

# CHANGE REQUEST COVER SHEET

**Change Request Number:** 10-51

**Date Received:** 7/15/2010

**Title:** Research and Systems Analysis Guidelines

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**Policy OR Guidance:** Policy

**Section/Text Location Affected:** replace existing section 2.2

**Summary of Change:** This is a new set of guidelines. The changes to AMS Policy covering Research for Service Analysis, new Section 2.2.2, made necessary the development of appropriate guidelines to provide guidance for implementation of the changes in the policy.

**Reason for Change:** There are no guidelines that cover the new elements of the policy. This document establishes guidance for the Concept Maturity and Technology Development (CMTD) activities that are conducted as part of the Service Analysis phase of the Federal Aviation Administration (FAA) Acquisition Management System (AMS).

**Development, Review, and/or Concurrence:** AEB

**Target Audience:** Acquisition Workforce

**Potential Links within FAST for the Change:** In the last paragraph of 2.2.2, link the text 'CMTD guidance' to the word document 'RSA Guidelines'.

**Briefing Planned:** No

**ASAG Responsibilities:** None

**Potential Links within FAST for the Change:** In the last paragraph of 2.2.2, link the text 'CMTD guidance' to the word document 'RSA Guidelines'.

**Links for New/Modified Forms (or) Documents (LINK 1)** [images 2221.jpg and 2222.jpg were created in their respective sections to replace the graphics in the word document 'RSA Guidelines'](#).

**Links for New/Modified Forms (or) Documents (LINK 2)** [null](#)

**Links for New/Modified Forms (or) Documents (LINK 3)** [null](#)

## SECTIONS REMOVED:

Acquisition Management Policy:  
**Section 2.2.3 : Who Approves?** [\[Old Content\]](#)

## SECTIONS ADDED:

Acquisition Management Policy:  
**Section 2.2.1.1 : What Must Be Done** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.1.2 : Outputs and Products** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.1.3 : Who Approves?** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.2.1 : What Must be Done?** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.2.2 : Outputs and Products** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.2.3 : Who Does It?** [\[New Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.2.4 : Who Approves?** [\[New Content\]](#)

## SECTIONS EDITED:

Acquisition Management Policy:  
**Section 2.2 : Research for Service Analysis** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.1 : Research, Engineering, and Development Process** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)  
Acquisition Management Policy:  
**Section 2.2.2 : Concept Maturity and Technology Development Process** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)  
Acquisition Management Policy:  
**Appendix A: Roles and Responsibilities** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)  
Acquisition Management Policy:  
**Appendix C: Definitions** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

## SECTIONS REMOVED:

**Acquisition Management Policy:**  
**Section 2.2.3 : Who Approves? .**

The Joint Resources Council:

- Approves FAA budgets, which include research, study, and analysis programs;
- Approves research funding in support of key lifecycle management processes such as mission analysis and investment analysis.

The Administrator:

- Approves the National Aviation Research Plan.

## SECTIONS ADDED:

### **Acquisition Management Policy:**

#### **Section 2.2.1.1 : What Must Be Done**

Service organizations:

- Identify, justify, and manage research, study, and analysis within their service area of responsibility;
- Prepare budget formulation documents for research programs approved for inclusion in the RE&D portfolio;
- Submit research, study, and analysis proposals to the RE&D portfolio development process for evaluation and possible inclusion in the RE&D portfolio;
- Facilitate peer reviews by subject-matter experts to improve the quality and timeliness of ongoing research programs; and
- Maintain documentation of research methodology, activities, and results.

ATO NextGen and Operations Planning organization:

- Manages the RE&D planning and budget process;
- Coordinates annual development of the National Aviation Research Plan;
- Ensures the RE&D portfolio is aligned with FAA strategic goals and the NAS Enterprise Architecture;
- Coordinates annual updates to the NAS Enterprise Architecture and ensures concept RE&D activities are properly depicted;
- Identifies and analyzes potential solutions to service need, including feasibility analyses;
- Evaluate prototypes and conducts feasibility demonstrations to validate and refine initial requirements, operational concepts, and potential solutions;
- Integrates FAA research activity with research sponsored or conducted by industry, universities, and other government organizations;
- Interfaces with OST, OMB, Congress, trade associations, international organizations, and other state and federal government organizations for agency-level research issues; and
- Identifies, justifies, and manages research, study, and analysis programs.

RE&D Executive Board:

- Coordinates with the lines of business to develop the FAA RE&D portfolio each year;
- Reviews and approves the non-NextGen-funded portion of RE&D portfolio each year; and
- Coordinates sequential review of the RE&D portfolio with the ATO Executive Council, Associate and Assistant Administrators, and Joint Resources Council.

### **Acquisition Management Policy:**

#### **Section 2.2.1.2 : Outputs and Products**

- FAA RE&D portfolio;
- Budget formulation documentation;
- National Aviation Research Plan; and
- Research products addressing the needs of the FAA and aviation community.

**Acquisition Management Policy:  
Section 2.2.1.3 : Who Approves?**

Joint Resources Council:

- Approves the RE&D budget.

The Administrator:

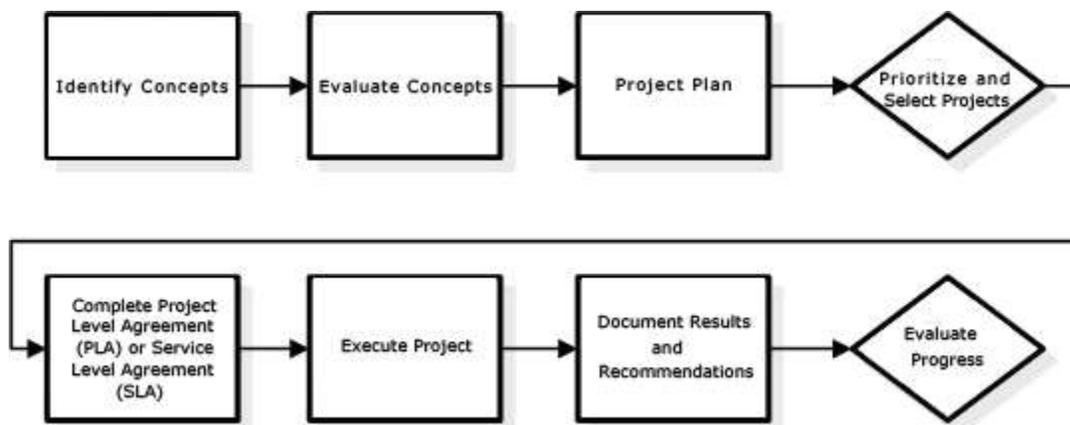
- Approves the National Aviation Research Plan.

**Acquisition Management Policy:  
Section 2.2.2.1 : What Must be Done?**

CMTD encompasses activities designed to validate concepts for improving performance. A concept is a broad area of potential operational improvement to be explored for applicability to agency strategic goals and objectives. Concepts are evaluated for technical and operational feasibility as they progress through the CMTD process where they are prepared for entry into concept and requirements definition.

Individual projects are discrete efforts that evaluate specific aspects of the concept and provide data necessary to assess technical maturity and operational feasibility. The objective of each project must be defined, have definitive deliverables, and have clear success criteria. An individual project is most often completed during one stage of the CMTD process, and is always conducted in accordance with a project-level or portfolio-level agreement. Several CMTD projects may need to be completed for a concept to be deemed mature enough to continue with service analysis or enter concept and requirements definition.

The following flowchart describes the steps that projects move through during the CMTD process. The steps are cyclic and apply to each stage of the process.



- **Identify concepts.** All potential concepts for satisfying immediate or future priority service or performance needs are gathered and acknowledged. The FAA Flight Plan, Enterprise Architecture, NextGen ConOps, NextGen implementation plan, and prior research are various sources from which to identify concepts.

- **Evaluate concepts.** Concepts are evaluated annually to determine which have the greatest potential for improving performance and service, and which need to mature in the near future. The enterprise architecture links operational improvements to strategic goals and identifies when they are needed.
- **Develop project plans.** A project plan is completed for each potential project. The plan defines project goals and objectives; explains how it will mature the research concept; identifies interdependencies, related projects, risks, and safety concerns; and documents expected outputs and measures for success.
- **Prioritize and select projects.** The portfolio manager collects all project plans and prioritizes them based on immediate needs, dependencies, and projected results. Highest priority research projects are selected to be carried out based on available funding. Projects not selected return to the identify concepts step of the CMTD process for the next funding cycle.
- **Complete project-level agreement or portfolio-level agreement.** The project team completes the project-level or portfolio-level agreement, which is reviewed by the portfolio manager. This document builds on the project plan and defines project objectives, scope, schedule, deliverables, measures of success, and resources.
- **Execute project(s).** The project team carries out the research in accordance with the project-level or portfolio-level agreement.
- **Document results and recommendations.** The project team documents all findings and products completed during the research. Depending on the stage, findings could be a refined concept of operations, preliminary requirements, the identification of alternative solutions, the analysis of multiple alternatives, the feasibility and scalability of a single alternative, or the demonstration of a proposed concept. The project team also recommends what should happen next based on the findings. Depending on which stage the concept is in, recommendations could consist of continue working on the concept, the concept is mature, or terminate further consideration of the concept.
- **Evaluate progress.** Individual projects are evaluated periodically and project results are used to develop documentation for service analysis and concept and requirements definition. Often, completion of multiple projects through many cycles will be required to mature a concept from exploration to evaluation. When a concept is deemed mature, the initiative may continue in service analysis or progress to concept and requirements definition as described in section 2.3.2. If a non-material solution emerges, further planning is not required.

### **Acquisition Management Policy:**

#### **Section 2.2.2.2 : Outputs and Products**

- Project plans and project level or portfolio level agreements
- Project research results and recommendations
- Potential service analysis products developed during CMTD are shown in the table below.

	Products	Concept Exploration	Concept Development	Concept Evaluation
Service Analysis Products	Define Needed Service	-	-	-
	Define Legacy System	-	-	-
	Define Shortfall	Begin to identify gap	List initial assumptions	Identify categories
	Enterprise Architecture Inclusion	-	Begin to develop EA views	Begin to develop EA views
	Define Concept of Operations	Identify elements	Identify environments	Mature
	Identify Preliminary Functions	Identify high-level functions	Identify inputs and outputs	Identify interfaces
	CRD Plan	-	-	Develop

**Acquisition Management Policy:  
Section 2.2.2.3 : Who Does It?**

ATO NextGen and Operations Planning organization:

- Develops and maintains the NAS Enterprise Architecture;
- Coordinates annual development of the NextGen Implementation Plan;
- Manages the NextGen planning and budget process;
- Defines project plan selection, management, and evaluation criteria for CMTD activities for projects in RSA in coordination with project sponsors and stakeholders;
- Assesses progress of research activities toward achievement of documented project plans and ensures documentation of results and recommendations;
- Facilitates coordination with trade associations, international organizations, and other state and federal government organizations for agency-level research and concept development initiatives; and
- Functions as the CMTD portfolio manager.

Service organizations:

- Identify service gaps and prepare research proposals for activities to identify and evaluate alternative solutions to eliminate service gaps;
- Prepare budget formulation documentation for CMTD activities for which the organization serves as the performing organization;
- Execute projects as documented in project-level agreements and project plans;
- Document project results; and
- Plan and obtain support for operational prototypes as specified in the Integrated Logistics Support Process Manual. This may include training, manuals, spare parts, repair, and support services, as well as decisions related to removing prototypes and restoring sites when activity is complete.

**Acquisition Management Policy:  
Section 2.2.2.4 : Who Approves?**

Joint Resources Council

- Approves CMTD activities as part of the F&E budget.

NextGen and Operations Planning Organization or Service Organization Portfolio Manager

- Approves project-level agreements or portfolio-level agreements.

## SECTIONS EDITED:

### **Section 2.2 : Research and Systems Analysis**

**Old Content:** Acquisition Management Policy:

### **Section 2.2 : Research and Systems Analysis**

The FAA undertakes research, study, and analysis to discover applications of new technology, explore new opportunities for service delivery, solve problems with current operations, define and stabilize requirements, and mitigate risk. These activities generate information supporting the integrity of identified capability shortfalls, future service needs, capability and system requirements, expectations of benefits, and design alternatives.

Research and systems analysis activity is tightly coupled with and supportive of other AMS lifecycle management processes. It is especially important during the early stages of lifecycle management when such activities as simulation, rapid prototyping, and computer-human interface development are conducted to define requirements, develop operational concepts, and reduce risk before entering into investment analysis.

Promising new technologies that have matured during research and systems analysis may be placed in the operational environment to evaluate effectiveness, validate concepts of use, collect performance data, determine requirements, and refine the business case. Fielded systems and equipment are supported while in the operational environment and removed and the site restored when activity is complete.

The FAA research and development (R&D) program supports all aspects of aviation from research on materials and human factors to development of new products, services, and procedures. It supports: regulation, certification, and standards development for aircraft, air operators, manufacturers, aircrews and other aviation personnel; airports; commercial space transportation; environment; modernization, operation, and maintenance of the national airspace system; and aerospace policy formulation, planning, and analysis.

Research activity across FAA is coordinated through the R&D portfolio process (<http://nas-architecture.faa.gov/nas/downloads/>). The R&D portfolio integrates research programs in four R&D appropriation accounts: Research Engineering and Development, Air Traffic Organization Capital, Airport Improvement Program, and Safety and Operations. The R&D executive board develops the R&D portfolio each year using strategic planning in the National Aviation Research Plan (NARP) as a guide. The NARP links FAA research activities to broader strategic planning in the FAA Flight Plan, NextGen Implementation Plan, and the Joint Planning Development

Office. The R&D executive board is supported by program planning teams assigned to prepare and manage specific research program areas.

Program managers execute research programs. They work closely with research sponsors (business units that own or share the R&D requirement) to ensure results meet customer needs. Annual evaluations determine whether research results are meeting performance targets and supporting FAA strategic goals. Evaluations also determine whether FAA strategic planning is leading the R&D portfolio in the right direction.

The RE&D Advisory Committee and its associated subcommittees review the R&D portfolio twice a year, first during budget formulation and later during portfolio evaluation.

