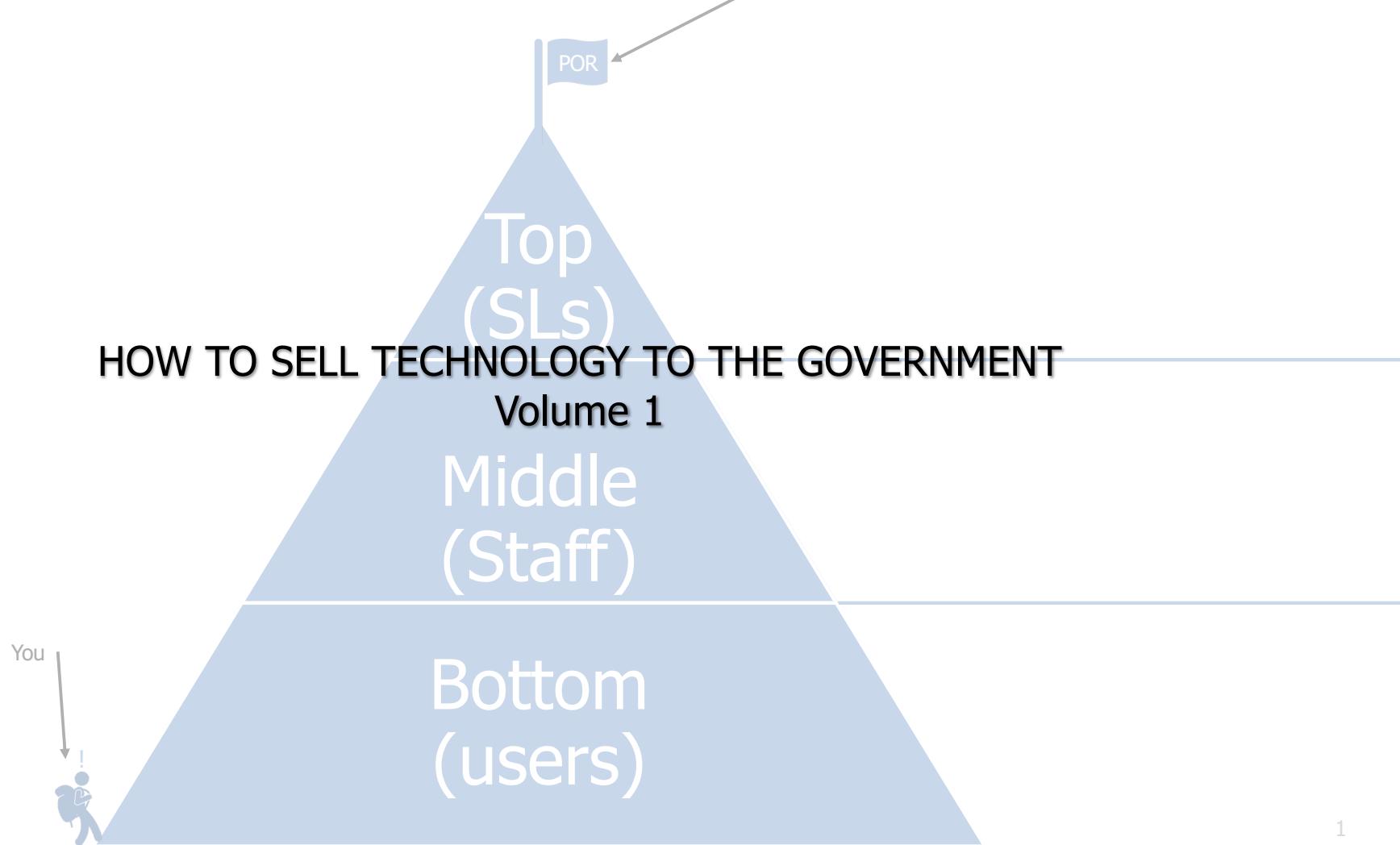


The Bureaucratic Mountain

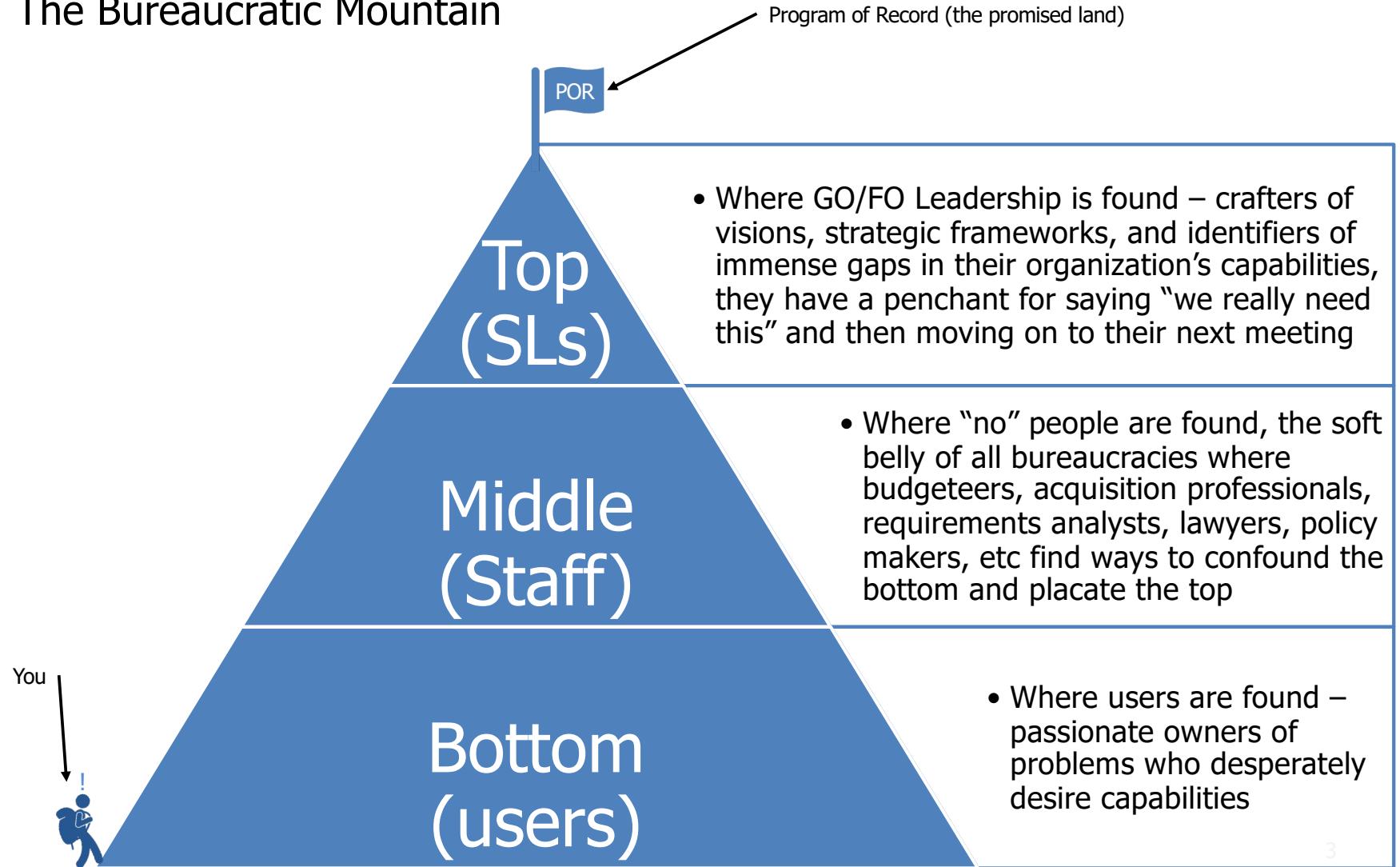


HOW TO SELL TECHNOLOGY

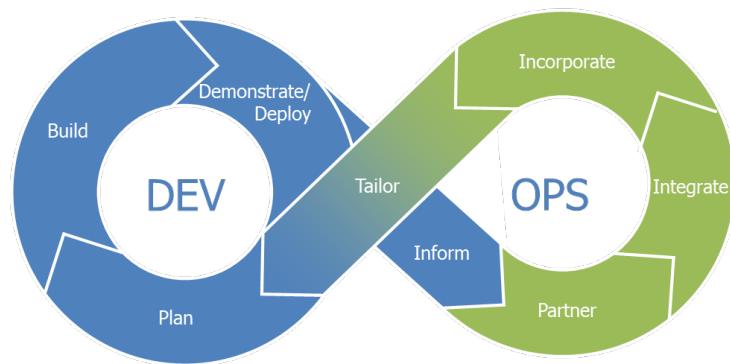
TO THE GOVERNMENT



The Bureaucratic Mountain



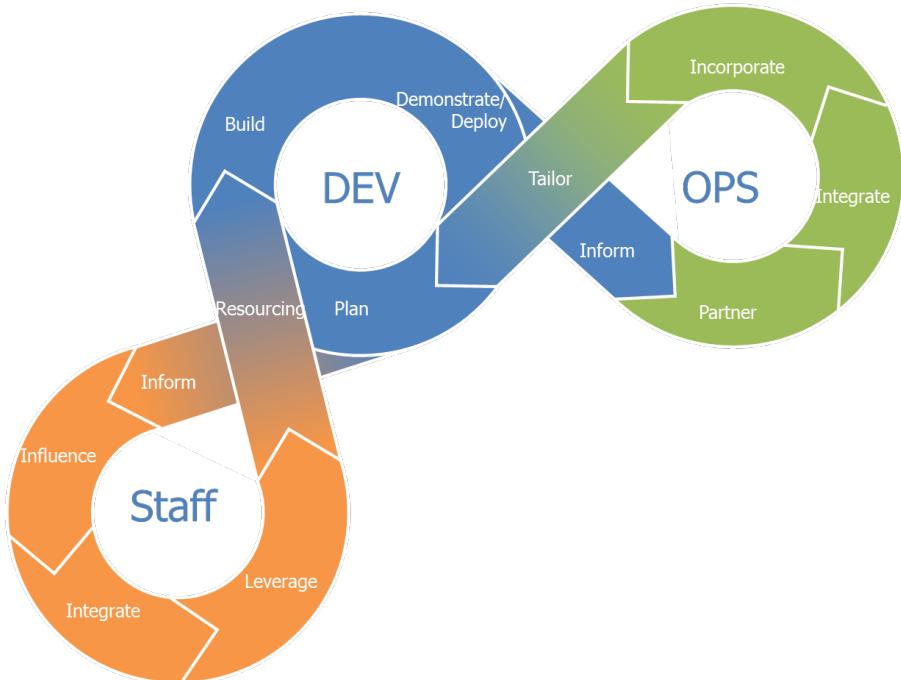
DEVOPS



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

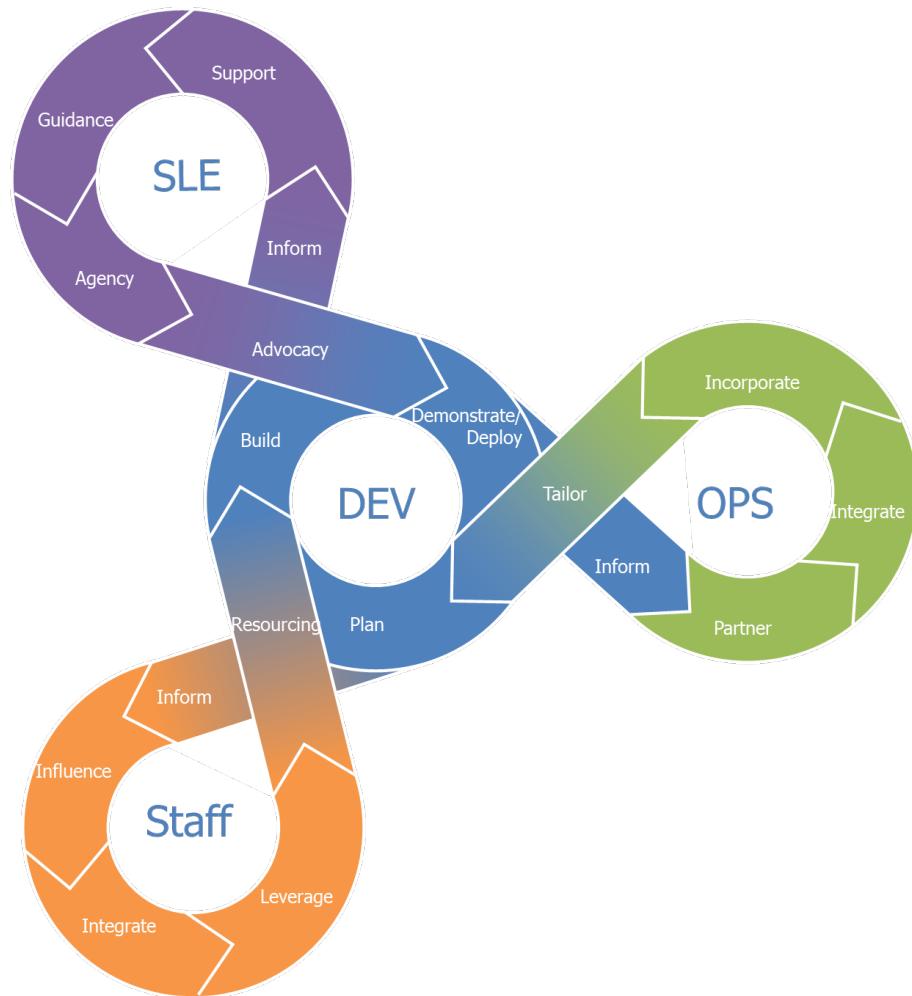


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Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

DEVOPS in a DoD Bureaucracy



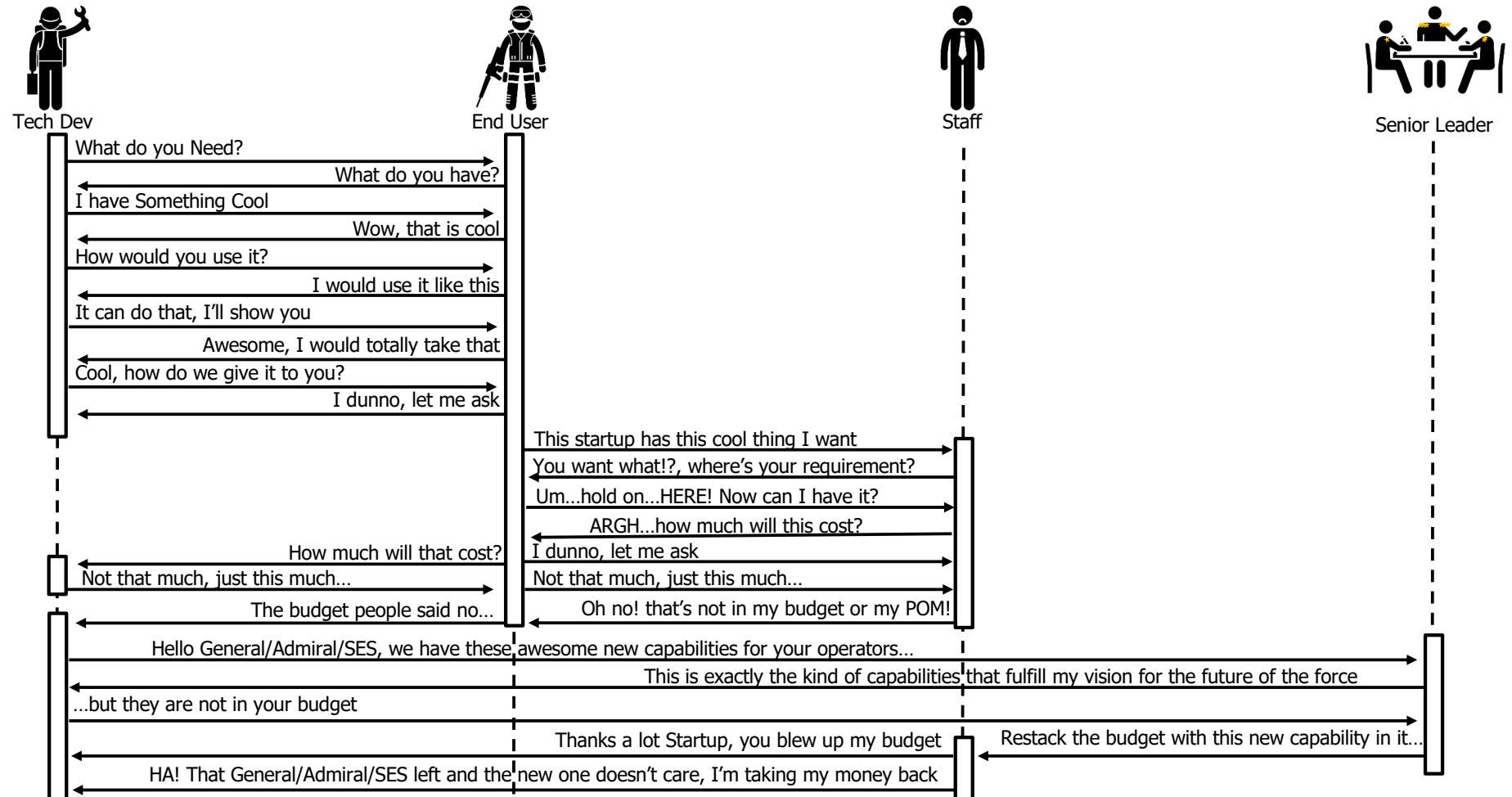
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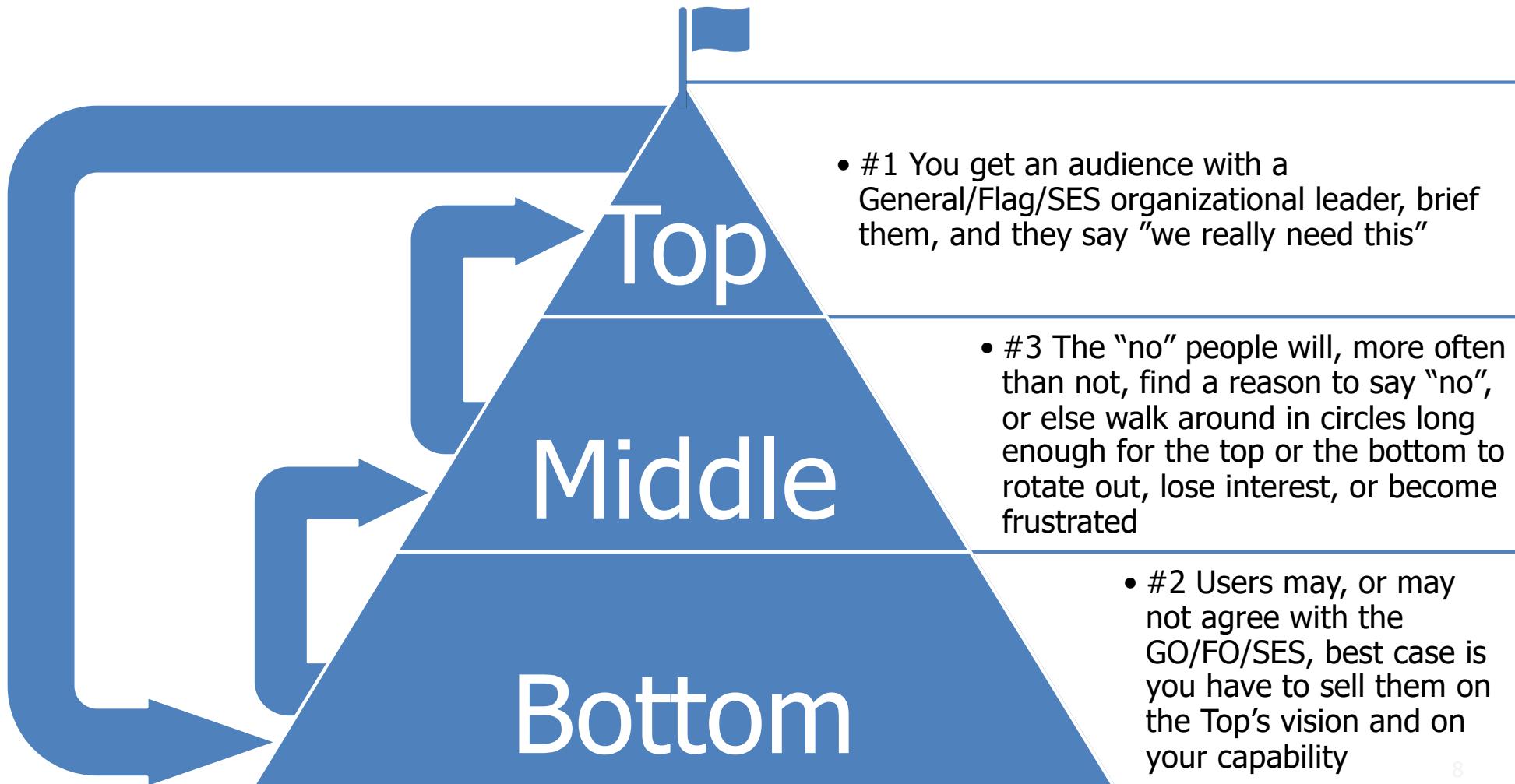
Staff: beyond the purely financial aspects, this includes the requirements developers, legal, policy, logistics and sustainment, the enabling – or disabling – entities in an org

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

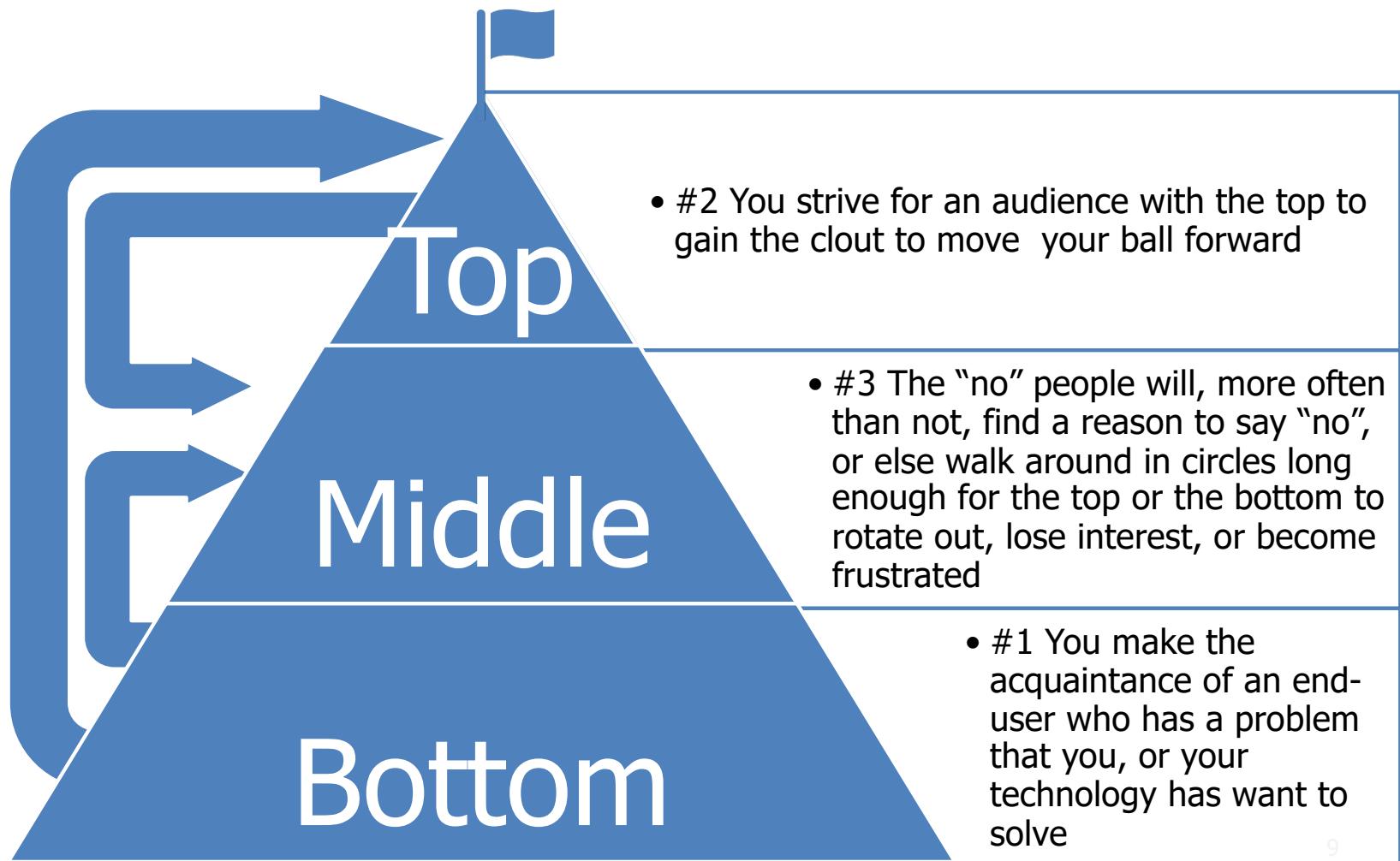
But, where do I start? (typical case)



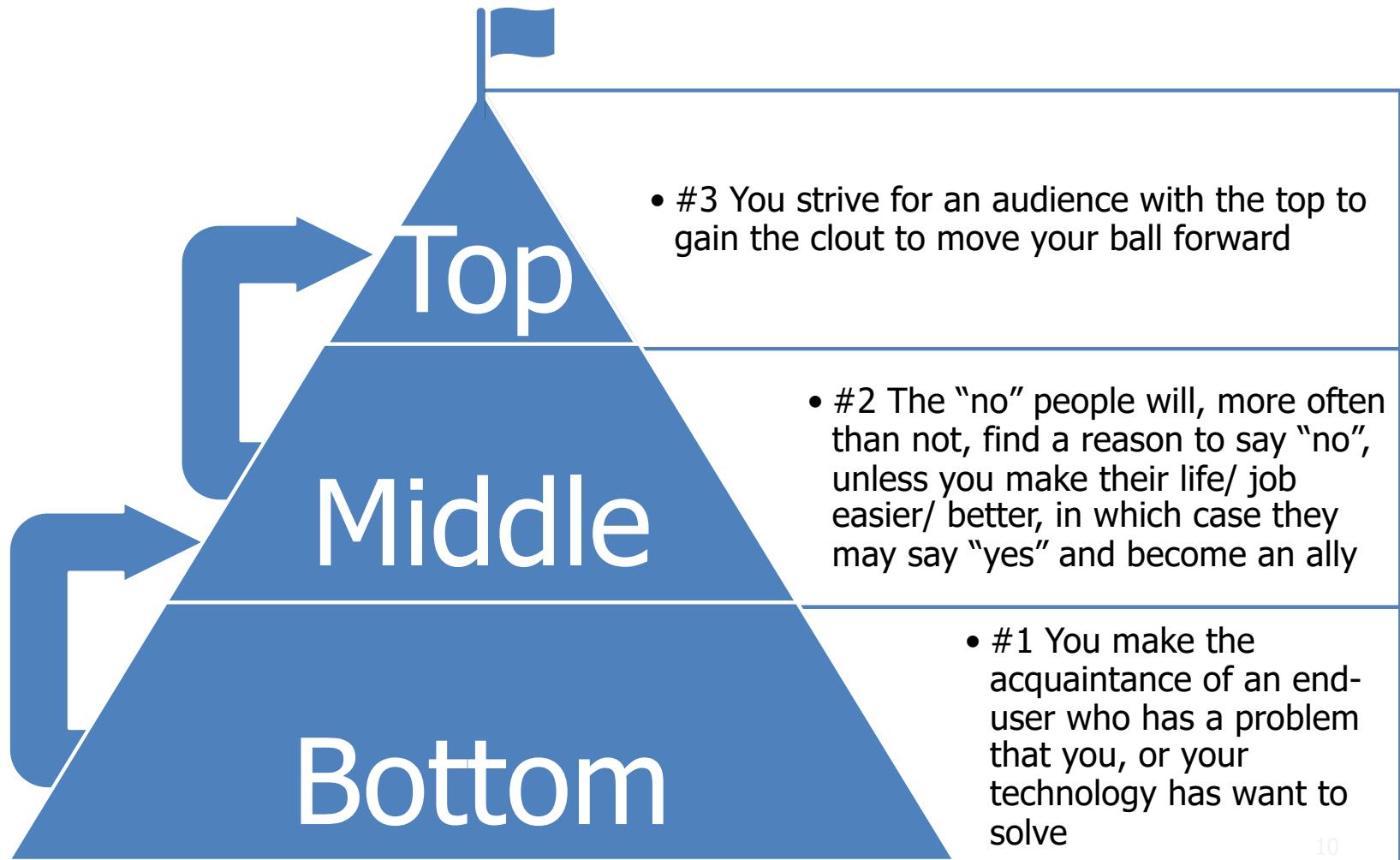
The Bureaucratic Mountain – Top-Down Scenario



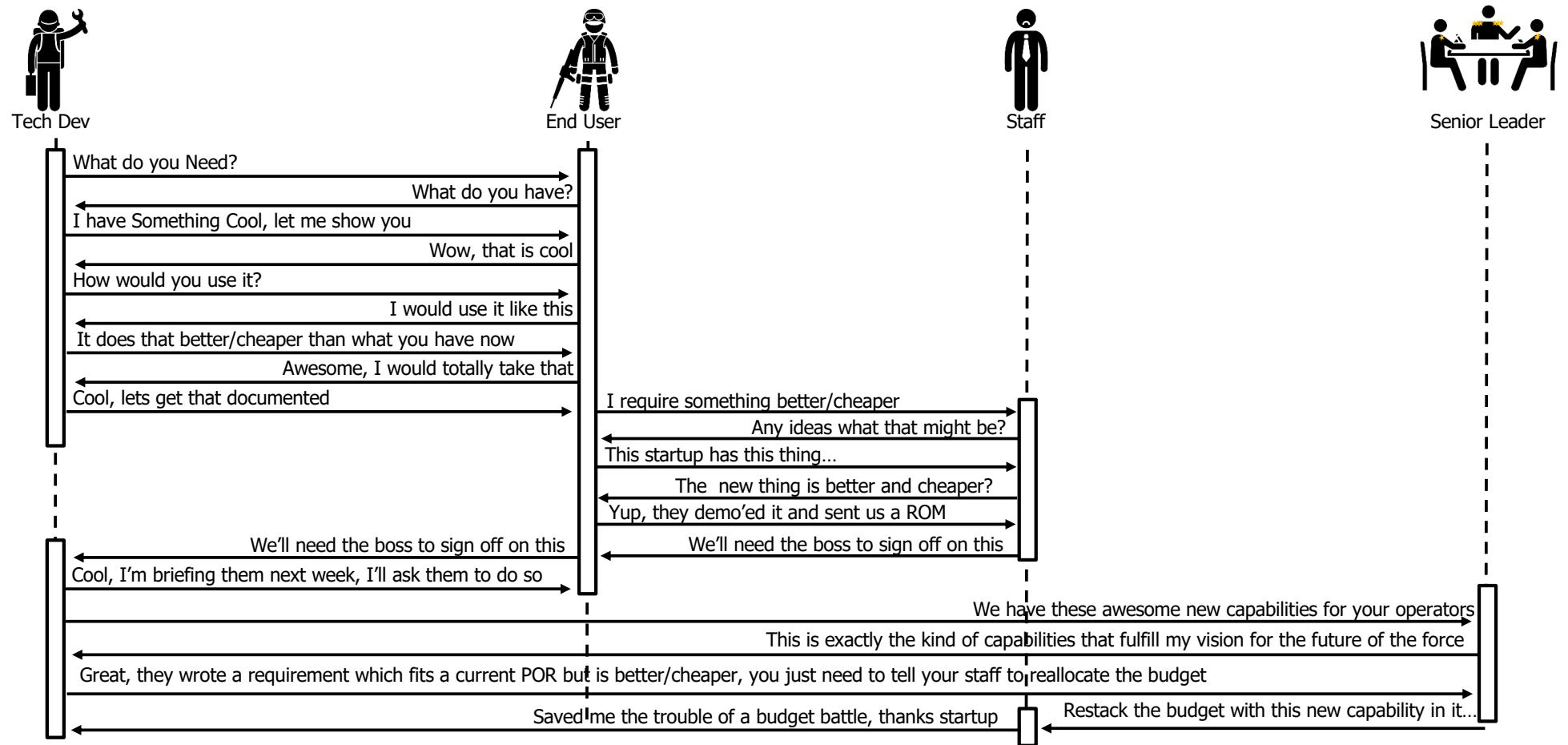
The Bureaucratic Mountain – The Squeeze Scenario



The Bureaucratic Mountain – The Bottom-Up Scenario



But, where do I start? (better approach)



Pick Your End User Partner/Advocate Wisely

User



- 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



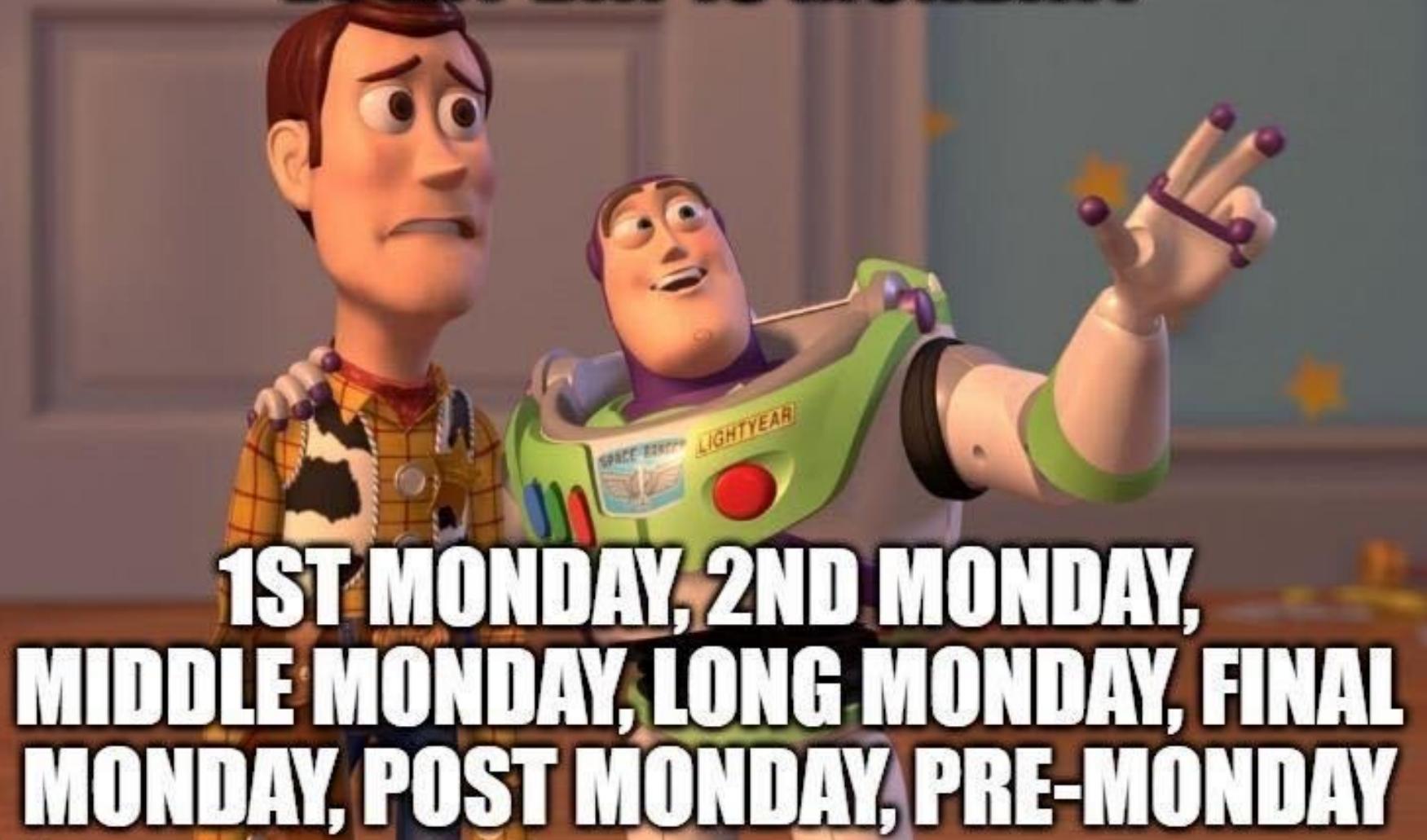
- Everything a user is, plus:
- Understands the capability and the technology
- Can provide meaningful input on technical aspects of design choices
- Knows their own organization and can point you in the right direction

Commando

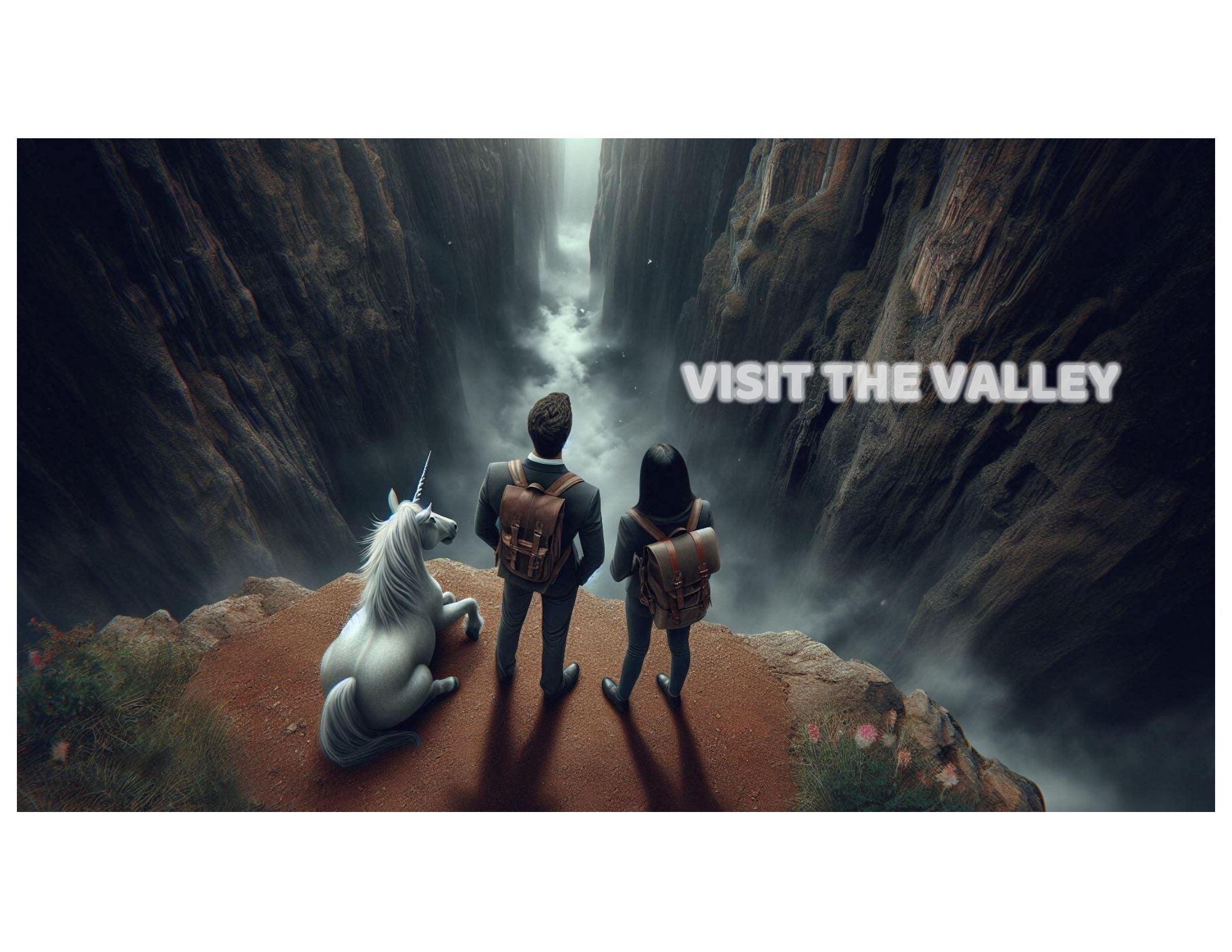


- Like a Super User, plus:
- See the value in the new capability and develops a passion for it
- Knows their organization, the power structure, and knows how to traverse it
- Is committed to working with the program to move it up the mountain

EVERY DAY IS MONDAY!

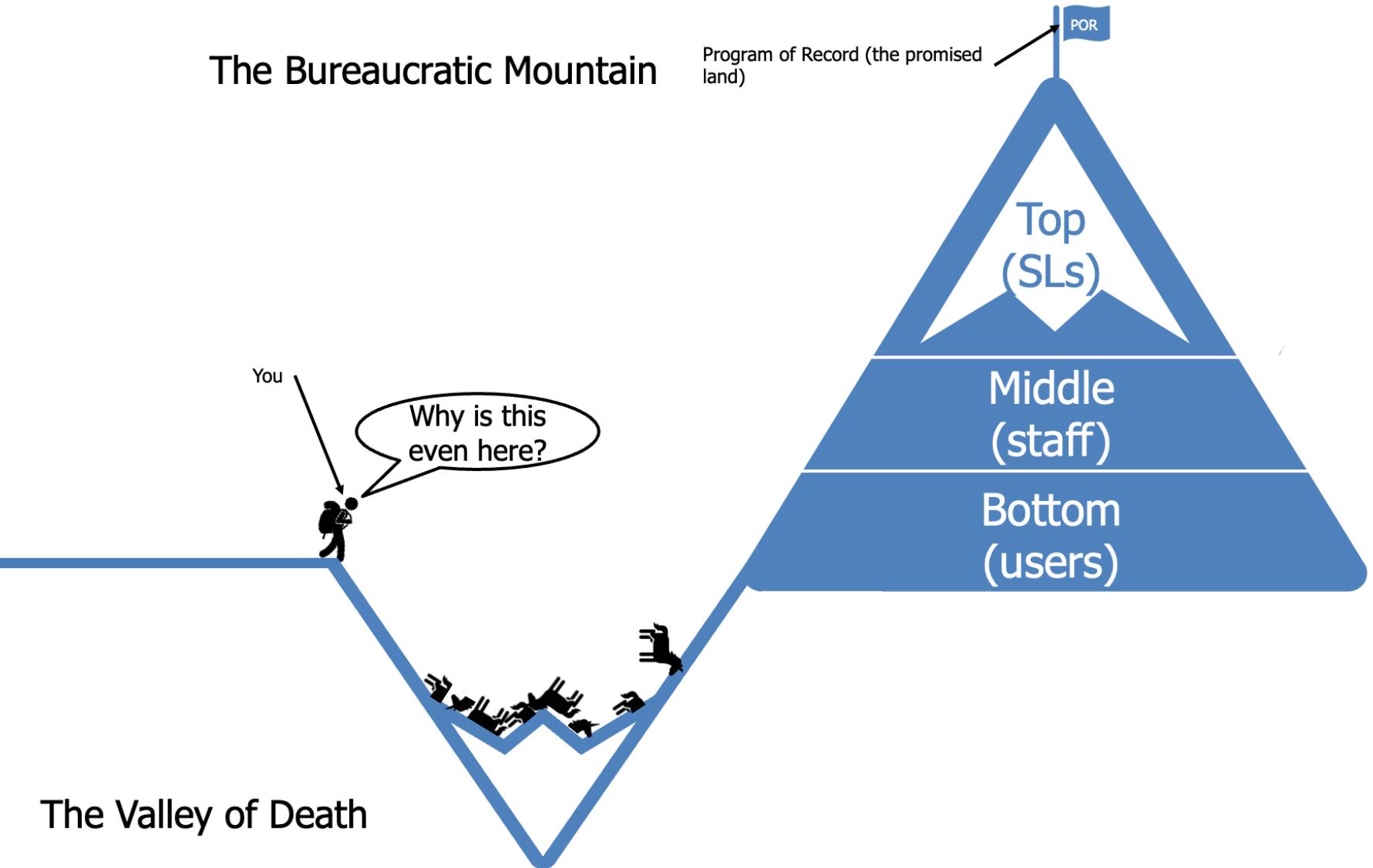


**1ST MONDAY, 2ND MONDAY,
MIDDLE MONDAY, LONG MONDAY, FINAL
MONDAY, POST MONDAY, PRE-MONDAY**

A photograph of a man and a woman standing on a rocky outcrop, looking down into a deep, narrow valley. A white unicorn with a blue horn is sitting on the ground to the left of the man. The valley floor is covered in green grass and small red flowers. The walls of the valley are dark, layered rock. The sky is overcast with dramatic clouds.

VISIT THE VALLEY

The Bureaucratic Mountain



small suggestions
for improvement

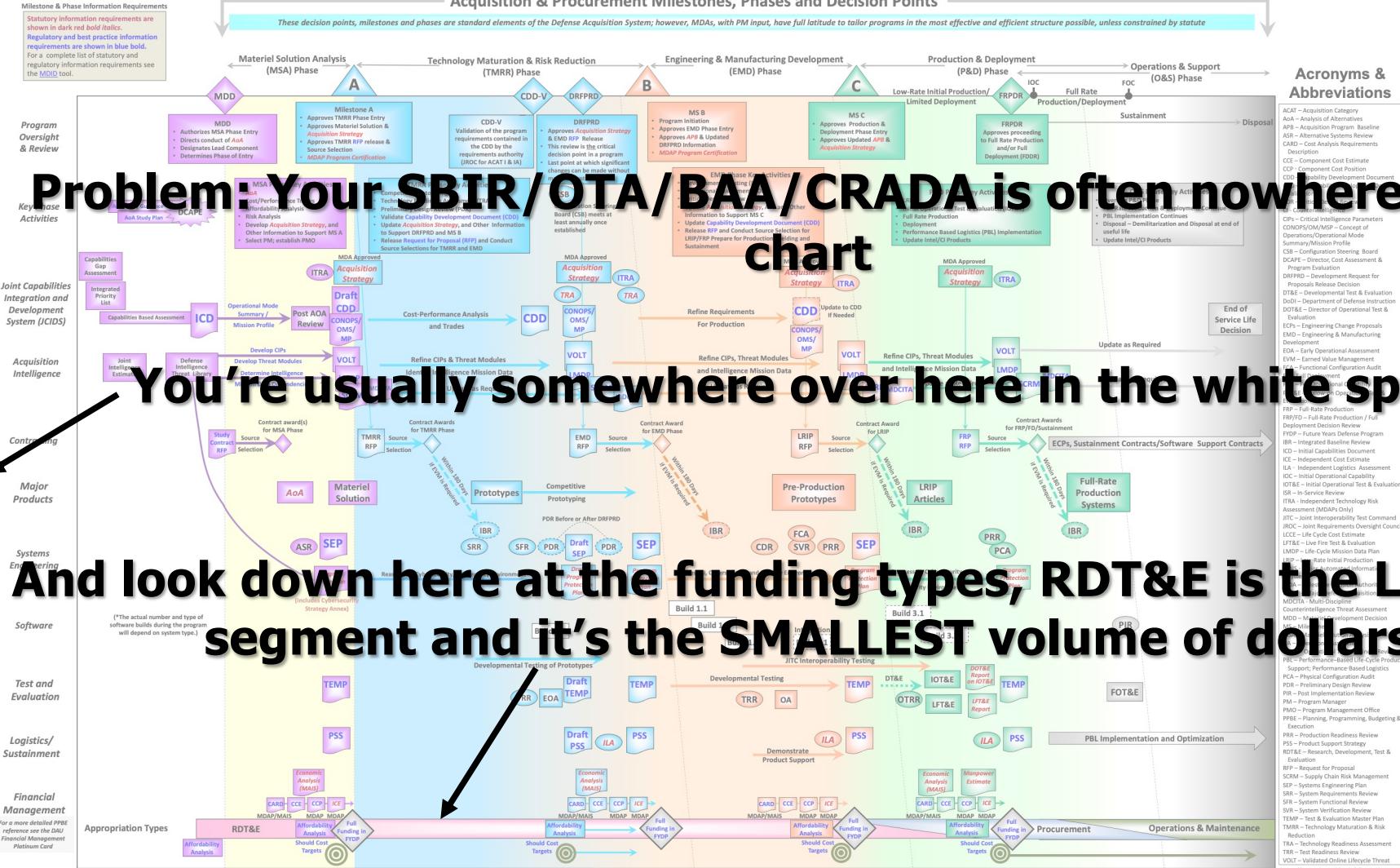
This chart illustrates DoDI 5000.85,
Major Capability Acquisition model; tailoring to
individual program circumstances is essential.

Ver. 2.0
August 27, 2020

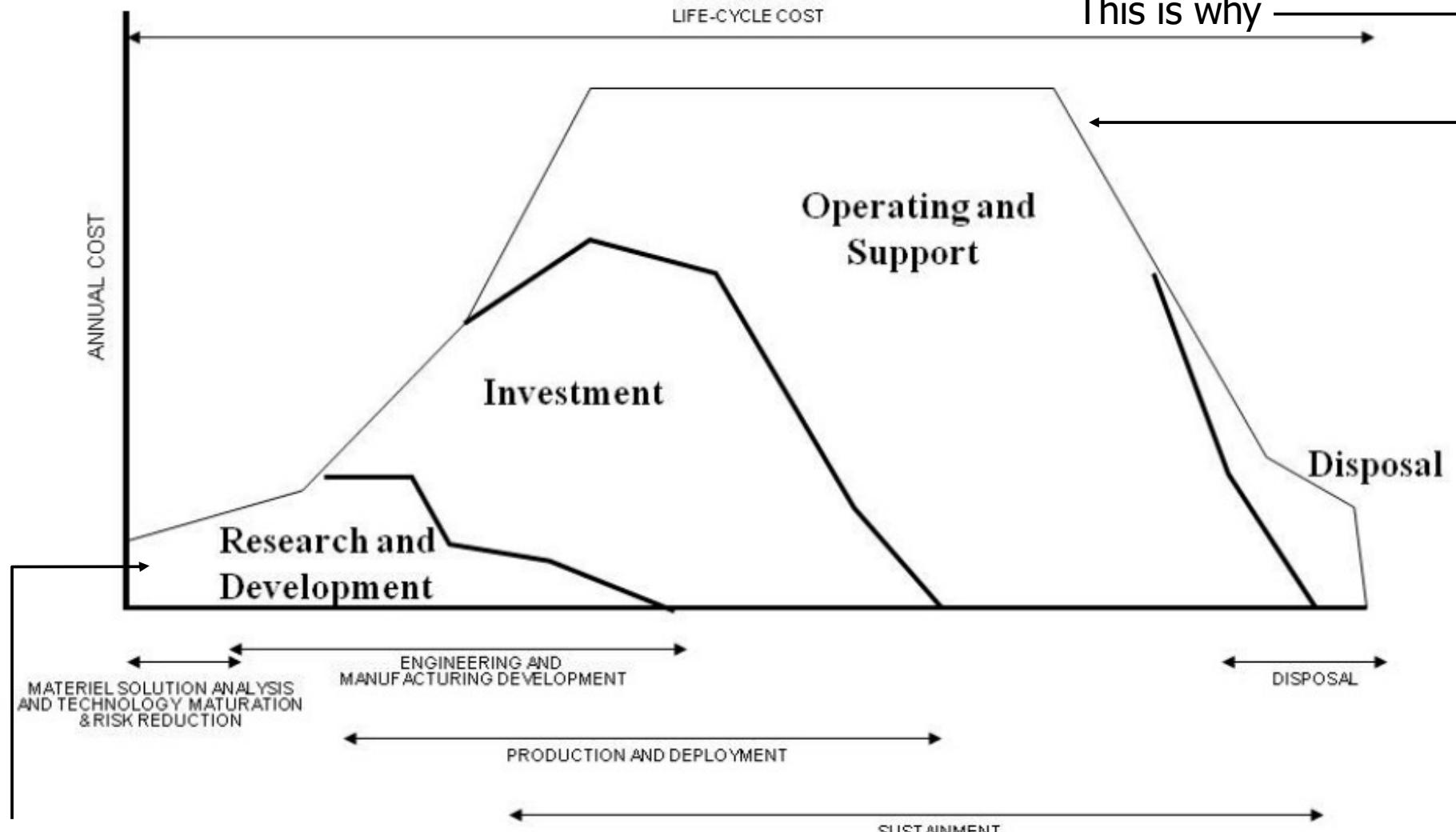
Major Capabilities Acquisition (Pre-Tailoring)

Acquisition & Procurement Milestones, Phases and Decision Points

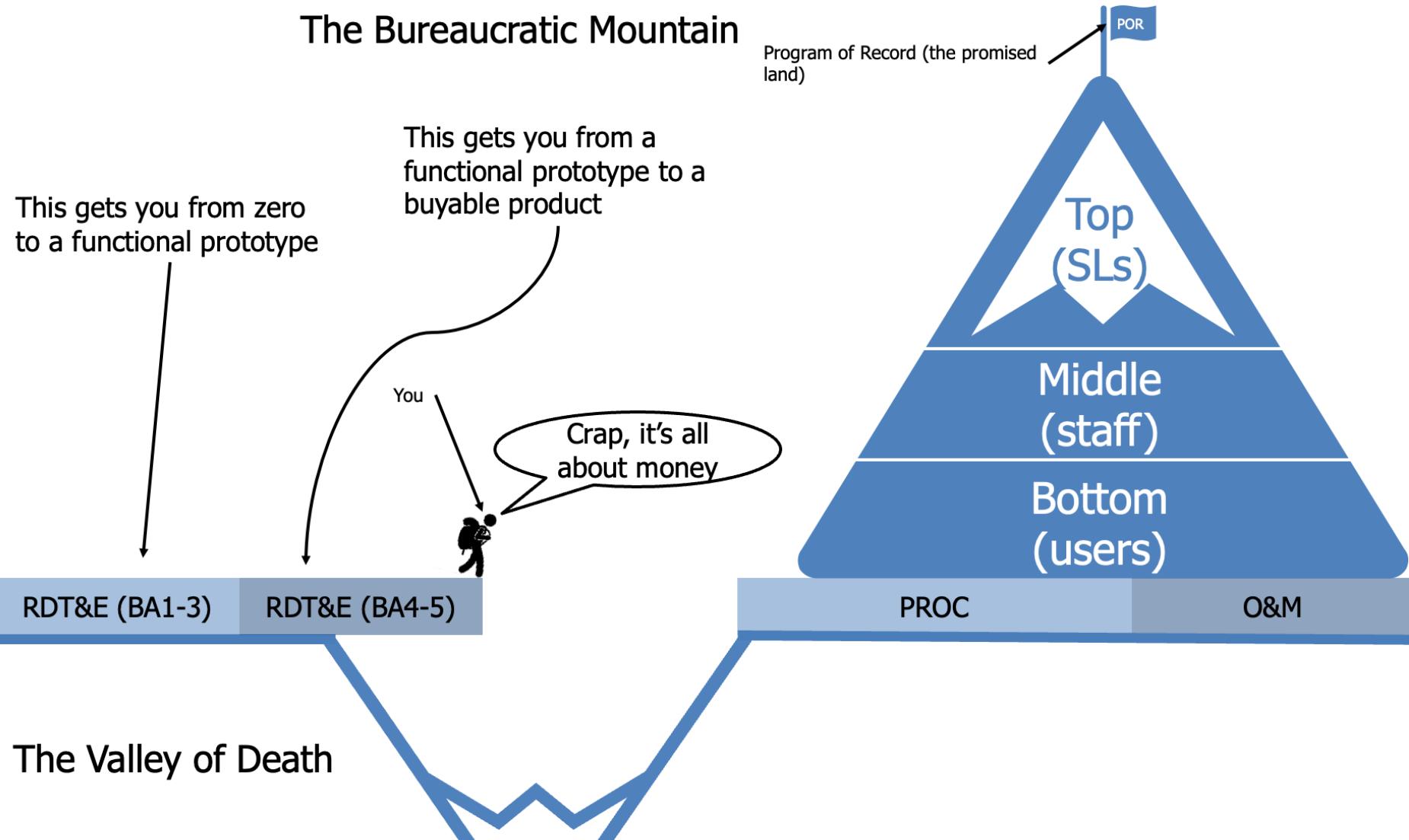
See the Adaptive Acquisition Framework for
other approaches to acquiring capability.



Why is a PoR the promised land?
This is why —



Here's your SBIR





Science and
Technology



WHY DOES IT
HAVE TO BE
THIS WAY!?!?

You

Generally speaking,
this group and
this group
have a hard time
communicating and
collaborating



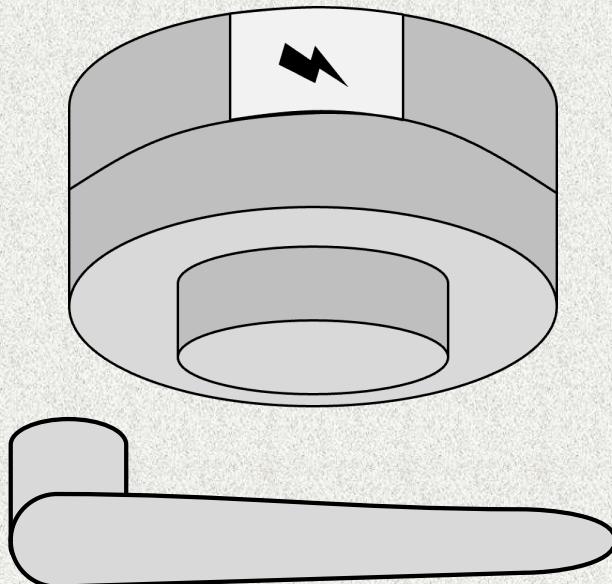
The Valley of Death

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.

