

NGA ACQUISITION STRATEGY



NGA
NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

FROM THE COMPONENT ACQUISITION EXECUTIVE



These are exciting times to serve in the acquisition arena. We are redefining our business processes and educational and certification requirements and are driving for a wide breadth of diversity in our experiences. Today's world requires us to meet mission demand faster than ever before, and we must take this opportunity to develop an elite acquisition workforce in support of NGA, the NSG and ASG and our mission now and well into the future.

Our acquisition strategy serves as the compass to direct our acquisition efforts moving forward. It is our beacon to determine which direction we should pursue. By no means does it speak to every possible situation, but within it contains the essence of where NGA acquisition is heading.

I am proud of what we have accomplished in FY2016, and I'm excited about the opportunities that lie ahead.

A handwritten signature in green ink that reads "Karyn Hayes-Ryan". The signature is fluid and cursive.

Karyn Hayes-Ryan
Component Acquisition Executive,
National Geospatial-Intelligence Agency

NGA ENTERPRISE ACQUISITION STRATEGY

1. BACKGROUND

NGA's methods, processes and technologies used to deliver products and meet the mission continue to evolve as the needs and requirements of users across the community continue to change. This constant evolution is driving unprecedented change across NGA's Acquisition System and how we must acquire capabilities and services to effectively meet mission objectives. It is critical that we think differently about acquisition and leverage available innovations to achieve mission success. The entire NGA workforce has a role in advancing the Acquisition System and cultivating new adaptable acquisition strategies that challenge the status quo and provide capabilities in a timely manner.

The transformation of the NGA Acquisition System is essential to realize the agency's future-state vision. Elements of this transformation include: a leaner acquisition process, new techniques to acquire or contract for new technologies and innovation, leveraging open source data, aligning efforts to NGA's corporate strategy, and collaborating with customers and industry partners from beginning to end.

2. STRATEGY

The NGA Enterprise Acquisition Strategy is forward thinking, adaptive and perceptive to the fiscal constraints and challenges that the intelligence community (IC) and Department of Defense continue to face. To ensure NGA is responsive to the evolving customer environment, the NGA Enterprise Acquisition Strategy is built upon the following objectives which are the underpinnings of the six principles described throughout this document:

User Consequence Driven — To plan and assess where and how NGA's acquisition decisions positively impact customers' missions at their decision points, while staying aligned to NGA's mission priorities.

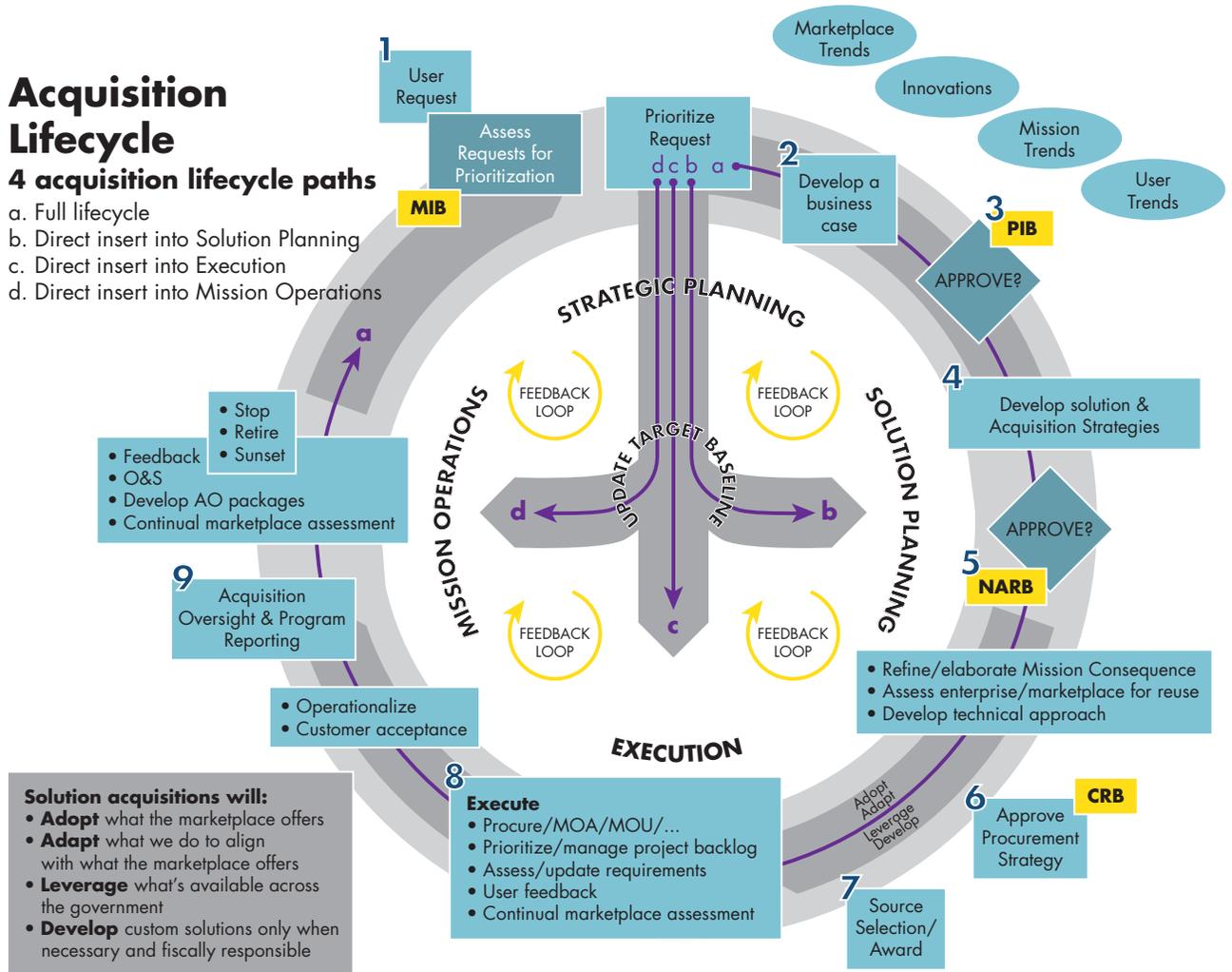
Marketplace Informed — To leverage what is available, emerging and trending in the marketplace, where the marketplace is broadly defined to include commercial; industry; in-house and government (e.g., IC Information Technology Enterprise (IC ITE)); research and development (R&D); and opportunities with academia.