**New Content: Acquisition Management Policy:  
Section 2.2 : Research for Service Analysis**

Research and systems analysis are often required during service analysis to mature operational concepts, reduce risk, or define requirements before a decision is rendered to proceed further in the lifecycle management process. Research for service analysis (RSA) policy also applies when research and systems analysis are required to develop NAS enterprise architecture products to meet the criteria to enter concept and requirements definition. In addition, AMS portfolio management policy applies when alignment across related initiatives is necessary to mature concepts to move through the AMS lifecycle.

During RSA, the FAA engages in two general areas of applied research activity:

- Research Engineering and Development (RE&D)
- Concept Maturity and Technology Development (CMTD)

The RE&D process governs selection and execution of the RE&D portfolio. This portfolio includes systematic studies to gain knowledge or understanding of concepts, products, or procedures that could potentially benefit the aviation community with or without specific application or means by which a specific need may be met such as research related to materials and human factors. These activities inform the NAS enterprise architecture and CMTD activities, but do not lead directly to concept and requirements definition.

The CMTD process governs activities directed toward the production of useful materials, devices, systems, and methods, as well as advance the maturity of new concepts. Typical activities include concept feasibility studies, technical analysis, prototype demonstrations, and operational assessments that identify, develop, and evaluate opportunities for improving the delivery of NAS services. These efforts reduce risk, define requirements, demonstrate operational requirements, inform concept and requirements definition activities, and generate information required to support agency investment decisions and product lifecycle management.

RSA activities related to the NAS are performed in coordination with NextGen and Operations Planning to ensure alignment with the enterprise-level technical strategy as reflected in the NAS enterprise architecture.

**Red Line Content: Acquisition Management Policy:  
Section 2.2 : Research and Systems for Service Analysis**

The FAA undertakes research, study, Research and analysis to discover applications of new systems technology, analysis explore new opportunities for are often required during service delivery, solve problems with current operations, analysis define and stabilize requirements to mature operational concepts, and mitigate reduce risk. These activities generate information supporting the integrity of identified capability shortfalls, future service needs, capability and or system define requirements, expectations of benefits, and design alternatives. Research and systems before analysis activity a decision is tightly coupled rendered with and to supportive of other AMS proceed further in the lifecycle management processes process. It is especially important Research during the early for service analysis stages (RSA) of lifecycle management policy also applies when such activities as simulation, rapid prototyping, research and computer human interface systems development analysis are conducted required to define requirements, develop operational concepts, and reduce risk before entering NAS into investment enterprise architecture analysis. Promising products new technologies that have matured during research to meet the criteria to enter concept and systems analysis requirements may definition. be In placed addition, in the operational environment to evaluate AMS portfolio management policy applies when effectiveness, alignment validate concepts of across related initiatives use is collect performance necessary to data, mature determine concepts requirements, to and refine move through the business AMS ease lifecycle. Fielded systems and equipment are supported while

During in RSA, the operational environment and removed and the site restored when FAA engages in two general areas of applied research activity is complete. :

The FAA

- Research research Engineering and development Development (RRE&D) program
- Concept supports all aspects of Maturity and Technology Development aviation (CMTD)

The from RE&D research on materials process governs selection and human factors to execution development of new products, services, the and RE&D procedures portfolio. It supports: regulation, certification, and standards development for aircraft, air operators, manufacturers, aircrews and other This aviation personnel; airports; portfolio commercial space includes systematic transportation; studies environment; to modernization, gain operation, knowledge and maintenance or understanding of the national airspace system; and aerospace policy formulation concepts, planning products, and analysis. Research activity or across FAA is coordinated through procedures that could potentially benefit the R&D portfolio process (<http://nas-architecture.faa.gov/nas/downloads/>). aviation The community R&D with portfolio integrates research programs in four or without specific application or means R&D by appropriation which accounts: a Research Engineering and specific need may Development, be Air Traffic Organization met such as Capital, research Airport Improvement related to Program, materials and Safety and human Operations factors. The R&D executive board develops These activities inform the R&D portfolio NAS each year using

strategic enterprise architecture and CMTD planning activities, in the National Aviation Research Plan but do not lead directly to (NARP) concept as a guide and requirements definition.

The NARP links CMTD FAA research process governs activities to broader directed strategic planning in the FAA toward the production of useful Flight materials, Plan devices, NextGen systems, Implementation Plan and methods, and as the Joint Planning Development well as advance the Office maturity The of R&D new executive concepts. board is supported by program Typical activities include concept feasibility planning studies, teams technical assigned analysis, to prototype prepare demonstrations, and manage specific operational research program assessments that areas. Program identify, managers develop, execute research and evaluate programs opportunities They work closely with research sponsors for improving the delivery of NAS (business services, units that own These efforts reduce or risk, share define the requirements, R&D demonstrate requirement) operational to requirements, ensure results meet customer inform concept and requirements needs definition Annual activities, evaluations determine whether research results are meeting performance targets and generate information required to support agency investment decisions and supporting FAA product strategic goals lifecycle management. Evaluations also determine whether FAA strategic

RSA planning is leading activities related to the R&D portfolio in NAS the right are performed direction. The in RE&D coordination Advisory Committee with NextGen and its associated subcommittees Operations review the Planning to R&D ensure portfolio twice a alignment with the year, enterprise-level first during budget formulation and later during portfolio evaluation technical strategy as reflected in the NAS enterprise architecture.

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### **Section 2.2.1 : What Must Be Done**

**Old Content:** Acquisition Management Policy:

#### **Section 2.2.1 : What Must Be Done**

Service organizations:

- Identify, justify, and manage research, study, and analysis programs within their service area of responsibility;
- Prepare white sheets for research programs approved for inclusion in the R&D portfolio;
- Submit research, study, and analysis proposals to the R&D portfolio development process for evaluation and possible inclusion in the R&D portfolio;
- Use peer reviews by subject-matter experts to improve the quality and timeliness of ongoing research programs;
- Plan and obtain support for operational prototypes as specified in the Integrated Logistics Support Process Manual. This may include training, manuals, spare parts, repair, and support services, as well as removing prototypes and restoring sites when activity is complete; and
- Plan for certification and configuration management of prototypes that will remain in operational use and for their transition to national support and operation.

#### ATO Operations Planning organization:

- Manages the R&D planning and budget process;
- Coordinates annual development of the National Aviation Research Plan;
- Ensures the R&D portfolio is aligned with FAA strategic goals and the enterprise architecture;
- Identifies and analyzes potential solutions to service need, including feasibility analyses;
- Evaluates prototypes and conducts feasibility demonstrations to validate and refine initial requirements, operational concepts, potential solutions, and operational procedures;
- Integrates FAA research activity with research sponsored or conducted by industry, universities, and other government organizations; and
- Interfaces with OST, OMB, Congress, trade associations, international organizations, and other state and federal government organizations for agency-level research issues.

#### R&D Executive Board:

- Works with the lines of business to develop the FAA R&D portfolio each year; and
- Coordinates sequential review of the portfolio with the OEP Review Board, ATO Executive Council, Associate and Assistant Administrators, and Joint Resources Council.

#### Capital Investment Team:

- Formulates ATO Capital R&D funding requirements.

#### **New Content:** Acquisition Management Policy:

##### **Section 2.2.1 : Research, Engineering, and Development Process**

The RE&D process supports aspects of aviation with research on materials and human factors to support development of new products, services, and procedures. These aspects include regulation, certification, and standards for aircraft, air operators, manufacturers, aircrews, and other aviation personnel; airports; commercial space transportation; environment; modernization, operation, and maintenance of the NAS; and aerospace policy formulation, planning, and analysis.

RE&D activity across FAA is coordinated through the [RE&D portfolio process](#). The RE&D executive board develops the RE&D portfolio each year using strategic planning in the National Aviation Research Plan as a guide. This plan links FAA research activities to broader strategic planning in the FAA Flight Plan, NextGen Implementation Plan, the NAS Enterprise Architecture and the Joint Planning Development Office. The RE&D executive board is supported by program planning teams assigned to prepare and manage specific research areas.

Program managers execute research programs. They work closely with research sponsors (business units that own or share the RE&D requirement) to ensure results meet customer needs. Annual evaluations determine whether research results are meeting performance targets and supporting FAA strategic goals. Evaluations also determine whether FAA strategic planning is leading the RE&D portfolio in the right direction.

The RE&D Advisory Committee and its associated subcommittees review the RE&D portfolio twice a year, first during budget formulation and later during portfolio evaluation.

**Red Line Content:** Acquisition Management Policy:

**Section 2.2.1 : What Research, Must Engineering, Be Done and Development Process**

Service The organizations: Identify, justify, and RE&D manage process research, supports study, aspects and analysis programs within their service area of of aviation with research on materials and human responsibility; Prepare factors white sheets for research programs to support development of new approved products, for services, inclusion and in procedures, the These R&D aspects portfolio; Submit include research regulation, study certification, and analysis proposals to the standards R&D for portfolio aircraft, development air process operators, for manufacturers, evaluation aircrews, and possible inclusion in other the aviation R& personnel; D portfolio airports; Use peer reviews by subject matter commercial experts space to transportation; improve environment; the modernization, quality operation, and timeliness maintenance of ongoing research the programs NAS; Plan and obtain support aerospace policy for formulation, operational planning, prototypes and as analysis.

RE&D specified in activity across the FAA is Integrated Logistics coordinated through Support the RE&D Process portfolio Manual process. This The may RE&D include executive training, board manuals, develops spare the parts, RE&D repair, portfolio and support each year services, using as well as removing prototypes and restoring sites when activity strategic planning in the National Aviation Research Plan as a is guide, complete; This and Plan plan for certification and configuration management of prototypes that will remain in operational links FAA research activities to broader strategic planning in the FAA Flight use Plan, and for NextGen Implementation their Plan, transition to national support the NAS Enterprise Architecture and operation. ATO the Operations Joint Planning organization: Manages Development the Office. The R RE&D planning and executive budget board process; Coordinates is annual development of the National Aviation Research supported by program planning teams assigned to Plan; Ensures prepare the and R&D manage portfolio is specific research aligned areas.

Program with FAA strategic managers execute research goals programs, and the enterprise They work closely architecture; Identifies with and analyzes research sponsors potential (business solutions to service units that own need, or including feasibility, share the analyses RE&; Evaluates prototypes and conducts feasibility D demonstrations requirement) to validate and refine initial requirements, operational concepts, potential ensure solutions, results and operational meet customer procedures; Integrates needs. FAA research activity with Annual evaluations determine whether research sponsored results or conducted are by meeting industry, performance universities, targets and other government organizations; and Interfaces supporting with FAA OST, strategic OMB, goals. Congress, Evaluations trade also associations, determine international whether organizations, FAA and other state and federal strategic planning is leading the government RE&D organizations for portfolio in agency-level the research issues right direction.

~~R~~~~The~~ ~~RE~~&D Executive Board: Works with ~~Advisory~~ the lines of business to develop ~~Committee~~ ~~and its associated subcommittees review~~ the ~~FAA R~~RE&D portfolio each year; and Coordinates sequential review of the portfolio with the OEPTwice Review Boarda year, ATOfirst Executive ~~during~~ Council, ~~budget~~ Associate ~~formulation~~ and Assistant Administrators, and ~~later~~ Joint Resources Council ~~during portfolio evaluation~~. Capital Investment Team:

~~Formulates ATO Capital R&D funding requirements.~~

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### **Section 2.2.2 : Outputs and Products**

**Old Content:** Acquisition Management Policy:

#### **Section 2.2.2 : Outputs and Products**

- FAA R&D portfolio;
- White sheets for approved research programs;
- National Aviation Research Plan;
- Research products addressing the needs of the FAA and aviation community.

**New Content:** Acquisition Management Policy:

#### **Section 2.2.2 : Concept Maturity and Technology Development Process**

The concept maturity and technology development process governs conduct of activities such as feasibility studies, technical analysis, prototype demonstrations, and operational assessments that identify, develop, and evaluate potential concepts for improving service delivery by the FAA. These activities may be for a single initiative or multiple initiatives related to a single concept (a portfolio, as described in section 1.2.4.1). They may play a role in the development of service analysis products, as described in section 2.3.2. Key outputs are mature, beneficial concepts that can progress toward entry into the concept and requirements definition phase of AMS.

The CMTD process supports concept maturity through the following three stages:

- **Concept Exploration** identifies promising concepts with sufficient definition to begin development of a concept of operations and plan follow-on activities. Work starts with the collection of a broad and varied range of potential approaches for meeting agency strategic goals, objectives, and service needs, and organizes them into candidate concepts. Outputs are promising and feasible concepts that warrant further maturation and development.
- **Concept Development** matures and evaluates promising concepts to determine which should continue further development. Activities include modeling, simulation, and detailed analysis.
- **Concept Evaluation** confirms that a concept has great promise toward meeting the needs of the agency and begins to determine operational and technical feasibility. Concept evaluation can include concept integration, evolution, or scalability. Representative activities include prototyping and field demonstration.

Individual projects reside in one of the stages, but may not pass sequentially through each, depending on the maturity level of the concept and the progress of related initiatives.

CMTD activities are selected according to their relative potential for achieving needed operational improvements identified in the NAS Enterprise Architecture. CMTD activities include development of mid-term operational concepts, concept evaluation studies, human factors analysis, preliminary requirements development for individual concepts, prototypes, demonstrations, and concept development. These activities generate information supporting the validity of identified capability shortfalls, future service needs, capability requirements, expectations of benefits, and design alternatives. See [CMTD guidance](#) for a list of products and how CMTD supports the development of those products.