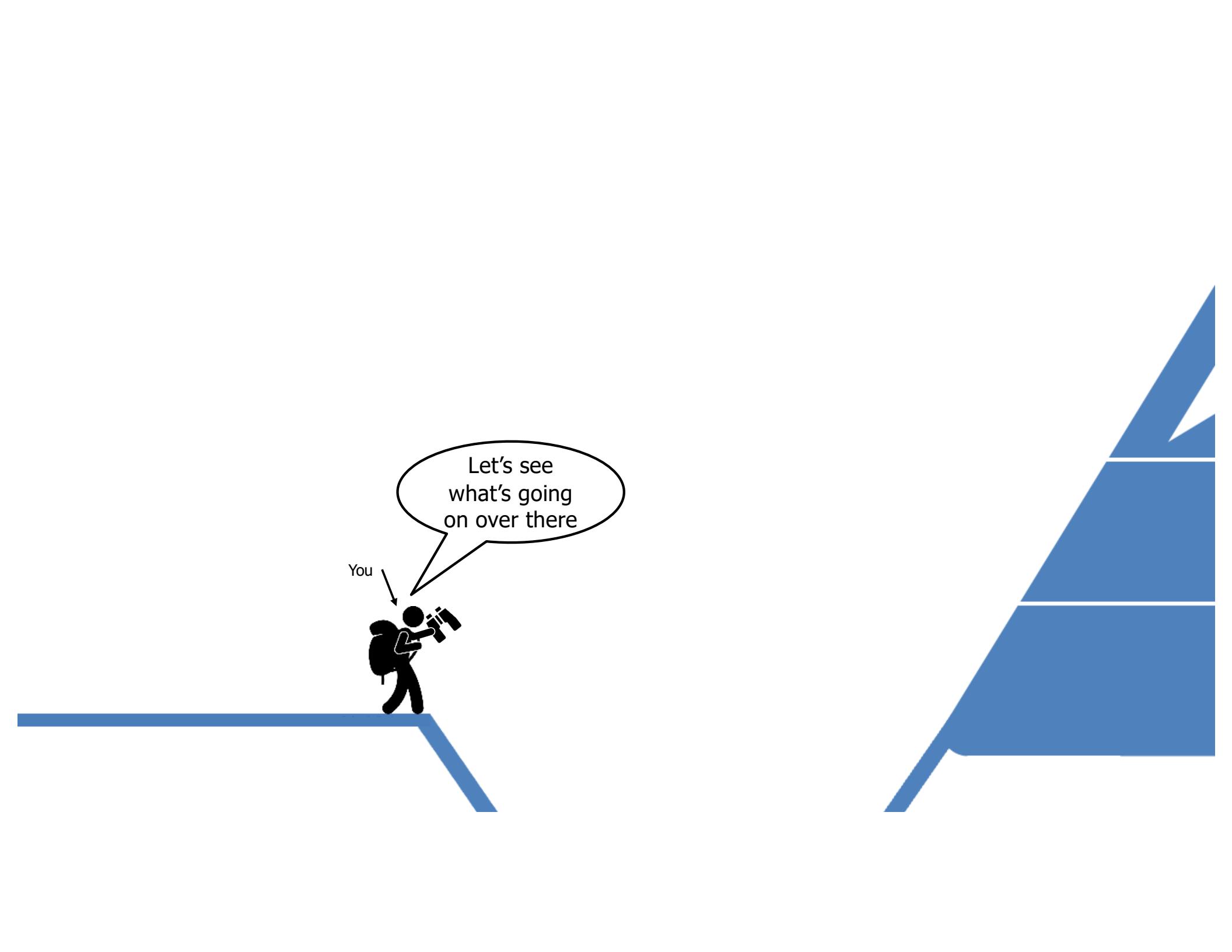
CLOSED



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

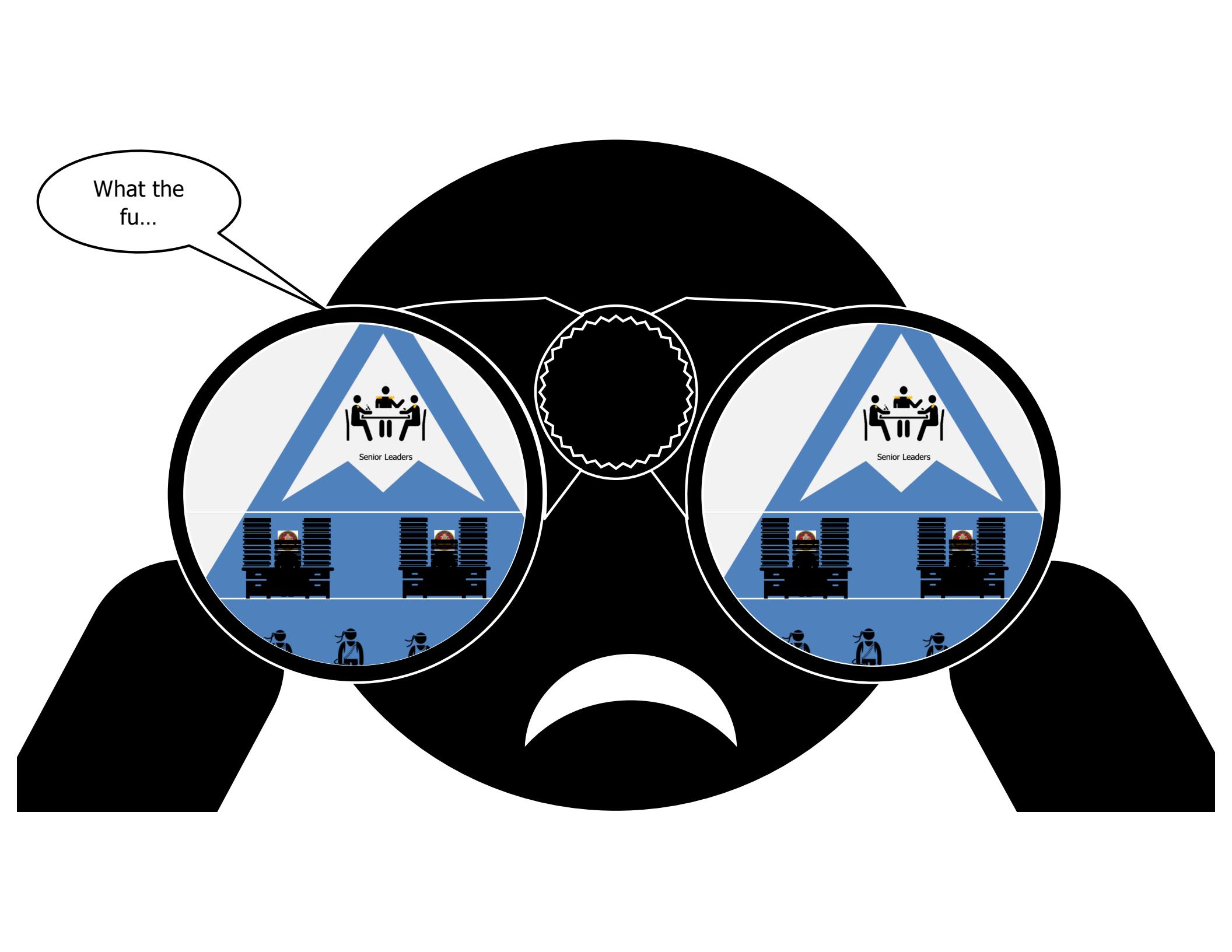
UNDERSTAND YOUR CUSTOMER



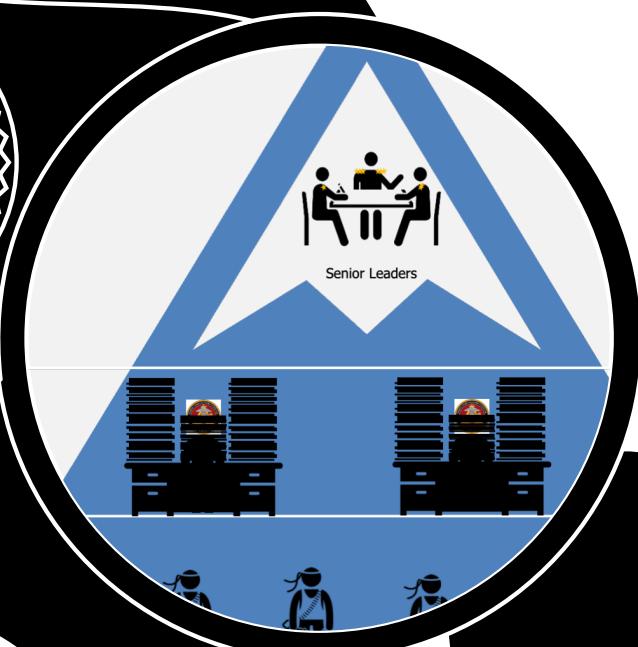
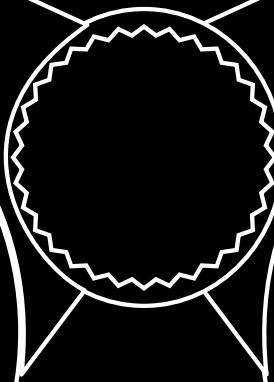
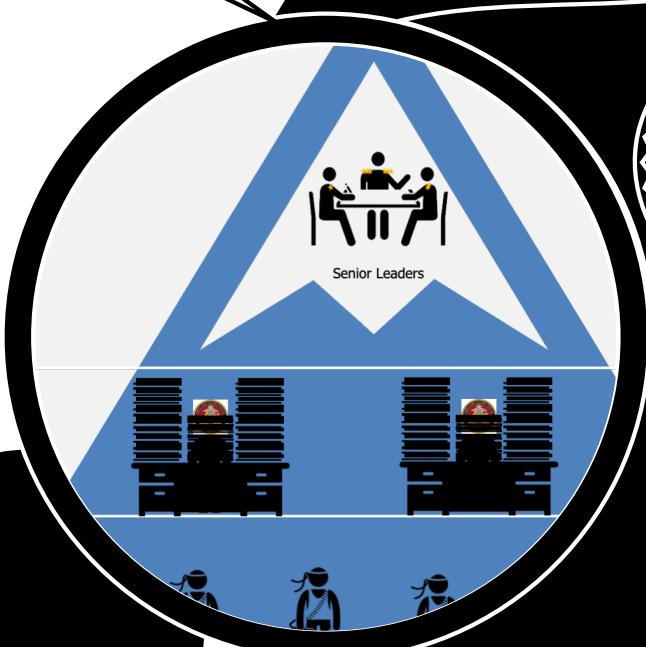


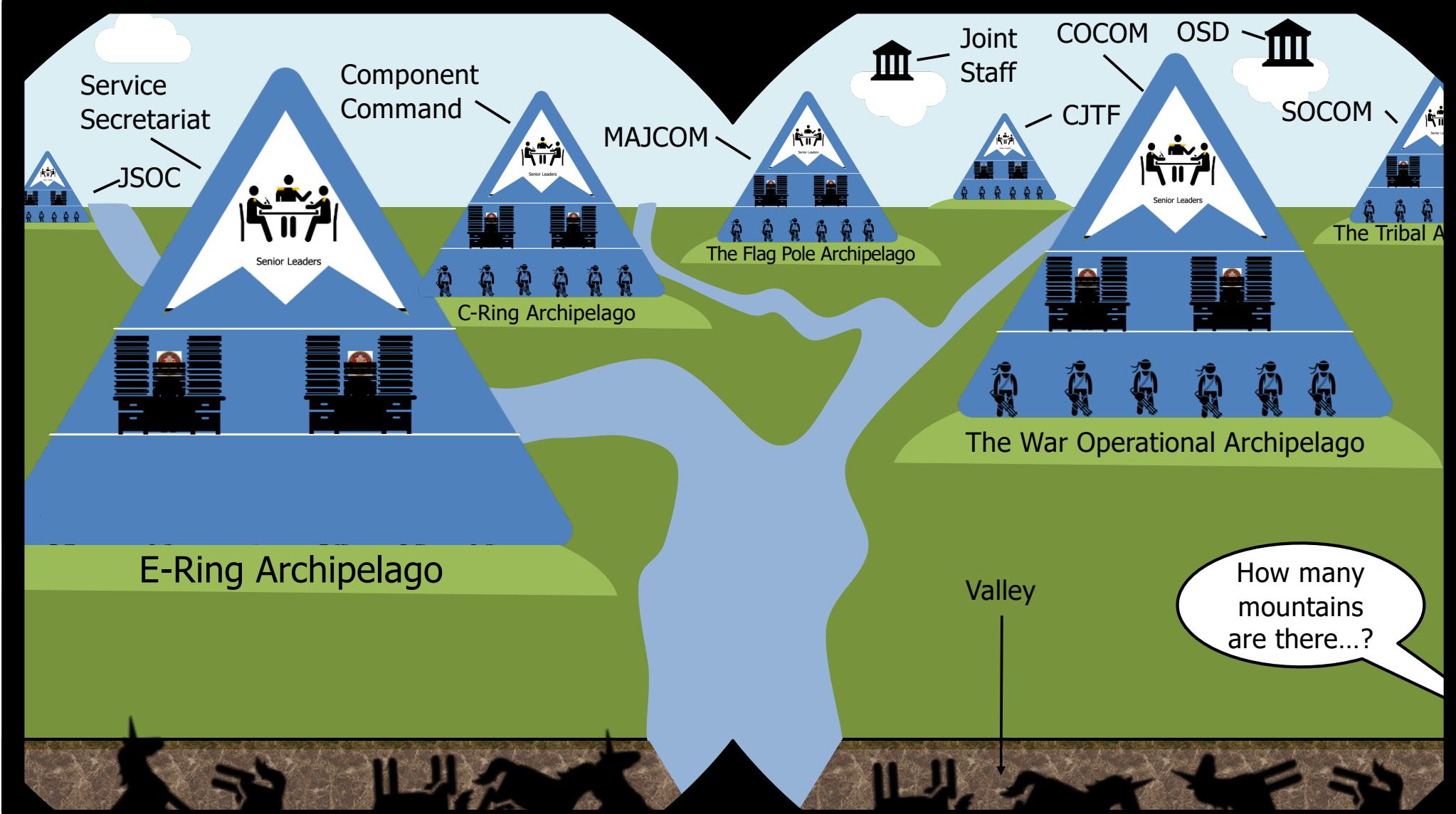
Let's see
what's going
on over there

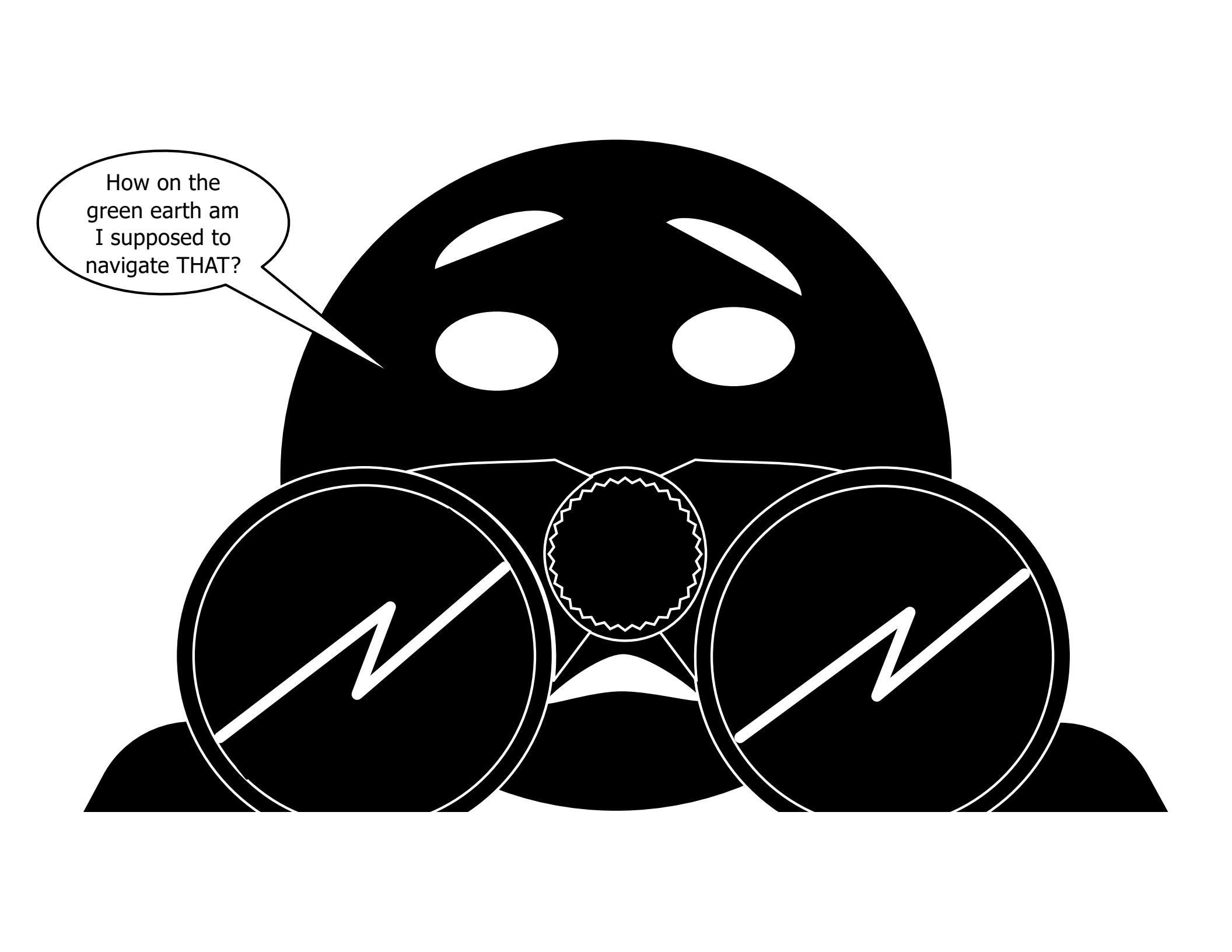




What the
fu...

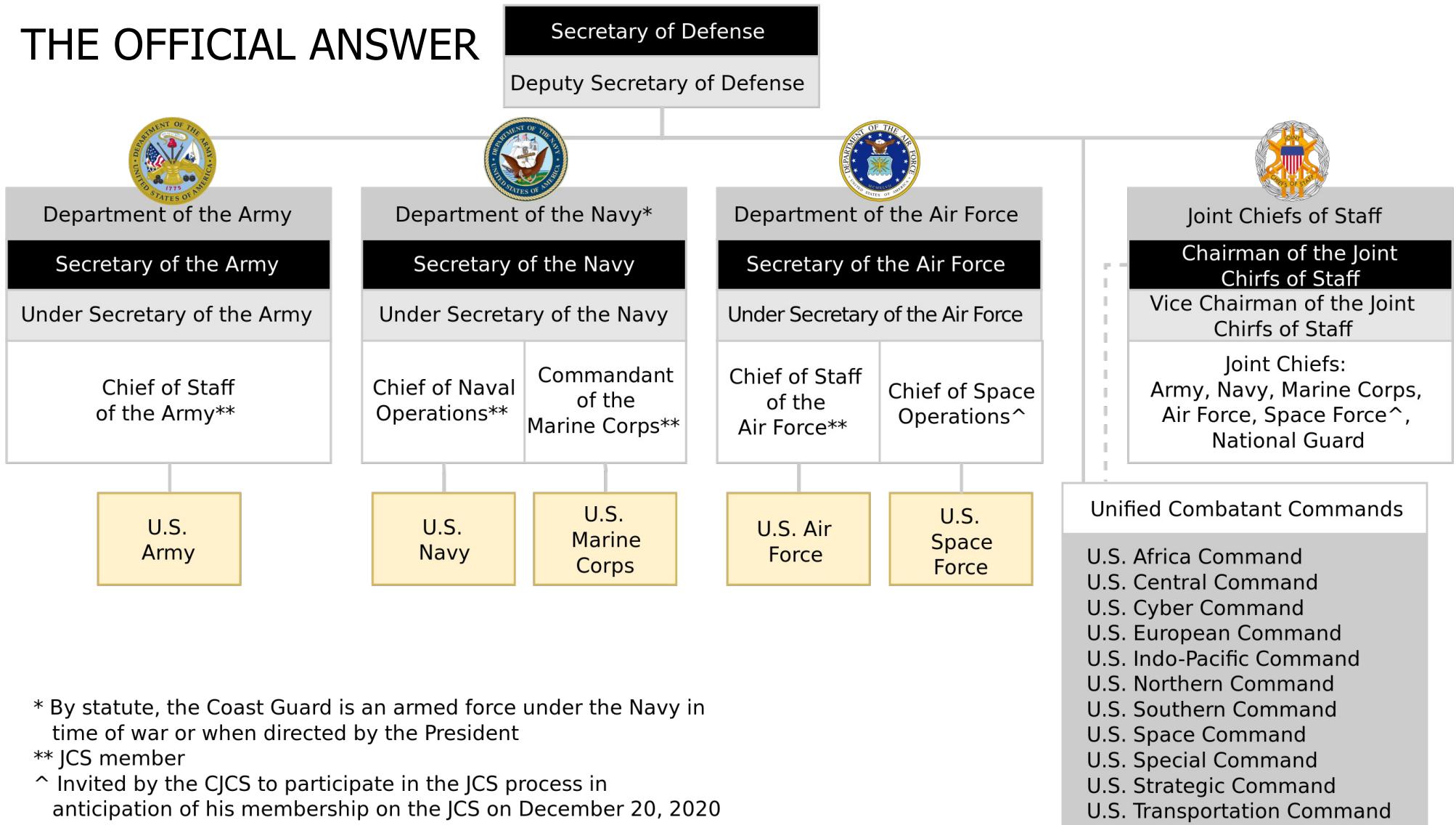






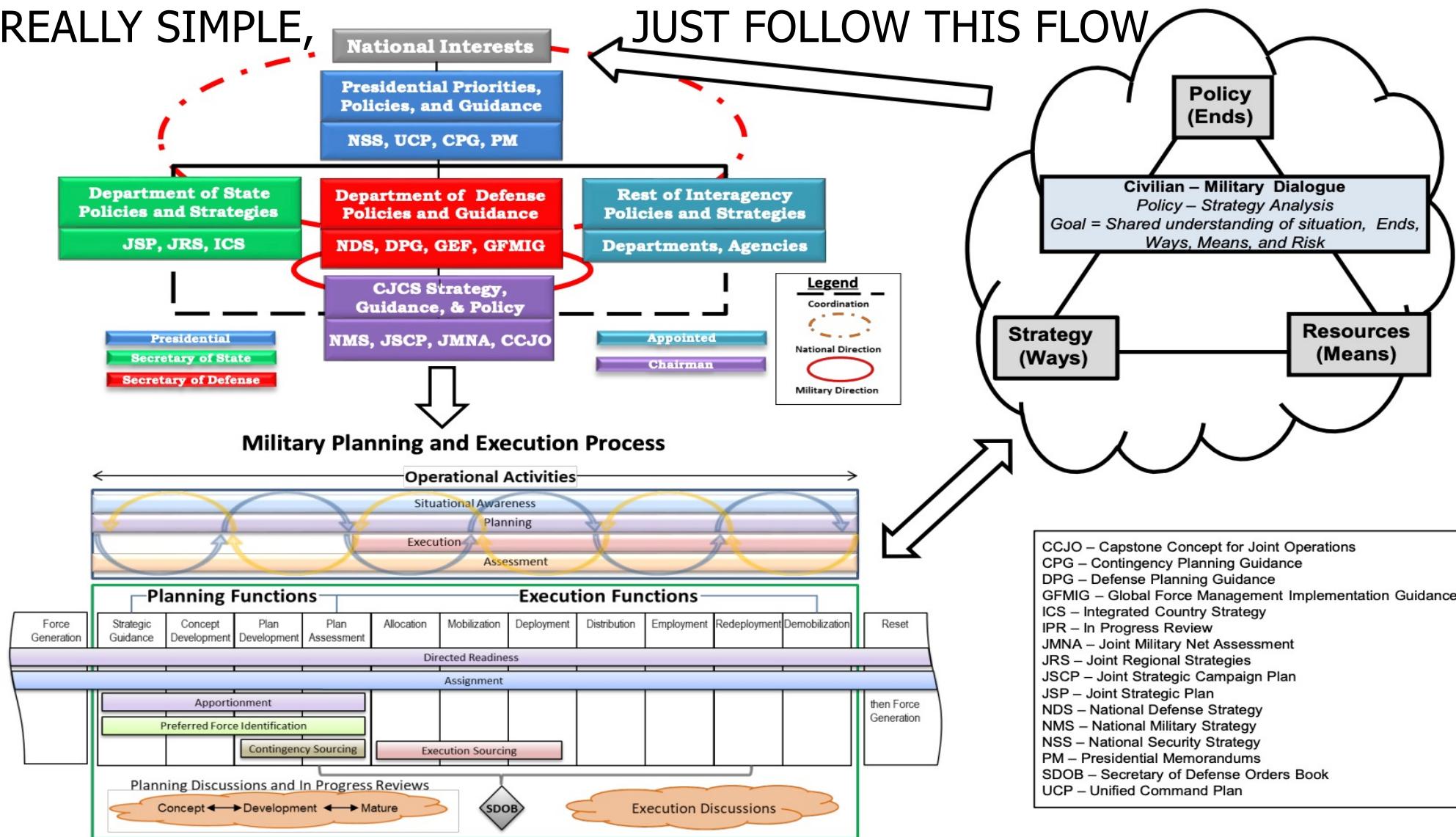
How on the
green earth am
I supposed to
navigate THAT?

THE OFFICIAL ANSWER



REALLY SIMPLE,

JUST FOLLOW THIS FLOW



Service Secretariat

Component Command

Joint Staff

COCOM OSD

SOCOM

These COCOMs actually fight wars, they have the authority and they're aligned to a geography or fighting function

BUT! They don't really buy stuff, or hire, train, and equip soldiers, sailors, airmen, marines, or guardians

THEY HAVE OPERATIONAL NEEDS

Do you need unicorns?

Valley

The COCOMs
fight wars, I'll
talk to them!

E-Ring Archipelago



Service Secretariat

Component Command

Joint Staff

COCOM
CJTF

OSD



SOCOM

JSOC

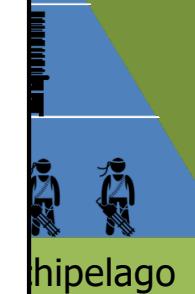


Senior Leaders

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

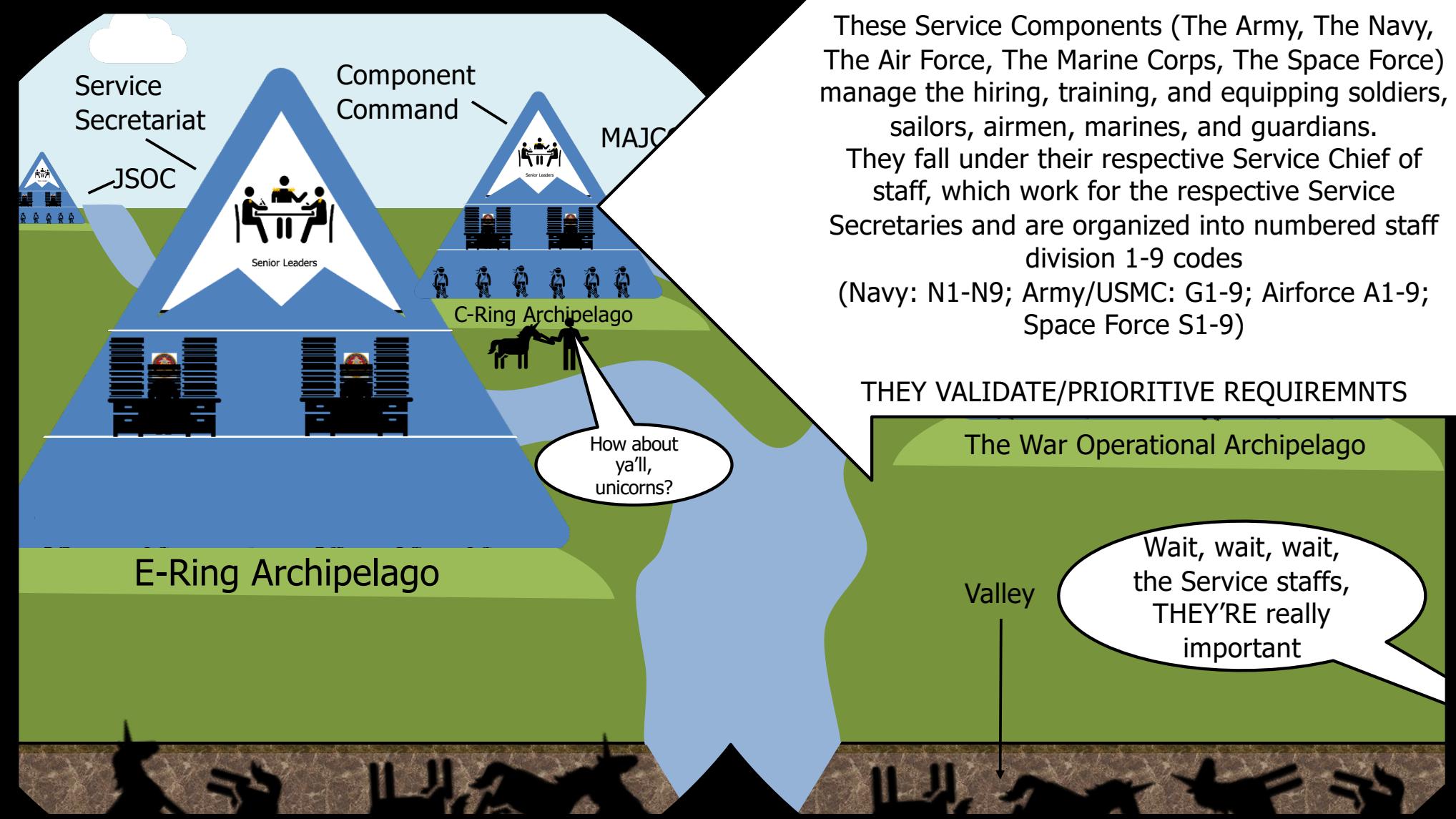
E-Ring Archipelago



Do YOU want unicorns?

Valley

Wait...the Service Secretaries are really in Charge, I'll talk to them!



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/PRIORITIV REQUIREMENTS

These Major Commands actually have the trained and equipped soldiers, sailors, airmen, marines, and guardians.

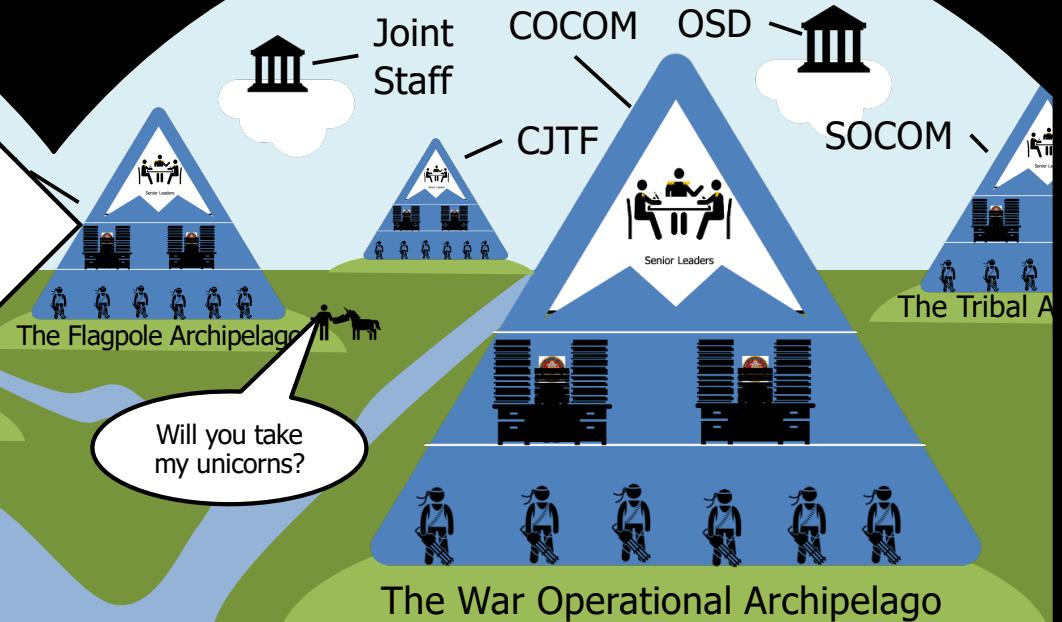
Places like the Army's Forces Command or 18th Airborne Corps or the Air Forces Air Combat Command

These organizations (or their subordinates) are the forces that are sent to the COCOMs



E-Ring Archipelago

E-Ring Archipelago



Joint Staff

COCOM OSD

CJTF



Senior Leaders



SOCOM

The Tribal A

The Flagpole Archipelago

Will you take
my unicorns?

The War Operational Archipelago

Valley

Hold up...the
MAJCOMs are
where the
users are



Service
Secretariat

Component
Command

JSOC



Senior Leaders

C-Ring Archipelago



E-Ring Archipelago

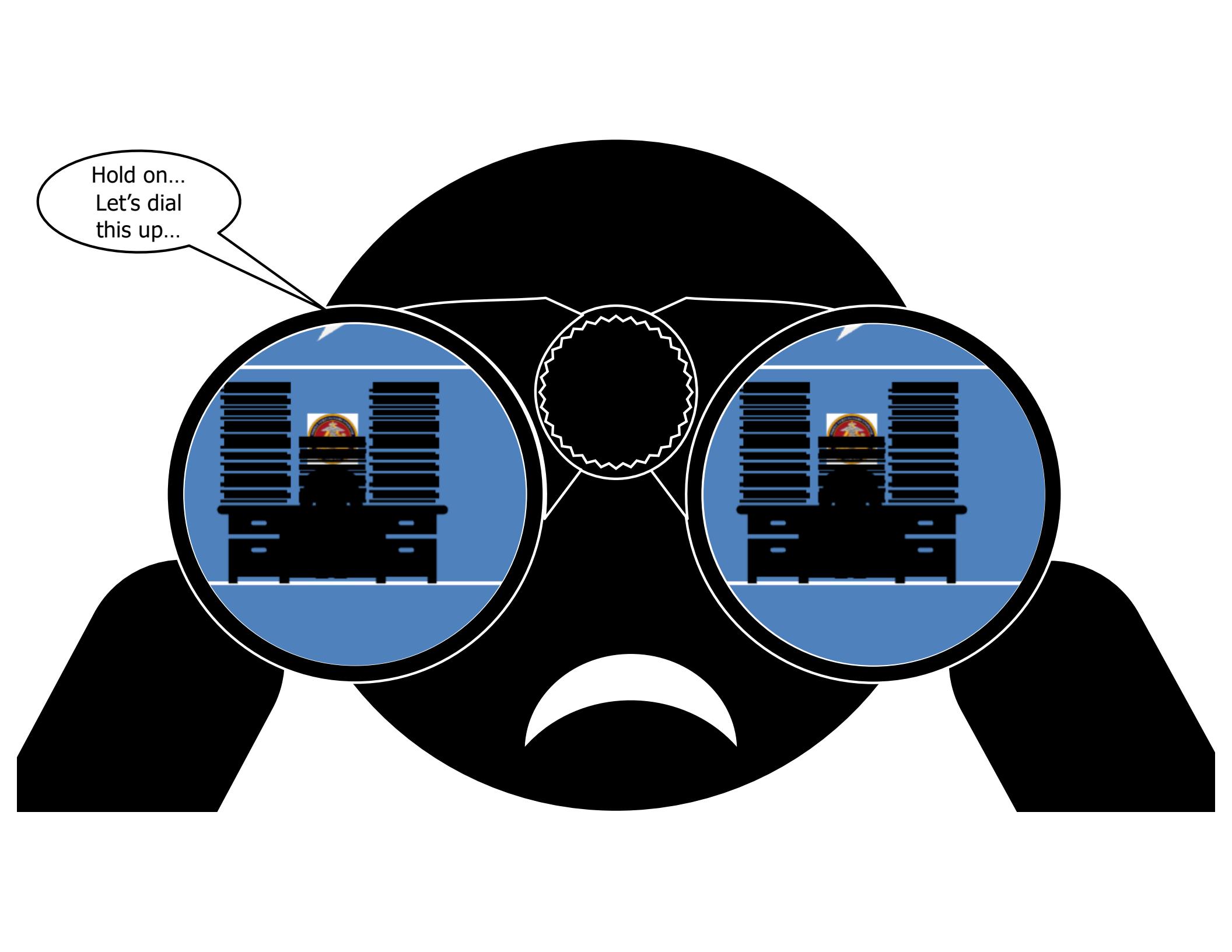
SOCOM is a Chimera, they're like all the COCOMs and all the Service Components all wrapped up into one.
They organize, train, equip, and deploy force, but only a very small, special group of them

Who is gonna
buy these
unicorns?

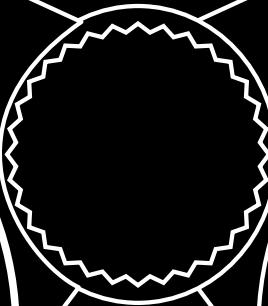
The War Operational Archipelago

Who can
keep this
straight?

Valley



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



MIDDLE

COCOM SILOS OF EXCELLENCE

Intel
(2-Shop)

Operations
(3-Shop)

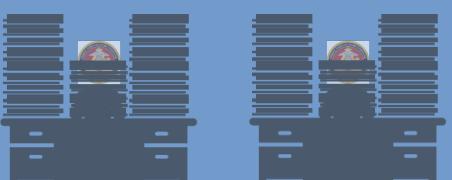
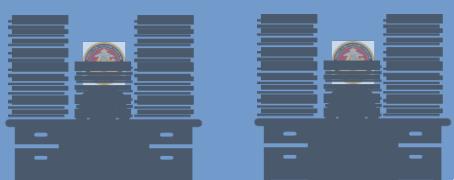
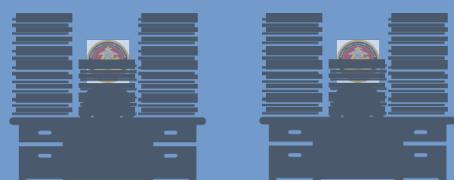
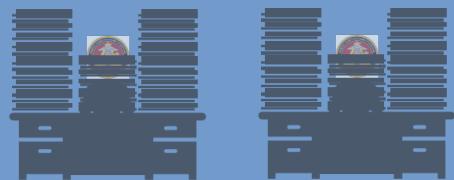
Plans
(5-Shop)

Logistics
(4-Shop)

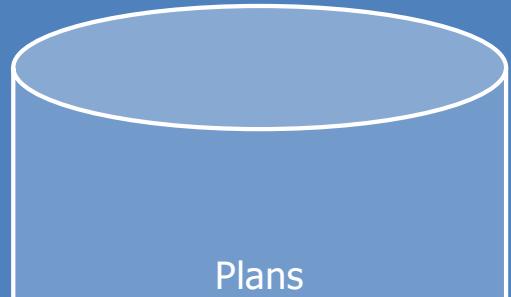
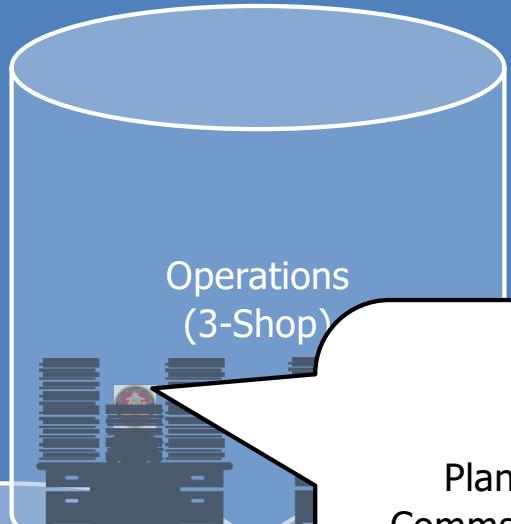
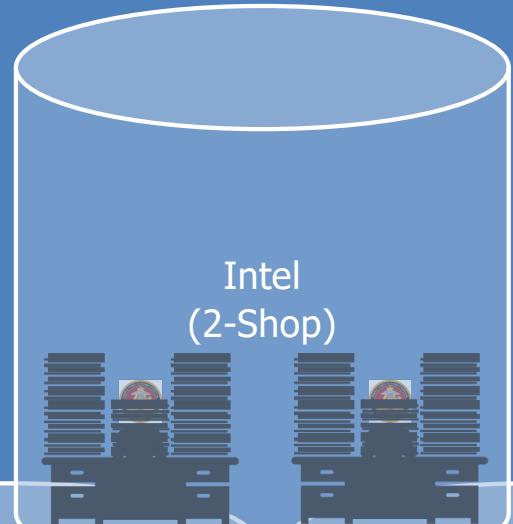
Communications
(6-Shop)

Training
(7-Shop)

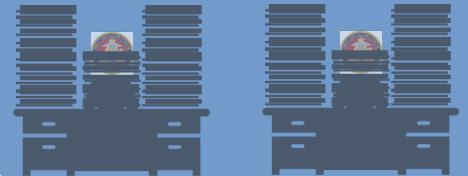
Money and Stuff
(8-Shop)



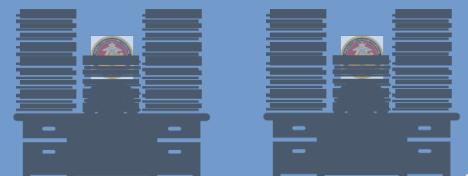
MIDDLE



Logistics
(4-Shop)



Communications
(6-Shop)



Training
(7-Shop)



Money and Stuff
(8-Shop)



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...

It's SAP'ed

Gimmie 18 months

Logistics
(4-Shop)

Intel
(2-Shop)

Operations
(3-Shop)

Plans
(5-Shop)

Sun spots

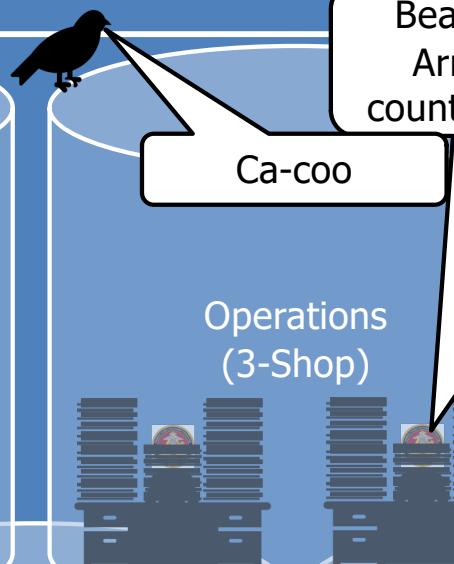
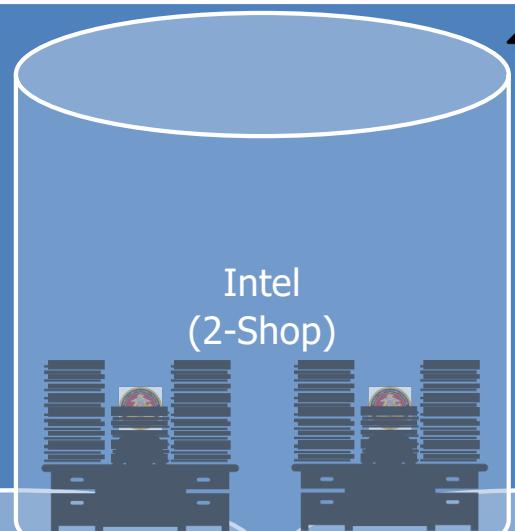
Communications
(6-Shop)

We can...host
rapid prototyping
events...

It's not in the
budget

Money and Stuff
(8-Shop)

MIDDLE

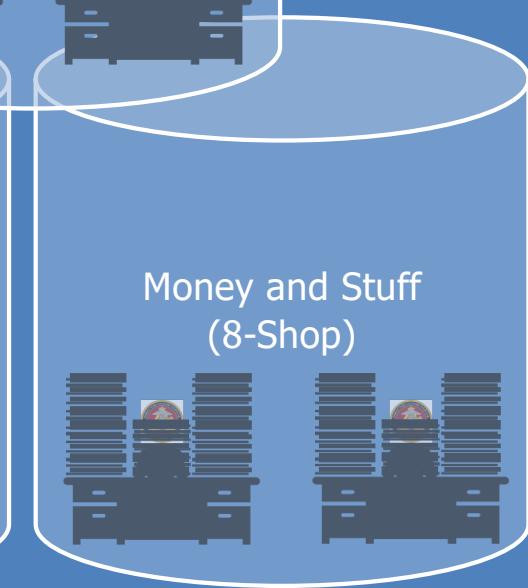
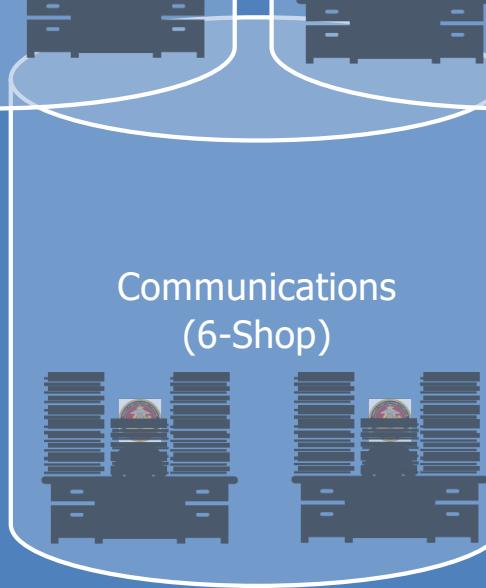
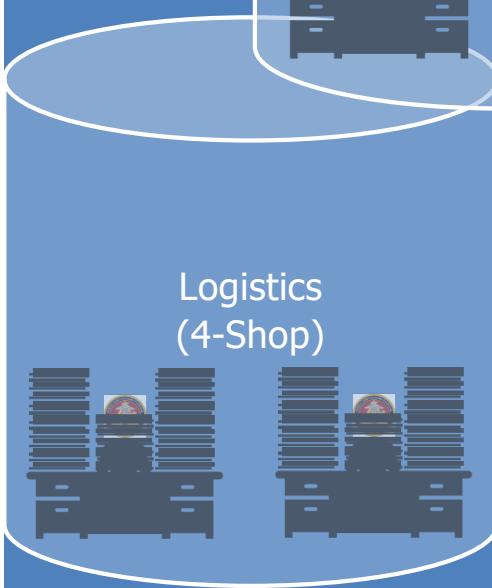


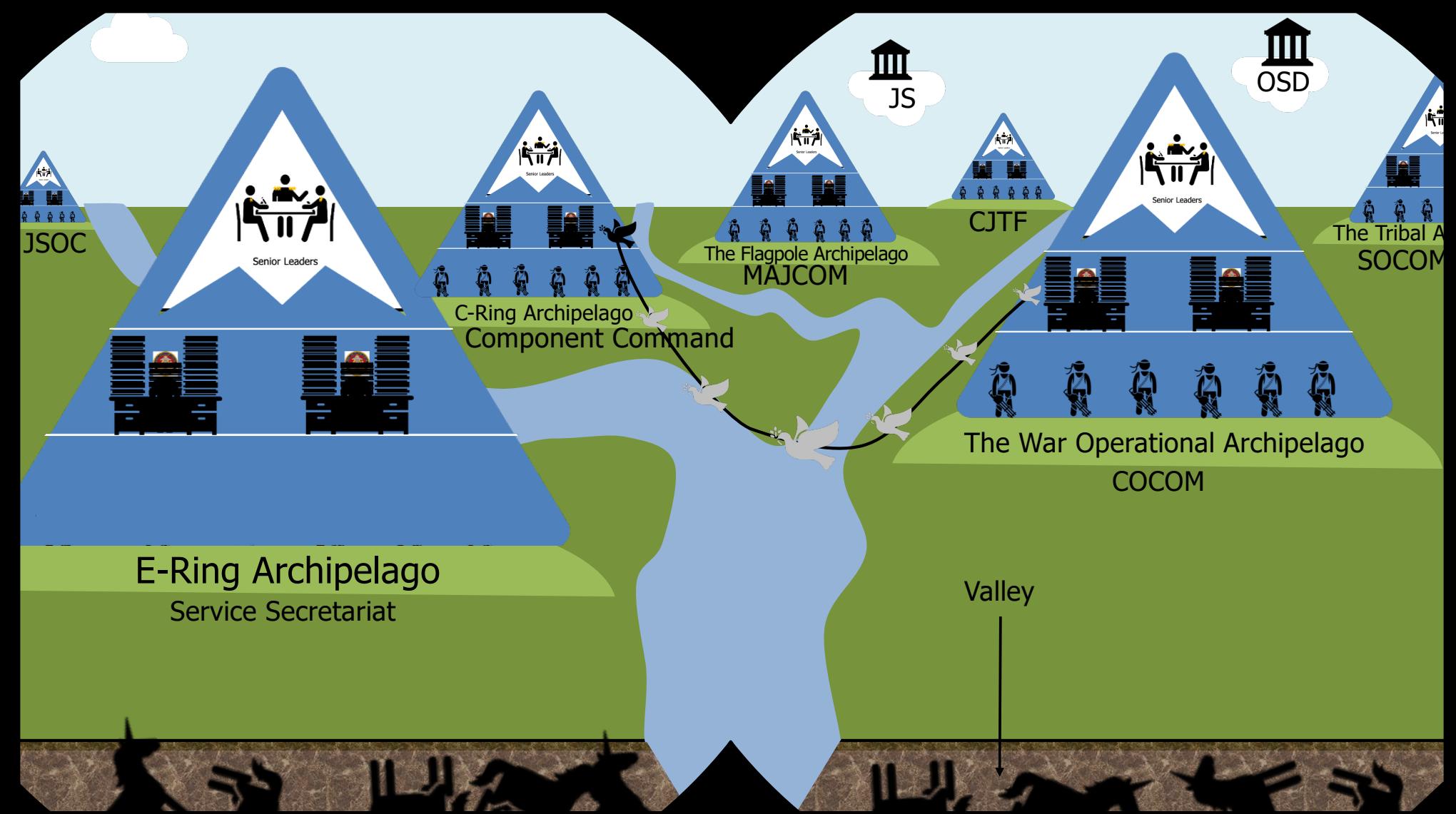
Beatrice, here, take this note to the Army, tell them that we need two counter-UAS brigades in the Fulda Gap

Ca-coo

Beatrice, here, take this note to the Army, tell them that we need two counter-UAS brigades in the Fulda Gap

Ca-coo





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)

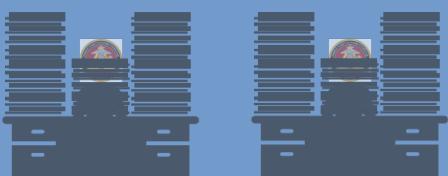
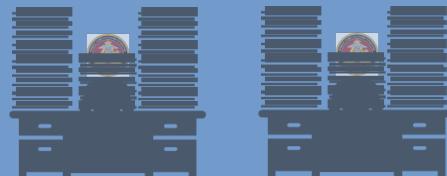
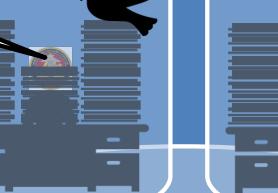
Plans
(5-Shop)

Logistics
(4-Shop)

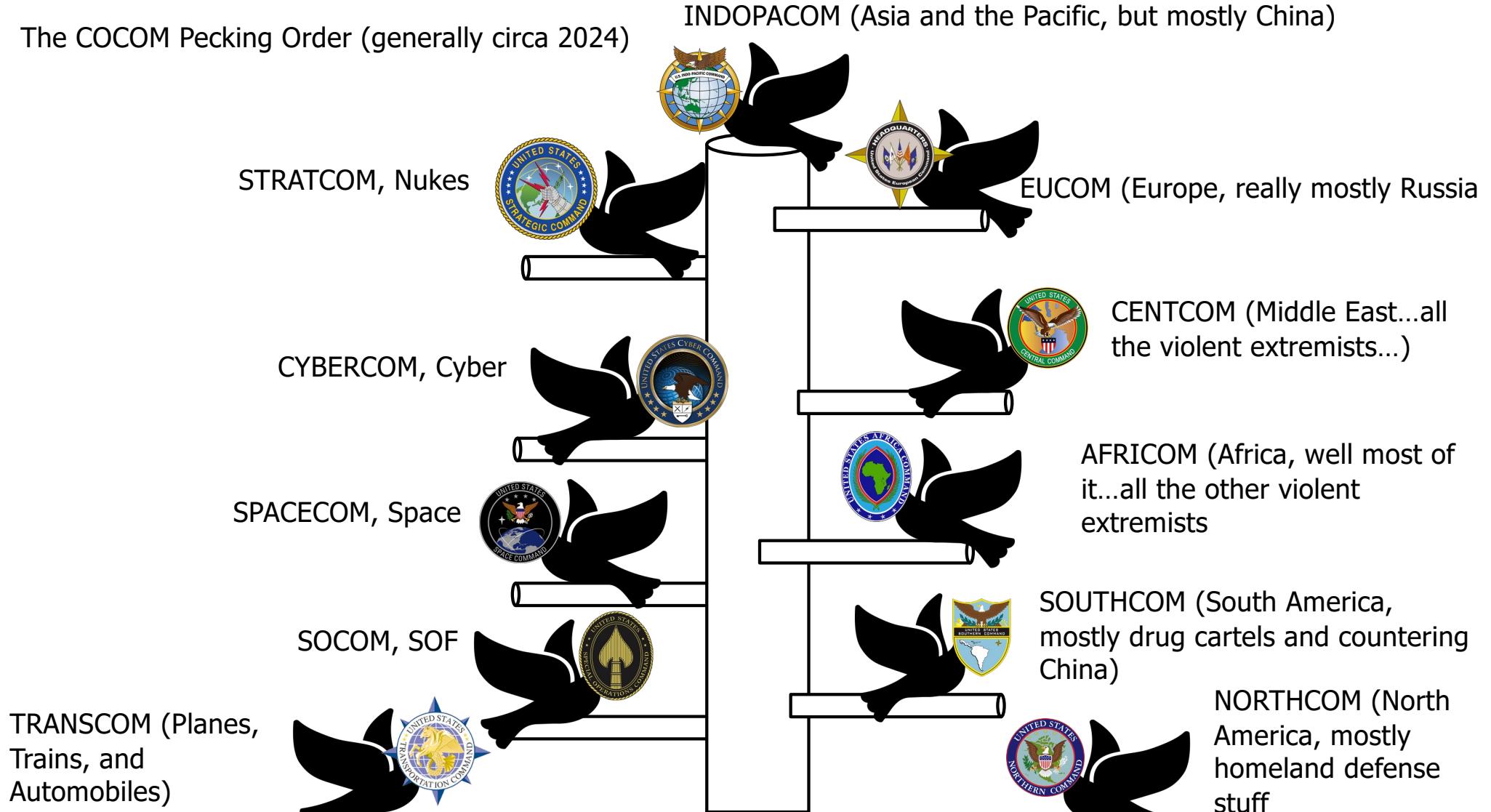
Communications
(6-Shop)

Training
(7-Shop)

Money and Stuff
(8-Shop)

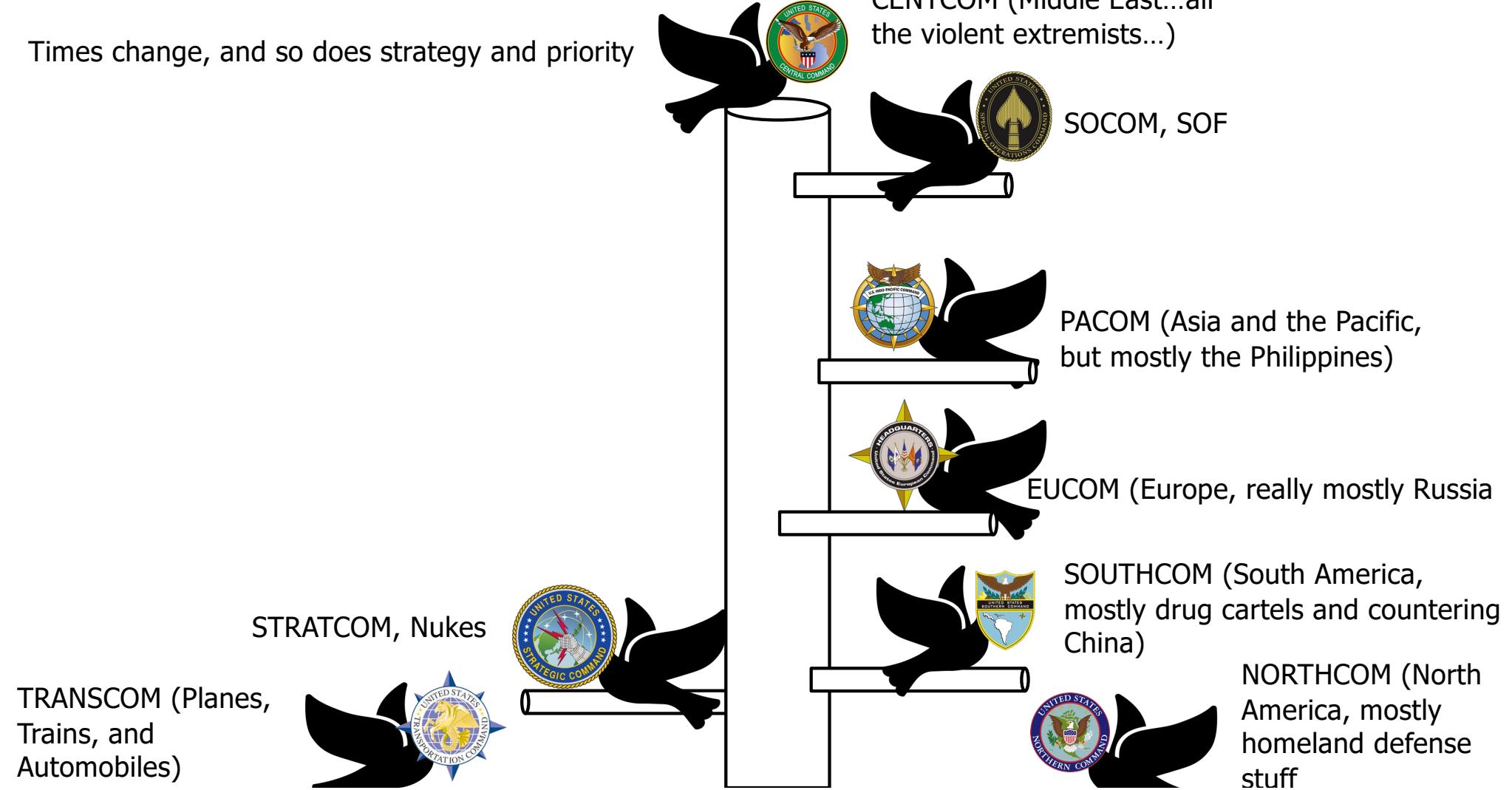


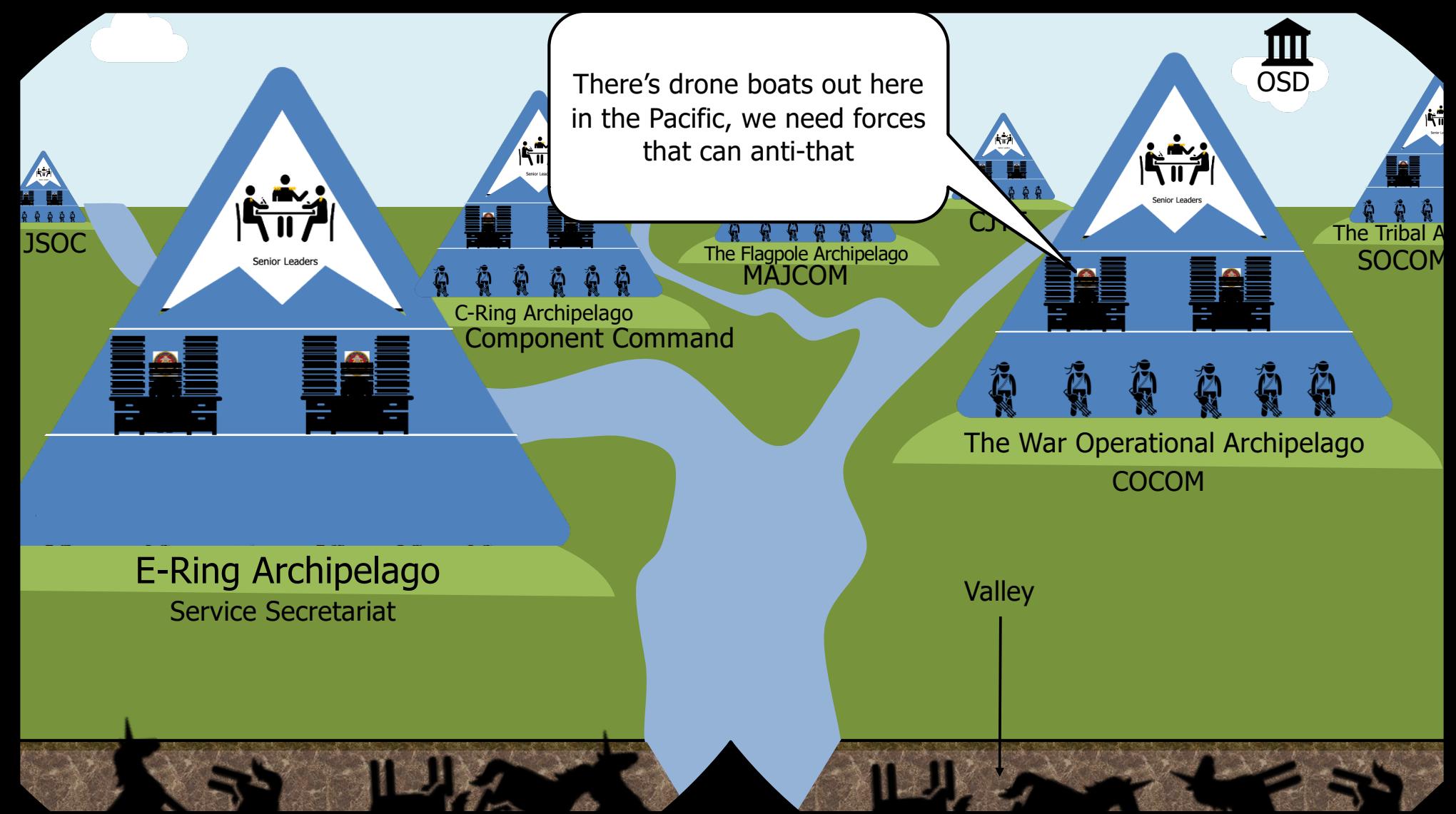
The COCOM Pecking Order (generally circa 2024)

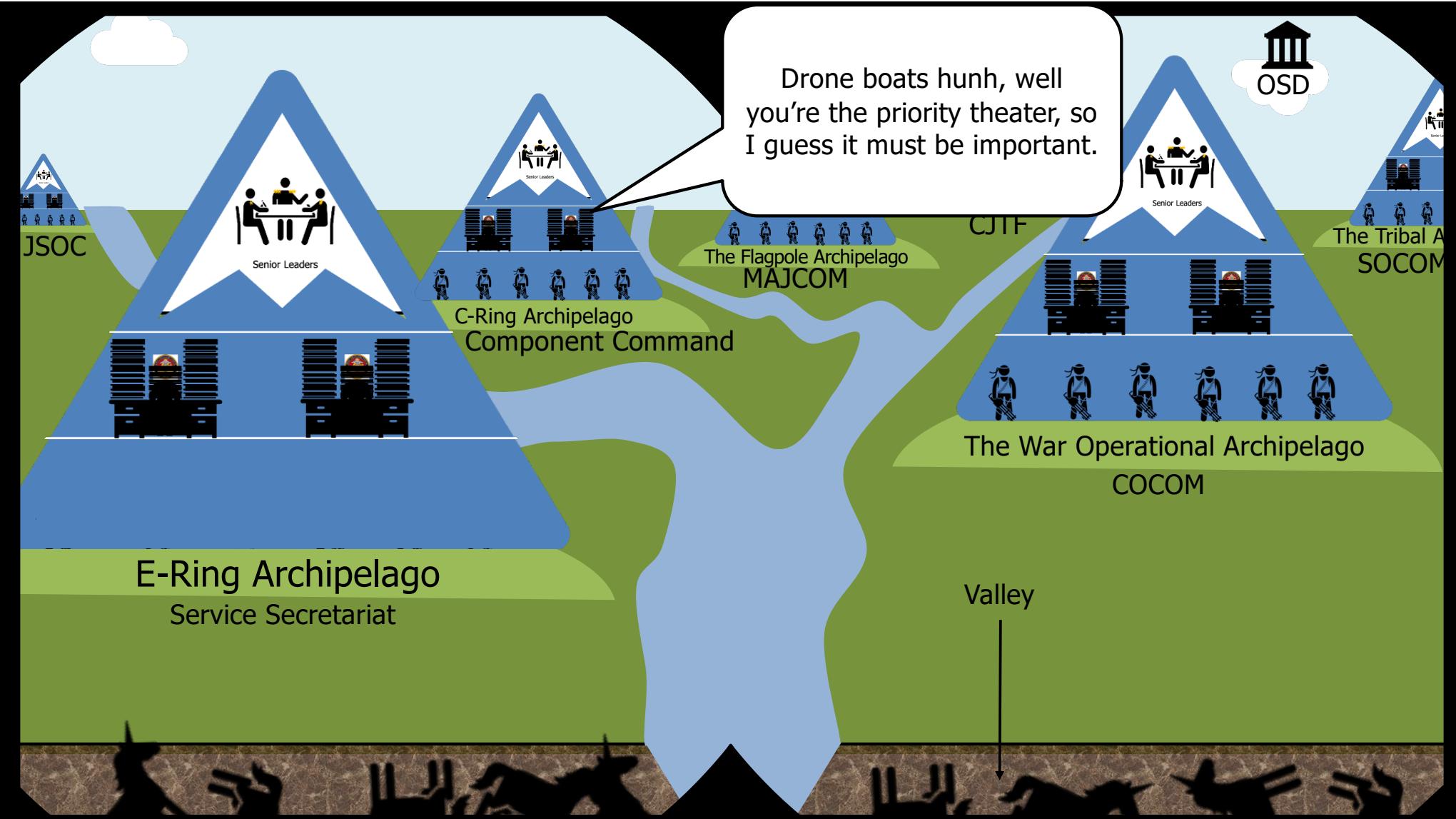


The COCOM Pecking Order (generally circa 2004)