Agility — To embrace and cultivate new acquisition, contracting and solution strategies and processes that challenge the status quo, adapt quickly to change, continuously collaborate and flex as needed as mission, NGA priorities and solution opportunities change over time.

The following principles will enable the Acquisition System to be more responsive.

Principle 1: Full-Lifecycle Acquisition

NGA needs a dynamic full-lifecycle Acquisition System. As depicted in Figure 1, our strategy defines acquisition to be a critical full-lifecycle enterprise partner with the agency's strategic-planning, solution-planning, solution-execution and mission-operations stakeholders. To deliver the mission-driven consequence our users demand and achieve NGA's budgetary goals, Acquisition must actively work with our enterprise partners to anticipate and be ready to act on marketplace solution opportunities in mission timeframes.



Highlights of our Full-Lifecycle Acquisition principle include:

- Expanding and maturing acquisition to an enterprise approach that anticipates and enables multifaceted (commercial, industry, government, R&D, etc.) solutions.
- Renewing emphasis on upfront engineering and the

transformation of the enterprise architecture to ensure acquisitions meet mission requirements and deliver required capabilities.

- Identifying and assessing the most mission- and cost-effective solution options, including deciding what to turn off or retire early.
- Receiving and adapting to feedback at any point.
- Assessing user-consequence impact of acquisitions continuously through collaborative relationships.
- Evaluating the prioritization framework to deliver positive user-consequence alignment end to end by applying new and emerging technologies to increase the value of our products and services to our customers.

Principle 2: Marketplace Transparency and Collaboration

In order for Acquisition to achieve its goal of meeting the demand for geospatial intelligence (GEOINT) to enable customer consequence, we must succeed in the open with commercially available technologies and geospatial content. The commercial geospatial marketplace is significantly larger than NGA can practically and financially address. NGA must connect, operate and collaborate within the marketplace to be successful at adopting, adapting and leveraging the broad base of solution opportunities the marketplace offers.

Highlights of our Marketplace Transparency and Collaboration principle include:

- Actively engaging and participating with the community as a mechanism to connect with and tap into the larger geospatial marketplace, including NGA's own Geospatial Solutions Marketplace and industry tools such as the United States Geospatial Intelligence Foundation's Industry Solutions Marketplace.
- Interacting and collaborating with the open, unclassified world of solution providers, innovators and small-business partners.
- Leveraging open-source solutions.
- Brokering and integrating commercial data sets to provide dynamic solutions.
- Working closely with industry early in the product lifecycle stage before requirements are firm and before design concepts are determined.
- Examining the landscape of existing and emerging GEOINT services that inform or can be directly applied to mission operations.