**Red Line Content:** [Acquisition Management Policy](#):

**Section 2.2.2 :** [Outputs](#) [Concept Maturity](#) and [Products](#) [Technology Development Process](#)

*The concept maturity and technology development process governs conduct of activities such as feasibility studies, technical analysis, prototype demonstrations, and operational assessments that identify, develop, and evaluate potential concepts for improving service delivery by the FAA. These activities may be for a single initiative or multiple initiatives related to a single concept (a portfolio, as described in section 1.2.4.1). They may play a role in the development of service analysis products, as described in section 2.3.2. Key outputs are mature, beneficial concepts that can progress toward entry into the concept and requirements definition phase of AMS.*

*The CMTD process supports concept maturity through the following three stages:*

- [FAA](#) [Concept Exploration](#) identifies promising concepts with sufficient definition to begin development [of a concept of operations and plan follow-on activities.](#) [&#160;D portfolio;](#) [White](#) [Work](#) starts with the collection of a broad [sheets](#) [and varied range of potential approaches](#) for [approved research](#) [meeting agency programs;](#) [strategic goals, objectives, and service needs, and organizes them into candidate concepts. Outputs are promising and feasible concepts that warrant further maturation and development.](#)
- [National](#) [Concept](#) [Aviation](#) [Development](#) [Research](#) [matures](#) [Plan;](#) [and evaluates promising concepts to determine which should continue further development. Activities include modeling, simulation, and detailed analysis.](#)
- [Research](#) [Concept](#) [products](#) [Evaluation](#) confirms that a [addressing](#) [concept](#) has great promise toward meeting the needs of the [FAA](#) [agency](#) and begins to determine operational and technical feasibility. [Concept evaluation can include concept integration, evolution, or scalability. Representative activities include prototyping](#) and [aviation community](#) [field demonstration.](#)

*Individual projects reside in one of the stages, but may not pass sequentially through each, depending on the maturity level of the concept and the progress of related initiatives.*

*CMTD activities are selected according to their relative potential for achieving needed operational improvements identified in the NAS Enterprise Architecture. CMTD activities include development of mid-term operational concepts, concept evaluation studies, human factors analysis, preliminary requirements development for individual concepts, prototypes, demonstrations, and concept development. These activities generate information supporting the validity of identified capability shortfalls, future service needs, capability requirements, expectations of benefits, and design alternatives. See [CMTD guidance](#) for a list of products and how CMTD supports the development of those products.*

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### Appendix A: Roles and Responsibilities

Old Content: Acquisition Management Policy:

#### **Appendix A: Roles and Responsibilities**

#### **JOINT RESOURCES COUNCIL**

- Approves the FAA investment portfolio each year as part of the budget submission process;
- Approves the FAA enterprise architecture;
- Makes the decision to approve an ACAT 1 or ACAT 2 investment program for inclusion in a service portfolio at the conclusion of investment analysis;
- Establishes ACAT 1 and 2 investment programs and assigns execution to a service organization;
- Baselines program requirements for ACAT 1 and ACAT 2 investment programs in the final program requirements document;
- Approves the acquisition program baseline for ACAT 1 and ACAT 2 investment programs;
- Commits the FAA to full funding of the approved investment program segment for ACAT 1 and ACAT 2 investment programs;
- Identifies any future corporate decisions and levels of empowerment for the service organization during solution implementation and in-service management for ACAT 1 and ACAT 2 investment programs;
- Makes acquisition program baseline change decisions that alter program performance, cost, and schedule baselines during solution implementation for ACAT 1 and ACAT 2 investment programs;
- Approves FAA budget submissions for the RE&D, and F&E appropriations, and reviews the O&M appropriation. The Administrator approves the O&M budget before submission to the Office of the Secretary for Transportation;
- Makes production and in-service decisions or assigns approval authority to another organization for ACAT 1 and ACAT 2 investment programs; and
- Conducts service-level reviews to manage ongoing investment programs, including operational assets.

The Joint Resources Council has the following core members:

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- Acquisition Executive;
- Chief Operating Officer;
- Associate Administrator for Aviation Safety;
- Chief Information Officer;
- General Counsel;
- Chief Financial Officer;
- Associate Administrator for Region and Center Operations;
- Associate Administrator for Airports; and
- ATO Financial Officer.

The following members attend JRC meetings when the decision concerns their organizational responsibilities:

- Associate Administrator for Commercial Space Transportation;
- Assistant Administrator for Aviation Policy, Planning, and Environment; and
- Director for Joint Planning and Development Office.

### **ATO EXECUTIVE COUNCIL**

- Serves with the acquisition executive as the investment decision authority for ATO ACAT 3 and ACAT 4 investment programs (e.g., air traffic control services and the National Airspace System);
- Coordinates and integrates activity across ATO service units to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy; and
- Oversees execution of ACAT 3 - ACAT 5 investment programs within the ATO and as assigned by the Joint Resources Council.

### **INFORMATION TECHNOLOGY EXECUTIVE BOARD**

- Reviews and approves OMB Exhibit 300s for designated information technology capital investments during the annual budget cycle before submission to the Department of Transportation and OMB;
- Serves as the investment decision authority for ACAT 3 - ACAT 5 non-NAS information technology investment programs (e.g., administrative systems, some mission support services, certain NAS investments);
- Coordinates and integrates activity across service organizations for assigned elements of the enterprise architecture to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy;
- Oversees execution of information technology investments assigned by the JRC and AMS ACAT policy; and
- Makes investment decisions in areas specified by the Joint Resources Council and AMS ACAT policy.

### **ASSOCIATE AND ASSISTANT ADMINISTRATORS AND THE CHIEF OPERATING OFFICER**

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- Require service analysis for designated services (e.g., en-route service, terminal service, regulatory service, certification service) within the line of business;
- Approve entry into initial investment analysis for ACAT 3 – ACAT 5 investment programs;
- Serve with the acquisition executive and Chief Financial Officer as the investment decision authority for non-ATO, non information technology investment programs within the line of business per AMS ACAT policy;
- Provide staff support to concept and requirements analysis and investment analysis activity for service needs within the line of business;
- Implement non-material solutions to a service need that emerge any time during mission analysis or investment analysis; and
- Oversee investment program execution by service organizations within the line of business.

### **ACQUISITION EXECUTIVE**

- Manages AMS policy;
- Member of the Joint Resources Council and all other investment decision authorities except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Jointly approves the acquisition program baseline with other designated members of the investment decision authority for all ACATs except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs the Joint Resources Council at ACAT 1 and ACAT 2 investment decisions and at all acquisition program baseline change decisions except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs service-level reviews; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

### **VICE PRESIDENTS (ATO) AND SERVICE DIRECTORS (non-ATO)**

- Responsible and accountable for the delivery of services by service organizations under their management;
- Deliver status briefings for their service portfolio to the Joint Resources Council at semi-annual service-level reviews;
- Approve plans for concept and requirements definition and assign necessary human resources;
- Make the decision to enter concept and requirements definition after all entrance criteria are satisfied;
- Assess operational assets annually at a minimum to determine whether they should continue in service or be modified, upgraded, or removed from service;
- Approve plans for investment analysis and assign necessary human resources;
- Approve the program requirements document and the implementation strategy and planning document; and
- Oversee the annual update and submission of the OMB 300 Exhibit for designated investment programs.

## **INVESTMENT DECISION AUTHORITY EXECUTIVE SECRETARIAT**

The IDA executive secretariat manages the investment decision-making process for all investment decision authorities except the ITEB. The JRC secretariat as the IDA executive secretariat does the following:

- Facilitates the efforts of service organizations to ensure timely and effective investment decision-making;
- Uses AMS-based criteria to evaluate the status of investment initiatives seeking an investment decision before scheduling an IDA decision;
- Coordinates JRC and ATO Executive Council meeting dates and arranges logistics;
- Manages the paper IDA process;
- Prepares records of decision from IDA meetings, minutes from JRC service-level reviews, and notes from meetings of subordinate review boards (with exception of the ITEB) related to investment decisions;
- Maintains the official repository of investment decision documentation, records of decision, meeting minutes and assigned action items; and
- Develops and maintains IDA guidance documents and processes.

## **CAPITAL INVESTMENT TEAM**

The capital investment team (CIT) is composed of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO Executive Committee and the Joint Resources Council in establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations. Functional disciplines on the team include operational air traffic control expertise, system engineering, investment analysis, and capital and operations budgeting. The CIT:

- Reviews ATO investment programs and provides recommendations to the ATO Vice President of Finance prior to IDA presentation and approval to assess business justification, budget affordability, and program priority;
- Formulates ATO Capital R&D funding requirements;
- Reviews non-ATO investments proceeding to the IDA and provides business-based, objective recommendations to the ATO Vice President of Finance for use on the JRC;
- Performs corporate budget formulation and execution, including budget impact assessments, and recommendations of funding offsets and reprogramming due to program baseline changes, marks/pass-backs from OST, OMB, and Congress; and
- Establishes and maintains an up-to-date prioritization of all on-going and proposed investment programs for use in budget impact assessments and determination of offsets.

## **DIRECTOR, OFFICE OF SAFETY MANAGEMENT**

- Conducts independent operational test and evaluation for programs as directed by the Joint Resources Council; and
- Co-approves the test section of the implementation strategy and planning document for programs designated for IOT&E.

## **PRODUCT OR SERVICE TEAM**

- Develops, procures, and delivers products or services for users or customers;
- Manages the acquisition program baseline of investment programs it is implementing and reports breaches to management;
- Updates the OMB Exhibit 300 annually for designated programs;
- Assists in development of the program requirements recorded in the program requirements document;
- Develops cost and schedule baselines during final investment analysis for the solution selected for implementation;
- Acquires new or improved capability for services and products throughout their lifecycle;
- Keeps planning current during solution implementation in the implementation strategy and planning document;
- Supports the conduct of post-implementation reviews;
- Ensures coordination and obtains input from subject-matter experts in critical functional disciplines. These disciplines vary by the type of program, but typically include: management of requirements; test and evaluation; deployment planning; logistics support; procurement planning; real property; acquisition, management, and disposal; configuration management; earned value management; human factors; environmental, occupational safety and health, and energy considerations; information technology; system engineering; security; system safety management; spectrum management; risk management; regulation and certification; telecommunications. The service organization is responsible to ensure that all relevant disciplines have been contacted whether or not they appear in the above list.

## **PRODUCT OR SERVICE TEAM LEADER**

- Serves as the source selection official for procurements subject to the IDA process unless otherwise designated by the IDA;
- Serves as spokesperson for the team;
- Guides, encourages, and coaches team members;
- Leads and facilitates team efforts without dominating the process;
- Keeps the team focused on consensus decision-making and ensures individual team members do not dominate team deliberations;
- Ensures all stakeholders are members of the team and that they participate in team decision-making;
- Leads development of cost, schedule, and performance baselines during final investment analysis;
- Determines the management approach for an investment program and applicable contracts based on program size, complexity, risk, and FAA earned value management policy;

- Manages the acquisition program baseline and reports performance information to management, including anticipated or actual breaches with corrective actions or a request for a revised program baseline;
- In consultation with the contracting officer, determines the acquisition strategy for obtaining the selected solution and establishes the appropriate earned value management and reporting applications for each contract;
- Assures FAA program needs are acquired through the appropriate source selection process and assures SIRs include adequate definition of requirements;
- Assures qualified technical evaluators, if required, assist the source evaluation team in the evaluation; and
- In consultation with the contracting officer, conducts the integrated baseline review, assisted by the contracting officer's technical representative;

### **CONTRACTING OFFICER**

- Serves as the source selection official for procurements not subject to the IDA decision process;
- Ensures, when applicable, conflict of interest documentation is obtained from the source selection official and all source evaluation team members; with legal counsel, determines if any actual or apparent conflict of interest exists and if so resolves or mitigates the conflict;
- Ensures source evaluation team members are briefed on sensitivities of the source selection process, prohibition against unauthorized disclosure of information (including their responsibility to safeguard proposals and any documentation related to the source selection team proceedings), and requirements concerning conflict of interest; ensures source selection official and source evaluation team members provide nondisclosure of information statements;
- Coordinates communications with industry, controls all written documentation issued to industry, and conducts all debriefings;
- Participates during screening, selection, and debriefing phases of source selection to ensure fair treatment of all offerors;
- Issues letters, public announcements, screening information requests and amendments, and other procurement documents;
- Ensures the contract is signed by a contractor's representative with the authority to bind the contractor; with legal counsel, ensures all contractual documents comply with applicable laws, regulations, and policies; and
- Executes, administers, and terminates contracts and makes related determinations and decisions that are contractually binding.

### **SOURCE SELECTION OFFICIAL**

- Assures source evaluation team competence, cohesiveness, and effectiveness;
- Assigns responsibility to a source evaluation team member to mark all source selection sensitive information with the designation "source selection sensitive information."
- Approves source evaluation plans and assures the evaluation conforms to the stated evaluation criteria; and

- Makes down-select decisions and assumes full authority to select the source for award.

## **SOURCE EVALUATION TEAM**

- Drafts all SIRs;
- Formulates the source evaluation plan;
- Reviews existing lessons-learned reports that provide meaningful insight into the procurement;
- Ensures an in-depth review and evaluation of each submitted screening document against FAA requirements and evaluation criteria;
- Prepares the source evaluation report (including recommendations, if requested) so the SSO may make down selection and/or award decisions, and if requested by the SSO, prepares documentation for the SSO decision rationale;
- Oversees all procedural and administrative aspects of the procurement;
- Selects advisors to assist the team in its evaluation, if required;
- Participates in all debriefings; and
- Prepares a lessons learned memorandum after completing the source selection.

## **OFFICE OF THE CHIEF COUNSEL**

- Represents FAA legal interests on product or service teams engaged in the acquisition of goods and services;
- Exercises independent professional judgment, advises teams on relevant legal, governmental, and business issues, and promotes the legality and integrity of acquisition actions;
- Represents the FAA in connection with procurement-related litigation, alternative dispute resolution, and other matters; and
- Serves as core member of the Joint Resources Council.

## **OFFICE OF DISPUTE RESOLUTION FOR ACQUISITION**

- FAA Administrator's impartial administrative forum for adjudication of bid protests and contract disputes arising under the AMS;
- Provides dispute resolution services to the FAA and its private business partners, implementing FAA policy to utilize Alternative Dispute Resolution (ADR) to the maximum extent practicable;
- Conducts a streamlined adjudication process for matters un-resolvable through ADR;
- Provides "Findings and Recommendations", and issues orders and decisions supported by the case record and law, on behalf of the FAA Administrator;
- Promulgates and operates in accordance with rules of procedure; and
- Recommends changes to the Acquisition Management System.