Times change, and so does strategy and priority

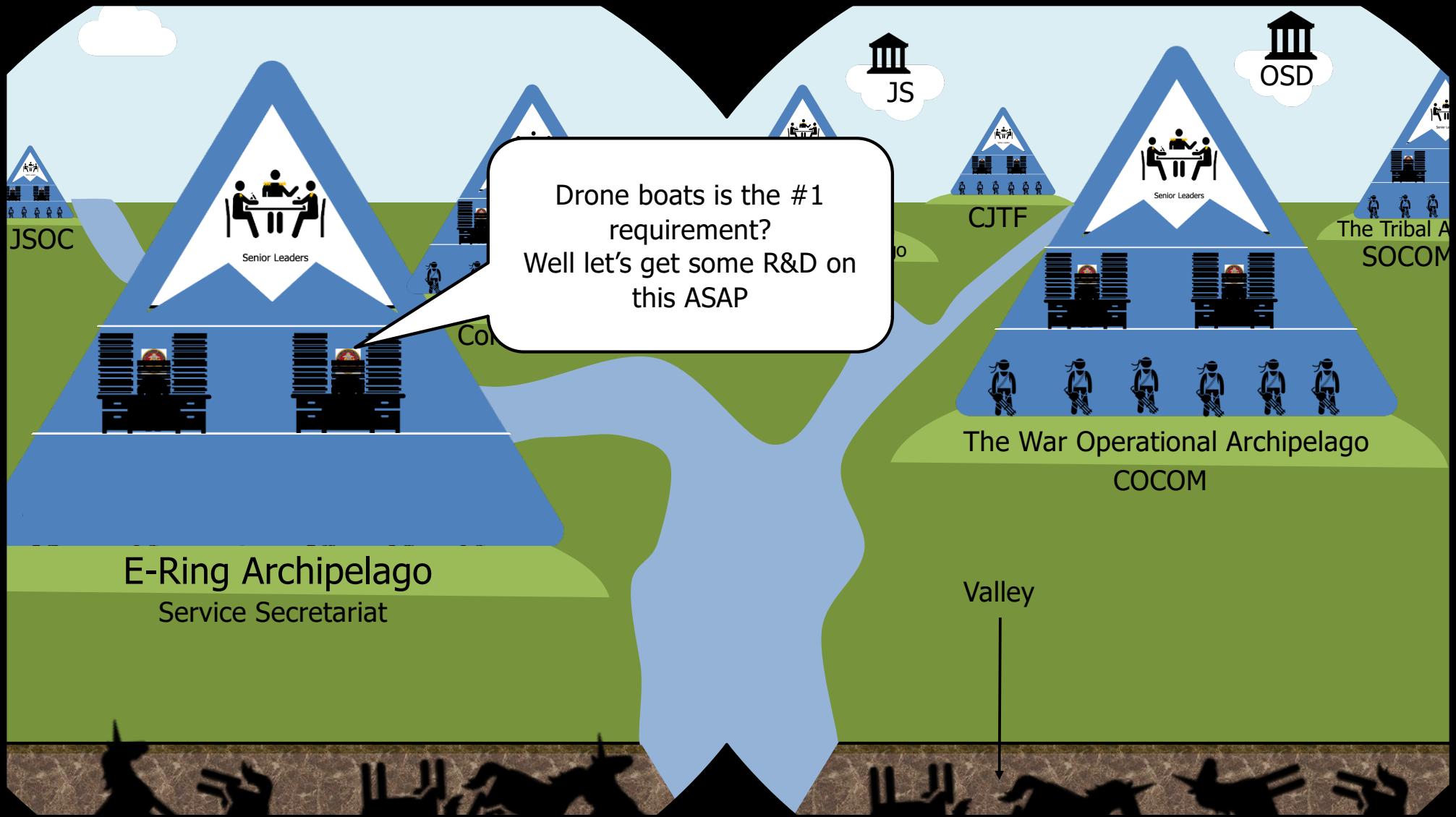






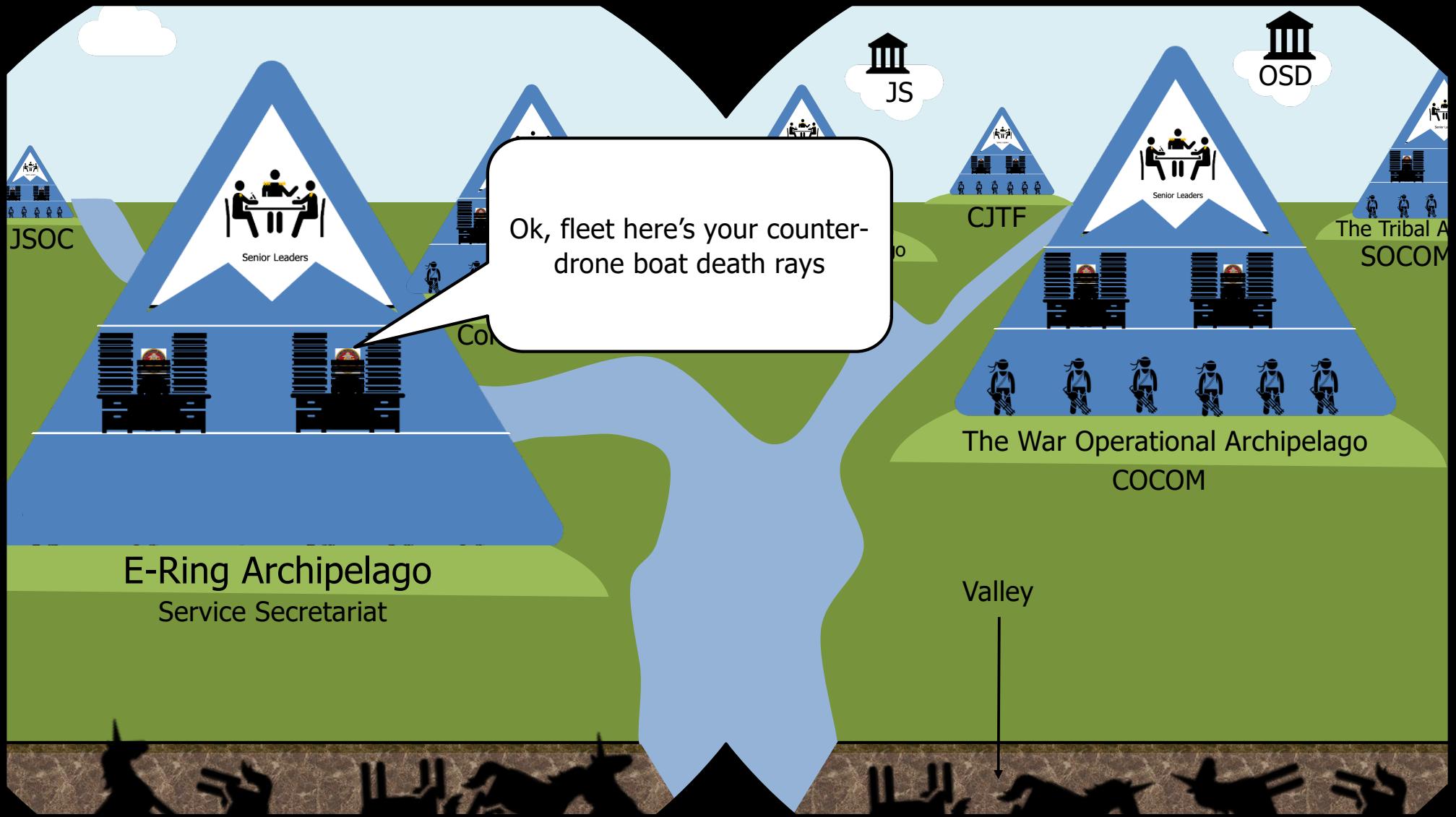
E-Ring Archipelago Service Secretariat

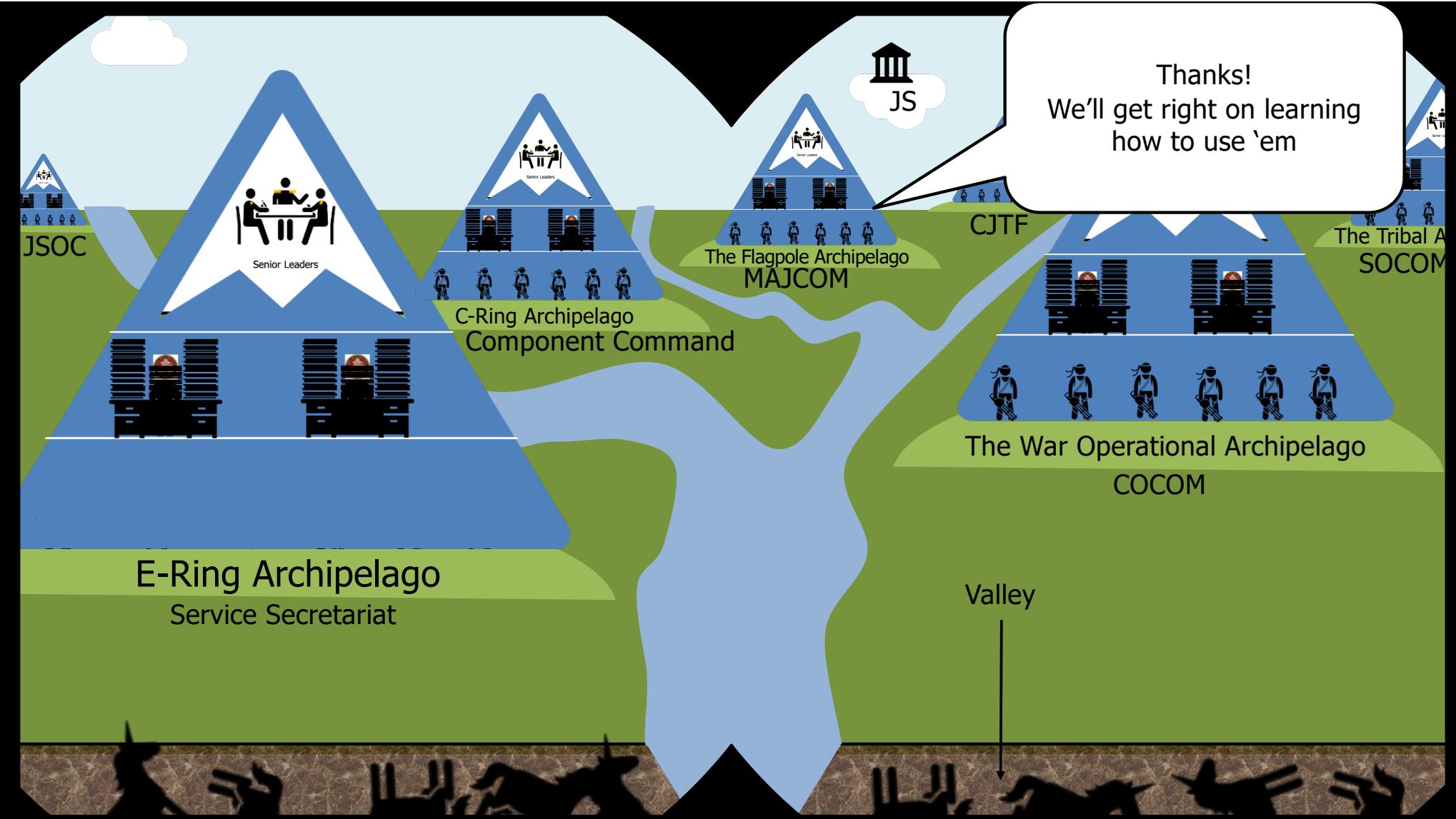
Drone boats is the #1 requirement?
Well let's get some R&D on this ASAP



E-Ring Archipelago Service Secretariat

Ok, fleet here's your counter-drone boat death rays



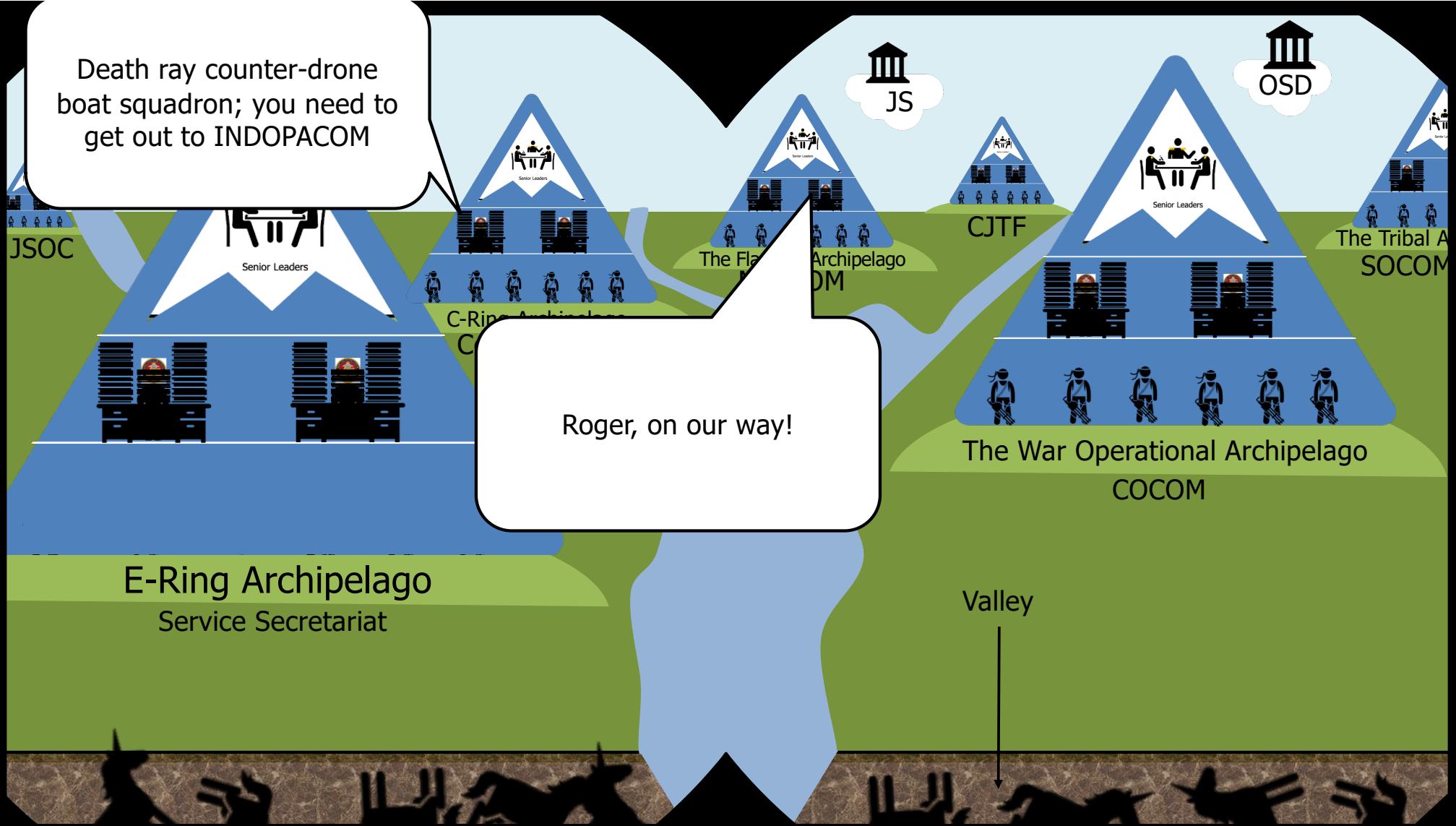


Death ray counter-drone
boat squadron; you need to
get out to INDOPACOM

Roger, on our way!

E-Ring Archipelago
Service Secretariat

Valley

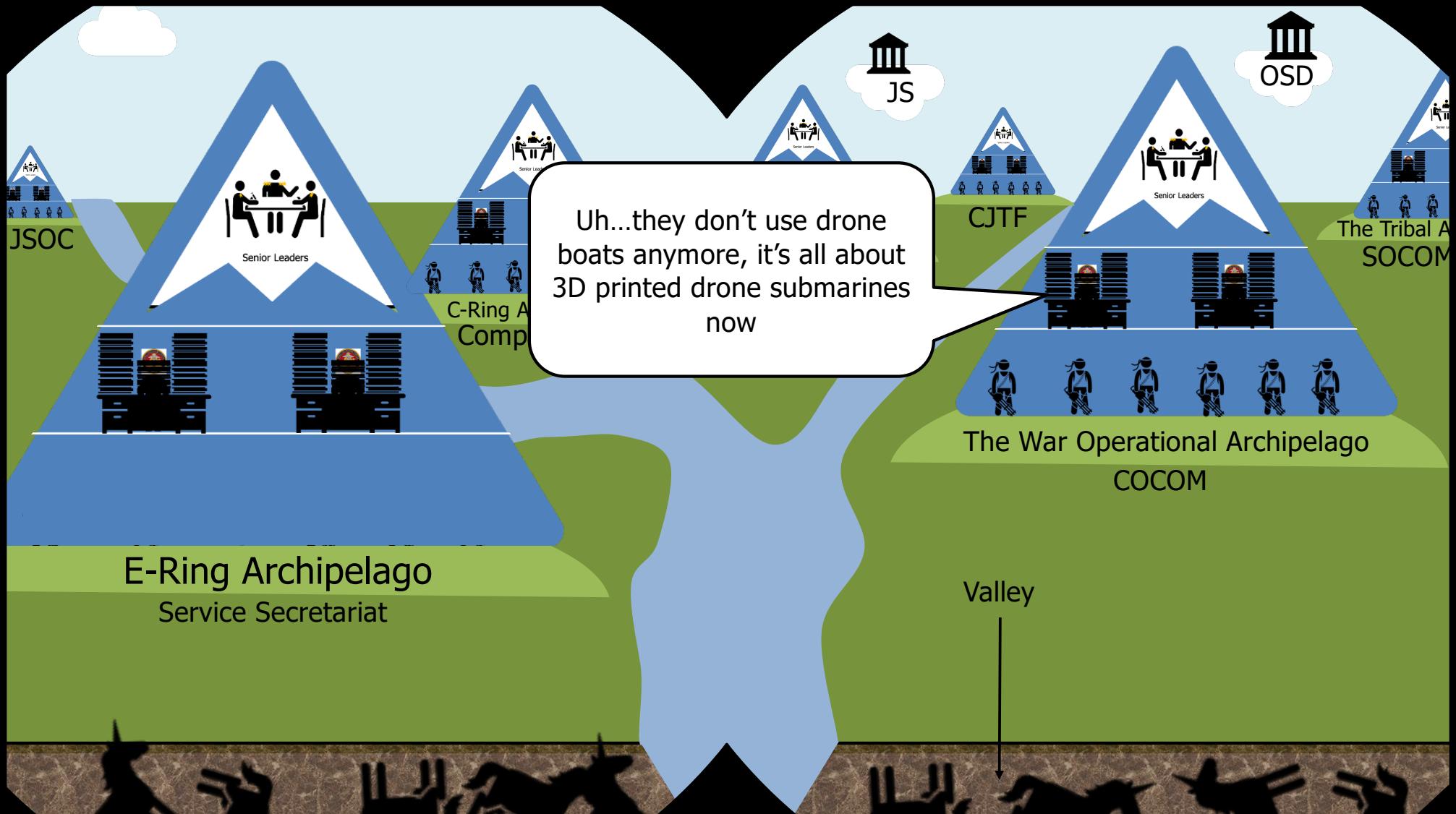


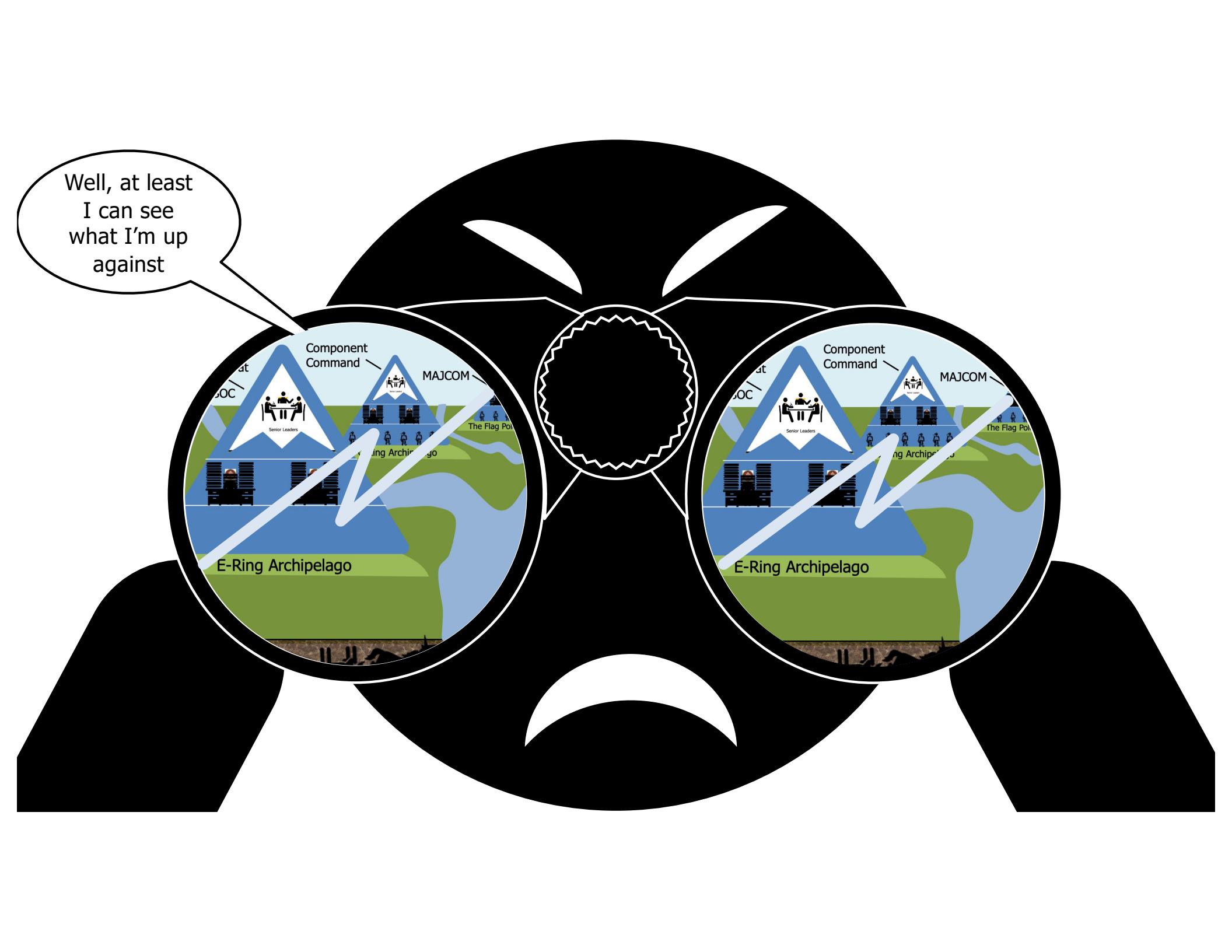
E-Ring Archipelago Service Secretariat

Uh...they don't use drone boats anymore, it's all about 3D printed drone submarines now

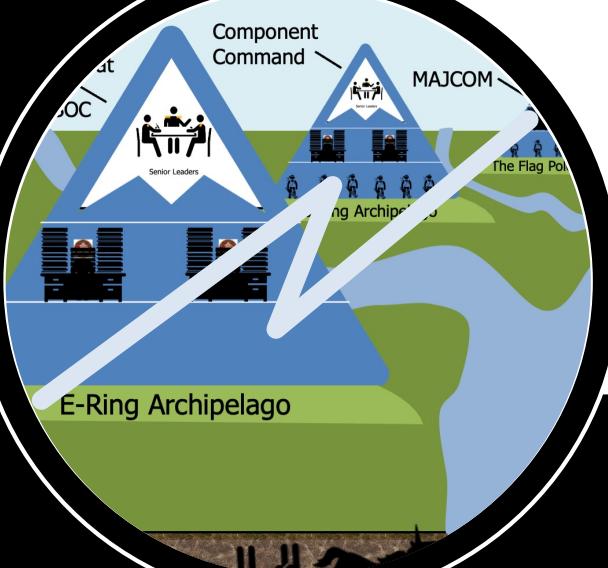
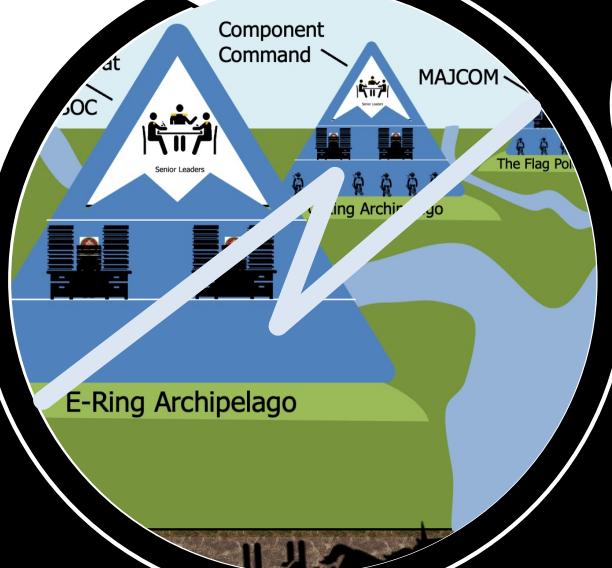
The War Operational Archipelago
COCOM

Valley





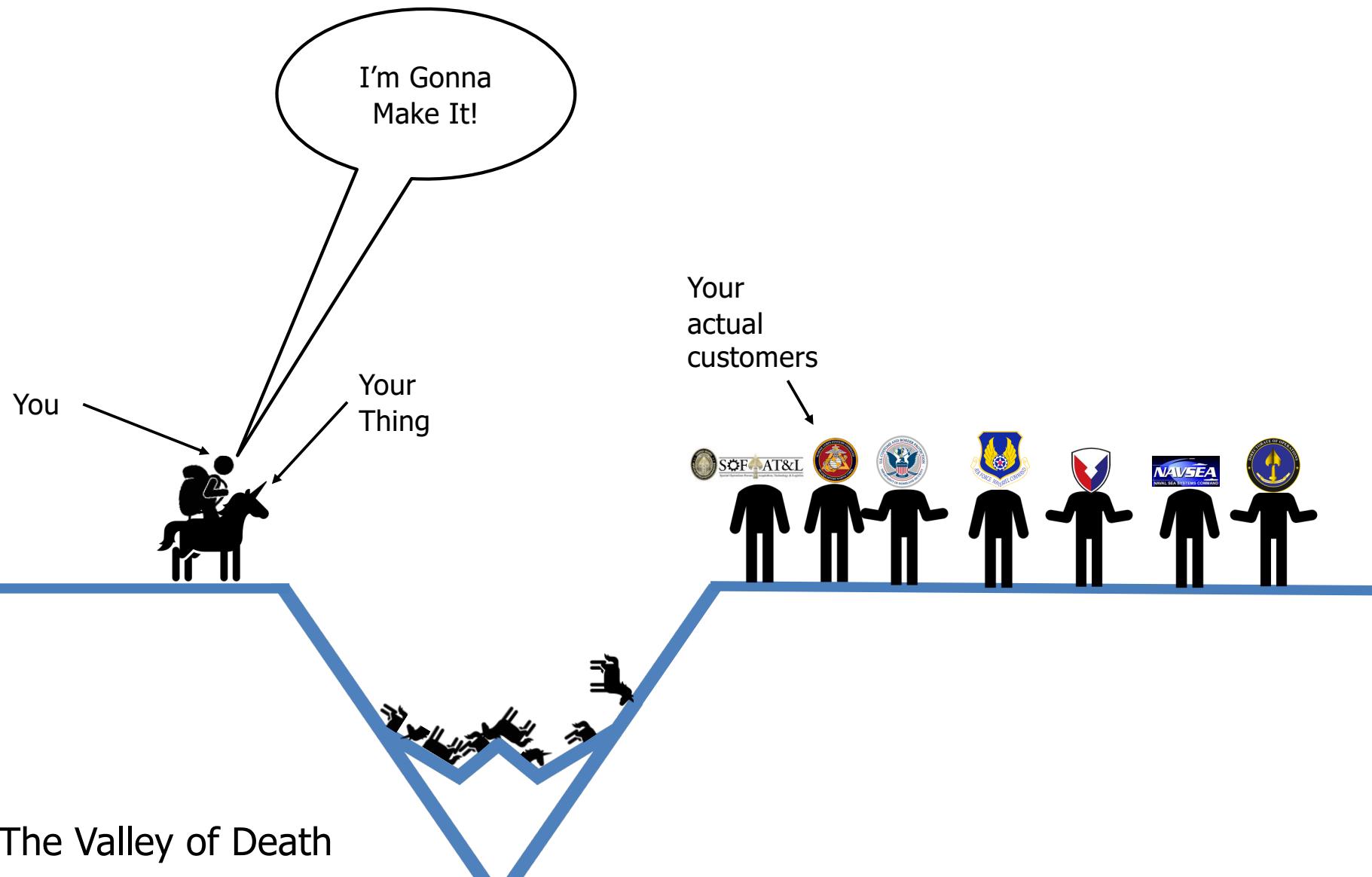
Well, at least
I can see
what I'm up
against

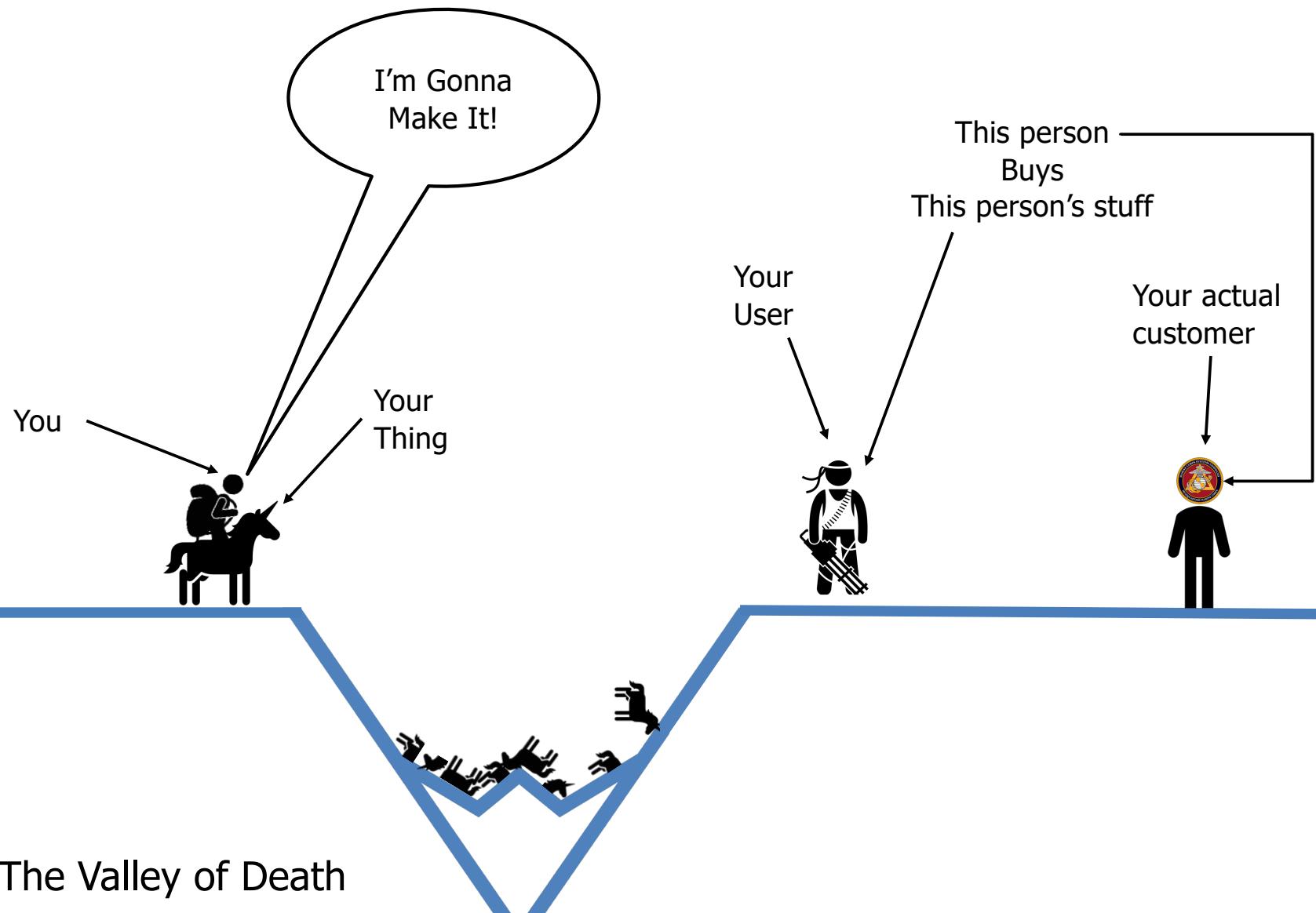


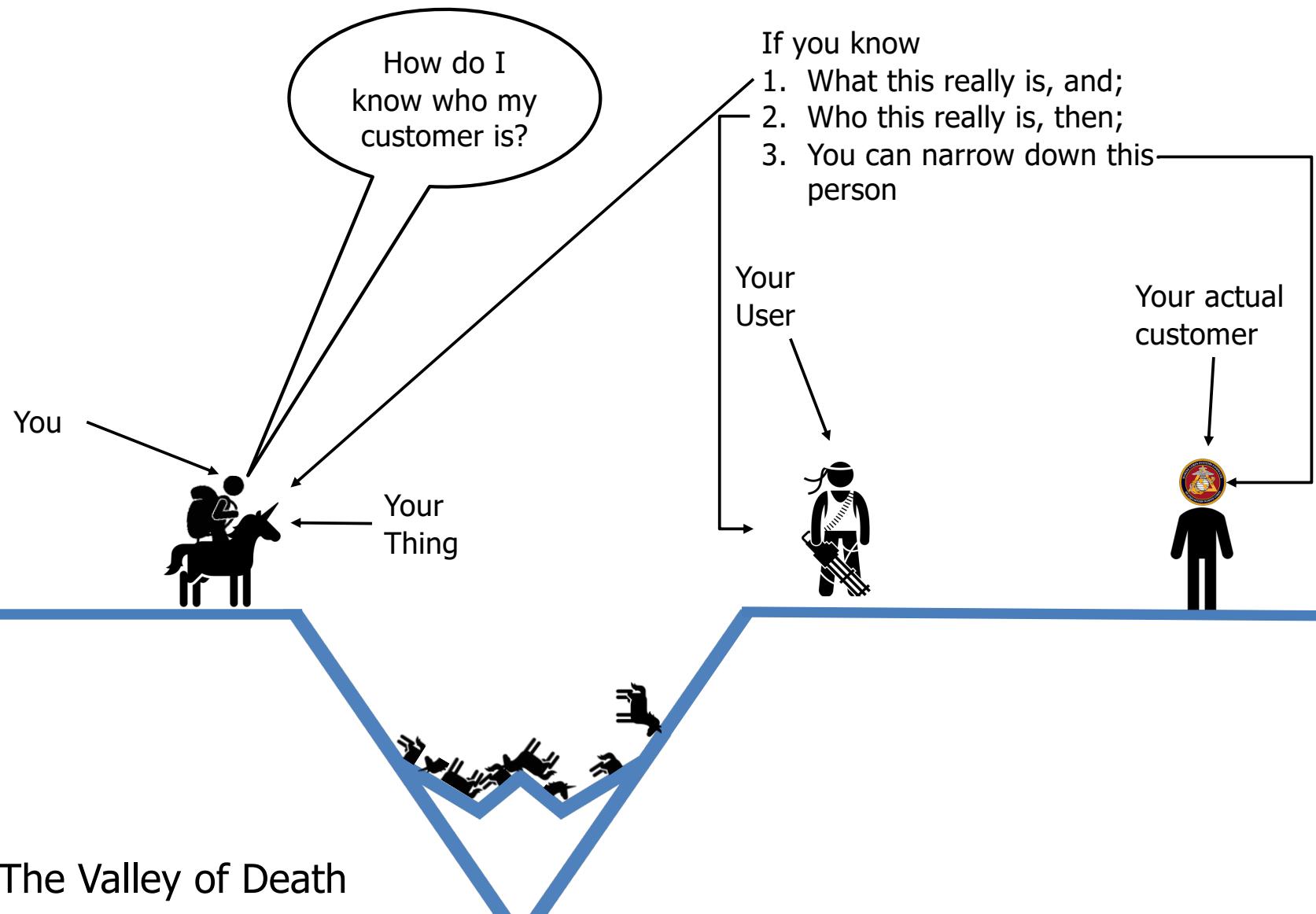
A LITTLE STRATEGY...



...GOES A LONG WAY







How do I
know who my
USER is?

You



What does your thing do?
Capability-wise – NOT technically
Does it 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

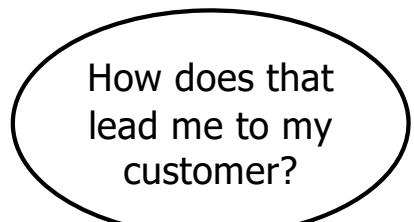


Your actual
customer



The Valley of Death





How does that lead me to my customer?

You



What does your thing do?
Capability-wise
Does it fly?
Does it shoot bullets?
Does it communicate?
Does it go on boats?
Does it go on planes?
Does it go on people?

Your Thing

Your User

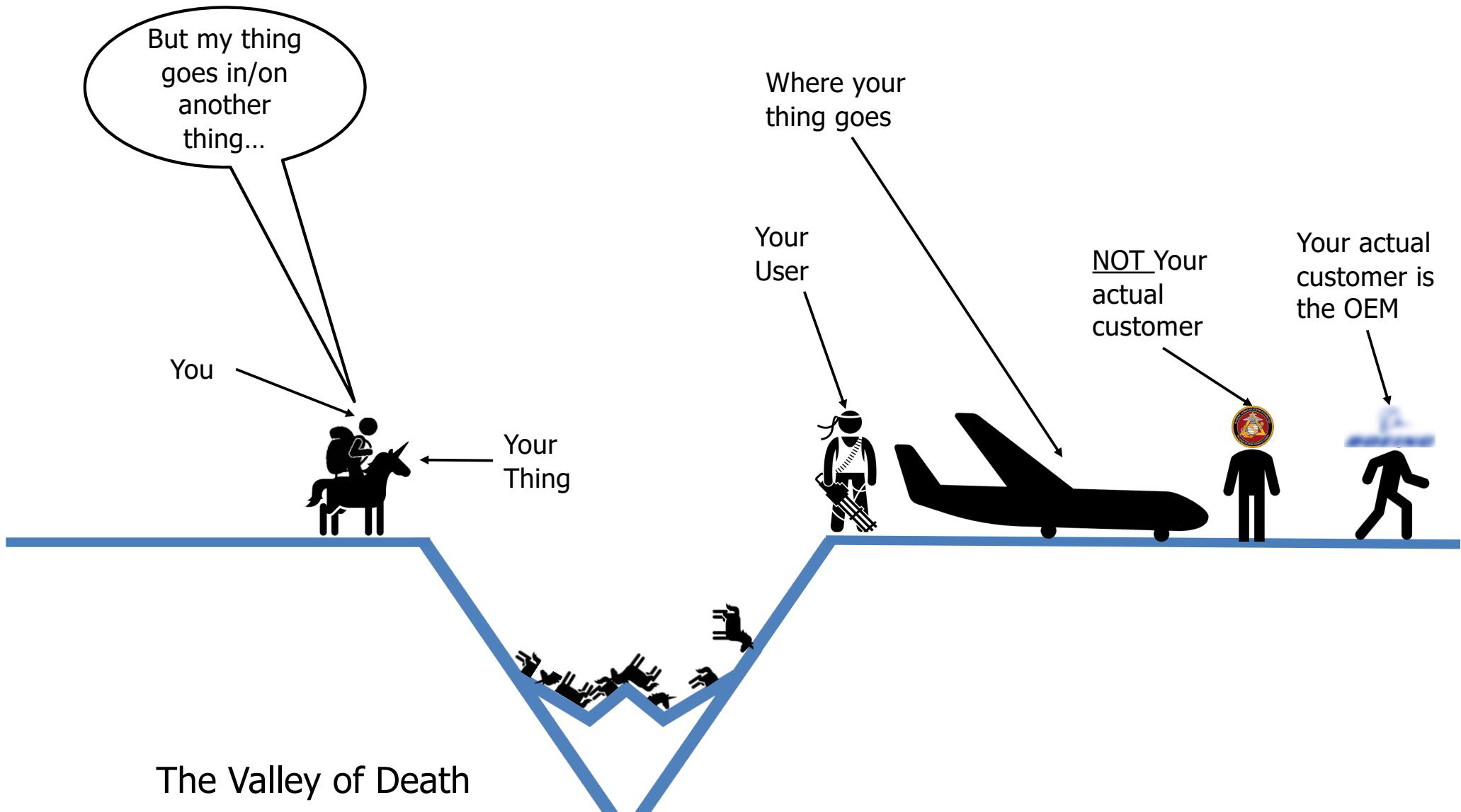


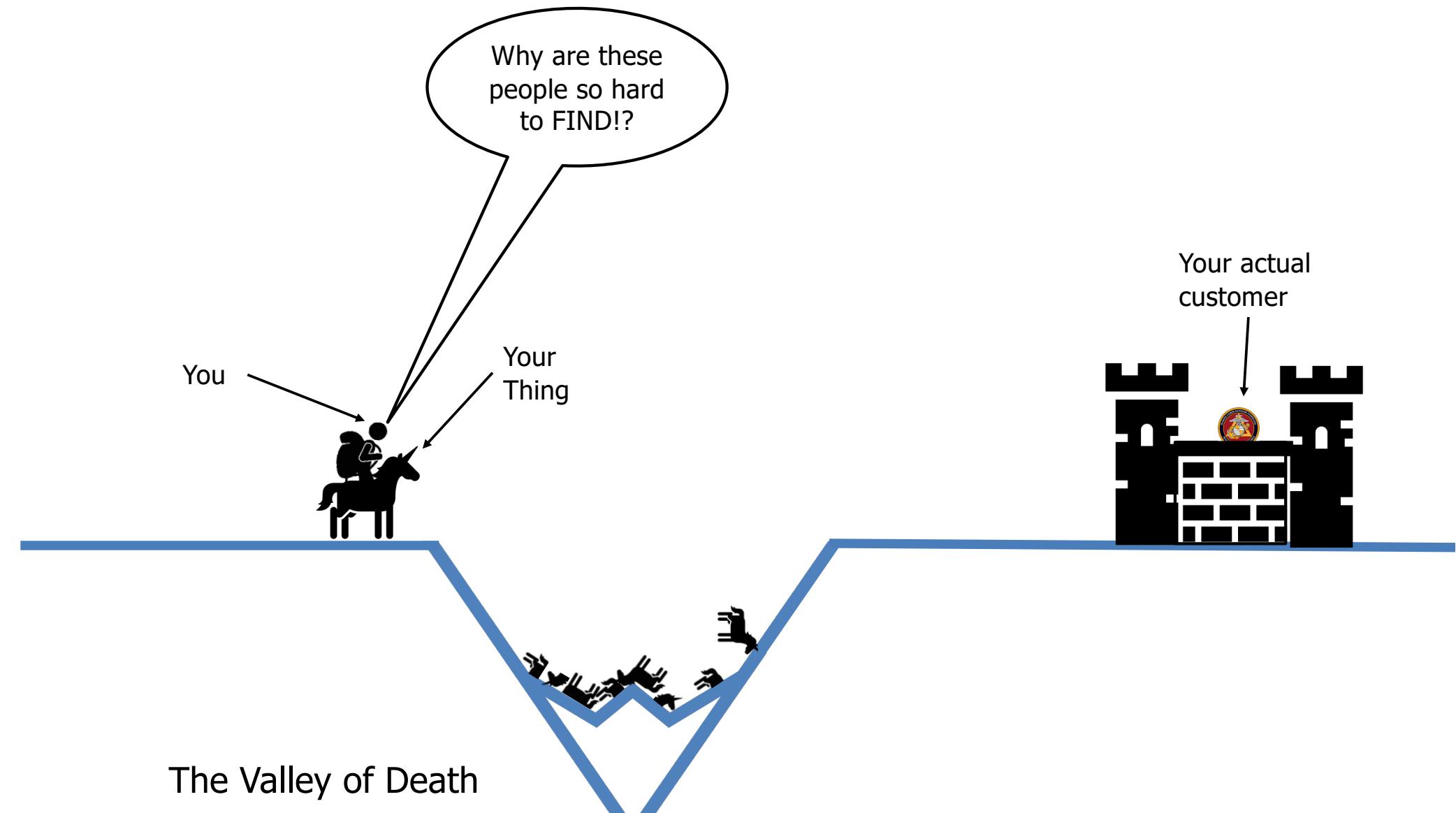
Ok, now which program office(r) provides those capabilities to your user?

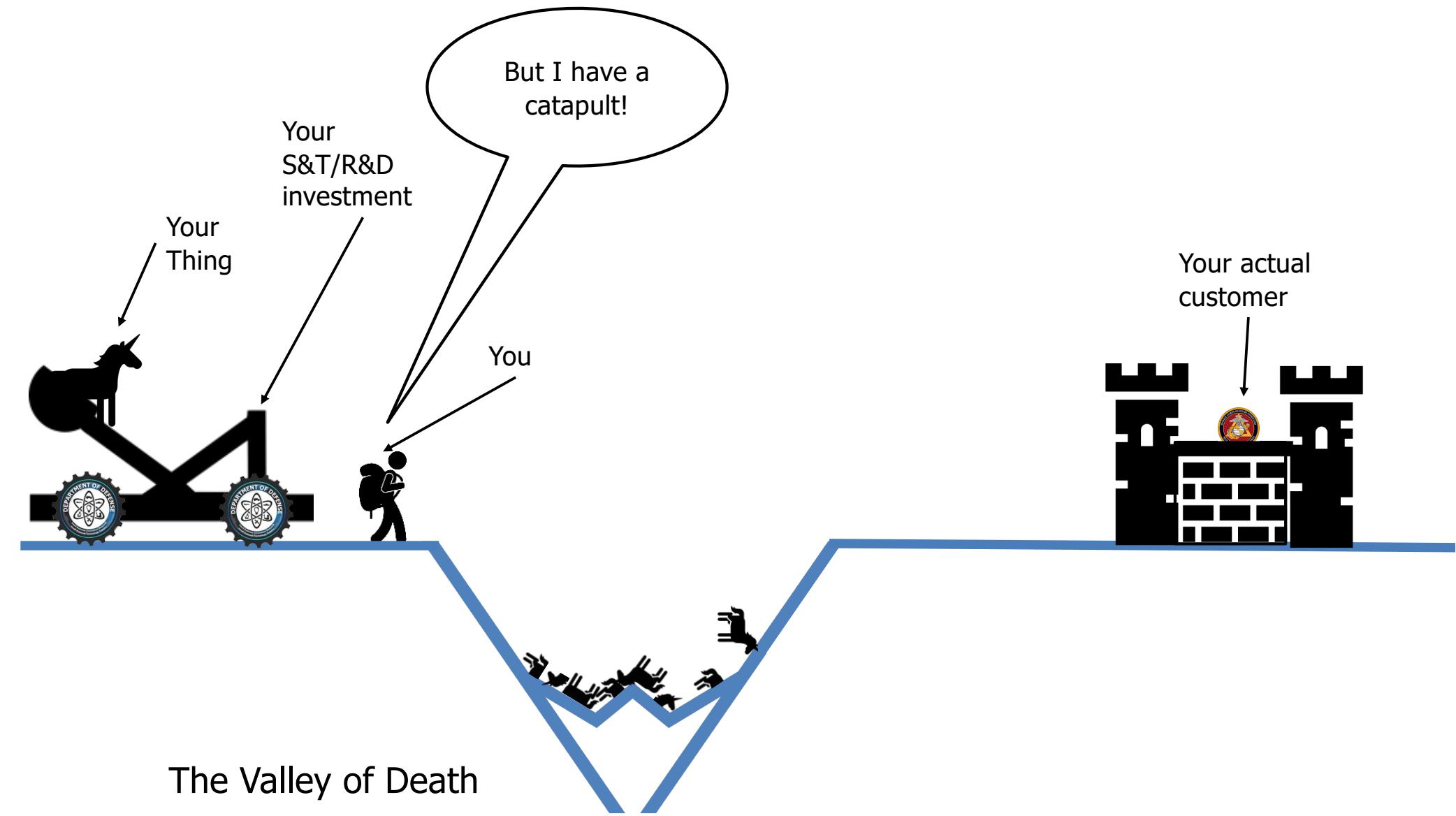
Your actual customer



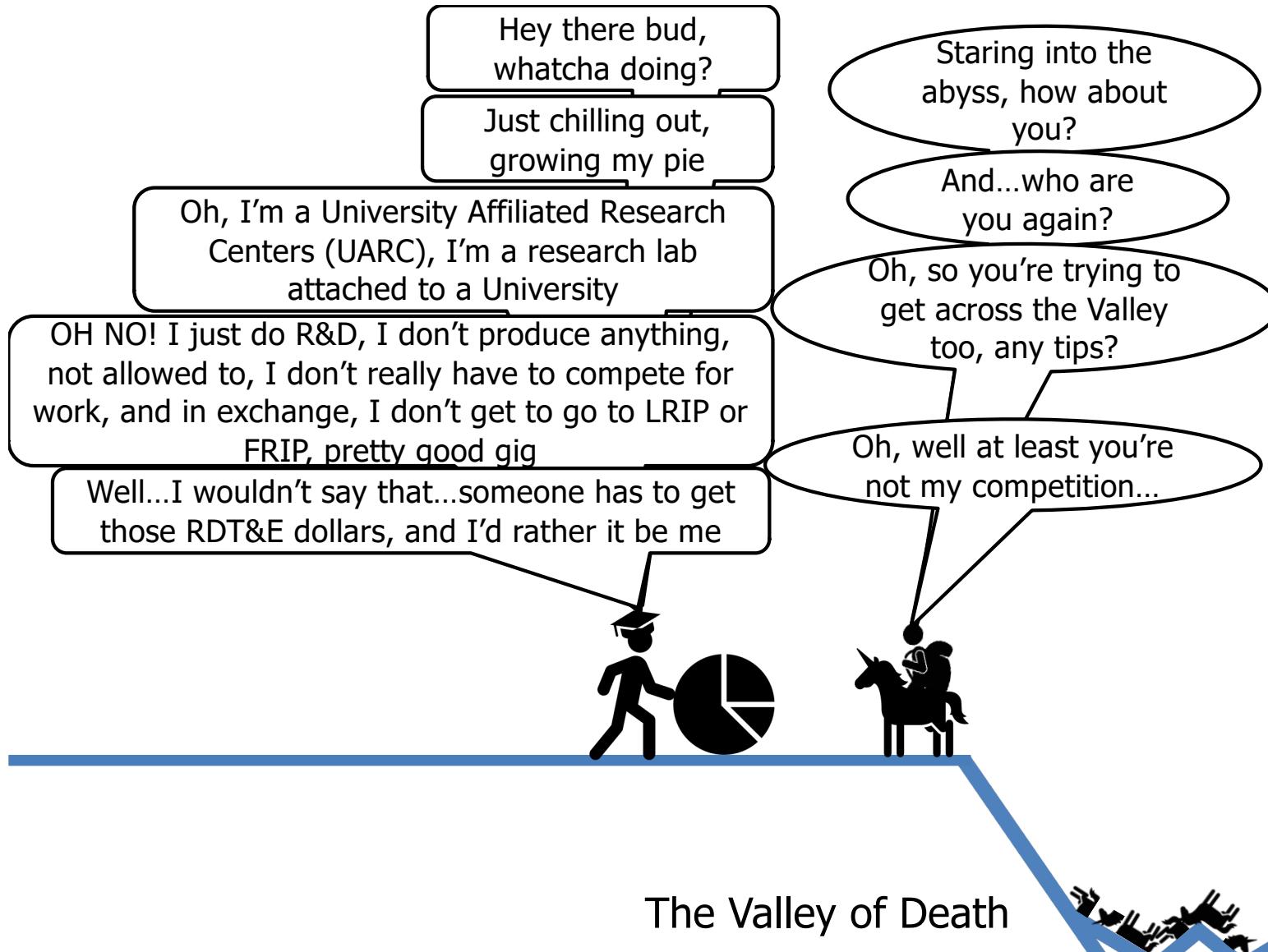
The Valley of Death

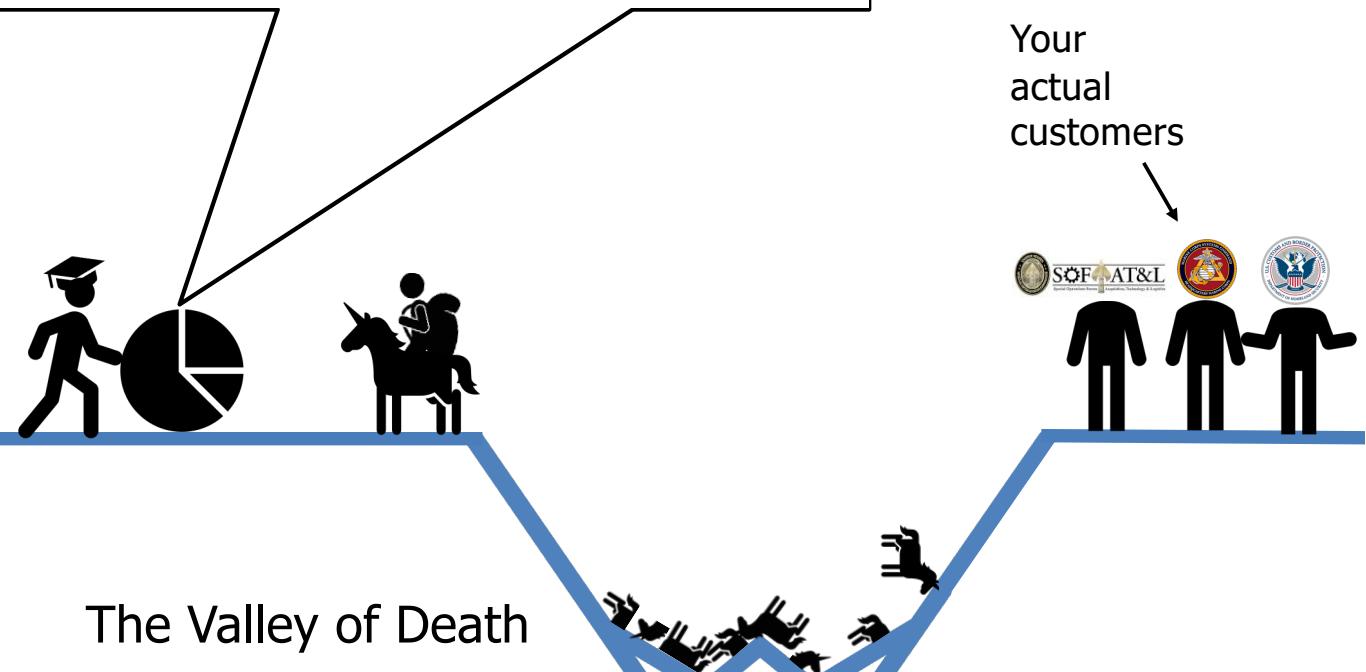
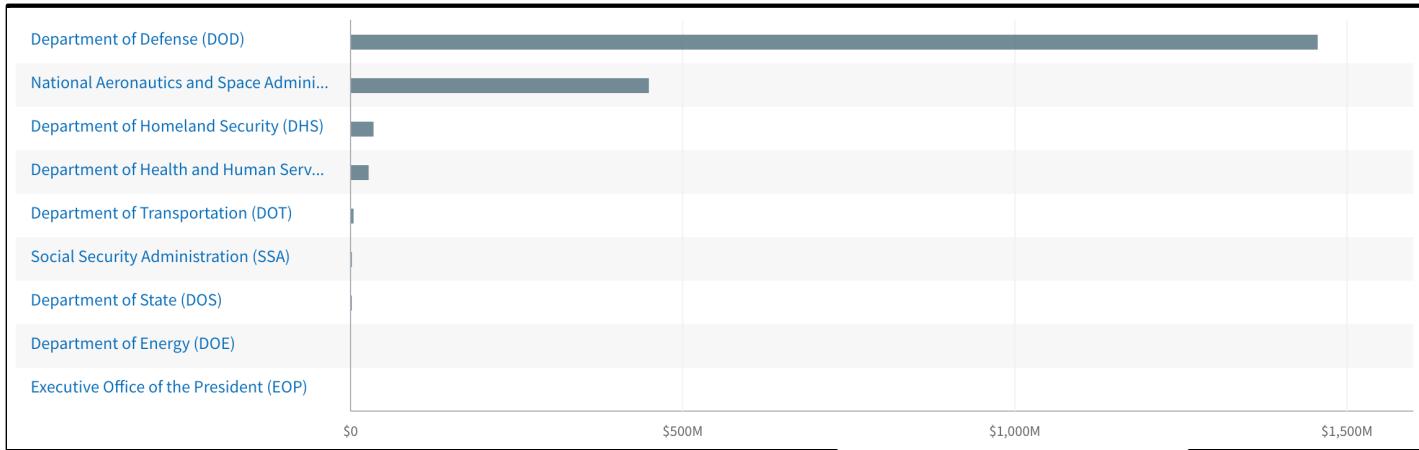






Now...let's understand your ecosystem





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...

The Valley of Death

Your
actual
customers

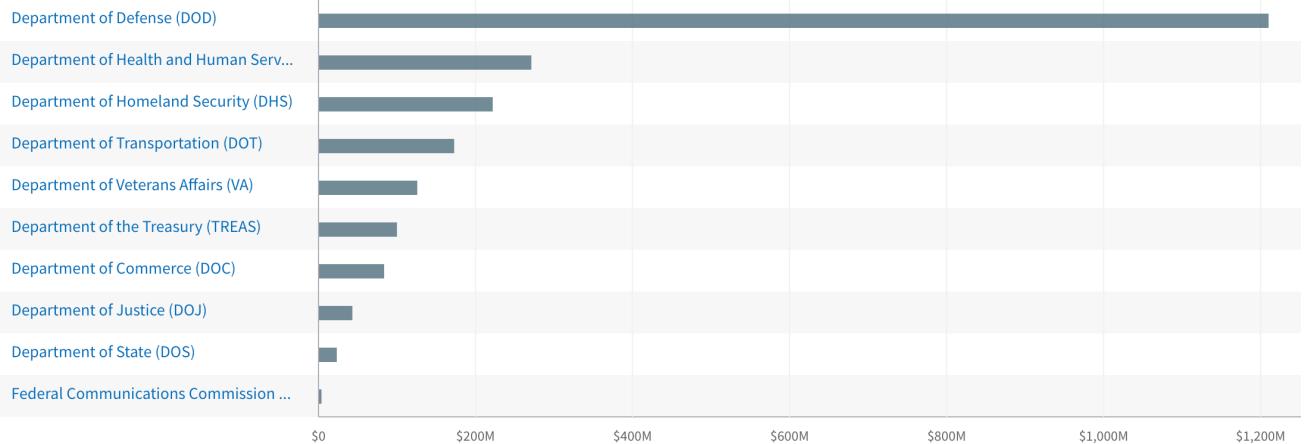


Now, Congress closely monitors the use of DoD's FFRDCs and sets an annual staffing ceiling that limits the overall growth of the FFRDCs.

