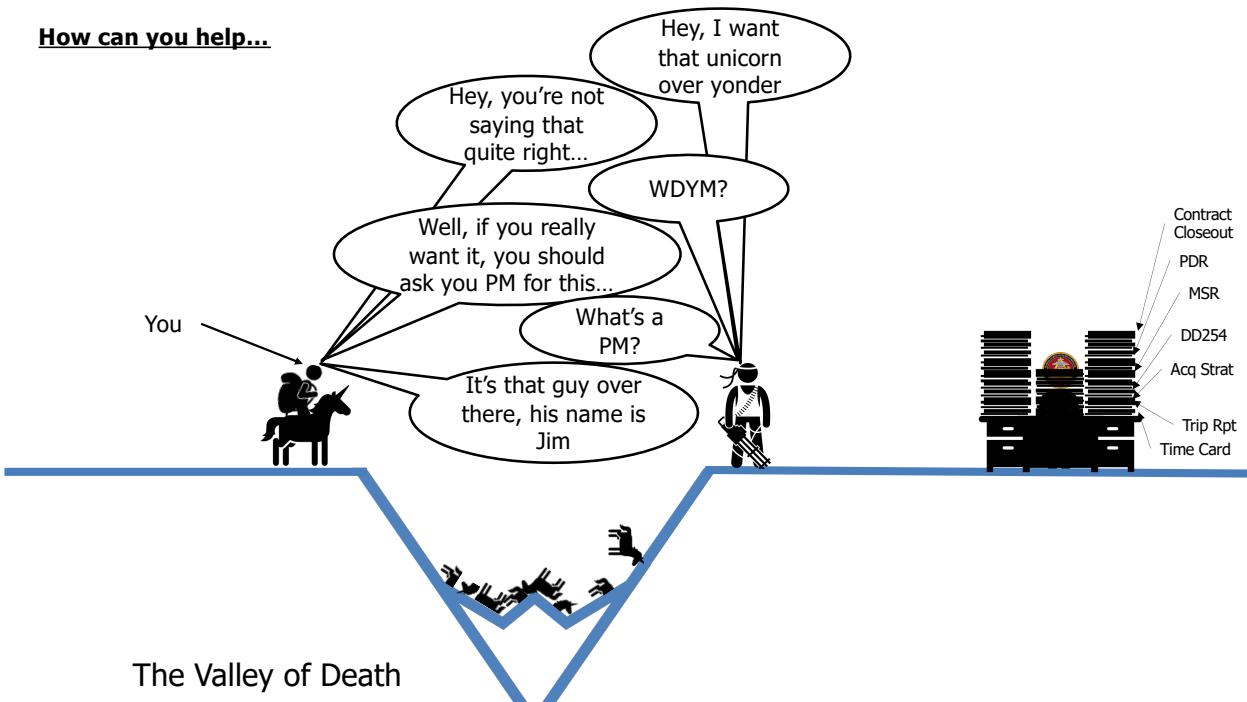


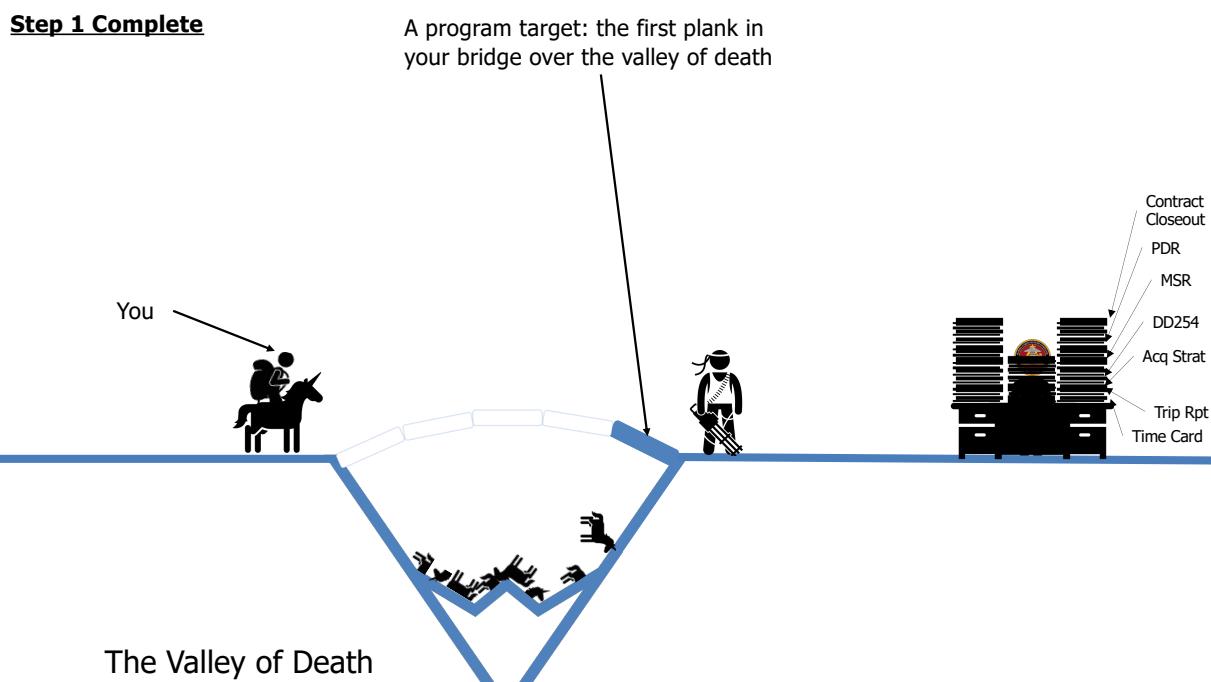
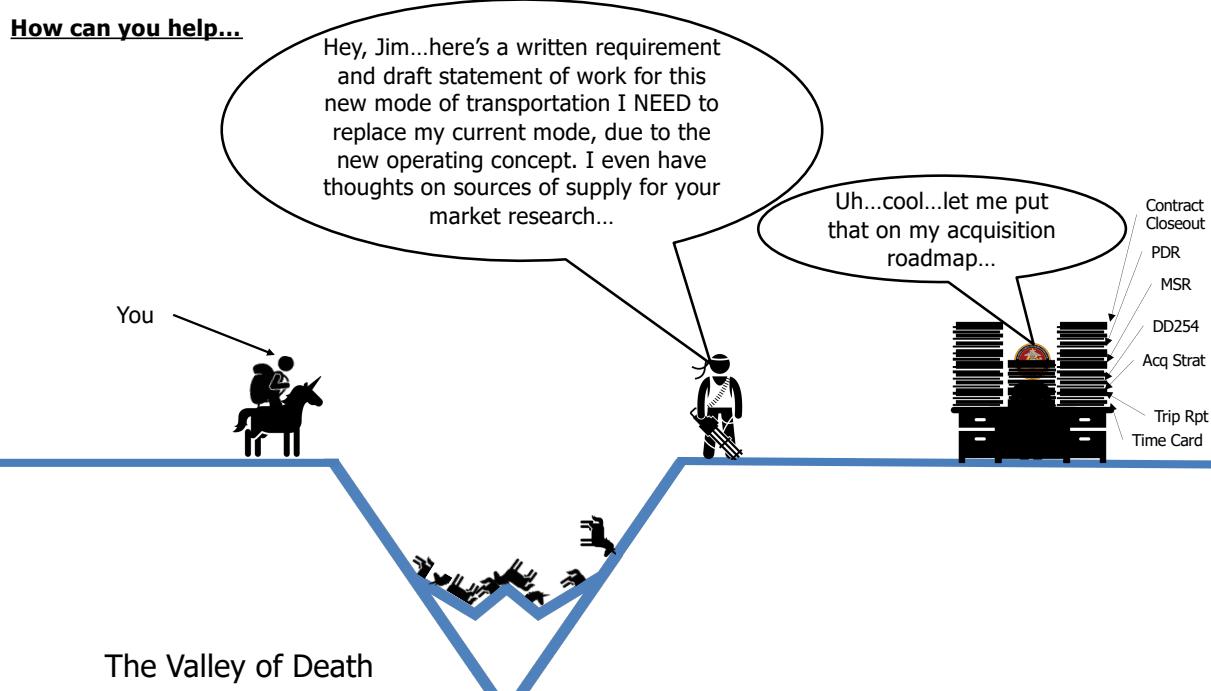


**Sometimes things
get lost in translation
through the process**



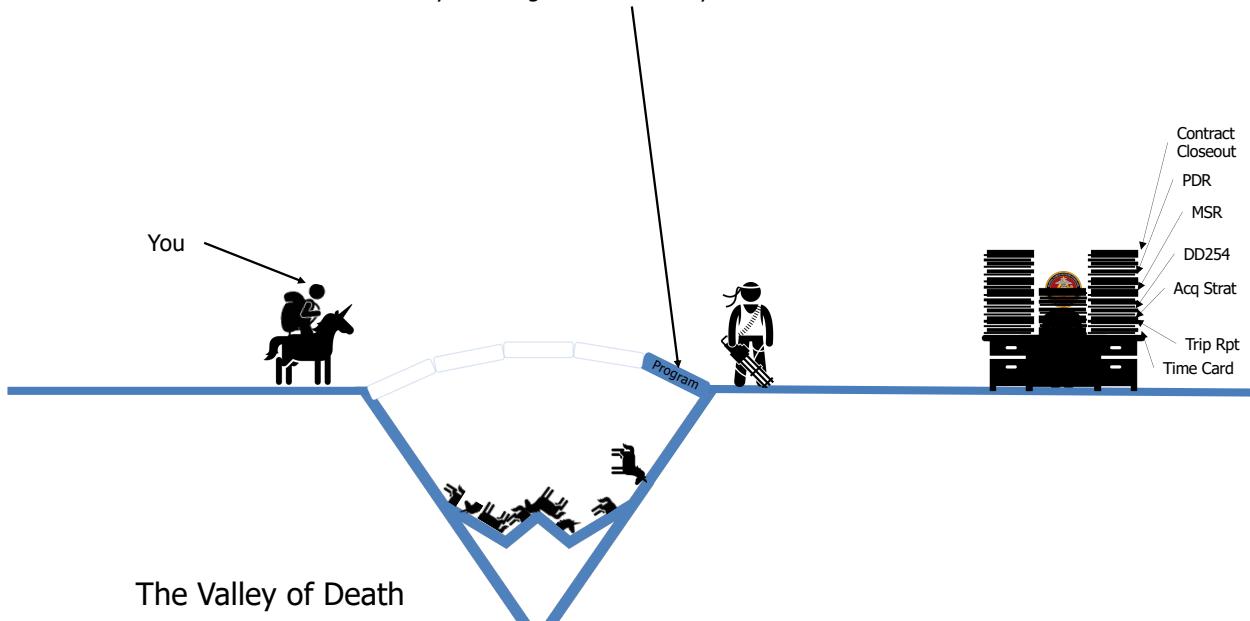
How can you help...



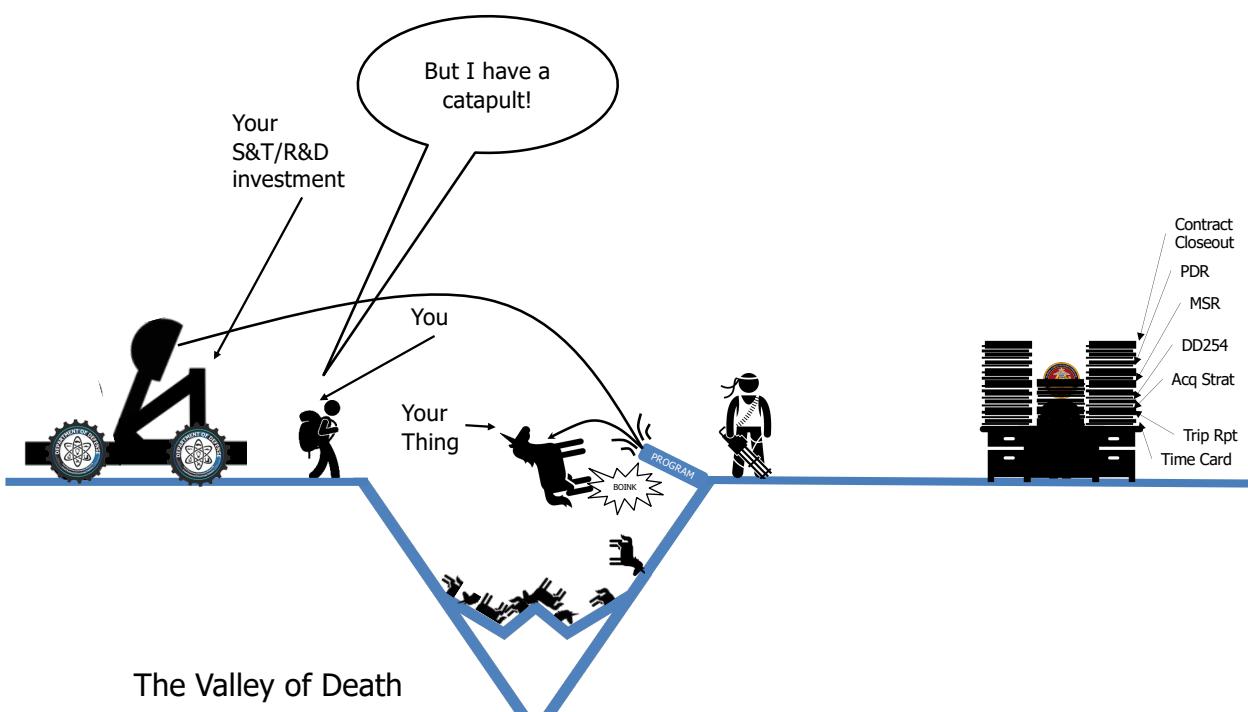
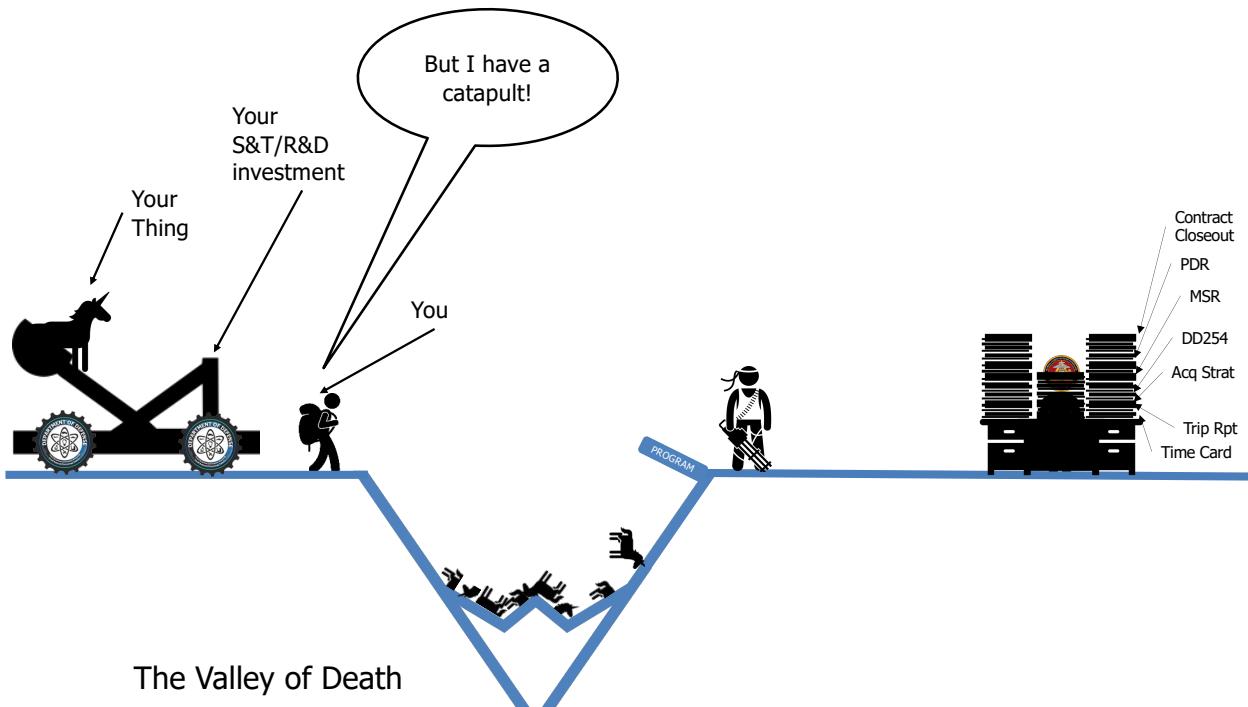


Step 1 Complete

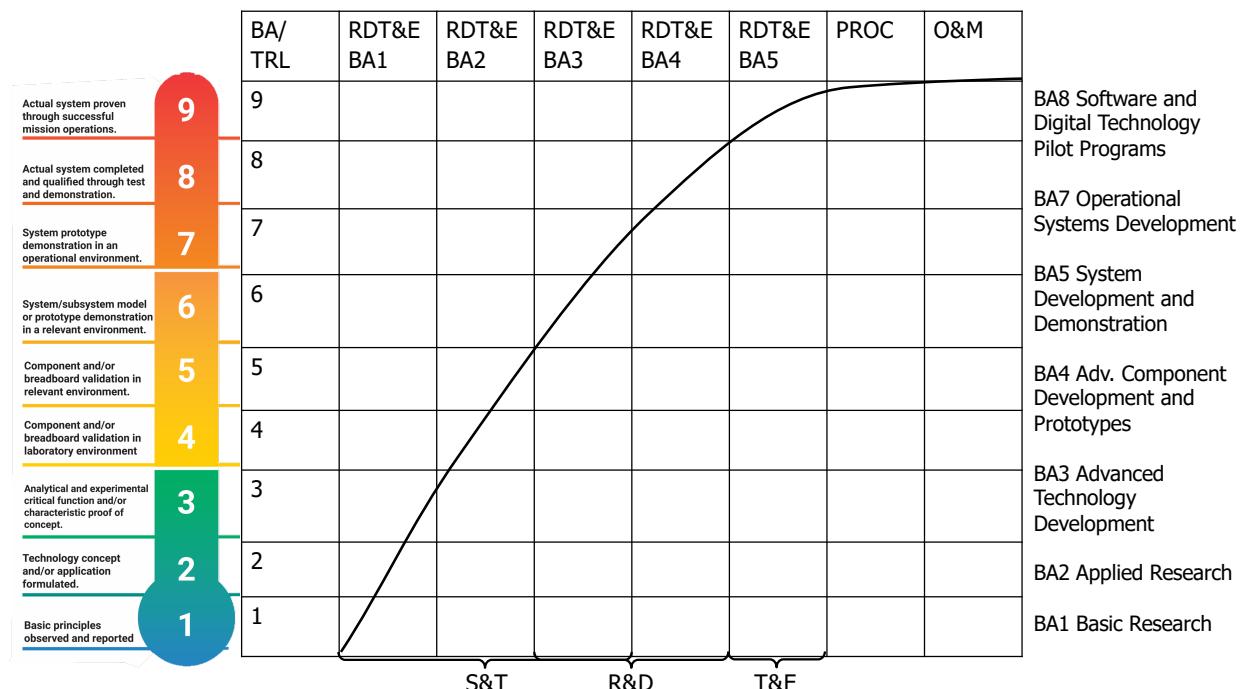
A program target: the first plank in
your bridge over the valley of death



Let's Talk About Runway



Technology Readiness Levels (TRL)



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		
BA1 Summary Recap of Budget Activities							
BA2 Basic Research	2,653,129	2,918,940		2,918,940	2,479,661		
BA3 Applied Research	6,799,720	7,800,894		7,800,894	6,017,674		
BA4 Advanced Technology Development	8,948,781	11,705,849		11,705,849	9,327,385		
BA5 Advanced Component Development & Prototypes	32,051,866	35,598,874	7,300	35,606,174	40,430,024		
BA6 System Development & Demonstration	14,429,217	23,302,433	600	23,303,033	26,537,609		
BA7 Management Support	10,847,365	9,908,426		9,908,426	9,168,183		
BA8 Operational Systems Development	42,974,839	47,965,215	447,368	48,412,583	50,465,716		
BA9 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							
7							
6							
5							
4							
3							
2							
1							
	S&T	R&D	T&E				

Actual system proven through successful mission operations.

Actual system completed and qualified through test and demonstration.

System prototype demonstration in an operational environment.

System/subsystem model or prototype demonstration in a relevant environment.

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

BA8 Software and Digital Technology Pilot Programs

BA7 Operational Systems Development

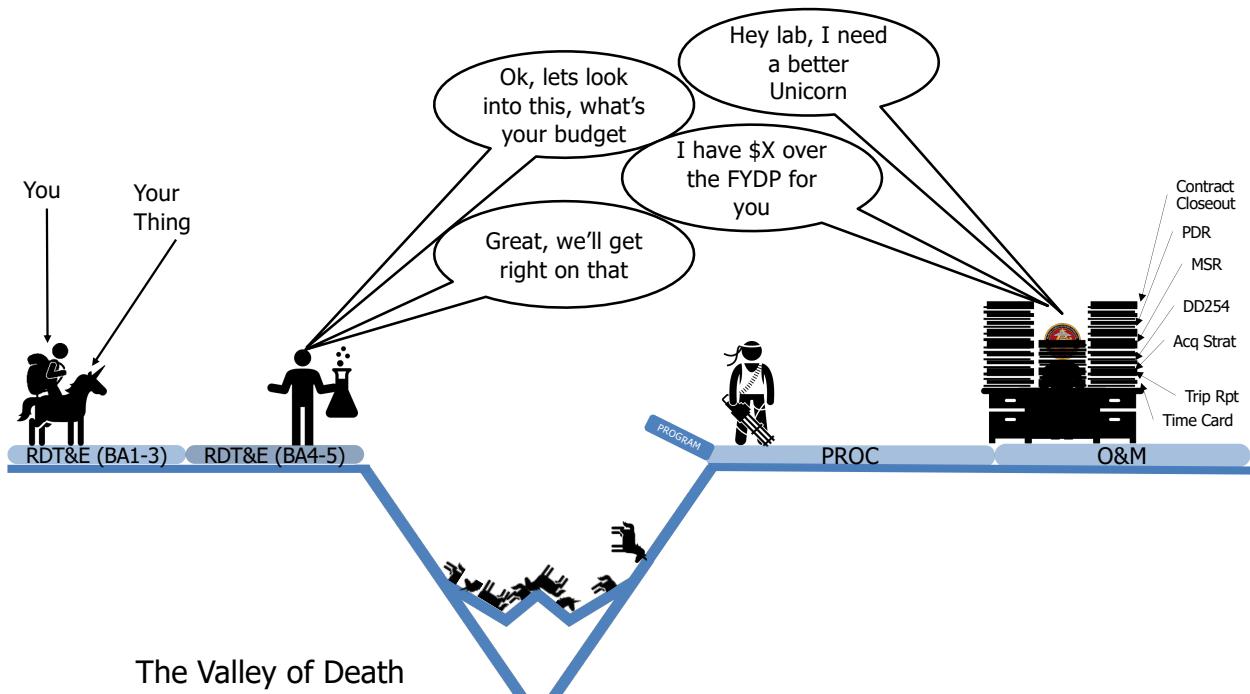
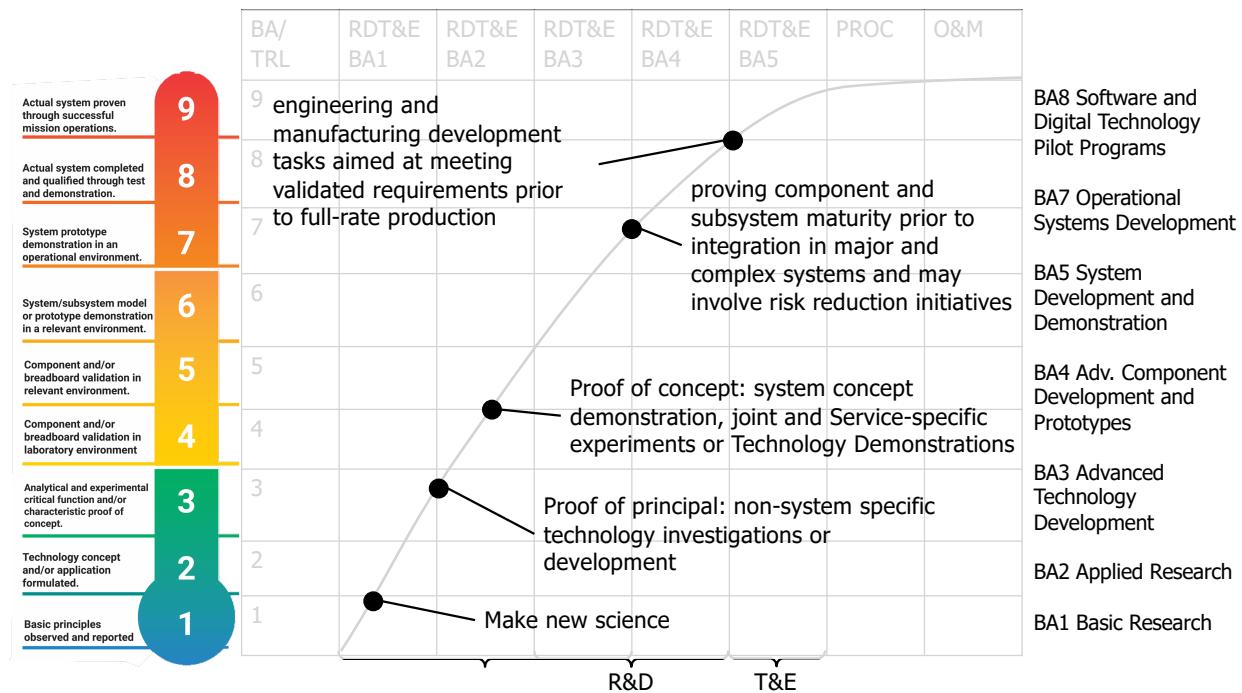
BA5 System Development and Demonstration

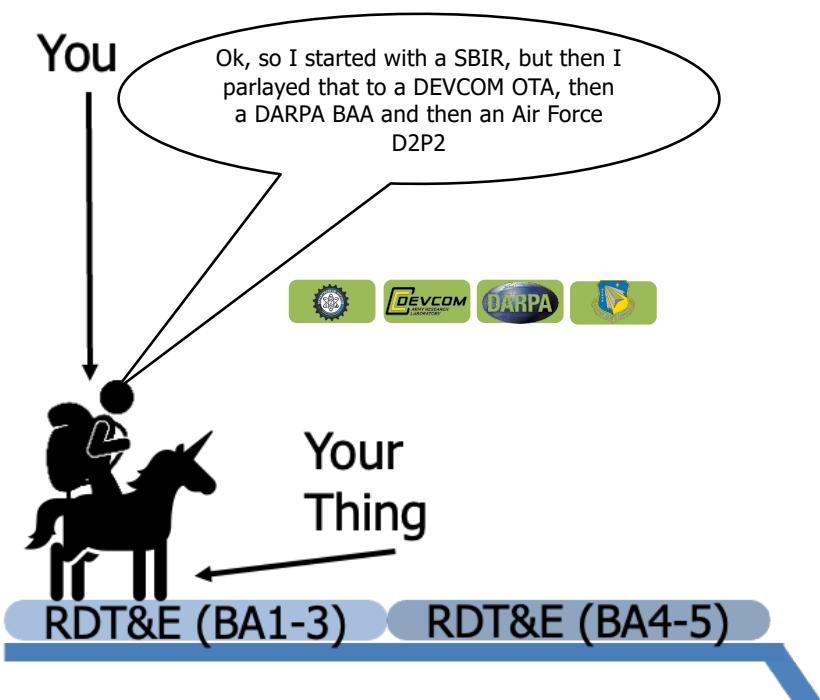
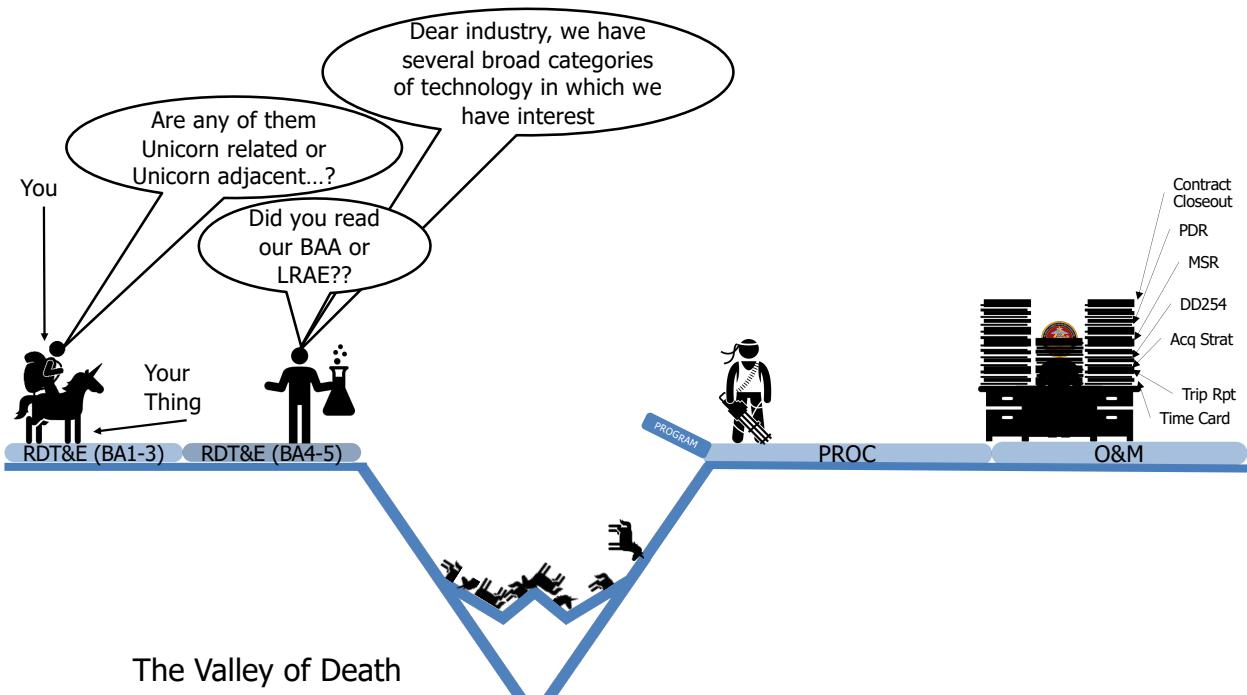
BA4 Adv. Component Development and Prototypes