Principle 3: Adopt, Adapt and Leverage Solution Prioritization

NGA will, in priority order, adopt, adapt and/or leverage technology available in the geospatial market. Only when all of these avenues have been exhausted will unique development activities be authorized. NGA will transition into an organization that delivers intended user consequence quickly, securely and with high quality. This prioritization principle seeks to find and incorporate solutions that meet NGA standards and achieve budgetary and operational timeline objectives.

Highlights of our Adopt, Adapt and Leverage Solution principle include:

- Adopting the best proven commercial services and solutions first.
- Adapting what we do to align with what the marketplace offers.
- Creating consistency and common standards for capabilities across the IC, as well as increasing the speed to operationalize capabilities through leveraging and adopting capabilities within IC ITE.
- Developing only when previous options have been exhausted. The solution strategy must consider how a development can be applied across multiple mission requirements, leveraged by other agencies and aligned with other intelligence capabilities.

Principle 4: Interoperable Cloud Services

In context of the IC's cloud objectives, solutions must be 'Cloud First' capable, unless extenuating circumstances dictate otherwise. Transitioning to the cloud enables customers and partners effectively and quickly access NGA's dynamic GEOINT and supports the IC ITE strategy to integrate intelligence across the IC. Solution acquisition strategies must show where and how the chosen approach aligns with the agency and IC Cloud services principles and architecture or how adaptations are proposed to make sure the solution fits and works in the target cloud services platform architecture.

Highlights of our Interoperable Cloud Services principle include:

- Hosting all programs and systems in the cloud by the end of calendar year 2017.
- Developing and testing within the cloud platform for all new development programs.

Principle 5: Agile Acquisition, Contracting and Processes

The timely acquisition of the right technologies, data and services from industry, academia and other government agency partners is essential to NGA's operation. Our customers require rapidly delivered solutions and services to meet mission outcomes. An agile acquisition system that is faster, cleaner, leaner and better enables NGA to be more responsive to changes in operations, technology and budgets through continuous collaboration between users, stakeholders and project teams. Our acquisition approach must be flexible enough to accommodate the constantly evolving missions of our customers.

Highlights of our Agile Acquisition, Contracting and Processes principle include:

- Streamlining underlying approval boards and informal reviews throughout the acquisition lifecycle to eliminate unnecessary decision points that are not meaningful or don't add value.
- Issuing NGA procurements with flexibility to accommodate dynamic mission needs within the National System for Geospatial-Intelligence. For instance, capacity-based contracts provide an avenue to respond to evolving priorities.
- Having working knowledge of new acquisition manuals and instructions such as the TechFAR Handbook and Digital Services Playbook to assist interpreting the Federal Acquisition Regulation differently than in the past.
- Reducing the number of large acquisitions (\$100M+) by

- decomposing needs into multiple smaller, more manageable acquisitions while ensuring all needed capabilities are accounted for.
- Creating a business plan for each acquisition that details what will be done, how it will be done, how much it costs and the expected results.
- Requiring that all development efforts follow the principles and values set forth by the agency's agility guidelines.
- Acquiring coaches for development teams to foster adherence to the agency's agility standards, facilitate team cohesion and identify and remove barriers to success.

Principle 6: Acquisition Workforce Development

The acquisition culture begins with delivery and is a core and critical function to support the mission. The culture must be one of continuous learning with a shared commitment to best practices, innovation and excellence across the acquisition profession. Our workforce must be aligned to support the mission and provide value and must be comprised of skilled, educated, empowered and accountable professionals.

Highlights of our Acquisition Workforce Development principle include:

- Capturing and communicating capability needs to effectively inform and streamline acquisition processes.
- Empowering capability program managers with the authority and responsibility to determine acquisition strategies.
- Strengthening our culture of cost consciousness, professionalism and technical excellence.
- Enabling strategic workforce planning and decision-making by ensuring that current, accurate and transparent information is available to the defense acquisition workforce.
- Meeting and exceeding Defense Acquisition Workforce Improvement Act certification requirements for acquisition positions goals.
- Attaining more depth of knowledge through training workshops, seminars and other learning and development opportunities as we strive to be first in class in our acquisition workforce.

3. SUMMARY

This Enterprise Acquisition Strategy provides the path for how NGA will acquire the essential capabilities and services which make NGA the leader of the GEOINT community.

We will be transparent, open and engaging with customers and partners throughout the acquisition lifecycle.

We will adapt processes and skillsets to take full advantage of the robust, innovative and vibrant GEOINT community.

We will not only employ the best practices of our acquisition profession but also seek better practices and deliver with speed and precision.

This Enterprise Acquisition Strategy creates the Acquisition System of the future — today.