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/>



The Valley of Death

Your
actual
customers



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

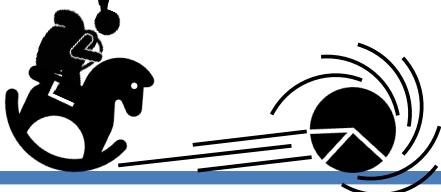
Do you even try?

Well...sometimes

So...he's kinda like an FFRDC or a UARC?

YES!!!

NO!!!



The Valley of Death



Your
actual
customers



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

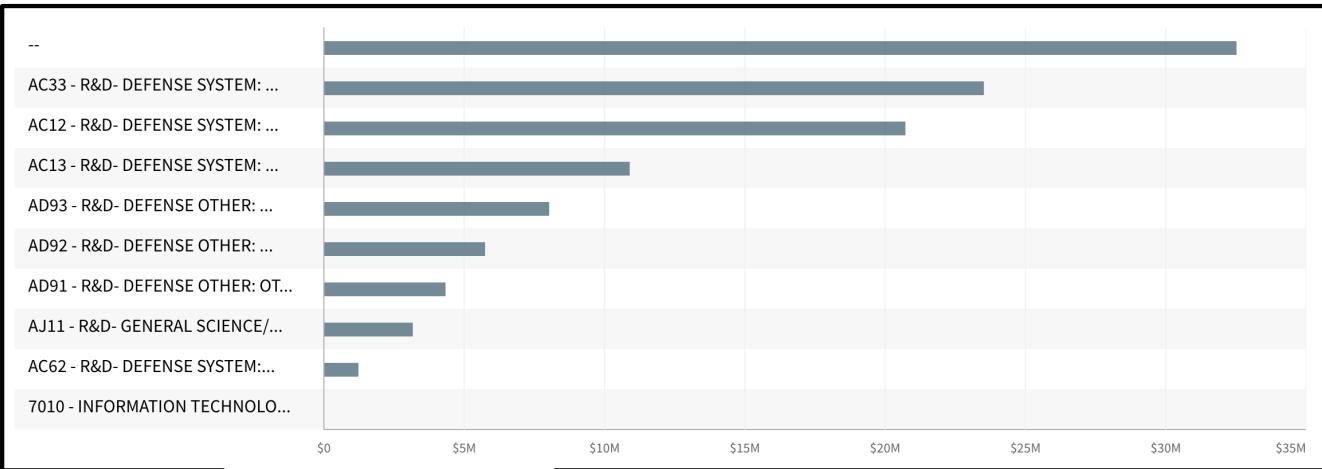
So...I'm screwed
again...



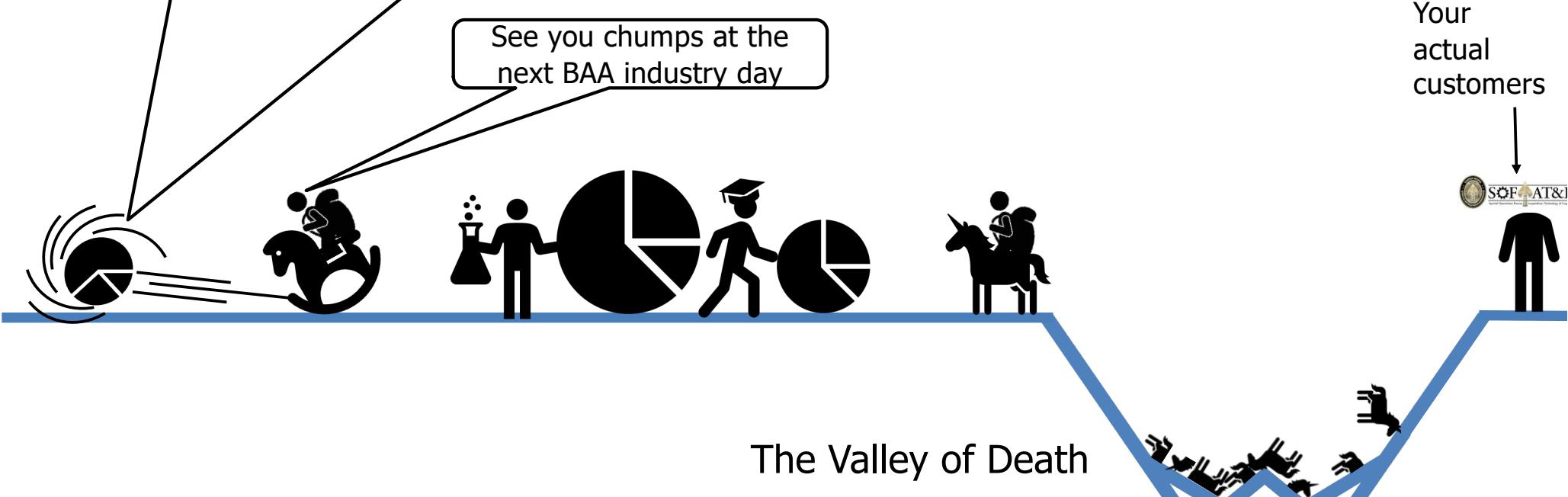
The Valley of Death

Your
actual
customers





This is one company
in one year

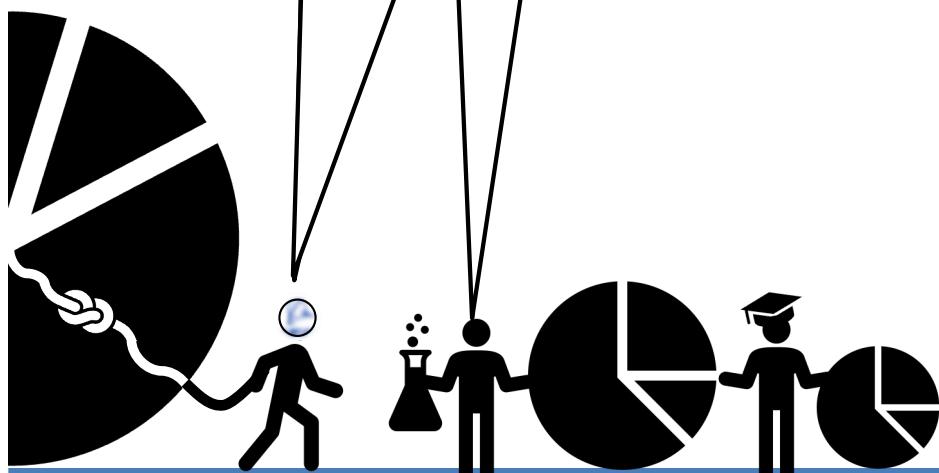


Sup ya'll, how's Continuing Resolution treating you?

Yeah, well RDT&E makes up a small slice of it

No skin off my nose

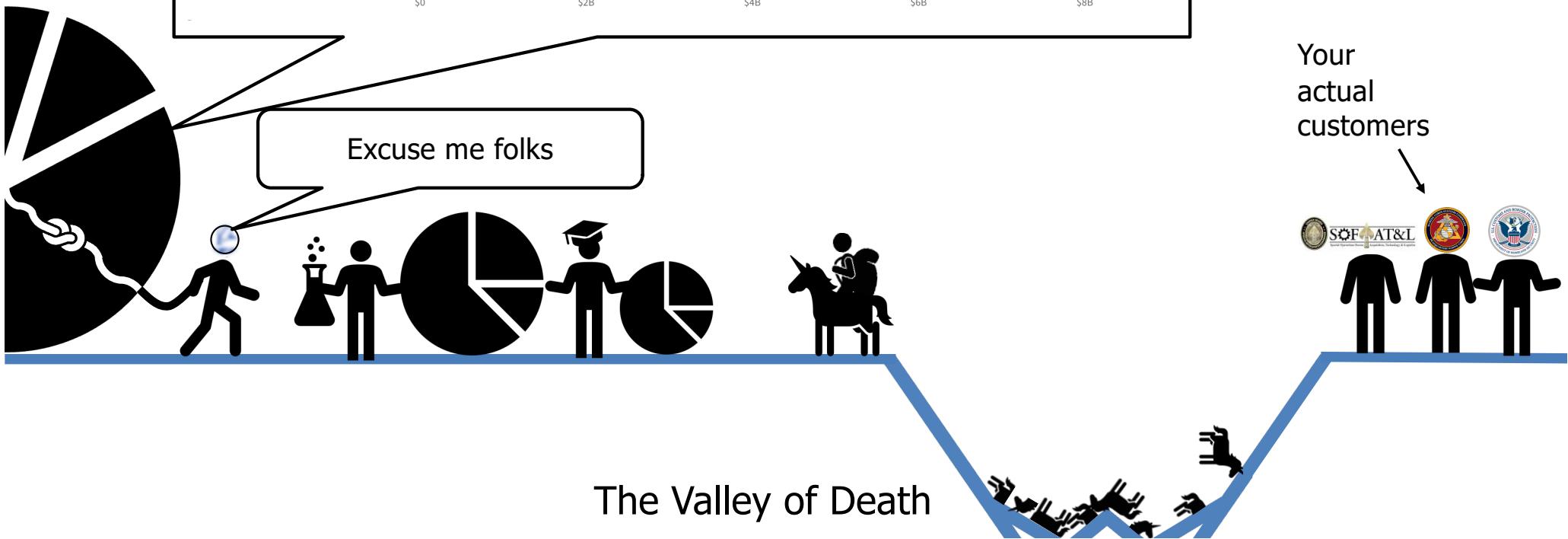
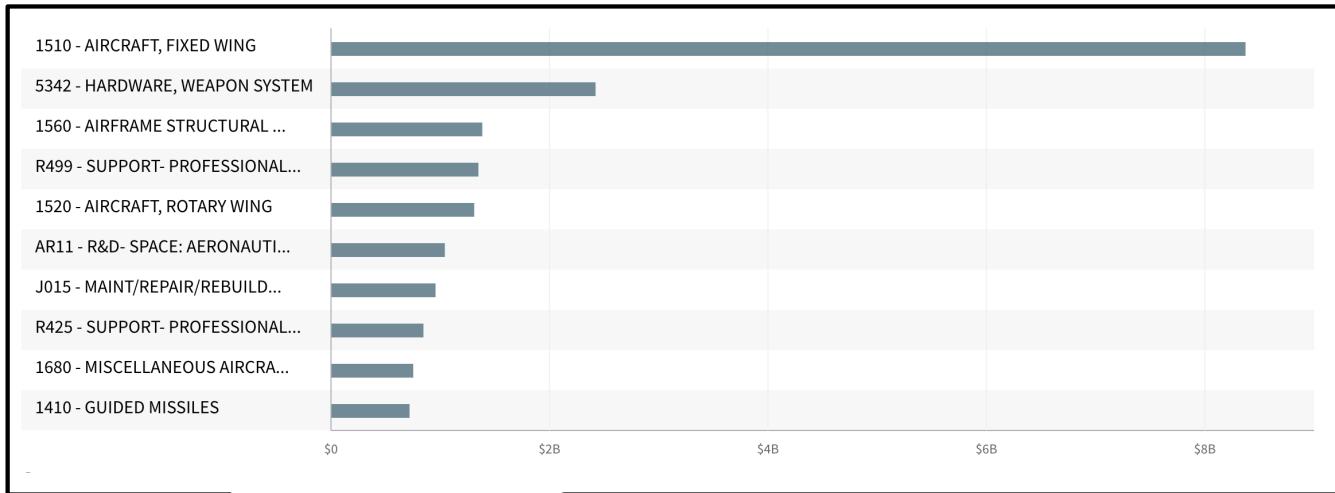
Wow...that's a big pie you got there...

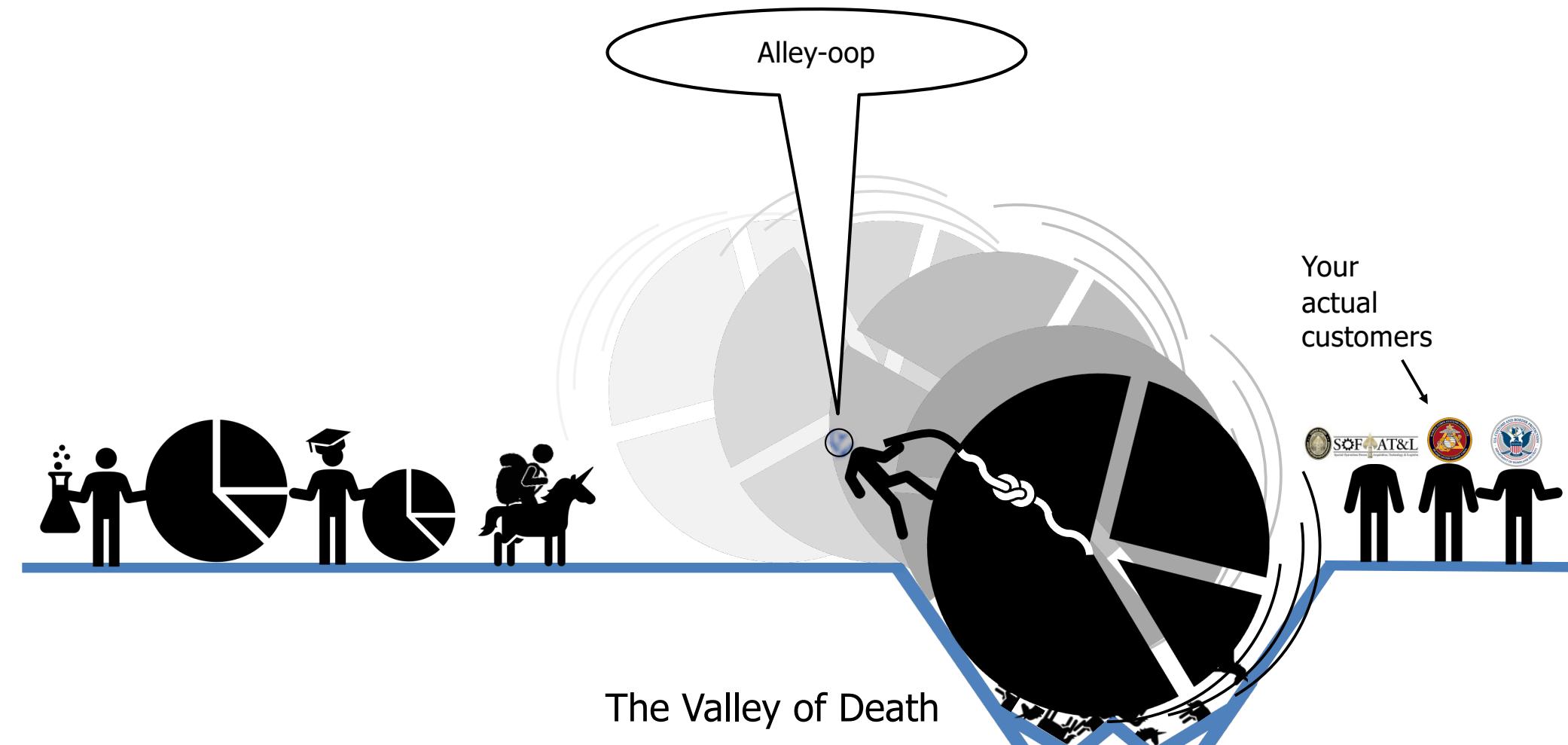


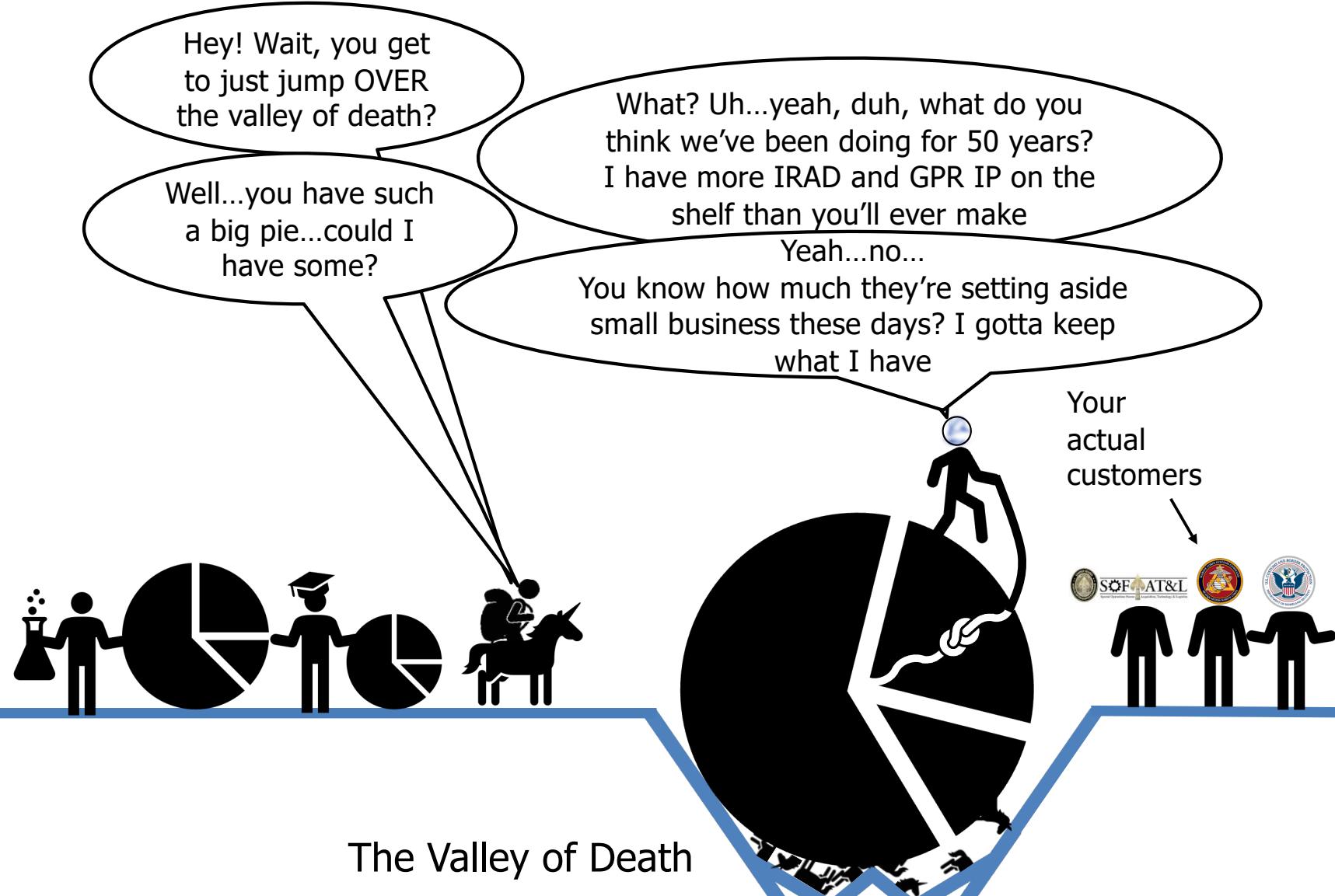
The Valley of Death

Your actual customers









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

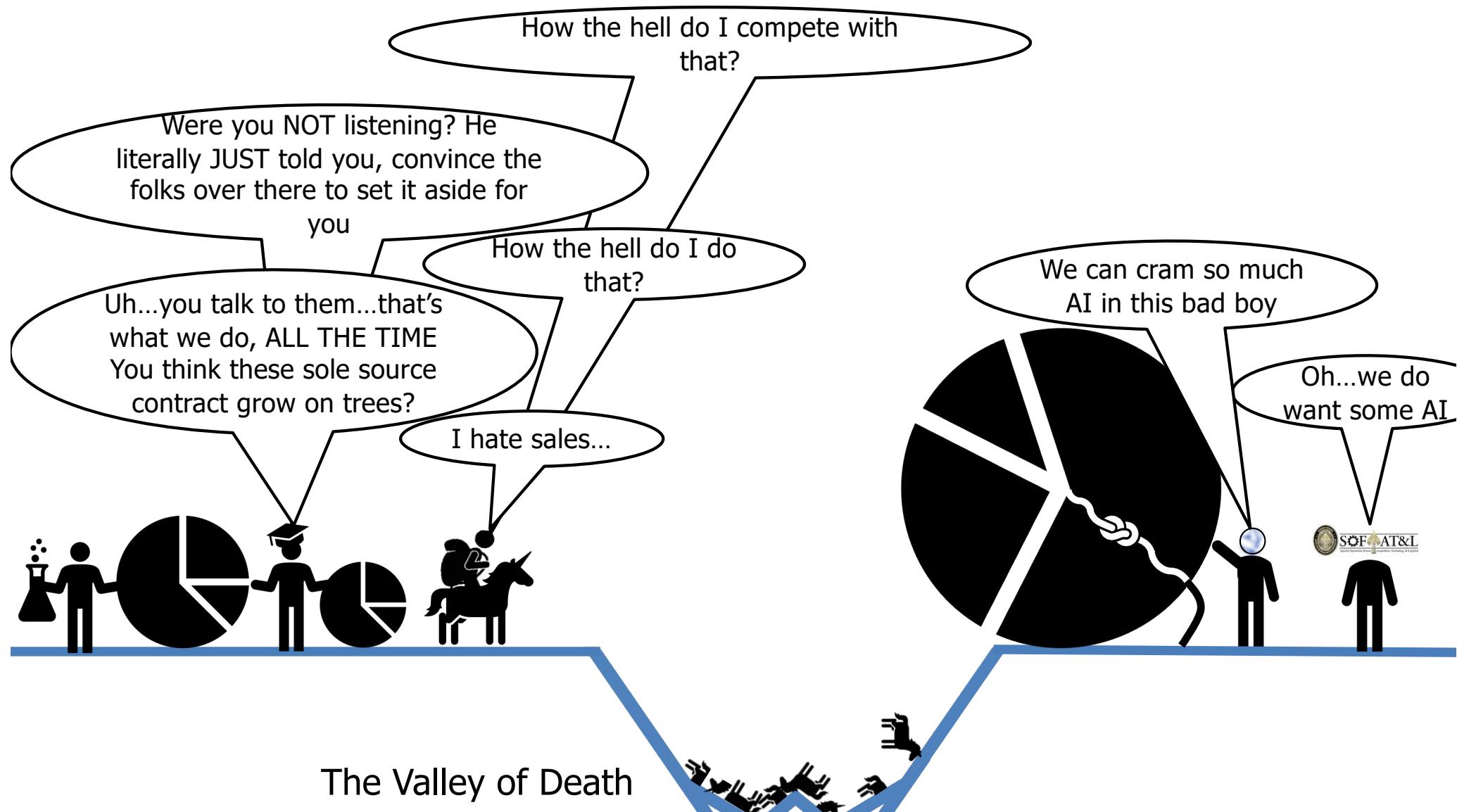
Hey Jim, what's in this
block upgrade?

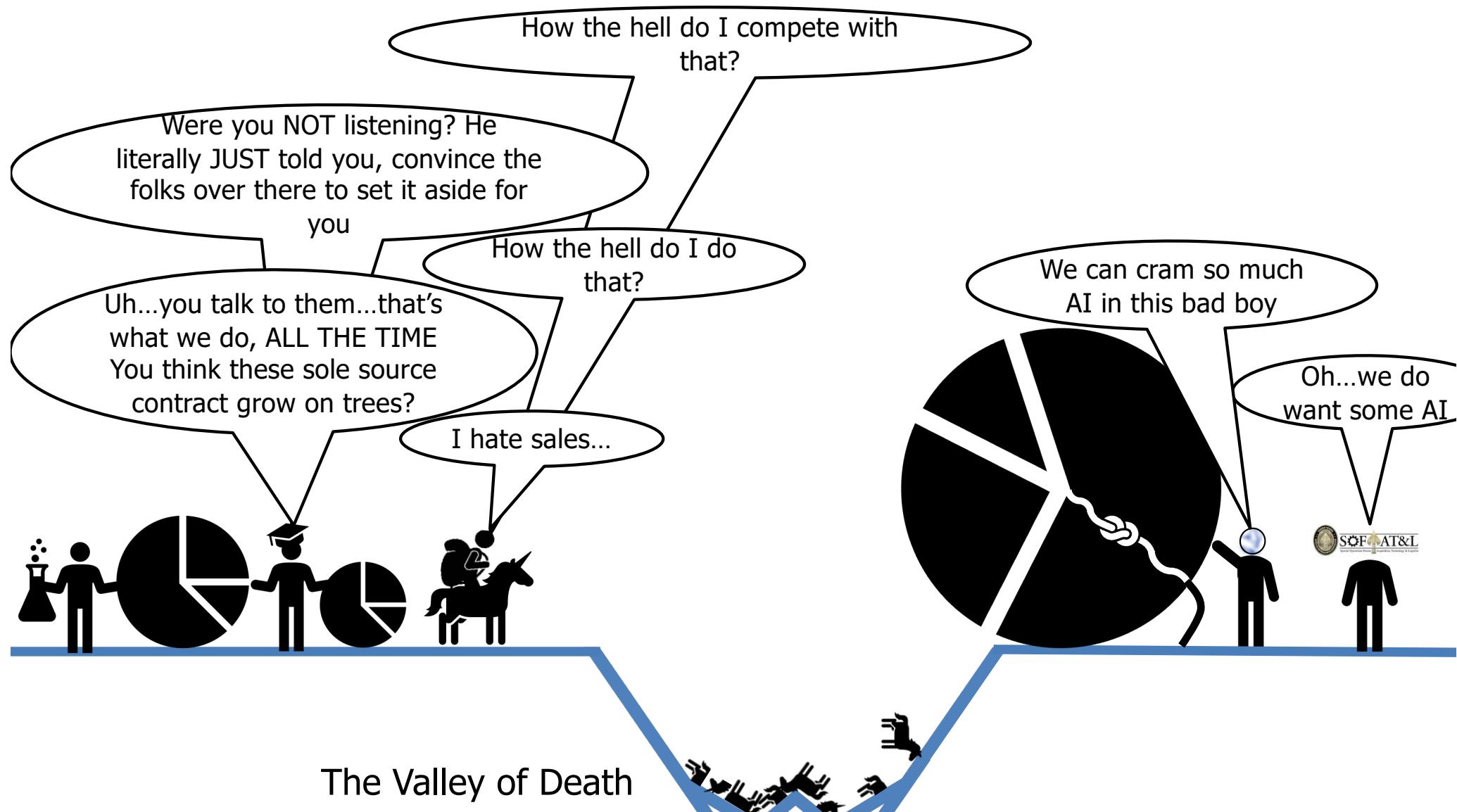
You're gonna LOVE
IT, we call it "AI"

Your
actual
customers



The Valley of Death





Hey, how about a
Mentor Protégé?

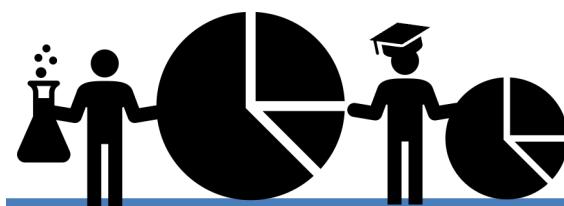
For...what exactly?

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?

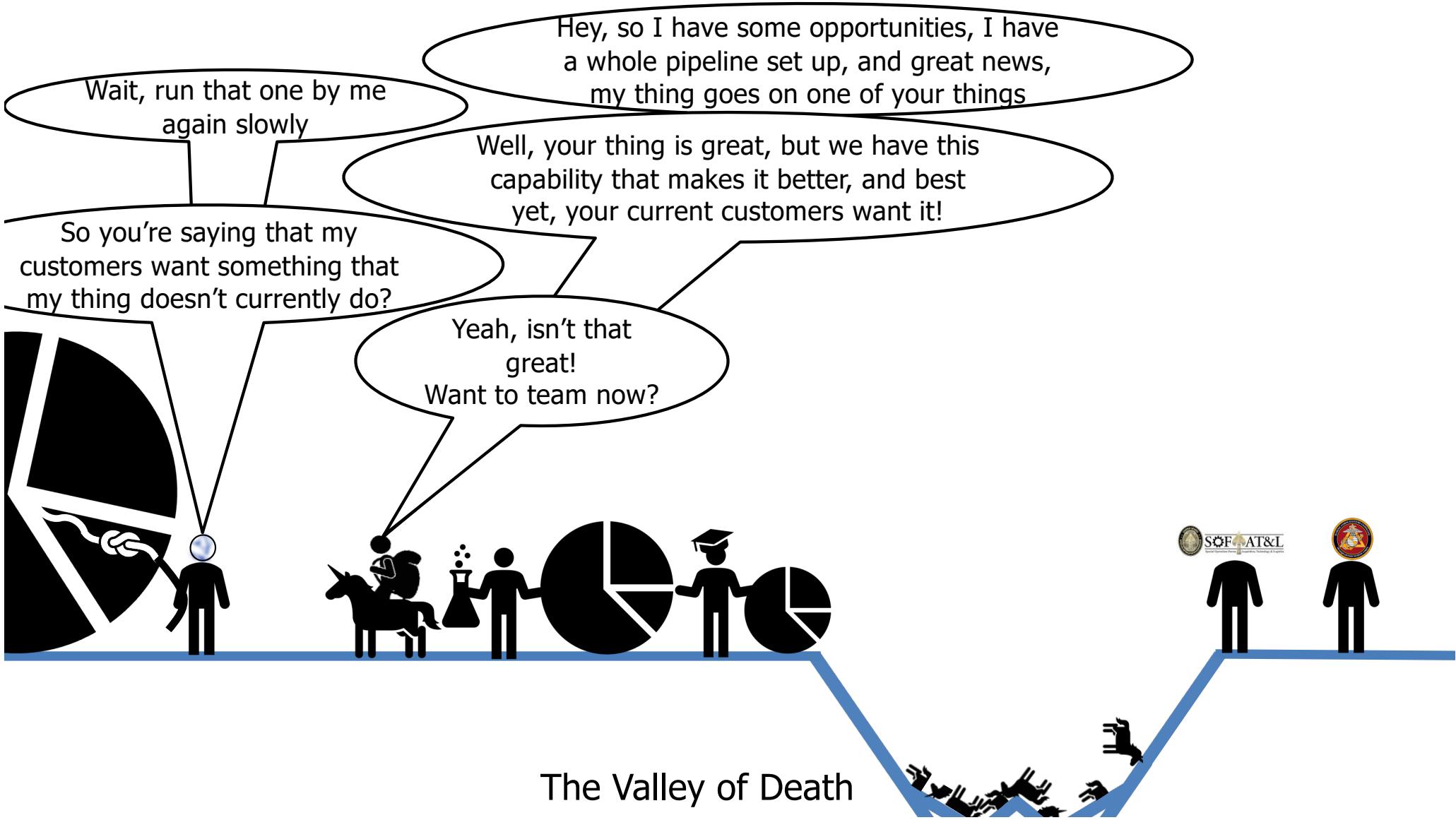
Crap...sales again

Bub, it's sales all
the way down



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?

That's right skippy,
it's gonna come out
of my pie...

Uh...

Uh...oh

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

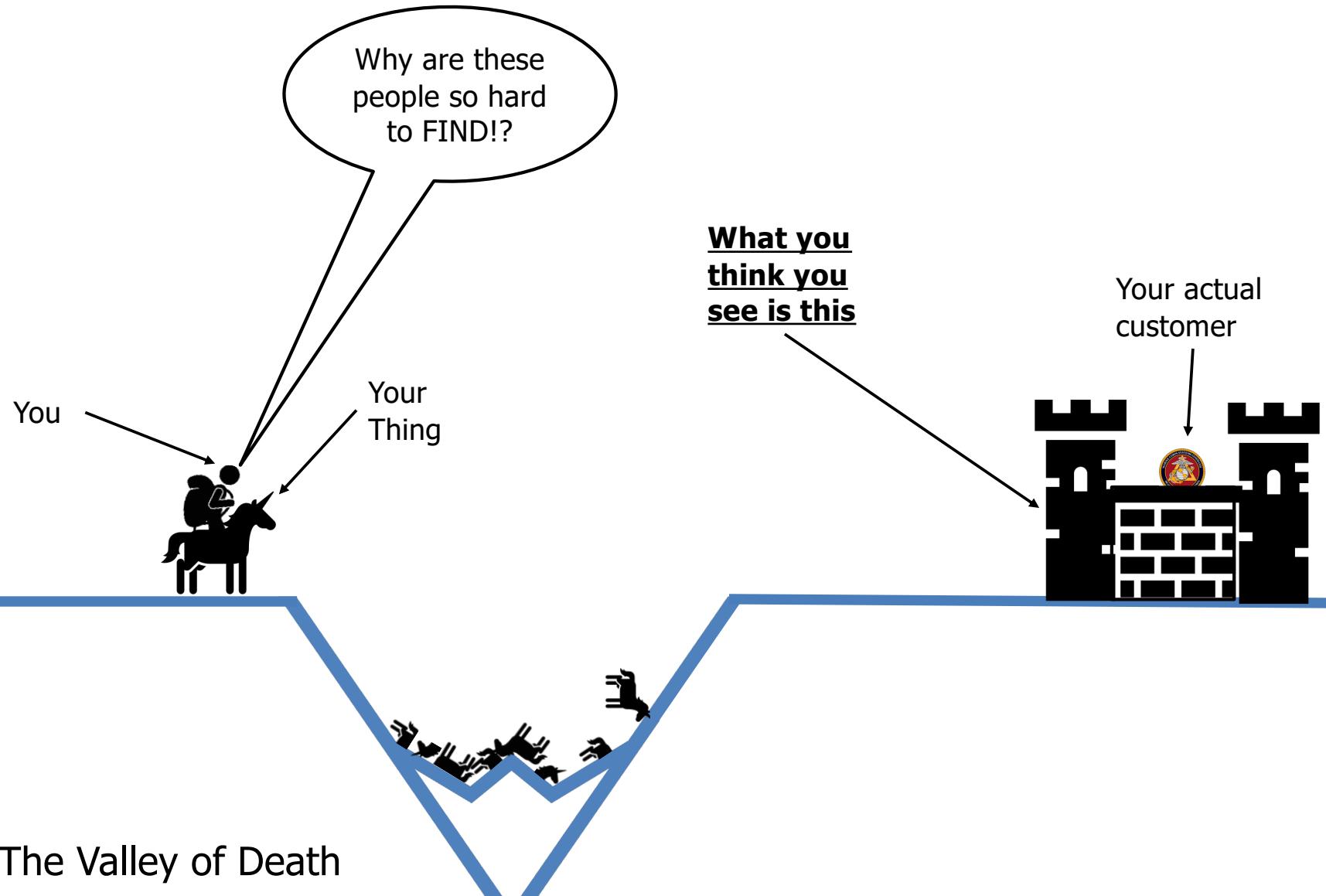
Yeah...that's right, we have a perfect place for you...

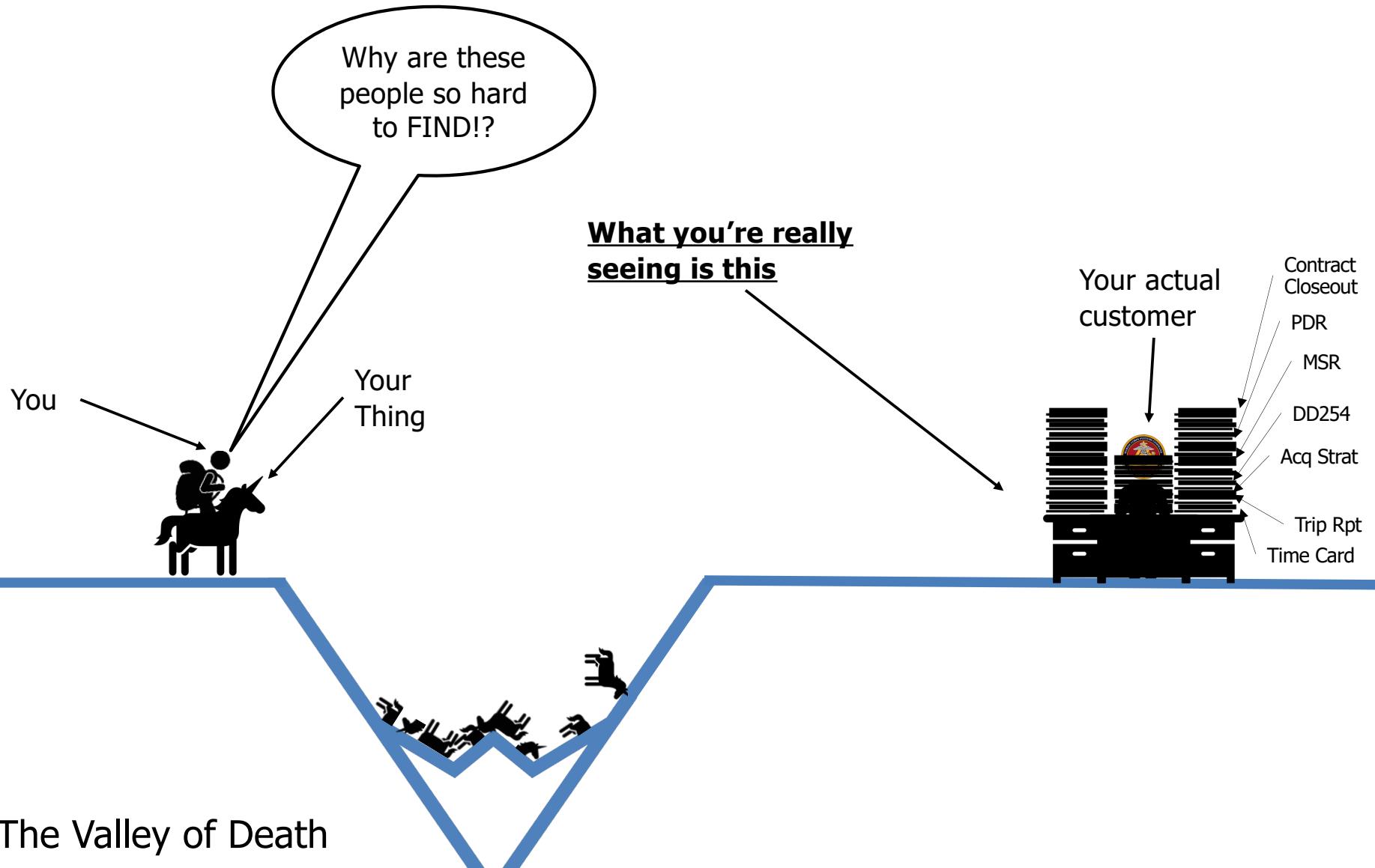


The Valley of Death

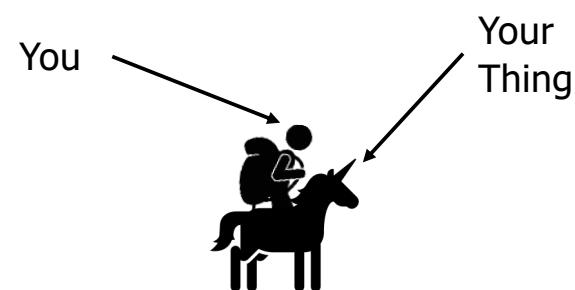


Understand Your Customer

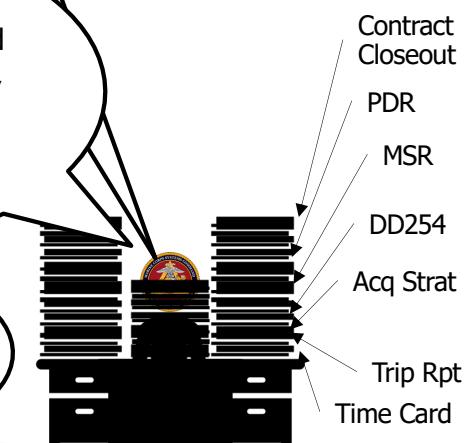
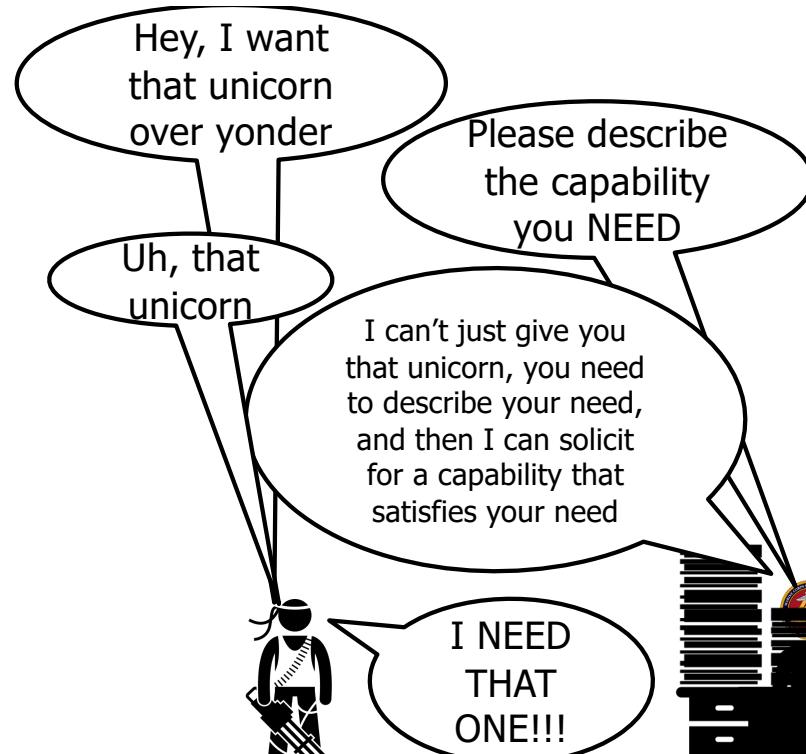




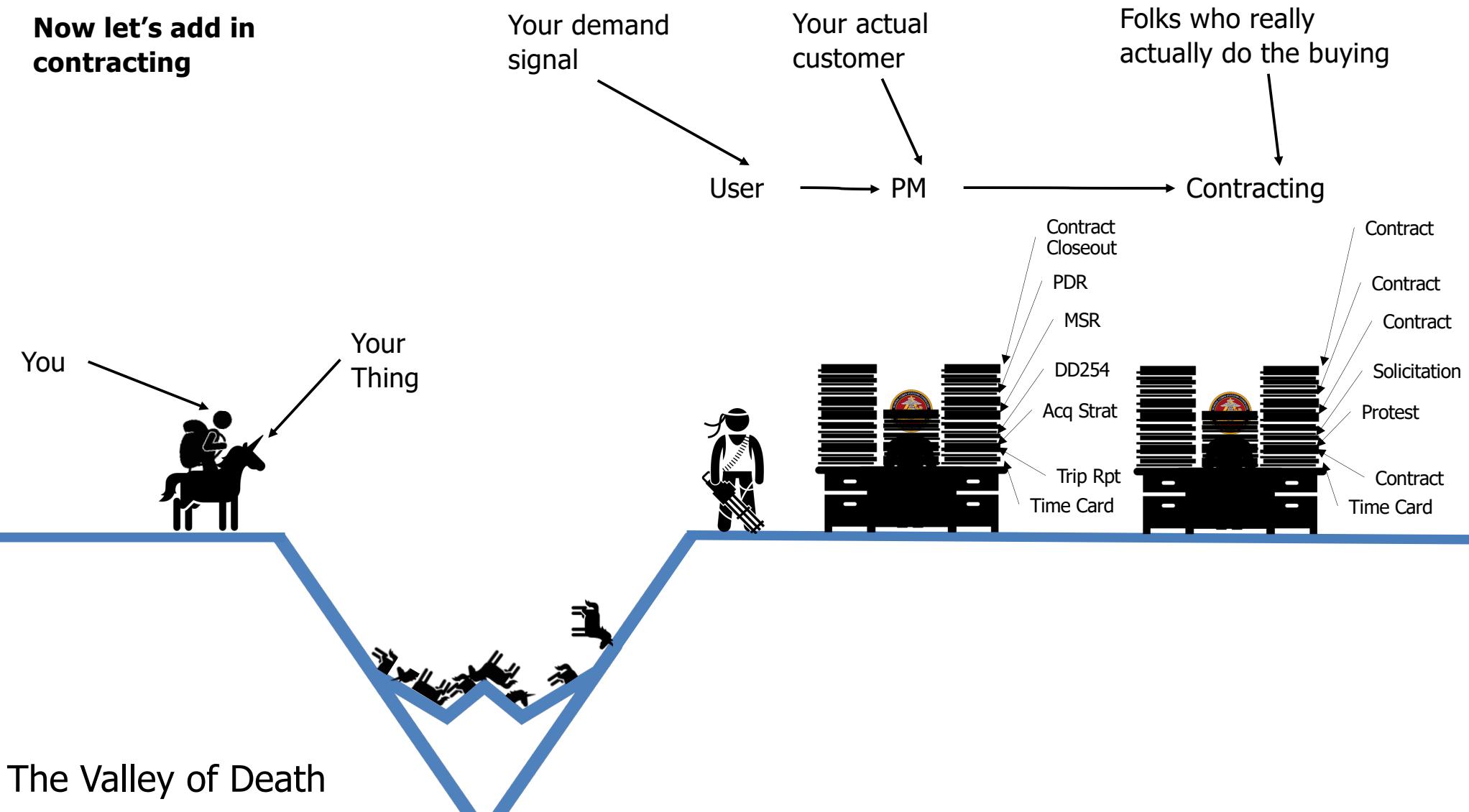
This is what they see



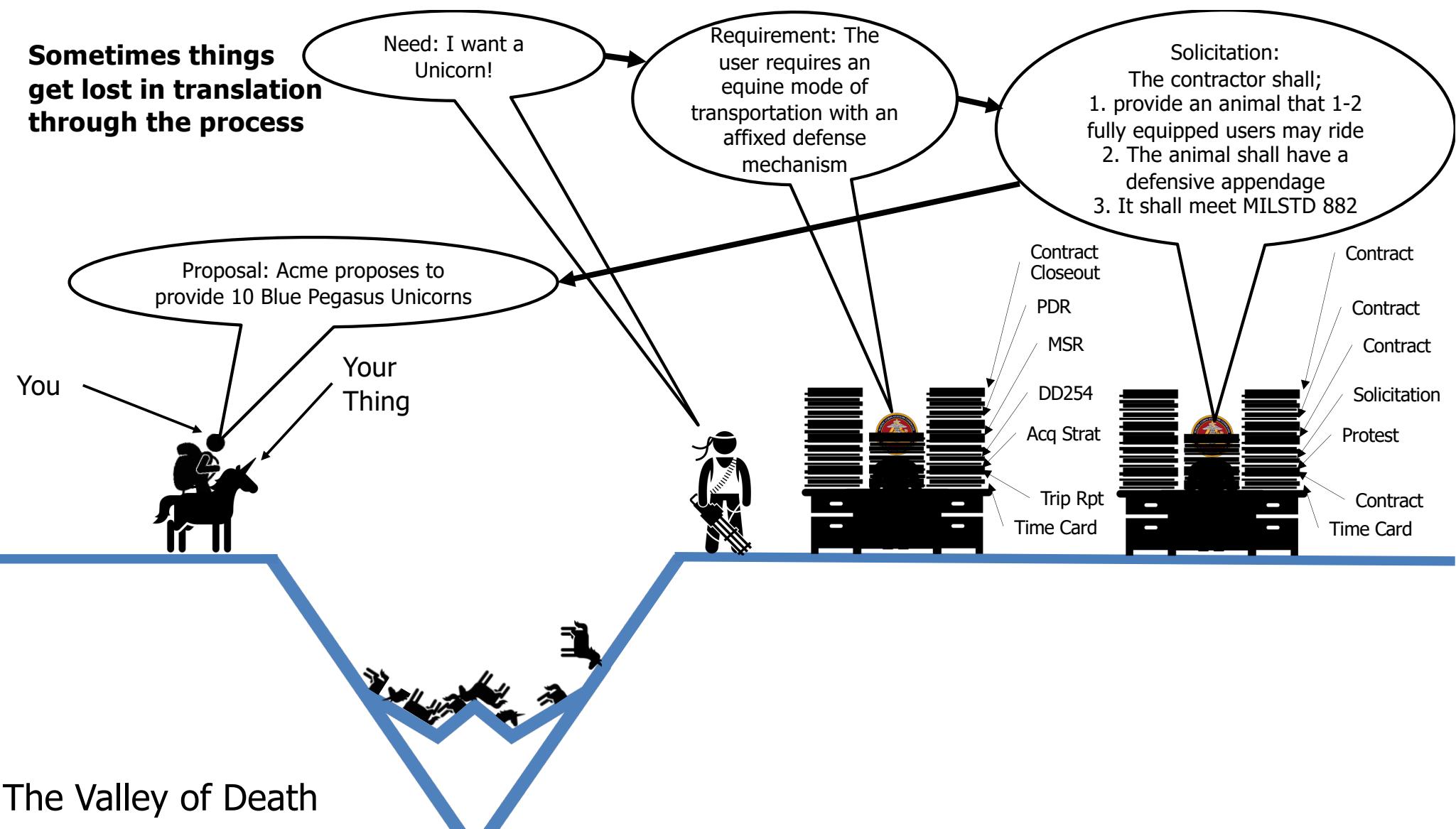
The Valley of Death



Now let's add in contracting



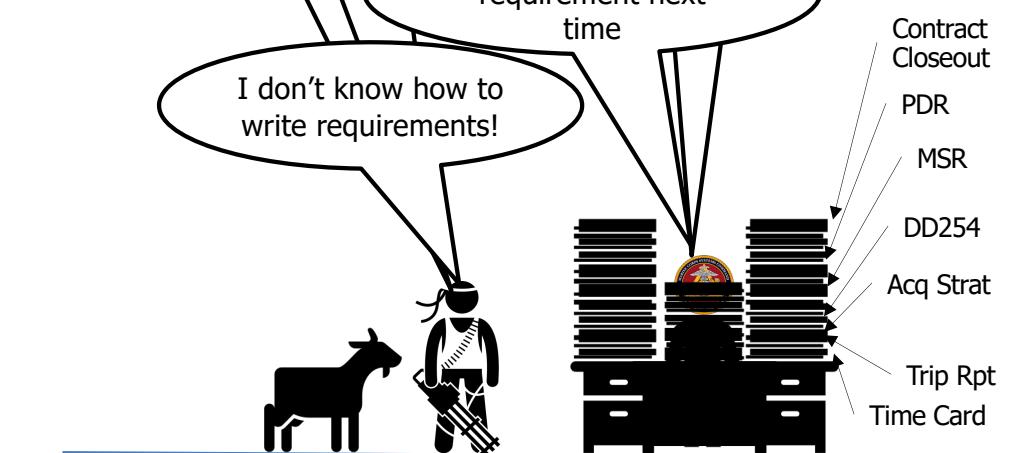
Sometimes things get lost in translation through the process



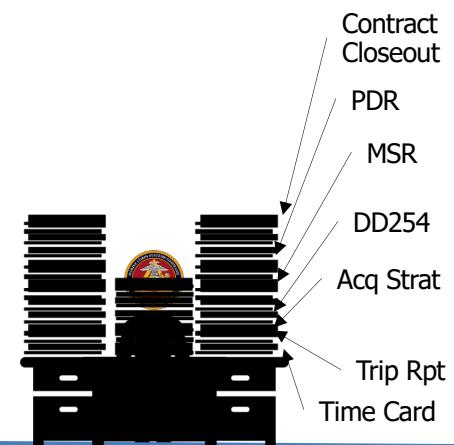
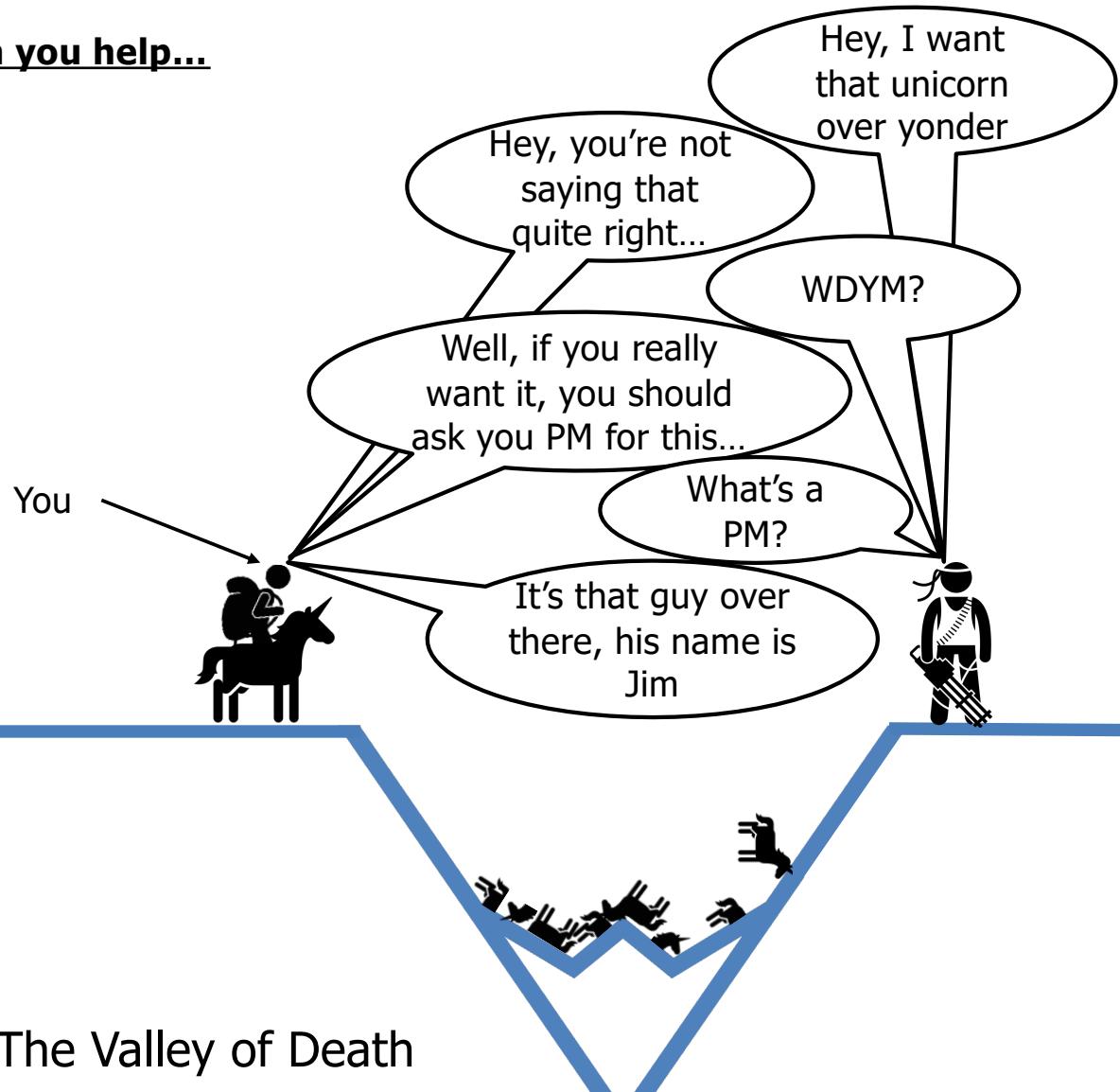
**Sometimes things
get lost in translation
through the process**



The Valley of Death



How can you help...



How can you help...

Hey, Jim...here's a written requirement and draft statement of work for this new mode of transportation I NEED to replace my current mode, due to the new operating concept. I even have thoughts on sources of supply for your market research...

Uh...cool...let me put that on my acquisition roadmap...