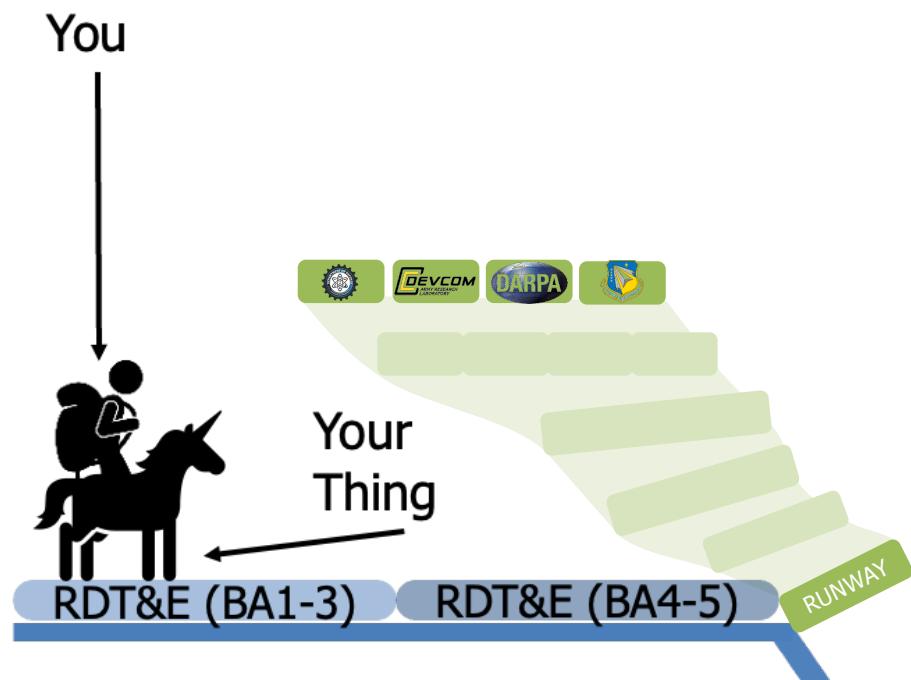
BA3 Advanced Technology Development

BA2 Applied Research

BA1 Basic Research

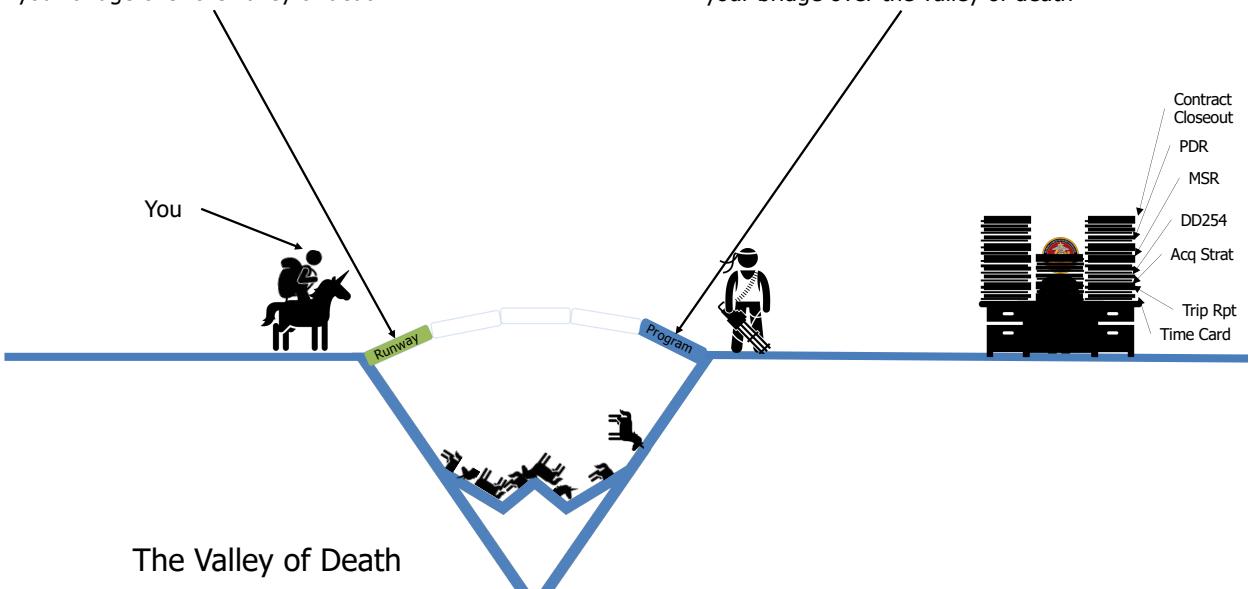




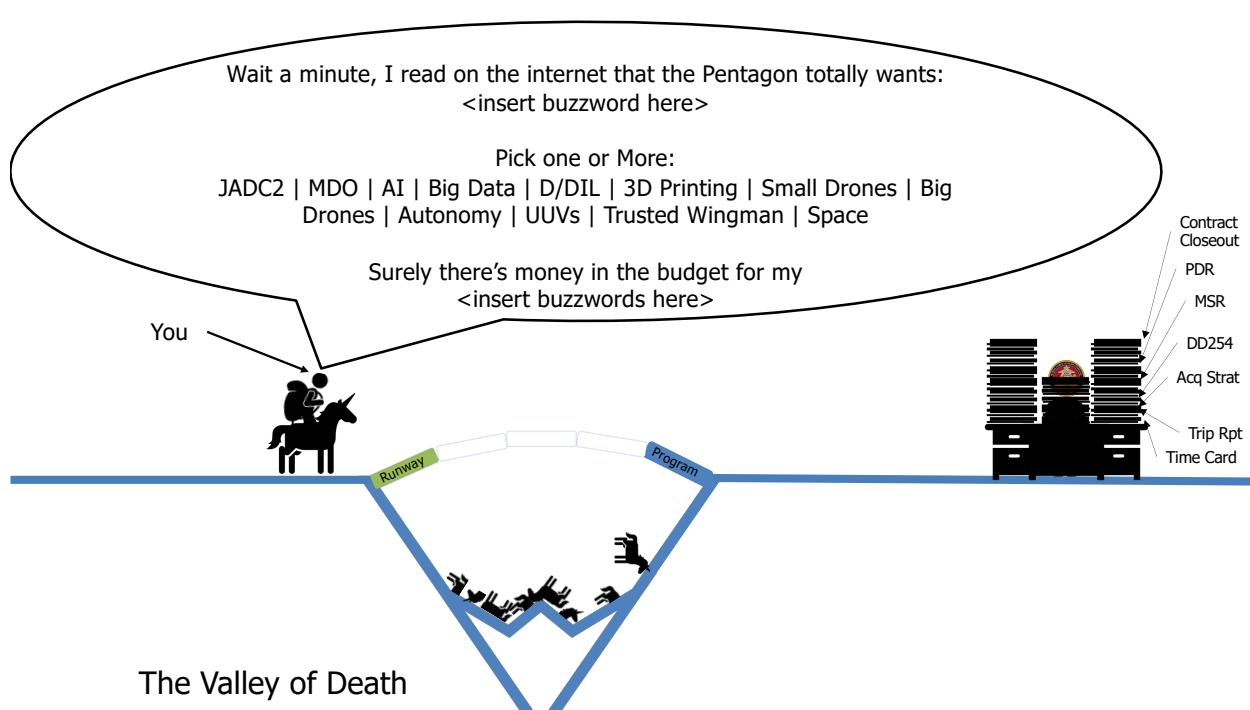


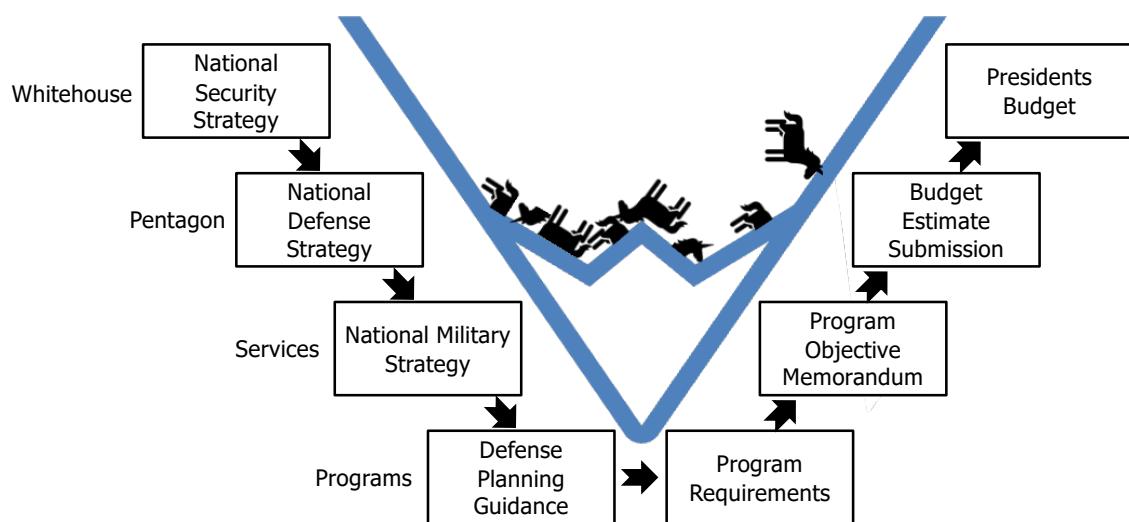
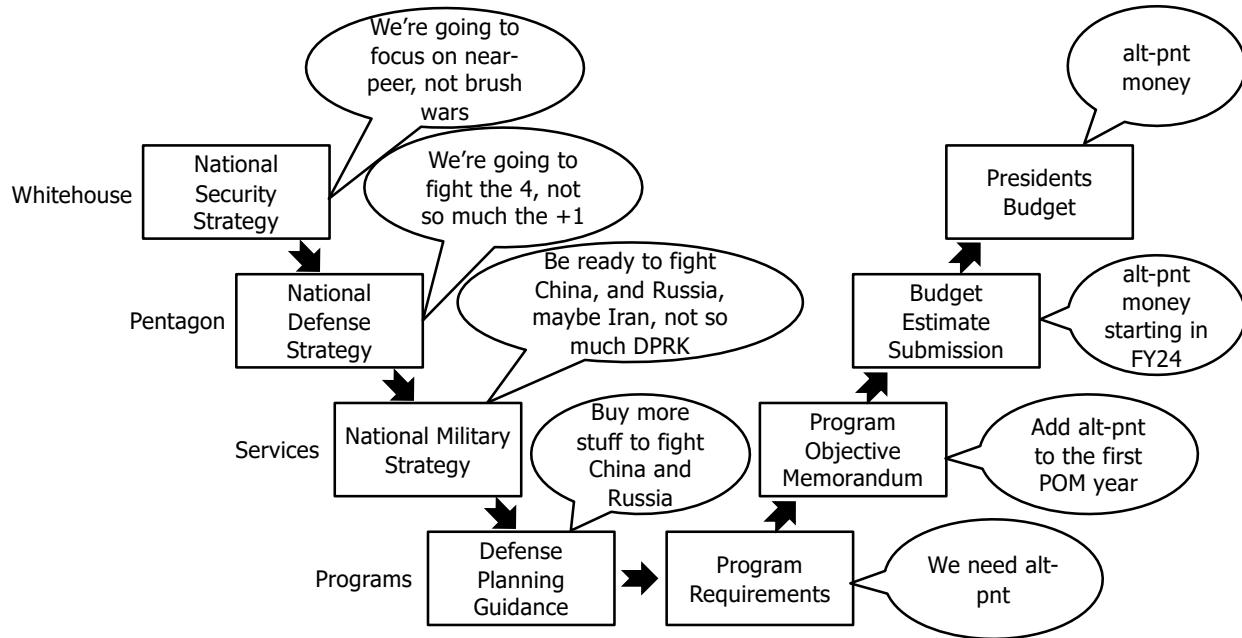
Step 2 Complete

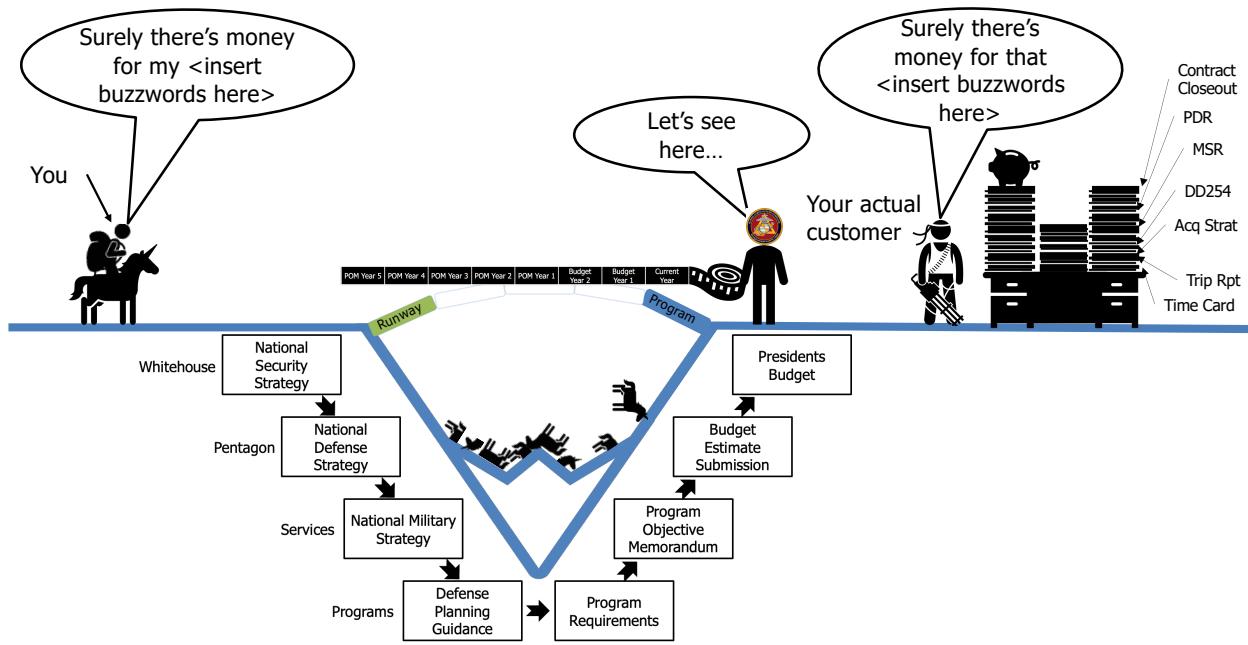
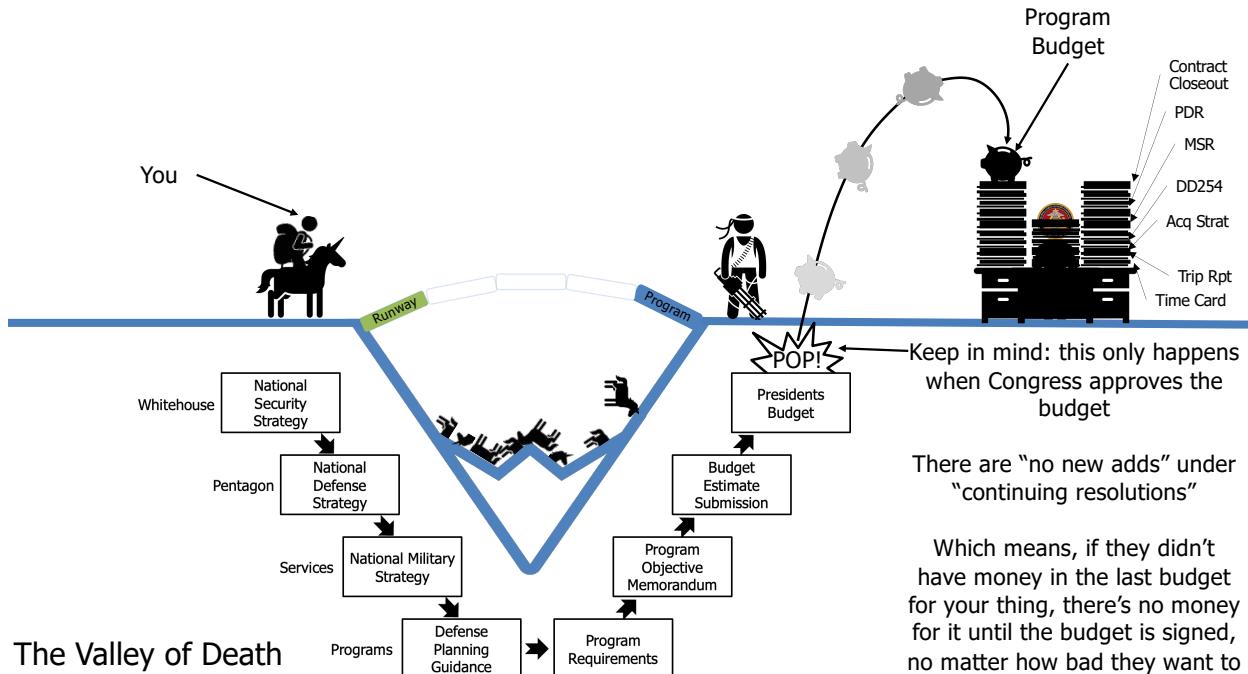
Runway funding: the second plank in your bridge over the valley of death

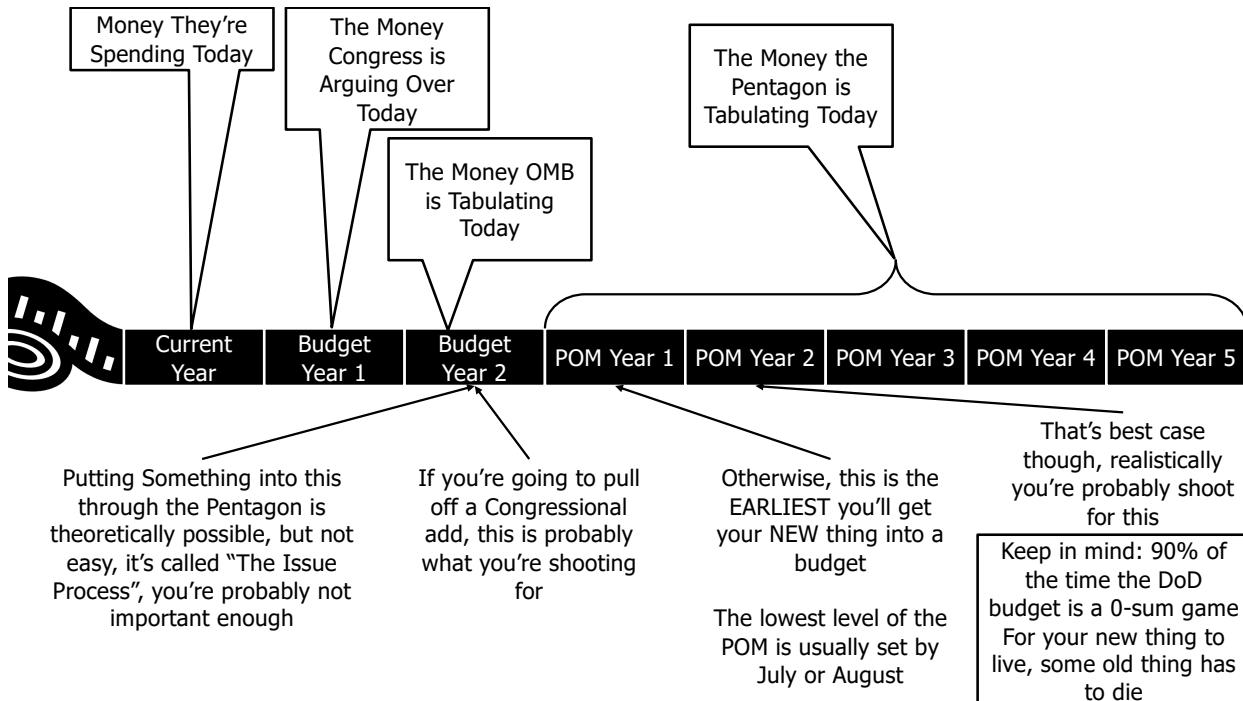


Let's Talk About How Money Works









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

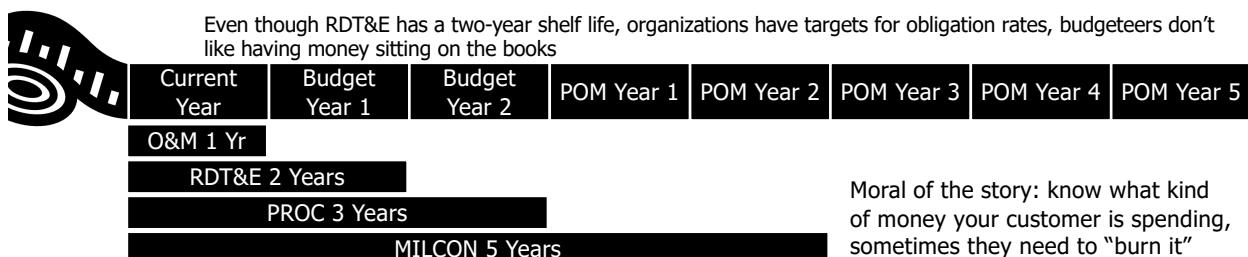
If PMs don't spend their money in a timely manner it will "get swept" (taken away), typically a few months before they "expire"

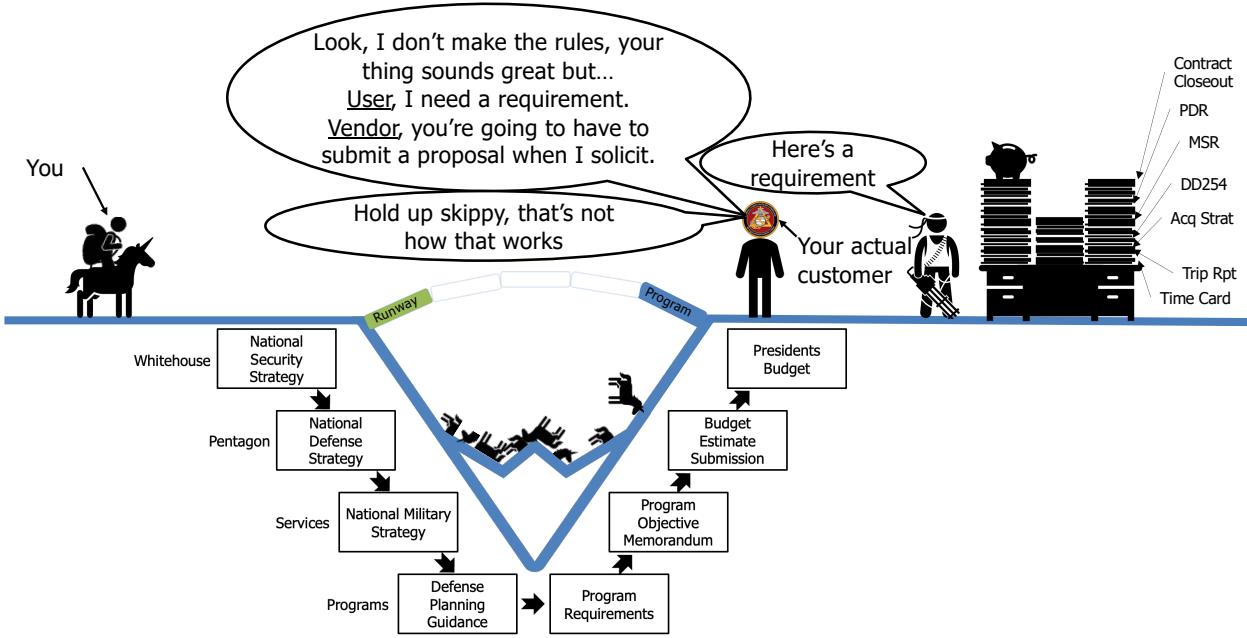
If a PMs budget gets swept, they run a good chance of getting less next year

PMs are typically under pressure to "oblige" about 90% of their budget by July-ish of the year in which they expire

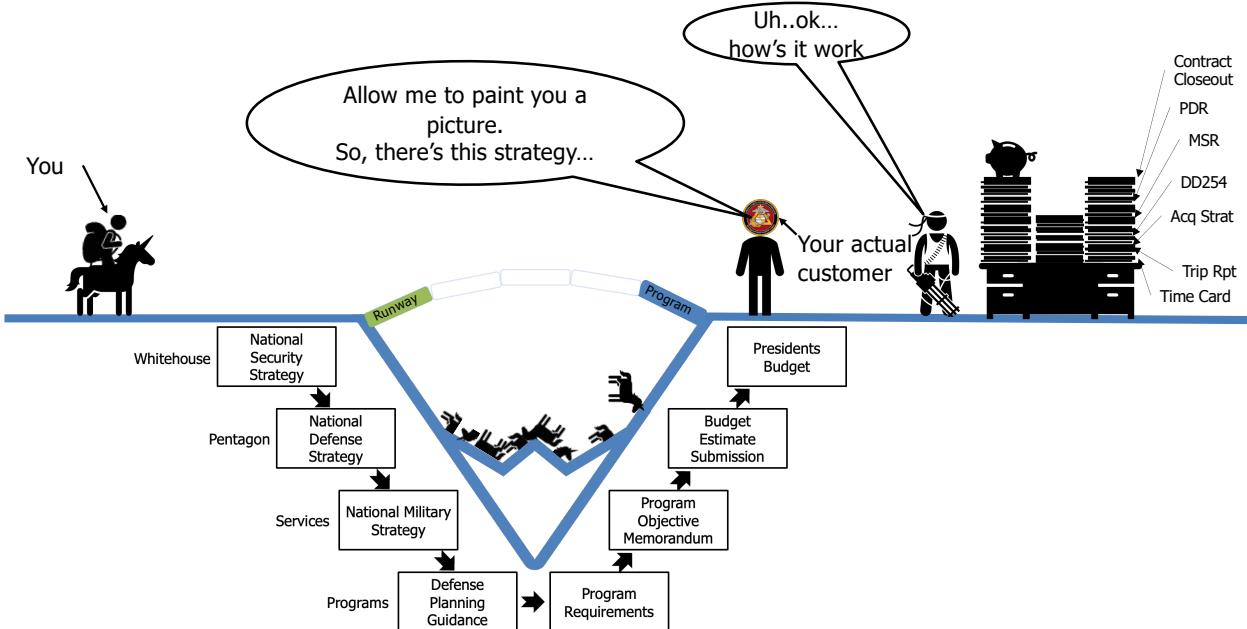
Why? Because the government FY ends in September, which means they close their books for the year starting in August, which means they have to cut checks (oblige) by July

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 "oblige" onto a contract, which we all know, takes time too.

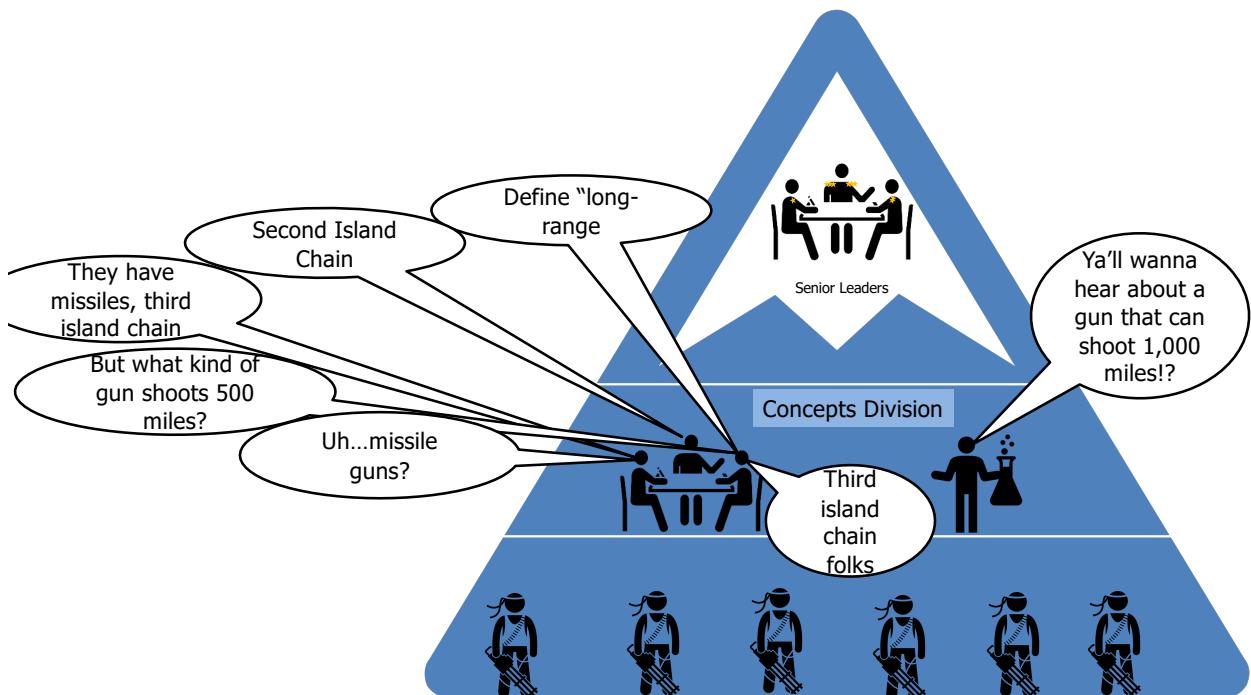
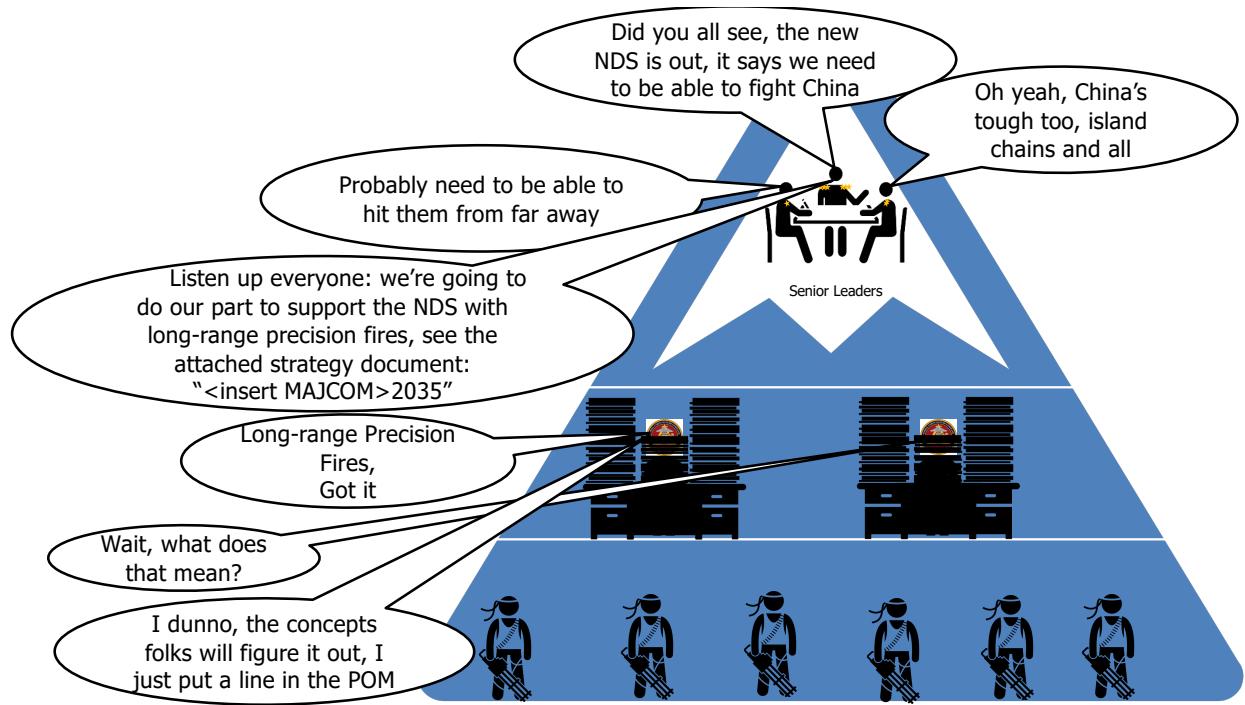


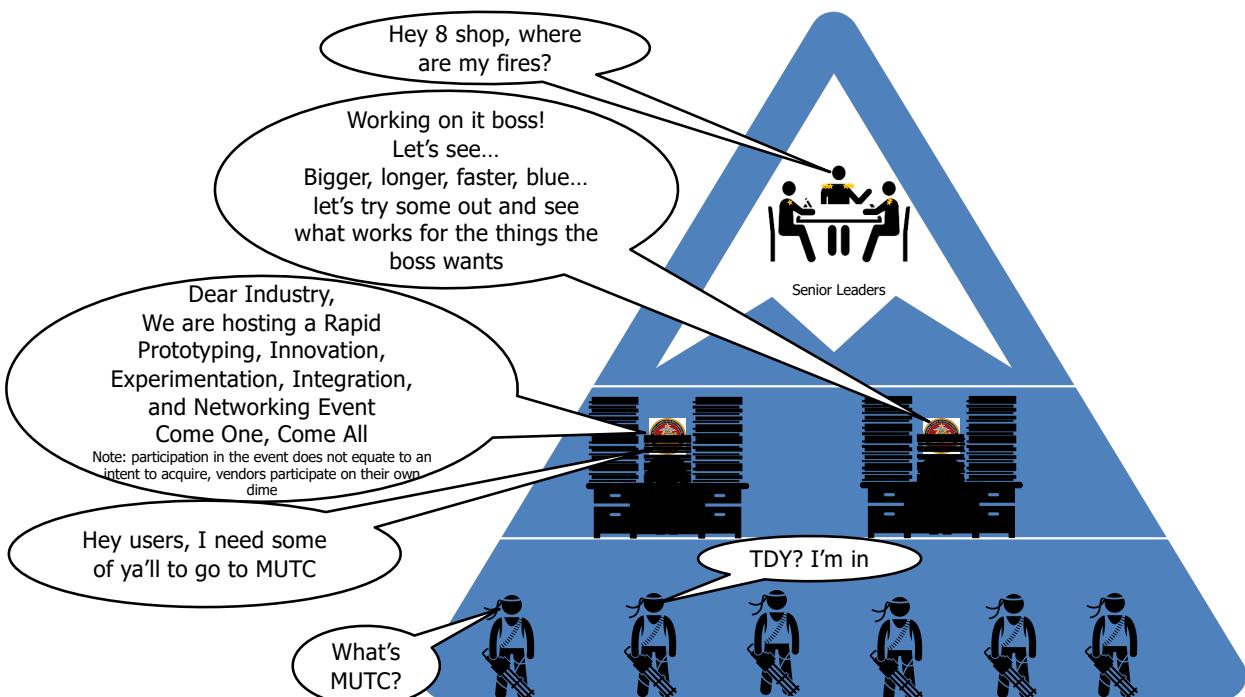
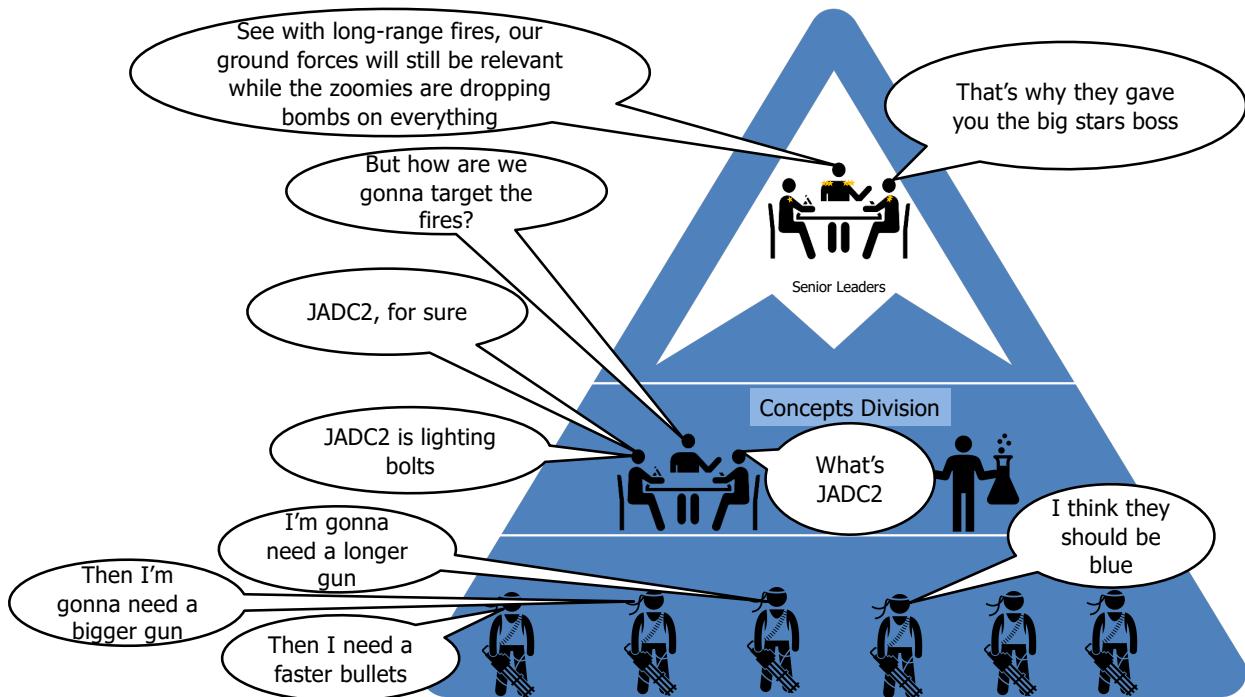


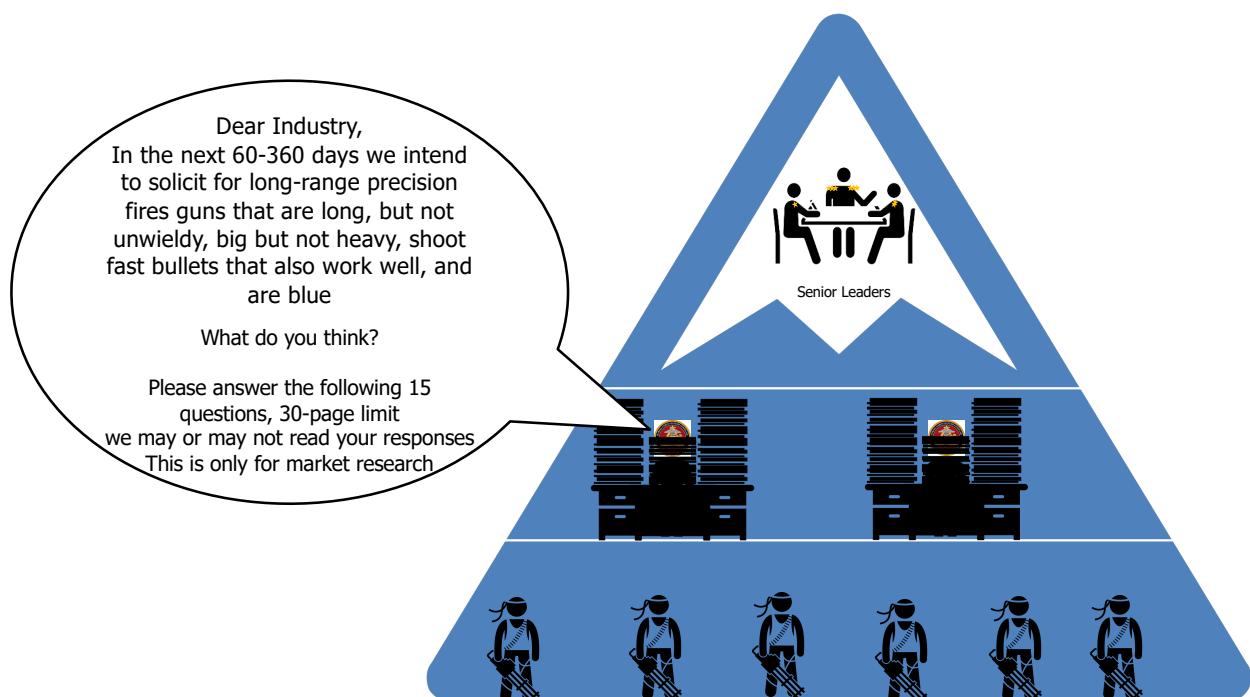
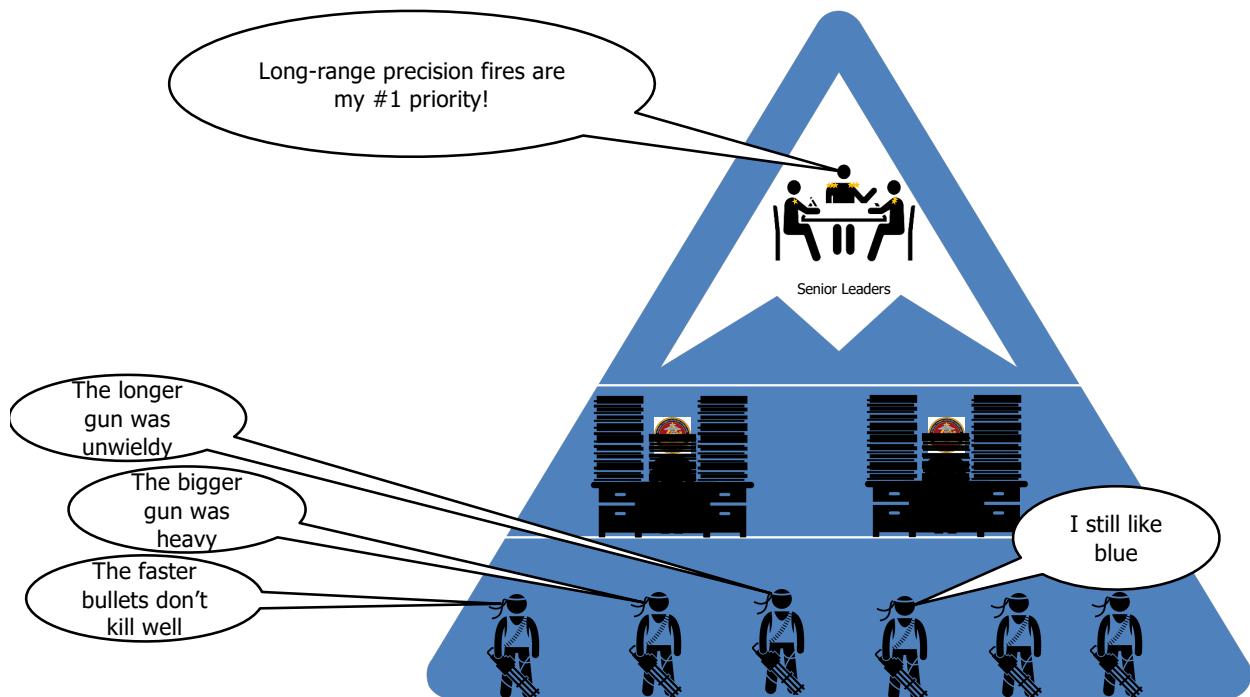
The Valley of Death