## **SERVICE ORGANIZATIONS**

- Plan and manage resources as assigned by an IDA to deliver services within their service area of responsibility;

- Conduct service analysis for assigned services and plan service delivery;
- Maintain consistency between service planning and FAA strategic and performance goals;
- Work with the appropriate systems engineering organization to develop concepts of use and requirements, as required;
- Work with the appropriate systems engineering and operating organizations to determine realistic alternative solutions to service needs; and
- Identify, justify, obtain, and manage research, study, and analysis within their service area of responsibility.

### **ATO OPERATIONS PLANNING ORGANIZATION**

- Manages the corporate research budgeting process;
- Coordinates annual development of the National Aviation Research Plan;
- Interfaces with OST, OMB, Congress, trade organizations, industry, international organizations, and other government organizations for FAA-level research issues; and
- Oversees and coordinates the ATO strategic management process; and
- Provides test and evaluation services.

### **SYSTEMS ENGINEERING ORGANIZATIONS**

- Work with both corporate mission analysis and service organizations to ensure consistency between service planning and the long-range strategic direction of the FAA;
- Work with service organizations to translate user needs into a sequenced and traceable architecture that defines the functions and sub-functions necessary to achieve intended services or operational capability;
- Work with service organizations to determine realistic alternative solutions to service need and assess their impact on the enterprise architecture;
- Work with service organizations to conduct service analysis and incorporate associated recommendations into the enterprise architecture; and
- Work with service organizations to develop the program requirements document.

### **ATO SYSTEMS ENGINEERING ORGANIZATION**

- Performs corporate-level mission analysis;
- Oversees the NAS segment of the enterprise architecture;
- Coordinates service analysis activity across service organizations to ensure alignment with FAA strategic and performance goals and to eliminate redundant activity, duplicate benefits, service gaps, and service overlap;
- Develops and maintains standards and tools for conducting service analysis;
- Assists service organizations in establishing a service analysis capability and conducting service analysis; and
- Leads planning and activities for concept and requirements definition

### **CHIEF FINANCIAL OFFICER**

- Jointly approves the acquisition program baseline with other IDA members except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Serves as a core member of the Joint Resources Council; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

### **CHIEF INFORMATION OFFICER**

- Serves as a core member of the Joint Resources Council;
- Chairs the Information Technology Executive Board;
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB;
- Jointly approves the acquisition program baseline with other IDA members for ACAT 1 – ACAT 2 investment programs and for ACAT 3 – ACAT 5 non-NAS information technology investment programs; and
- Oversees the enterprise architecture.

### **AIO VALUE MANAGEMENT OFFICE**

- Provides process, guidance, training, and consultation to service organizations in the preparation of OMB Exhibit 300s;
- Independently scores OMB Exhibit 300s and provides feedback to service organizations and the IDA Secretariat for designated investment programs;
- Consolidates and reports major program schedule and cost performance data, variance analysis, and corrective action plans to the Information Technology Executive Board, Department of Transportation, and Office of Management and Budget; and
- Conducts EVM assessments for programs requiring submission of an Exhibit 300 to OMB and ensures EVM transition plans for those programs are implemented effectively.

### **EARNED VALUE MANAGEMENT FOCAL POINT**

- Serves as the FAA EVM executive agent;
- Assists program managers and business managers to apply EVM requirements to capital investment programs and contracts;
- Coordinates EVM activities for FAA with other government agencies and with industry and professional associations; and
- Collects monthly schedule and cost performance data, variance analysis and corrective action plans for major programs.

### **IN-SERVICE DECISION SECRETARIAT**

The in-service decision secretariat manages the deployment planning process for the JRC and the ATO Executive Council. The secretariat:

- Coordinates with the IDA executive secretariat to verify that IDA readiness criteria for a final investment decision have been satisfied;

- Facilitates the efforts of service organizations to ensure timely and effective in-service decision-making;
- Uses AMS-based criteria to evaluate the status of each program seeking an in-service decision before scheduling the program for a stakeholder and in-service decision meeting;
- Prepares records of decision; and
- Tracks ISD action plans until closure.

## **ACQUISITION EXECUTIVE BOARD**

A corporate body that assists and supports the acquisition executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, tools, and training. The AEB:

- Reviews, authorizes, and oversees development and implementation of acquisition management policy, process, practices, procedures, tools, and training at all organizational levels;
- For authorized change proposals, charters and provides resources for cross-functional work groups to conduct feasibility and cost/benefit analyses for proposed policy, guidance, practice, and procedure changes;
- Directs, controls, and approves all compliance processes associated with execution of any aspect of AMS; and
- Directs and oversees the Acquisition System Advisory Group.

**New Content:** Acquisition Management Policy:  
**Appendix A: Roles and Responsibilities**

## **JOINT RESOURCES COUNCIL**

- Approves the FAA investment portfolio each year as part of the budget submission process;
- Approves the FAA enterprise architecture;
- Makes the decision to approve an ACAT 1 or ACAT 2 investment program for inclusion in a service portfolio at the conclusion of investment analysis;
- Establishes ACAT 1 and 2 investment programs and assigns execution to a service organization;
- Baselines program requirements for ACAT 1 and ACAT 2 investment programs in the final program requirements document;
- Approves the acquisition program baseline for ACAT 1 and ACAT 2 investment programs;
- Commits the FAA to full funding of the approved investment program segment for ACAT 1 and ACAT 2 investment programs;
- Identifies any future corporate decisions and levels of empowerment for the service organization during solution implementation and in-service management for ACAT 1 and ACAT 2 investment programs;

- Makes acquisition program baseline change decisions that alter program performance, cost, and schedule baselines during solution implementation for ACAT 1 and ACAT 2 investment programs;
- Approves FAA budget submissions for the RE&D, and F&E appropriations, and reviews the O&M appropriation. The Administrator approves the O&M budget before submission to the Office of the Secretary for Transportation;
- Makes production and in-service decisions or assigns approval authority to another organization for ACAT 1 and ACAT 2 investment programs; and
- Conducts service-level reviews to manage ongoing investment programs, including operational assets.

The Joint Resources Council has the following core members:

- Acquisition Executive;
- Chief Operating Officer;
- Associate Administrator for Aviation Safety;
- Chief Information Officer;
- General Counsel;
- Chief Financial Officer;
- Associate Administrator for Region and Center Operations;
- Associate Administrator for Airports; and
- ATO Financial Officer.

The following members attend JRC meetings when the decision concerns their organizational responsibilities:

- Associate Administrator for Commercial Space Transportation;
- Assistant Administrator for Aviation Policy, Planning, and Environment; and
- Director for Joint Planning and Development Office.

### **ATO EXECUTIVE COUNCIL**

- Serves with the acquisition executive as the investment decision authority for ATO ACAT 3 and ACAT 4 investment programs (e.g., air traffic control services and the National Airspace System);
- Coordinates and integrates activity across ATO service units to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy; and
- Oversees execution of ACAT 3 - ACAT 5 investment programs within the ATO and as assigned by the Joint Resources Council.

### **INFORMATION TECHNOLOGY EXECUTIVE BOARD**

- Reviews and approves OMB Exhibit 300s for designated information technology capital investments during the annual budget cycle before submission to the Department of Transportation and OMB;

- Serves as the investment decision authority for ACAT 3 - ACAT 5 non-NAS information technology investment programs (e.g., administrative systems, some mission support services, certain NAS investments);
- Coordinates and integrates activity across service organizations for assigned elements of the enterprise architecture to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy;
- Oversees execution of information technology investments assigned by the JRC and AMS ACAT policy; and
- Makes investment decisions in areas specified by the Joint Resources Council and AMS ACAT policy.

### **ASSOCIATE AND ASSISTANT ADMINISTRATORS AND THE CHIEF OPERATING OFFICER**

- Require service analysis for designated services (e.g., en-route service, terminal service, regulatory service, certification service) within the line of business;
- Approve entry into initial investment analysis for ACAT 3 – ACAT 5 investment programs;
- Serve with the acquisition executive and Chief Financial Officer as the investment decision authority for non-ATO, non information technology investment programs within the line of business per AMS ACAT policy;
- Provide staff support to concept and requirements analysis and investment analysis activity for service needs within the line of business;
- Implement non-material solutions to a service need that emerge any time during mission analysis or investment analysis; and
- Oversee investment program execution by service organizations within the line of business.

### **ACQUISITION EXECUTIVE**

- Manages AMS policy;
- Member of the Joint Resources Council and all other investment decision authorities except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Jointly approves the acquisition program baseline with other designated members of the investment decision authority for all ACATs except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs the Joint Resources Council at ACAT 1 and ACAT 2 investment decisions and at all acquisition program baseline change decisions except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs service-level reviews; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

### **VICE PRESIDENTS (ATO) AND SERVICE DIRECTORS (non-ATO)**

- Responsible and accountable for the delivery of services by service organizations under their management;
- Deliver status briefings for their service portfolio to the Joint Resources Council at semi-annual service-level reviews;
- Approve plans for concept and requirements definition and assign necessary human resources;
- Make the decision to enter concept and requirements definition after all entrance criteria are satisfied;
- Assess operational assets annually at a minimum to determine whether they should continue in service or be modified, upgraded, or removed from service;
- Approve plans for investment analysis and assign necessary human resources;
- Approve the program requirements document and the implementation strategy and planning document; and
- Oversee the annual update and submission of the OMB 300 Exhibit for designated investment programs.

## **INVESTMENT DECISION AUTHORITY EXECUTIVE SECRETARIAT**

The IDA executive secretariat manages the investment decision-making process for all investment decision authorities except the ITEB. The JRC secretariat as the IDA executive secretariat does the following:

- Facilitates the efforts of service organizations to ensure timely and effective investment decision-making;
- Uses AMS-based criteria to evaluate the status of investment initiatives seeking an investment decision before scheduling an IDA decision;
- Coordinates JRC and ATO Executive Council meeting dates and arranges logistics;
- Manages the paper IDA process;
- Prepares records of decision from IDA meetings, minutes from JRC service-level reviews, and notes from meetings of subordinate review boards (with exception of the ITEB) related to investment decisions;
- Maintains the official repository of investment decision documentation, records of decision, meeting minutes and assigned action items; and
- Develops and maintains IDA guidance documents and processes.

## **CAPITAL INVESTMENT TEAM**

The capital investment team (CIT) is composed of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO Executive Committee and the Joint Resources Council in establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations. Functional disciplines on the team include operational air traffic control

expertise, system engineering, investment analysis, and capital and operations budgeting. The CIT:

- Reviews ATO investment programs and provides recommendations to the ATO Vice President of Finance prior to IDA presentation and approval to assess business justification, budget affordability, and program priority;
- Formulates ATO Capital R&D funding requirements;
- Reviews non-ATO investments proceeding to the IDA and provides business-based, objective recommendations to the ATO Vice President of Finance for use on the JRC;
- Performs corporate budget formulation and execution, including budget impact assessments, and recommendations of funding offsets and reprogramming due to program baseline changes, marks/pass-backs from OST, OMB, and Congress; and
- Establishes and maintains an up-to-date prioritization of all on-going and proposed investment programs for use in budget impact assessments and determination of offsets.

### **DIRECTOR, OFFICE OF SAFETY MANAGEMENT**

- Conducts independent operational test and evaluation for programs as directed by the Joint Resources Council; and
- Co-approves the test section of the implementation strategy and planning document for programs designated for IOT&E.

### **PRODUCT OR SERVICE TEAM**

- Develops, procures, and delivers products or services for users or customers;
- Manages the acquisition program baseline of investment programs it is implementing and reports breaches to management;
- Updates the OMB Exhibit 300 annually for designated programs;
- Assists in development of the program requirements recorded in the program requirements document;
- Develops cost and schedule baselines during final investment analysis for the solution selected for implementation;
- Acquires new or improved capability for services and products throughout their lifecycle;
- Keeps planning current during solution implementation in the implementation strategy and planning document;
- Supports the conduct of post-implementation reviews;
- Ensures coordination and obtains input from subject-matter experts in critical functional disciplines. These disciplines vary by the type of program, but typically include: management of requirements; test and evaluation; deployment planning; logistics support; procurement planning; real property; acquisition, management, and disposal; configuration management; earned value management; human factors; environmental, occupational safety and health, and energy considerations; information technology; system engineering; security; system safety management; spectrum management; risk management; regulation and certification; telecommunications. The service organization is responsible to ensure that all relevant disciplines have been contacted whether or not they appear in the above list.

## **PRODUCT OR SERVICE TEAM LEADER**

- Serves as the source selection official for procurements subject to the IDA process unless otherwise designated by the IDA;
- Serves as spokesperson for the team;
- Guides, encourages, and coaches team members;
- Leads and facilitates team efforts without dominating the process;
- Keeps the team focused on consensus decision-making and ensures individual team members do not dominate team deliberations;
- Ensures all stakeholders are members of the team and that they participate in team decision-making;
- Leads development of cost, schedule, and performance baselines during final investment analysis;
- Determines the management approach for an investment program and applicable contracts based on program size, complexity, risk, and FAA earned value management policy;
- Manages the acquisition program baseline and reports performance information to management, including anticipated or actual breaches with corrective actions or a request for a revised program baseline;
- In consultation with the contracting officer, determines the acquisition strategy for obtaining the selected solution and establishes the appropriate earned value management and reporting applications for each contract;
- Assures FAA program needs are acquired through the appropriate source selection process and assures SIRs include adequate definition of requirements;
- Assures qualified technical evaluators, if required, assist the source evaluation team in the evaluation; and
- In consultation with the contracting officer, conducts the integrated baseline review, assisted by the contracting officer's technical representative;

## **CONTRACTING OFFICER**

- Serves as the source selection official for procurements not subject to the IDA decision process;
- Ensures, when applicable, conflict of interest documentation is obtained from the source selection official and all source evaluation team members; with legal counsel, determines if any actual or apparent conflict of interest exists and if so resolves or mitigates the conflict;
- Ensures source evaluation team members are briefed on sensitivities of the source selection process, prohibition against unauthorized disclosure of information (including their responsibility to safeguard proposals and any documentation related to the source selection team proceedings), and requirements concerning conflict of interest; ensures source selection official and source evaluation team members provide nondisclosure of information statements;
- Coordinates communications with industry, controls all written documentation issued to industry, and conducts all debriefings;

- Participates during screening, selection, and debriefing phases of source selection to ensure fair treatment of all offerors;
- Issues letters, public announcements, screening information requests and amendments, and other procurement documents;
- Ensures the contract is signed by a contractor's representative with the authority to bind the contractor; with legal counsel, ensures all contractual documents comply with applicable laws, regulations, and policies; and
- Executes, administers, and terminates contracts and makes related determinations and decisions that are contractually binding.