You

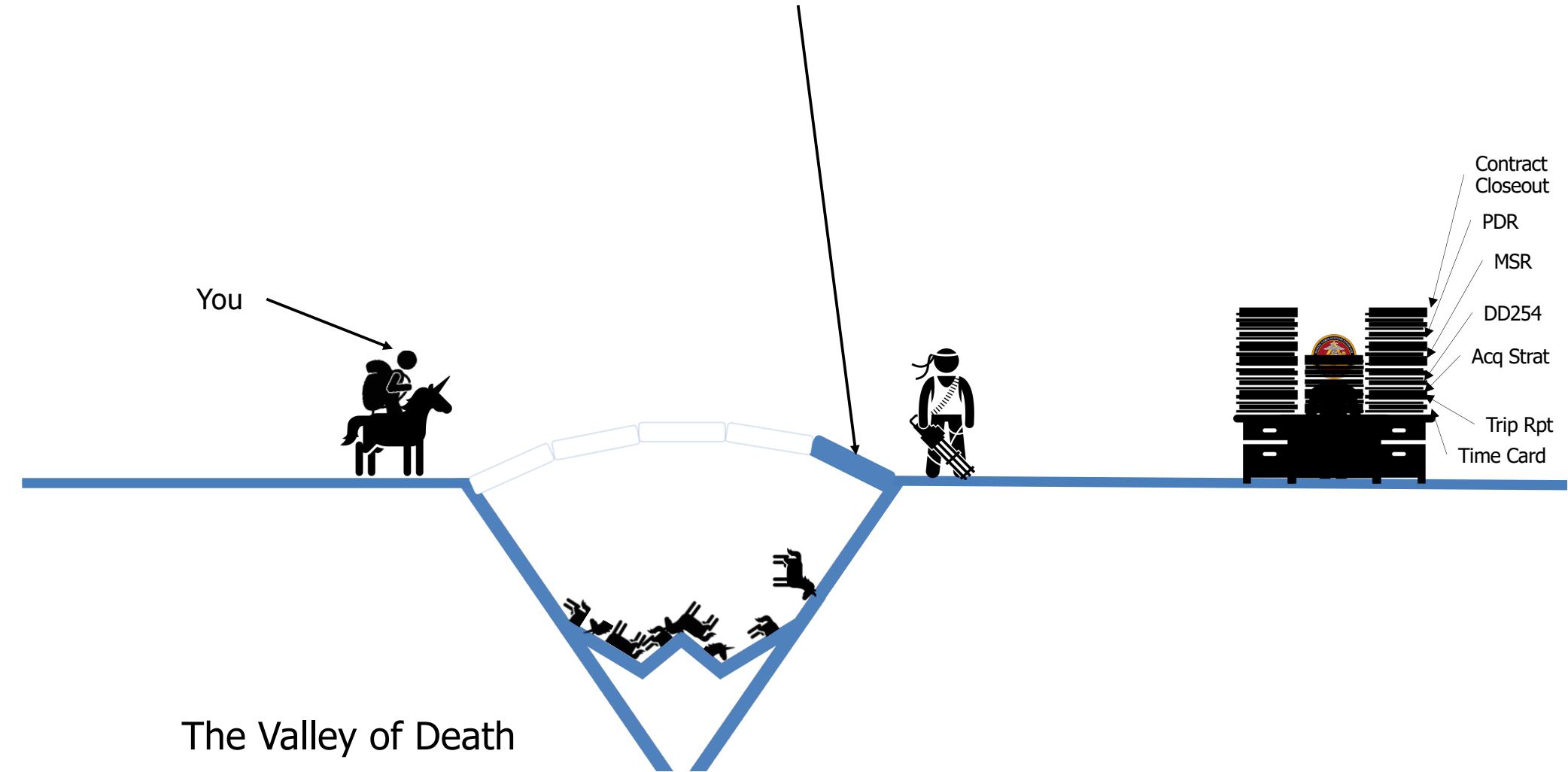


The Valley of Death

Contract Closeout
PDR
MSR
DD254
Acq Strat
Trip Rpt
Time Card

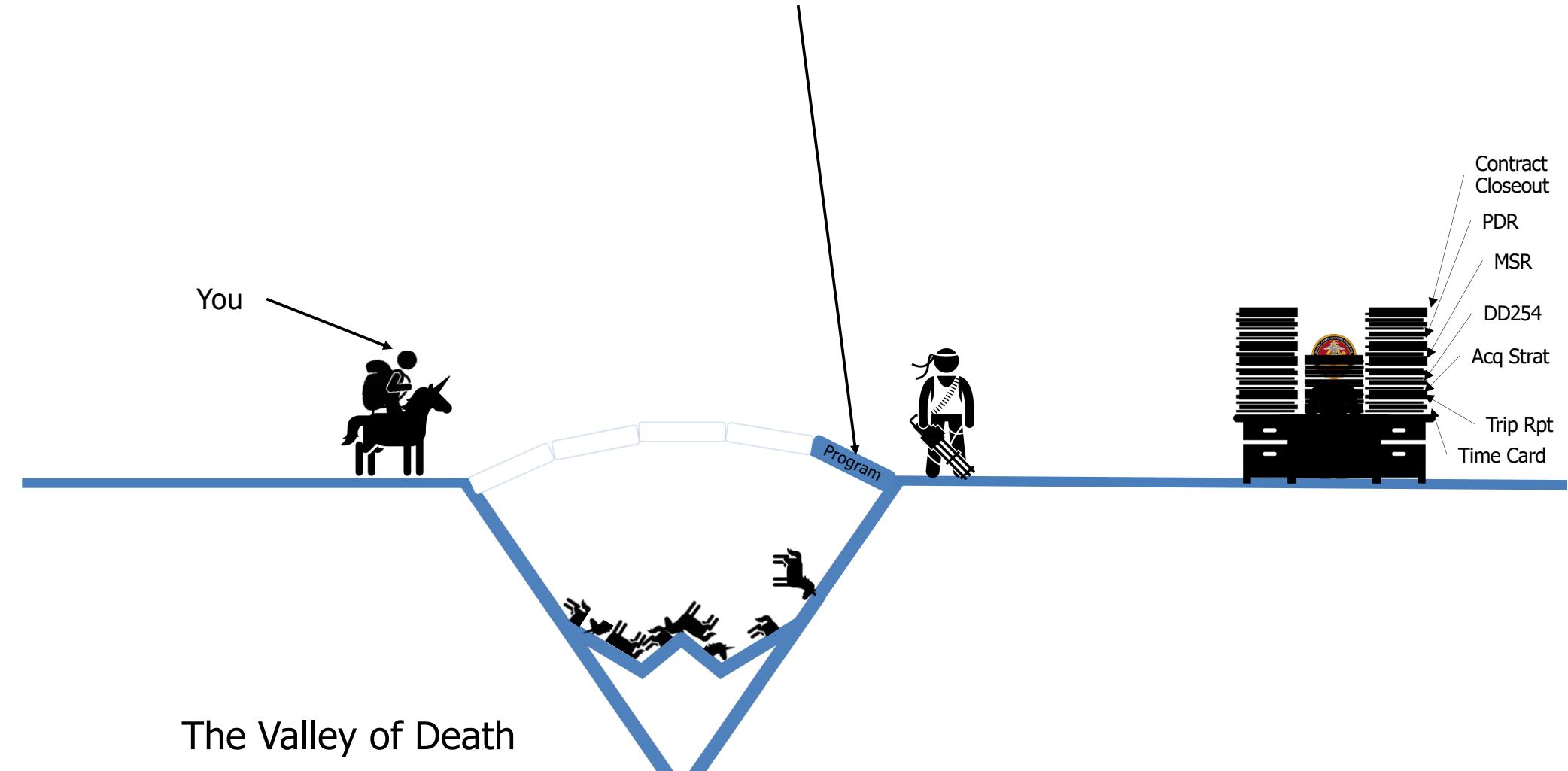
Step 1 Complete

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

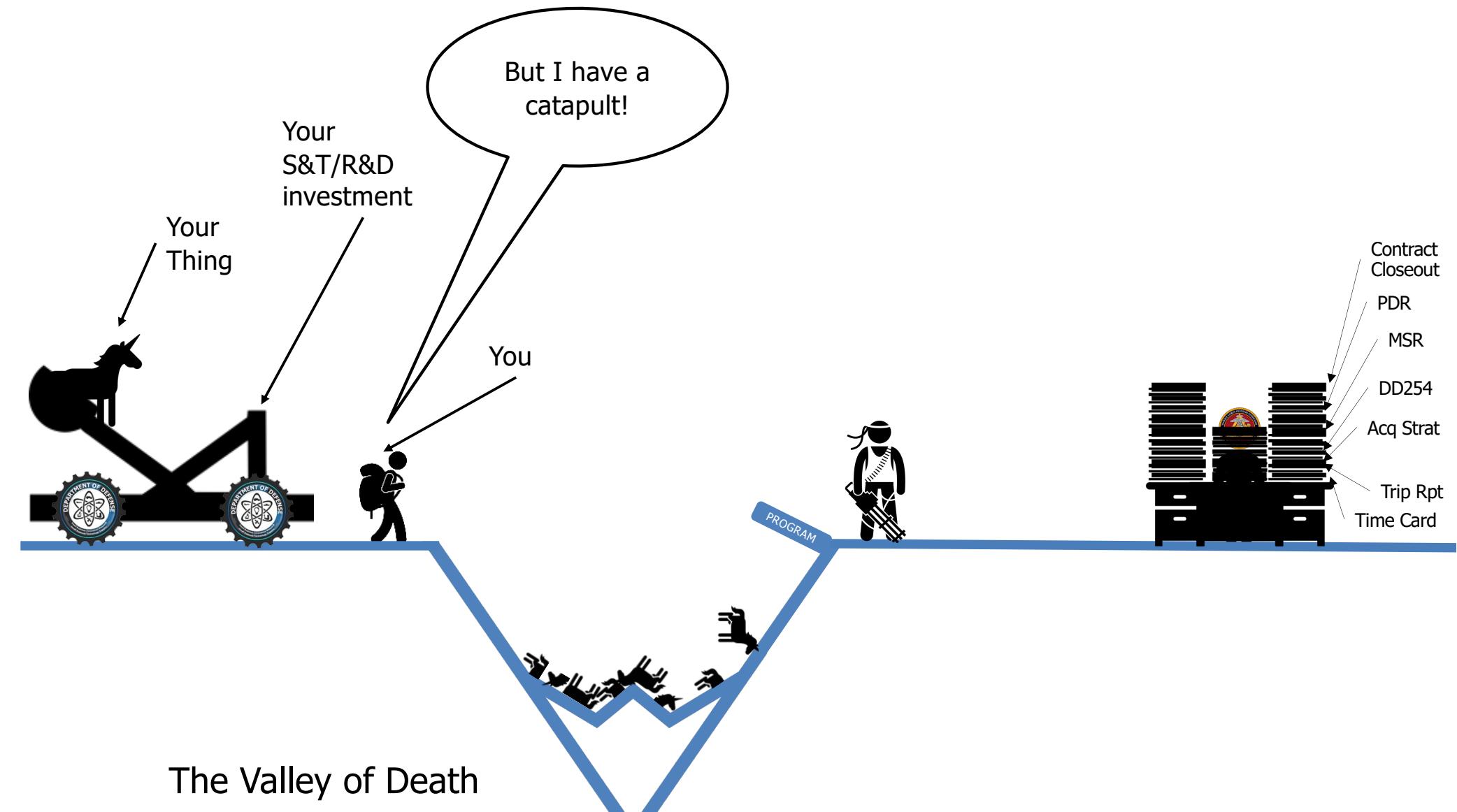


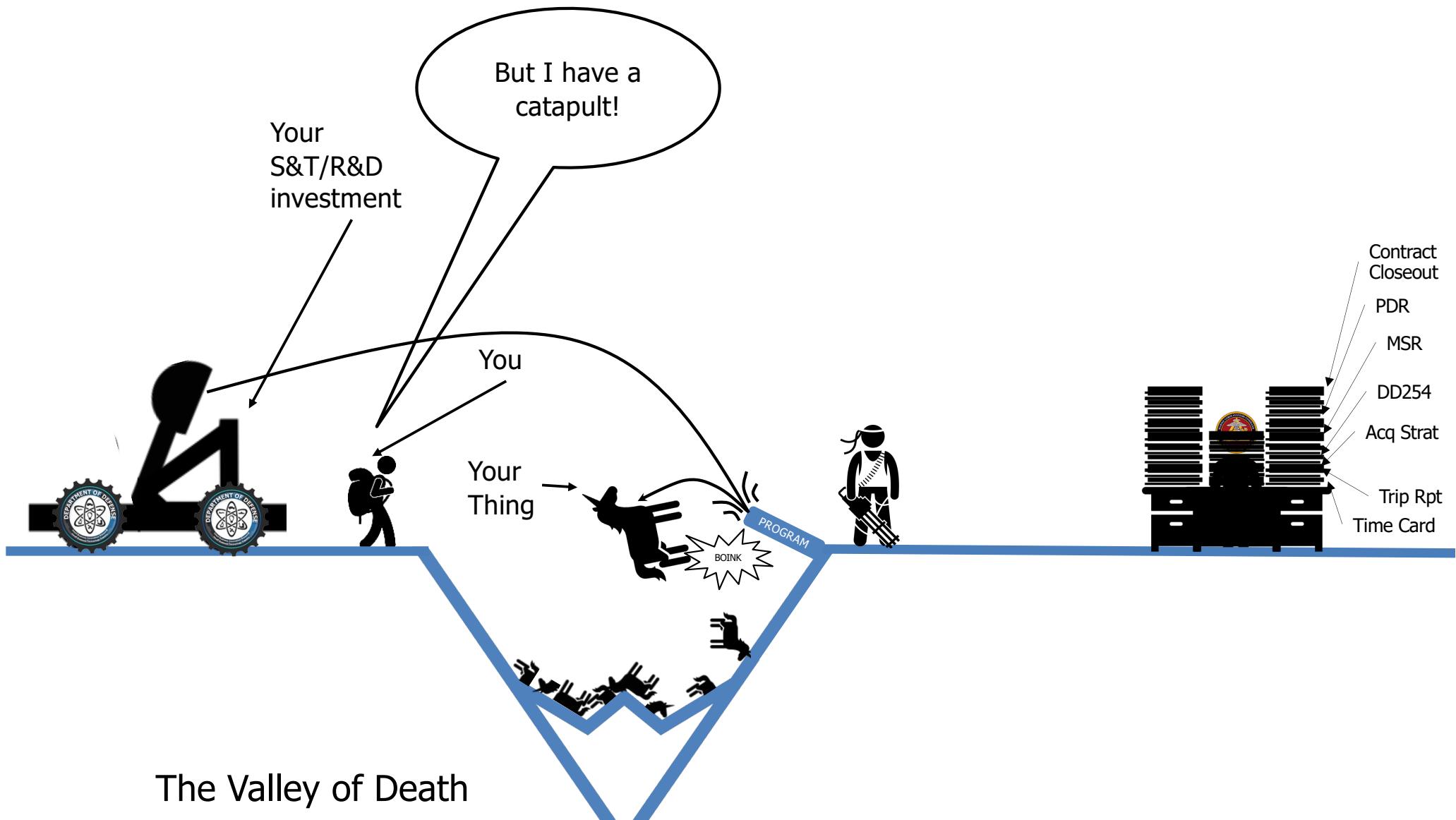
Step 1 Complete

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



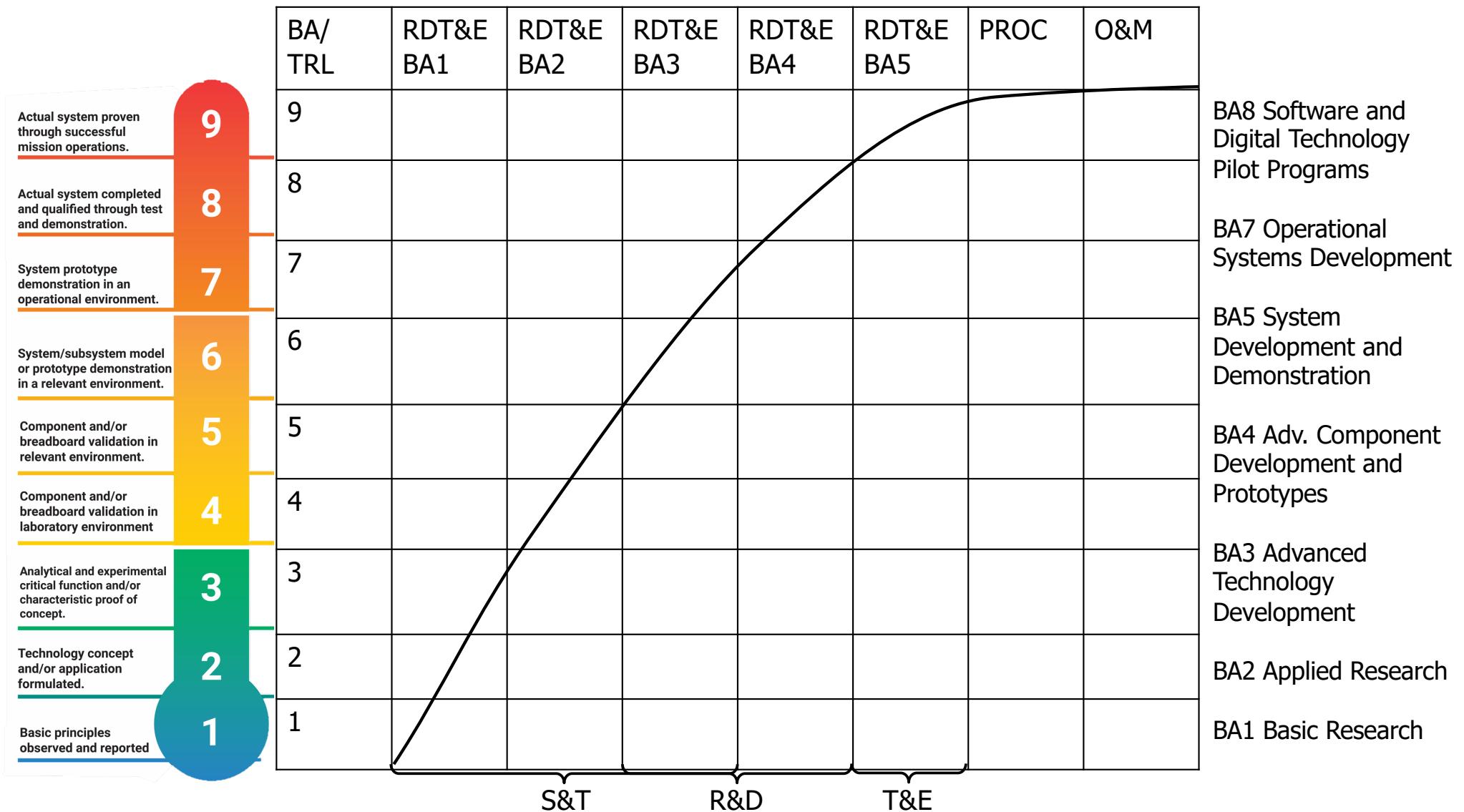
Let's Talk About Runway





Technology Readiness Levels (TRL)





UNCLASSIFIED

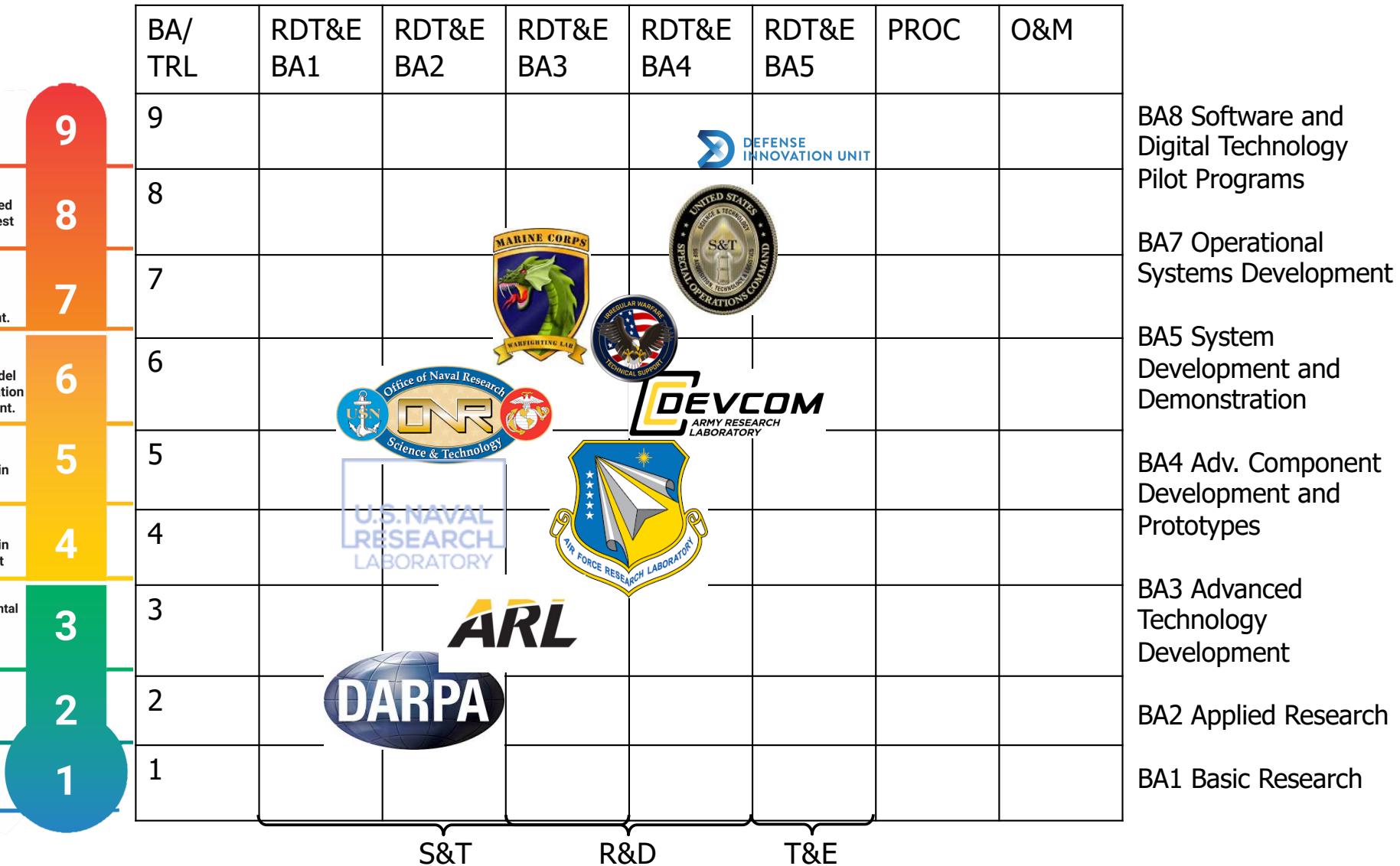
Department of Defense
FY 2024 President's Budget
Exhibit R-1 FY 2024 President's Budget
Total Obligational Authority
(Dollars in Thousands)

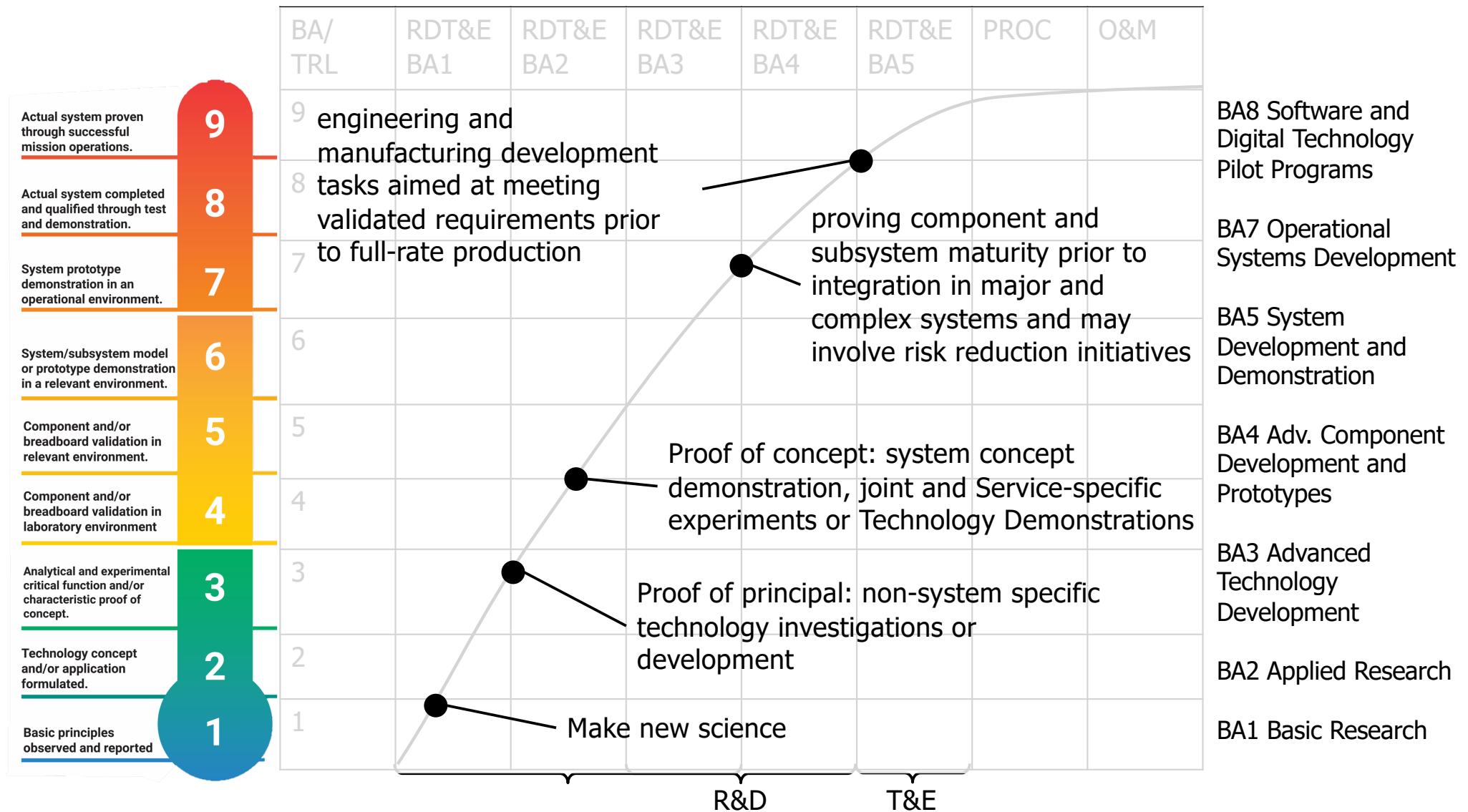
Mar 2023

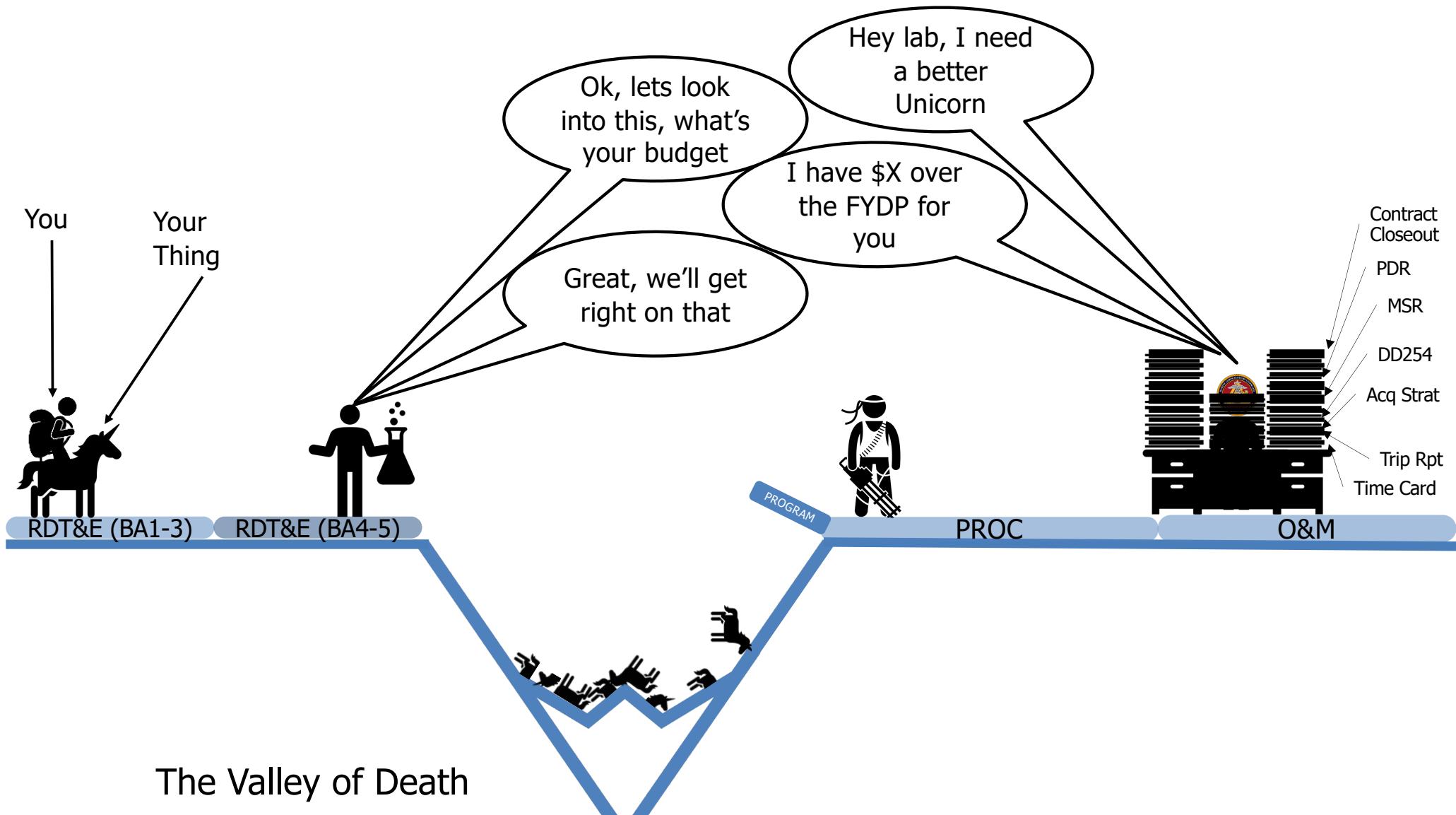
	FY 2022 Actuals	FY 2023 Less Supplements Enacted	FY 2023 Supplements Enacted*	FY 2023 Total Enacted	FY 2024 Request
--	--------------------	---	------------------------------------	-----------------------------	--------------------

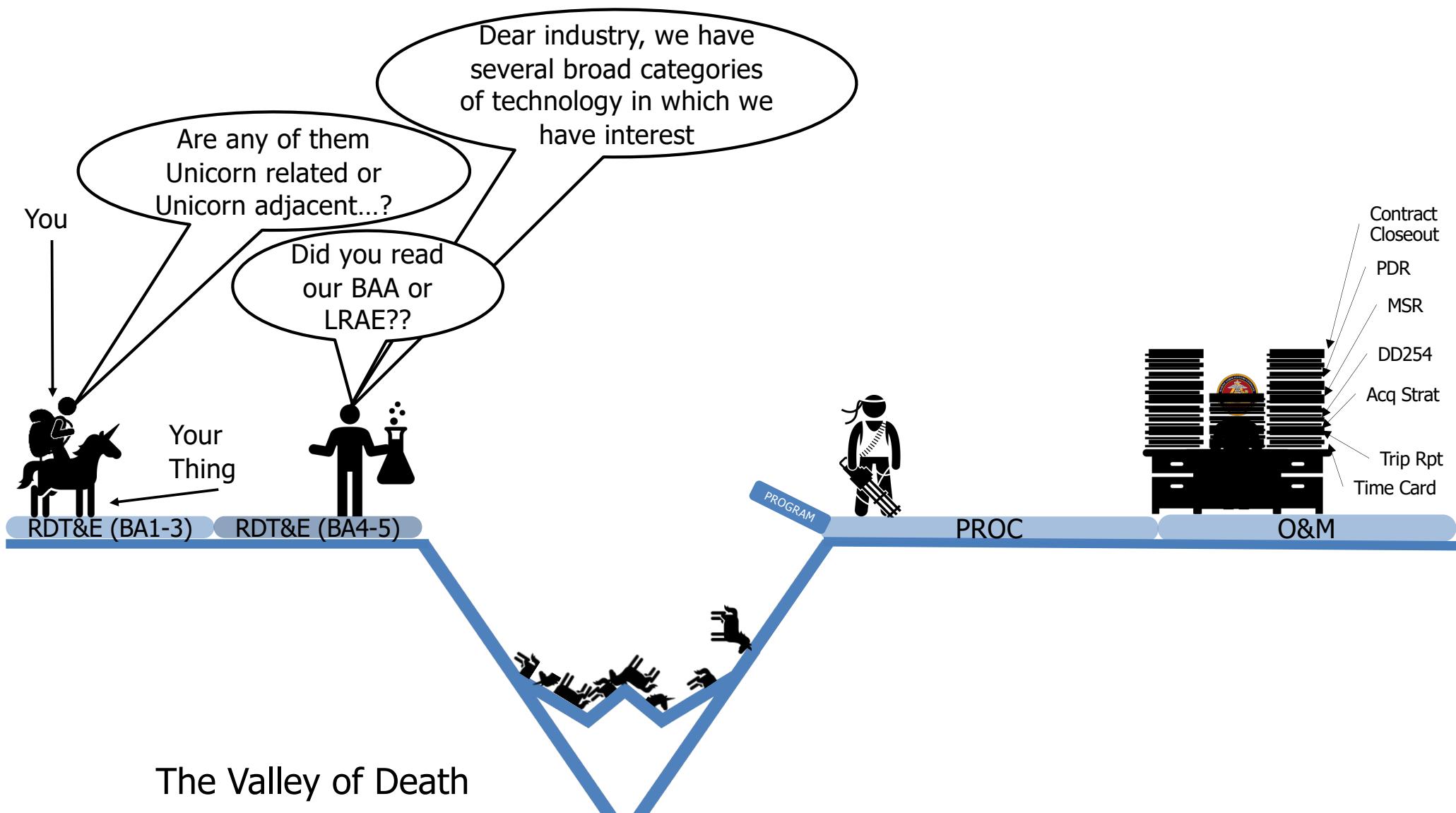
BA1	<u>Summary Recap of Budget Activities</u>				
BA2	Basic Research	2,653,129	2,918,940	2,918,940	2,479,661
BA3	Applied Research	6,799,720	7,800,894	7,800,894	6,017,674
BA4	Advanced Technology Development	8,948,781	11,705,849	11,705,849	9,327,385
BA5	Advanced Component Development & Prototypes	32,051,866	35,598,874	7,300	35,606,174
BA6	System Development & Demonstration	14,429,217	23,302,433	600	23,303,033
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
	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
		119,496,910	139,658,260	455,268	144,979,625

<u>Summary Recap of FYDP Programs</u>					
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	









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



Your
Thing



RDT&E (BA1-3)

RDT&E (BA4-5)

You



Your
Thing

RDT&E (BA1-3)

RDT&E (BA4-5)

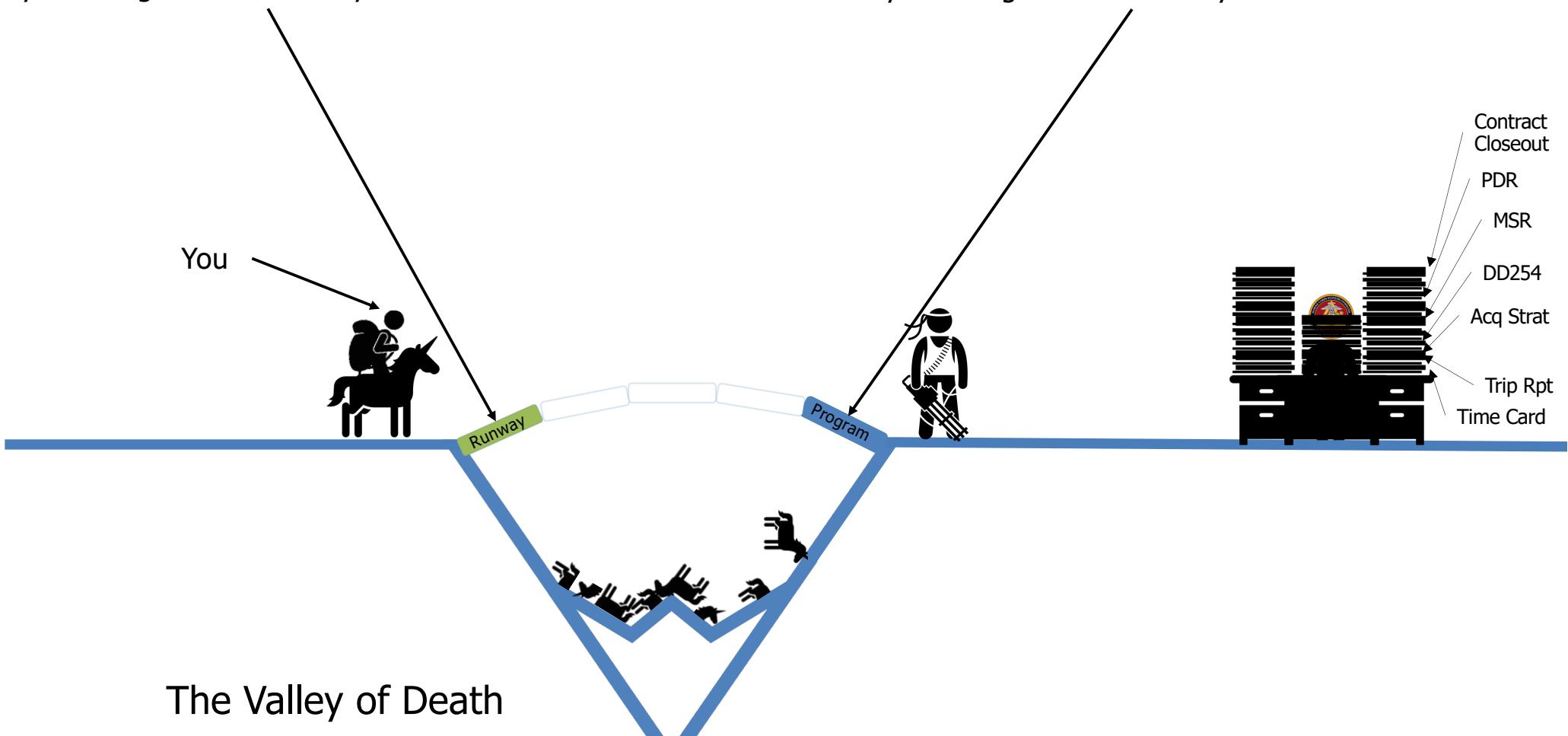
RUNWAY



Step 2 Complete

Runway 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



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>

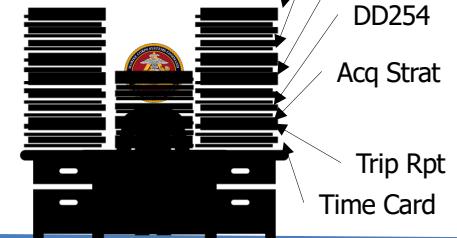
You



Runway

Program

The Valley of Death



Contract
Closeout

PDR

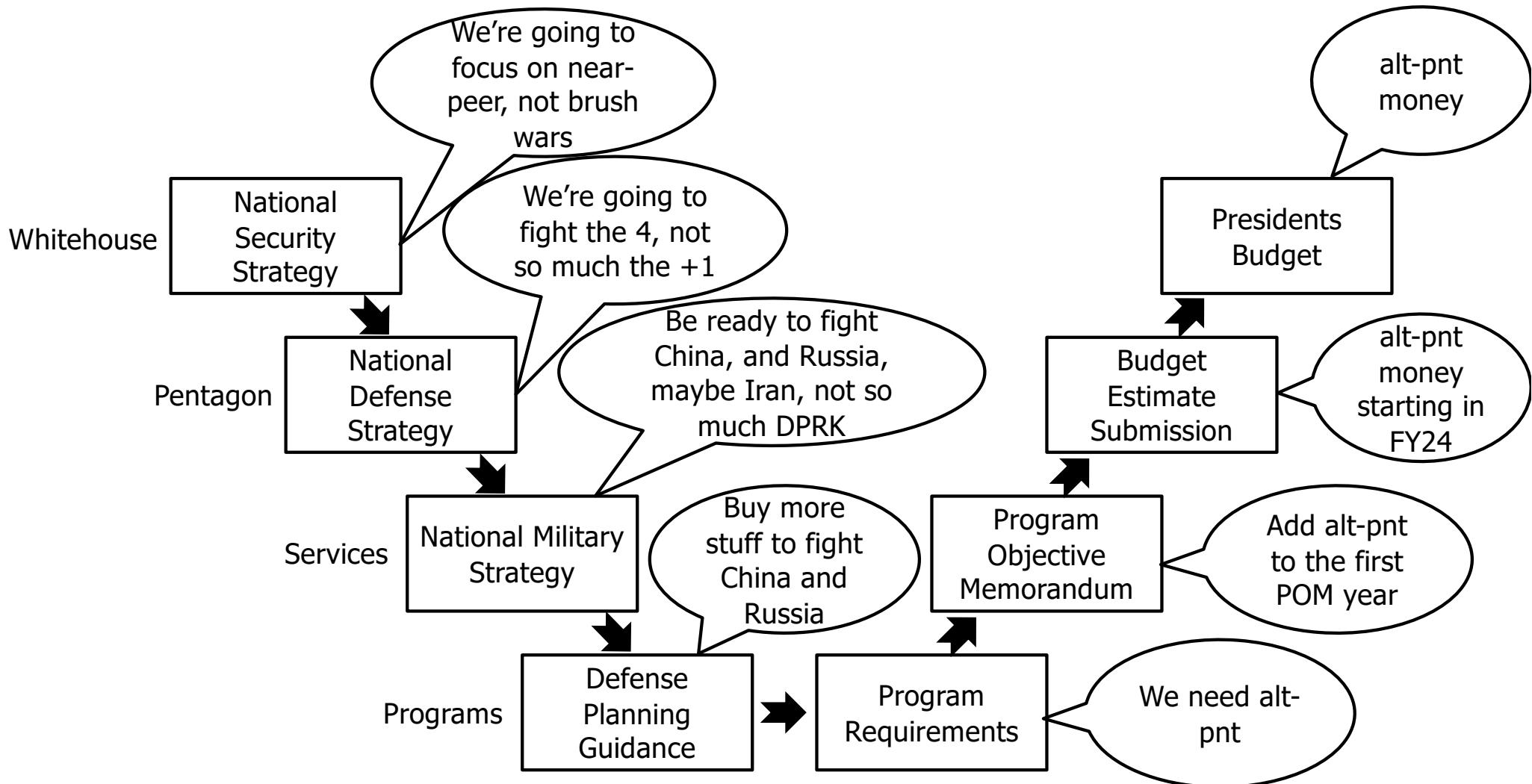
MSR

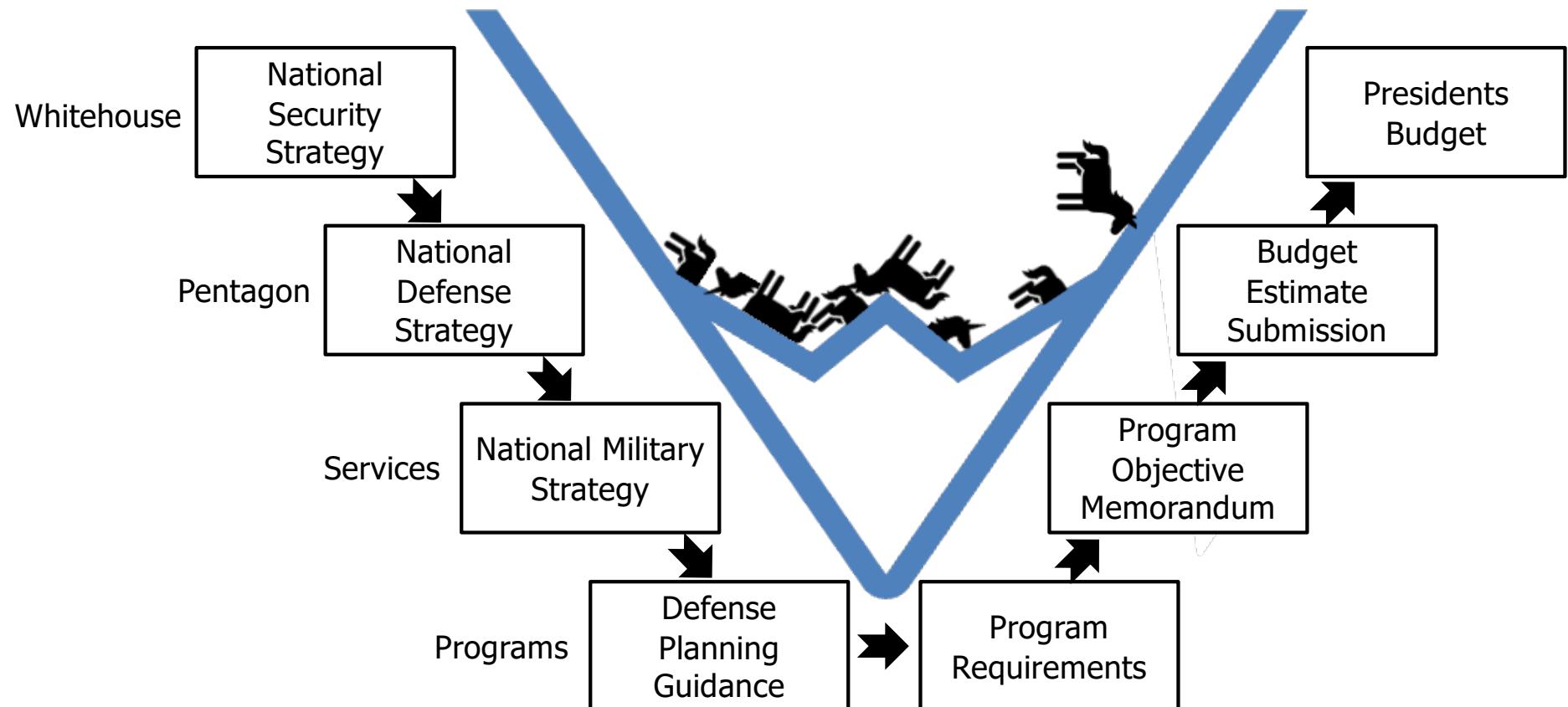
DD254

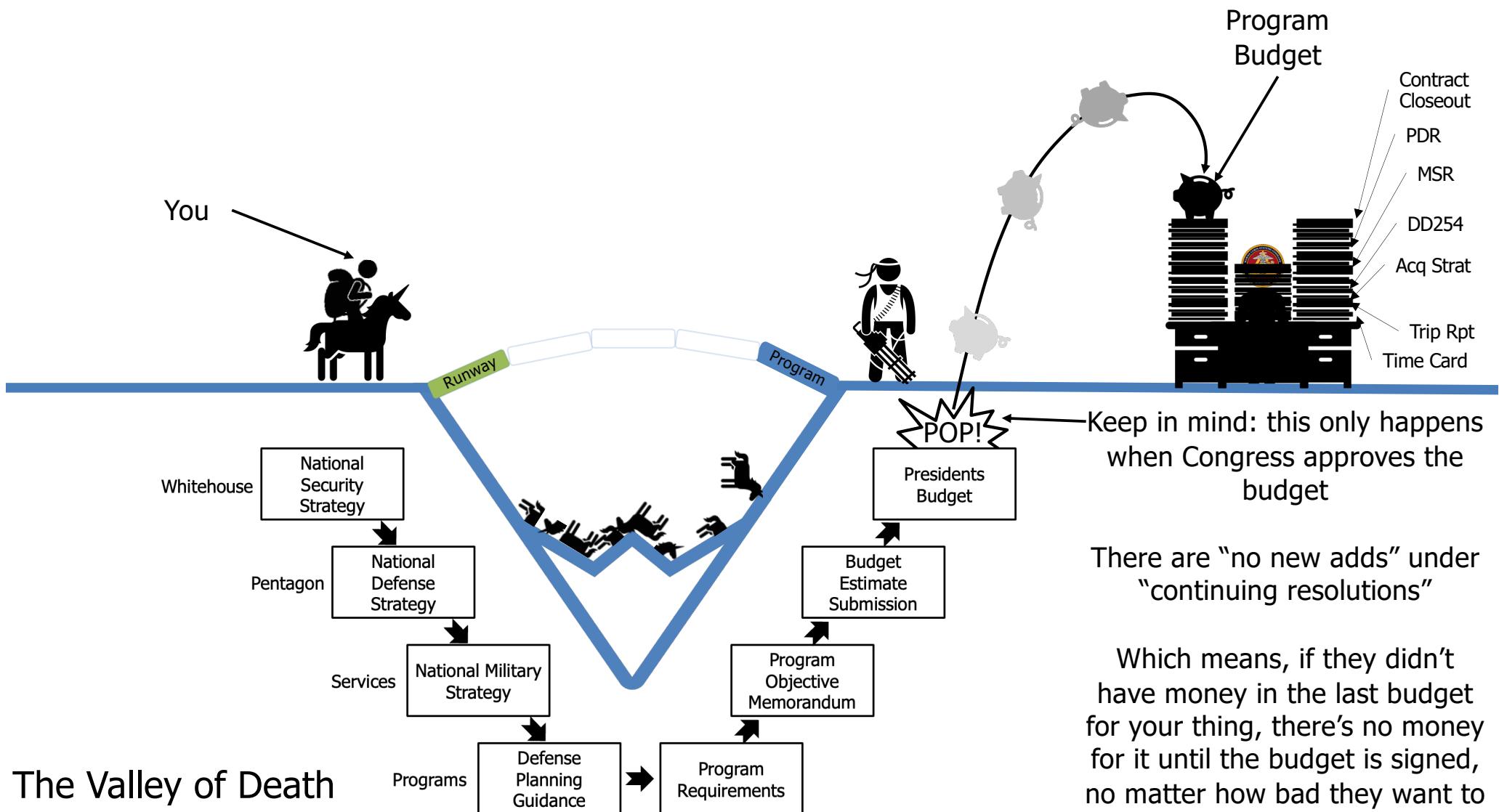
Acq Strat

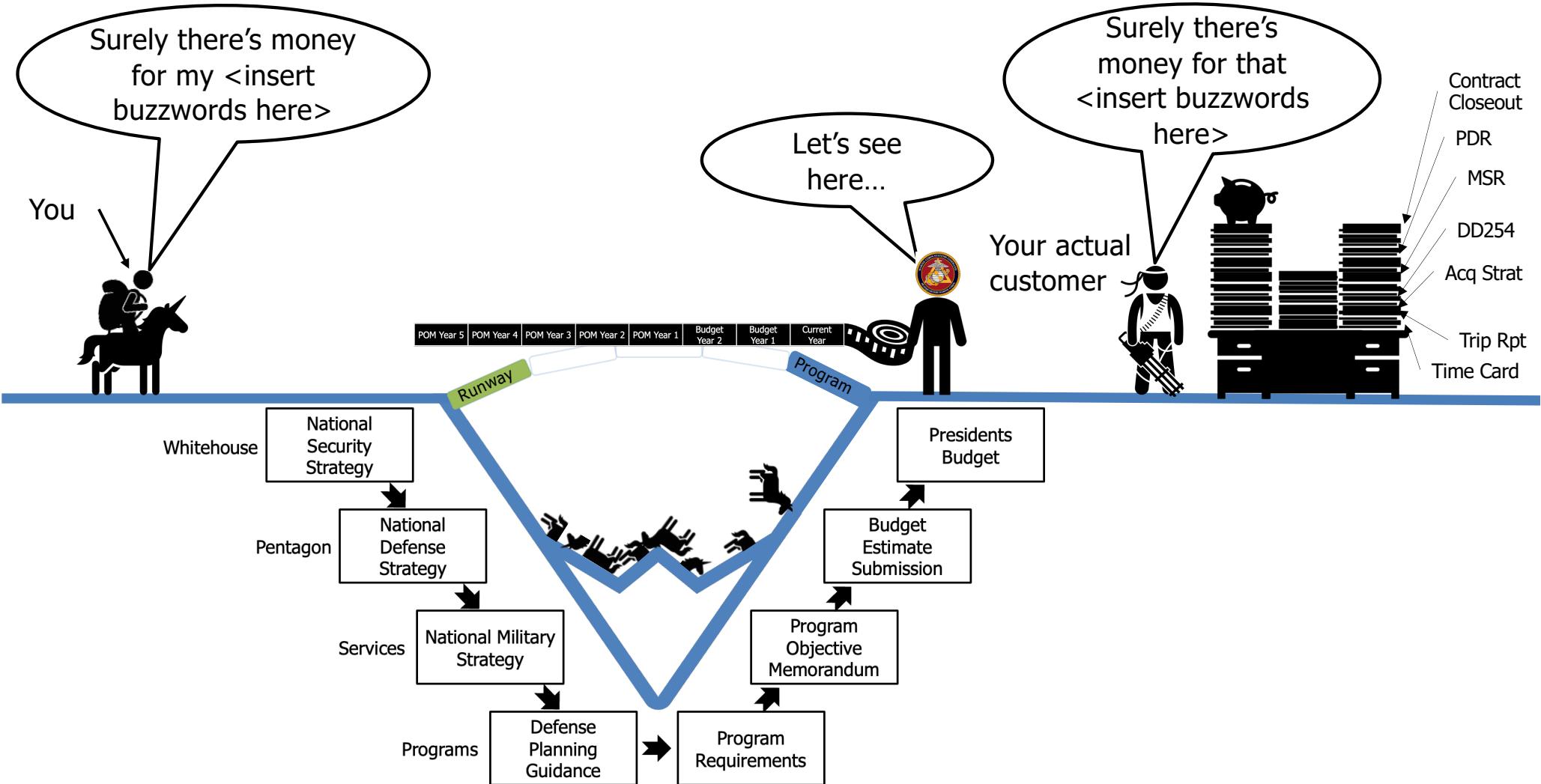
Trip Rpt

Time Card

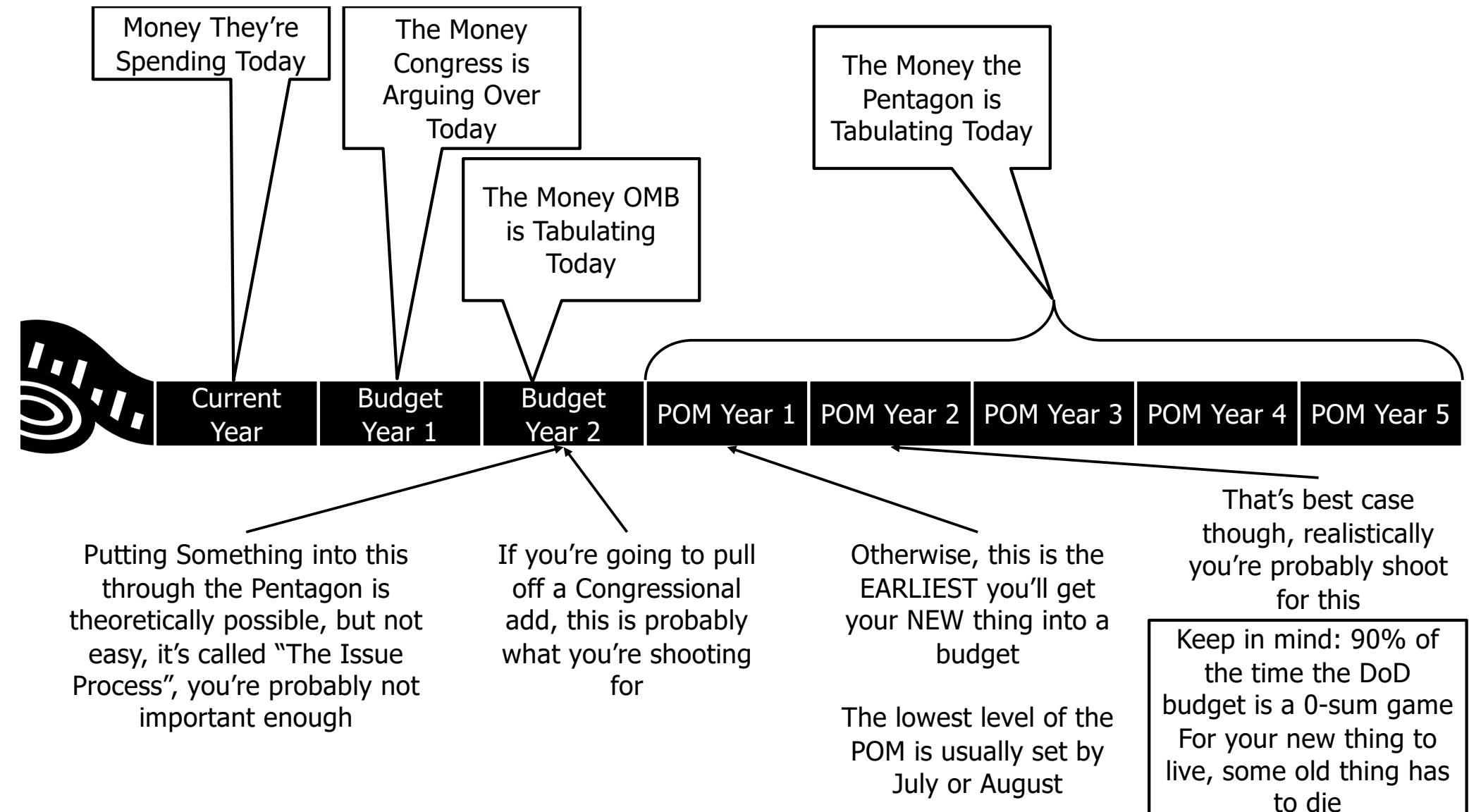








The Valley of Death



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

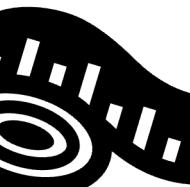
If PMs don’t spend their money in a timely manner it will “get swept” (taken away), typically a few months before they “expire”

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

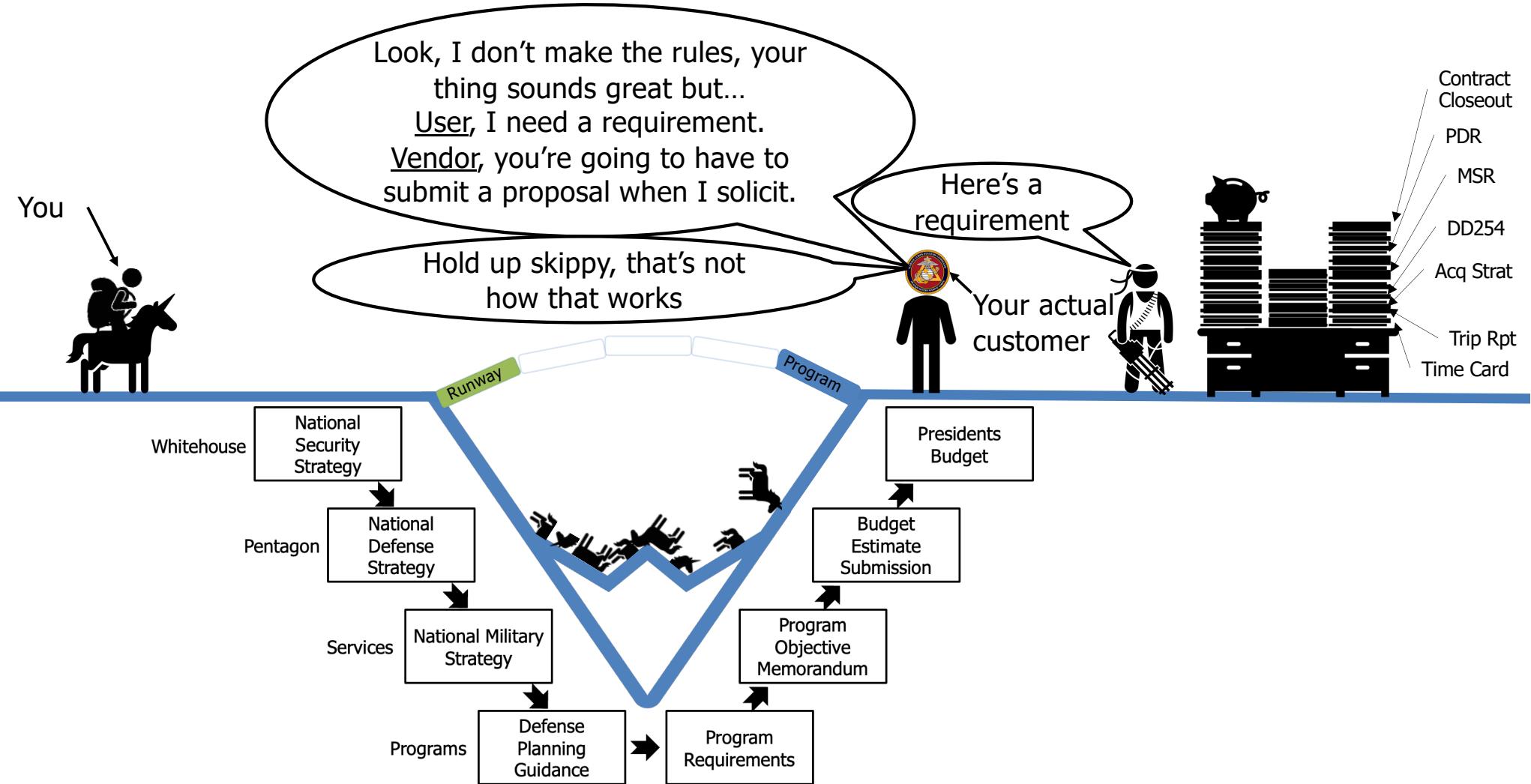
Another fun fact: budgets usually don’t get signed these days until January or February, so in reality PMs have like 6 months to spend their money – and “spend” means “oblige” onto a contract, which we all know, takes time too.