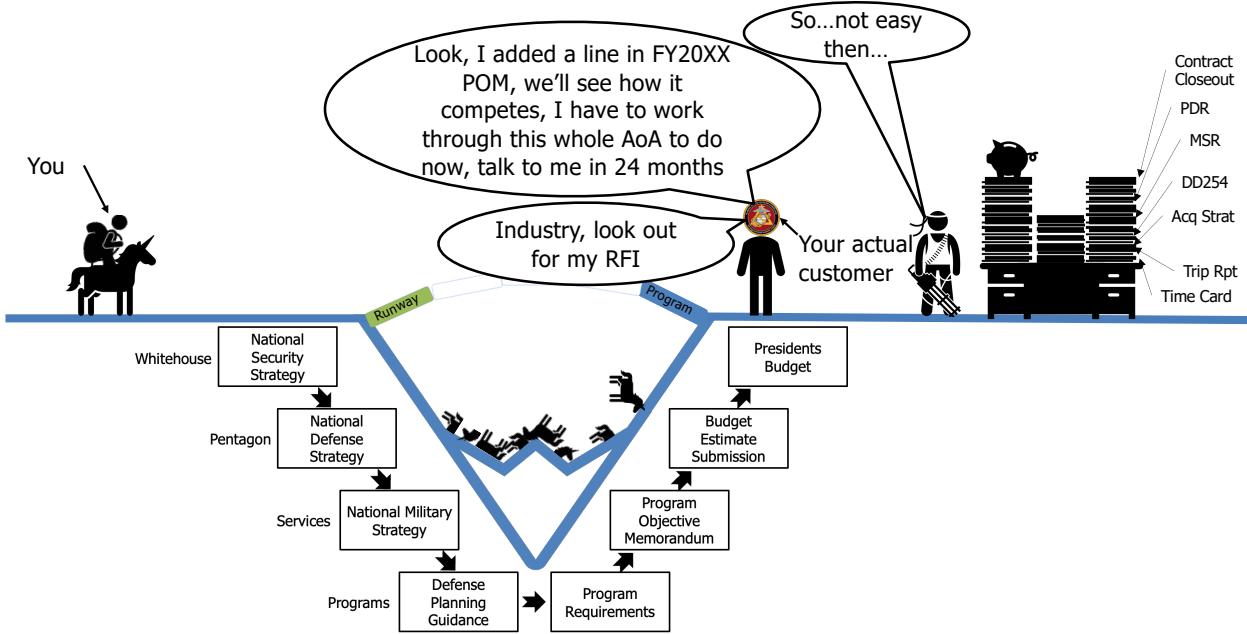


The Valley of Death

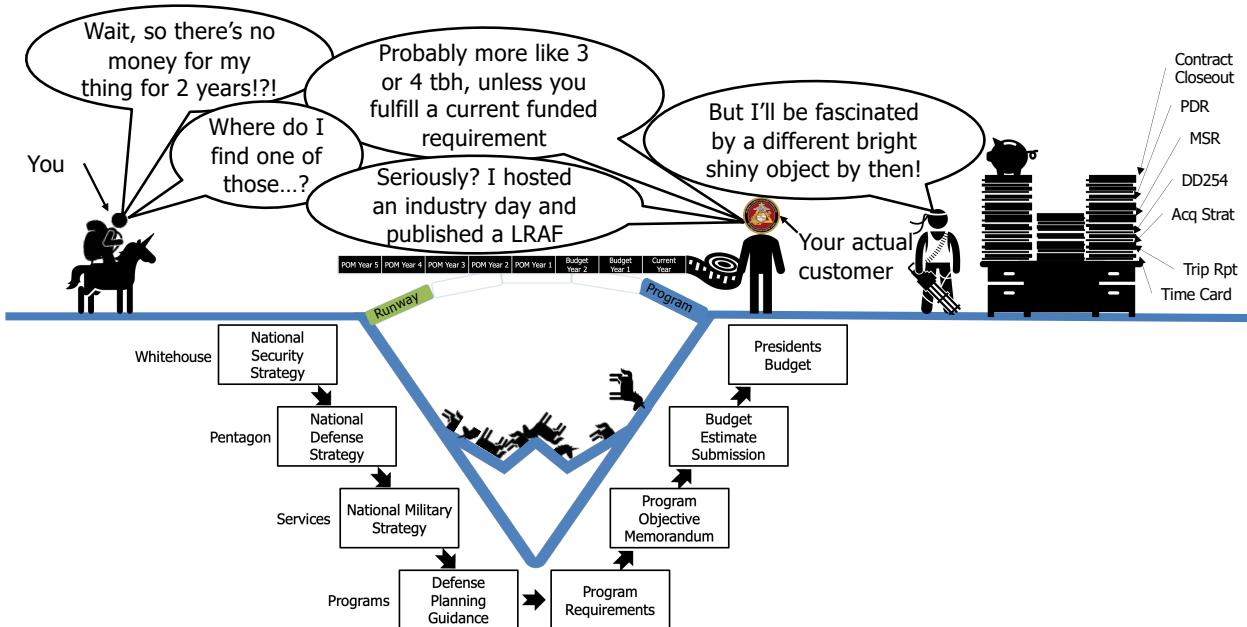








The Valley of Death

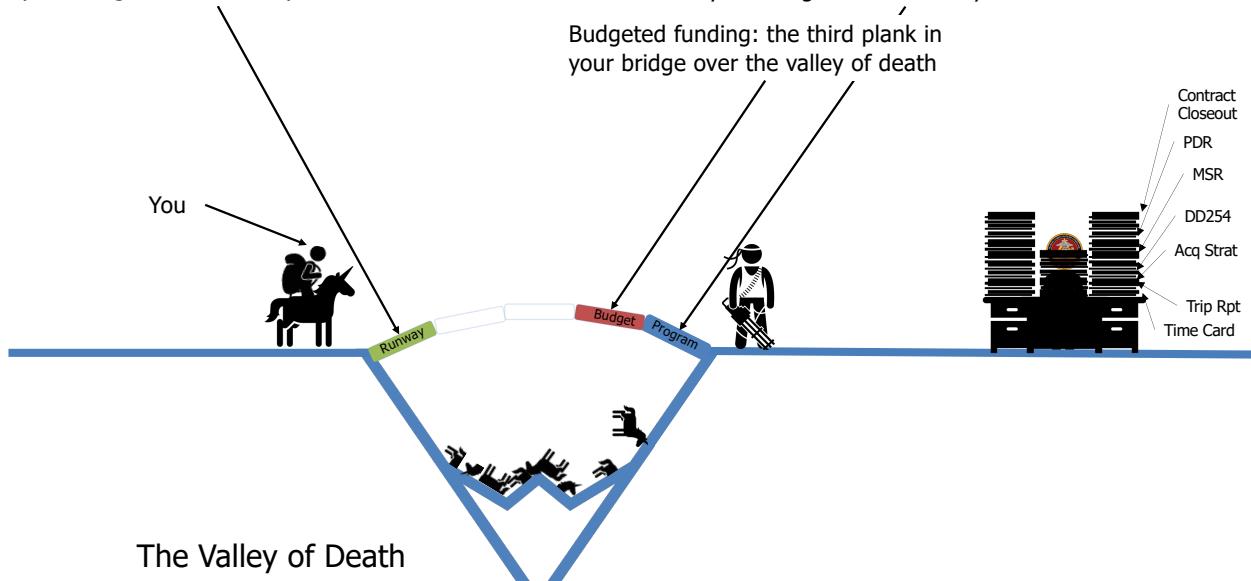


The Valley of Death

Step 3 Complete: A Budget Line

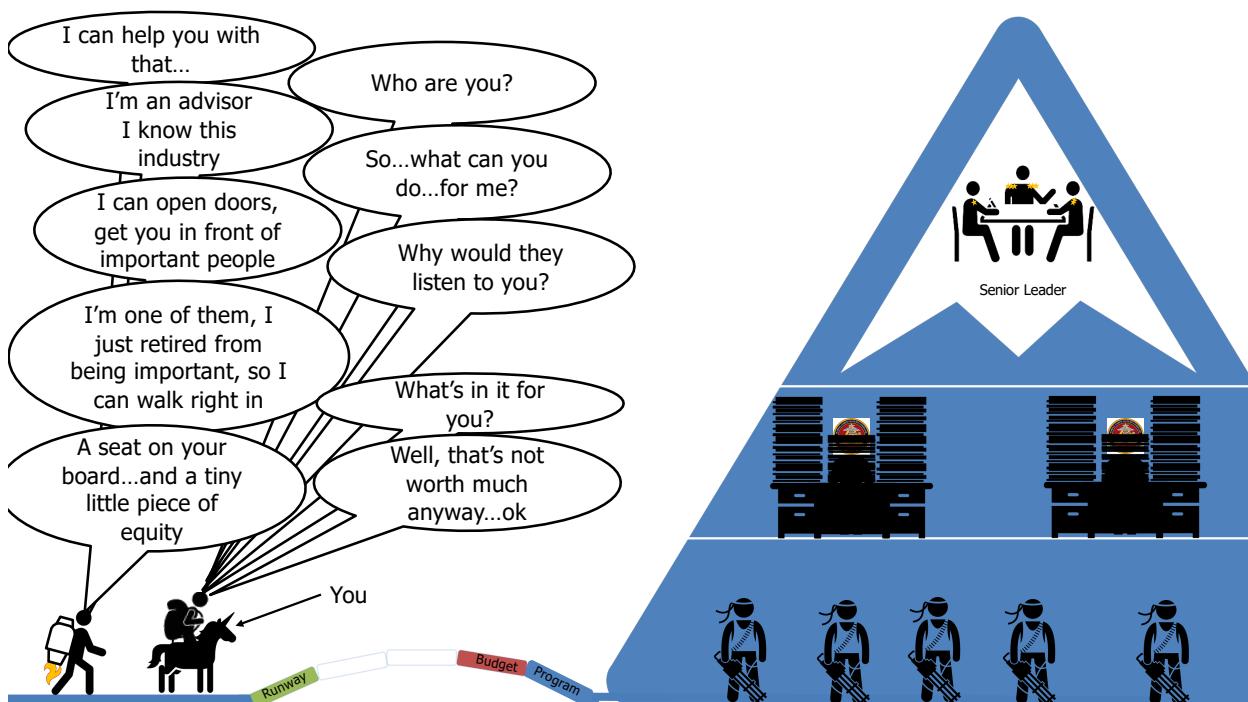
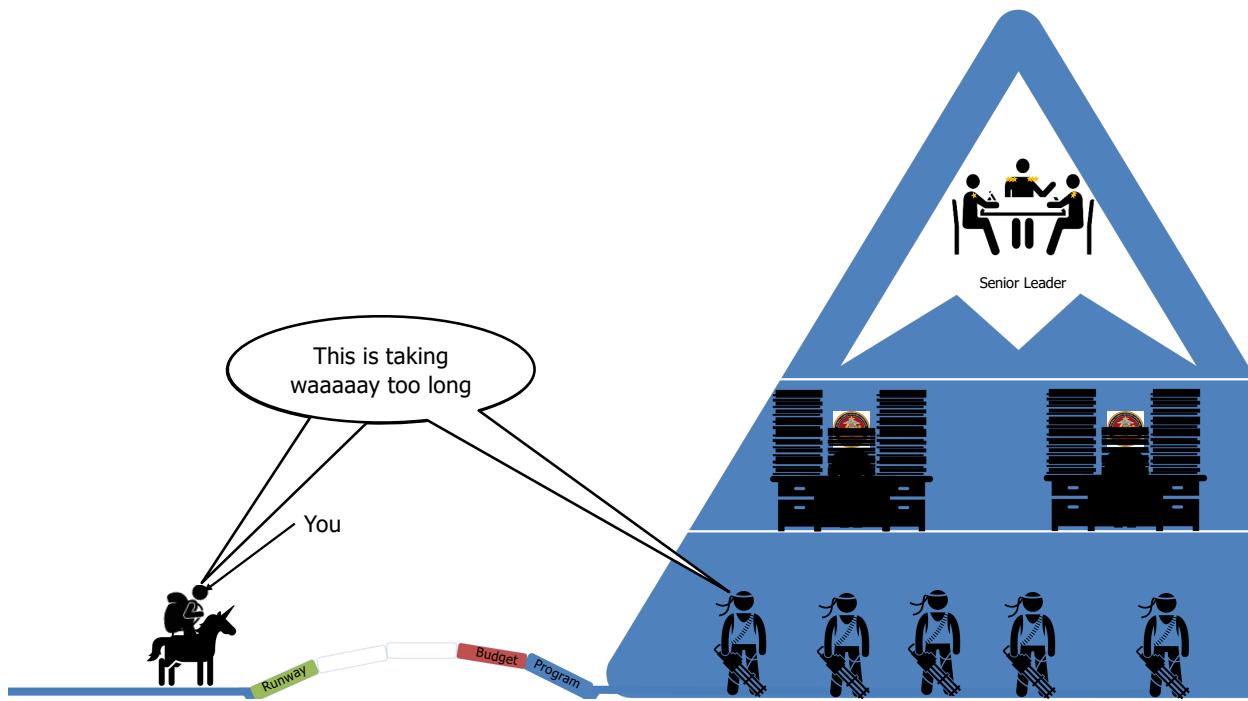
Seed funding: the second plank in your bridge over the valley of death

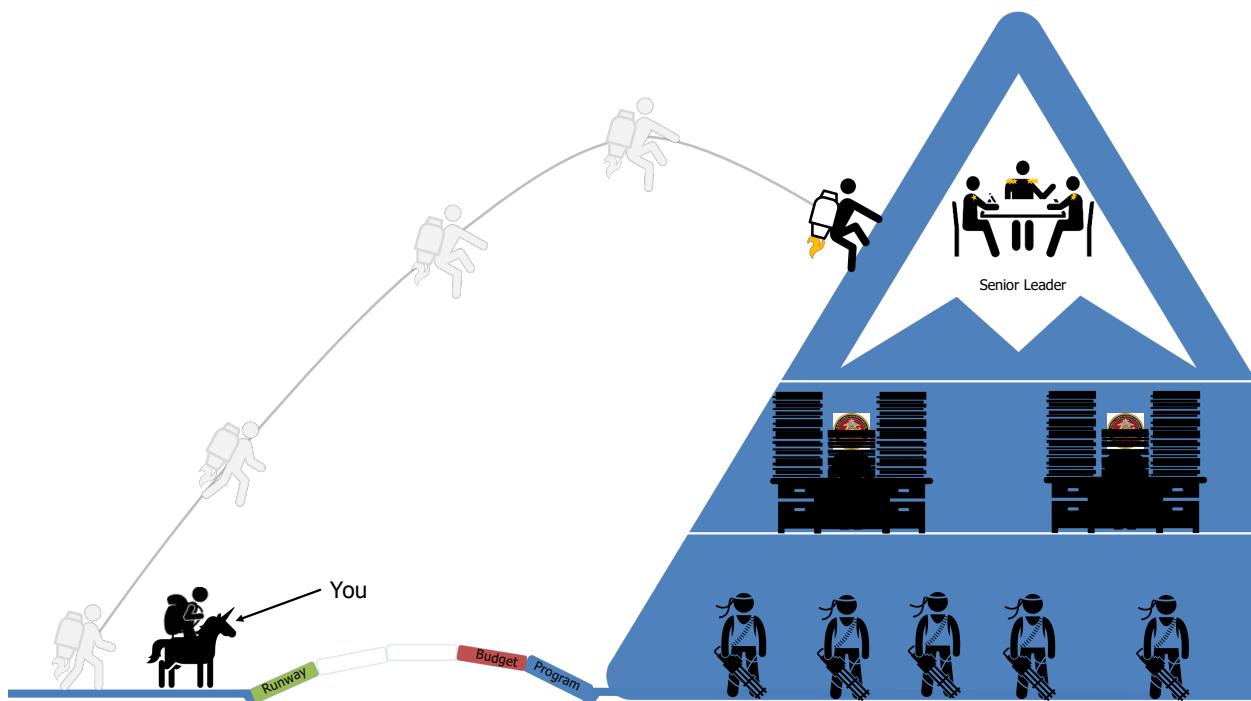
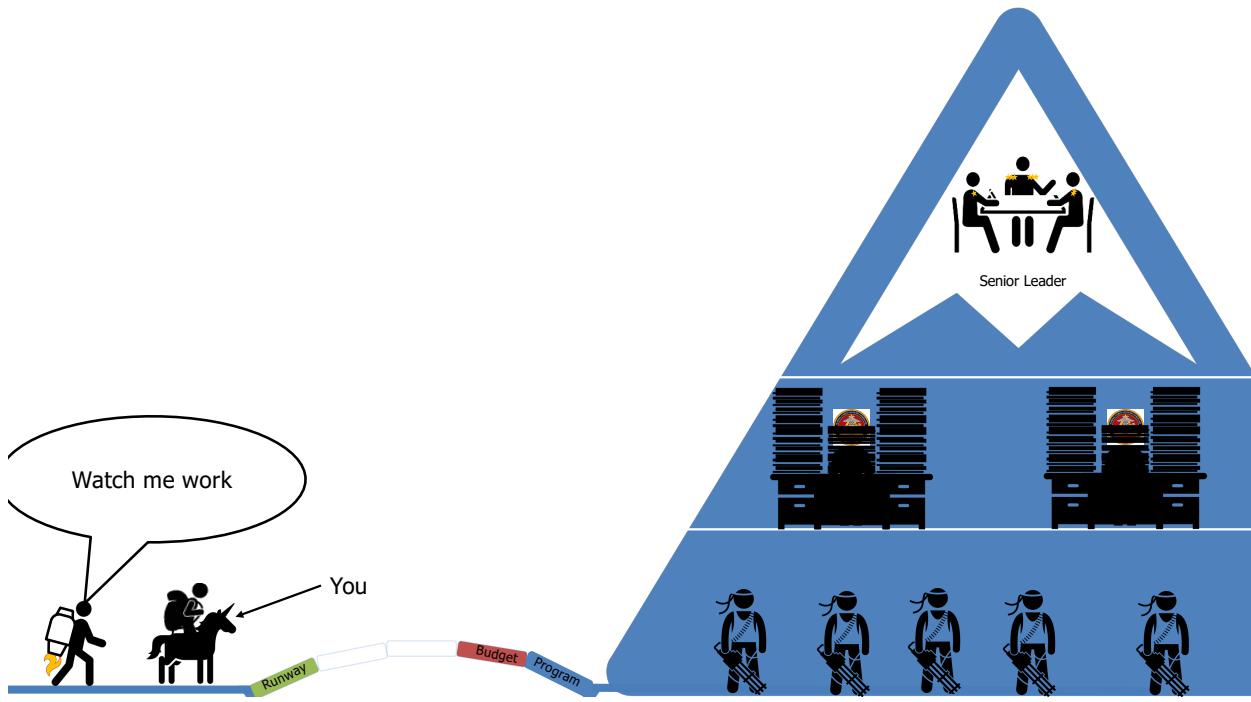
A program target: the first plank in your bridge over the valley of death

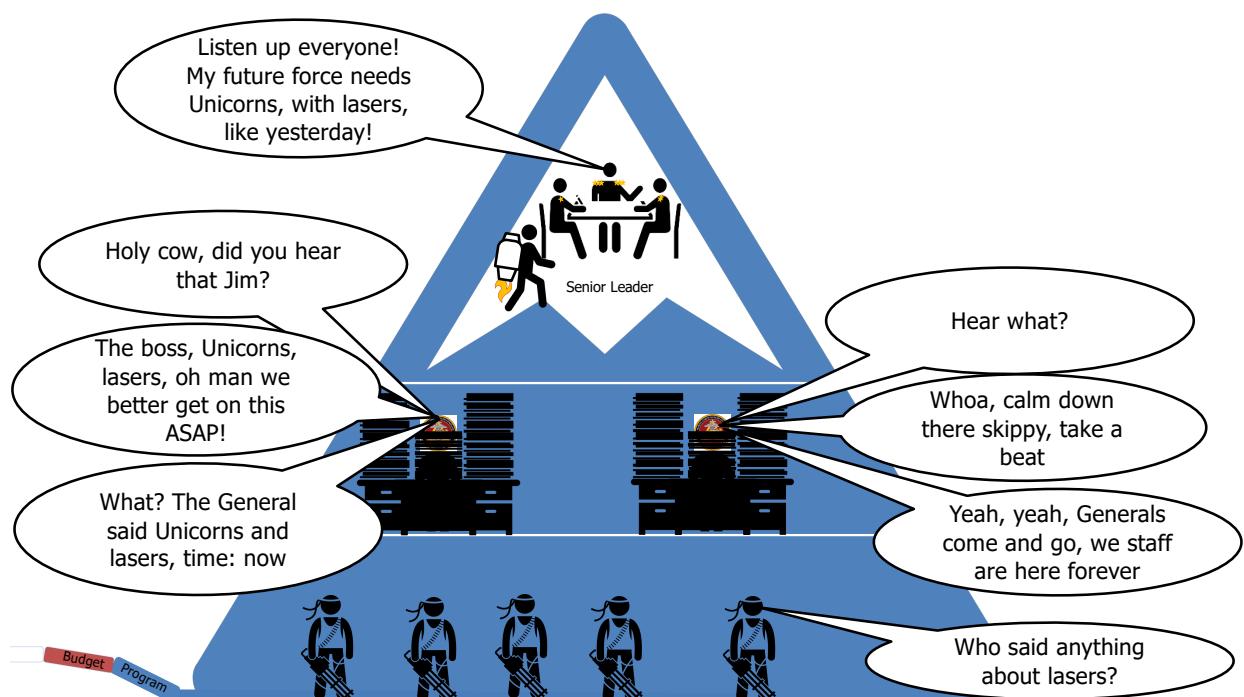
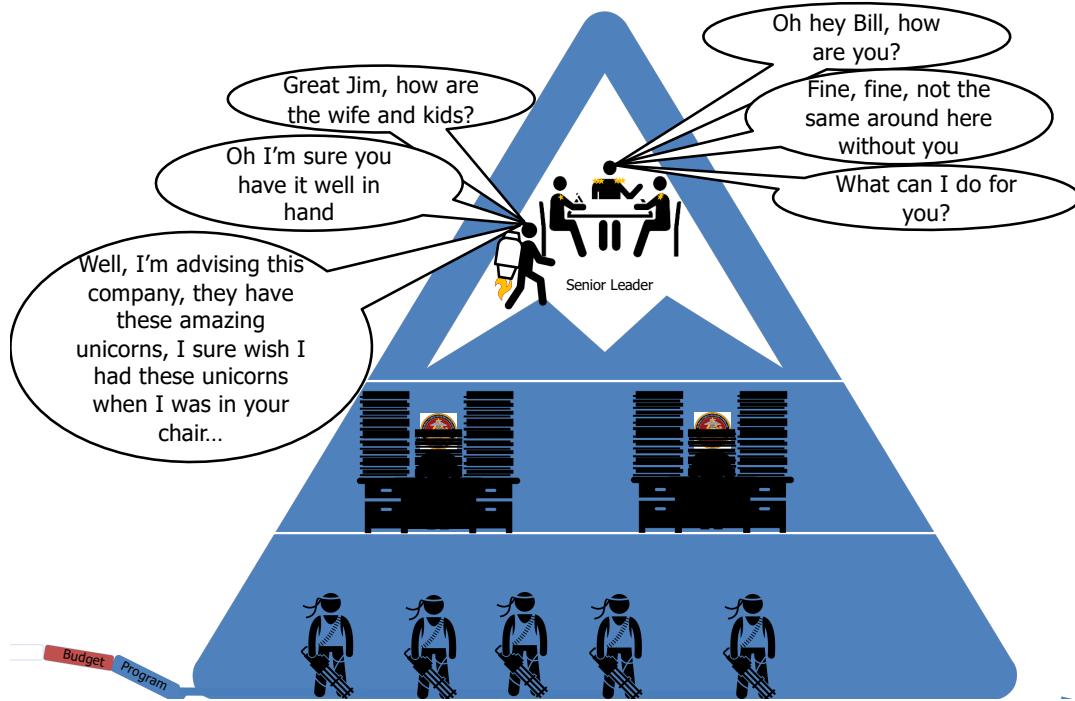


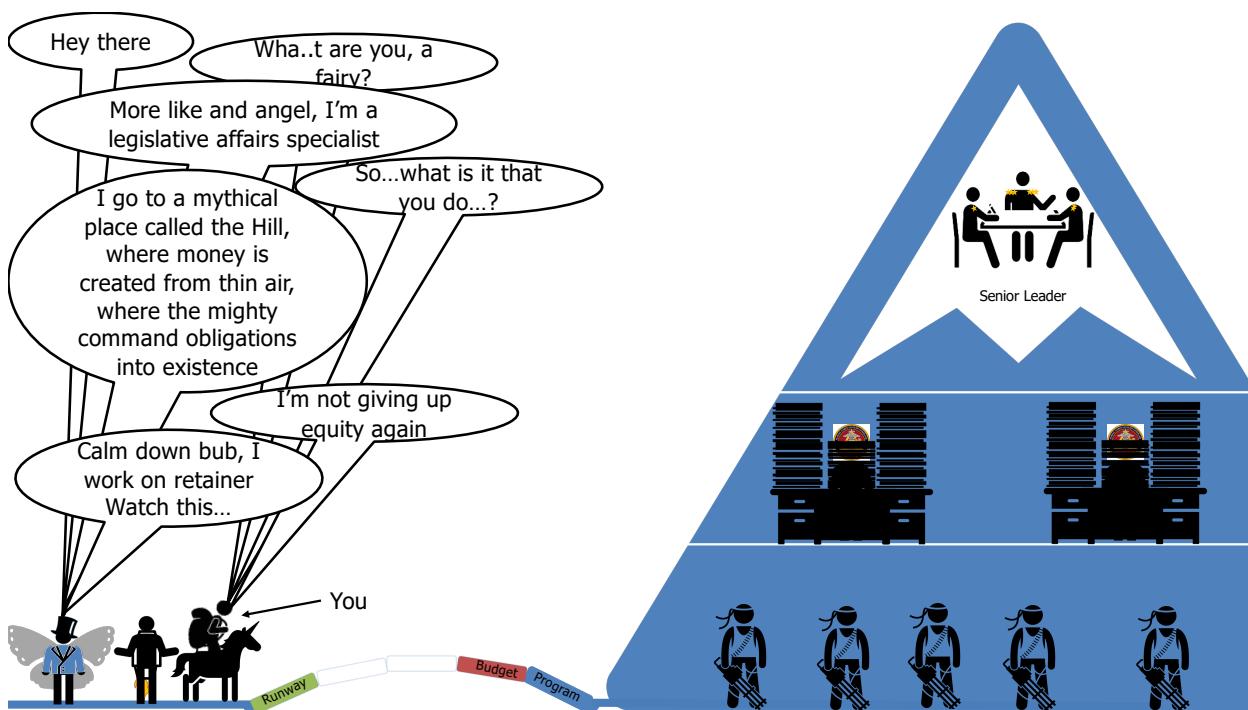
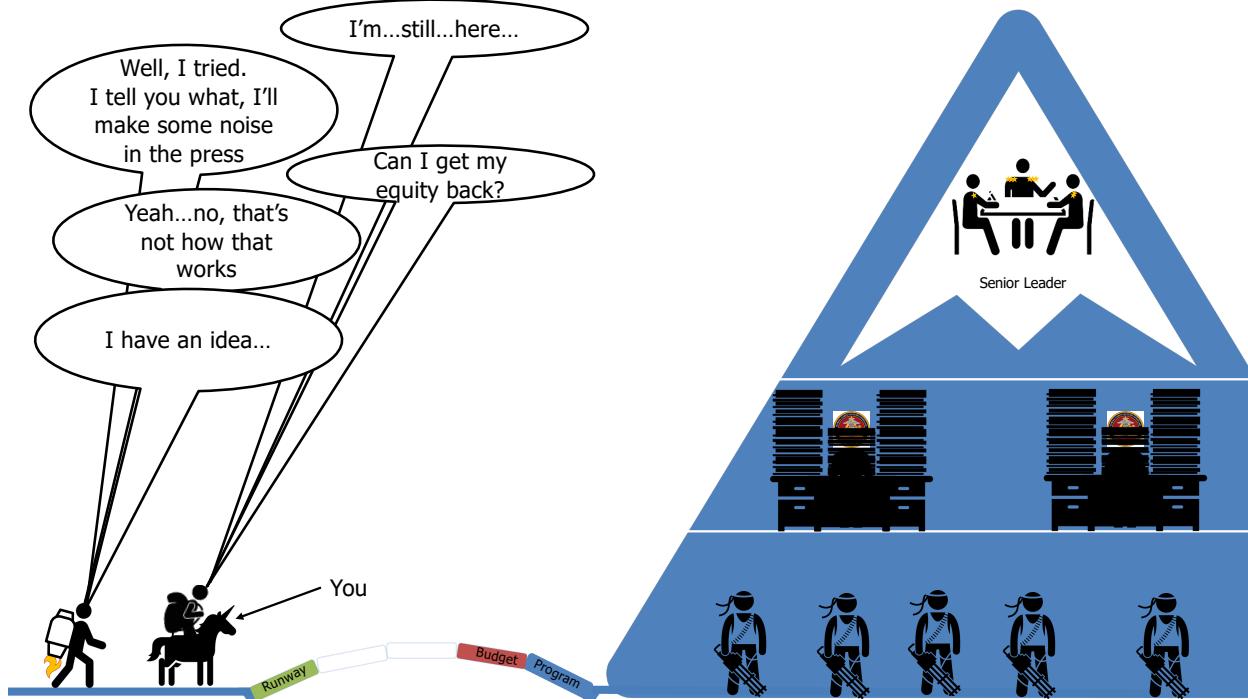
Shortcuts...