### **SOURCE SELECTION OFFICIAL**

- Assures source evaluation team competence, cohesiveness, and effectiveness;
- Assigns responsibility to a source evaluation team member to mark all source selection sensitive information with the designation "source selection sensitive information."
- Approves source evaluation plans and assures the evaluation conforms to the stated evaluation criteria; and
- Makes down-select decisions and assumes full authority to select the source for award.

### **SOURCE EVALUATION TEAM**

- Drafts all SIRs;
- Formulates the source evaluation plan;
- Reviews existing lessons-learned reports that provide meaningful insight into the procurement;
- Ensures an in-depth review and evaluation of each submitted screening document against FAA requirements and evaluation criteria;
- Prepares the source evaluation report (including recommendations, if requested) so the SSO may make down selection and/or award decisions, and if requested by the SSO, prepares documentation for the SSO decision rationale;
- Oversees all procedural and administrative aspects of the procurement;
- Selects advisors to assist the team in its evaluation, if required;
- Participates in all debriefings; and
- Prepares a lessons learned memorandum after completing the source selection.

### **OFFICE OF THE CHIEF COUNSEL**

- Represents FAA legal interests on product or service teams engaged in the acquisition of goods and services;
- Exercises independent professional judgment, advises teams on relevant legal, governmental, and business issues, and promotes the legality and integrity of acquisition actions;
- Represents the FAA in connection with procurement-related litigation, alternative dispute resolution, and other matters; and
- Serves as core member of the Joint Resources Council.

## **OFFICE OF DISPUTE RESOLUTION FOR ACQUISITION**

- FAA Administrator's impartial administrative forum for adjudication of bid protests and contract disputes arising under the AMS;
- Provides dispute resolution services to the FAA and its private business partners, implementing FAA policy to utilize Alternative Dispute Resolution (ADR) to the maximum extent practicable;
- Conducts a streamlined adjudication process for matters un-resolvable through ADR;
- Provides "Findings and Recommendations", and issues orders and decisions supported by the case record and law, on behalf of the FAA Administrator;
- Promulgates and operates in accordance with rules of procedure; and
- Recommends changes to the Acquisition Management System.

## **SERVICE ORGANIZATIONS**

- Plan and manage resources as assigned by an IDA to deliver services within their service area of responsibility;
- Conduct service analysis for assigned services and plan service delivery;
- Maintain consistency between service planning and FAA strategic and performance goals;
- Work with the appropriate systems engineering organization to develop concepts of use and requirements, as required;
- Work with the appropriate systems engineering and operating organizations to determine realistic alternative solutions to service needs; and
- Identify, justify, obtain, and manage research, study, and analysis within their service area of responsibility.

## **ATO OPERATIONS PLANNING ORGANIZATION**

- Manages the corporate research budgeting process;
- Coordinates annual development of the National Aviation Research Plan;
- Interfaces with OST, OMB, Congress, trade organizations, industry, international organizations, and other government organizations for FAA-level research issues; and
- Oversees and coordinates the ATO strategic management process; and
- Provides test and evaluation services.

## **SYSTEMS ENGINEERING ORGANIZATIONS**

- Work with both corporate mission analysis and service organizations to ensure consistency between service planning and the long-range strategic direction of the FAA;
- Work with service organizations to translate user needs into a sequenced and traceable architecture that defines the functions and sub-functions necessary to achieve intended services or operational capability;
- Work with service organizations to determine realistic alternative solutions to service need and assess their impact on the enterprise architecture;

- Work with service organizations to conduct service analysis and incorporate associated recommendations into the enterprise architecture; and
- Work with service organizations to develop the program requirements document.

## **ATO SYSTEMS ENGINEERING ORGANIZATION**

- Performs corporate-level mission analysis;
- Oversees the NAS segment of the enterprise architecture;
- Coordinates service analysis activity across service organizations to ensure alignment with FAA strategic and performance goals and to eliminate redundant activity, duplicate benefits, service gaps, and service overlap;
- Develops and maintains standards and tools for conducting service analysis;
- Assists service organizations in establishing a service analysis capability and conducting service analysis; and
- Leads planning and activities for concept and requirements definition

## **CHIEF FINANCIAL OFFICER**

- Jointly approves the acquisition program baseline with other IDA members except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Serves as a core member of the Joint Resources Council; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

## **CHIEF INFORMATION OFFICER**

- Serves as a core member of the Joint Resources Council;
- Chairs the Information Technology Executive Board;
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB;
- Jointly approves the acquisition program baseline with other IDA members for ACAT 1 – ACAT 2 investment programs and for ACAT 3 – ACAT 5 non-NAS information technology investment programs; and
- Oversees the enterprise architecture.

## **AIO VALUE MANAGEMENT OFFICE**

- Provides process, guidance, training, and consultation to service organizations in the preparation of OMB Exhibit 300s;
- Independently scores OMB Exhibit 300s and provides feedback to service organizations and the IDA Secretariat for designated investment programs;
- Consolidates and reports major program schedule and cost performance data, variance analysis, and corrective action plans to the Information Technology Executive Board, Department of Transportation, and Office of Management and Budget; and
- Conducts EVM assessments for programs requiring submission of an Exhibit 300 to OMB and ensures EVM transition plans for those programs are implemented effectively.

## **EARNED VALUE MANAGEMENT FOCAL POINT**

- Serves as the FAA EVM executive agent;
- Assists program managers and business managers to apply EVM requirements to capital investment programs and contracts;
- Coordinates EVM activities for FAA with other government agencies and with industry and professional associations; and
- Collects monthly schedule and cost performance data, variance analysis and corrective action plans for major programs.

## **IN-SERVICE DECISION SECRETARIAT**

The in-service decision secretariat manages the deployment planning process for the JRC and the ATO Executive Council. The secretariat:

- Coordinates with the IDA executive secretariat to verify that IDA readiness criteria for a final investment decision have been satisfied;
- Facilitates the efforts of service organizations to ensure timely and effective in-service decision-making;
- Uses AMS-based criteria to evaluate the status of each program seeking an in-service decision before scheduling the program for a stakeholder and in-service decision meeting;
- Prepares records of decision; and
- Tracks ISD action plans until closure.

## **ACQUISITION EXECUTIVE BOARD**

A corporate body that assists and supports the acquisition executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, tools, and training. The AEB:

- Reviews, authorizes, and oversees development and implementation of acquisition management policy, process, practices, procedures, tools, and training at all organizational levels;
- For authorized change proposals, charters and provides resources for cross-functional work groups to conduct feasibility and cost/benefit analyses for proposed policy, guidance, practice, and procedure changes;
- Directs, controls, and approves all compliance processes associated with execution of any aspect of AMS; and
- Directs and oversees the Acquisition System Advisory Group.

## **ATO NEXTGEN AND OPERATIONS PLANNING ORGANIZATION**

- Manages the corporate research and development budgeting process;
- Coordinates annual development of the National Aviation Research Plan and the NextGen Implementation Plan;

- Defines research plan selection, management, and evaluation criteria for research activities in support of NextGen;
- Interfaces with OST, OMB, Congress, trade organizations, industry, international organizations, and other government organizations for FAA-level research issues; and
- Provides test and evaluation services.

**Red Line Content: Acquisition Management Policy:  
Appendix A: Roles and Responsibilities**

**JOINT RESOURCES COUNCIL**

- Approves the FAA investment portfolio each year as part of the budget submission process;
- Approves the FAA enterprise architecture;
- Makes the decision to approve an ACAT 1 or ACAT 2 investment program for inclusion in a service portfolio at the conclusion of investment analysis;
- Establishes ACAT 1 and 2 investment programs and assigns execution to a service organization;
- Baselines program requirements for ACAT 1 and ACAT 2 investment programs in the final program requirements document;
- Approves the acquisition program baseline for ACAT 1 and ACAT 2 investment programs;
- Commits the FAA to full funding of the approved investment program segment for ACAT 1 and ACAT 2 investment programs;
- Identifies any future corporate decisions and levels of empowerment for the service organization during solution implementation and in-service management for ACAT 1 and ACAT 2 investment programs;
- Makes acquisition program baseline change decisions that alter program performance, cost, and schedule baselines during solution implementation for ACAT 1 and ACAT 2 investment programs;
- Approves FAA budget submissions for the RE&D, and F&E appropriations, and reviews the O&M appropriation. The Administrator approves the O&M budget before submission to the Office of the Secretary for Transportation;
- Makes production and in-service decisions or assigns approval authority to another organization for ACAT 1 and ACAT 2 investment programs; and
- Conducts service-level reviews to manage ongoing investment programs, including operational assets.

The Joint Resources Council has the following core members:

- Acquisition Executive;
- Chief Operating Officer;
- Associate Administrator for Aviation Safety;
- Chief Information Officer;
- General Counsel;
- Chief Financial Officer;

- Associate Administrator for Region and Center Operations;
- Associate Administrator for Airports; and
- ATO Financial Officer.

The following members attend JRC meetings when the decision concerns their organizational responsibilities:

- Associate Administrator for Commercial Space Transportation;
- Assistant Administrator for Aviation Policy, Planning, and Environment; and
- Director for Joint Planning and Development Office.

#### **ATO EXECUTIVE COUNCIL**

- Serves with the acquisition executive as the investment decision authority for ATO ACAT 3 and ACAT 4 investment programs (e.g., air traffic control services and the National Airspace System);
- Coordinates and integrates activity across ATO service units to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy; and
- Oversees execution of ACAT 3 - ACAT 5 investment programs within the ATO and as assigned by the Joint Resources Council.

#### **INFORMATION TECHNOLOGY EXECUTIVE BOARD**

- Reviews and approves OMB Exhibit 300s for designated information technology capital investments during the annual budget cycle before submission to the Department of Transportation and OMB;
- Serves as the investment decision authority for ACAT 3 - ACAT 5 non-NAS information technology investment programs (e.g., administrative systems, some mission support services, certain NAS investments);
- Coordinates and integrates activity across service organizations for assigned elements of the enterprise architecture to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy;
- Oversees execution of information technology investments assigned by the JRC and AMS ACAT policy; and
- Makes investment decisions in areas specified by the Joint Resources Council and AMS ACAT policy.

#### **ASSOCIATE AND ASSISTANT ADMINISTRATORS AND THE CHIEF OPERATING OFFICER**

- Require service analysis for designated services (e.g., en-route service, terminal service, regulatory service, certification service) within the line of business;
- Approve entry into initial investment analysis for ACAT 3 – ACAT 5 investment programs;

- Serve with the acquisition executive and Chief Financial Officer as the investment decision authority for non-ATO, non information technology investment programs within the line of business per AMS ACAT policy;
- Provide staff support to concept and requirements analysis and investment analysis activity for service needs within the line of business;
- Implement non-material solutions to a service need that emerge any time during mission analysis or investment analysis; and
- Oversee investment program execution by service organizations within the line of business.

## **ACQUISITION EXECUTIVE**

- Manages AMS policy;
- Member of the Joint Resources Council and all other investment decision authorities except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Jointly approves the acquisition program baseline with other designated members of the investment decision authority for all ACATs except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs the Joint Resources Council at ACAT 1 and ACAT 2 investment decisions and at all acquisition program baseline change decisions except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Chairs service-level reviews; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

## **VICE PRESIDENTS (ATO) AND SERVICE DIRECTORS (non-ATO)**

- Responsible and accountable for the delivery of services by service organizations under their management;
- Deliver status briefings for their service portfolio to the Joint Resources Council at semi-annual service-level reviews;
- Approve plans for concept and requirements definition and assign necessary human resources;
- Make the decision to enter concept and requirements definition after all entrance criteria are satisfied;
- Assess operational assets annually at a minimum to determine whether they should continue in service or be modified, upgraded, or removed from service;
- Approve plans for investment analysis and assign necessary human resources;
- Approve the program requirements document and the implementation strategy and planning document; and
- Oversee the annual update and submission of the OMB 300 Exhibit for designated investment programs.

## **INVESTMENT DECISION AUTHORITY EXECUTIVE SECRETARIAT**

The IDA executive secretariat manages the investment decision-making process for all investment decision authorities except the ITEB. The JRC secretariat as the IDA executive secretariat does the following:

- Facilitates the efforts of service organizations to ensure timely and effective investment decision-making;
- Uses AMS-based criteria to evaluate the status of investment initiatives seeking an investment decision before scheduling an IDA decision;
- Coordinates JRC and ATO Executive Council meeting dates and arranges logistics;
- Manages the paper IDA process;
- Prepares records of decision from IDA meetings, minutes from JRC service-level reviews, and notes from meetings of subordinate review boards (with exception of the ITEB) related to investment decisions;
- Maintains the official repository of investment decision documentation, records of decision, meeting minutes and assigned action items; and
- Develops and maintains IDA guidance documents and processes.

## **CAPITAL INVESTMENT TEAM**

The capital investment team (CIT) is composed of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO Executive Committee and the Joint Resources Council in establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations. Functional disciplines on the team include operational air traffic control expertise, system engineering, investment analysis, and capital and operations budgeting. The CIT:

- Reviews ATO investment programs and provides recommendations to the ATO Vice President of Finance prior to IDA presentation and approval to assess business justification, budget affordability, and program priority;
- Formulates ATO Capital R&D funding requirements;
- Reviews non-ATO investments proceeding to the IDA and provides business-based, objective recommendations to the ATO Vice President of Finance for use on the JRC;
- Performs corporate budget formulation and execution, including budget impact assessments, and recommendations of funding offsets and reprogramming due to program baseline changes, marks/pass-backs from OST, OMB, and Congress; and
- Establishes and maintains an up-to-date prioritization of all on-going and proposed investment programs for use in budget impact assessments and determination of offsets.