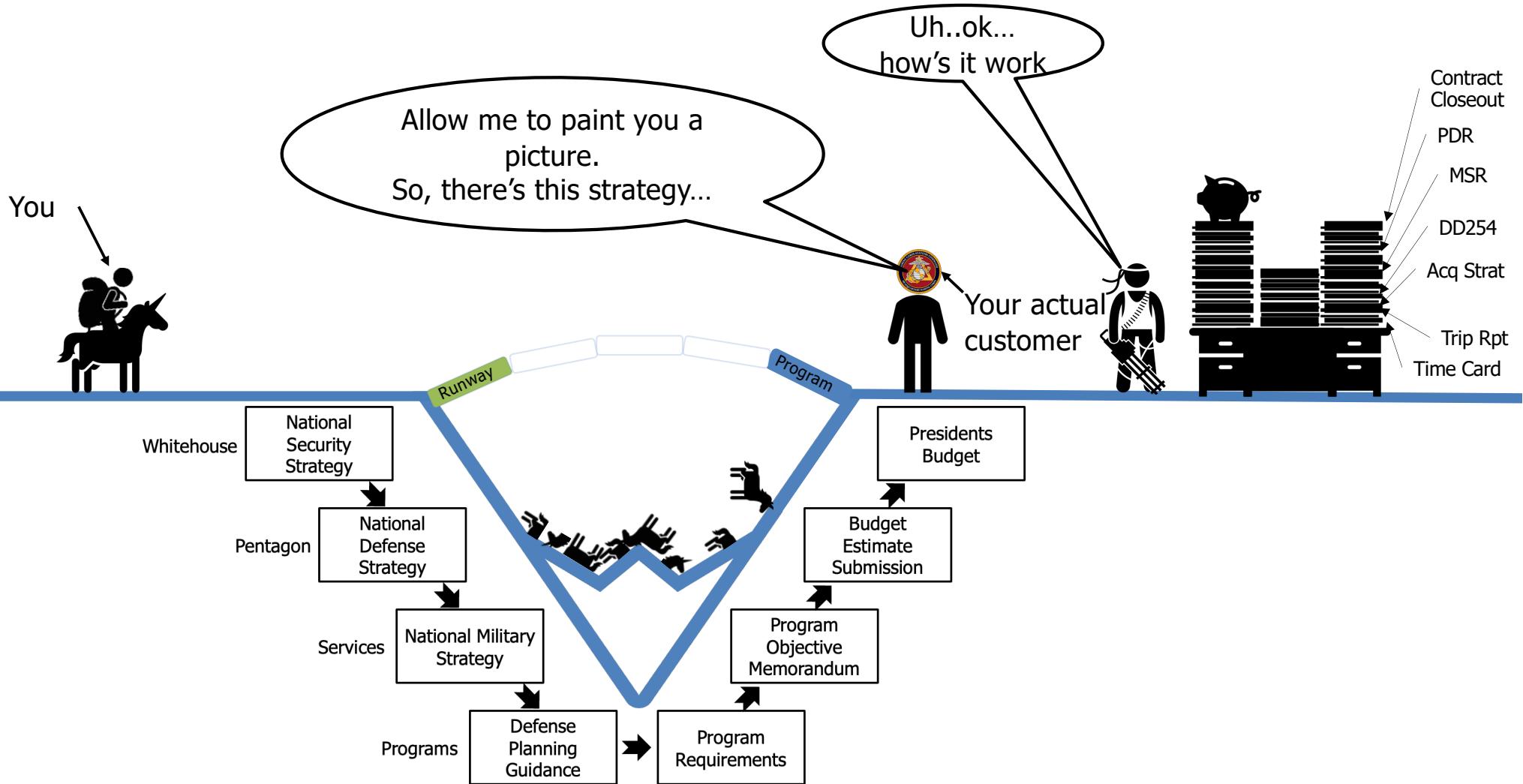


Even though RDT&E has a two-year shelf life, organizations have targets for obligation rates, budgeteers don’t like having money sitting on the books

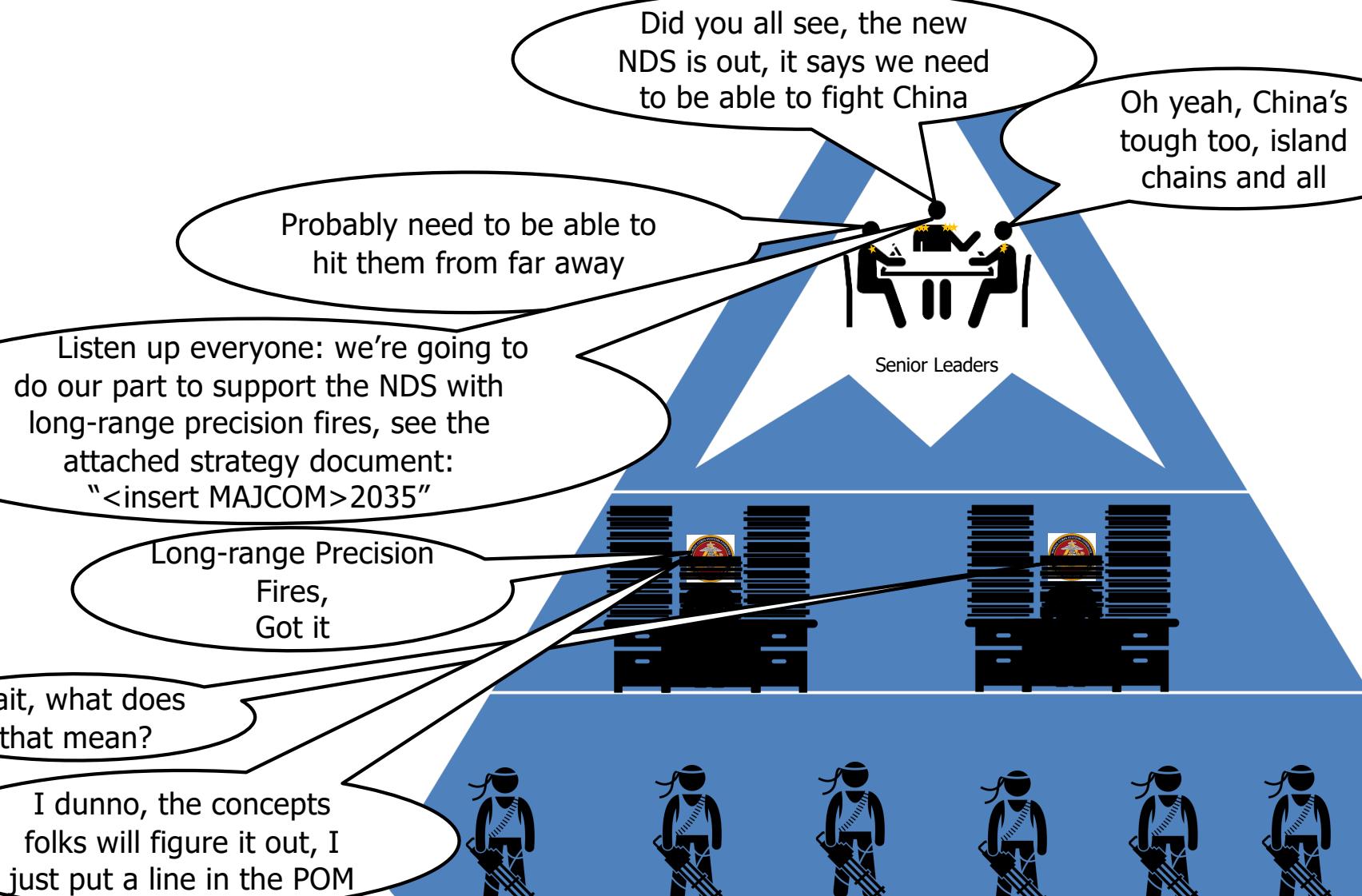
Current Year	Budget Year 1	Budget Year 2	POM Year 1	POM Year 2	POM Year 3	POM Year 4	POM Year 5
O&M 1 Yr							
	RDT&E 2 Years						
		PROC 3 Years					
			MILCON 5 Years				

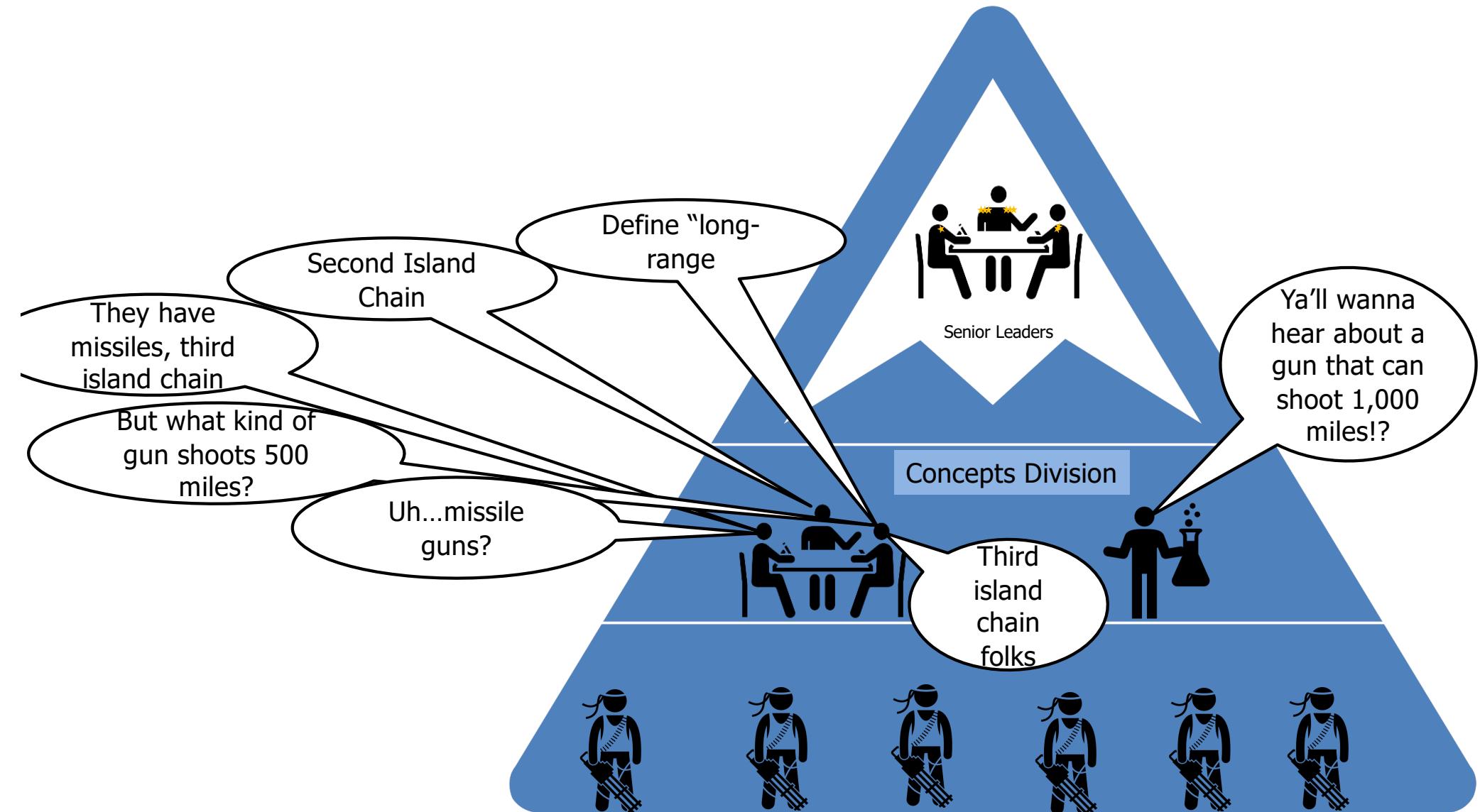
Moral of the story: know what kind of money your customer is spending, sometimes they need to “burn it”

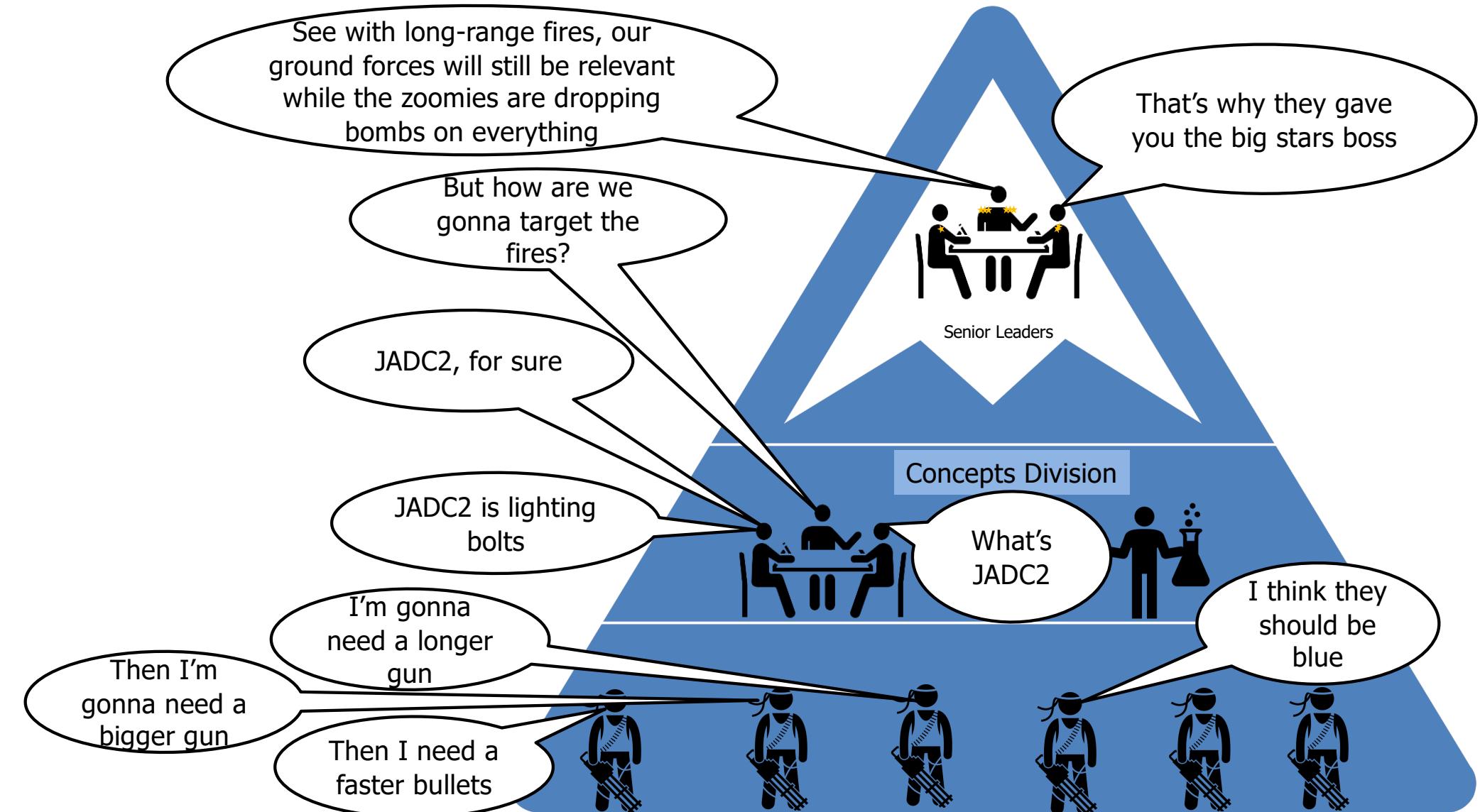


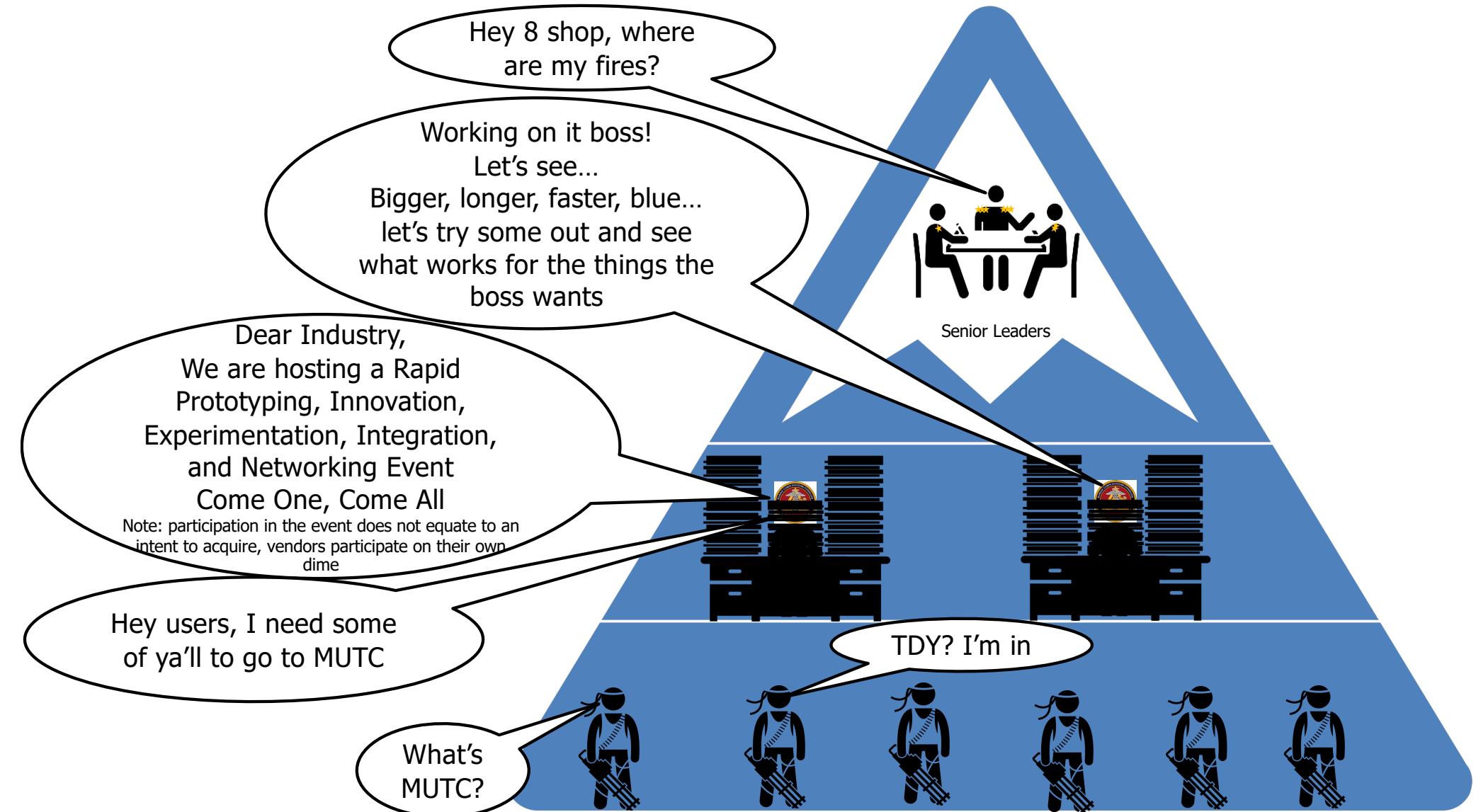


The Valley of Death









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

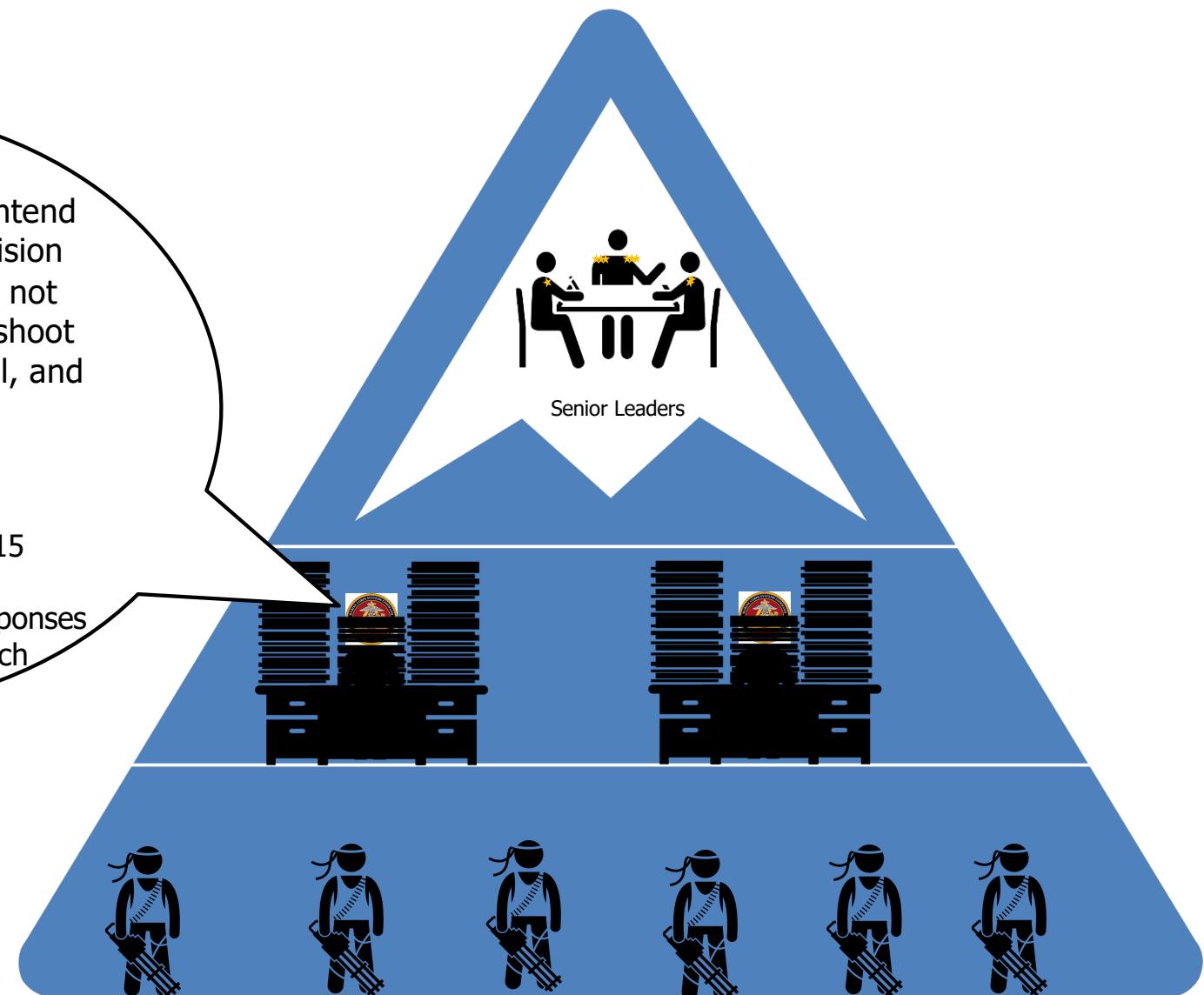
I still like
blue

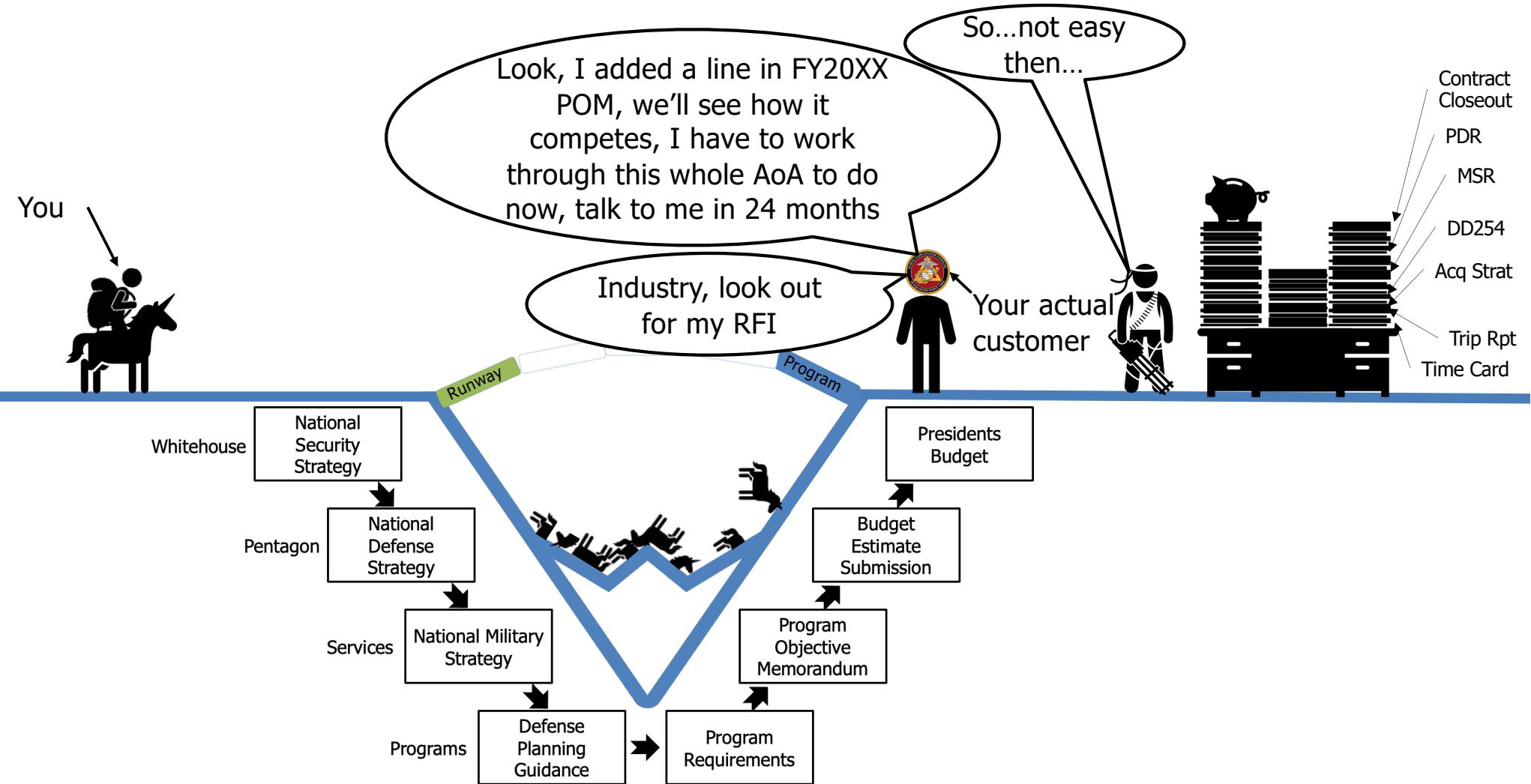
Dear Industry,
In the next 60-360 days we intend
to solicit for long-range precision
fires guns that are long, but not
unwieldy, big but not heavy, shoot
fast bullets that also work well, and
are blue

What do you think?

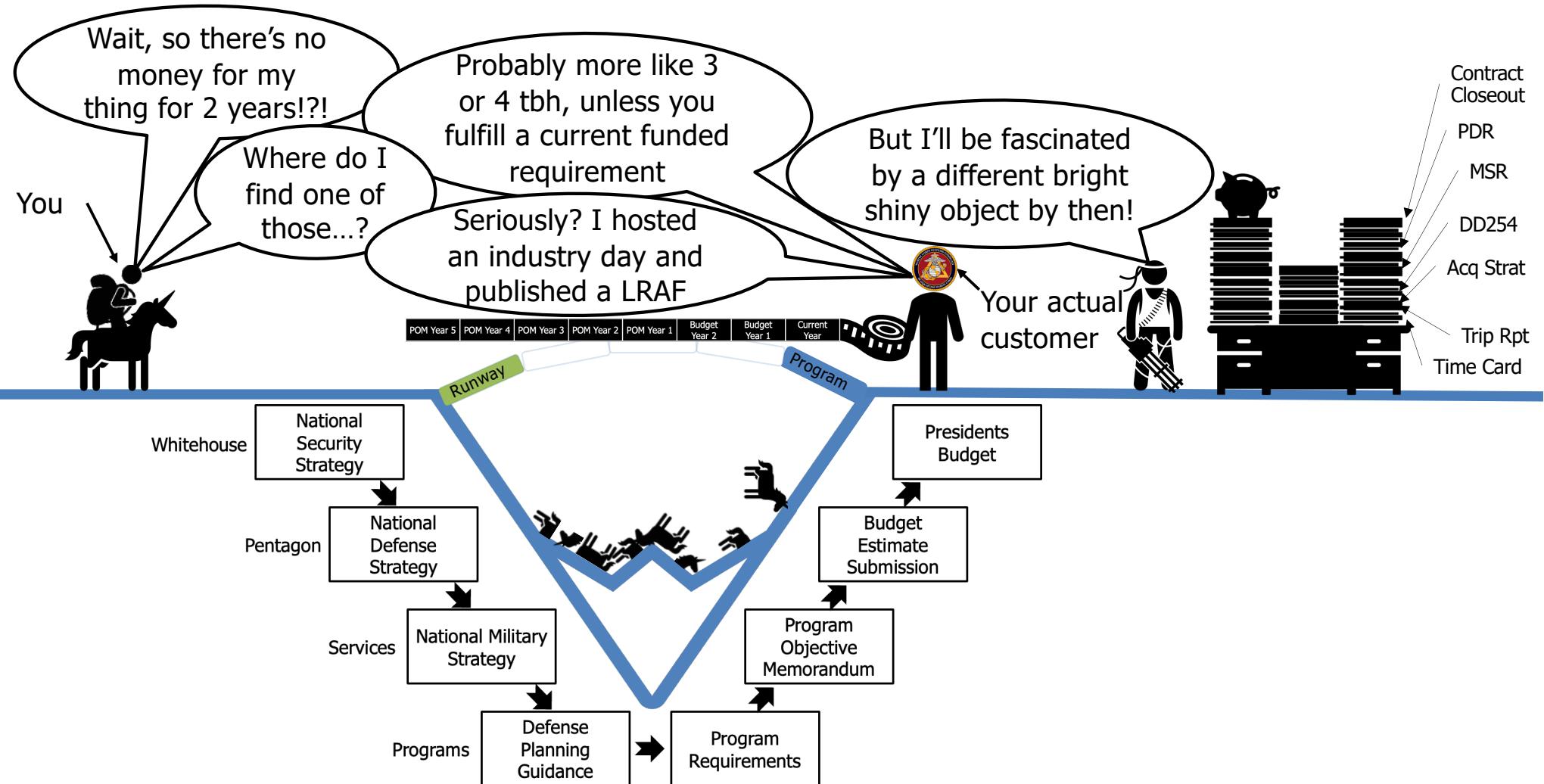
Please answer the following 15
questions, 30-page limit
we may or may not read your responses
This is only for market research

Senior Leaders





The Valley of Death



The Valley of Death

Step 3 Complete: A Budget Line

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

Budgeted funding: the third plank in your bridge over the valley of death

You



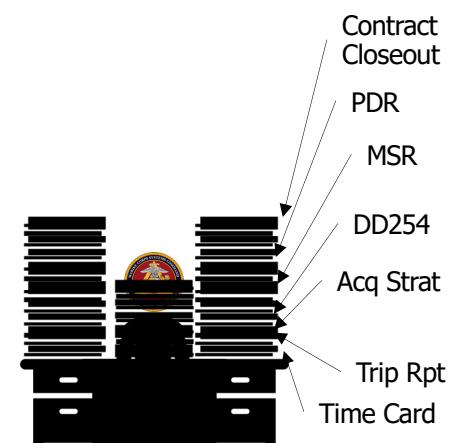
Runway

Budget

Program



The Valley of Death



Contract Closeout

PDR

MSR

DD254

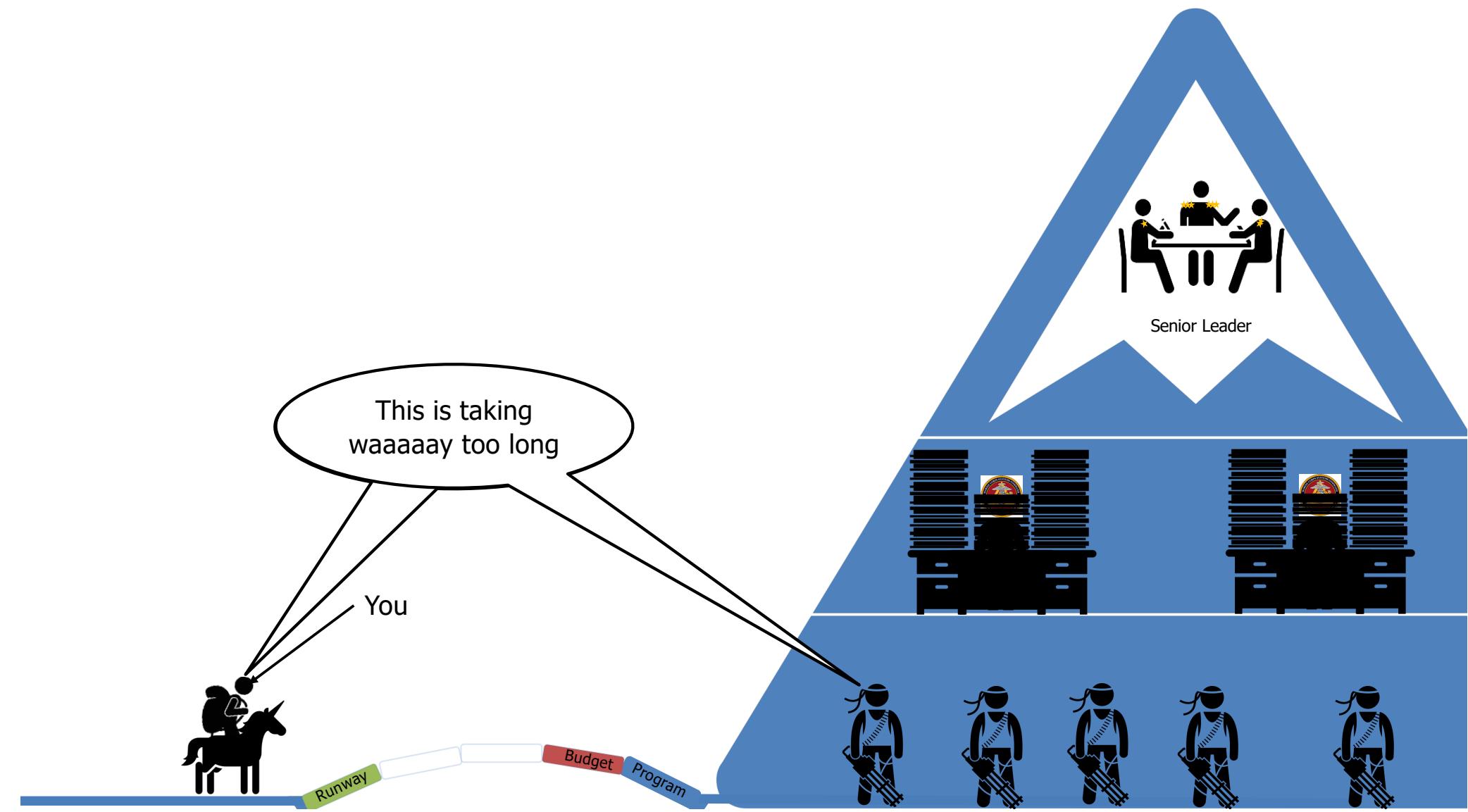
Acq Strat

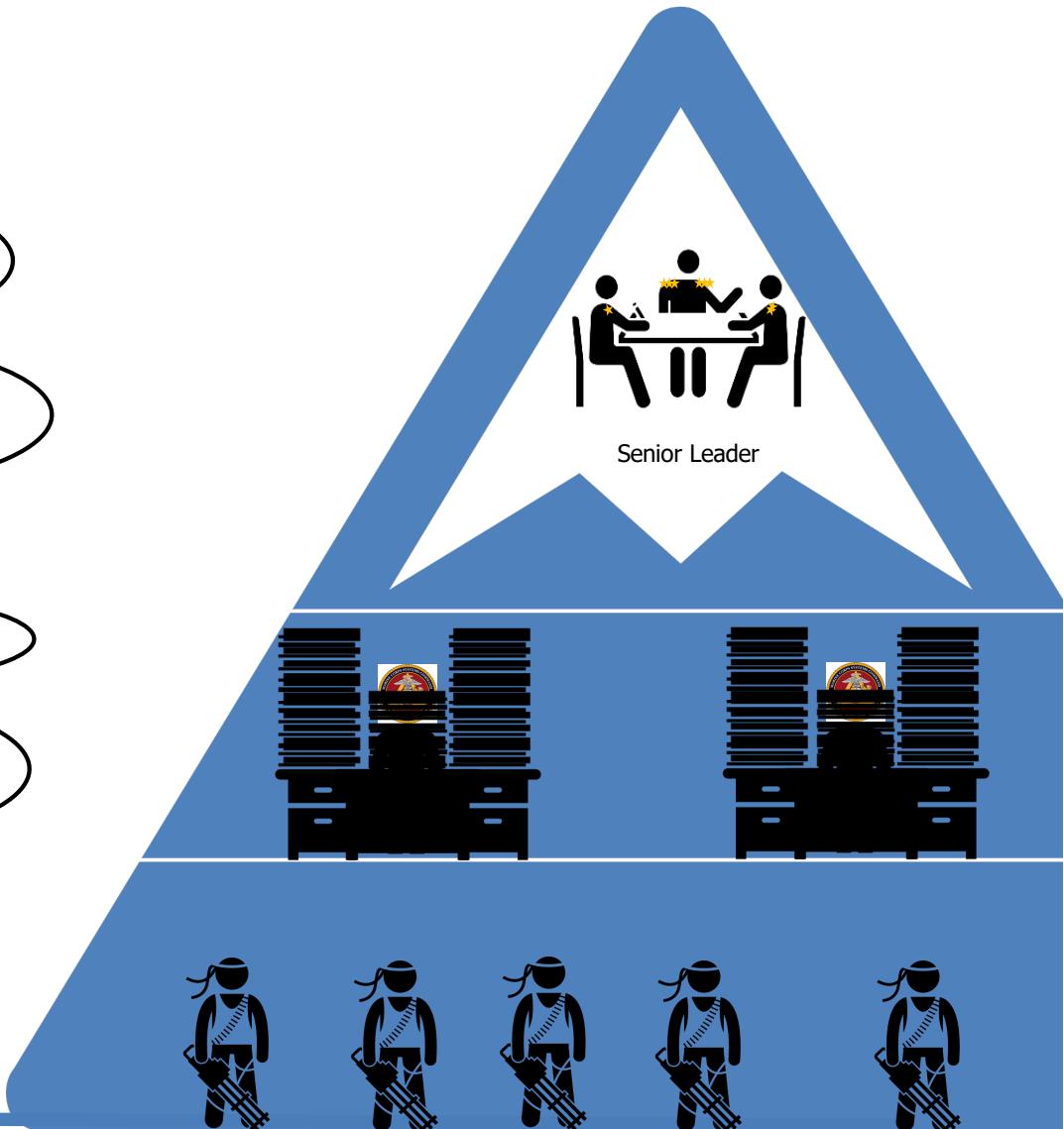
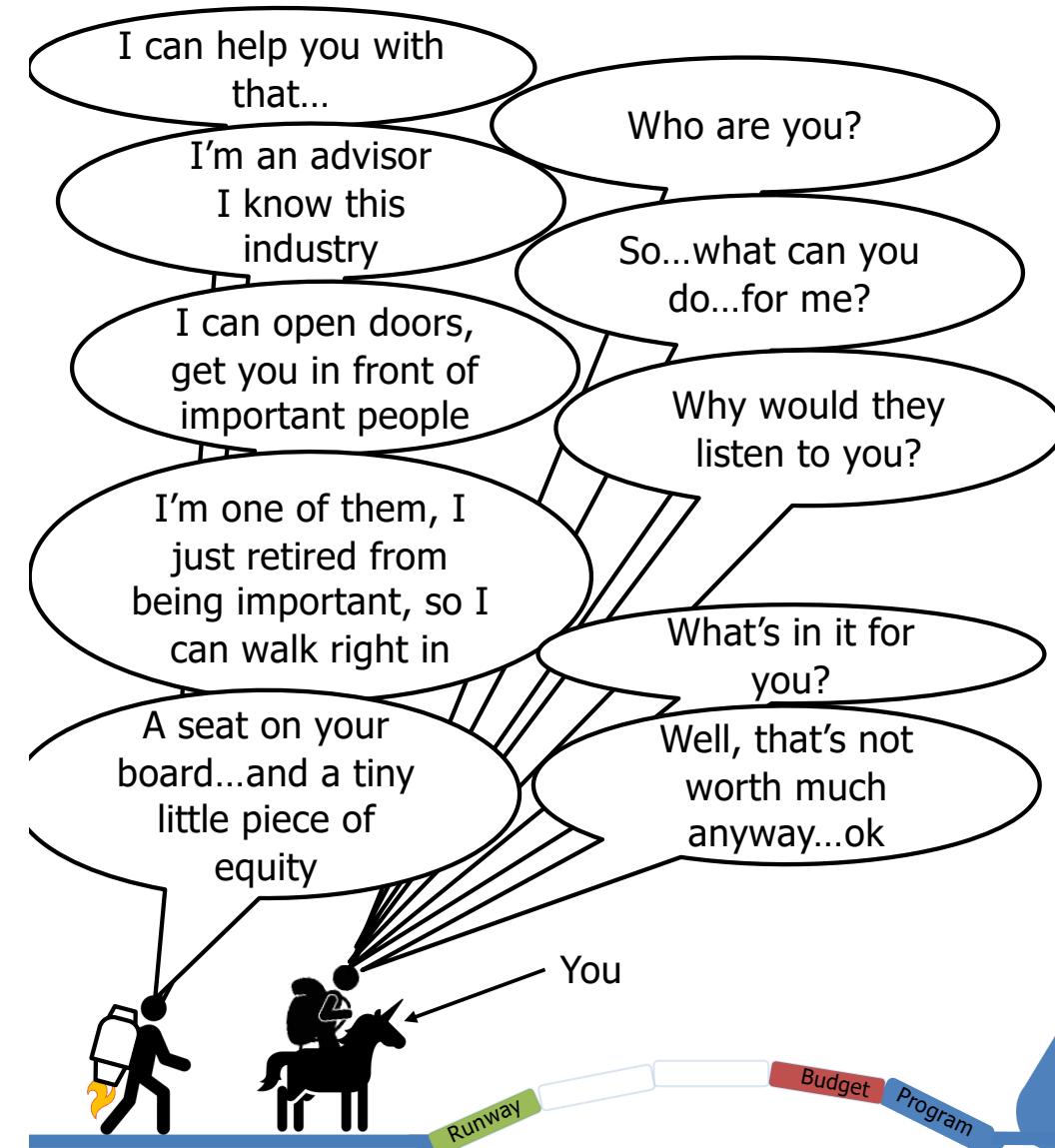
Trip Rpt

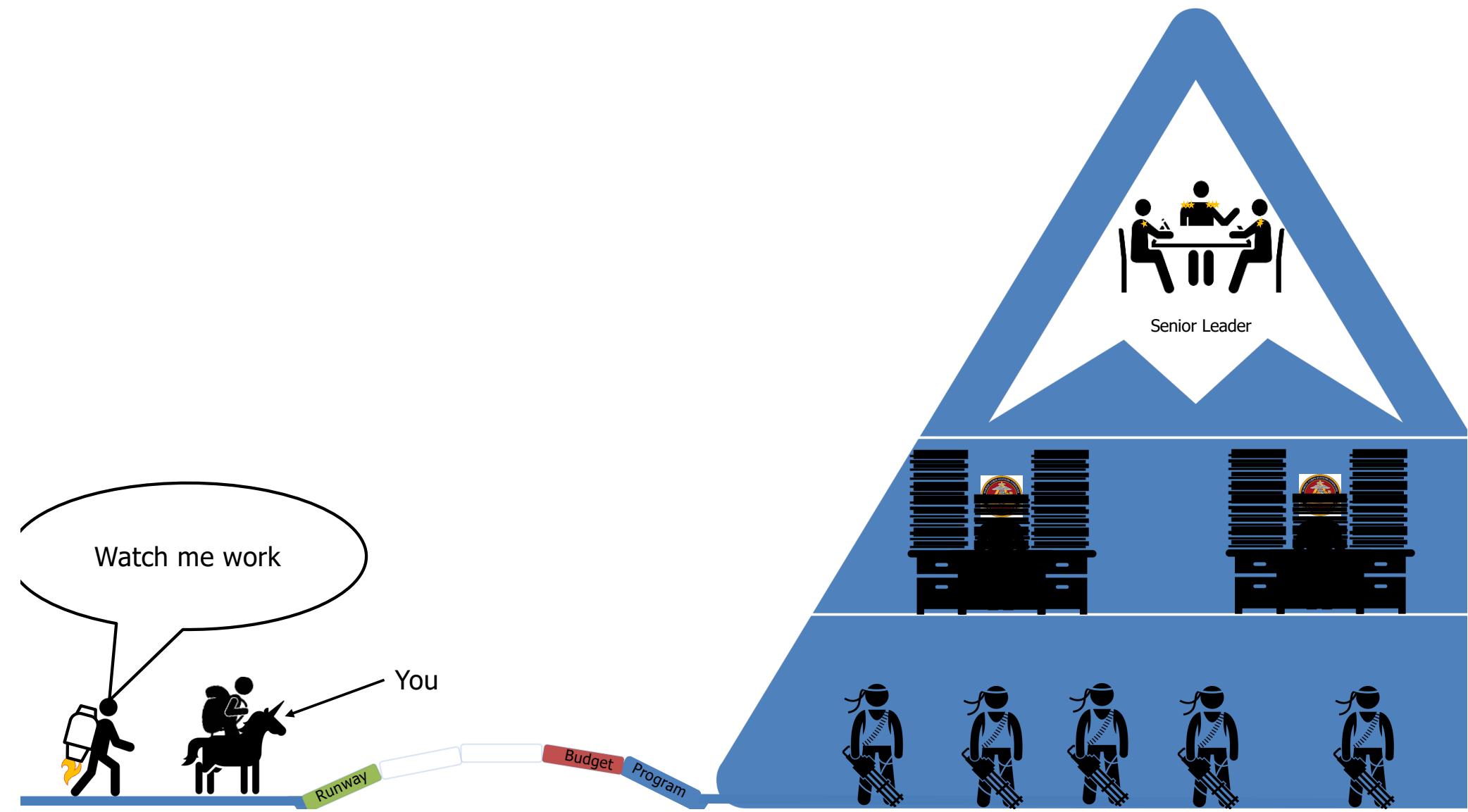
Time Card

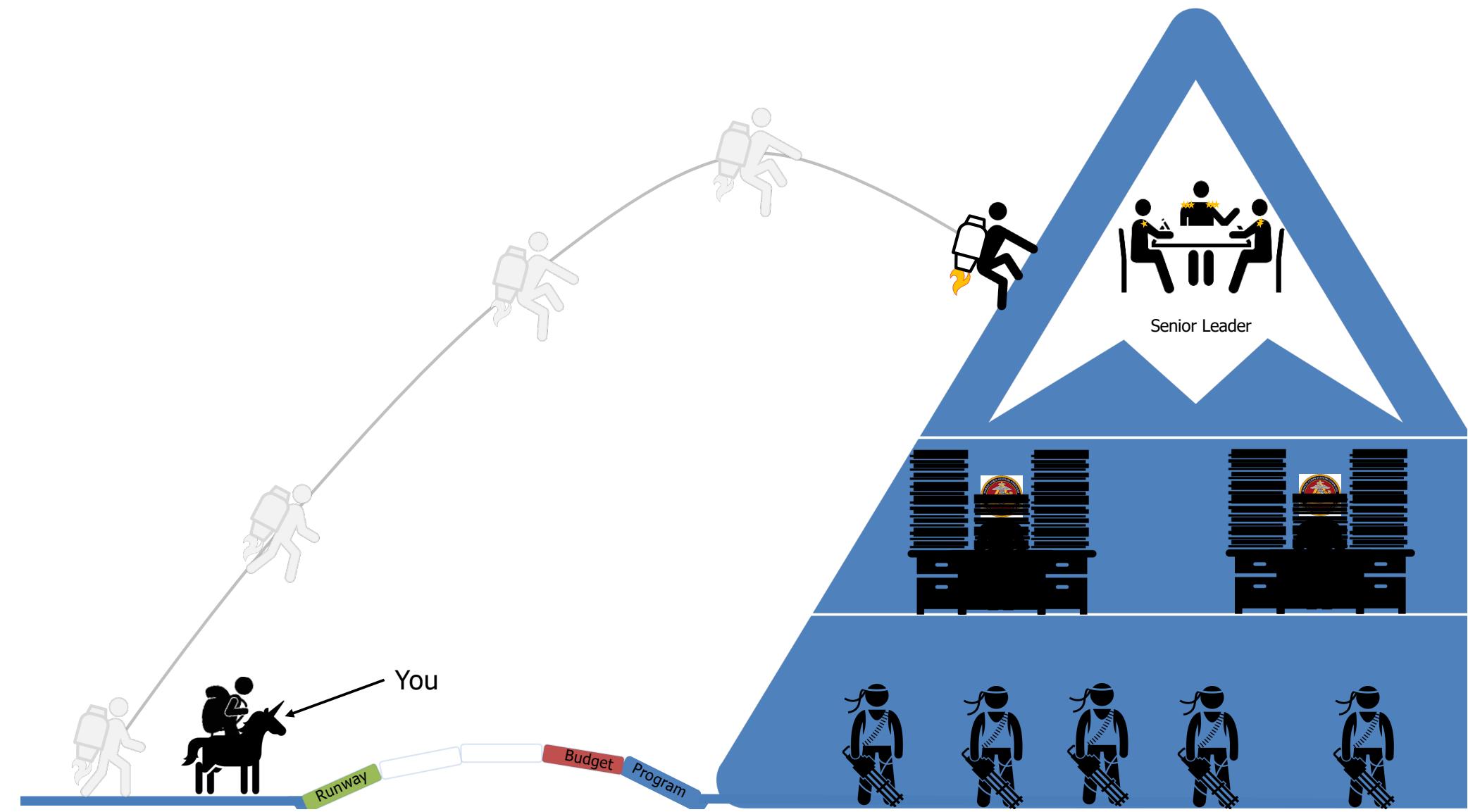
Shortcuts...

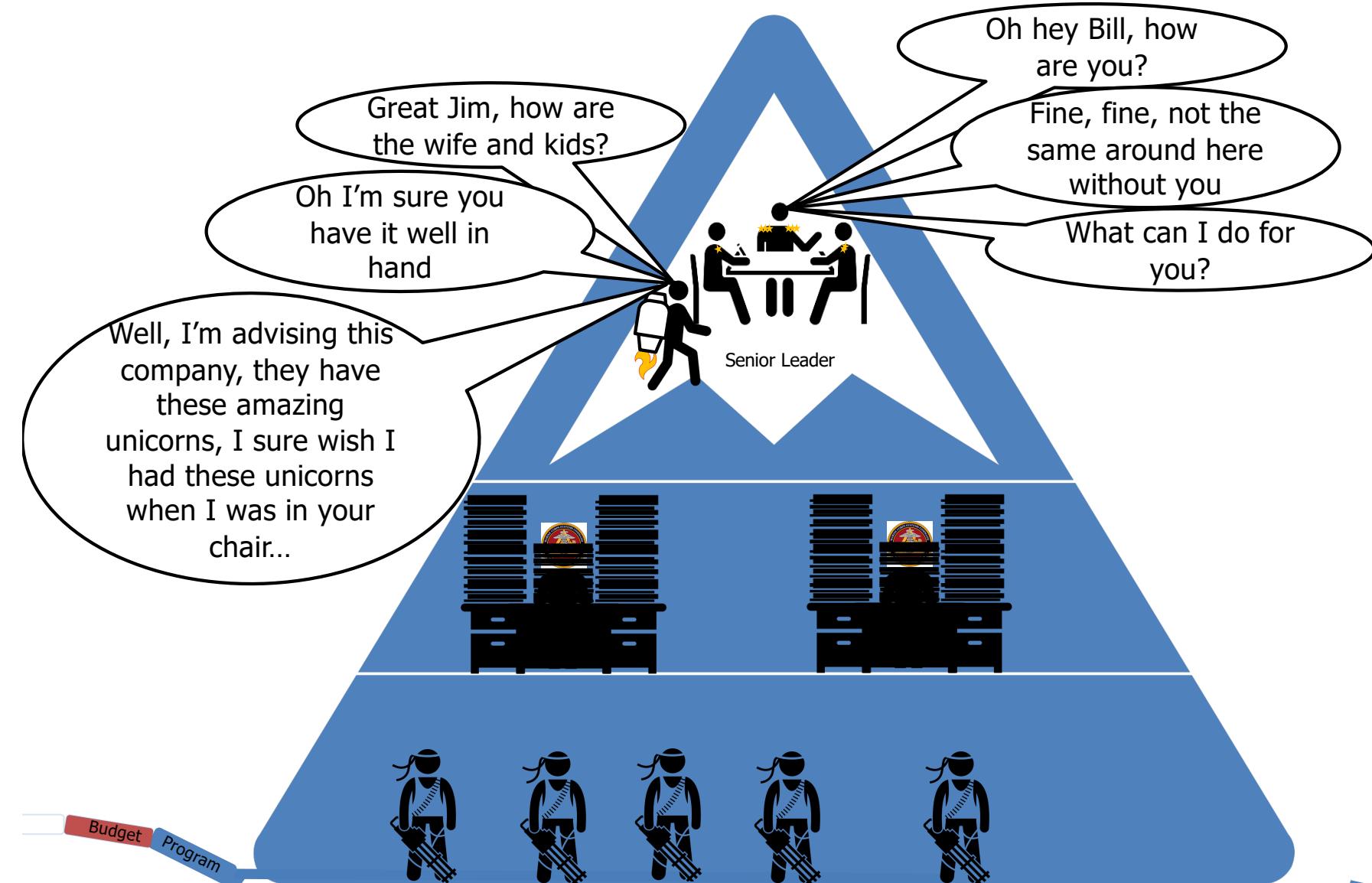
The long way is the shortcut to success
The shortcut is the long way to failure

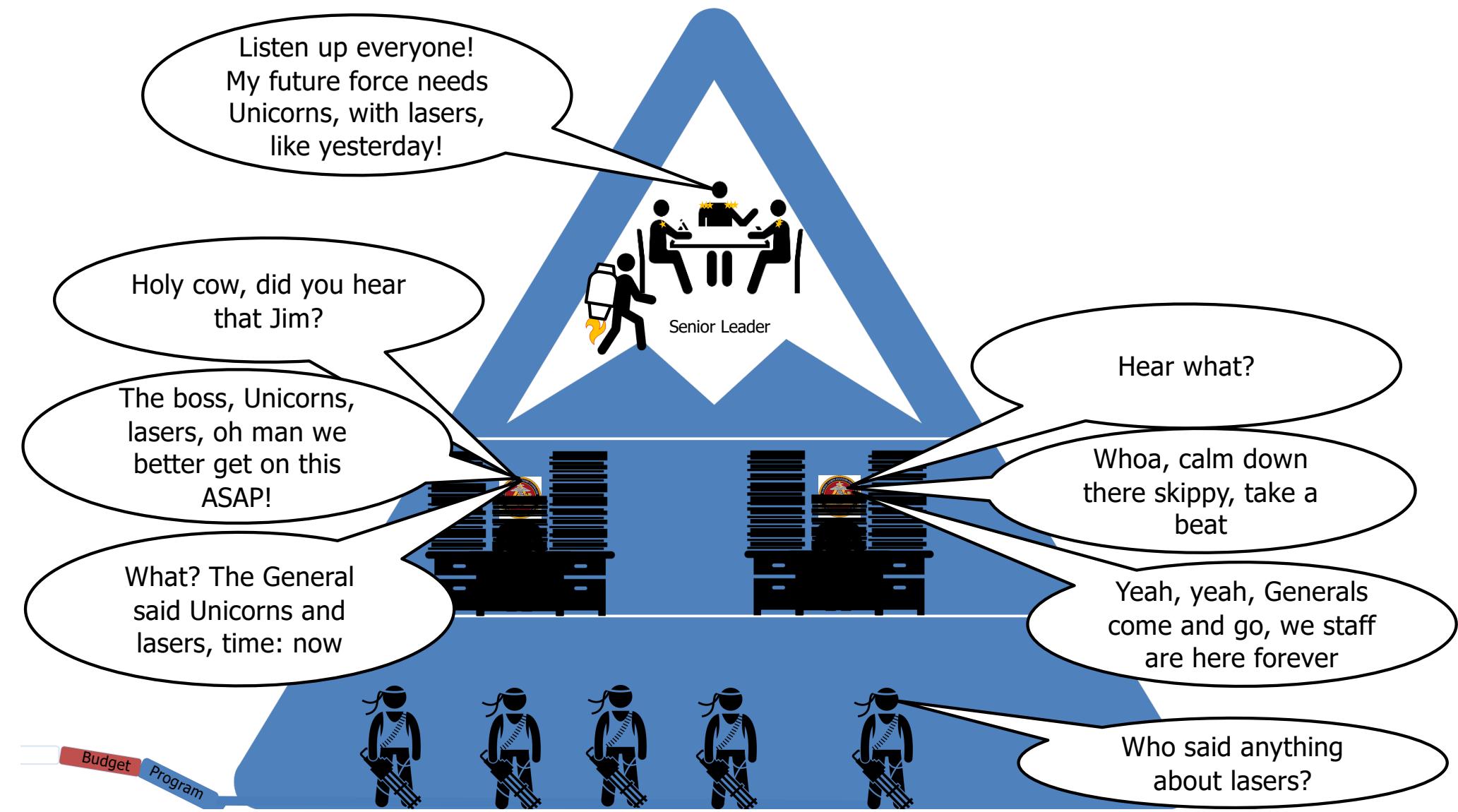


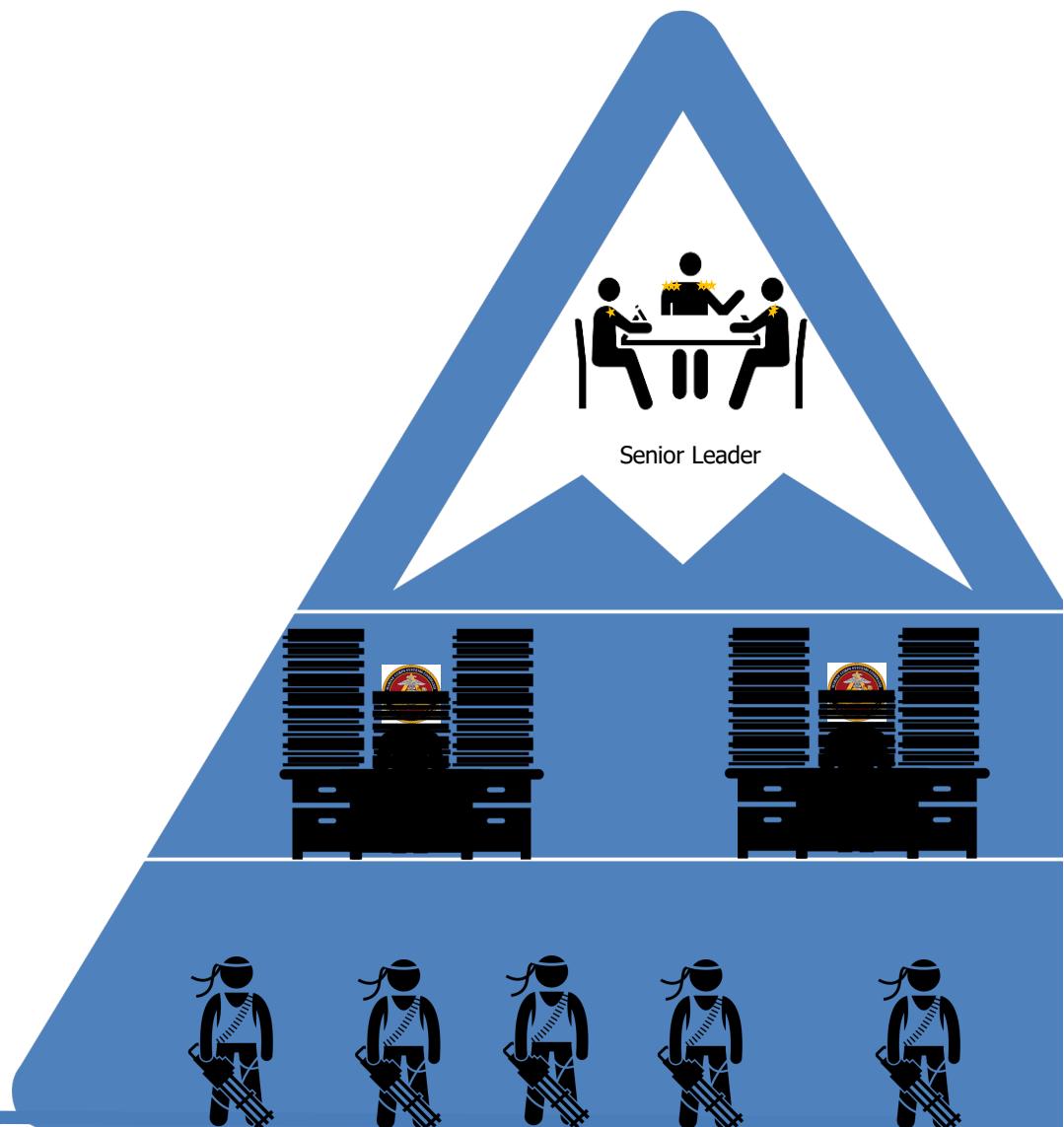
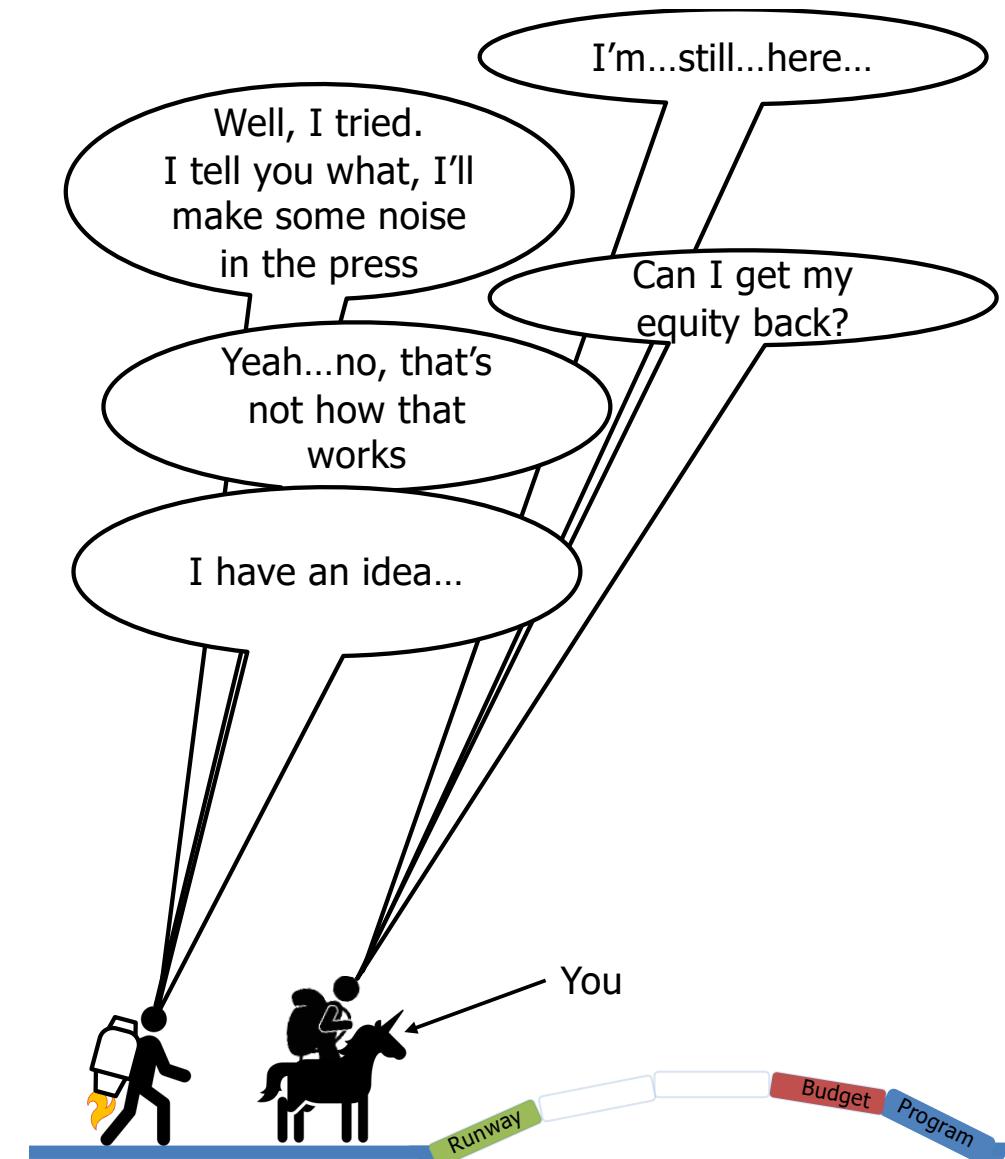