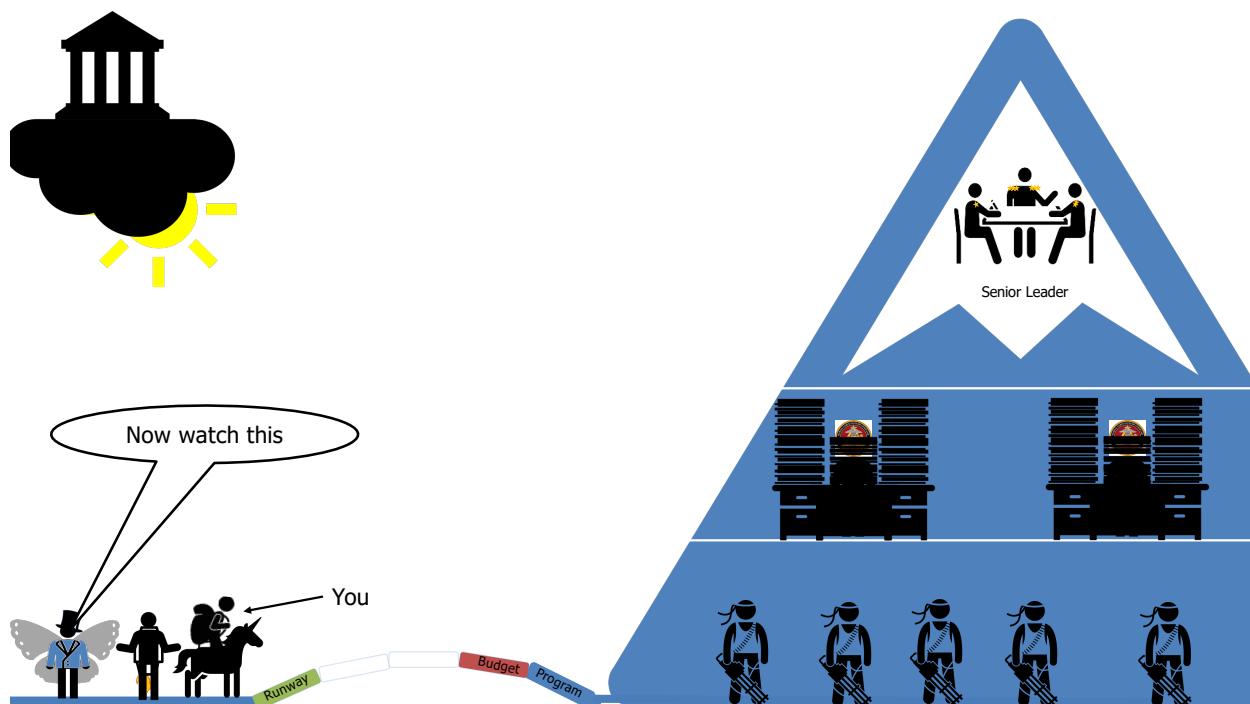
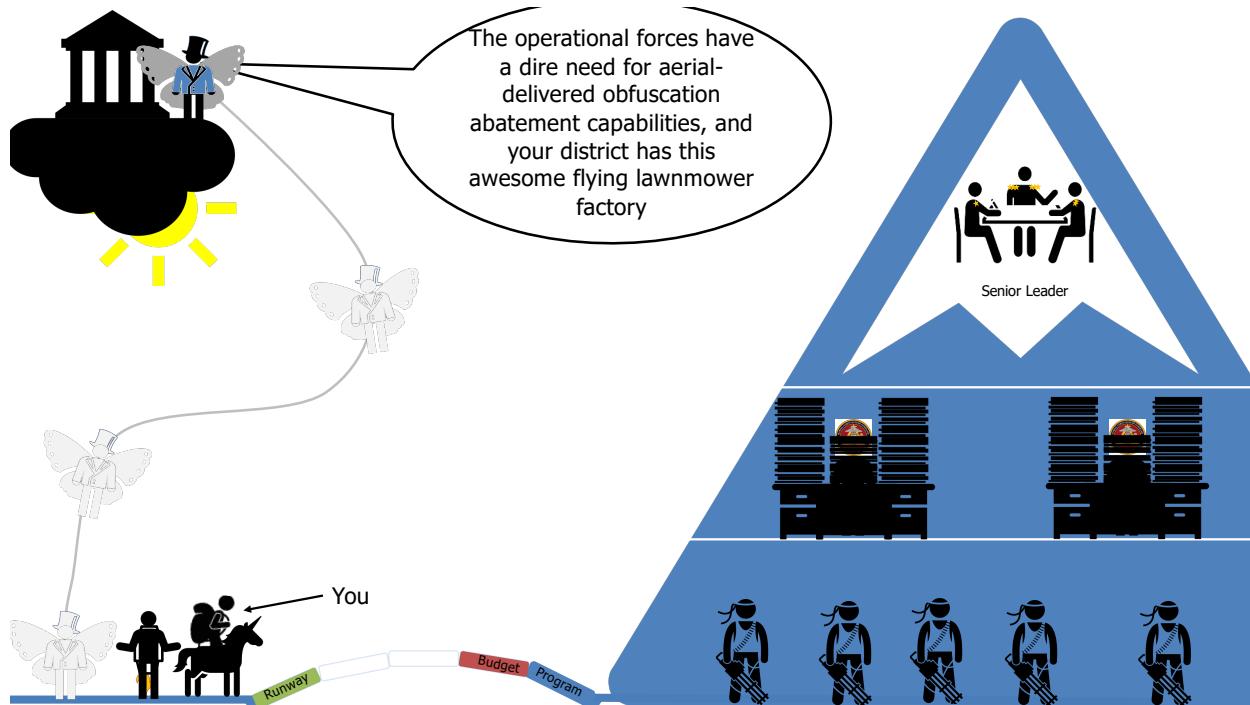
The long way is the shortcut to success
The shortcut is the long way to failure

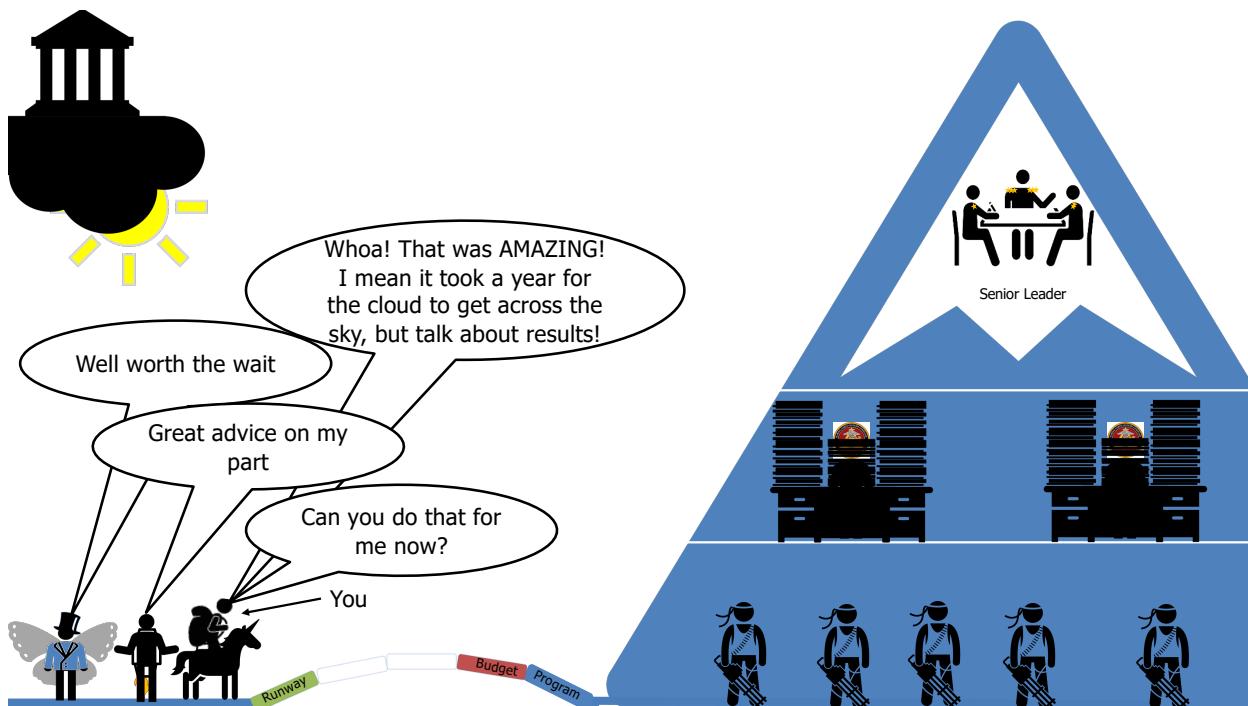
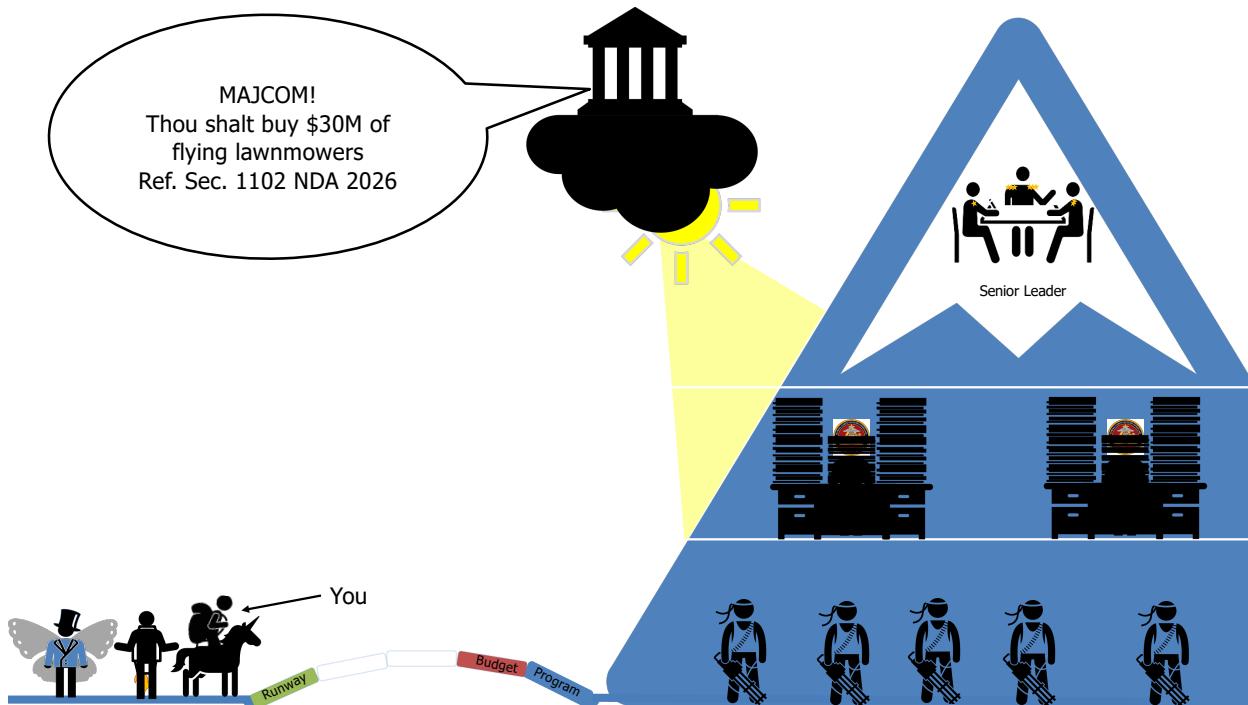


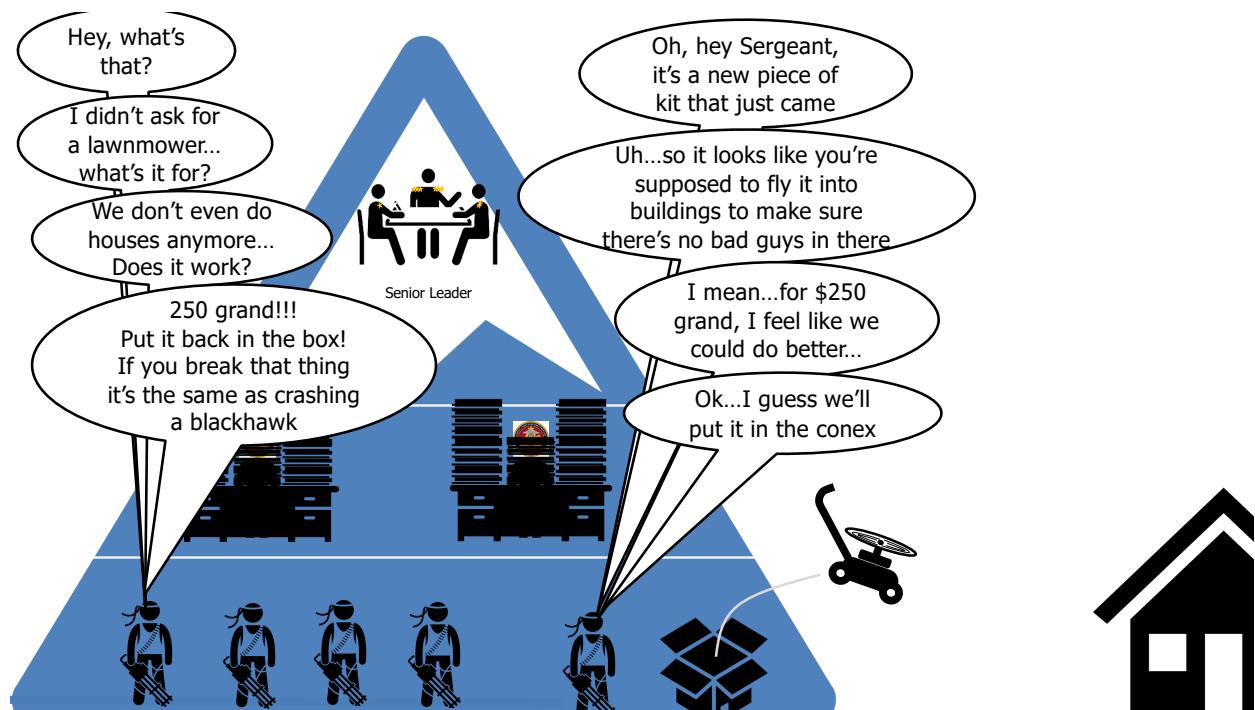
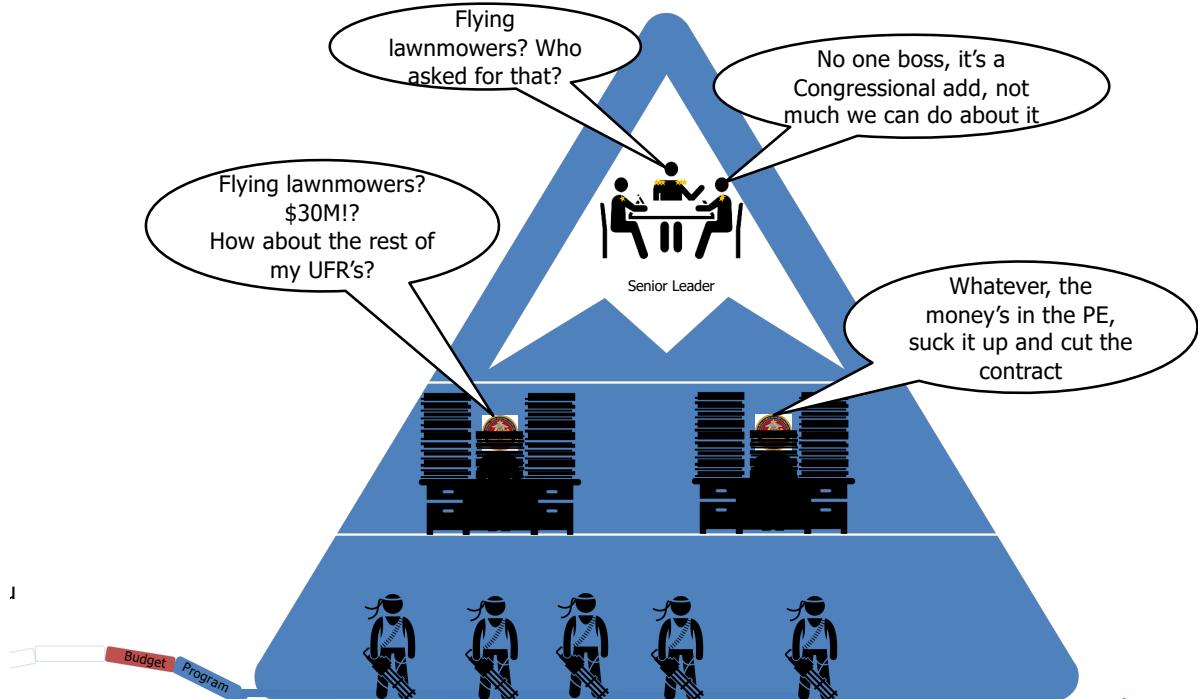




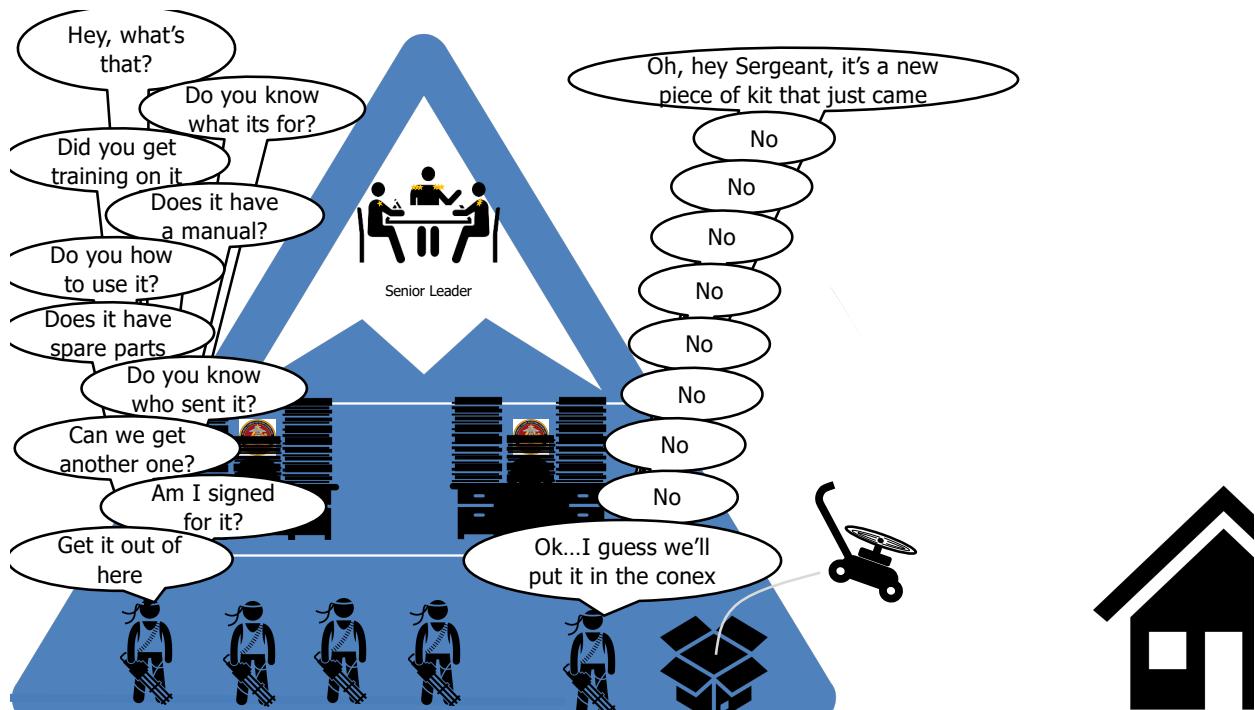




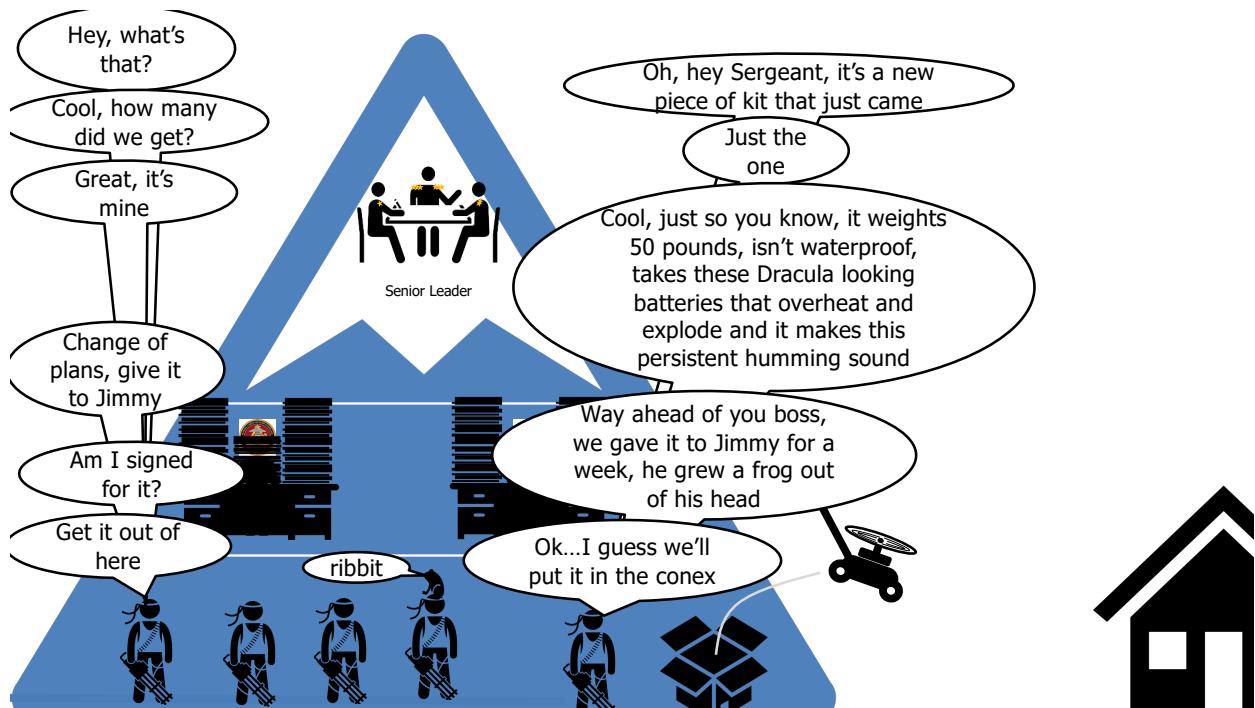




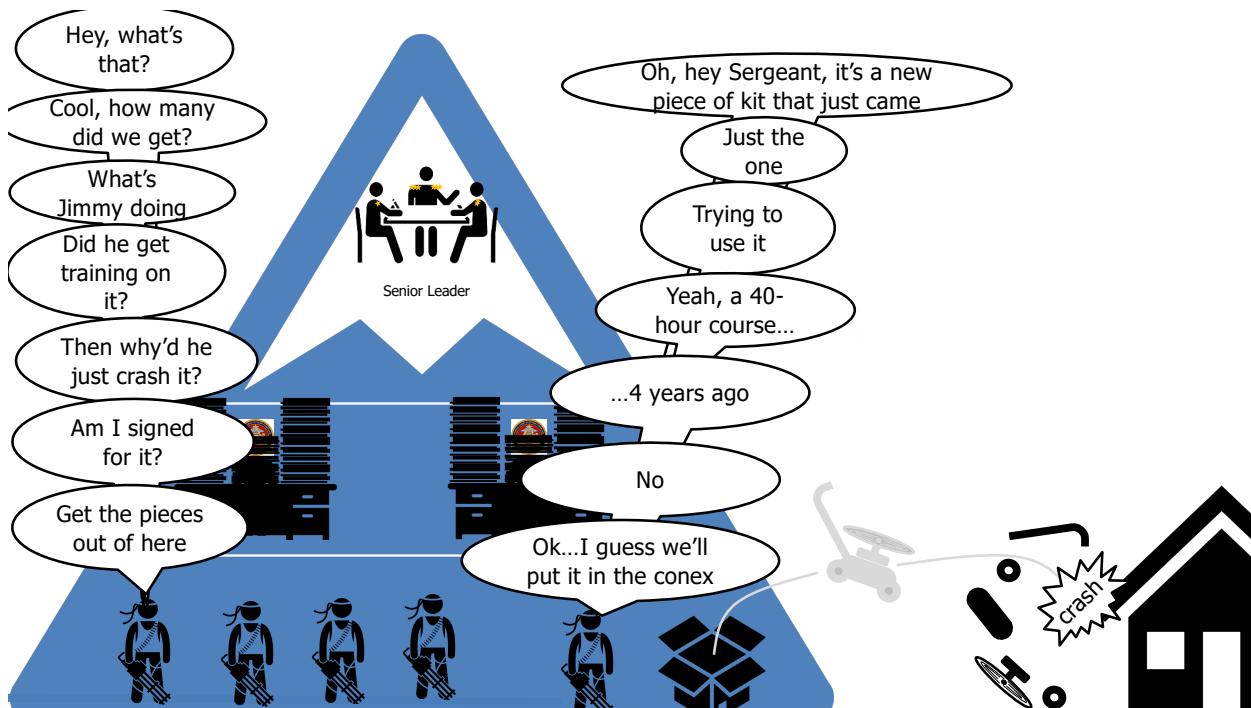
Or...



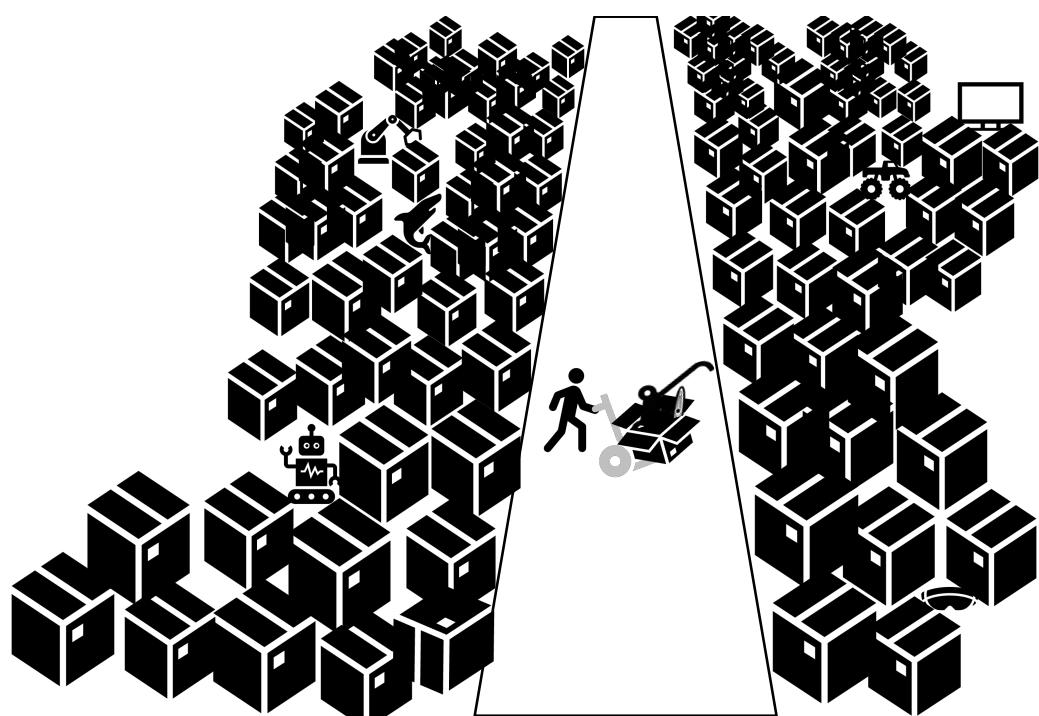
Or...

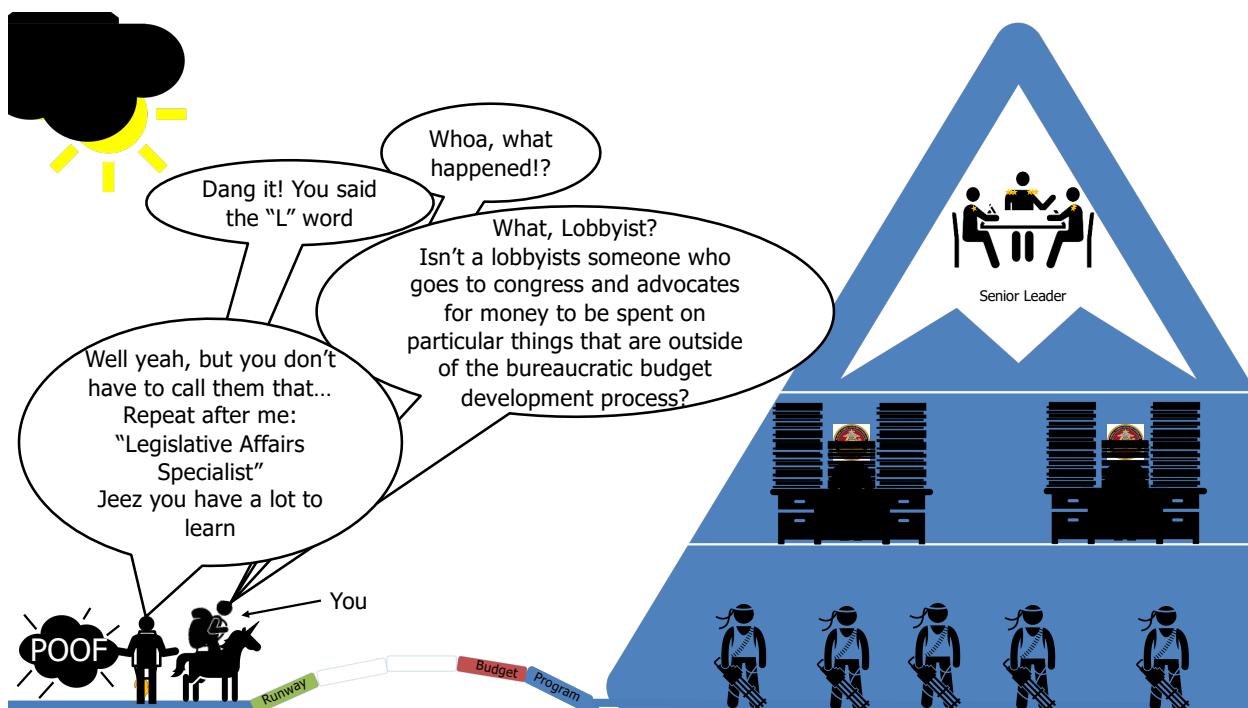
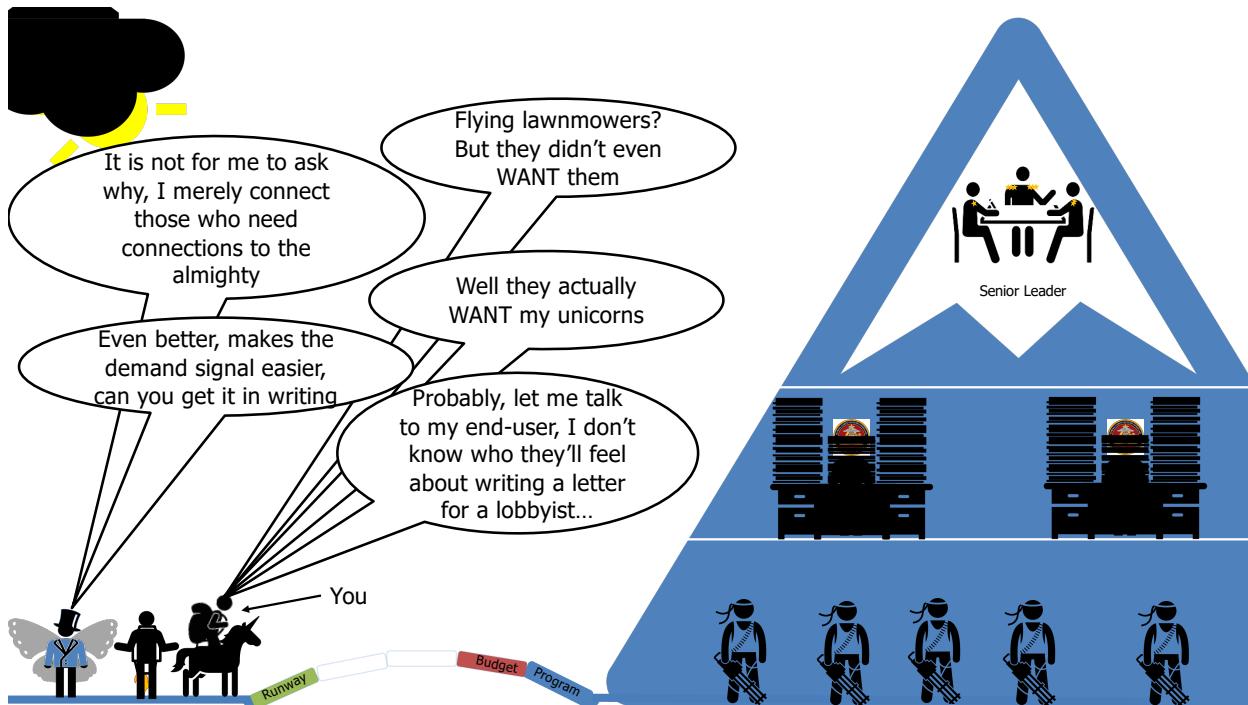


Or...



Almost every time...





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

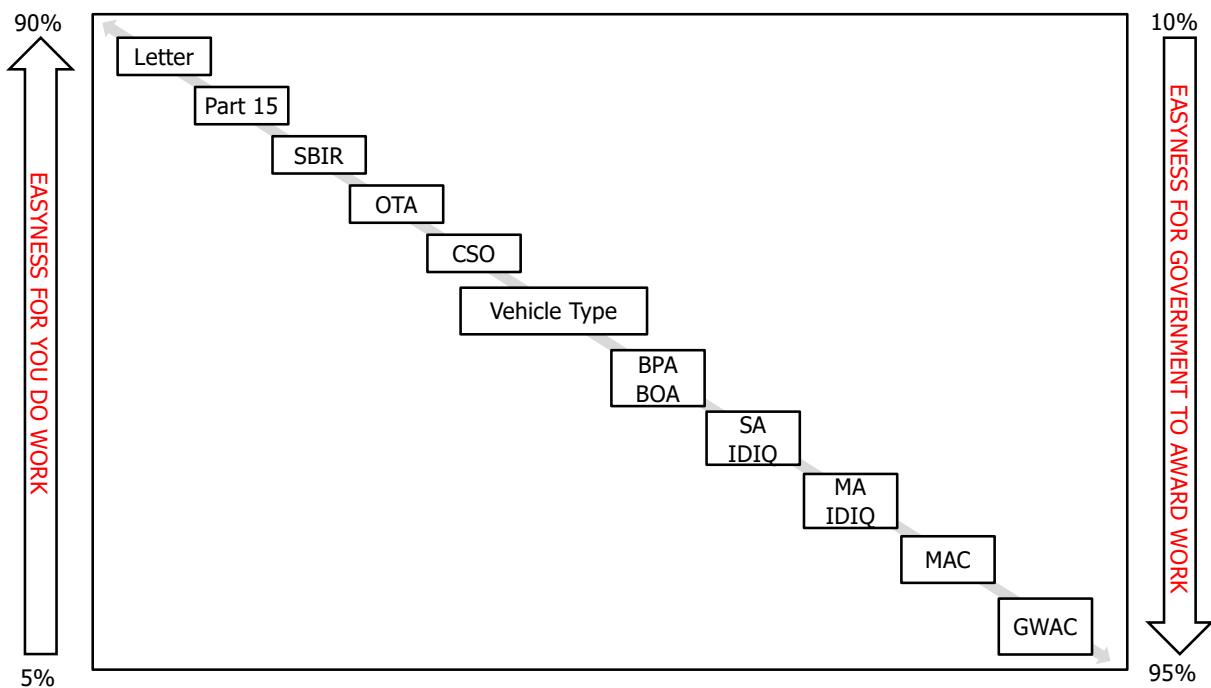
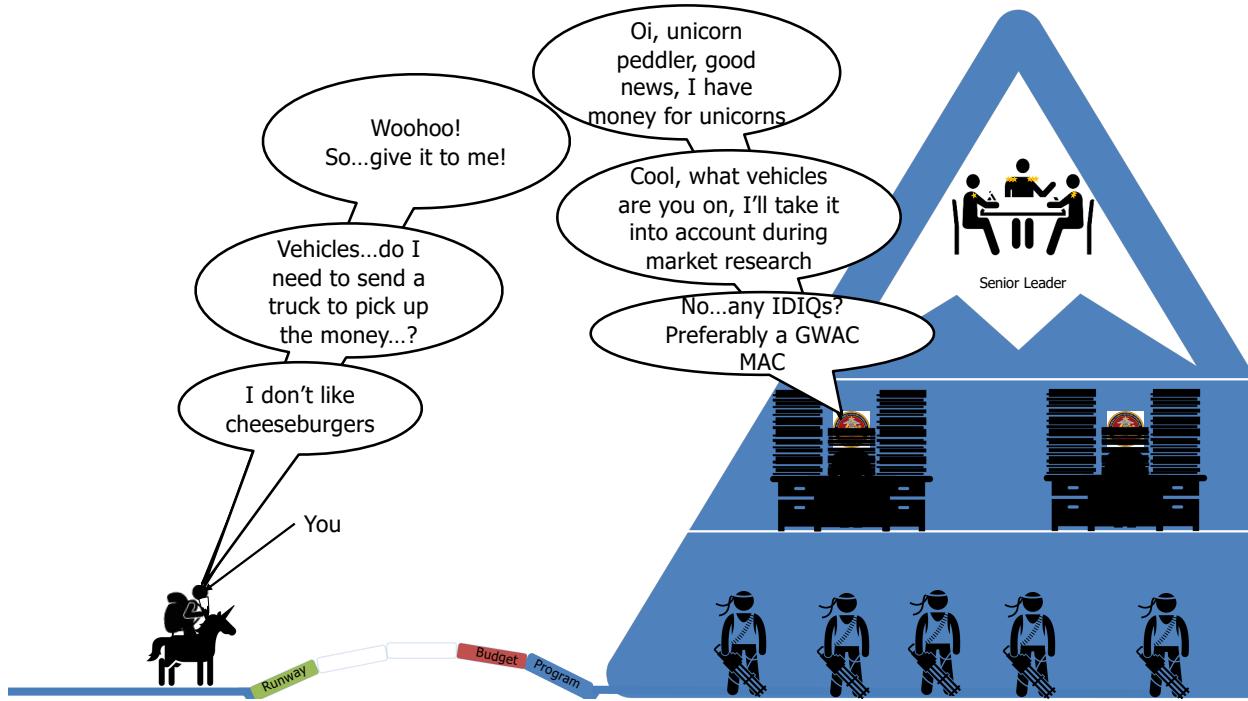
Leadership: do we need to make new Generals for the thing? Sergeants? How does that career progression work?