## **DIRECTOR, OFFICE OF SAFETY MANAGEMENT**

- Conducts independent operational test and evaluation for programs as directed by the Joint Resources Council; and

- Co-approves the test section of the implementation strategy and planning document for programs designated for IOT&E.

## **PRODUCT OR SERVICE TEAM**

- Develops, procures, and delivers products or services for users or customers;
- Manages the acquisition program baseline of investment programs it is implementing and reports breaches to management;
- Updates the OMB Exhibit 300 annually for designated programs;
- Assists in development of the program requirements recorded in the program requirements document;
- Develops cost and schedule baselines during final investment analysis for the solution selected for implementation;
- Acquires new or improved capability for services and products throughout their lifecycle;
- Keeps planning current during solution implementation in the implementation strategy and planning document;
- Supports the conduct of post-implementation reviews;
- Ensures coordination and obtains input from subject-matter experts in critical functional disciplines. These disciplines vary by the type of program, but typically include: management of requirements; test and evaluation; deployment planning; logistics support; procurement planning; real property; acquisition, management, and disposal; configuration management; earned value management; human factors; environmental, occupational safety and health, and energy considerations; information technology; system engineering; security; system safety management; spectrum management; risk management; regulation and certification; telecommunications. The service organization is responsible to ensure that all relevant disciplines have been contacted whether or not they appear in the above list.

## **PRODUCT OR SERVICE TEAM LEADER**

- Serves as the source selection official for procurements subject to the IDA process unless otherwise designated by the IDA;
- Serves as spokesperson for the team;
- Guides, encourages, and coaches team members;
- Leads and facilitates team efforts without dominating the process;
- Keeps the team focused on consensus decision-making and ensures individual team members do not dominate team deliberations;
- Ensures all stakeholders are members of the team and that they participate in team decision-making;
- Leads development of cost, schedule, and performance baselines during final investment analysis;
- Determines the management approach for an investment program and applicable contracts based on program size, complexity, risk, and FAA earned value management policy;

- Manages the acquisition program baseline and reports performance information to management, including anticipated or actual breaches with corrective actions or a request for a revised program baseline;
- In consultation with the contracting officer, determines the acquisition strategy for obtaining the selected solution and establishes the appropriate earned value management and reporting applications for each contract;
- Assures FAA program needs are acquired through the appropriate source selection process and assures SIRs include adequate definition of requirements;
- Assures qualified technical evaluators, if required, assist the source evaluation team in the evaluation; and
- In consultation with the contracting officer, conducts the integrated baseline review, assisted by the contracting officer's technical representative;

### **CONTRACTING OFFICER**

- Serves as the source selection official for procurements not subject to the IDA decision process;
- Ensures, when applicable, conflict of interest documentation is obtained from the source selection official and all source evaluation team members; with legal counsel, determines if any actual or apparent conflict of interest exists and if so resolves or mitigates the conflict;
- Ensures source evaluation team members are briefed on sensitivities of the source selection process, prohibition against unauthorized disclosure of information (including their responsibility to safeguard proposals and any documentation related to the source selection team proceedings), and requirements concerning conflict of interest; ensures source selection official and source evaluation team members provide nondisclosure of information statements;
- Coordinates communications with industry, controls all written documentation issued to industry, and conducts all debriefings;
- Participates during screening, selection, and debriefing phases of source selection to ensure fair treatment of all offerors;
- Issues letters, public announcements, screening information requests and amendments, and other procurement documents;
- Ensures the contract is signed by a contractor's representative with the authority to bind the contractor; with legal counsel, ensures all contractual documents comply with applicable laws, regulations, and policies; and
- Executes, administers, and terminates contracts and makes related determinations and decisions that are contractually binding.

### **SOURCE SELECTION OFFICIAL**

- Assures source evaluation team competence, cohesiveness, and effectiveness;
- Assigns responsibility to a source evaluation team member to mark all source selection sensitive information with the designation "source selection sensitive information."
- Approves source evaluation plans and assures the evaluation conforms to the stated evaluation criteria; and

- Makes down-select decisions and assumes full authority to select the source for award.

## **SOURCE EVALUATION TEAM**

- Drafts all SIRs;
- Formulates the source evaluation plan;
- Reviews existing lessons-learned reports that provide meaningful insight into the procurement;
- Ensures an in-depth review and evaluation of each submitted screening document against FAA requirements and evaluation criteria;
- Prepares the source evaluation report (including recommendations, if requested) so the SSO may make down selection and/or award decisions, and if requested by the SSO, prepares documentation for the SSO decision rationale;
- Oversees all procedural and administrative aspects of the procurement;
- Selects advisors to assist the team in its evaluation, if required;
- Participates in all debriefings; and
- Prepares a lessons learned memorandum after completing the source selection.

## **OFFICE OF THE CHIEF COUNSEL**

- Represents FAA legal interests on product or service teams engaged in the acquisition of goods and services;
- Exercises independent professional judgment, advises teams on relevant legal, governmental, and business issues, and promotes the legality and integrity of acquisition actions;
- Represents the FAA in connection with procurement-related litigation, alternative dispute resolution, and other matters; and
- Serves as core member of the Joint Resources Council.

## **OFFICE OF DISPUTE RESOLUTION FOR ACQUISITION**

- FAA Administrator's impartial administrative forum for adjudication of bid protests and contract disputes arising under the AMS;
- Provides dispute resolution services to the FAA and its private business partners, implementing FAA policy to utilize Alternative Dispute Resolution (ADR) to the maximum extent practicable;
- Conducts a streamlined adjudication process for matters un-resolvable through ADR;
- Provides "Findings and Recommendations", and issues orders and decisions supported by the case record and law, on behalf of the FAA Administrator;
- Promulgates and operates in accordance with rules of procedure; and
- Recommends changes to the Acquisition Management System.

## **SERVICE ORGANIZATIONS**

- Plan and manage resources as assigned by an IDA to deliver services within their service area of responsibility;

- Conduct service analysis for assigned services and plan service delivery;
- Maintain consistency between service planning and FAA strategic and performance goals;
- Work with the appropriate systems engineering organization to develop concepts of use and requirements, as required;
- Work with the appropriate systems engineering and operating organizations to determine realistic alternative solutions to service needs; and
- Identify, justify, obtain, and manage research, study, and analysis within their service area of responsibility.

## **ATO OPERATIONS PLANNING ORGANIZATION**

- Manages the corporate research budgeting process;
- Coordinates annual development of the National Aviation Research Plan;
- Interfaces with OST, OMB, Congress, trade organizations, industry, international organizations, and other government organizations for FAA-level research issues; and
- Oversees and coordinates the ATO strategic management process; and
- Provides test and evaluation services.

## **SYSTEMS ENGINEERING ORGANIZATIONS**

- Work with both corporate mission analysis and service organizations to ensure consistency between service planning and the long-range strategic direction of the FAA;
- Work with service organizations to translate user needs into a sequenced and traceable architecture that defines the functions and sub-functions necessary to achieve intended services or operational capability;
- Work with service organizations to determine realistic alternative solutions to service need and assess their impact on the enterprise architecture;
- Work with service organizations to conduct service analysis and incorporate associated recommendations into the enterprise architecture; and
- Work with service organizations to develop the program requirements document.

## **ATO SYSTEMS ENGINEERING ORGANIZATION**

- Performs corporate-level mission analysis;
- Oversees the NAS segment of the enterprise architecture;
- Coordinates service analysis activity across service organizations to ensure alignment with FAA strategic and performance goals and to eliminate redundant activity, duplicate benefits, service gaps, and service overlap;
- Develops and maintains standards and tools for conducting service analysis;
- Assists service organizations in establishing a service analysis capability and conducting service analysis; and
- Leads planning and activities for concept and requirements definition

## **CHIEF FINANCIAL OFFICER**

- Jointly approves the acquisition program baseline with other IDA members except ACAT 3 – ACAT 5 non-NAS information technology investment programs;
- Serves as a core member of the Joint Resources Council; and
- Approves OMB Exhibit 300s for designated capital investments before submission to the Department of Transportation and OMB.

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- Oversees the enterprise architecture.

### **AIO VALUE MANAGEMENT OFFICE**

- Provides process, guidance, training, and consultation to service organizations in the preparation of OMB Exhibit 300s;
- Independently scores OMB Exhibit 300s and provides feedback to service organizations and the IDA Secretariat for designated investment programs;
- Consolidates and reports major program schedule and cost performance data, variance analysis, and corrective action plans to the Information Technology Executive Board, Department of Transportation, and Office of Management and Budget; and
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### **EARNED VALUE MANAGEMENT FOCAL POINT**

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- Uses AMS-based criteria to evaluate the status of each program seeking an in-service decision before scheduling the program for a stakeholder and in-service decision meeting;
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- Tracks ISD action plans until closure.

## **ACQUISITION EXECUTIVE BOARD**

A corporate body that assists and supports the acquisition executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, tools, and training. The AEB:

- Reviews, authorizes, and oversees development and implementation of acquisition management policy, process, practices, procedures, tools, and training at all organizational levels;
- For authorized change proposals, charters and provides resources for cross-functional work groups to conduct feasibility and cost/benefit analyses for proposed policy, guidance, practice, and procedure changes;
- Directs, controls, and approves all compliance processes associated with execution of any aspect of AMS; and
- Directs and oversees the Acquisition System Advisory Group.

## **ATO NEXTGEN AND OPERATIONS PLANNING ORGANIZATION**

- **Manages the corporate research and development budgeting process;**
- **Coordinates annual development of the National Aviation Research Plan and the NextGen Implementation Plan;**
- **Defines research plan selection, management, and evaluation criteria for research activities in support of NextGen;**
- **Interfaces with OST, OMB, Congress, trade organizations, industry, international organizations, and other government organizations for FAA-level research issues; and**
- **Provides test and evaluation services.**

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### **Appendix C: Definitions**

**Old Content:** Acquisition Management Policy:

#### **Appendix C: Definitions**

**Access.** In general the term "access" is defined as the ability to physically enter or pass through an FAA area or a facility; or having the physical ability or authority to obtain FAA sensitive information, materials and resources. In relation to classified information, the ability, authority or opportunity to obtain knowledge of such information or materials.

**Acquisition Executive Board** is the primary executive-level body that assists and supports the FAA Acquisition Executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, and tools.

**Acquisition planning** is the process by which all acquisition-related disciplines of an investment program are developed, coordinated, and integrated into a comprehensive plan for executing the program and meeting the stated requirements within the cost and schedule boundaries.

Acquisition planning is normally associated with detailed program planning during final investment analysis, but is also important at other times of the lifecycle management process.

**Acquisition program baseline** establishes the performance to be achieved by an investment program, as well as the cost and schedule boundaries within which the program is authorized to proceed. The acquisition program baseline is a formal document approved by the investment decision authority at the final investment decision, and is a contract between the FAA and the service organization.

**Acquisition strategy.** The overall concept and approach of an investment program for acquiring a capability to meet the requirements and perform within the boundaries set forth in the acquisition program baseline. The strategy considers all aspects of a program such as acquisition approach, contracting, logistics, testing, systems engineering, risk management, program management, impact on facilities, human factors, schedules, and cost. The results are documented in the implementation strategy and planning document during final investment analysis.

**Affiliate business** is a business that controls or has the power to control another business, or a third party that controls or has the power to control another business (contractual relationships must be considered).

**Agency/organization program coordinator (AOPC)** (also referred as contracting officer's technical representative) means an individual designated by the ordering agency/organization to perform contract administration within the limits of delegated authority. The individual shall have overall responsibility for the purchase/credit card program within their bureau, agency/organization or region and may determine who the approving officials or cardholders will be.

**Agreement with a state government, local government, and/or public authority** is a written agreement between the FAA and a state or local government or public authority where the FAA agrees to receive from, or exchange supplies or services with, the other party.

**Agreements with private parties** are written documents executed by the parties, which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party. The term excludes procurement contracts for real estate, supplies and services.

**Agreements with public entities other than Federal agencies** are written documents executed by the parties which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party.

**Alternative dispute resolution (ADR).** Any procedure or combination of procedures voluntarily used to resolve issues in controversy without the need to resort to litigation. These procedures may include, but are not limited to, assisted settlement negotiations, conciliation, facilitation, mediation, fact-finding, mini-trials, and arbitration. These procedures may involve the use of neutrals.

**Approval.** The agreement that an item is complete and suitable for its intended use.

**Approving official (AP)** means a government employee(s) within the organization who has a number of cardholders under his/her purview and determines that the cardholder's purchases are made within applicable regulations, policies, and procedures.

**Architect-engineer services** are: (1) professional services of an architectural or engineering nature, as defined by State law, if applicable, which are required to be performed or approved by a person licensed, registered, or certified to provide such services; (2) professional services of an architectural or engineering nature performed by contract that are associated with research, planning, development, design, construction, alteration, or repair of real property; and (3) such other professional services of an architectural or engineering nature, or incidental services, which members of the architectural and engineering professions (and individuals in their employ) may logically or justifiably perform, including studies, investigations, surveying and mapping, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans and specifications, value engineering, construction phase services, soils engineering, drawing reviews, preparation of operating and maintenance manuals, and other related services.

**Associate program manager for logistics.** An integrated logistics support specialist responsible for ensuring that all NAS integrated logistics support requirements are identified and satisfied for each piece of equipment in the lifecycle management process, RE&D program, and major equipment modification program.

**Auctioning techniques** is a method of screening vendors using commercial competition techniques, and includes such techniques as indicating to an offeror a cost or price that it must meet to obtain further considerations; advising an offeror of its price standing relative to another offeror; and otherwise furnishing information about other offerors' prices. This may only be used for commercially available products.