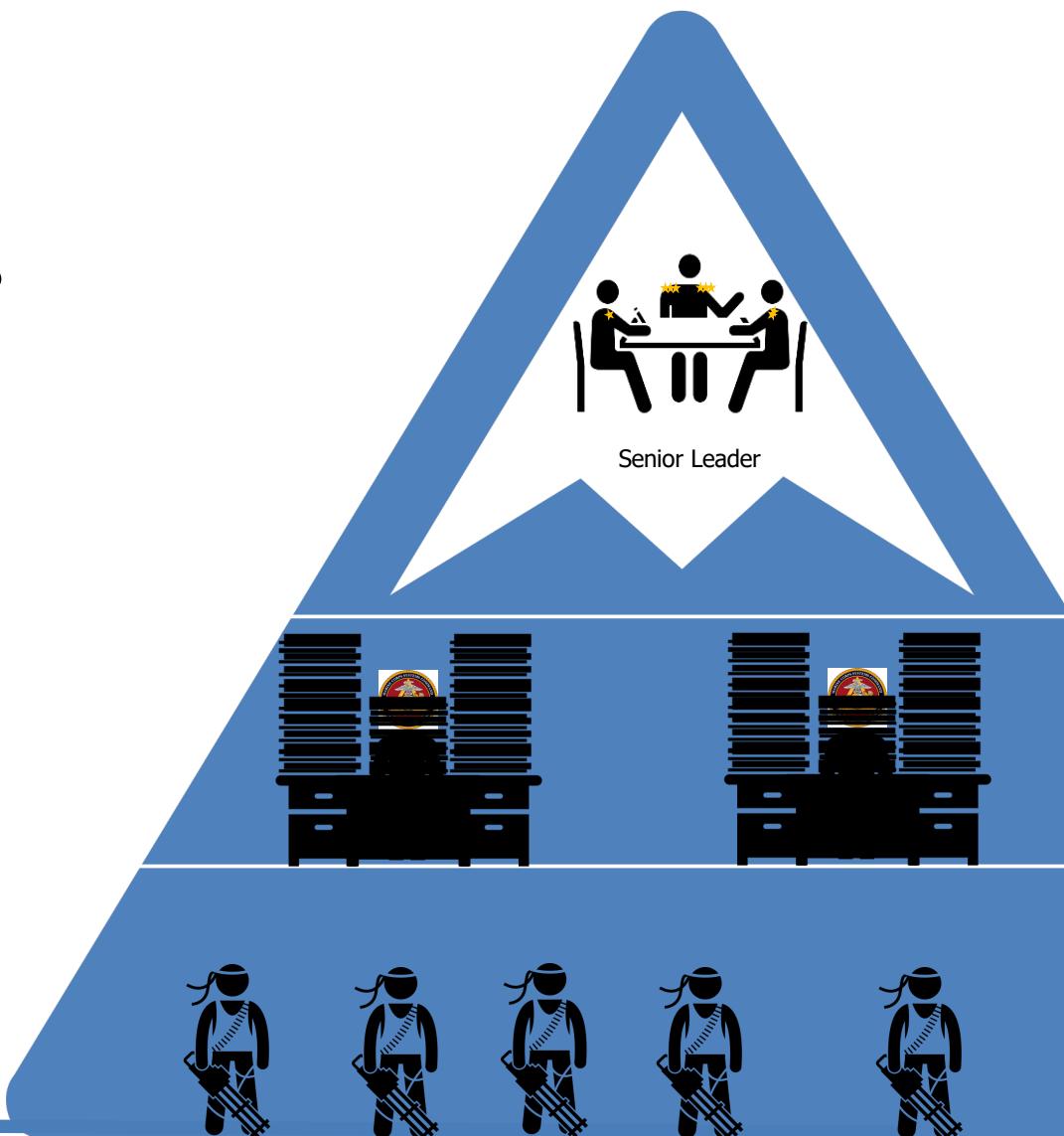












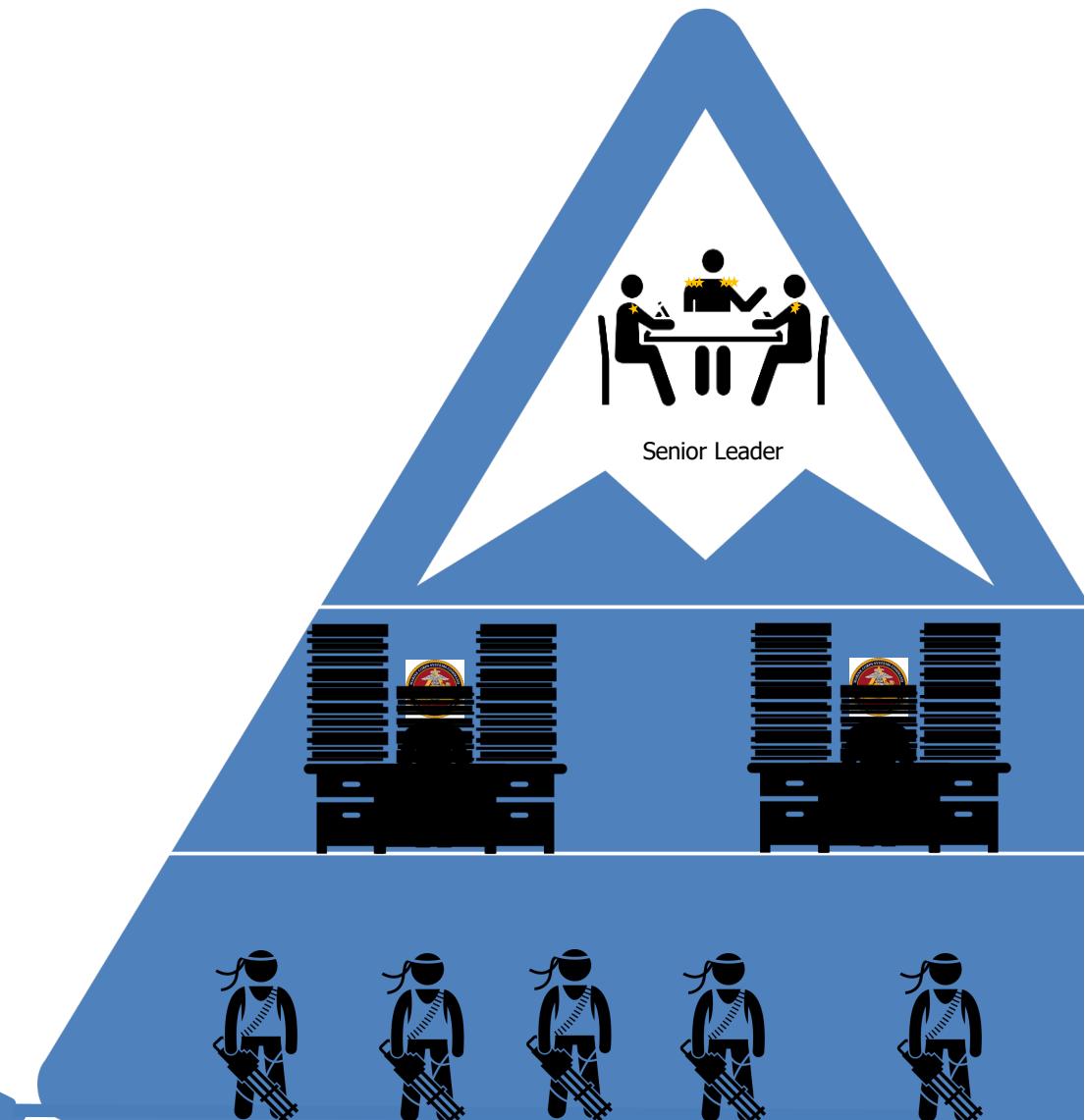
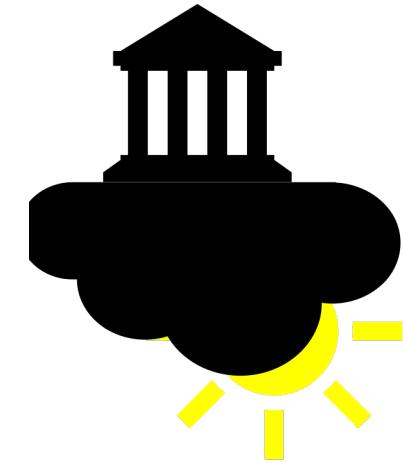
The operational forces have
a dire need for aerial-
delivered obfuscation
abatement capabilities, and
your district has this
awesome flying lawnmower
factory

Senior Leader

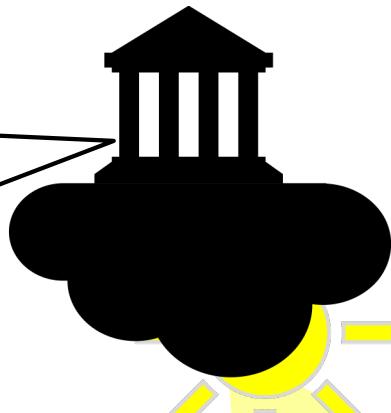
You

Runway

Budget Program



MAJCOM!
Thou shalt buy \$30M of
flying lawnmowers
Ref. Sec. 1102 NDA 2026



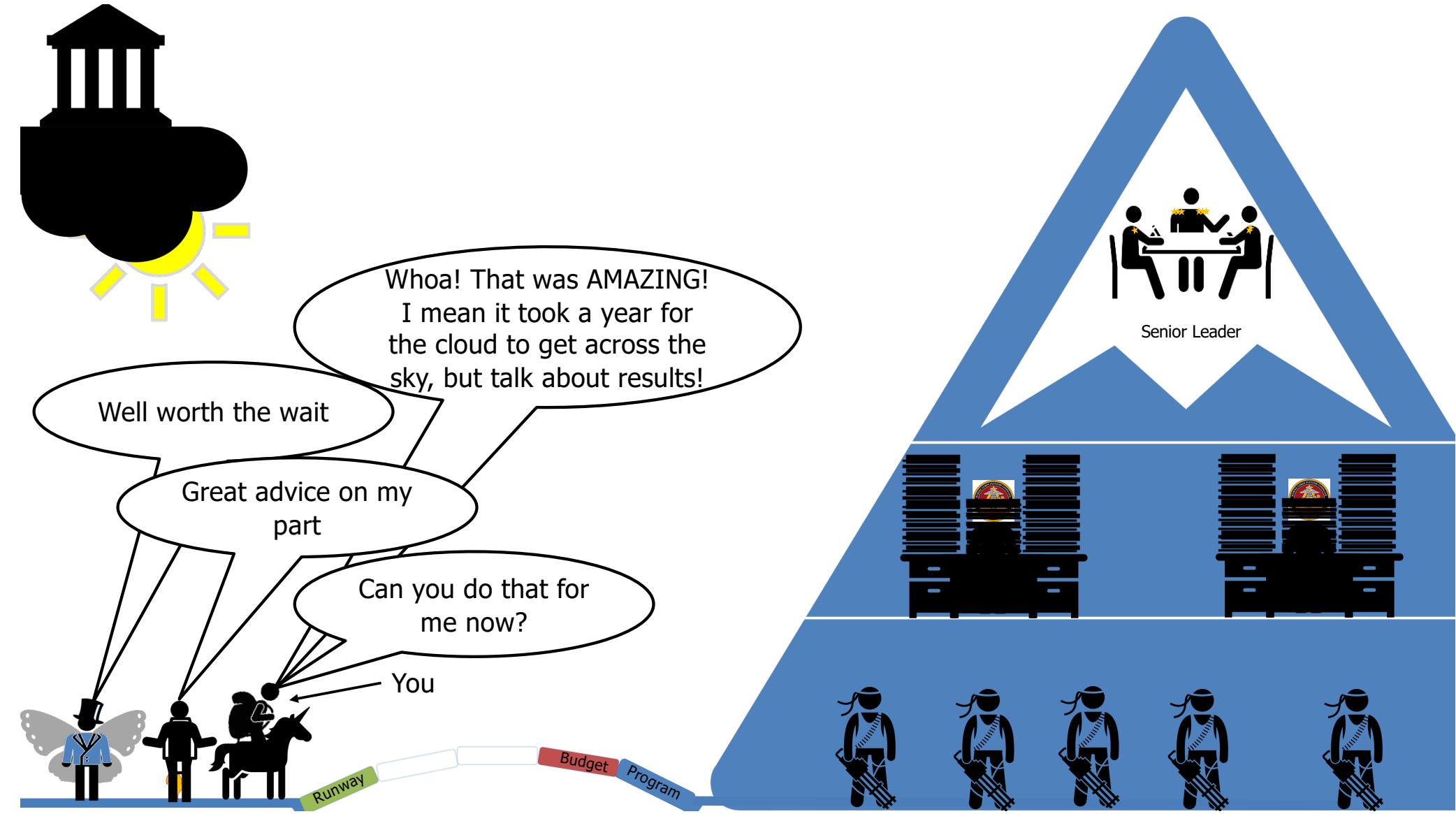
Senior Leader

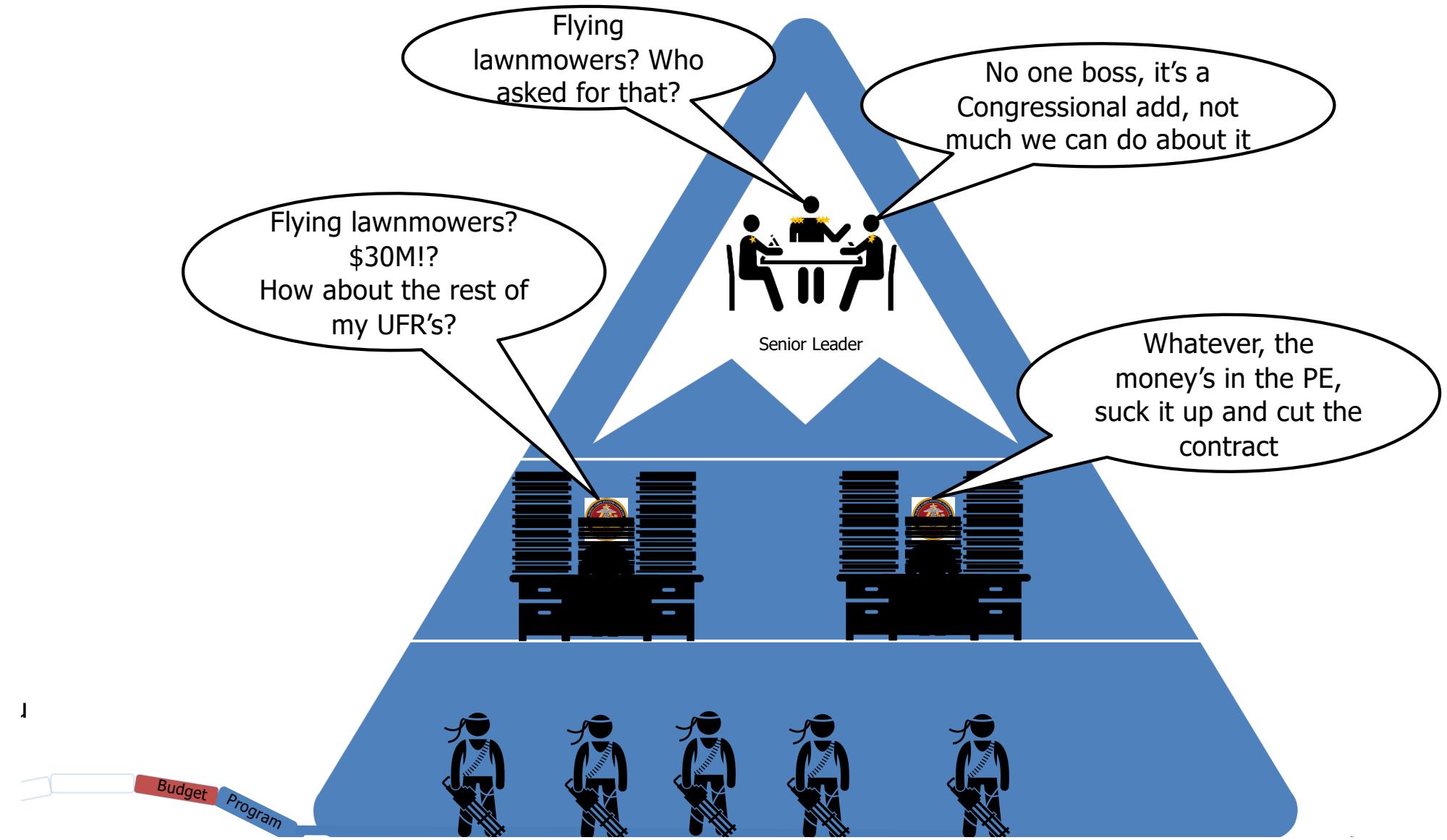


You

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

Oh, hey Sergeant, it's a new piece of kit that just came

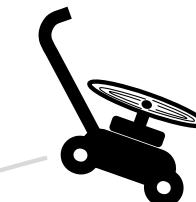
Uh...so it looks like you're supposed to fly it into buildings to make sure there's no bad guys in there

I mean...for \$250 grand, I feel like we could do better...

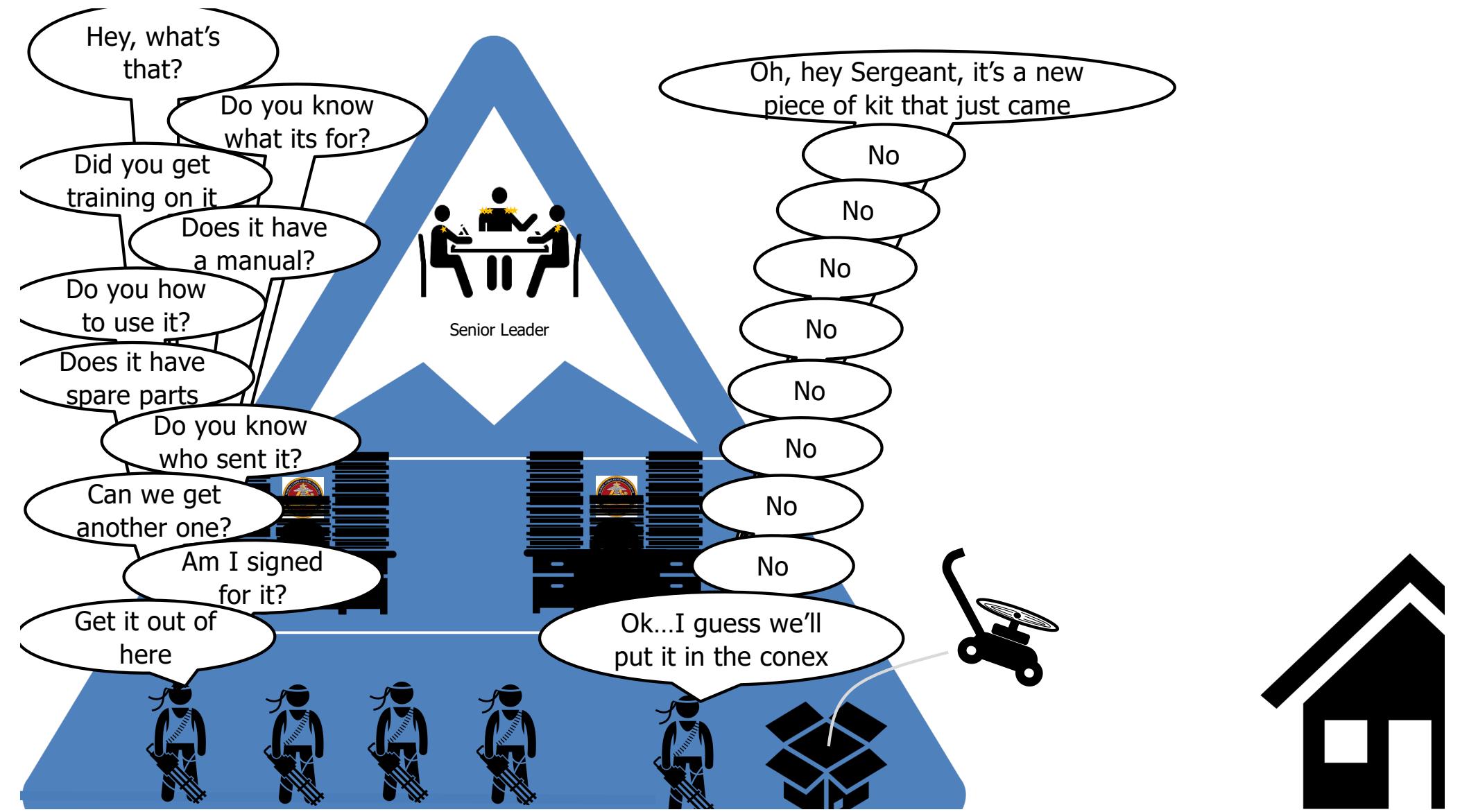
Ok...I guess we'll put it in the conex



Senior Leader



Or...



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



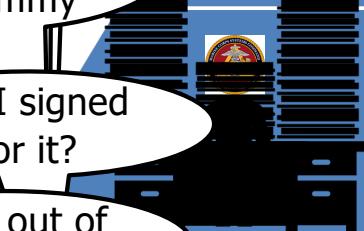
Oh, hey Sergeant, it's a new piece of kit that just came

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



ribbit



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



Oh, hey Sergeant, it's a new piece of kit that just came

Just the one

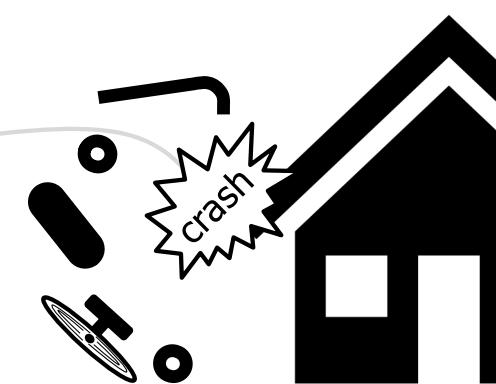
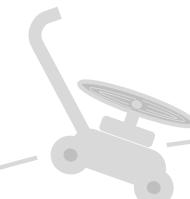
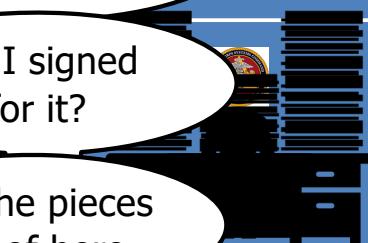
Trying to use it

Yeah, a 40-hour course...

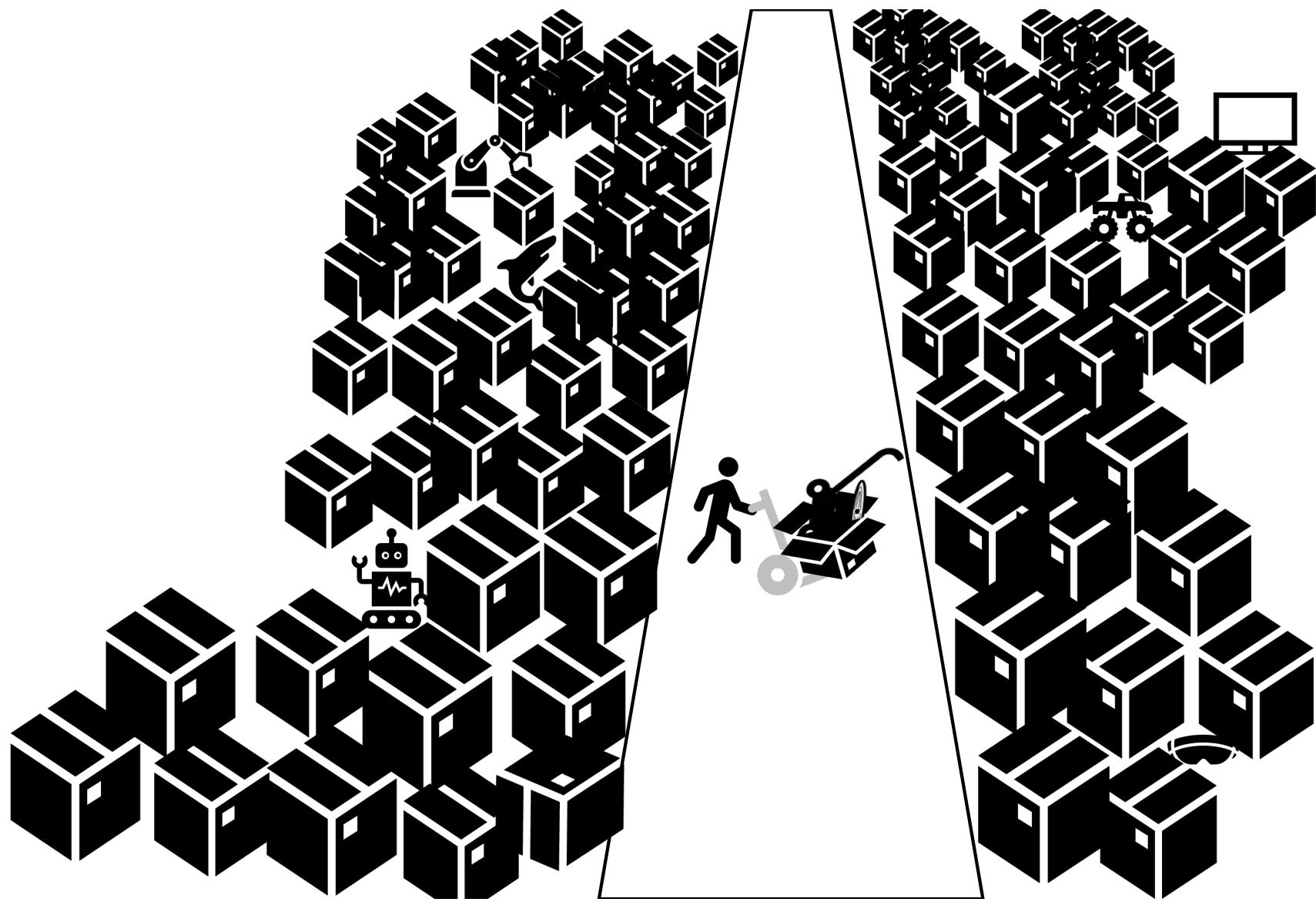
...4 years ago

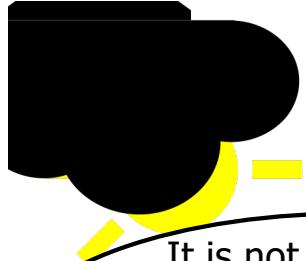
No

Ok...I guess we'll put it in the conex



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

Even better, makes the demand signal easier, can you get it in writing

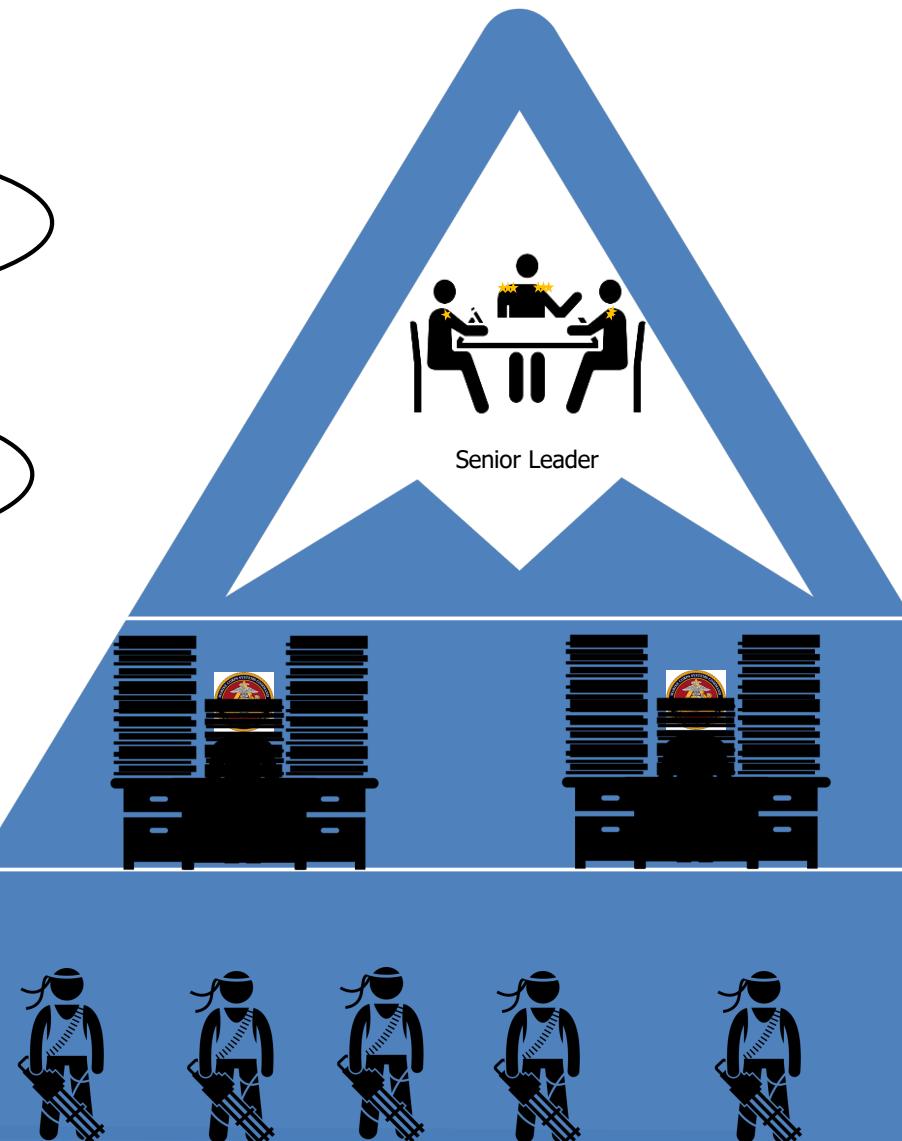
Well they actually WANT my unicorns

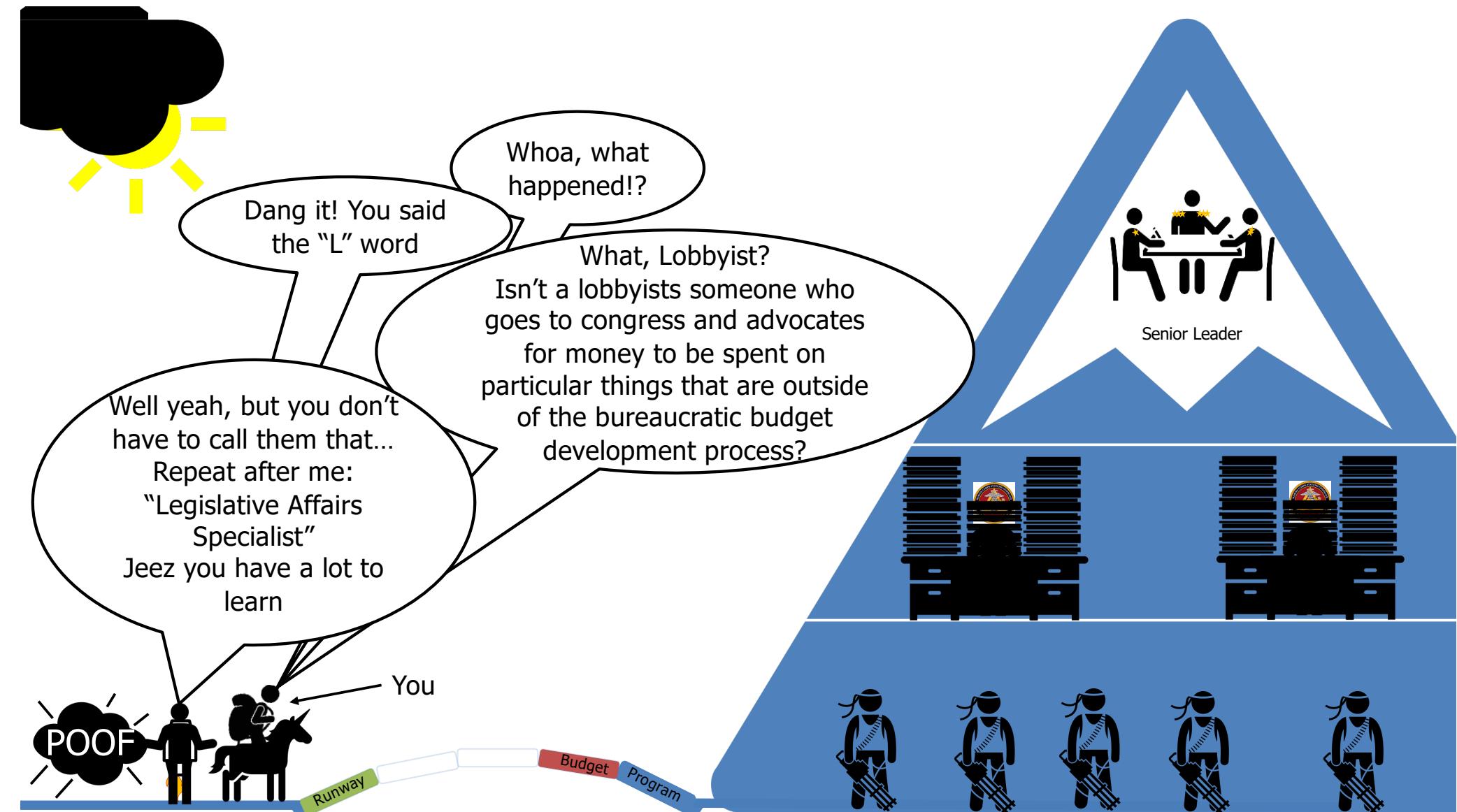
Probably, let me talk to my end-user, I don't know who they'll feel about writing a letter for a lobbyist...

You



Budget Program





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

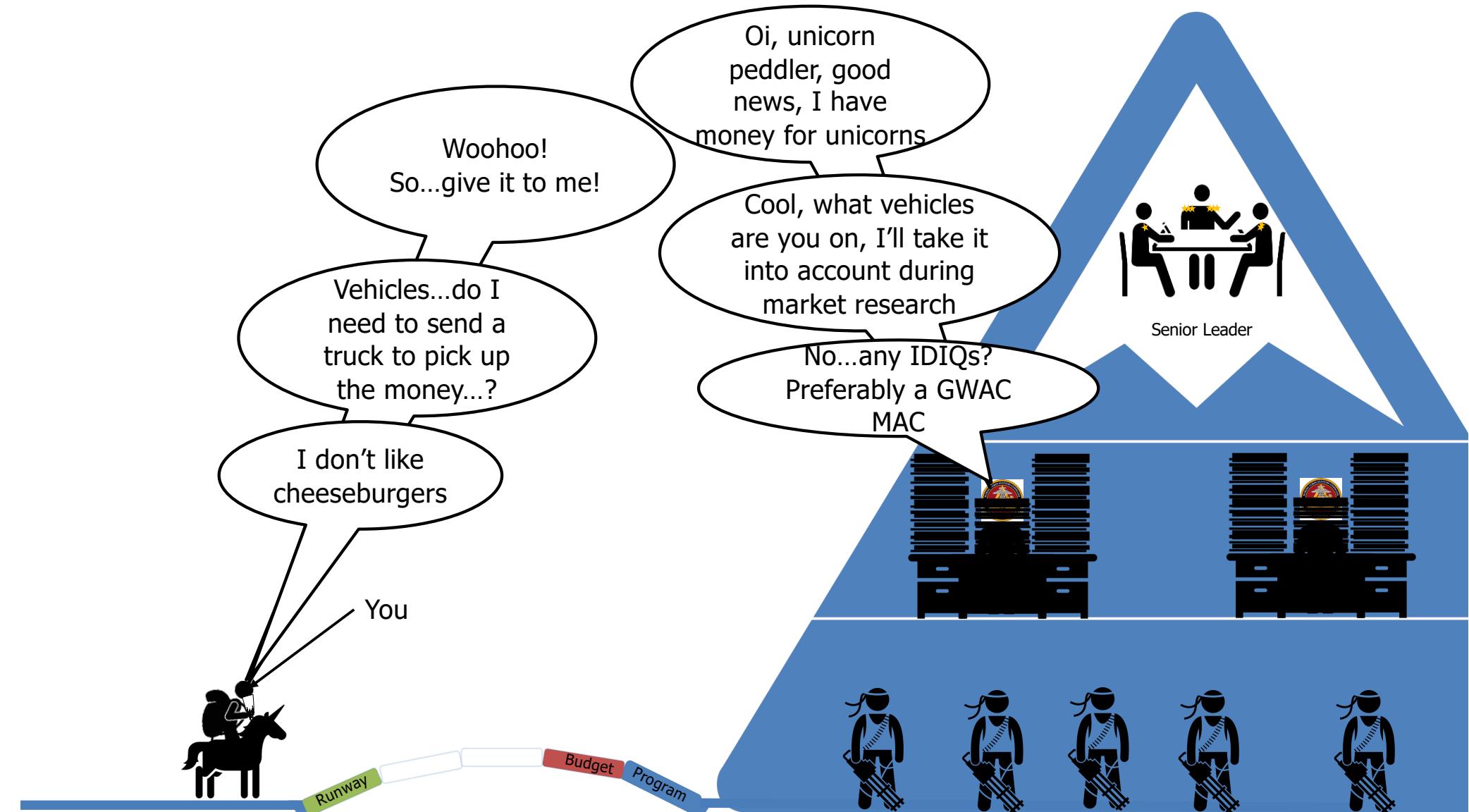
Leadership: do we need to make new Generals for the thing? Sergeants? How does that career progression work?

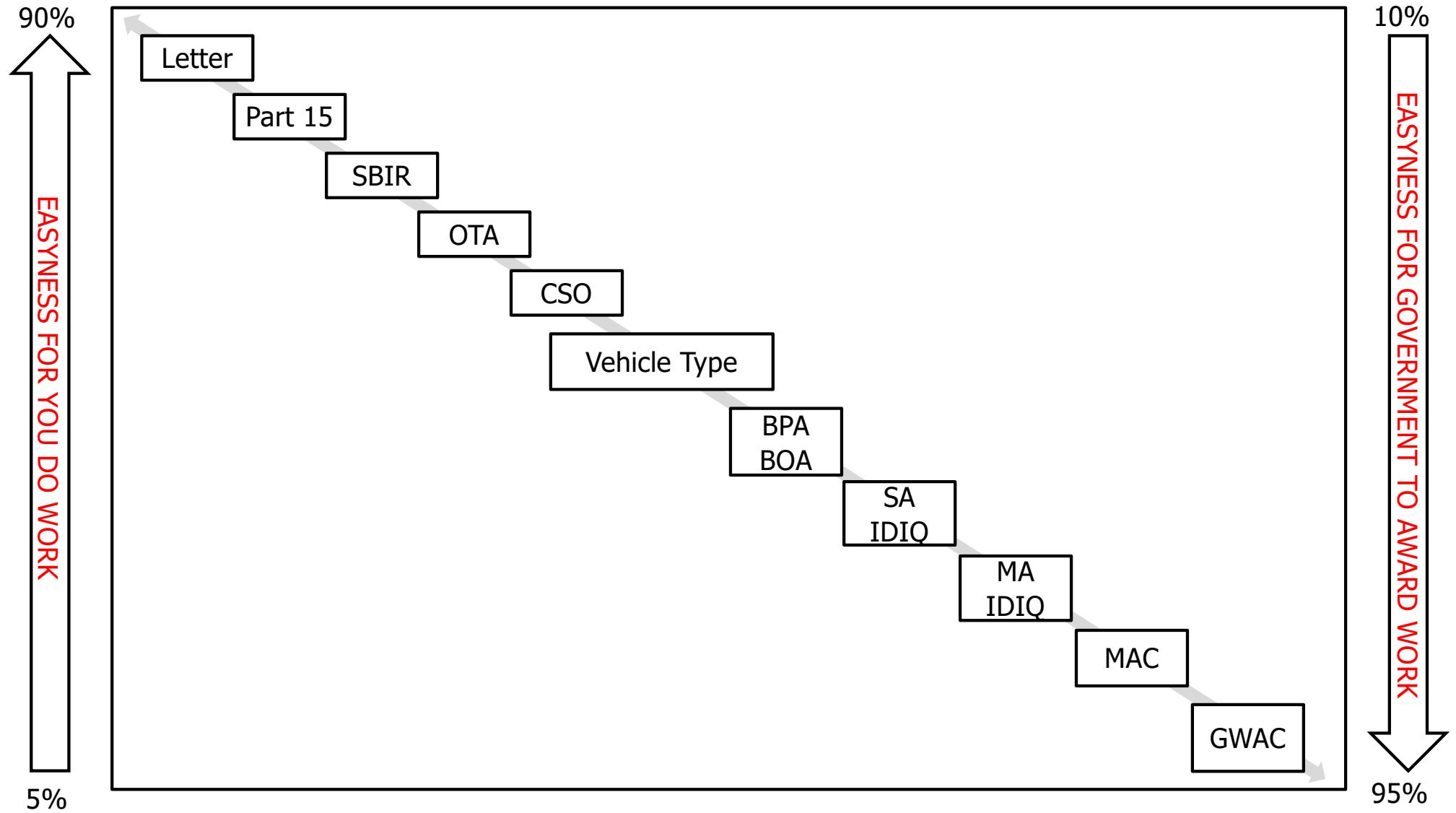
Personnel: do they have enough people for it? Seriously, think about how many bodies a new group 4 UAS takes...

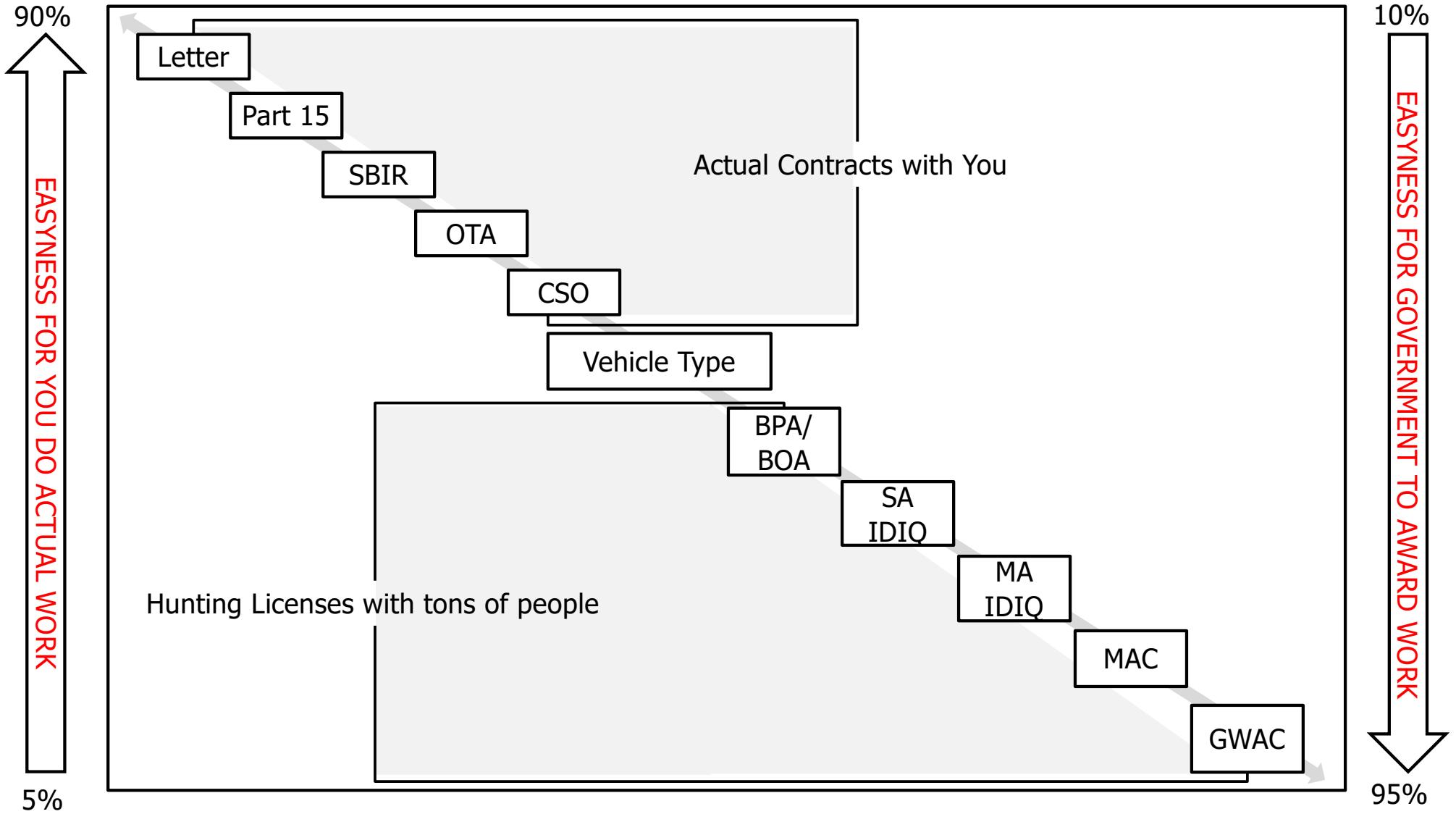
Facilities: do they have a place to park it? Particularly if it's digital, transmits, does anything hazardous, shoots things,

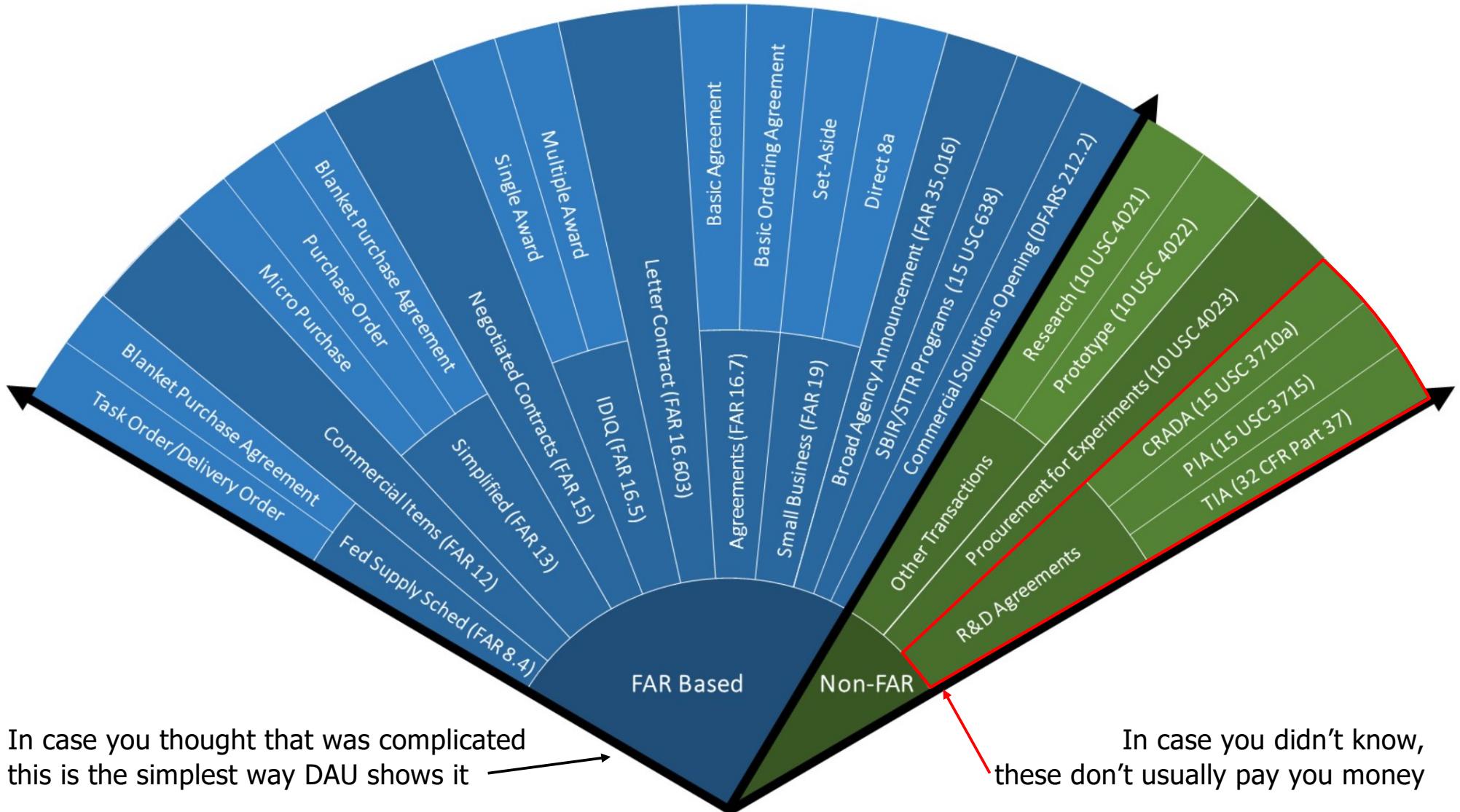
Policy: are they even going to be able to use? radio frequencies, ATO, lethal autonomy

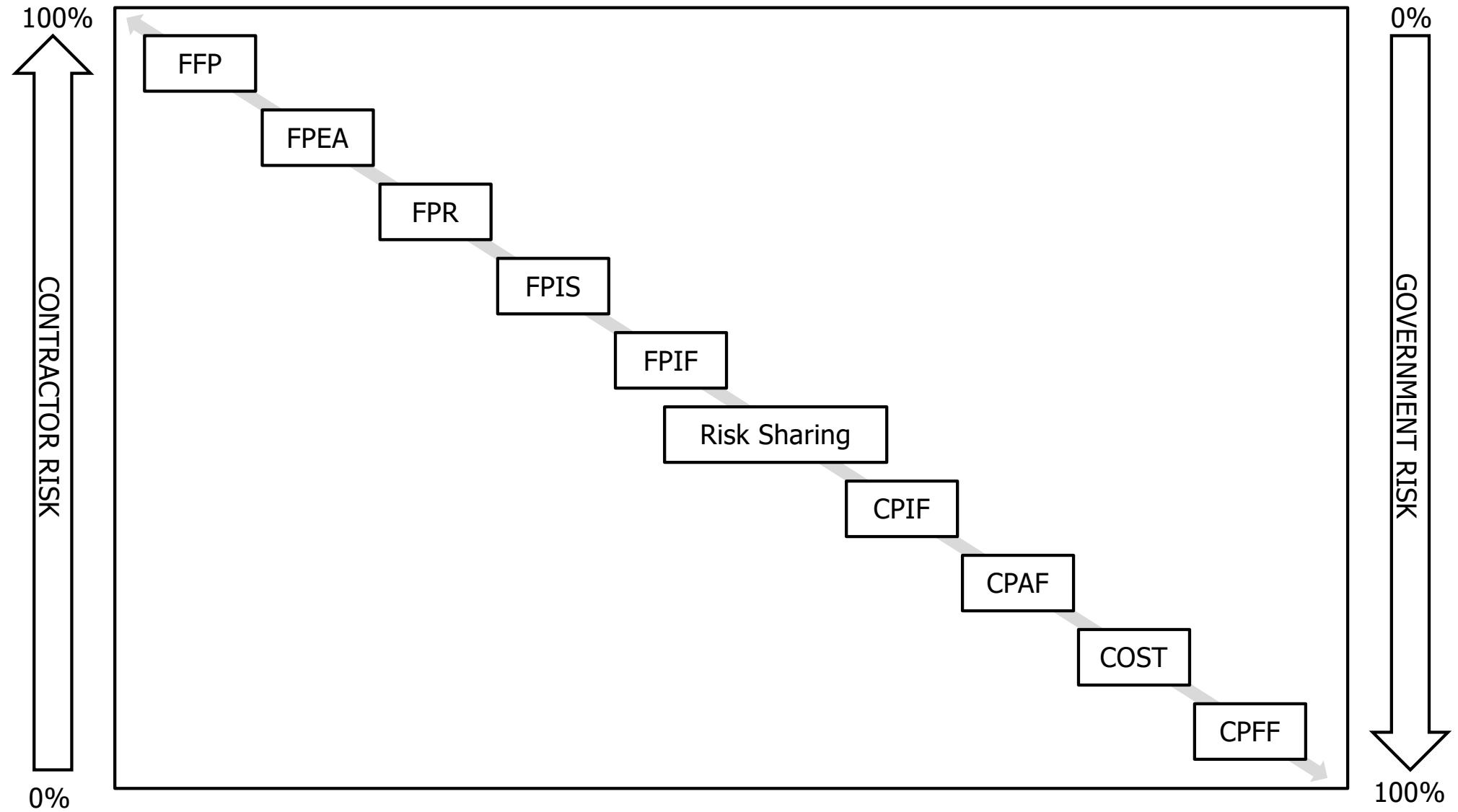
The Bridge's Keystone, is a Contract

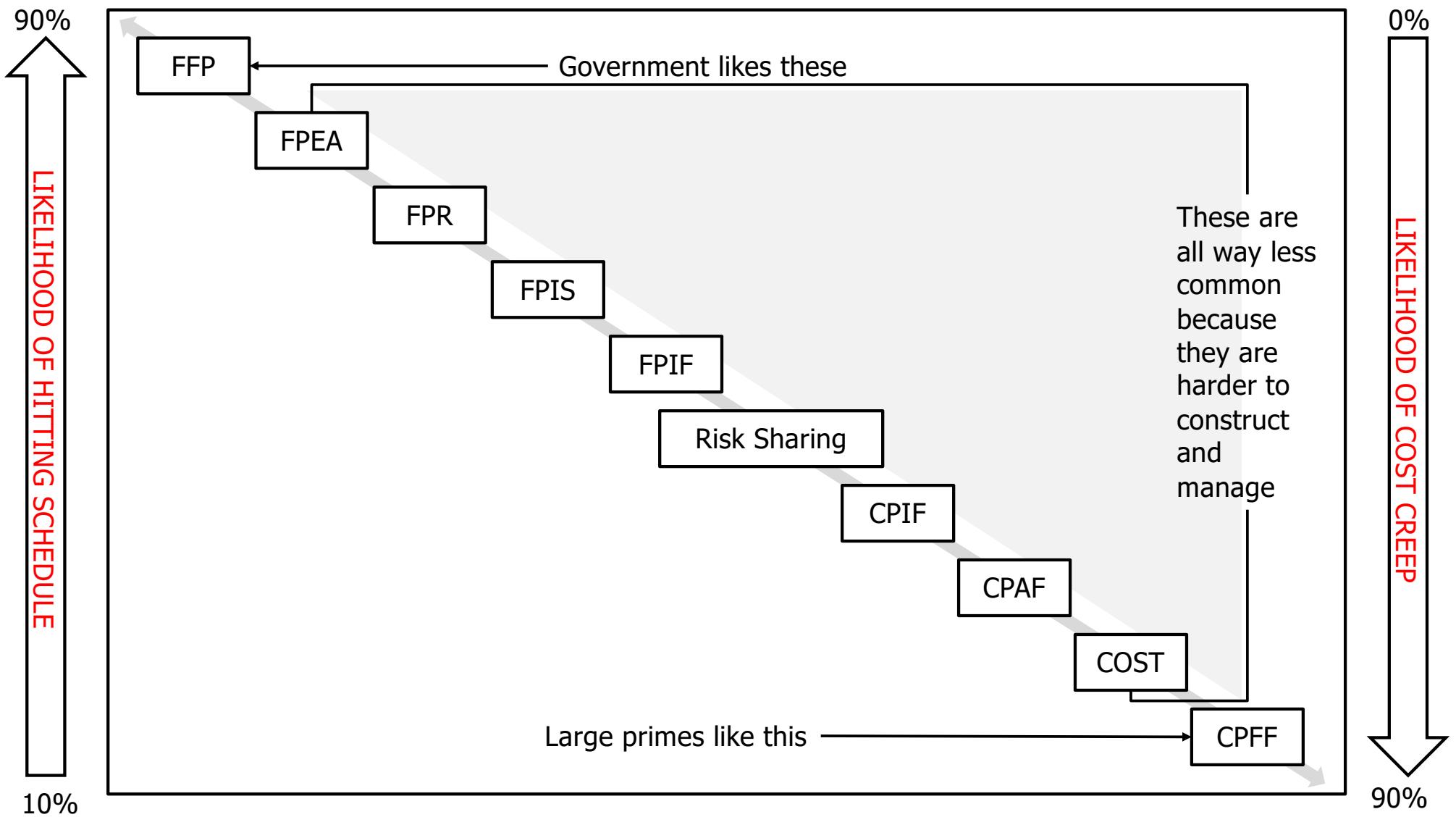










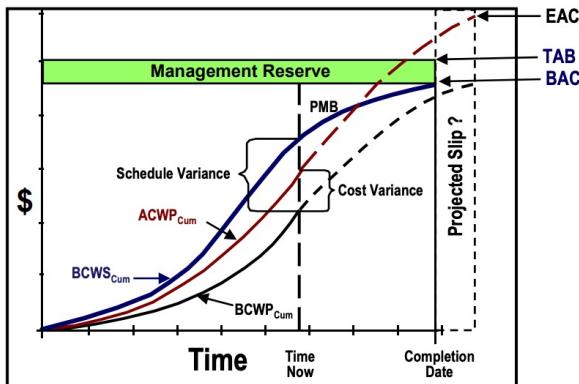


CONTRACT BINGO

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						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											
CPFF	Harder to award and high government risk										

DAU EARNED VALUE MANAGEMENT 'GOLD CARD'



VARIANCES Positive is Favorable, Negative is Unfavorable

$$\begin{aligned} \text{Cost Variance} & CV = BCWP - ACWP \\ & CV \% = (CV / BCWP) * 100 \\ \text{Schedule Variance} & SV = BCWP - BCWS \\ & SV \% = (SV / BCWS) * 100 \\ \text{Variance at Completion} & VAC = BAC - EAC \\ & VAC \% = (VAC / BAC) * 100 \end{aligned}$$

EFFICIENCIES

$$\begin{aligned} \text{Cost Efficiency} & CPI = BCWP / ACWP \quad \text{Favorable is } > 1.0, \text{ Unfavorable is } < 1.0 \\ \text{Schedule Efficiency} & SPI = BCWP / BCWS \quad \text{Favorable is } > 1.0, \text{ Unfavorable is } < 1.0 \end{aligned}$$

SCHEDULE METRICS (Selected)

$$BEI = \frac{\text{Total Tasks Completed}}{\text{Total Tasks with Baseline Finish On or Prior to Current Report Period + Tasks without baseline finish dates}}$$

$$\text{Hit Task \%} = 100 * \frac{\text{Tasks in Denominator that Completed ON or Before Baseline Finish / Tasks Baseline'd to Finish within Current Report Period}}{\text{Tasks Baseline'd to Finish within Current Report Period}}$$

$$\text{ESTIMATE @ COMPLETION} = \text{ACTUALS TO DATE} + [(\text{REMAINING WORK}) / (\text{PERFORMANCE FACTOR})]$$

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

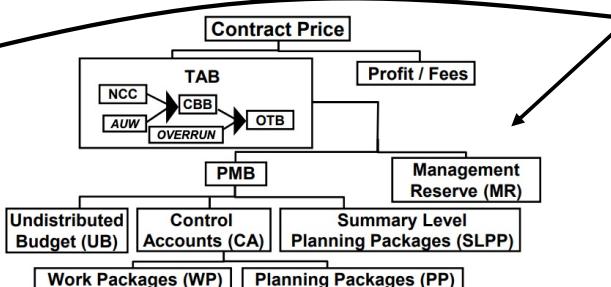
$$EAC_{\text{Composite}} = ACWP_{CUM} + [(BAC - BCWP_{CUM}) / (CPI_{CUM} * SPI_{CUM})]$$

TO COMPLETE PERFORMANCE INDEX (TCPI) \$

$$TCPI_{\text{Target}} = \frac{\text{Work Remaining / Cost Remaining}}{(BAC - BCWP_{CUM}) / (\text{Target} - ACWP_{CUM})}$$

§ 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



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

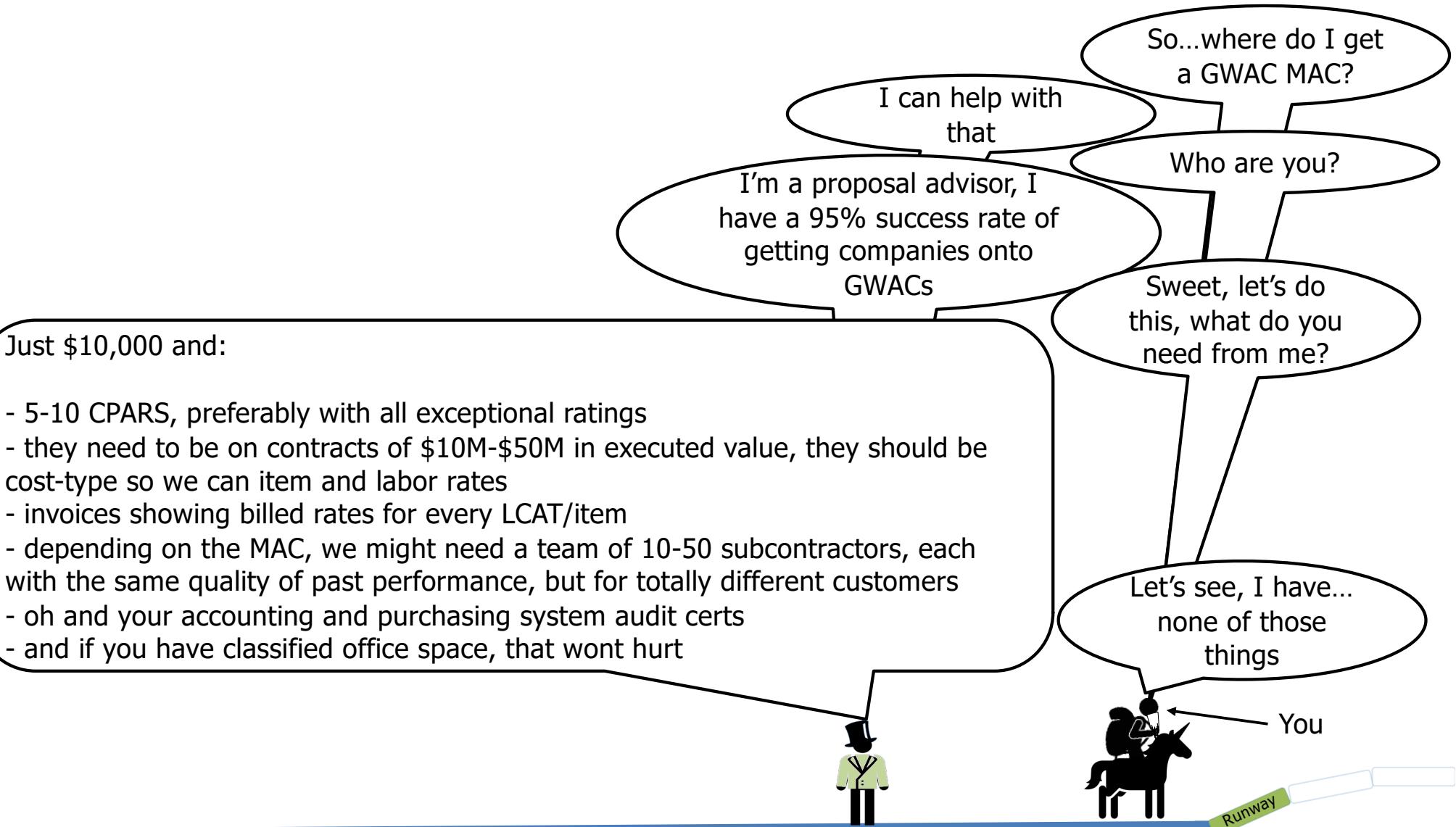
EVM CoP: <https://www.dau.edu/cop/evm> | Contact: EVM.dau@dau.edu | Revised Jun 2020

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
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



So...where do I get
that stuff?