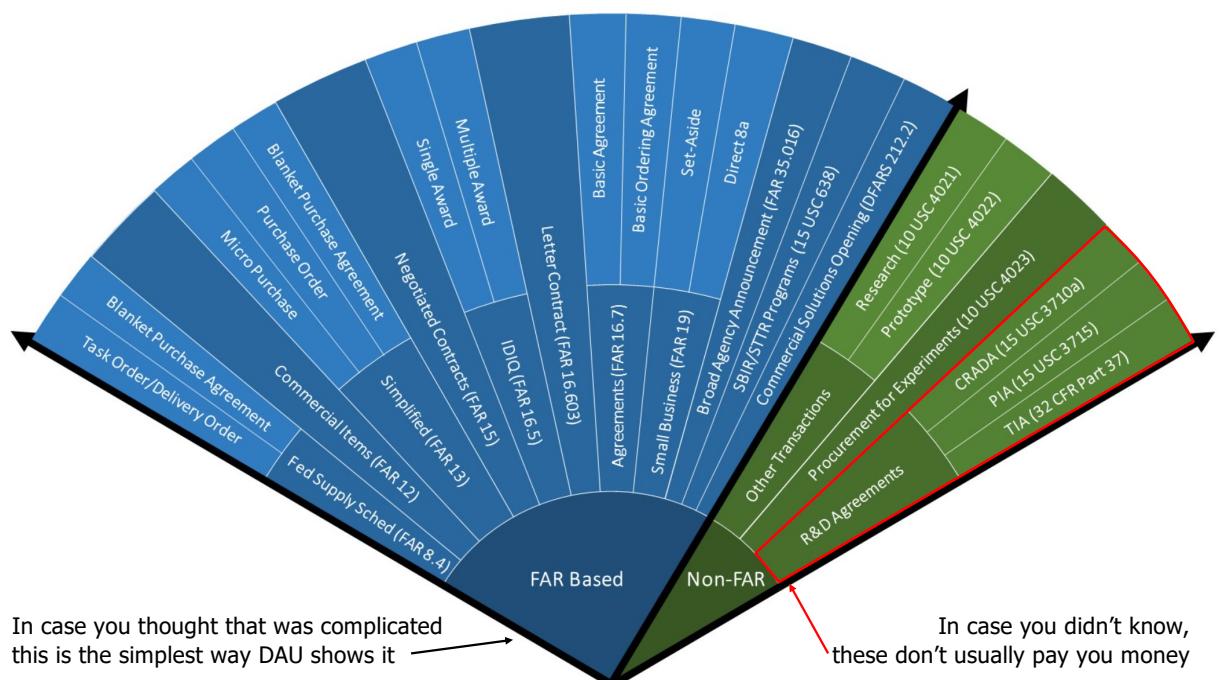
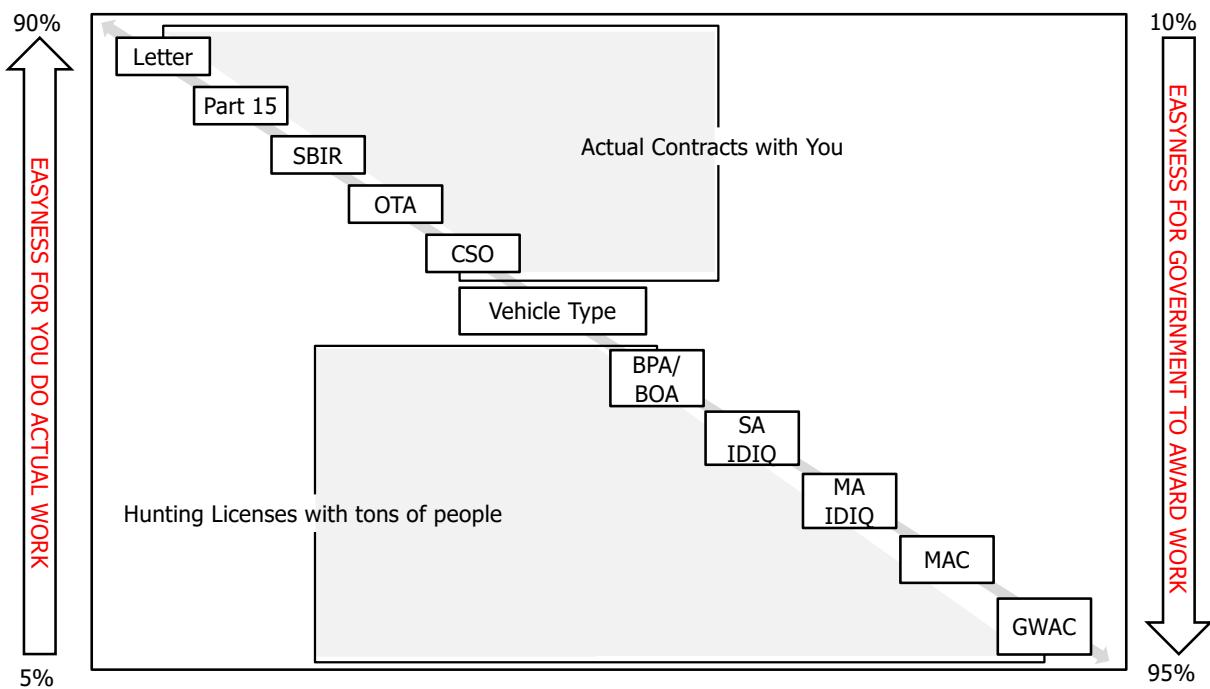
Personnel: do they have enough people for it? Seriously, think about how many bodies a new group 4 UAS takes...

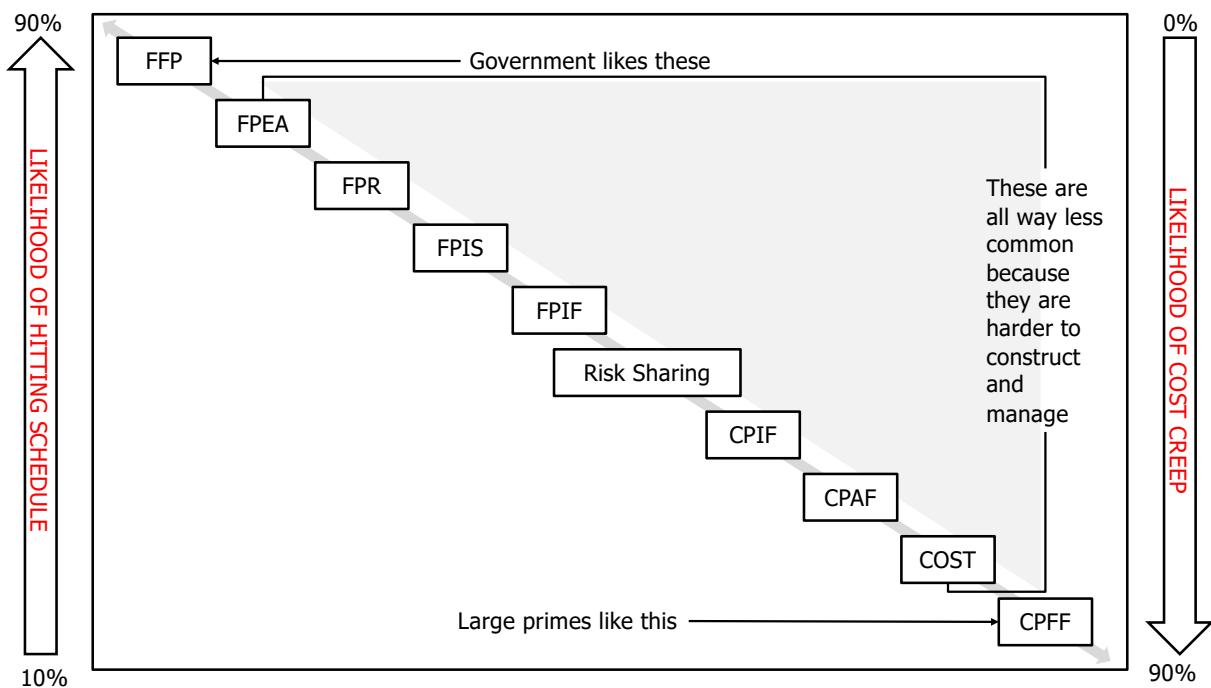
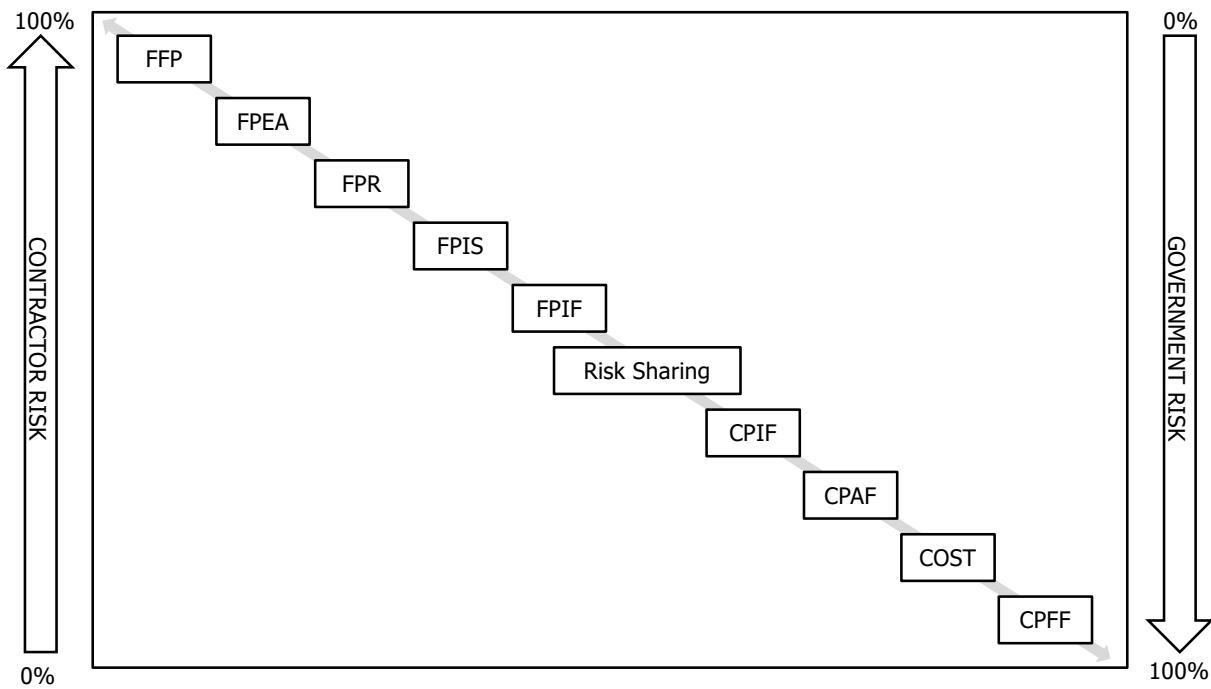
Facilities: do they have a place to park it? Particularly if it's digital, transmits, does anything hazardous, shoots things,

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

The Bridge's Keystone, is a Contract







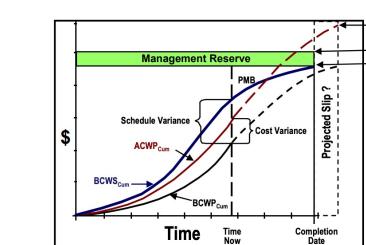
CONTRACT BINGO										
	Part 15	Letter	SBIR	OTA	CSO	BPA/BOA	SA IDIQ	MA IDIQ	MAC	GWAC
FFP										
FPEA										
FPR										
FPIS										
FPIF										
CPIF										
CPAF										
COST										
CPFF										

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	Harder to award and high government risk														
COST															
CPFF															

DAU EARNED VALUE MANAGEMENT 'GOLD CARD'



VARIANCES Positive is Favorable, Negative is Unfavorable

Cost Variance	$CV = BCWP - ACWP$	OVERALL STATUS
	$CV\% = (CV / BCWP) * 100$	$\% \text{ Schedule} = (BCWS_{\text{Cum}} / BAC) * 100$
Schedule Variance	$SV = BCWP - BCWS$	$\% \text{ Complete} = (BCWP_{\text{Cum}} / BAC) * 100$
	$SV\% = (SV / BCWS) * 100$	$\% \text{ Spent} = (ACWP_{\text{Cum}} / BAC) * 100$
Variance at Completion	$VAC = BAC - EAC$	
	$VAC\% = (VAC / BAC) * 100$	

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 Baseline'd to Finish within Current Report Period)

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

$EAC_{CPI} = ACWP_{\text{Cum}} + [(BAC - BCWP_{\text{Cum}}) / CPI_{\text{Cum}}]$

$EAC_{Composite} = ACWP_{\text{Cum}} + [(BAC - BCWP_{\text{Cum}}) / (CPI_{\text{Cum}} * SPI_{\text{Cum}})]$

TO COMPLETE PERFORMANCE INDEX (TCPi) §

$TCPi_{Target} = \text{Work Remaining} / \text{Cost Remaining} = (BAC - BCWP_{\text{Cum}}) / (\text{Target} - ACWP_{\text{Cum}})$

§ 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

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
Reimbursable 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."

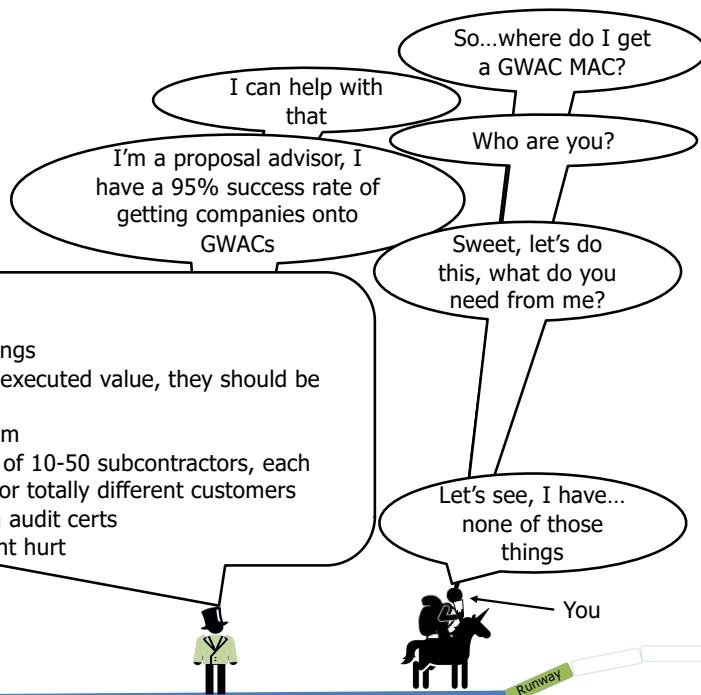
CONTRACT BINGO

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

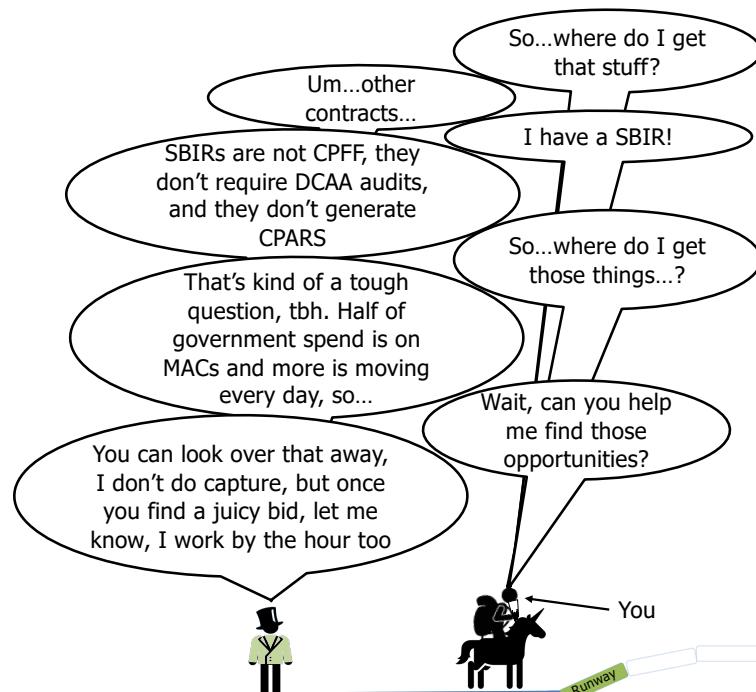
Moving from here to here is "growing up" in
GovCon, not as easy as it looks

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

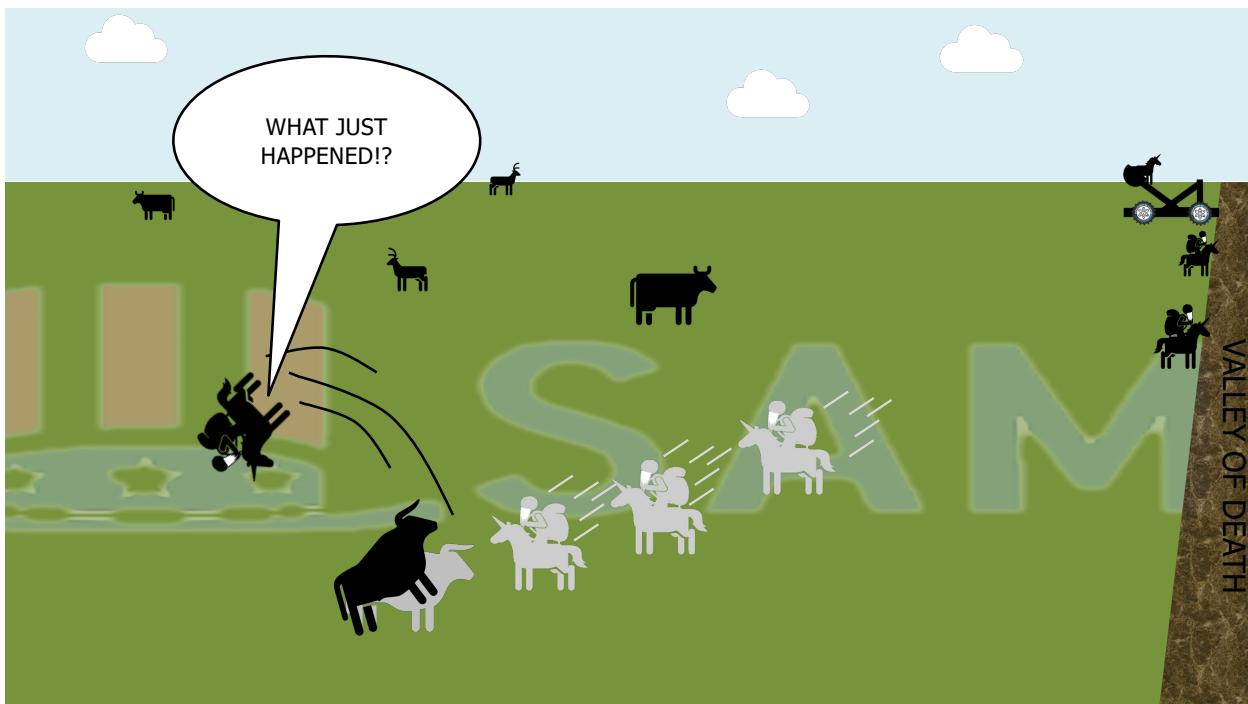


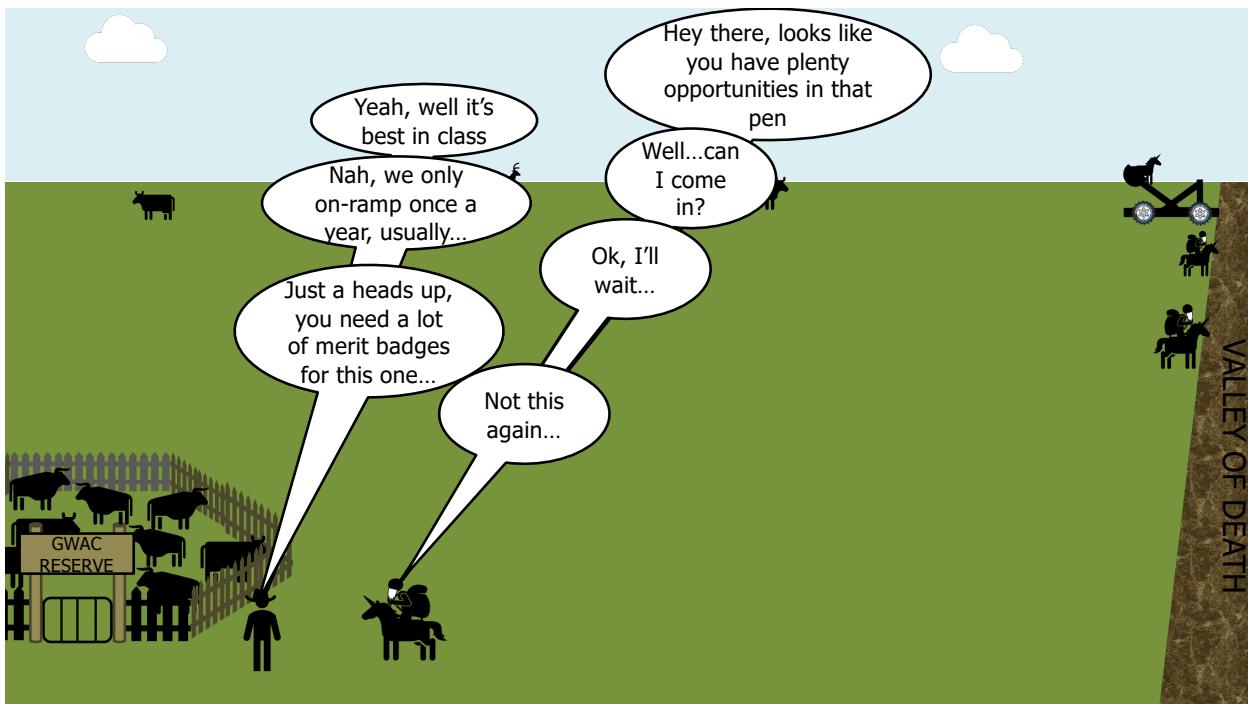
You can look over that away,
I don't do capture, but once
you find a juicy bid, let me
know, I work by the hour too



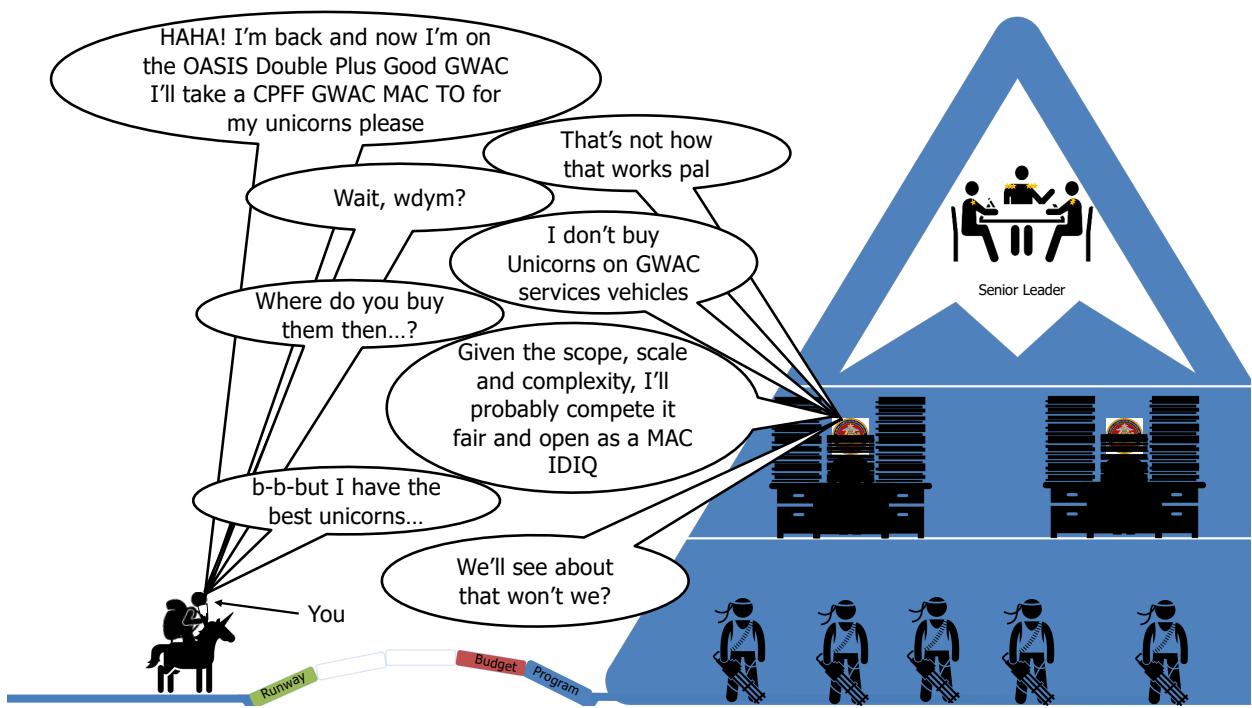
Out in the pasture...

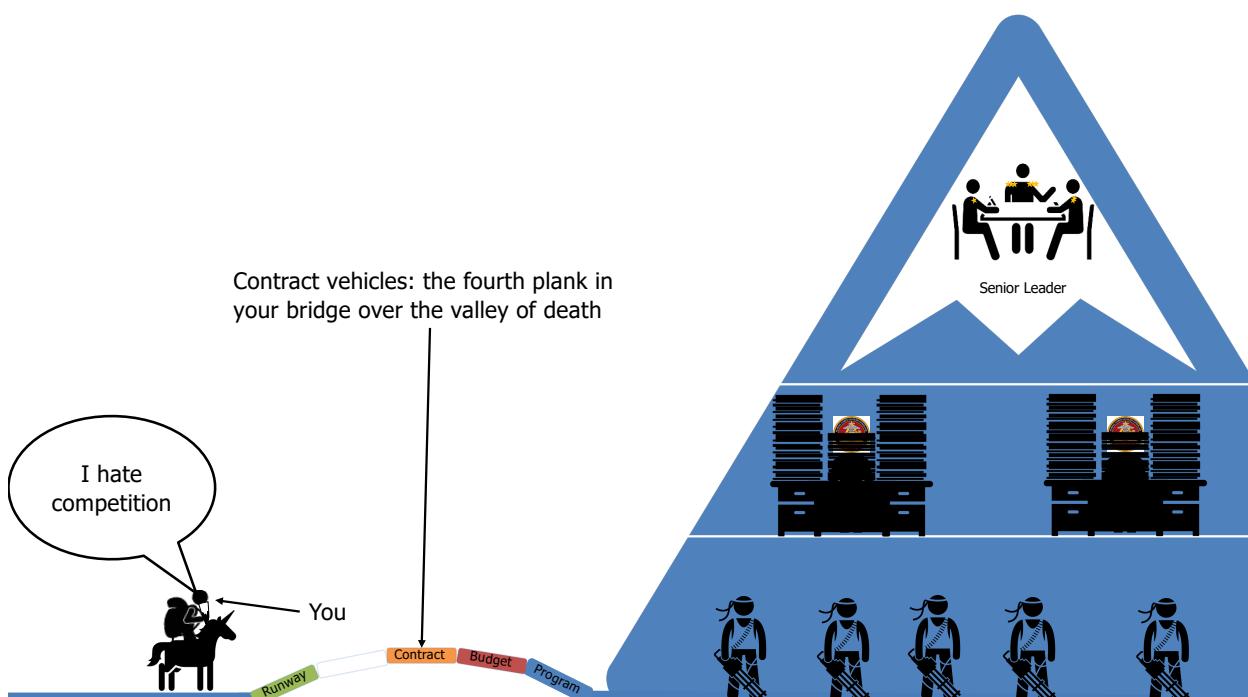
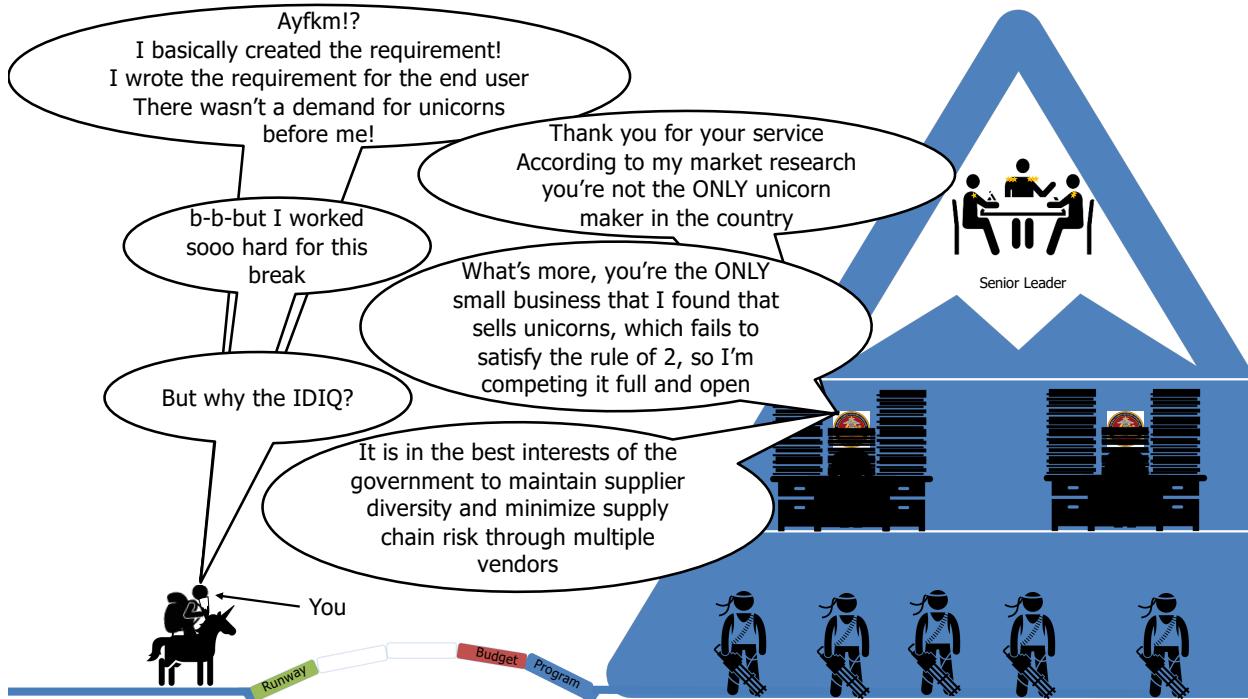


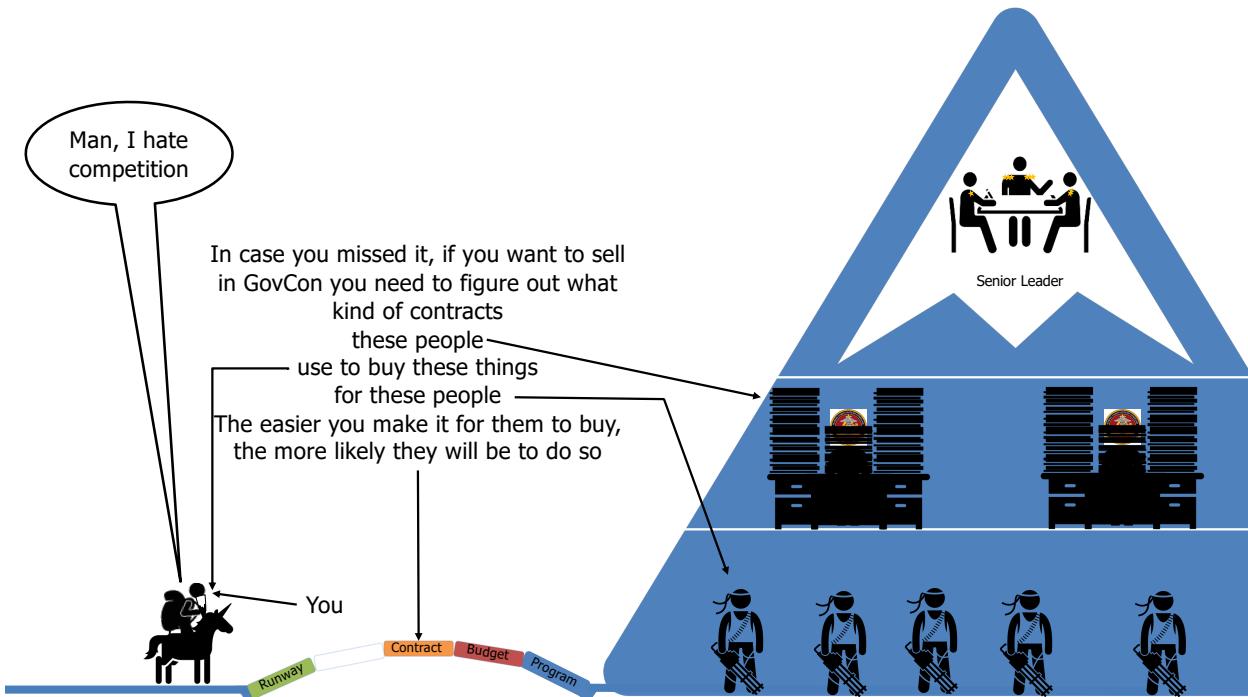




3-5 years later...