**Baseline.** (1) An agreed-to-description of the attributes of a product, at a point in time, which serves as a basis for defining change; (2) an approved and released document, or a set of documents, each of a specific revision; the purpose of which is to provide a defined basis for

managing change; (3) the currently approved and released configuration documentation; or (4) a released set of files consisting of a software version and associated configuration documentation.

**Best value.** A term used during procurement source selection to describe the solution that is the most advantageous to the FAA, based on the evaluation of price and other factors specified by the FAA. This approach provides the opportunity for trade-offs between price and other specified factors, and does not require that an award be made to either the offeror submitting the highest rated technical solution, or to the offeror submitting the lowest cost/price, although the ultimate award decision may be to either of these offerors.

**Budget impact assessment.** The process of assessing the budget impact of each alternative solution developed in the investment analysis phase against all existing programs in the FAA's financial baseline for the same years. Standard criteria are used to determine the priority of the candidate program in relation to all others. If the amount of funding available for the years in question is insufficient, offsets from lower priority programs are identified. A budget impact assessment is also performed when considering program baseline changes for existing programs that involve an increase in the cost baseline and the need to reallocate resources.

**Business case analysis report** summarizes the analytical and quantitative information developed during investment analysis in the search for the best means for satisfying mission need. It is the primary information document supporting the initial investment decision.

**Cancellation** is the termination of the total requirements of all remaining program years of a multi-year contract. Cancellation results when the contracting officer notifies the contractor of nonavailability of funds for contract performance for any subsequent program year, or fails to notify the contractor that funds are available for performance of the succeeding program year requirement.

**Cancellation ceiling** is the maximum amount that the FAA will pay the contractor which the contractor would have recovered as a part of the unit price, had the contract been completed. The amount, which is actually paid to the contractor upon settlement for unrecovered costs (which can only be equal to or less than the ceiling), is referred to as the cancellation charge. This ceiling generally includes only nonrecurring costs.

**Capability maturity model (CMM).** A descriptive model of the stages through which organizations progress as they define, implement, evolve, and improve their processes. This model serves as a guide for selecting process improvement strategies by facilitating the determination of the current process capabilities and the identification of issues most critical to quality and process improvement within a particular domain, such as software engineering, software acquisition, or systems engineering.

**Capability maturity model-based evaluation.** An appraisal made by a trained team of professionals, using an established method to (1) identify contractors qualified to perform certain tasks, or (2) monitor the state of the processes used on an existing effort.

**Capability shortfalls**, within the context of mission analysis, refers to the difference between the projected demand for services and ability to meet that demand with the current capability.

**Capital Investment Team (CIT)**. A team of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, the FAA's Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO-Executive Committee and the Joint Resources Council in reviewing investment programs, establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations.

**Capital Planning and Investment Control (CPIC)**. The process used by FAA management to identify, select, control, and evaluate proposed capital investments. The CPIC process encompasses all stages of capital management including planning, budgeting, procurement, deployment, and assessment. Within the FAA, the Acquisition Management System is the CPIC process.

Mission analysis and investment analysis are the "select" portion of the CPIC process, solution implementation is the "control" phase, and in-service management is the "evaluate" phase.

**Cardholder** means the individual government employee with the organization who is a warranted contracting officer or to whom a written delegation of procurement authority has been issued by the cognizant Chief of the Contracting Office or designee granting the use of the purchase and credit transactions made within the established billing period.

**Certified cost or pricing data** refers to all facts that, at the time of the price agreement, the seller and buyer would reasonably expect to affect price negotiations. The data requires certification, and is factual, not judgmental, and therefore verifiable. While the data do not indicate the accuracy of the prospective contractor's judgment about estimated future costs or projections, they do include the data utilized to form the basis for that judgment. Certified cost or pricing data is more than historical accounting data; it is all the facts that can be reasonably expected to contribute to the soundness of estimates of all future costs and to the validity of determinations of costs already incurred.

**Card issuing bank (CIB)** means the bank which issues cards to cardholders and submits monthly statements to the cardholders, approving officials, and finance offices detailing amounts of purchases and credits made by cardholders.

**Claim**, as used herein, means a contract dispute.

**Classified information**. Official information or material that requires protection in the interest of national security and is classified for such purpose by appropriate classification authority in accordance with the provisions of Executive Orders 12958 "Classified National Security Information", 12968 "Access to Classified Information", and 12829 "National Industrial Security Program".

**Commercial component** means any component that is a commercial item. The term component means any item supplied to the Federal government as part of an end item or of another component. See **Commercial Item**.

**Commercial item** can mean any of the following: [Note: For purposes of this document, the term "commercial item" is interchangeable with the terms "commercially available", "commercial component(s)", "commercial product(s)", and "commercial off-the-shelf (COTS)"]:

- (A) Any item, other than real property, that is of a type customarily used by the general public or by nongovernmental entities for purposes other than governmental purposes and that has been sold, leased, licensed to the general public; or has been offered for sale, lease, or license to the general public.
- (B) Any item that evolved from an item described in paragraph (A) through advances in technology or performance and that is not yet available in the commercial marketplace, but will be available in the commercial marketplace in time to satisfy the delivery requirements under a government solicitation.
- (C) Any item that would satisfy a criterion expressed in paragraphs (A) (B) of this definition, but for-(i) modifications of a type customarily available in the commercial marketplace; or (ii) modifications of a type not customarily available in the commercial marketplace made to meet Federal government requirements.
- (D) Any combination of items meeting the requirements of paragraphs (A), (B), (C), or (E) of this definition that are of a type customarily combined and sold in combination to the general public.
- (E) Installation services, maintenance services, repair services, training services, and other services if such services are procured for support of an item referred to in paragraph (A), (B), (C), or (D) of this definition, and if the source of such services--(i) offers such services to the general public and the Federal government contemporaneously and under similar terms and conditions; and (ii) offers to use the same work force for providing the Federal government with such services as the source uses for providing such services to the general public.
- (F) Services of a type offered and sold competitively in substantial quantities in the commercial marketplace based on established catalog or market prices for specific tasks performed under standards commercial terms and conditions. This does not include services that are sold based on hourly rates without an established catalog or market price for specific service performed.
- (G) Any item, combination of items, or service referred to in paragraphs (A) through (F), notwithstanding the fact that the item, combination of items, or service is transferred between or among separate divisions, subsidiaries, or affiliates of a contract; or

(H) An item, determined by the procuring agency to have been developed exclusively at private expense and sold in substantial quantities, on a competitive basis, to multiple state and local governments.

**Commercial-off-the-shelf** is a product or service that has been developed for sale, lease or license to the general public and is currently available at a fair market value. See **Commercial Item**.

**Commercial product** means a product in regular production that is sold in substantial quantities to the general public and/or industry at established catalog or market prices. See **Commercial Item**.

**Commercially available** refers to products, commodities, equipment, material, or services available in existing commercial markets in which sources compete primarily on the basis of established catalog/market prices or for which specific costs/prices established within the industry have been determined to be fair and reasonable. See **Commercial Item**.

**Commonality** refers to the use of identical parts, components, subsystems or systems to achieve economies in development and manufacture.

**Communications**, when referring to contracting, means any oral or written communication between the FAA and an offeror that involves information essential for understanding and evaluating an offeror's submittal(s), and/or determining the acceptability of an offeror's submittal(s).

**Computer resources support.** The facilities, hardware, system support software, software/hardware development and support tools (e.g. compilers, PROM burners), documentation, and personnel needed to operate and support embedded computer systems. These items represent the resources required for the operational support engineering functions and do not include administrative computer resources.

**Configuration.**(1) The performance, functional, and physical attributes of an existing or planned product, or a combination of products; or (2) one of a series of sequentially created variations of a product.

**Configuration audit.** Product configuration verification accomplished by inspecting documents, products, and records; and reviewing procedures, processes, and systems of operation to verify that the product has achieved its required attributes (performance requirements and functional constraints), and the product's design is accurately documented. Sometimes divided into separate functional and physical configuration audits.

**Configuration change management.**(1) A systematic process which ensures that changes to released configuration documentation are properly identified, documented, evaluated for impact, approved by an appropriate level of authority, incorporated, and verified. (2) The configuration management activity concerning the systematic proposal justification, evaluation, coordination and disposition of proposed changes, and the implementation of all approved and released

changes into (a) the applicable configurations of a product, (b) associated product information, and (c) supporting and interfacing products and their associated product information.

**Configuration documentation.** Technical documentation, the primary purpose of which is to identify and define a product's performance, functional, and physical attributes.

**Configuration Identification.** (1) The systematic process of selecting the product attributes, organizing associated information about the attributes, and stating the attributes; (2) unique identifiers for a product and its configuration documents; or (3) the configuration management activity which encompasses selecting configuration documents; assigning and applying unique identifiers to a product, its components, and associated documents; and maintaining document revision relationships to product configurations.

**Configuration management.** A management process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design, and operational information throughout its life.

**Configuration status accounting.** The configuration management activity concerning capture and storage of, and access to, configuration information needed to manage products and product information effectively.

**Configuration verification.** The action verifying that the product has achieved its required attributes (performance requirements and functional constraints) and the product's design is accurately documented.

**Contract** is a legal instrument used to acquire products and services for the direct benefit or use by the FAA.

**Contract.** As used herein denotes the document (for example, contract, memorandum of agreement or understanding, purchase order) used to implement an agreement between a customer (buyer) and a seller (supplier).

**Contract dispute** as used herein, means a written request seeking as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. A claim arising under a contract unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant. The term does not include a request for payment of an invoice, voucher, or similar routine payments expressly authorized under the terms of the contract, which have not been rejected by the contracting officer. The term includes a termination for convenience settlement proposal and request for equitable adjustment, but does not include cost proposals seeking definitization of a letter contract or other undefinitized contract action.

**Contractor.** The party(ies) receiving a direct procurement contract from the FAA and who is responsible for performance of the contract requirements.

**Controversy or concern.** A material disagreement between the FAA and an offeror that could result in a protest.

**Core policy** refers to the official governing policy of the Acquisition Management System. It consists of all Sections and Appendixes A-E of this document. All other acquisition information not contained within this policy document is in the form of guidance, processes, references, and other acquisition aids, used by the lifecycle management workforce with discretion and in a manner that makes sense for individual programs. All of this information, including core policy, is considered to be the entire Acquisition Management System. This information may be found within the FAA Acquisition System Toolset on the Internet.

**Cost** is the contractor's expenses of contract performance, either estimated or actual.

**Cost or pricing data.** See "Certified Cost or Pricing Data" and "Non-certified Cost or Pricing Data".

**Critical operational issue.** A key operational effectiveness or suitability issue that must be examined in operational test and evaluation to determine a product's capability to perform its mission.

**Customer.** External users of FAA products or services, such as airlines and the flying public.  
**See User.**

**Data.** Recorded information of any nature (including administrative, managerial, financial, and technical), regardless of medium or characteristics.

**Demand,** as used in the context of mission analysis, is the current or projected demand for FAA products, services, and capacity, based on input from diverse sources such as the aviation community, Enterprise Architecture, long-range planners, and operators and maintainers of the NAS and other FAA support systems.

**Design to cost** is a concept that establishes cost elements as management goals to best balance between lifecycle cost, acceptable performance, and schedule. Under this concept, cost is a design constraint during the design, development, and production phases, and a management discipline throughout the system lifecycle.

**Direct-work maintenance staffing.** The direct person-hours required to operate, maintain, and support a product for the duration of its lifecycle.

**Disapproval.** Conclusion by the appropriate authority that an item submitted for approval is either not complete or is not suitable or its intended use.

**Discriminating criteria/key discriminators,** used in procurement context, are those factors expected to be especially important, significant, and critical in the ultimate source selection decision.

**Dispute** as used herein, means a Contract Dispute or Claim.

**Dispute resolution officer** is a licensed legal practitioner who is a member of the Office of Dispute Resolution, and who has authority to conduct proceedings, which, if agreed to by the parties and concurred in by the FAA Administrator, result in binding decisions on the parties.

**Dominant business** is a controlling or major influence in a market in which a number of businesses are primarily engaged. Factors such as business volume; number of employees; financial resources; competitiveness; ownership or control of materials, processes, patents, and license agreements; facilities; sales territory; and nature of the business must be considered.

**Economically disadvantaged individuals** means disadvantaged individuals whose ability to compete in the free enterprise system is impaired due to diminished opportunities to obtain capital and credit as compared to others in the same line of business who are not disadvantaged.

**End product:** A system, service, facility, or operational change that is intended for delivery to a customer or end user.

**Enterprise architecture** defines the operational and technical framework for all capital assets of the FAA. It describes the agency's current and target architectures, as well as the transition strategy for moving from the current to the target architecture. The enterprise architecture has three segments: the NAS architecture, the NAS regulatory architecture, and the non-NAS architecture. The non-NAS segment uses the Federal Enterprise Architecture Framework (FEAF). The operational view is split between the business process, application, and data views. The systems view in the FEAF is specified in the technical view.

**Enterprise architecture products** include the operational view family (business rule) and systems view family (engineering). Operational view family components represent a set of graphical and textual products that describe the changes in tasks and activities, operational elements, and information exchanges required to accomplish NAS service delivery or ATO business processes. The business process and application views present this information in the FEAF with the data architecture providing the terms used to describe information exchanges between processes. System view family components represent a set of graphical and textual products that describe systems and interfaces that directly or indirectly support, communicate, or facilitate NAS service delivery or ATO business processes. In the FEAF, interfaces between applications are described in the application view. Also in the FEAF, there is a logical description of systems, but not a physical or geographic description in the enterprise architecture.

**Evolutionary product development** is the process of establishing a product designed to evolve over time, as opposed to the need for wholesale replacement, to satisfy requirements. The objective is to accommodate rapid insertion of new technology and upgrades, rather than invest in entirely new products.

**FAA disputes resolution system** is a process established within the FAA for resolving protests of FAA screening information request and contract awards, as well as contract disputes.

**FAA Office of Dispute Resolution for Acquisition** is an independent organization within the FAA, reporting to the FAA Chief Counsel, which is staffed with an appropriate number of dispute resolution officers.