Um...other
contracts...

SBIRs are not CPFF, they
don't require DCAA audits,
and they don't generate
CPARS

I have a SBIR!

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



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!?

VALLEY OF DEATH



But I won a contract!

Well that was dumb

Well...I did a good job with it

Buddy, you thought scoring a \$1M bunny qualified you to take down a \$50M bull?

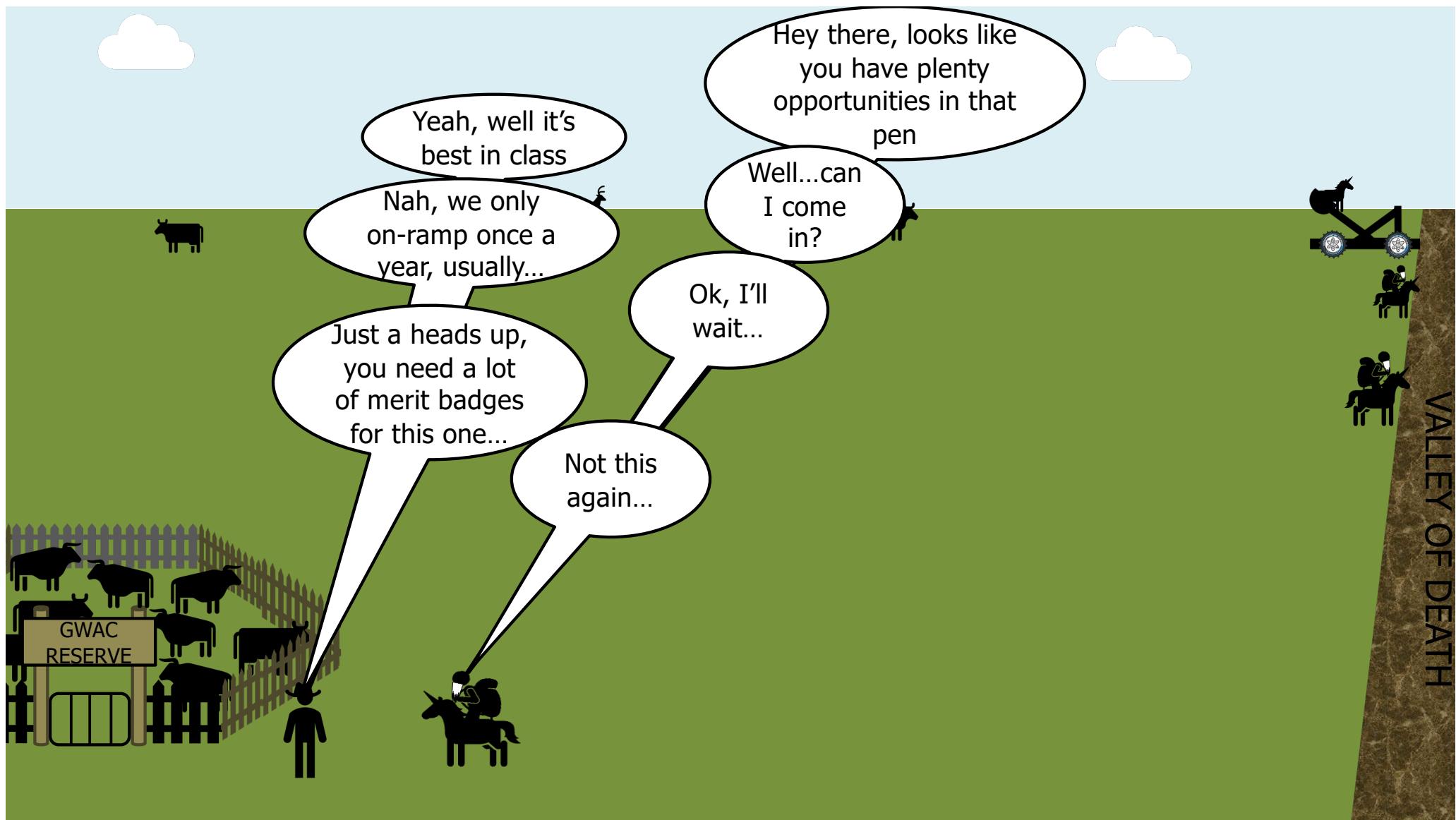
Aww, you're sweet.
Free advice: work your way up



SAM



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?

Where do you buy
them then...?

I don't buy
Unicorns on GWAC
services vehicles

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...

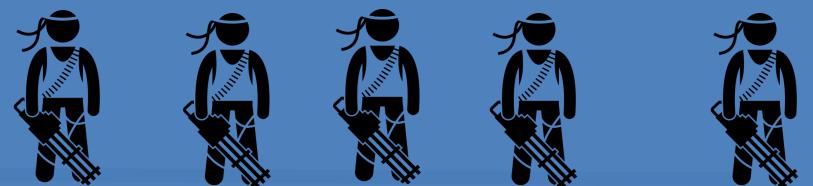
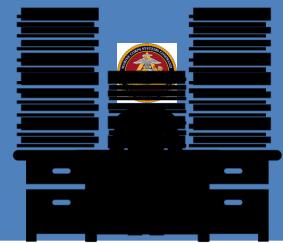
We'll see about
that won't we?

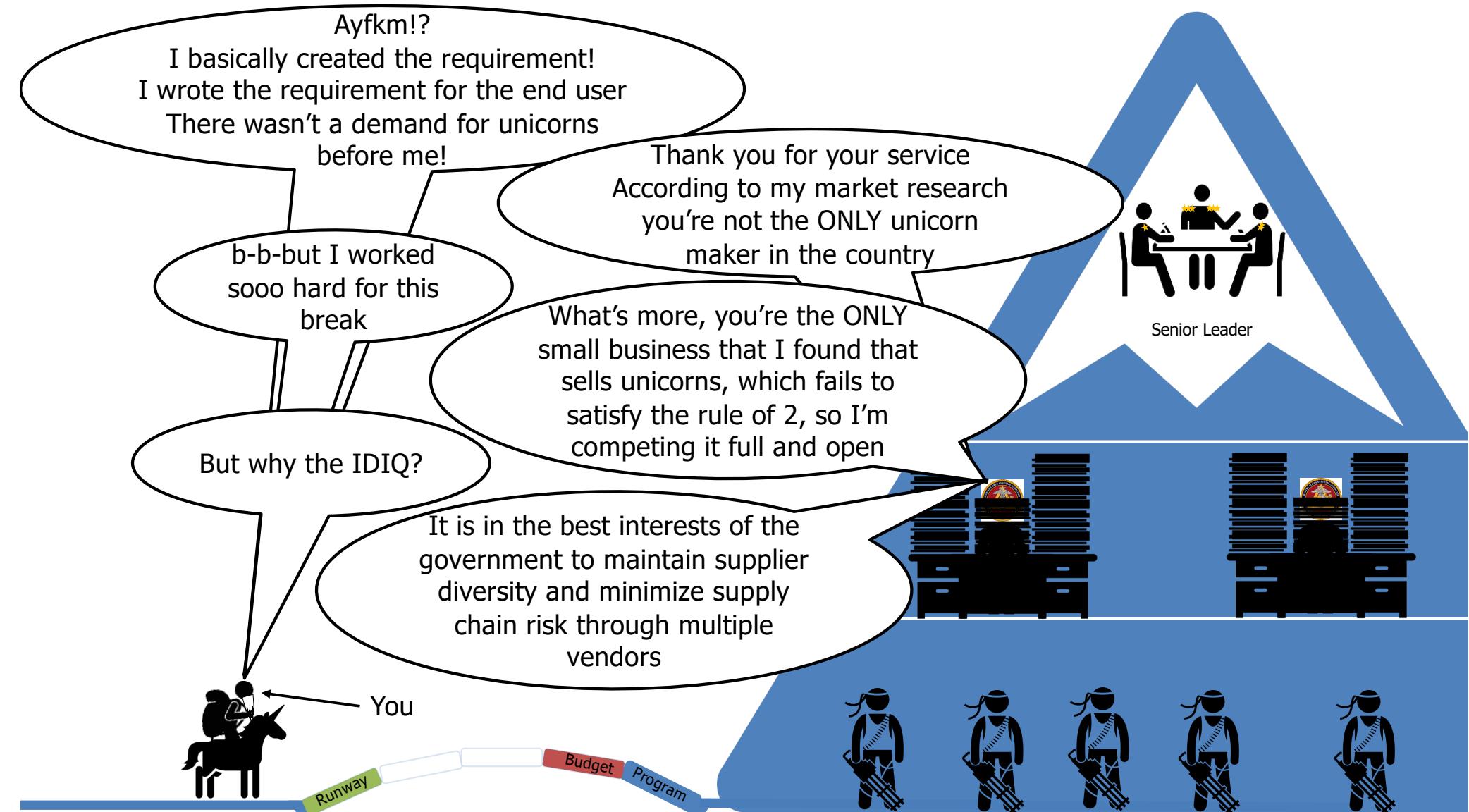


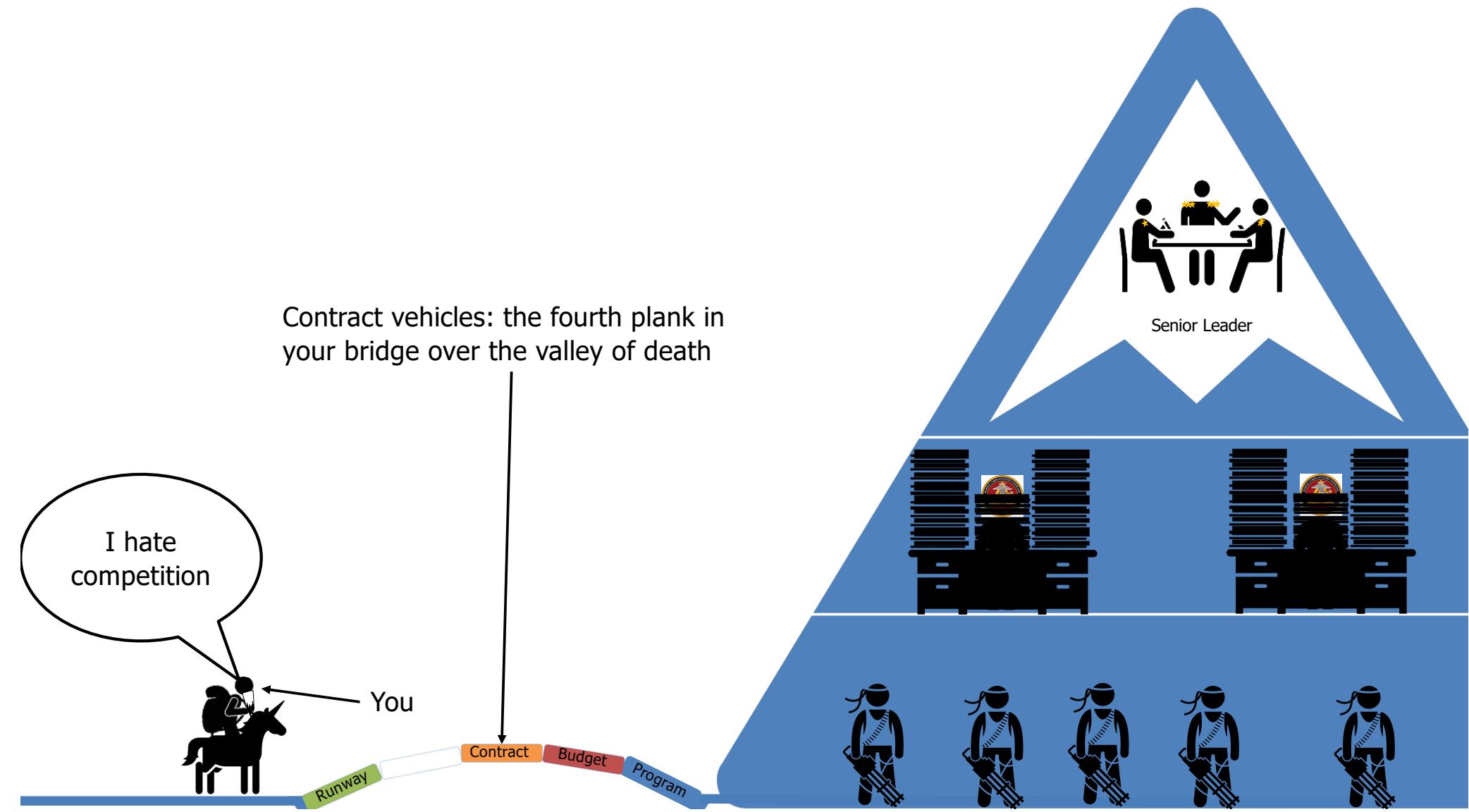
Budget Program



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

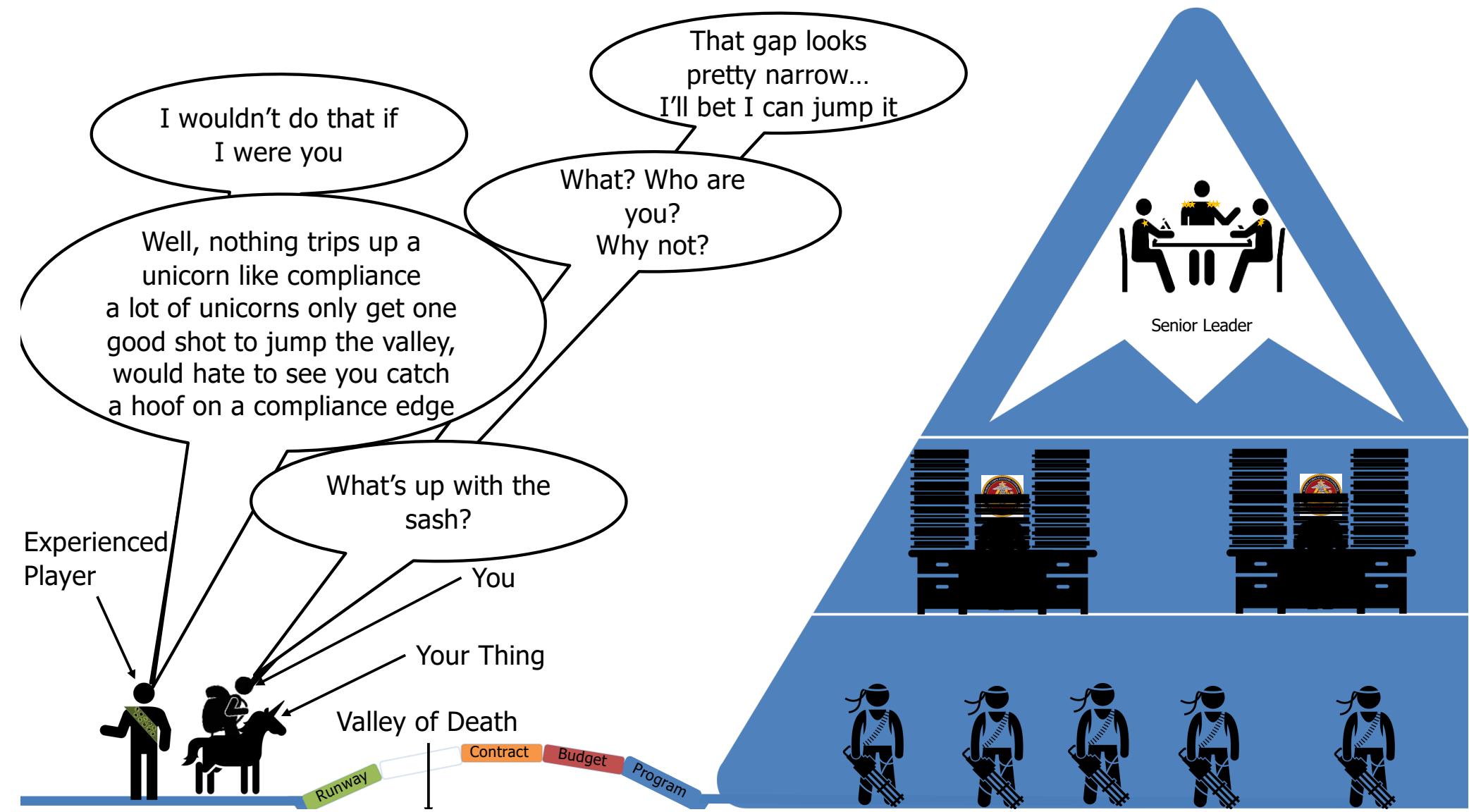
Program



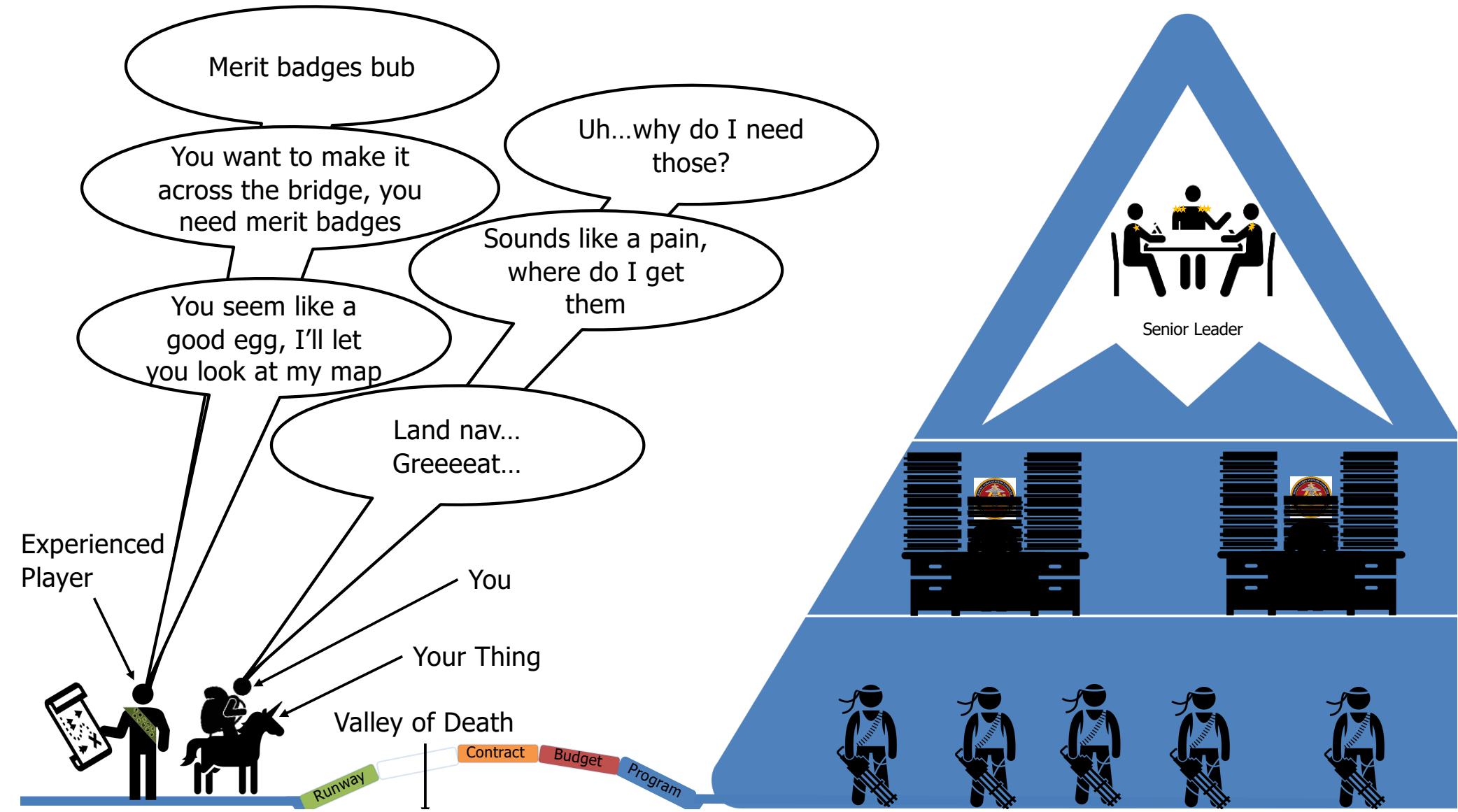
Senior Leader

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

The Many Merit Badges of GovCon



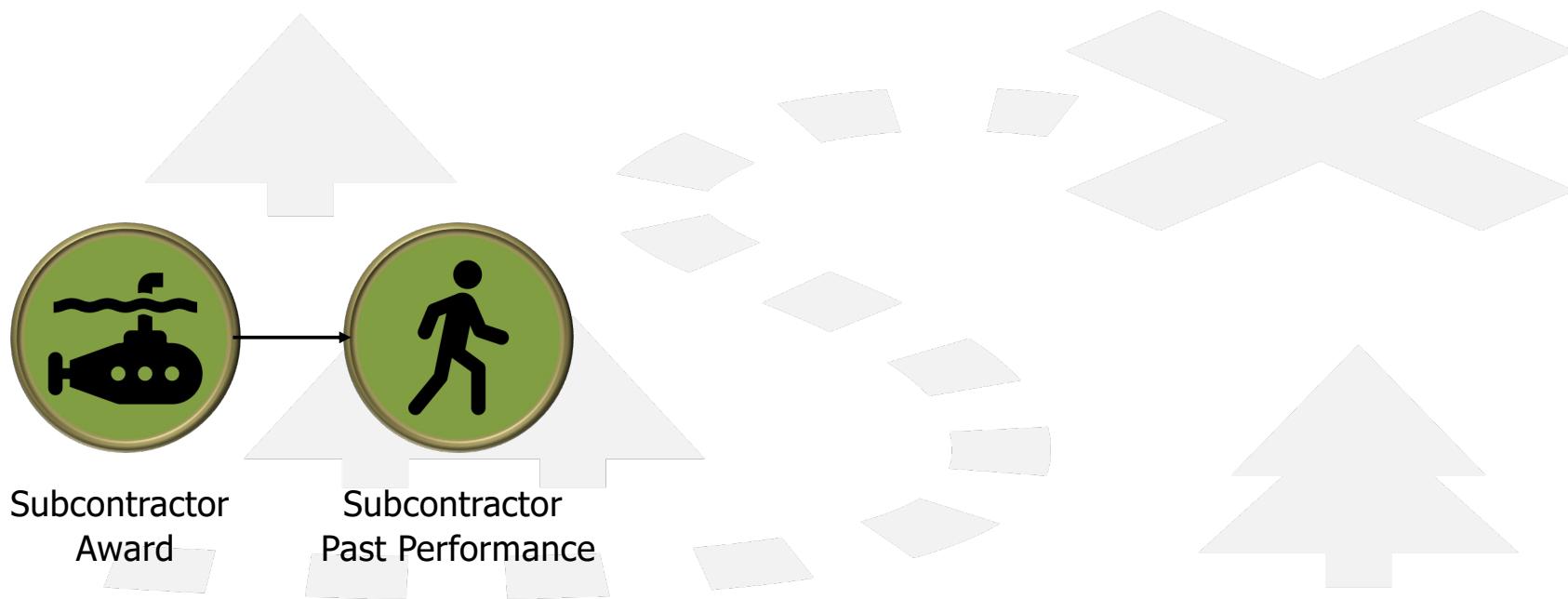


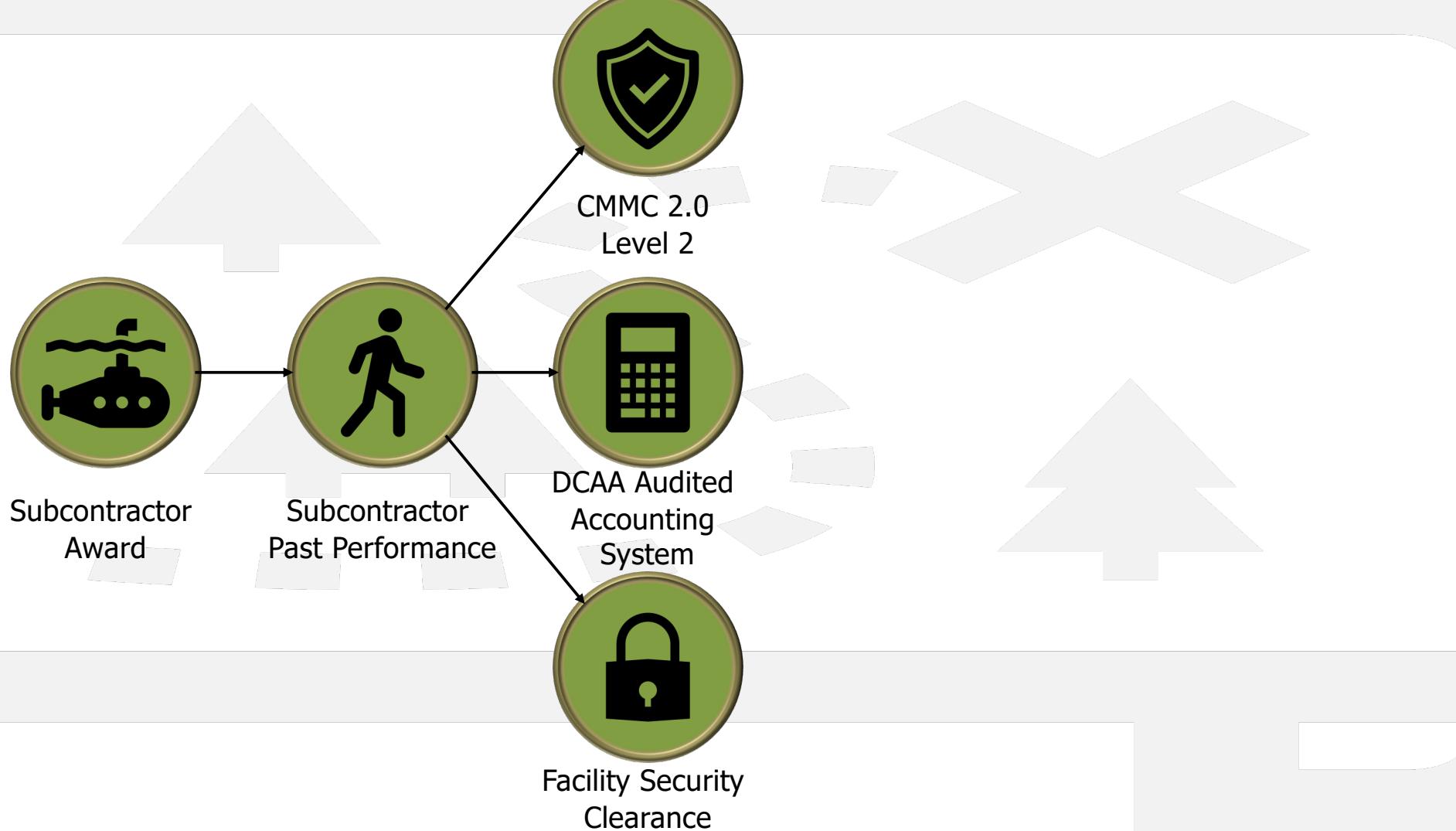


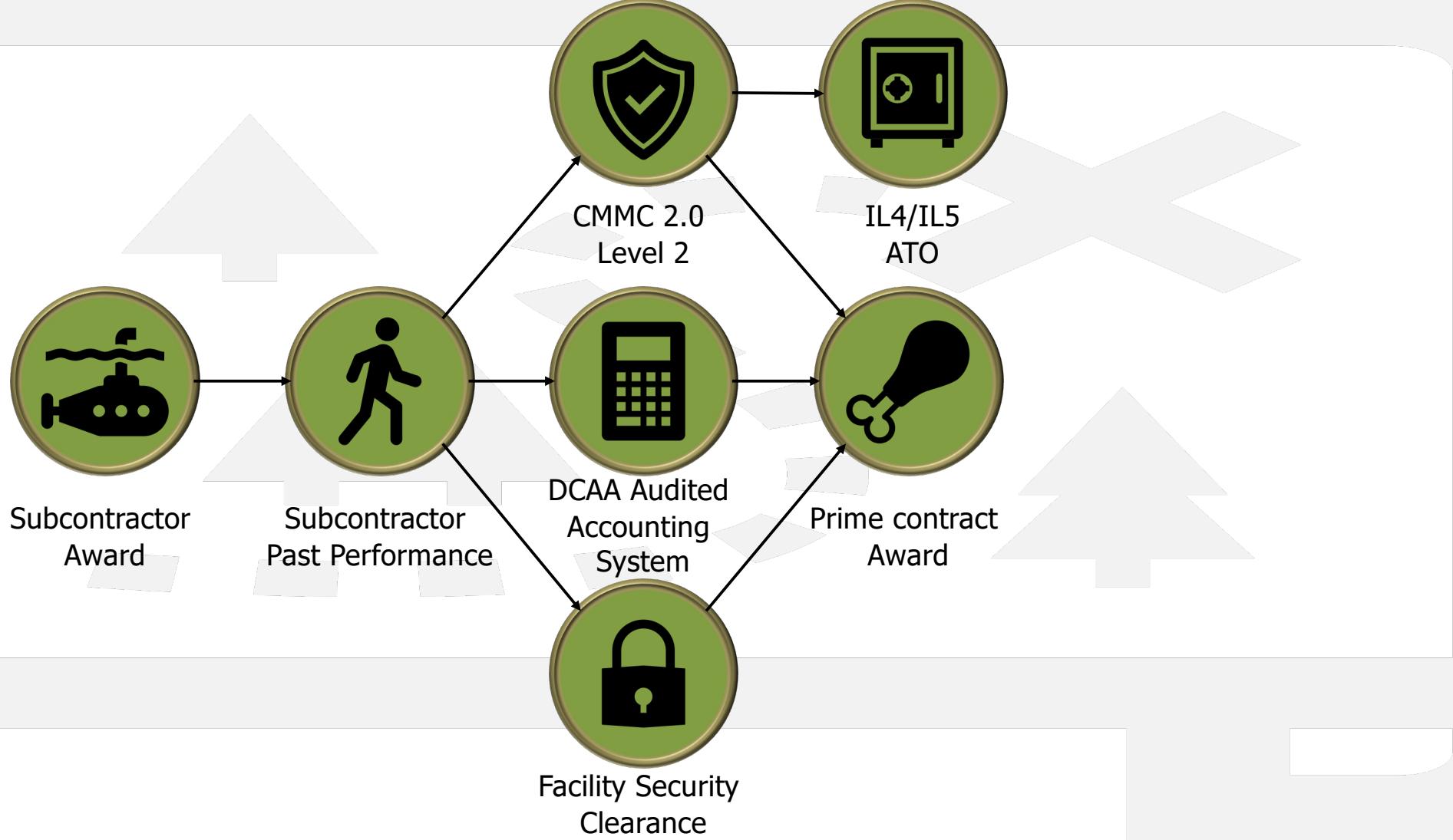


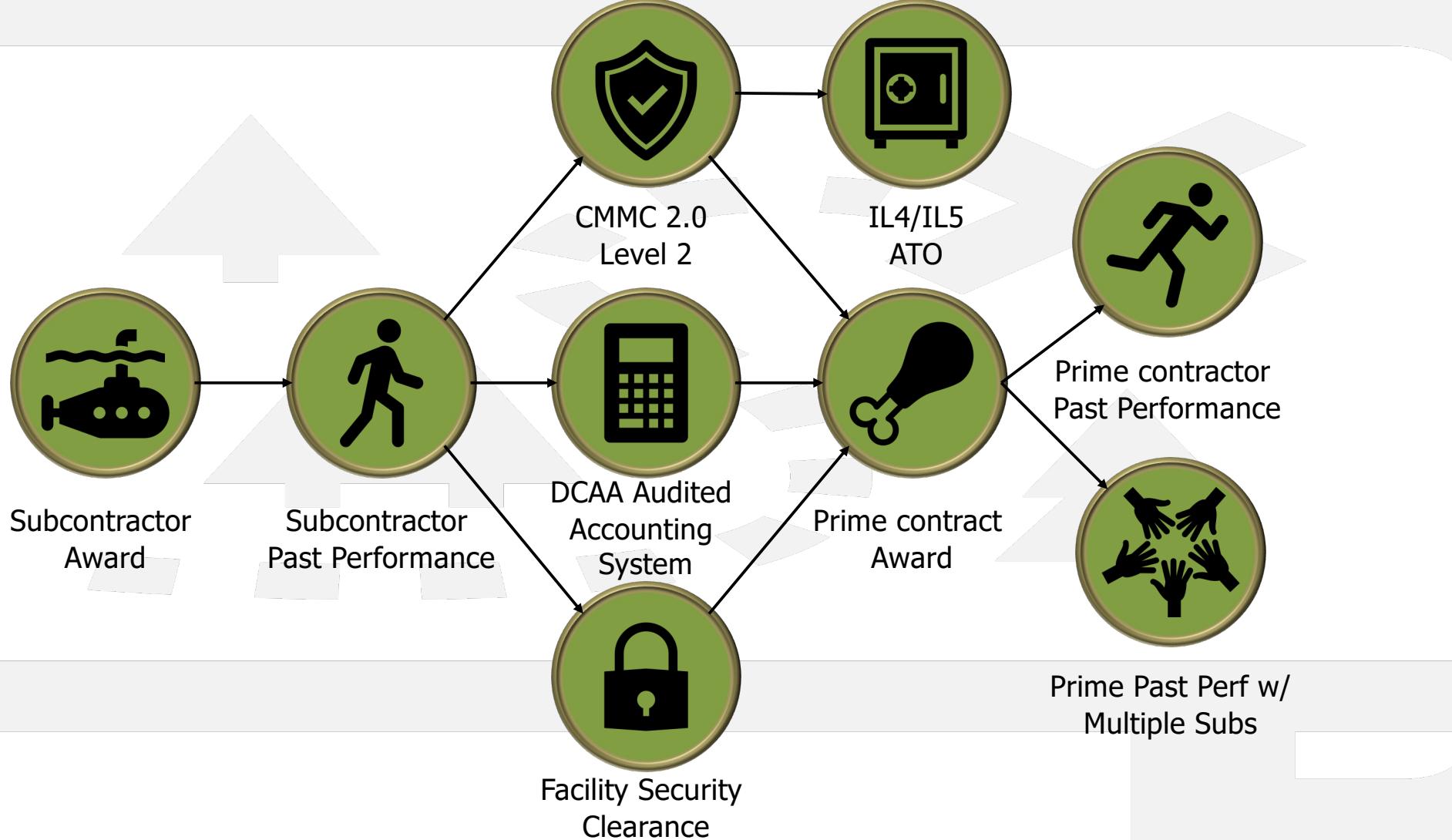
Subcontractor
Award

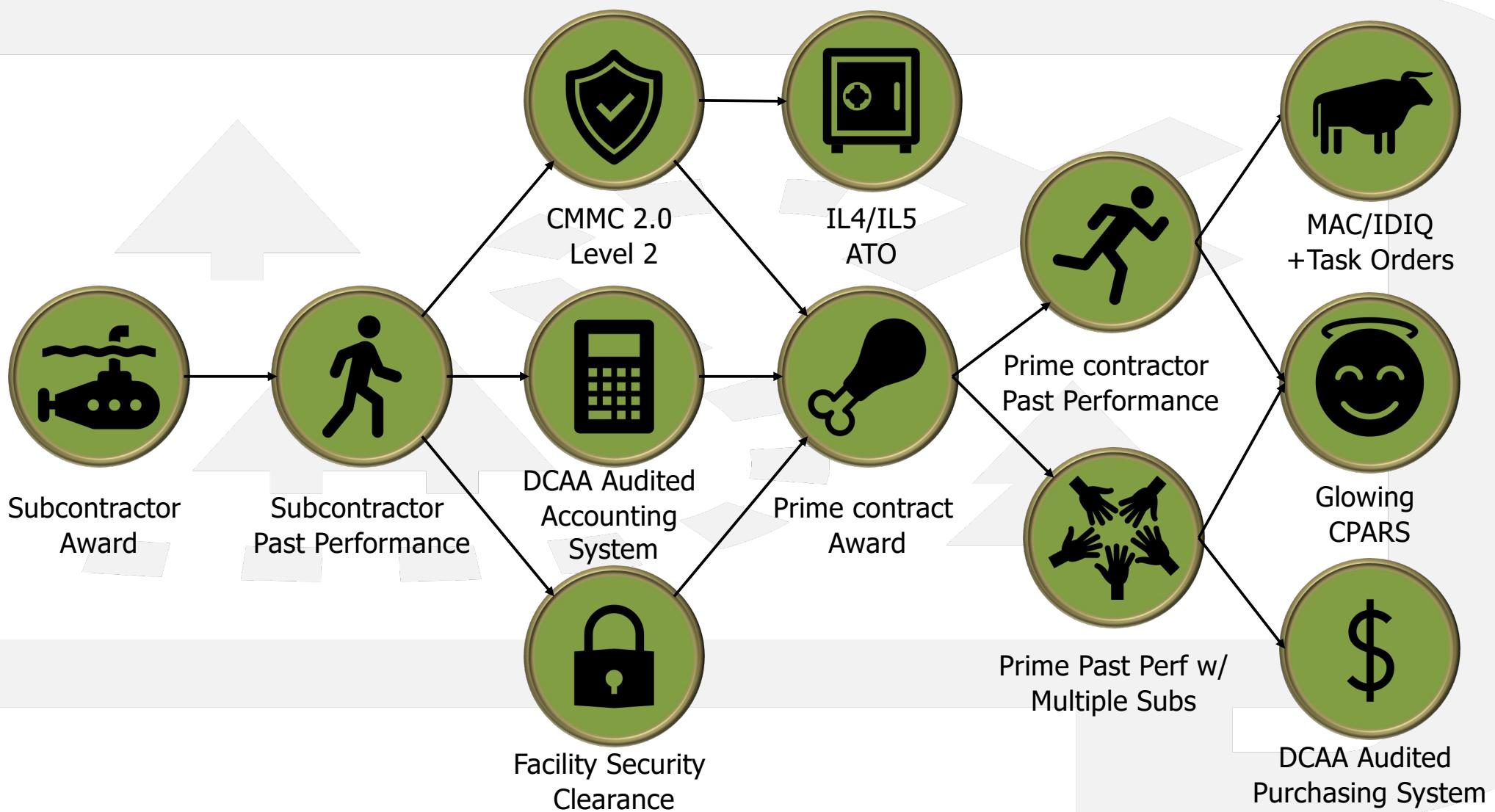


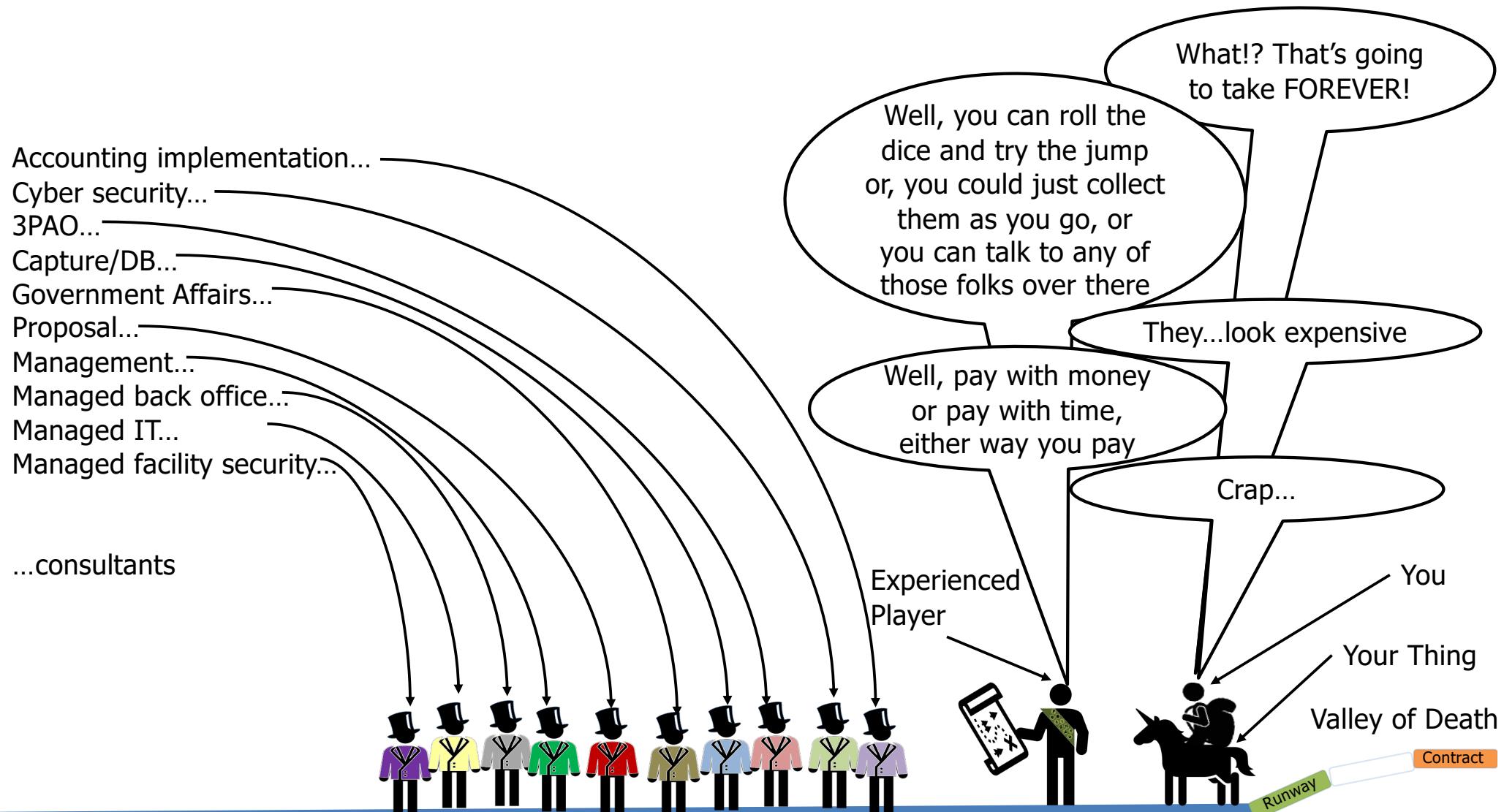


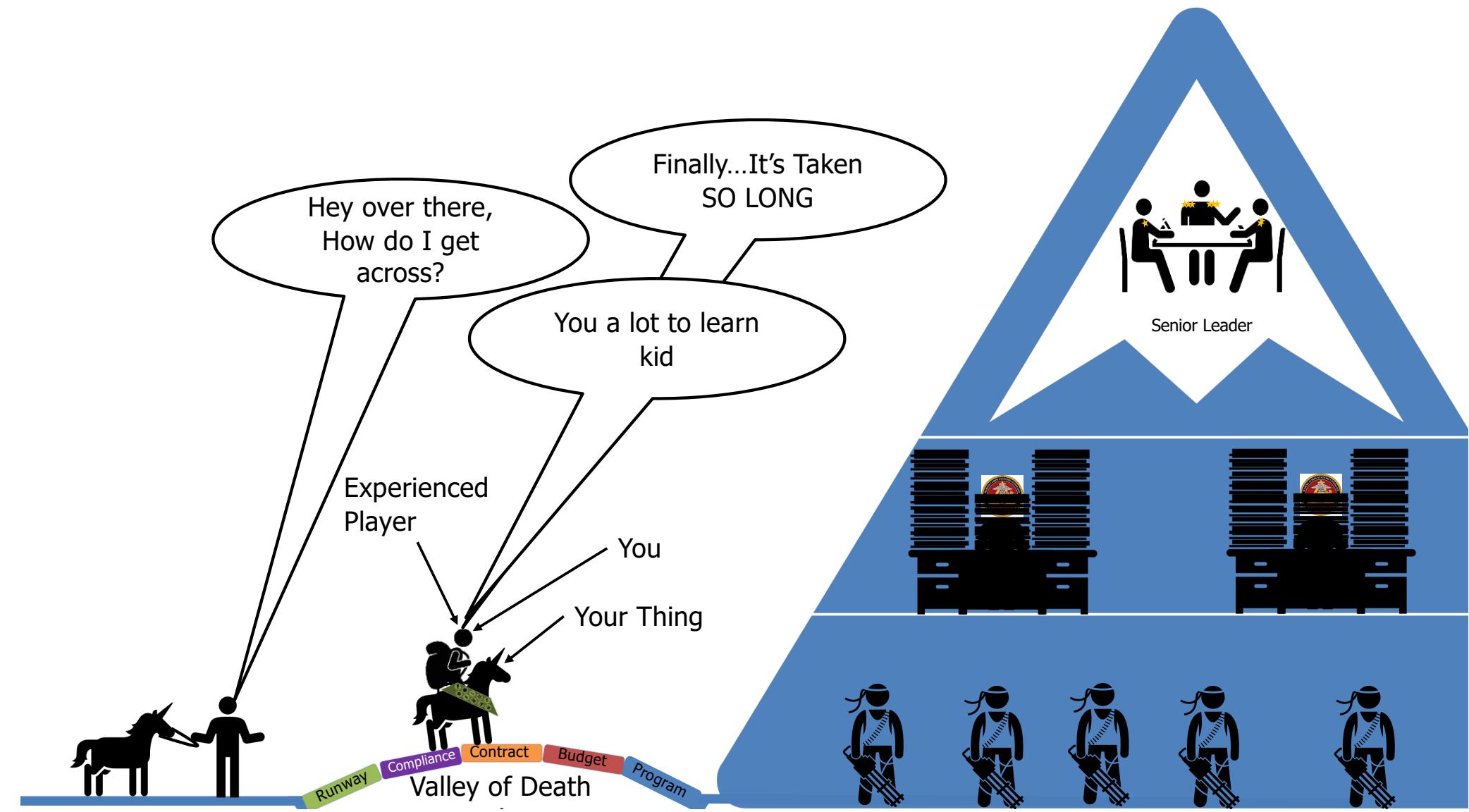












Let's Talk About Sales in GovCon

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

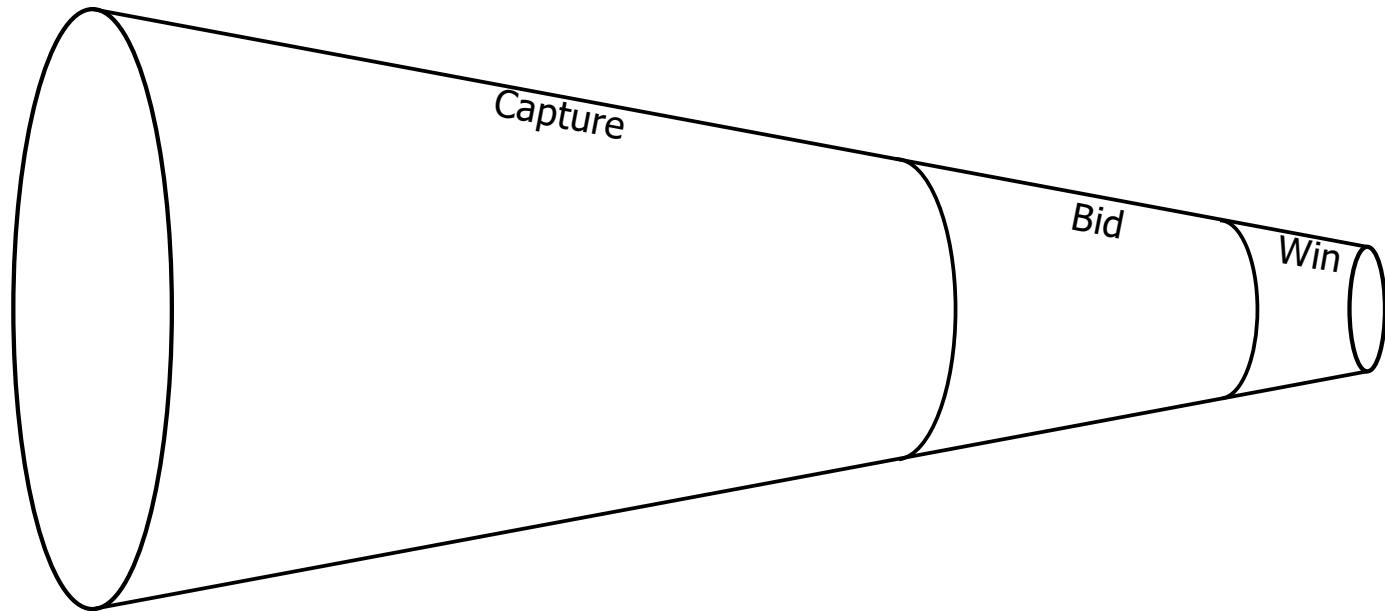
If you're not winning enough contracts then you are

- (1) Not bidding enough
- (2) Bidding enough but not shaping enough
- (3) Both 1 and 2

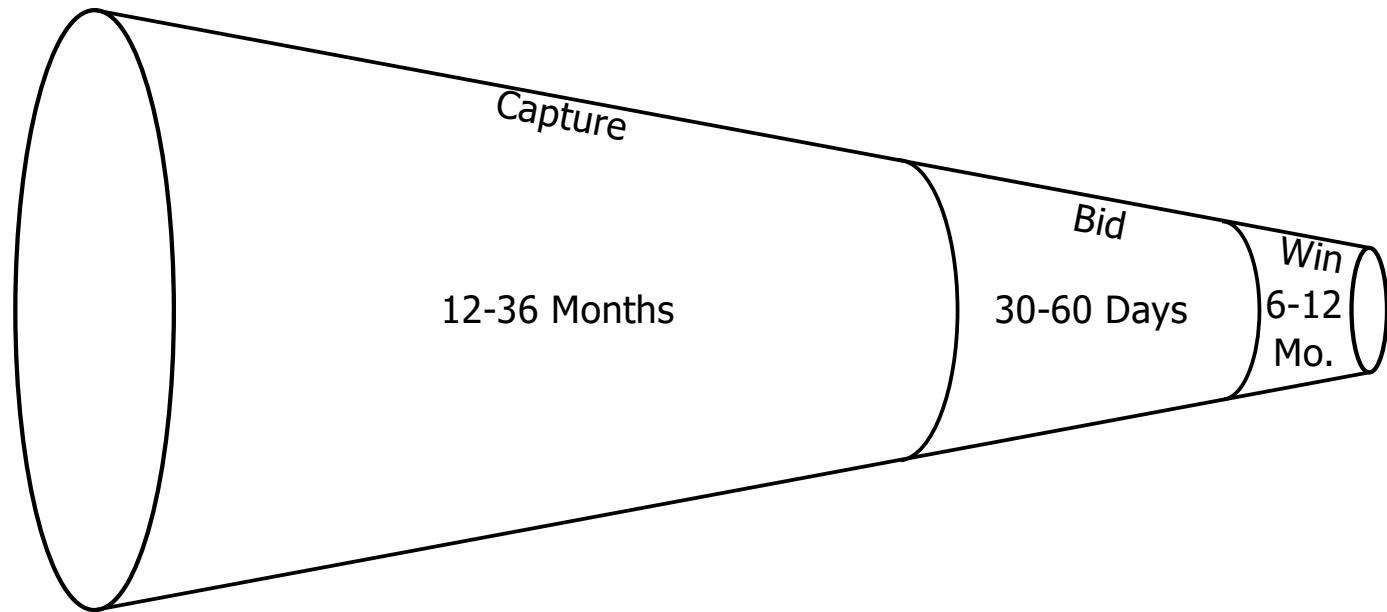
GovCon BD in 5 Simple Steps:

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

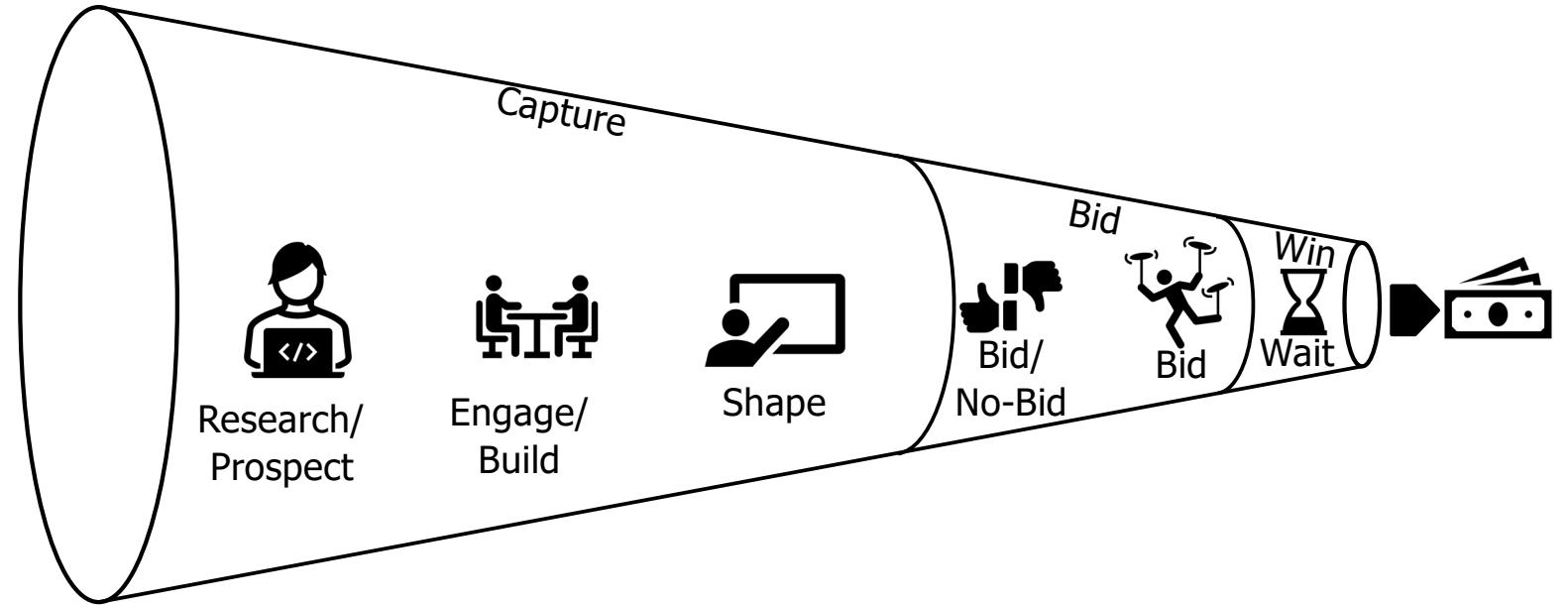
Important caveat: *Simple* ≠ *Easy*



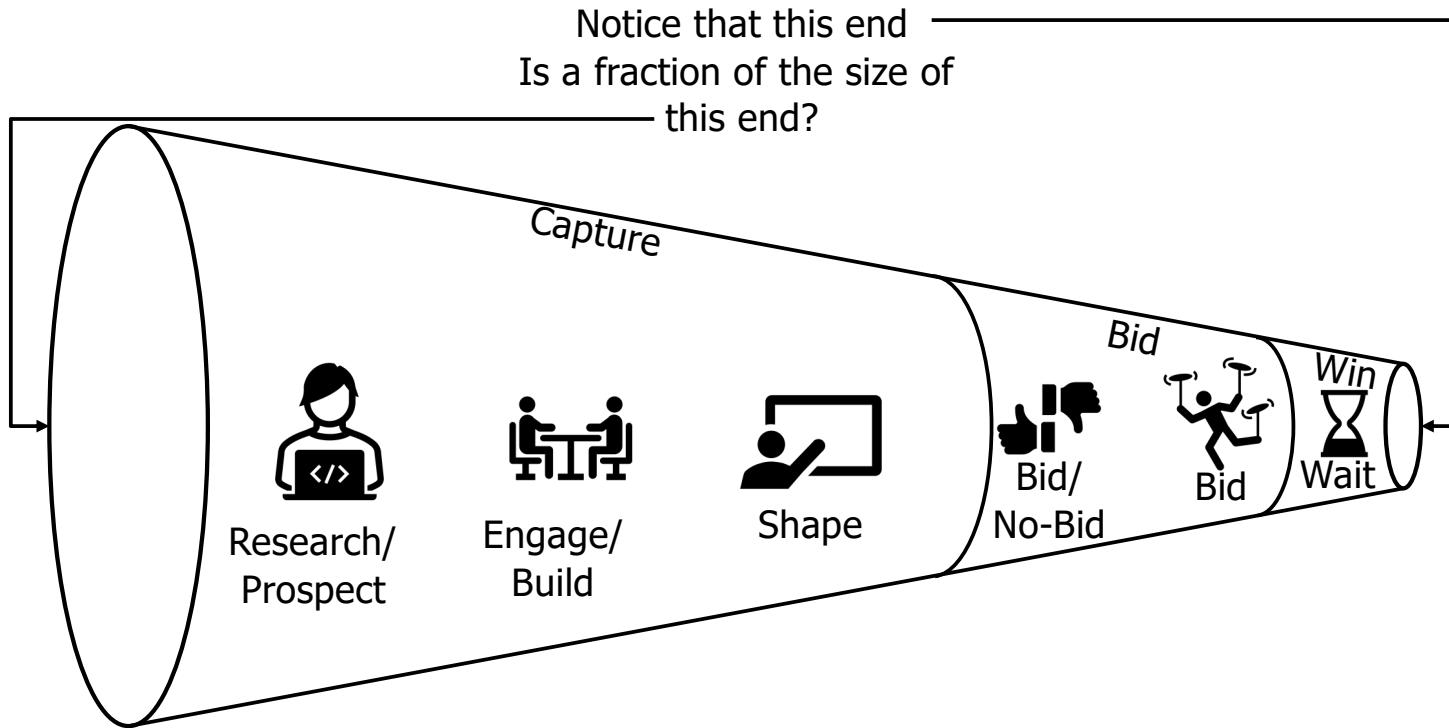
This is a “Pipeline”
Pipelines have stages



This is a “Pipeline”
Pipelines have stages
Stages have timetables



This is a “Pipeline”
Pipelines have stages
Stages have activities

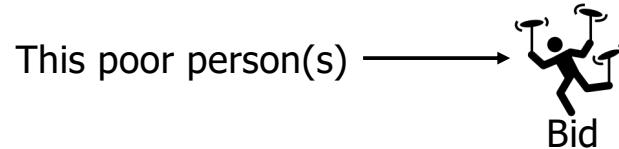


The ratio of the top of the funnel to the bottom of the funnel,
Also known as your “win rate” is determined by how good you are at running a smooth, disciplined pipeline.

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

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



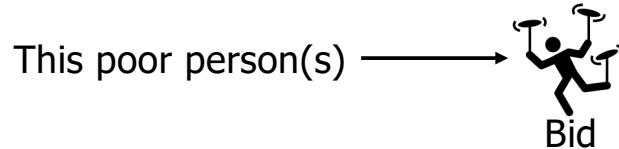
Proposal capacity is a finite resource and largely a linear function:

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

$$x = (a \cdot z) / y / 30$$

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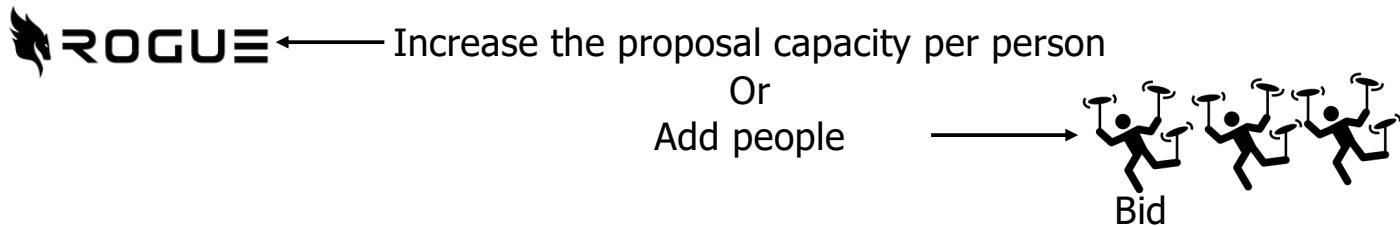
z = daily page output per person

a = number of people available

d = days per month

$$x = (a \cdot z \cdot d) / y$$

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)



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