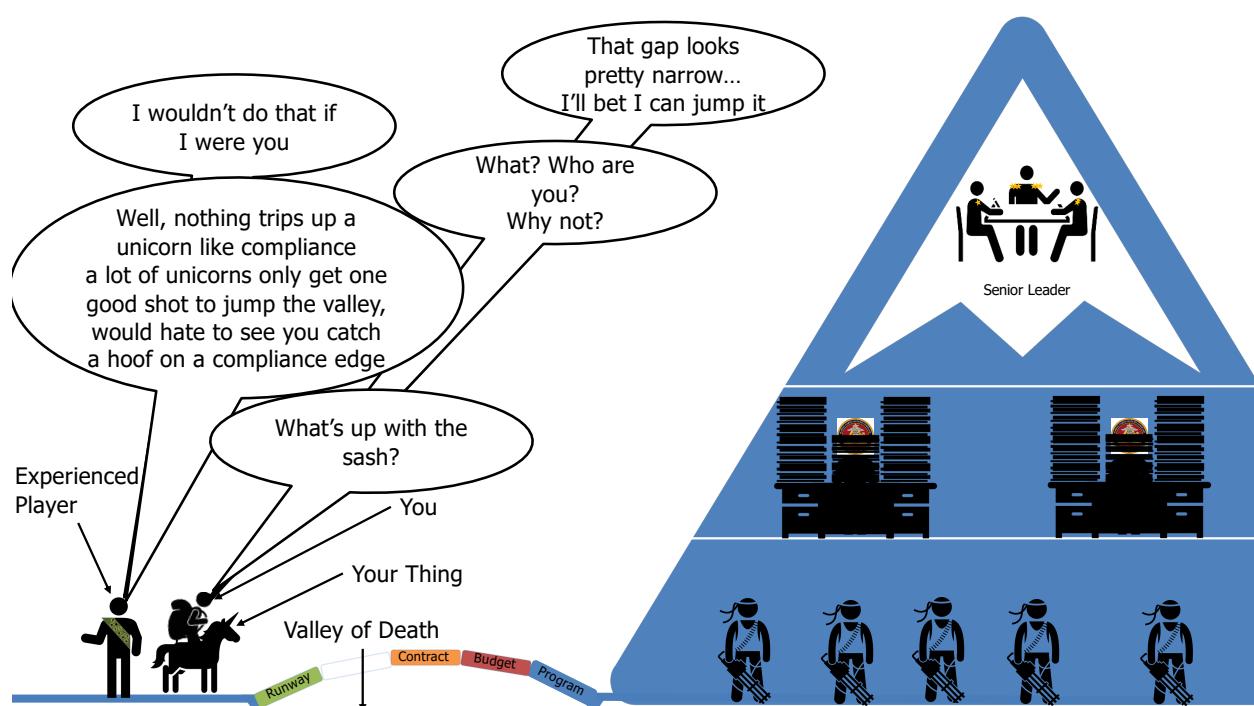


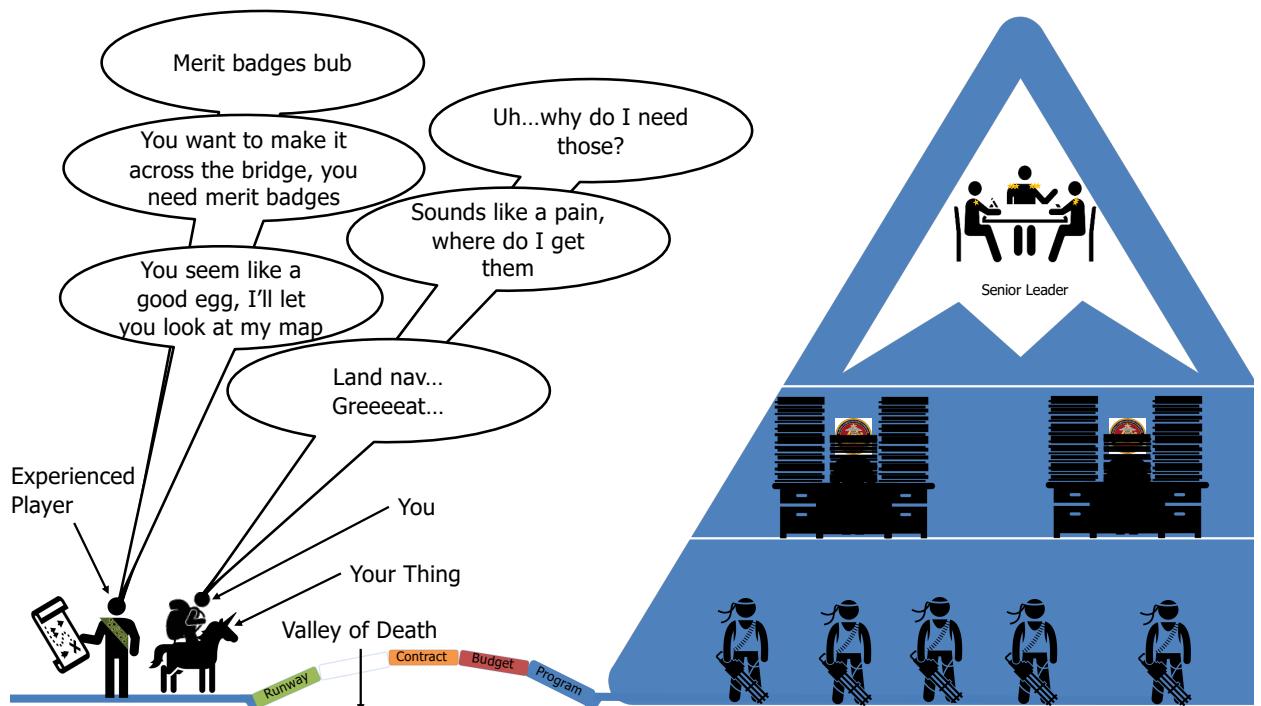


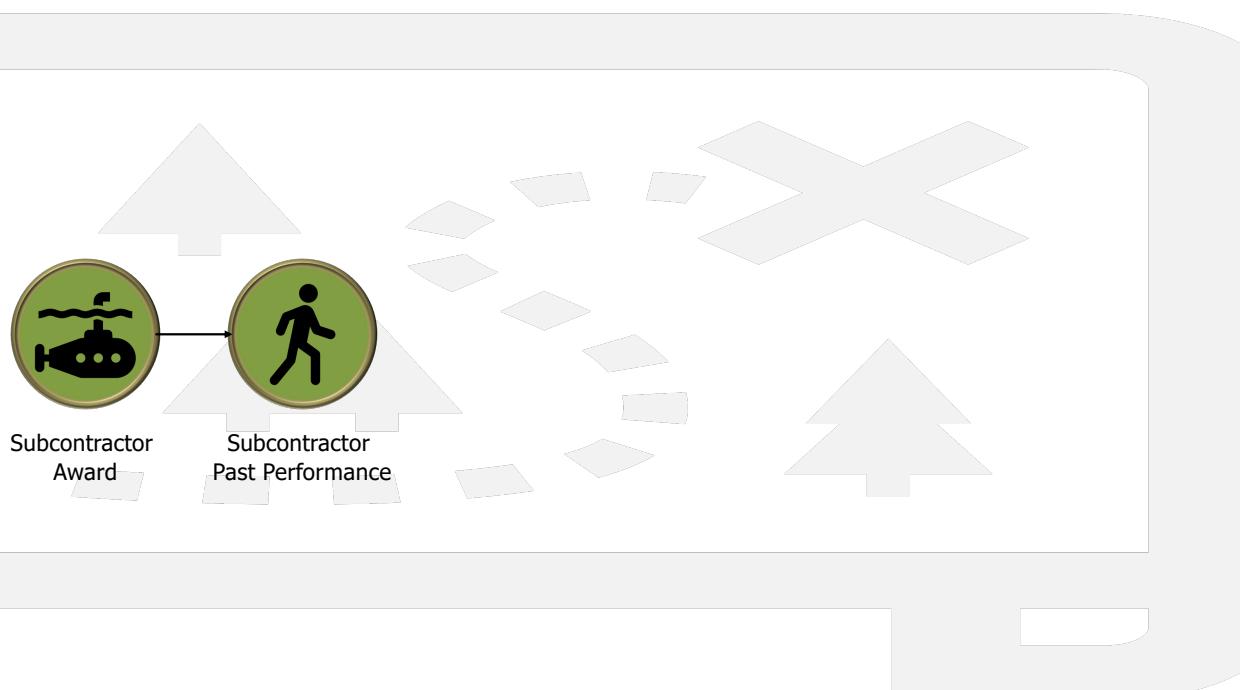


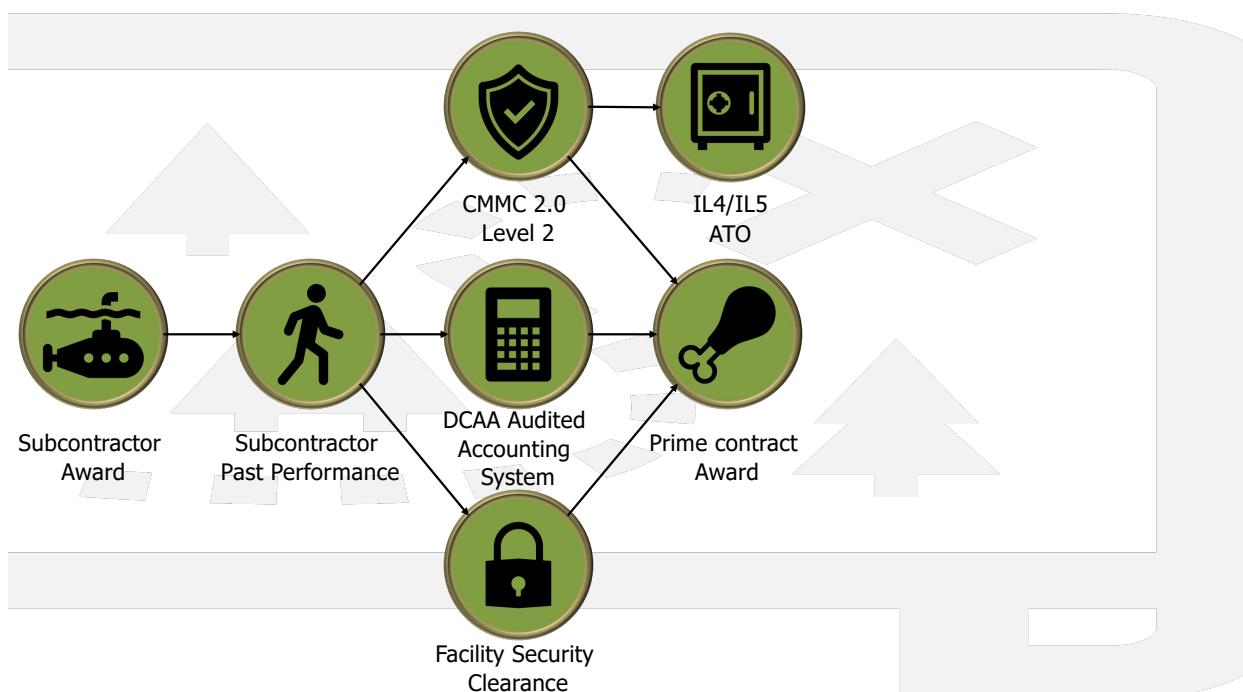
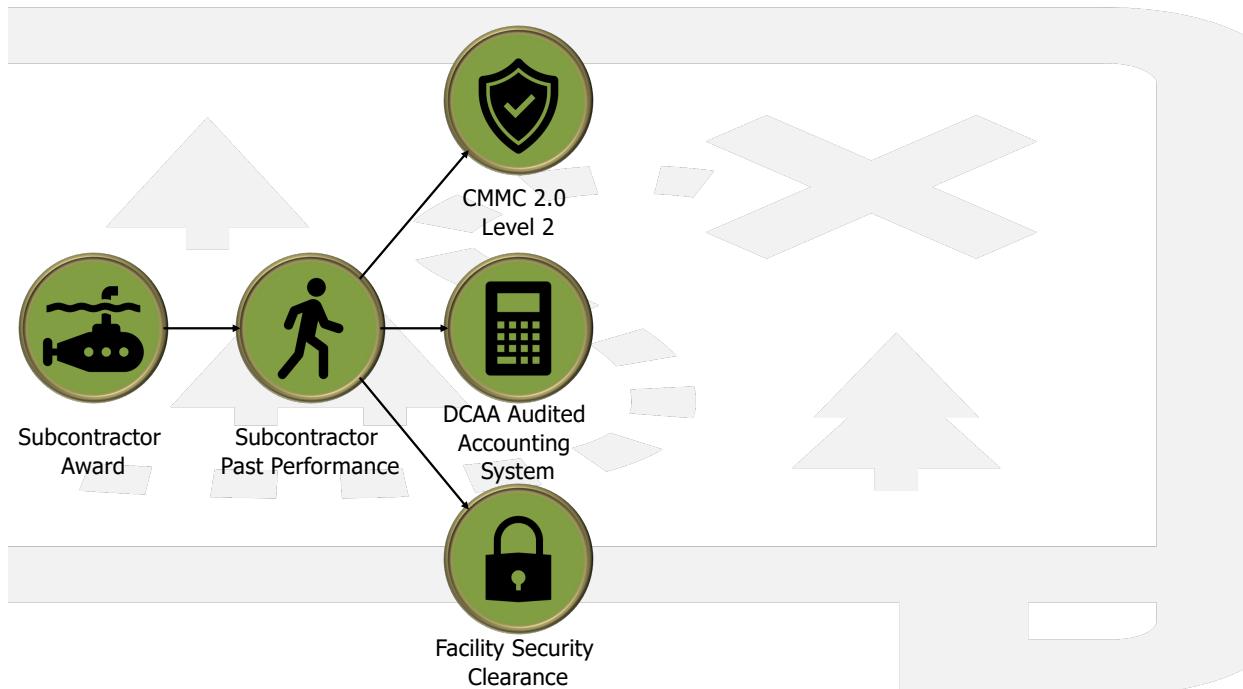
If you're not curious what happened over those 3-5 years, you should be...

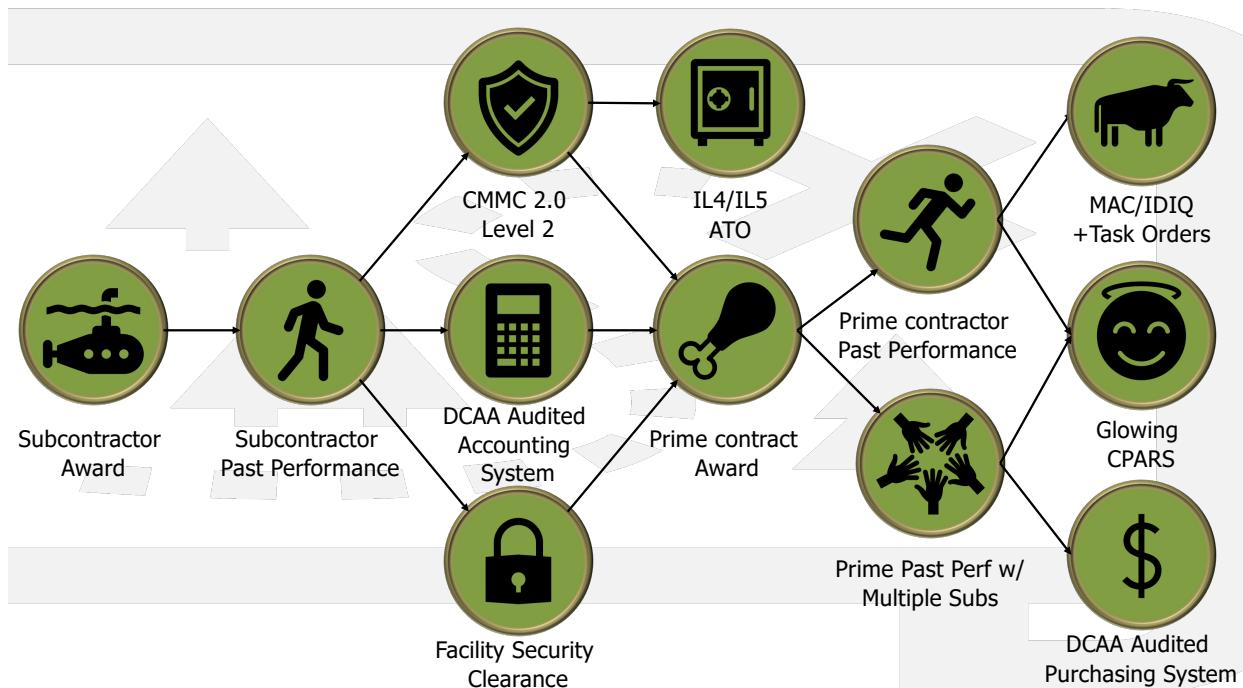
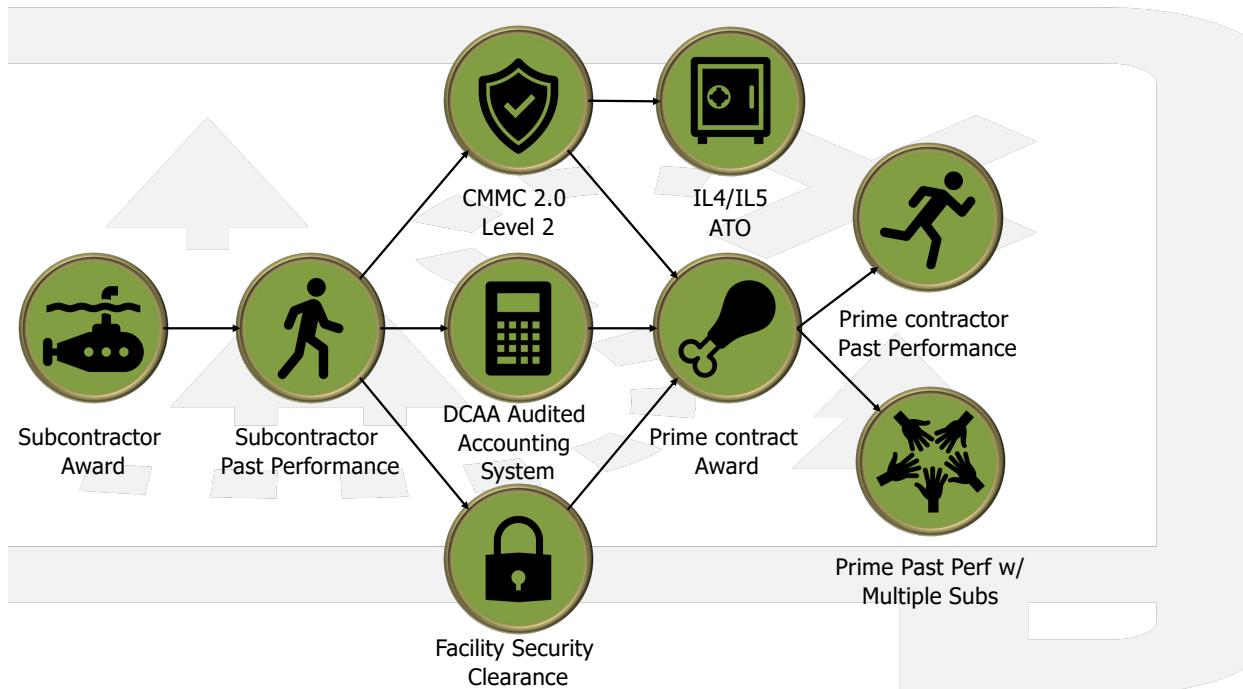
The Many Merit Badges of GovCon

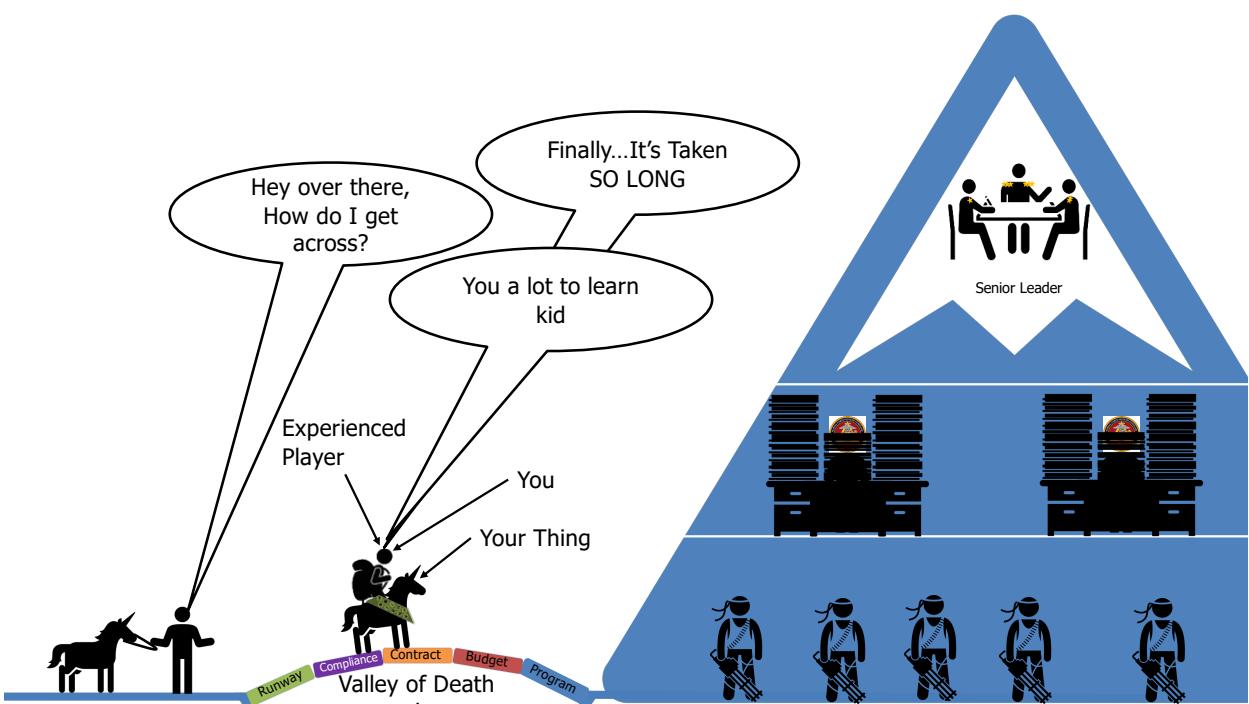
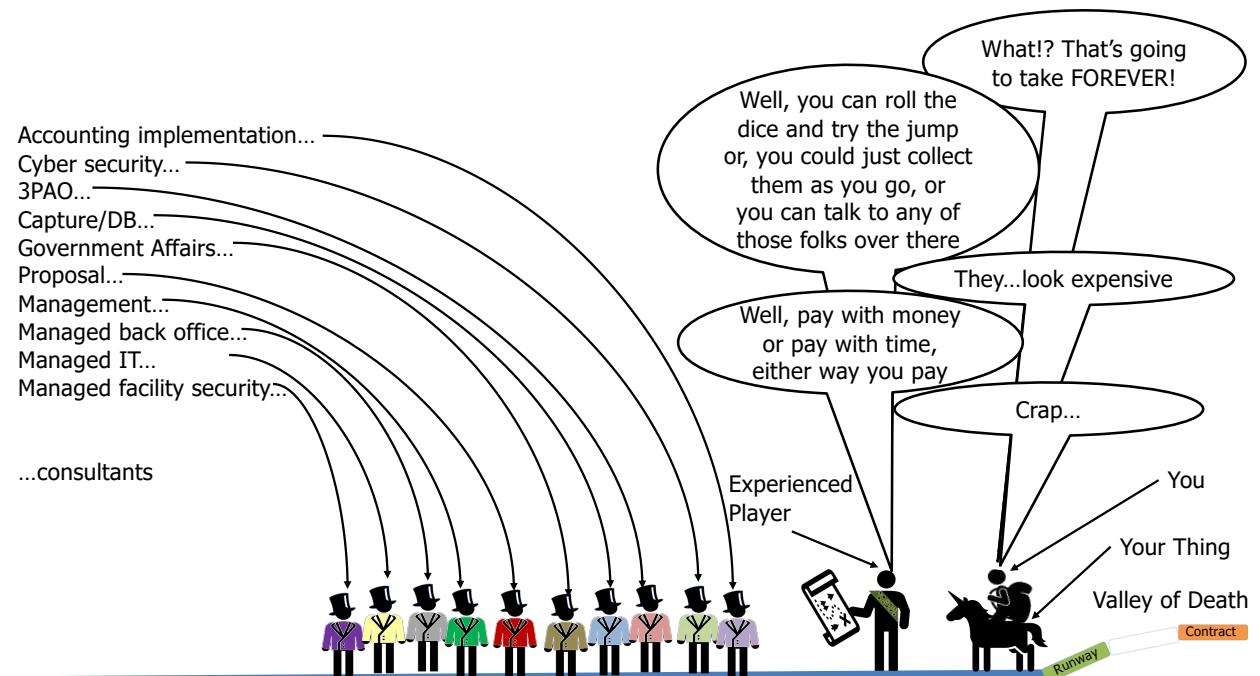












Let's Talk About Sales in GovCon

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

Hard Truths:

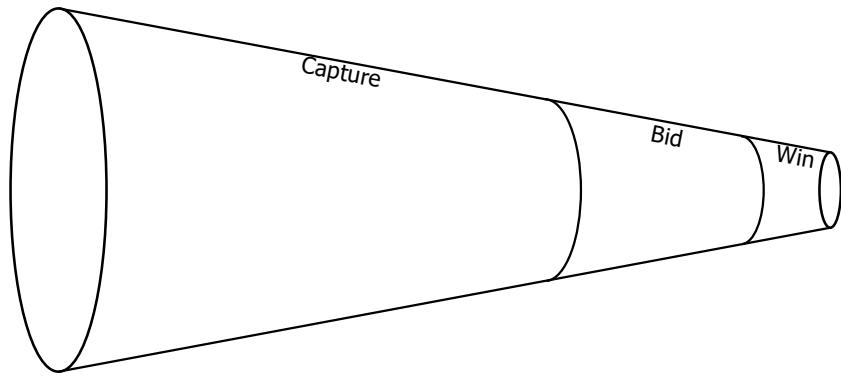
You win 0% of the contracts you don't bid
You win 1% of the bids you don't shape
You shape 0% of the opportunities you don't know about

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

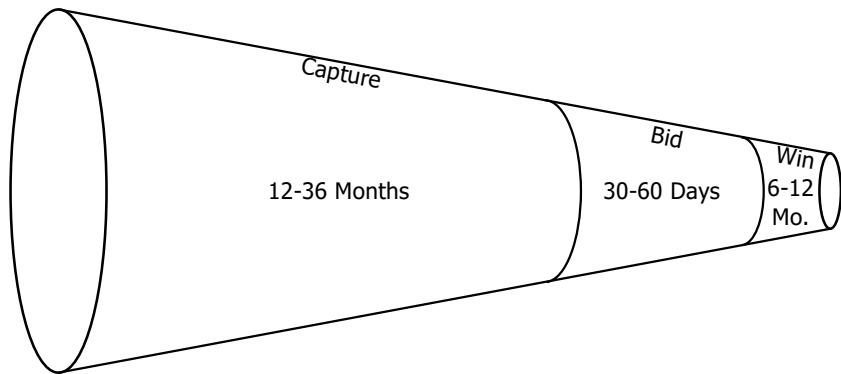
GovCon BD in 5 Simple Steps:

1. Figure out your customers and prospect opportunities
2. Once you find potential opportunities and 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

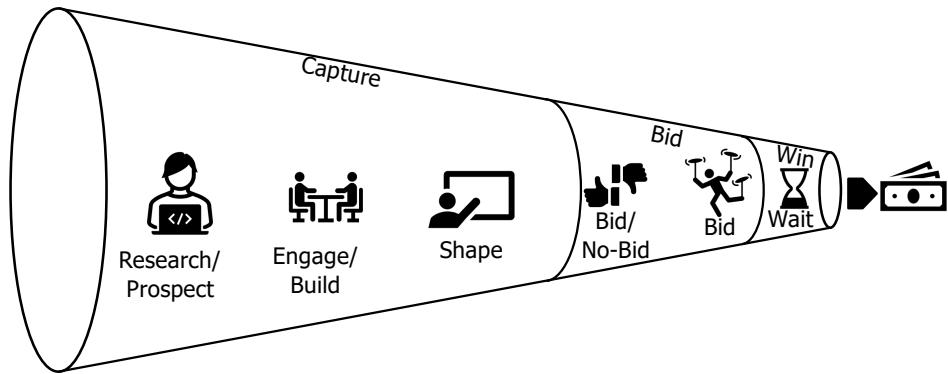
Important caveat: *Simple ≠ Easy*



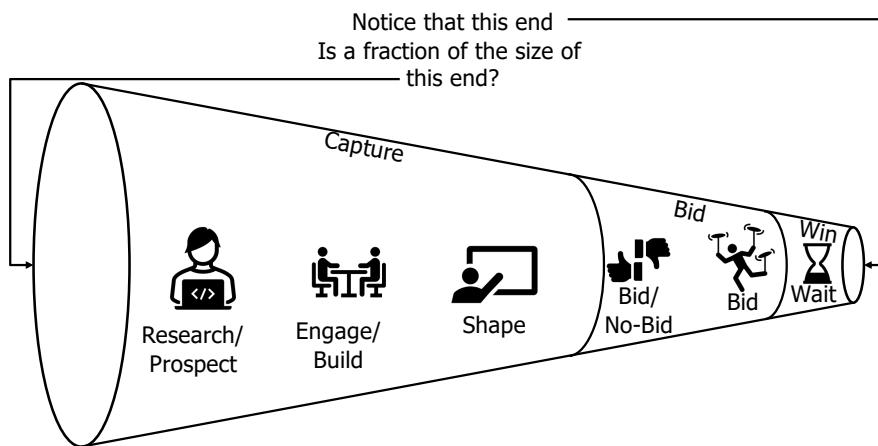
This is a "Pipeline"
Pipelines have stages



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



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

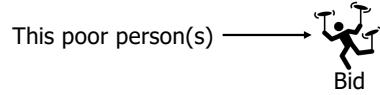


The ratio of the top of the funnel to the bottom of the funnel,
 Also known as your "win rate" is determined by how good you are at running a smooth, disciplined pipeline.

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?



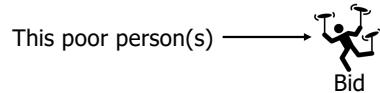
Proposal capacity is a finite resource and largely a linear function:

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?

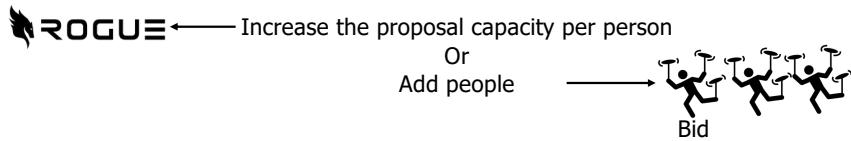


Proposal capacity is a finite resource and largely a linear function:

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:



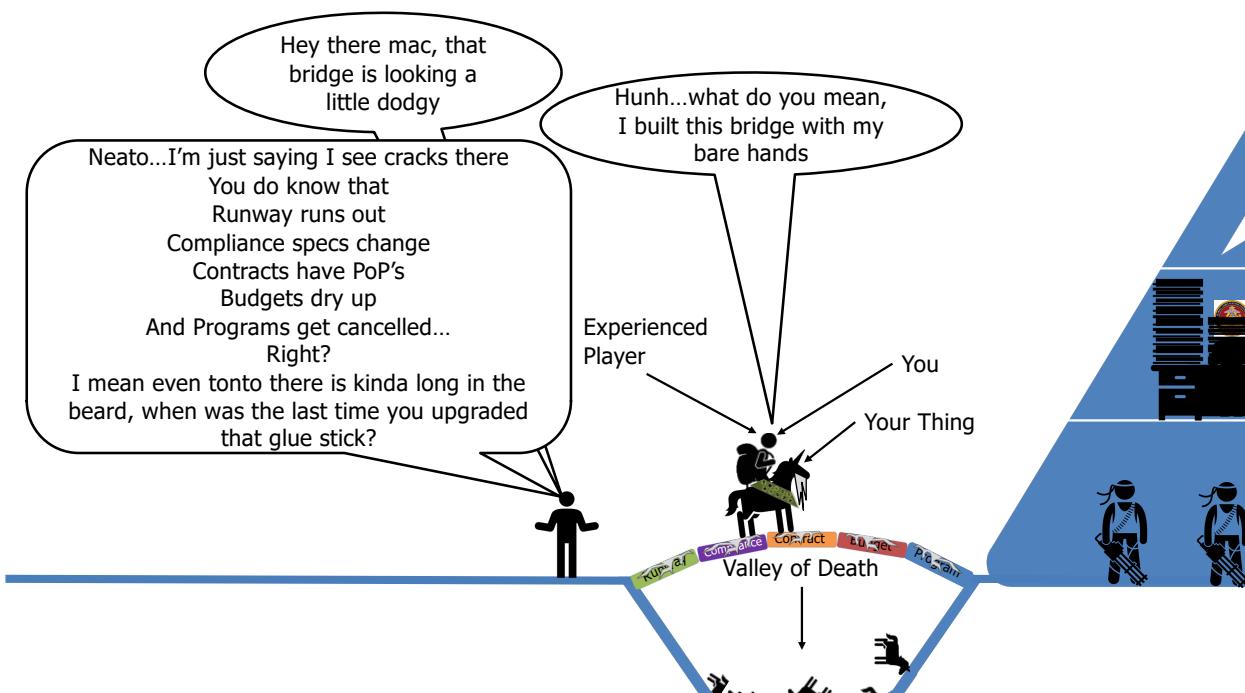
Otherwise, you just want to make sure the things you bid are, have a high probability of winning (pwin)

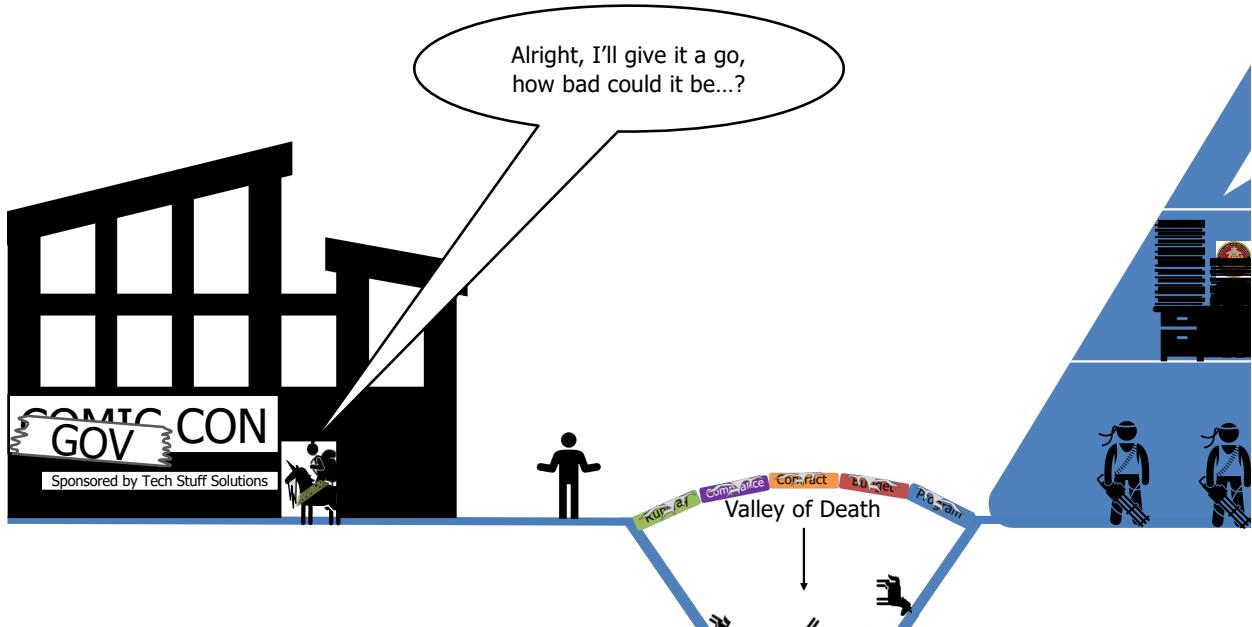
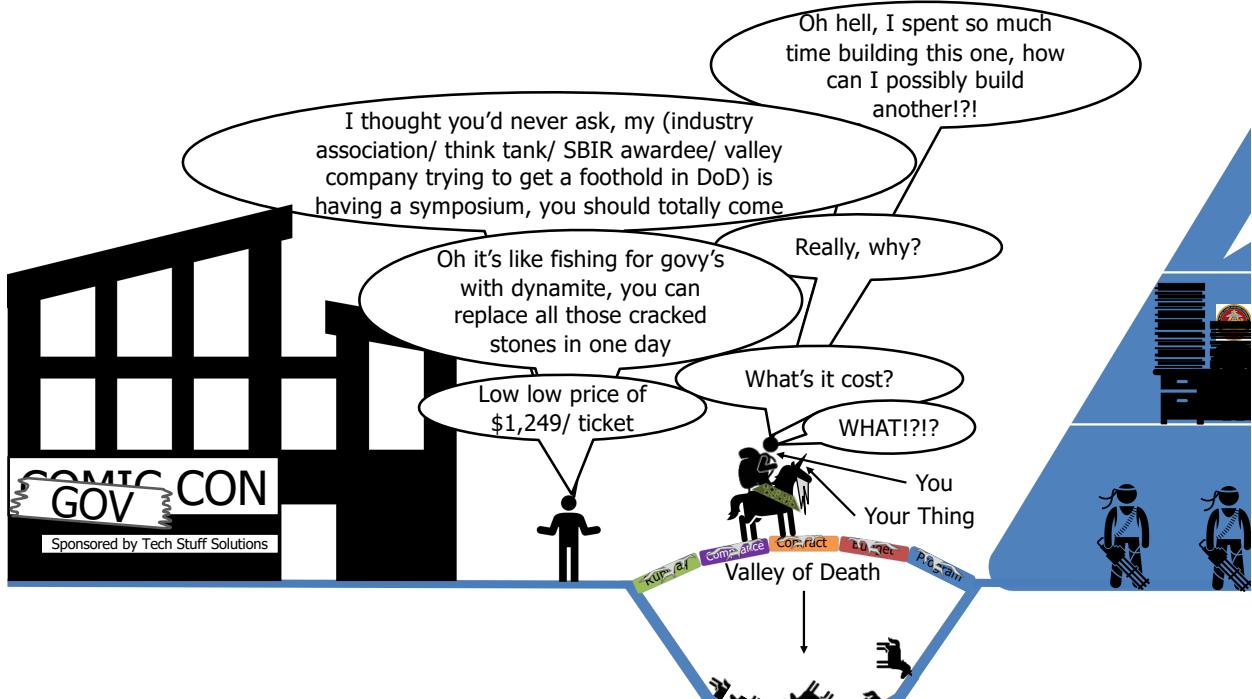


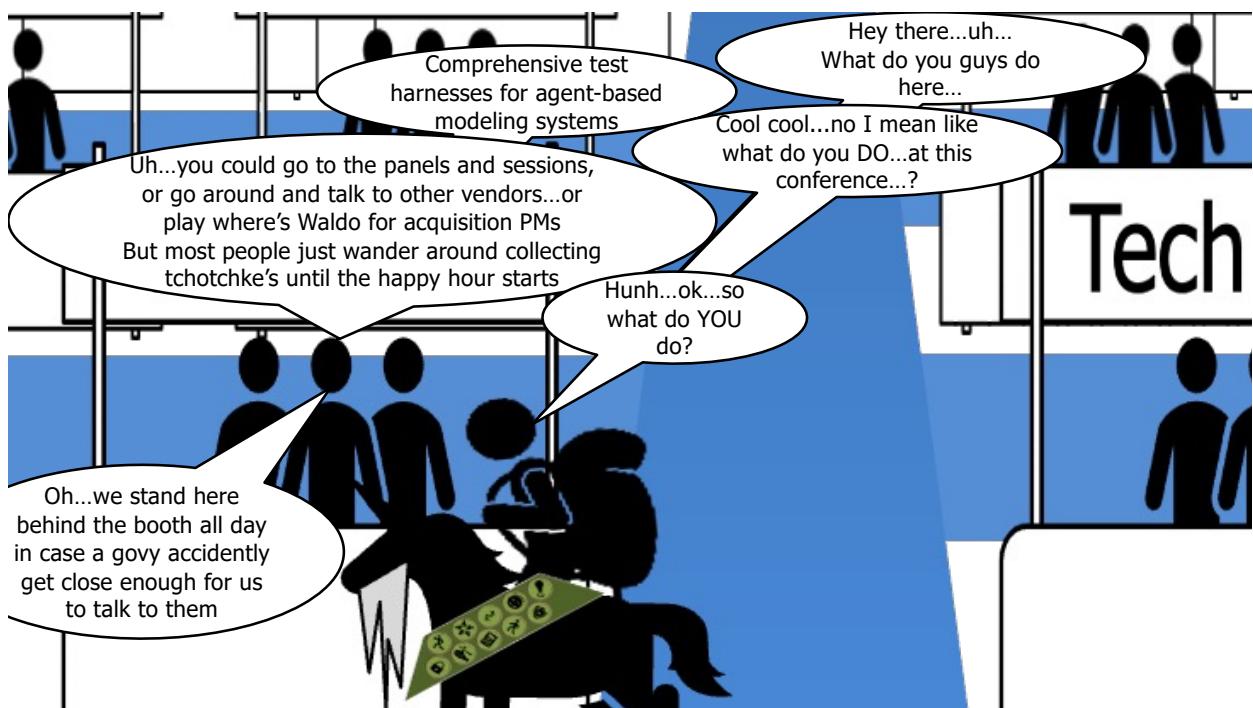
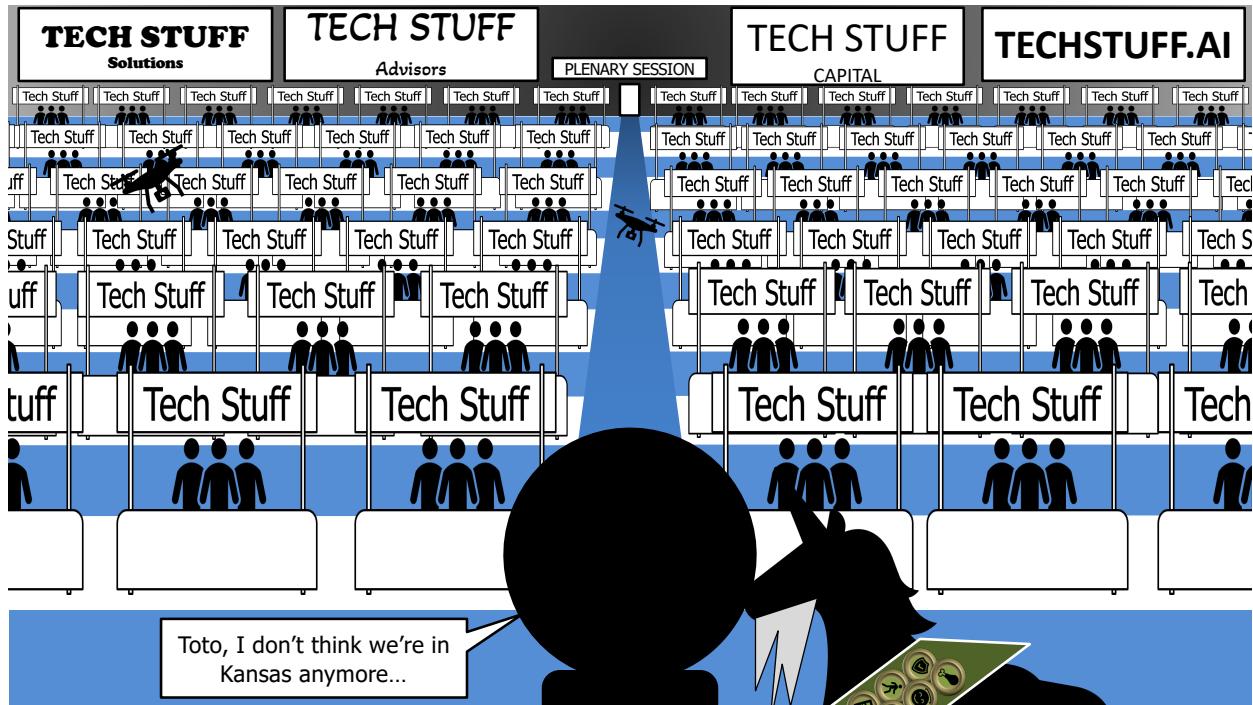
Proposal capacity is a finite resource and largely a linear function:

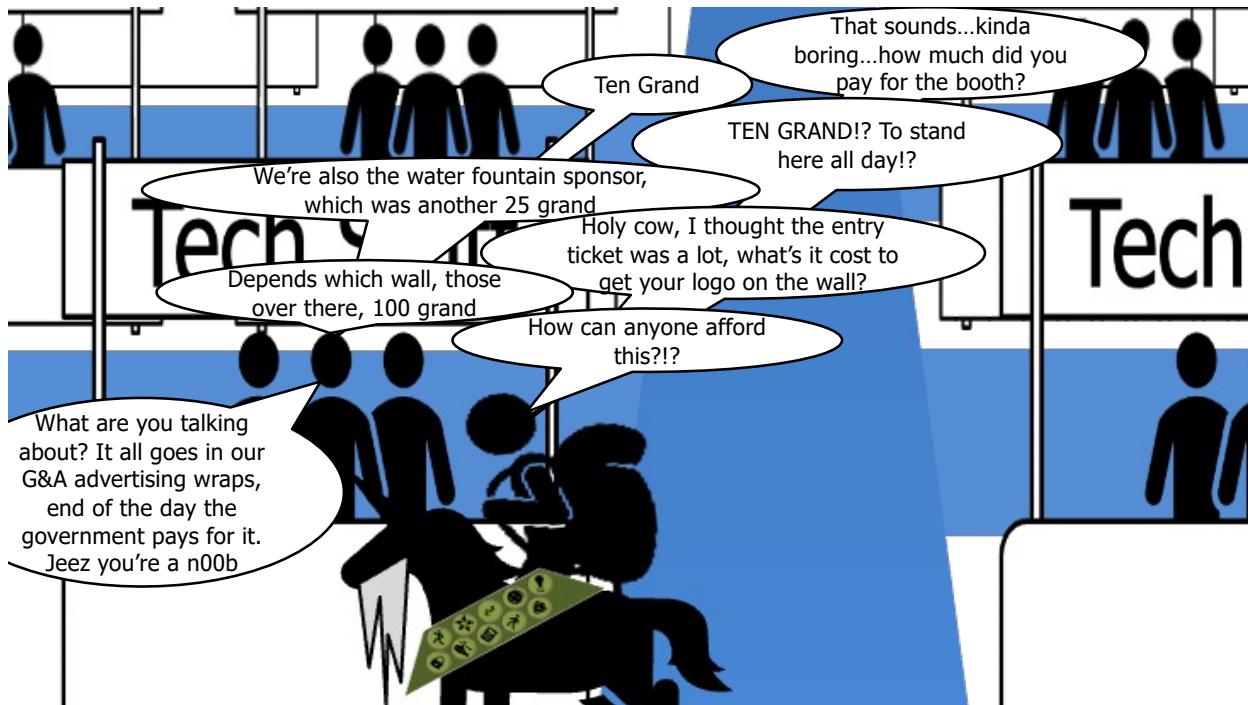
x = number of proposals per month
 y = number of pages per proposal
 z = daily page output per person
 a = number of people available
 d = days per month

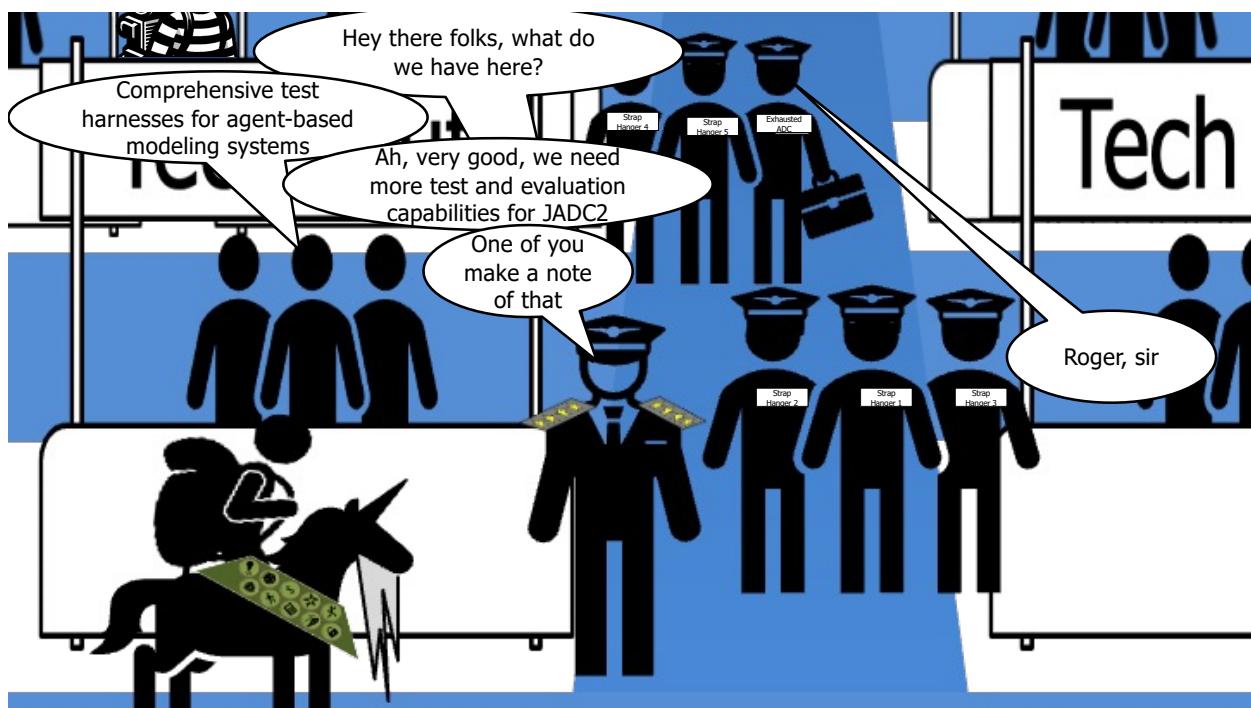
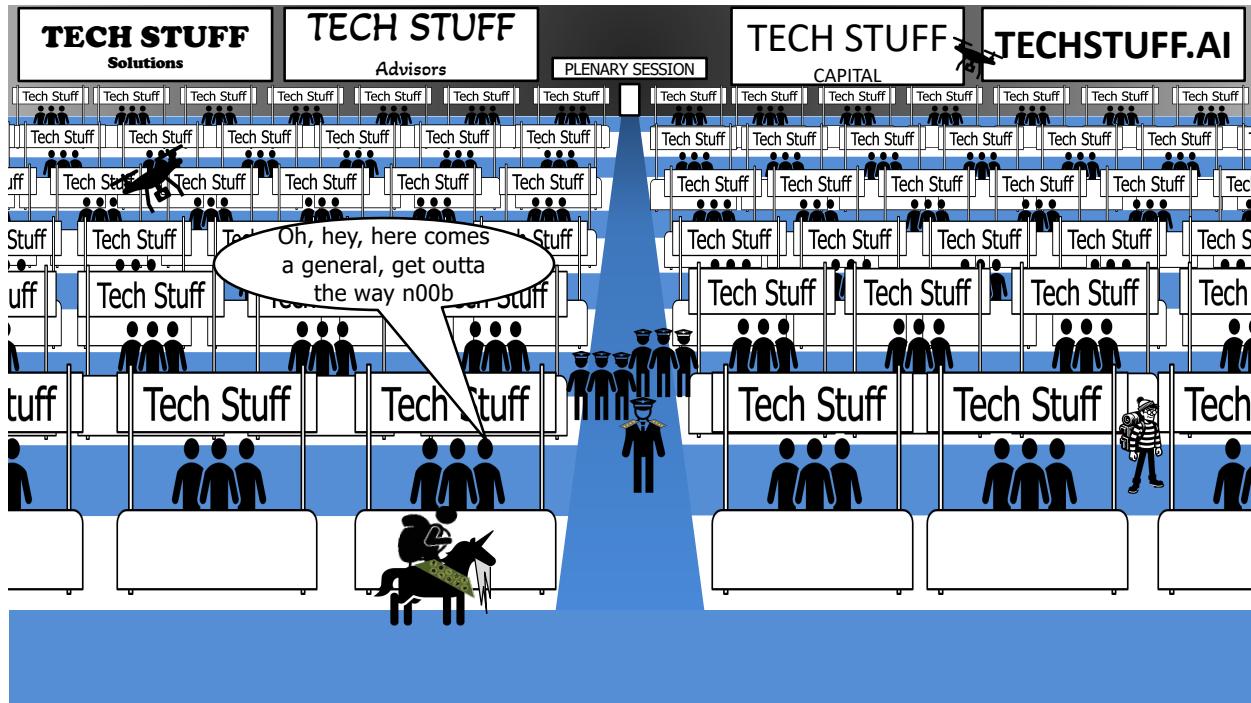
The Quiet Part Out Loud About Conferences

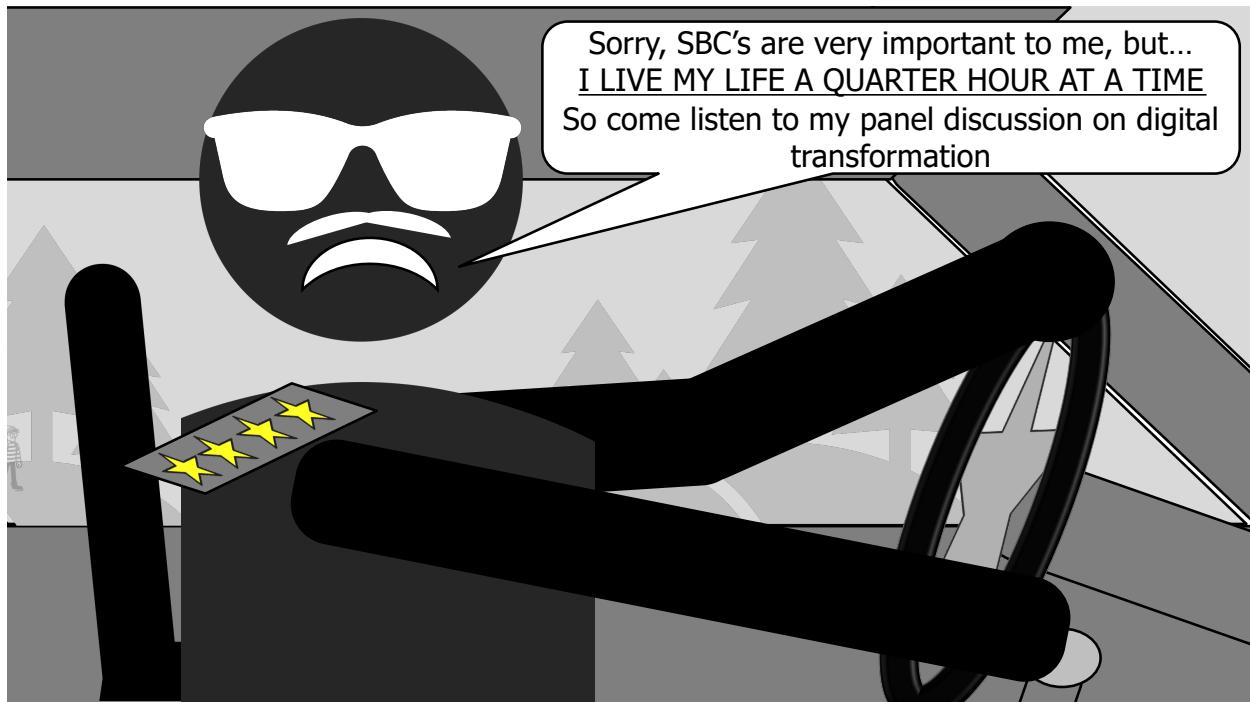


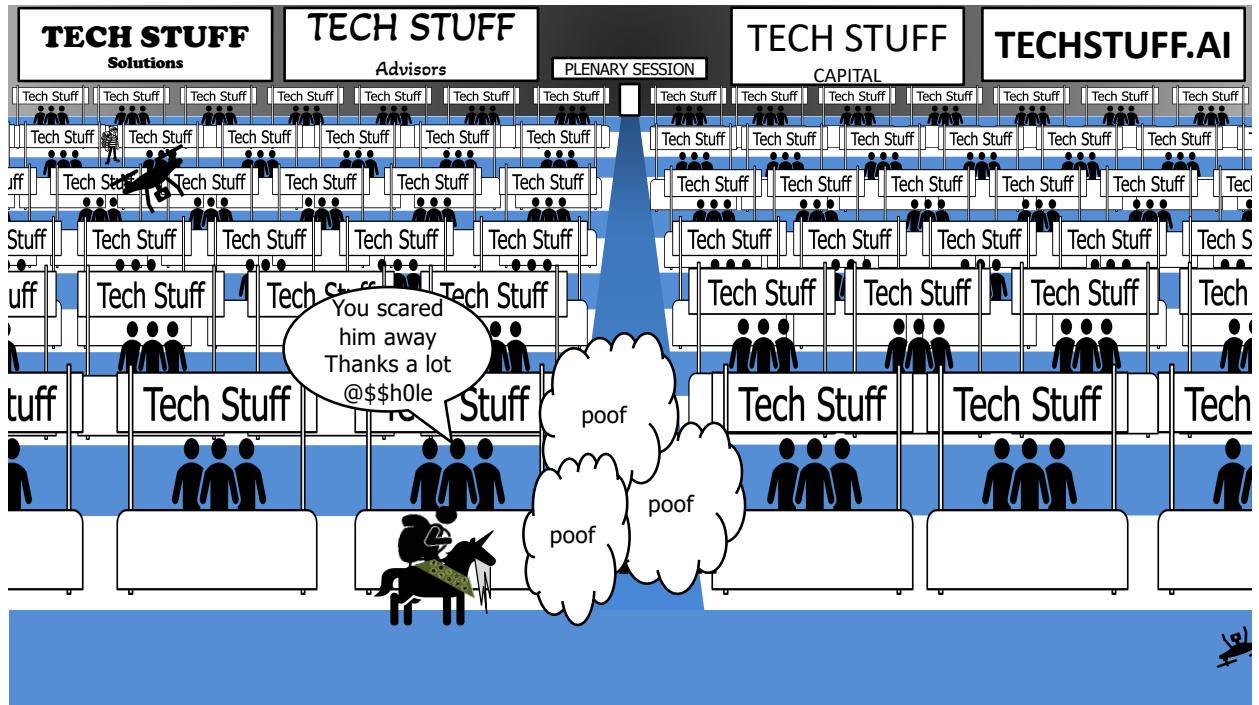


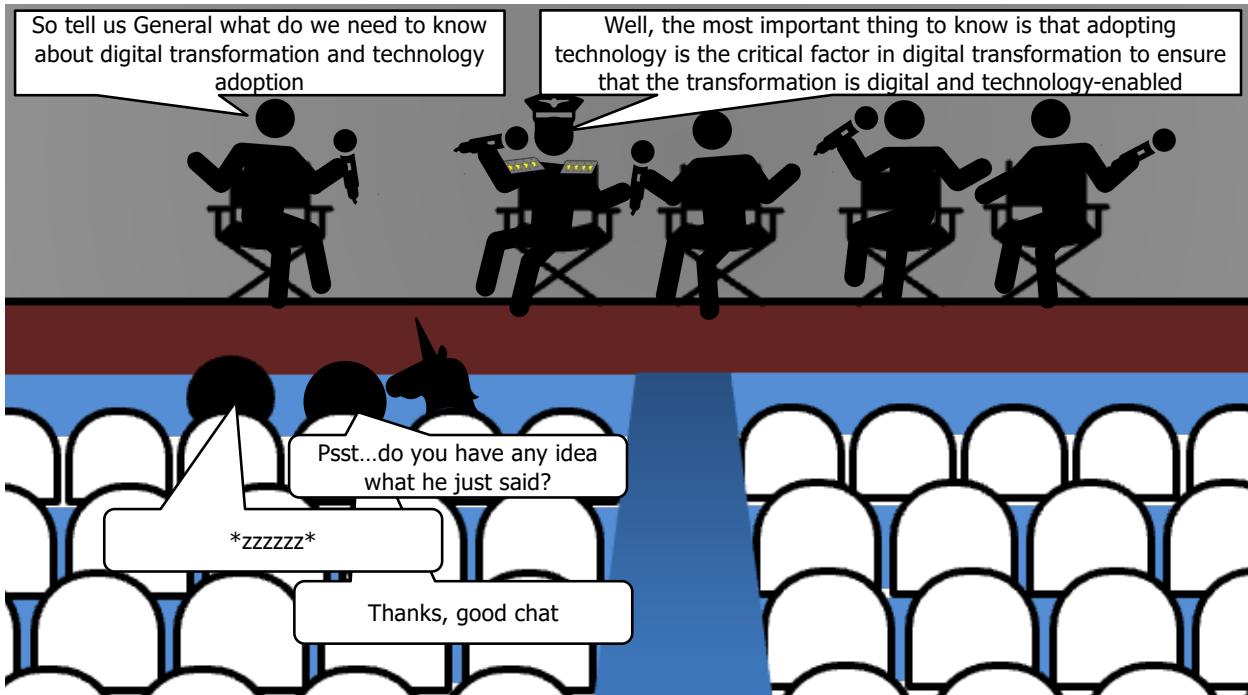
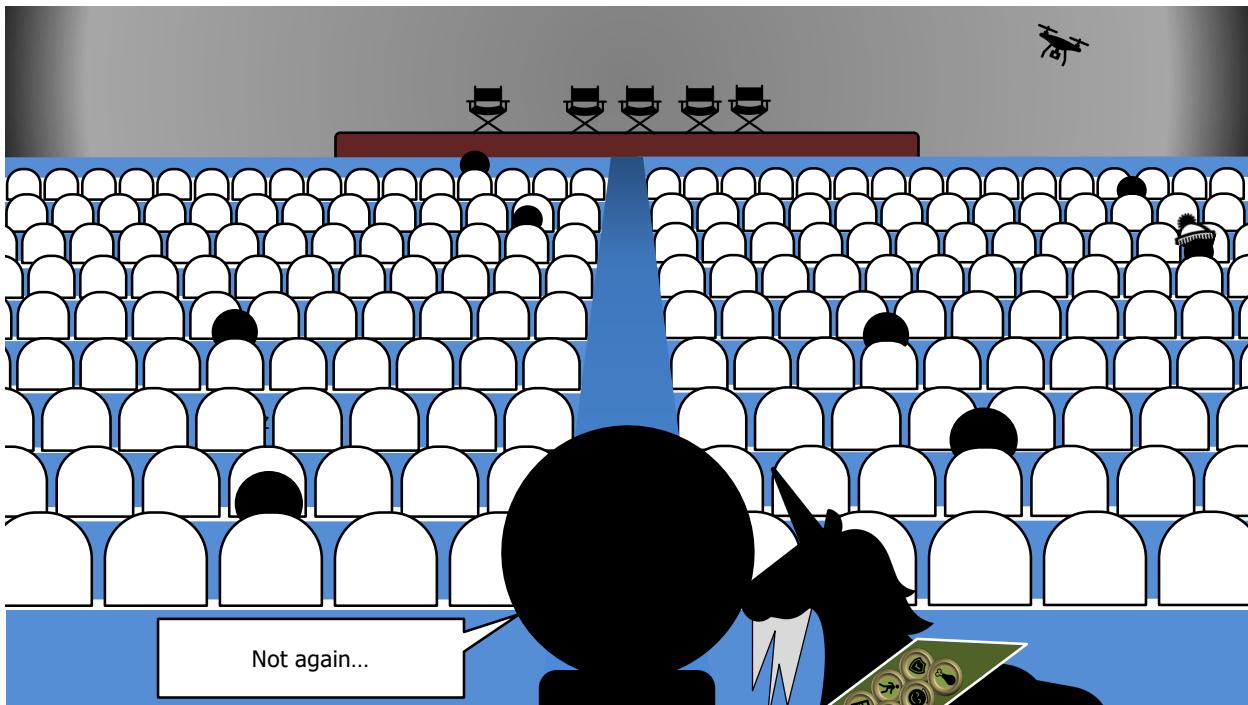


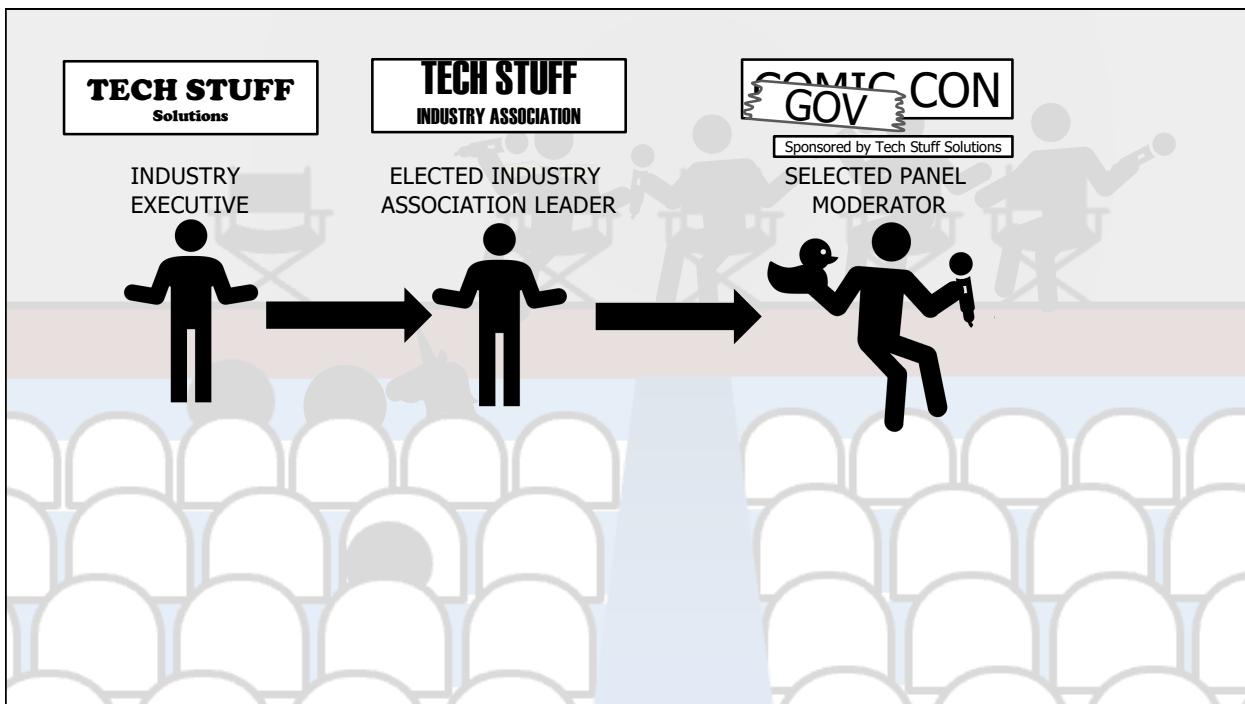
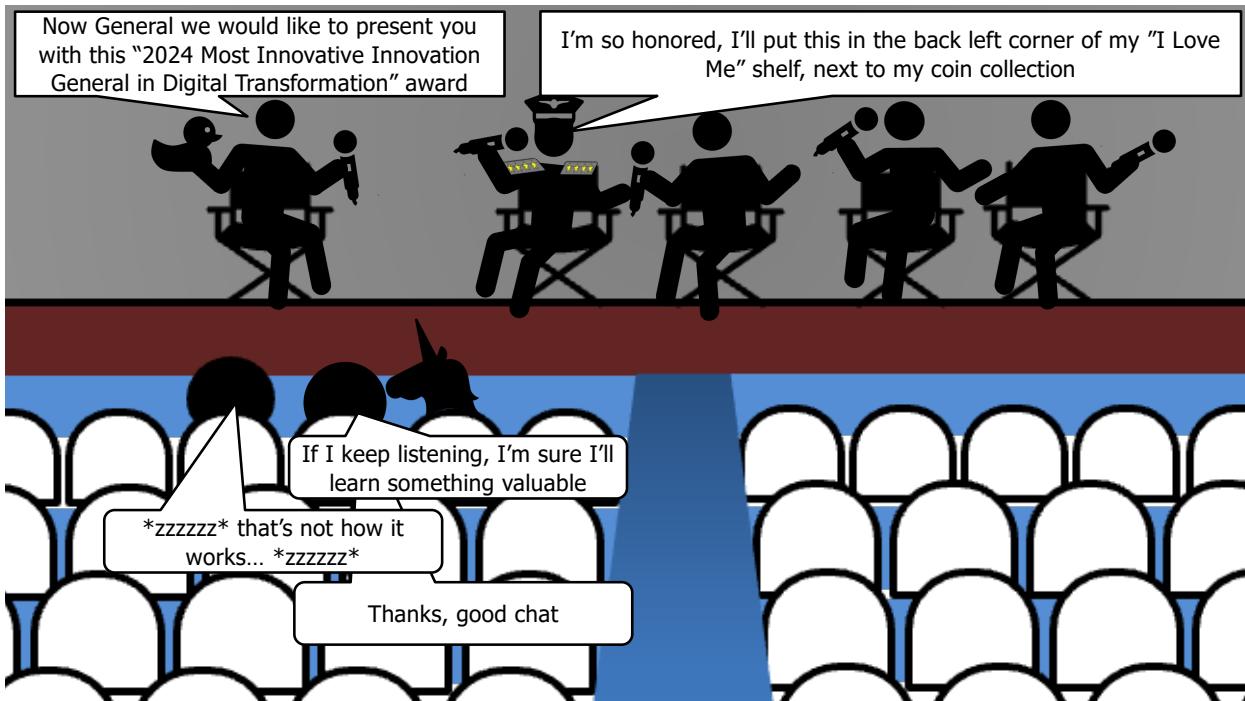


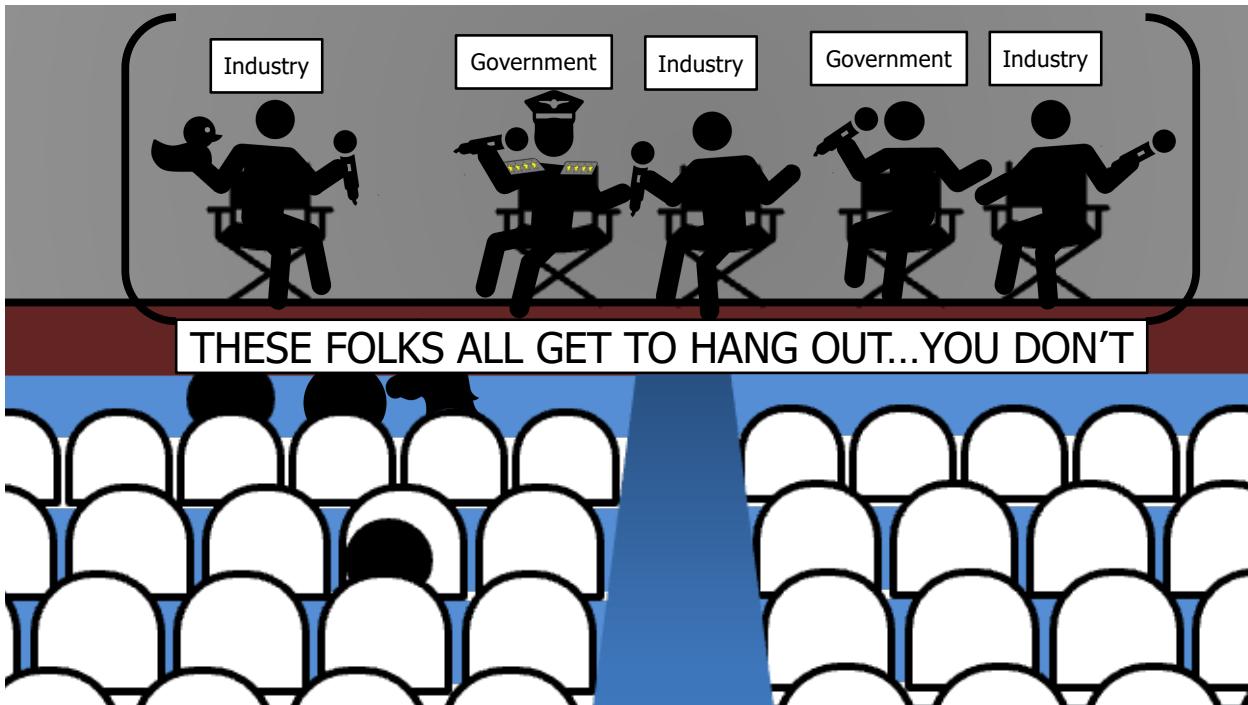


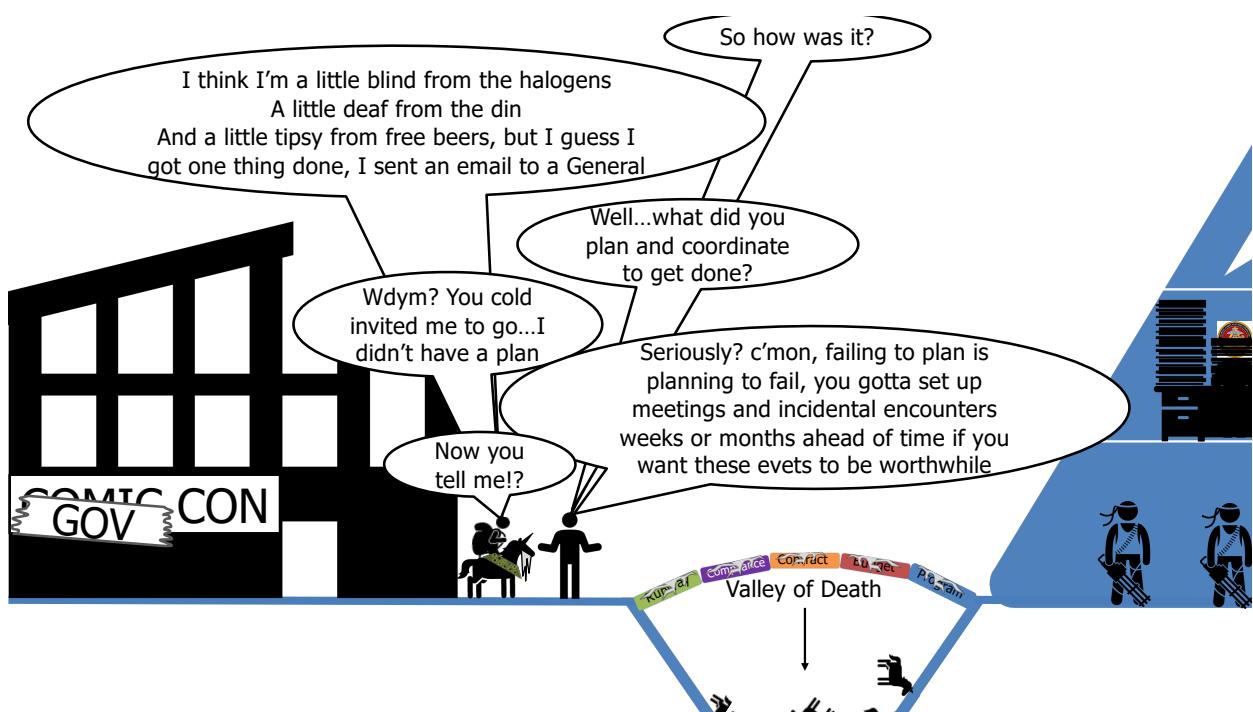
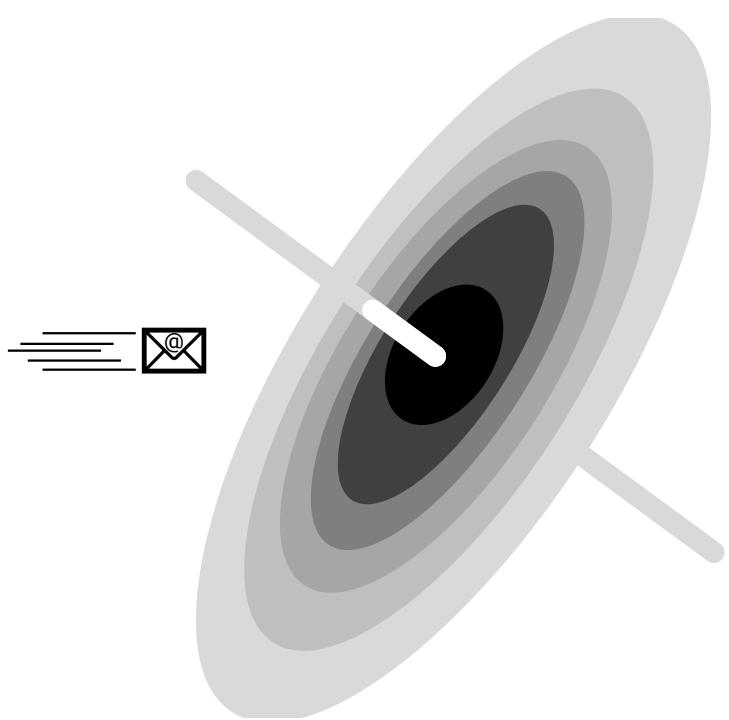


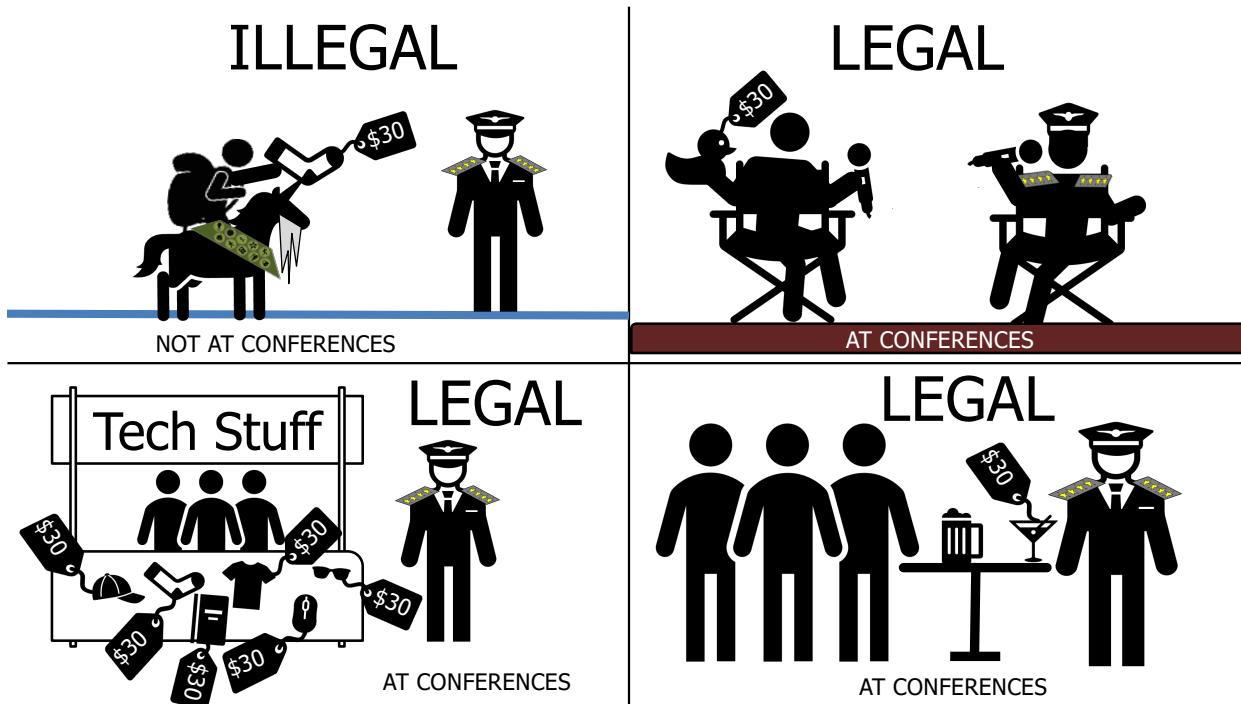
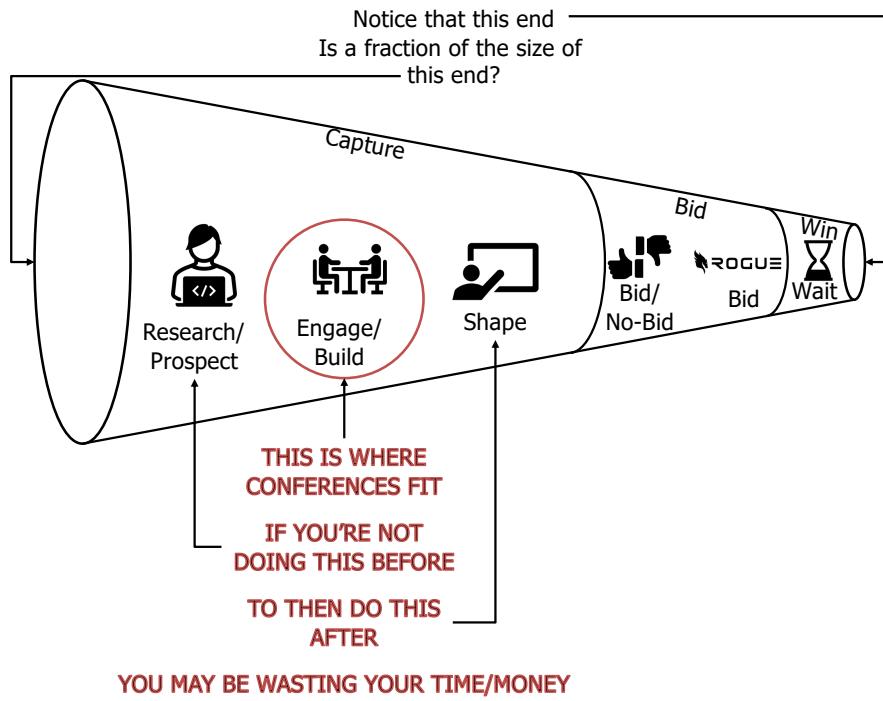




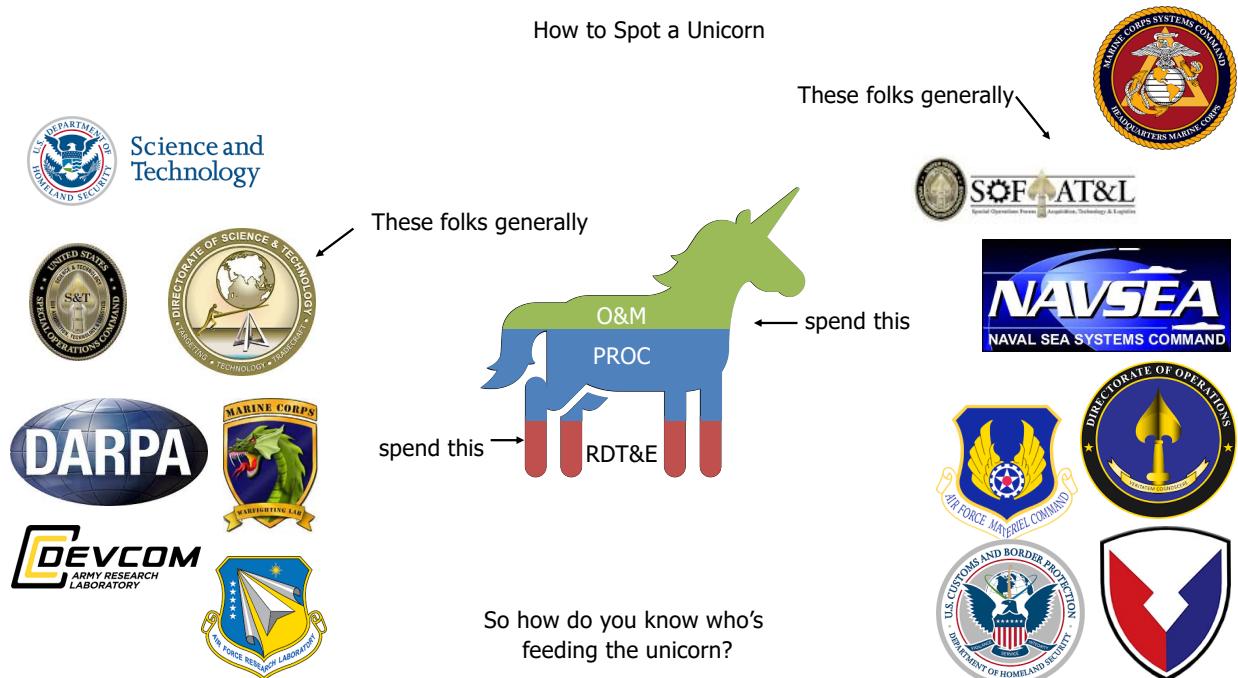








How To Spot a Unicorn



New congressional district data available
USA Spending.gov now has new congressional district data as a result of the 2020 census. Districts are identified sitewide as "current" or "submitted" (i.e., original). Learn more about redistricting and the changes you'll find on the site.

An official website of the United States government [Here's how you know](#)

 USA SPENDING.gov

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Download government spending to communities

[Start Searching Awards](#) [Learn About USA Spending.gov](#)



USA Spending is the official open data source of federal spending information, including information about federal awards such as contracts, grants, and loans.

So far this year, the federal government plans to spend \$9.33 Trillion including...

\$161.87 Billion on Transportation \$59.23 Billion on Agriculture \$28.96 Billion on Energy

See more breakdowns of federal spending

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[Share](#) [Download](#)

Advanced Search

Filters
Learn which data elements are associated with certain search filters [?](#)

[Submit Search](#) [Reset search](#)

Keyword [?](#)
 [🔍](#)

Time Period [?](#)

- All Fiscal Years
- FY 2024
- FY 2023
- FY 2022
- FY 2021
- FY 2020
- FY 2019
- FY 2018
- FY 2017
- FY 2016
- FY 2015
- FY 2014
- FY 2013
- FY 2012
- FY 2011
- FY 2010
- FY 2009
- FY 2008

TABLE **TIME** **MAP** **CATEGORIES**

Prime Awards Sub-Awards

 Choose your filters and submit your search to begin.

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Filters
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Keyword
Search by Keyword

Time Period

 All Fiscal Years
 FY 2024 FY 2015
 FY 2023 FY 2014
 FY 2022 FY 2013
 FY 2021 FY 2012
 FY 2020 FY 2011
 FY 2019 FY 2010
 FY 2018 FY 2009
 FY 2017 FY 2008
 FY 2016
 Show New Awards Only

Award Types

TABLE TIME MAP CATEGORIES

Prime Awards Sub-Awards



Choose your filters and submit your search to begin.

37

Advanced Search

Share Download

Treasury Account Symbol (TAS)

 Search by Agency, Federal Account, or Treasury Account
 Type to filter results

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

38

Advanced Search

Share Download

Treasury Account Symbol (TAS) Treasury Account TAS Components

Search by Agency, Federal Account, or Treasury Account

Type to filter results

021-1805 25 TAS Salaries and Expenses, Ceremeterial Expenses, Army

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

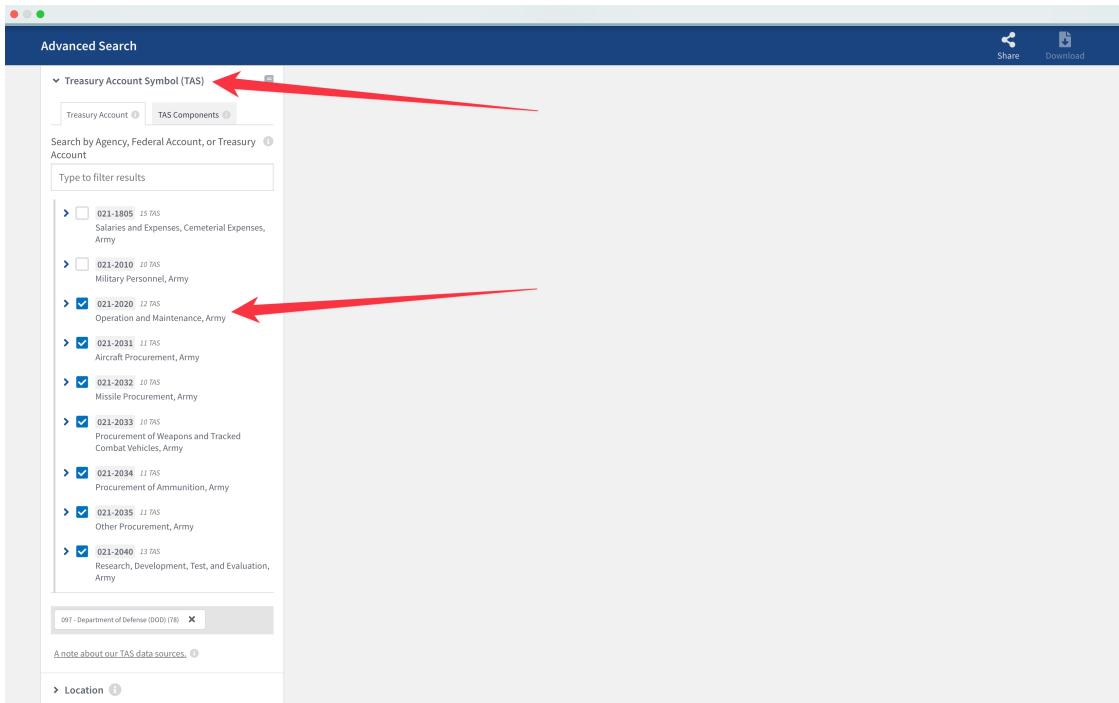
021-2035 11 TAS Other Procurement, Army

021-2040 13 TAS Research, Development, Test, and Evaluation, Army

097 - Department of Defense (DOD) (78)

A note about our TAS data sources.

Location



39

Advanced Search

Share Download

Assistance Listing (CFDA Program)

Disaster Emergency Fund Code (DEFC)

North American Industry Classification System (NAICS)

Search by Code or Name

Type to find codes

Real estate and rental and Leasing

54 52 codes 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

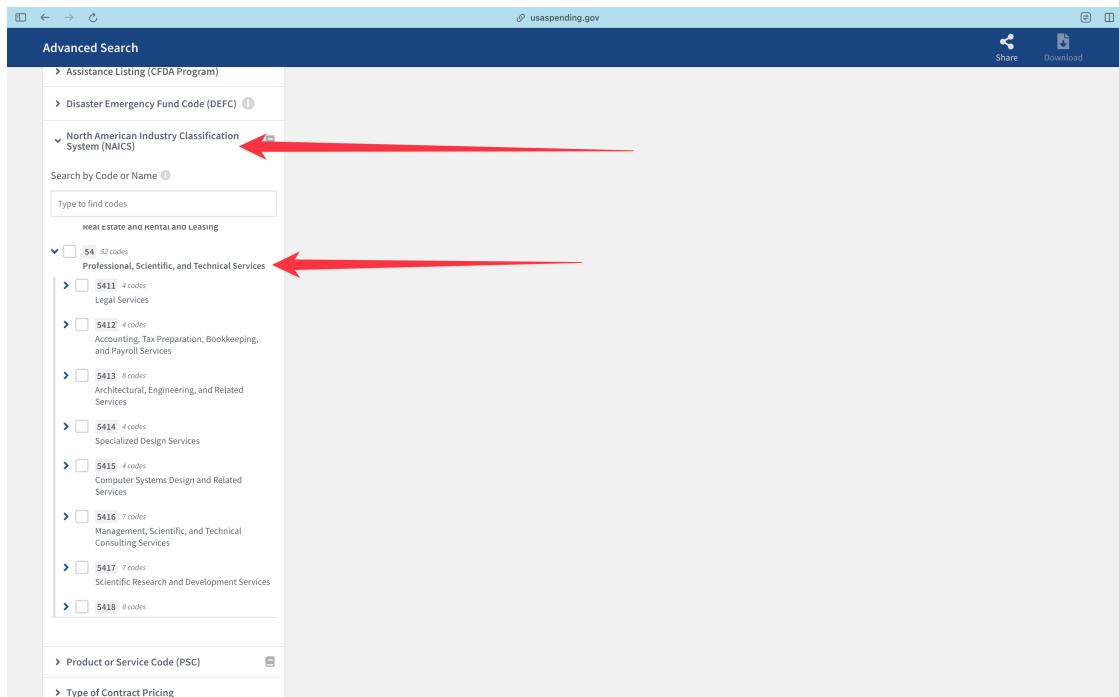
5416 7 codes Management, Scientific, and Technical Consulting Services

5417 7 codes Scientific Research and Development Services

5418 8 codes

Product or Service Code (PSC)

Type of Contract Pricing



40

The screenshot shows the 'Advanced Search' interface on the usaspending.gov website. The search bar at the top has a placeholder 'Search by Code or Name'. Below it, a section titled 'Product or Service Code (PSC)' is expanded, showing a dropdown menu with options: 'Research and Development' (862 codes), 'Service' (2028 codes), and 'Product' (693 codes). A red arrow points to the 'Service' option. Another red arrow points to the 'Product' option. To the right of the search bar are 'Share' and 'Download' buttons.

Product or Service Code (PSC)

- > Research and Development 862 codes
- > Service 2028 codes
- > Product 693 codes

Product - (693) X
Research and Development - (862) X

Submit Search
[Reset search](#)

Looking for the "Keyword Search" page?
[Click here to search award transactions by keyword.](#)

41

The screenshot shows the 'Advanced Search' interface on the usaspending.gov website. The search bar at the top has a placeholder 'Location'. Below it, a section titled 'Recipient' is expanded, showing a search input field 'Recipient Name, UEI, or Legacy DUNS' with a magnifying glass icon. A red arrow points to this input field. Another red arrow points to the 'Recipient Type' section below it. To the right of the search bar are 'Share' and 'Download' buttons.

Recipient

Recipient Name, UEI, or Legacy DUNS Q

Recipient Type

- > General Business 10 types
 - Business
 - Small Business
 - Other Than Small Business
 - Corporate Entity Tax Exempt
 - Corporate Entity Not Tax Exempt
 - Partnership or Limited Liability Partnership
 - Sole Proprietorship
 - Manufacturer of Goods
 - Sub-Chapter S Corporation
 - Limited Liability Corporation (LLC)
- > Minority Owned Business 11 types
- > Women Owned Business 8 types
- > Veteran Owned Business 2 types
- > Special Designations 20 types
- > Nonprofit 3 types
- > Higher Education 6 types
- > Government 10 types
- > Individuals 1 type

Award Amount
Award ID
Assistance Listing (CFDA Program)

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usaspending.gov

Search Award Data Explore the Data Download the Data Find Resources

Advanced Search

Filters

Learn which data elements are associated with certain search filters

Submit Search Reset search

Keyword Search by Keyword

Time Period

Fiscal Year Date Range

All Fiscal Years

- FY 2024
- FY 2023
- FY 2022
- FY 2021
- FY 2020
- FY 2019
- FY 2018
- FY 2017
- FY 2016
- Show New Awards Only

Award Type

Agency

9 Active Filters:

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)

Learn how active filters work

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 37,731	Contract IDVs 363	Grants 0	Direct Payments 0	Loans 0	Other 0
W58P0522C0016	PFIZER INC	Start Date (Period of Performance)	End Date (Period of Performance)	Total Obligations to Date	Total Outlays to Date
W58RGZ06C0194	AIRBUS US SPACE & DEFENSE INC	6/29/2022	2/29/2024	\$4,038,717,532	--
W31PAQ18C0130	LOCKHEED MARTIN CORP	9/29/2018	5/31/2025	\$3,288,408,589	--
W31PAQ18C0049	LOCKHEED MARTIN CORPORATION	4/27/2018	9/6/2023	\$3,159,912,855	\$31,626,477
W31PAQ17C0006	LOCKHEED MARTIN CORPORATION	4/27/2018	1/31/2025	\$3,065,045,737	\$47,185,516
N0003019C0025	LOCKHEED MARTIN CORP	12/22/2016	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	--
FAB87521C0034	RAYTHEON COMPANY	3/26/2021	6/30/2027	\$2,165,888,258	\$179,598
W56HZV17C0059	OSHKOSH DEFENSE LLC	3/31/2020	8/29/2025	\$2,001,233,025	\$10,715,248

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usaspending.gov

Search Award Data Explore the Data Download the Data Find Resources

Advanced Search

Filters

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Submit Search Reset search

Keyword Search by Keyword

Time Period

Fiscal Year Date Range

All Fiscal Years

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W31PAQ17C0006	LOCKHEED MARTIN CORPORATION	4/27/2018	1/31/2025	\$3,065,045,737	\$47,185,516
N0003019C0025	LOCKHEED MARTIN CORP	12/22/2016	2/25/2025	\$2,925,812,416	\$233,047,618

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USASPENDING.gov

Advanced Search

Share Download

Download Data

9 Active Filters: [Learn how active filters work](#)

TIME PERIOD: FY 2024, FY 2023, FY 2022, FY 2021, FY 2020, FY 2019, Department of Defense (DOD) (78), Product (893), Research and Development (862)

STEP 1 Choose Level of Data STEP 2 Choose Columns STEP 3 Download and Finish

Which level of data do you need?

Award **Transaction**

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

Contract ID	Contractor Name	Contract Dates	Mod Dates	Total Outlays to Date
W58P0522C0016	PFIZER INC	6/29/2022	2/29/2024	\$4,038,717,532
W58R0200C0194	AIRBUS UP SPACE & DEFENSE INC	6/30/2006	9/30/2007	\$3,288,408,589
W31PAQ18C0130	LOCKHEED MARTIN CORP	9/29/2018	9/31/2020	\$3,159,912,855
W31PAQ18C0049	LOCKHEED MARTIN CORPORATION	4/27/2018	9/6/2023	\$3,063,045,737
W31PAQ17C0096	LOCKHEED MARTIN CORPORATION	12/22/2016	1/31/2025	\$2,962,294,424
N0000319C0025	LOCKHEED MARTIN CORP	12/20/2018	2/25/2025	\$2,925,812,416

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USAspending.gov now has new congressional district data as a result of the 2020 census. Districts are identified sitewide as "current" or "submitted" (i.e., original). Learn more about redistricting and the changes you'll find on the site.

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TIME PERIOD: FY 2024, FY 2023, FY 2022, FY 2021, FY 2020, FY 2019, Department of Defense (DOD) (78), Product (893), Research and Development (862)

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Advanced Search

Filter by Award Year:

- FY 2023
- FY 2014
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Contracts 378 Contract IDs 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 Date
H9240223F0002	ANDURIL INDUSTRIES, INC.	1/26/2022	1/25/2024	\$11,052,052	--
H9240223F0024	ANDURIL INDUSTRIES, INC.	6/7/2022	6/6/2023	\$17,619,584	--
7SP00120F0084	PALANTIR TECHNOLOGIES INC.	4/13/2020	4/12/2021	\$17,361,816	\$17,361,816
FA064920C0158	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	--
70B032CF00000783	ANDURIL INDUSTRIES, INC.	9/7/2022	3/20/2023	\$15,446,813	--
75N05020F0004	PALANTIR TECHNOLOGIES INC.	9/28/2020	9/27/2021	\$15,105,054	--
DJF1412050009065	PALANTIR TECHNOLOGIES INC.	6/30/2015	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	--
75D30122F13001	PALANTIR TECHNOLOGIES INC.	2/17/2022	1/23/2023	\$12,369,505	\$12,369,505
7SP00122F37W01	PALANTIR TECHNOLOGIES INC.	4/21/2022	4/20/2024	\$12,336,401	\$9,221,886
70B032CF00001149	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	--
FA0172620C0005	ANDURIL INDUSTRIES, INC.	11/25/2019	1/15/2021	\$11,915,000	--

Recipient Type:

- Treasury Account Symbol (TAS)
- Location
- Recipient

Recipient Name, UEI, or Legacy DUNS

RECIPIENT | FSY4LVSGBW87

RECIPIENT | Navkey360

RECIPIENT | GFSKULKMCPC47

RECIPIENT | JLVSAYBLB48

RECIPIENT | shieldai

RECIPIENT | rebellion defense

RECIPIENT | anduri RECIPIENT | palantir

RECIPIENT | Palantir RECIPIENT | dark hive

RECIPIENT | zero eyn RECIPIENT | Shield AI

Recipient Type:

Contracts_PrimeTransactions_2024-01-09_H21M25S38_1

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B4

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	\$ 335,498,115.84
0001: BASIC RESEARCH;OPTN: COMMUNICATIONS AND ELECTRONICS EQUIPMENT;0003: TRAINING AND RECRUITING;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	\$ 2,999,988.00	\$ 999,996.00		
057-3080-097-0100-097-0400	\$ 2,999,988.00	\$ 999,996.00		
F2BCW AFLCMC HBU	\$ 2,999,988.00	\$ 999,996.00		
541330	\$ 2,999,988.00	\$ 999,996.00		
ENGINEERING SERVICES	\$ 2,999,988.00	\$ 999,996.00		
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		
F2BED 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)	\$ 2,999,988.00	\$ 999,996.00		
017-1106	\$ 22,900,000.08	\$ 10,035,000.06		
COMMANDING OFFICER	\$ 22,900,000.08	\$ 10,035,000.06		
561621	\$ 22,900,000.08	\$ 10,035,000.06		
SECURITY SYSTEMS SERVICES (EXCEPT LOCKSMITHS)	\$ 22,900,000.08	\$ 10,025,000.06		
0095: MISCELLANEOUS	\$ 22,900,000.08	\$ 10,025,000.06		
097-0400	\$ 22,900,000.08	\$ 10,025,000.06		
OUSD(AT & L)	\$ 22,900,000.08	\$ 10,025,000.06		
541715	\$ 22,900,000.08	\$ 10,025,000.06		
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)	\$ 22,900,000.08	\$ 10,025,000.06		
WASHINGTON HEADQUARTERS SERVICES	\$ 22,900,000.08	\$ 10,025,000.06		
541715	\$ 22,900,000.08	\$ 10,025,000.06		
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)	\$ 22,900,000.08	\$ 10,025,000.06		
057-3080-097-0100-097-0400	\$ 22,900,000.08	\$ 10,025,000.06		
F2BCW AFLCMC XZ	\$ 11,915,000.00			
541715	\$ 11,915,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY)	\$ 11,915,000.00			
F2BDH AFLCMC HBF	\$ 20,830,000.00			
541715	\$ 20,830,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY AND BIOTECHNOLOGY)	\$ 20,830,000.00			
F2BDH AFLCMC HN	\$ 17,830,000.00			
541715	\$ 17,830,000.00			
RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES (EXCEPT NANOTECHNOLOGY)	\$ 17,830,000.00			
F4FBEQ AFLRGF	\$ 72,000,000.00	\$ 54,000,000.00		
541715	\$ 72,000,000.00	\$ 54,000,000.00		

B4

Sheet1 Contracts_PrimeTransactions_202

Contracts_PrimeTransactions_2024-01-09_H21M25S38_1

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B4

Sum of total_dollars obligated

	B	C	D	E
Department of Homeland Security	\$ 60,731,513.00	\$ 39,637,597.30	\$ 99,297,486.23	\$ 77,570,072.42
0004: CAS - BORDER SECURITY SUPPORT;0005: CAS - BORDER SECURITY OPERATIONS;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE	\$ 36,920,925.00			
070-0530-070-0532	\$ 36,920,925.00			
US BORDER PATROL	\$ 36,920,925.00			
541512	\$ 36,920,925.00			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 36,920,925.00			
0004: CAS - INFORMATION SUPPORT;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE	\$ 3,110,438.00			
070-0530-070-0532	\$ 3,110,438.00			
US BORDER PATROL	\$ 3,110,438.00			
541512	\$ 3,110,438.00			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 3,110,438.00			
0005: CAS - BORDER SECURITY OPERATIONS	\$ 477,147.50	\$ 15,440,812.79	\$ 33,013,825.05	
070-0530	\$ 477,147.50	\$ 15,440,812.79	\$ 33,013,825.05	
OFC OF AIR AND MARINE OPS	\$ 477,147.50			
541512	\$ 477,147.50			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 477,147.50			
0005: CAS - BORDER SECURITY OPERATIONS;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE	\$ 79,494,688.25			
070-0530-070-0532	\$ 79,494,688.25			
US BORDER PATROL	\$ 79,494,688.25			
541512	\$ 79,494,688.25			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 79,494,688.25			
0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE	\$ 15,440,812.79			
070-0532	\$ 15,440,812.79			
US BORDER PATROL	\$ 15,440,812.79			
541512	\$ 15,440,812.79			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 15,440,812.79			
0005: CAS - BORDER SECURITY OPERATIONS;0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE	\$ 79,494,688.25			
070-0530-070-0532	\$ 79,494,688.25			
US BORDER PATROL	\$ 79,494,688.25			
541512	\$ 79,494,688.25			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 79,494,688.25			
0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	\$ 915,634.37			
070-0532	\$ 915,634.37			
DHS CUSTOMERS AND BORDER PROTECTION	\$ 915,634.37			
541512	\$ 915,634.37			
COMPUTER SYSTEMS DESIGN SERVICES	\$ 915,634.37			
0008: CAS - BORDER SECURITY ASSETS AND INFRASTRUCTURE;OPTN: FIELD IS OPTIONAL PRIOR TO FY21	\$ 24,896,750.00			
070-0530-070-0532	\$ 24,896,750.00			

B4

Sheet1 Contracts_PrimeTransactions_202

Contracts_PrimeTransactions_2024-01-09_H21M2S38_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.

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

Rows

Values

Sum of total do...

Recipient Name, Funding Agency, Program Activity, Federal Account, Funding Office, NAICS Code

Sum of total do...

53

Contracts_PrimeTransactions_2024-01-09_H13M07S14_1~

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PivotTable Fields

FIELD NAME

- dod_acquisition_program_code
- dod_acquisition_program_description
- information_technology_commercial_item
- information_technology_commercial_item
- epa_designated_product
- country_of_product_or_captive_mfrn

Filters

Columns

Rows

Values

Sum of total do...

Action Date FIS...

Sum of total do...

53

Contracts_PrimeTransactions_2024-01-09_H21M26S38_1~

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

Filters

: Years

Rows

: recipient_name

: sum_of_total_dollars_

Values

: sum_of_total_dollars_

Drag fields between areas

A6

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)	\$ 130,024,289.89	\$ 94,287,720.96	\$ 244,910,305.96	\$ 335,489,118.42	\$ 804,729,530.32	
(blank)	\$ 60,231,513.00	\$ 39,637,597.30	\$ 99,674,486.23	\$ 77,570,078.42	\$ 236,668.95	
HAWKEYE 360, INC.	\$ 1,520,094.00		\$ 18,065,406.80	\$ 36,201,378.60	\$ 54,341,386.40	
(None)	\$ 75,000.00		\$ 18,065,406.80	\$ 36,201,378.60	\$ 54,341,386.40	
(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)	\$ -	\$ -	\$ -	\$ -	\$ -	
ZEROTES, INC.	\$ 305,688.00	\$ 2,723,397.00	\$ 3,409,372.00	\$ 6,438,457.00		
(None)	\$ 305,688.00	\$ 2,723,397.00	\$ 3,409,372.00	\$ 6,438,457.00		
(blank)	\$ -	\$ -	\$ -	\$ -	\$ -	
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

Sheet1 Contracts_PrimeTransactions_2022

Ready Accessibility: Unavailable

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. 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 they 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 you 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?