**Fee** is compensation paid to a consultant for professional services rendered.

**Firm**, as defined for architect-engineering services, is any individual, partnership, corporation, association, or other legal entity permitted by law to practice the professions of architecture or engineering.

**Firmware.** The combination of a hardware device and computer instructions or computer data that reside as read-only software "burned into" the hardware device; various types of firmware include devices whose software code is erasable/re-programmable to some degree.

**First-Level Technical Support.** This work comprises maintenance of the National Airspace System infrastructure and includes certifying equipment and performing periodic maintenance, restoration, troubleshooting, and corrective activities.

**Functional baseline** is the initially approved documentation describing a product's functional, interoperability, and interface characteristics, and the verification required to demonstrate the achievement of those characteristics.

**Generic processes.** Flowcharts and supporting information, including descriptions, approving officials, references, templates, and other aids that describe each event of a phase of the lifecycle management process. Generic processes are provided to service organizations for guidance to assist in the complex planning, product development, procurement, production, testing, delivery, and implementation activities of this important phase of the lifecycle management process. Generic processes are an integral part of FAST.

**Hardware products.** Made of material and their components (mechanical, electrical, electronic, hydraulic, pneumatic). Computer software and technical documentation are excluded.

**Historically black colleges and universities.** Institutions determined by the U.S. Secretary of Education to meet the requirements of 34 CFR 608.2 and listed therein.

**Human factors** are a multi-disciplinary effort to generate and apply human performance information to acquire safe, efficient, and effective operational systems.

**Implementation strategy and planning** is the detailed planning document for all aspects of program implementation. It integrates the planning requirements of several previous FAA planning documents including the program master plan, the integrated logistics support plan, the test and evaluation master plan, the program implementation plan, the human factors plan, and the procurement plan. It is recorded in the implementation strategy and planning document.

**In-service decision** is the decision to accept a product or service for operational use during the solution implementation phase of the lifecycle management process. This decision allows

deployment activities, such as installing products at each site and certifying them for operational use, to start.

**In-service management phase** of the lifecycle management process, is that period of time after a product or service begins operational use, and continues for as long as the product is in use.

**Indian** means any person who is a member of any Indian tribe, band, group, pueblo, or community which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs in accordance with 25 U.S.C. 1452(c) and any "Native" as defined in the Alaska Native Claims Settlement Act (43 U.S.C. 1601).

**Indian organization** means any governing body of any Indian tribe or entity established or recognized by the governing body of an Indian tribe for the purposes of 25 U.S.C., chapter 17.

**Indian-owned economic enterprise** means any Indian-owned (as determined by the Secretary of the Interior) commercial, industrial, or business activity established or organized for the purpose of profit, provided that Indian ownership shall constitute not less than 51 percent of the enterprise.

**Indian tribe** means any Indian tribe, band, group, pueblo, or community, including native villages and native groups (including corporations organized by Kenai, Juneau, Sitka and Kodiak) as defined in the Alaska Native Claims Settlement Act, which is recognized by the Federal Government as eligible for services from BIA in accordance with 25 U.S.C. 1452 (c).

**Integrated logistics support** is the functional discipline that plans, establishes, and maintains a full lifecycle support system for FAA products and services. This applies to the sustainment and disposal of fielded products and services as well as new investment programs. The objective is the required level of service to the end user at optimal lifecycle cost to the FAA. The logistics manager is the service-team member who plans, establishes, and maintains an integrated product support package for the lifecycle of FAA products and services.

**Integrated requirements team.** An integrated requirements team is made up of subject-matter experts from various disciplines to address air traffic system requirements and FAA goals and objectives in a disciplined forum setting. These teams are intended to provide horizontal integration across organizational lines, continuity of requirements throughout mission and investment analysis , and stability of requirements throughout the lifecycle.

**Interagency agreement** is a written agreement between the FAA and another Federal agency where the FAA agrees to receive from, or exchange supplies or services with, the other agency, and FAA funds are obligated.

**Interested party.** An interested party is one who:

- (1) Prior to the close of a solicitation, is an actual or prospective participant in the procurement, excluding prospective subcontractors; or

(2) After the close of a solicitation, is an actual participant who would be next in line for award under the solicitations scheme if the protest is successful. An actual participant who is not in line for award under the solicitations scheme is ineligible to protest unless that party's complaint alleges specific improper actions or inactions by the agency that caused the party to be other than in line for award. Proposed subcontractors are not eligible to protest.

Where a contract has been awarded prior to the filing of a protest, the awardee may be considered an interested party for purposes of participating in the protest proceedings.

**Interface.** The performance, functional, and physical attributes required to exist at a common boundary.

**Interface Control Documentation.** Interface control drawing or other documentation that depicts physical, functional, and test interface characteristics between two or more related or co-functioning items.

**Interim Payment** is a form of contract financing for cost reimbursement contracts where a contractor is paid periodically during the course of a contract for allowable costs it incurs in the performance of the contract. As interim payments are issued during the course of a contract, they do not include the final payment issued after contract completion.

**Intra-agency agreement** is a written agreement between the FAA and Office of the Secretary of Transportation or another Department of Transportation operating administration where the requesting organization agrees to provide or exchange supplies or services with the FAA, and FAA funds are obligated.

**Investment analysis** of the lifecycle management process is conducted to determine the most advantageous solution to an approved mission need. It involves: (1) a market search to determine industry capability, (2) analysis of various alternative approaches for satisfying requirements, (3) and affordability assessment to determine what the FAA can afford, and (4) detailed planning for the alternative selected for implementation.

**Investment program.** A sponsored, fully funded effort initiated at the final investment decision of the lifecycle management process by the investment decision authority in response to a priority agency need. The goal of an investment program is to field a new capability that satisfies performance, cost, and schedule targets in the acquisition program baseline and benefit targets in the business case analysis report. Typically an investment program is a separate budgeted line-item and may have multiple procurements and several projects, all managed within the single program.

**Joint Resources Council** is the FAA body responsible for making corporate level decisions.

**Learning system** is the same as lifecycle management workforce learning system (see below).

**Lifecycle.** The entire spectrum of activity for an FAA capital asset starting with the identification of need and extending through design, development, production or construction, deployment, operational use, sustaining support, and retirement and disposal.

**Lifecycle management process.** A depiction of the series of phases and decision points that comprise the lifecycle of FAA products and services.

**Lifecycle acquisition management system** is a fully coordinated set of policies, processes, and computer-based acquisition tools that guide the lifecycle management workforce through the lifecycle management process from the determination of mission needs to the procurement and lifecycle management of products and services that satisfy those needs.

**Lifecycle cost** is the total cost to the FAA of acquiring, operating, maintaining, supporting, and disposal of systems or services over their useful life. Lifecycle cost includes total investment costs, development costs, and operational costs and includes all appropriations, RE&D, F&E, and O&M.

**Lifecycle management workforce.** All individuals who play a role in the lifecycle management process. Service organizations are a major part of the lifecycle management workforce. Also included are those persons associated with strategic planning, mission analysis, investment analysis, users of investment program capabilities and products, and various other functional discipline support organizations.

**Line of business.** An informal term used to characterize the major organizations of the FAA, headed by the Chief Operating Officer (ATO) or the Associate or Assistant Administrator (non-ATO), having major roles and responsibilities in the lifecycle Acquisition Management System. They are: Air Traffic Organization, Aviation Safety, Airports, Commercial Space Transportation, Civil Aviation Security, and Regions and Centers. See Appendix A for line of business roles and responsibilities.

**Maintenance planning.** The process is conducted to determine, evolve, and establish hardware and software maintenance concepts and requirements for the lifecycle of a product.

**Maintenance support facility.** The permanent or semi-permanent real property assets required to support a product. Maintenance support facility management includes conducting studies to define types of facilities or facility improvements, locations, space needs, environmental requirements, real estate requirements and equipment.

**Market survey** is used in two different contexts in AMS. In terms of the procurement and contracting process, it refers to any method used to survey industry to obtain information and comments and to determine competition, capabilities, and estimate costs. In terms of the lifecycle management process, market surveys are an integral part of investment analysis. After initial requirements are established, market surveys are used as a basis for identifying all potential material and nonmaterial solutions to mission need.

**Memorandum of agreement (MOA)** is a written document executed by the parties, which creates a legally binding commitment and may require the obligation of funds. However, when the FAA will acquire services, equipment, personnel, or facilities from a contractor for the direct benefit or use of the FAA, a procurement contract should be used.

**Memorandum of understanding (MOU)** is a written document executed by the parties which establishes policies or procedures of mutual concern. It does not require either party to obligate funds and does not create a legally binding commitment.

**Merchant category codes (MCC)** means the codes established by the bankcard associations or banks to identify different types of businesses. Merchants select the codes best describing their business. Approving officials may limit the types of businesses where the card will be accepted by limiting the MCC available to the cardholder.

**Metrics** are measurements taken over time that monitor, assess, and communicate vital information about the results of a program or activity. Metrics are generally quantitative, but can be qualitative.

**Minority Educational Institutions.** Institutions verified by the U.S. Secretary of Education to meet the criteria set forth in 34 CFR 637.4. Also includes Hispanic-serving institutions as defined by 20 U.S.C. 1059c(b)(1).

**Mission analysis** is that part of the lifecycle management process during which continuous analytical activity is performed to evaluate the capacity of FAA assets to satisfy existing and emerging demands for services. It is conducted within the lines of business organizations of the FAA.

**Multi-year contracts** are contracts covering more than one year but not in excess of five years of requirements. Total contract quantities and annual quantities are planned for a particular level and type of funding as displayed in a current five year development plan. Each program year is annually budgeted and funded and, at the time of award, funds need only to have been appropriated for the first year. The contractor is protected against loss resulting from cancellation by contract provisions, which allows reimbursement of costs included in the cancellation ceiling.

**Multi-year funding** refers to Congressional authorization and appropriation covering more than one fiscal year. The term should not be confused with two-year or three-year funds which cover only one fiscal year's requirement but permit the Executive Branch more than one year to obligate the funds.

**NAS technical documentation.** Any set of documents that describe the technical requirements of the National Airspace System.

**Neutral** means an impartial third party, who serves as a mediator, fact finder, or arbitrator, or otherwise functions to assist the parties to resolve the issues in controversy. A neutral person may be a permanent or temporary officer or employee of the federal government or any other individual who is acceptable to the parties. A neutral person shall have no official, financial, or

personal conflict of interest with respect to the issues in controversy, unless such interest is fully disclosed in writing to all parties and all parties agree that the neutral person may serve.

**No-year funding** refers to Congressional funding that does not require obligation in any specific year or years.

**Non-certified cost or pricing data** is any type of information that is not required to be certified, that is necessary to determine price reasonableness or cost realism. This includes pricing, sales, or cost information, and cost or pricing data for which certification is determined inapplicable after submission.

**Non-developmental item (NDI)** is an item that has been previously developed for use by federal, state, local, or a foreign government and for which no further development is required.

**Nonmaterial solution.** A solution to an FAA capability shortfall identified during mission or investment analysis that is operationally acceptable to users and can be implemented within approved budgets and baselines. Nonmaterial solutions typically involve regulatory change, process re-engineering, training, procedural change, or transfer of operational assets between sites.

**Nonrecurring costs** are those production costs which are generally incurred on a one time basis and include such costs as plant or equipment relocation, plant rearrangement, special tooling and special test equipment, pre-production engineering, initial spoilage and rework, and specialized workforce training.

**Operational baseline.** The approved technical documentation representing installed operational hardware and software.

**Operational readiness,** refers to the state of a fielded new system in the NAS. This state is achieved after the system is tested by the FAA at a field test site where it is demonstrated that local site personnel have the ability to fully operate and maintain the new system.

**Operational suitability.** The capability of a product to be satisfactorily integrated and employed for field use, considering such factors as compatibility, reliability, human performance factors, maintenance and logistics support, safety, and training. The term also refers to the actual degree to which the product satisfies these parameters.

**Other transaction.** Transactions, as referenced in Public Law 104-264, October 9, 1996, which do not fall into the category of procurement contracts, grants, or cooperative agreements.

**Owners.** Within context of the Air Traffic Organization, owners of the FAA are the President, Congress, flying public, and American taxpayers.

**Packaging, handling, storage and transportation.** The resources, processes, procedures, design considerations, and methods to ensure that all subsystem, equipment, and support items are preserved, packaged, handled, and transported properly. Included are environmental

considerations and equipment preservation requirements for short and long term storage and transportability.

**Performance.** A quantitative measure characterizing a physical or functional attribute relating to the execution of an operation or function. Performance attributes include quantity (how many or how much), quality (how well), coverage (how much area, how far), timeliness (how responsive, how frequent), and readiness (availability, mission/operational readiness). Performance is an attribute for all systems, people, products and processes including those for development, production, verification, deployment, operations, support, training and disposal. Thus, supportability parameters, manufacturing process variability, reliability and so forth, are all performance measures.

**Performance parameters** are those mission-critical performance and lifecycle supportability criteria contained in the program requirements document. They represent the sponsoring organization's translation of the capability shortfall in an enterprise architecture roadmap into critical factors the selected solution must contain in its eventual operational state to satisfy the user's needs.

**Personnel security.** The standards and procedures utilized to determine and document that the employment or retention in employment of an individual will promote the efficiency of the service and is clearly consistent with the interests of the national security.

**Prescreening.** The evaluation of case files for impacts on safety, ATC services, and other intangible benefits, as well as cost/benefits implications, to determine if the proposed change should be implemented.

**Price** equals cost plus any fee or profit involved in the procurement of a product or service.

**Primary engineer or principal consultant** is a firm which is held responsible for the overall performance of the services, including that which is accomplished by others under separate or special service contracts.

**Procurement strategy meeting** is a meeting of organizations with vested interests in the contemplated procurement. The purpose of this meeting is to reach a consensus on the planned course of the acquisition and to obtain the necessary approvals to proceed.

**Program requirements document** establishes the operational framework and requirements of the line of business with a mission need. It translates mission need into top-level performance, supportability, and benefit requirements that should be satisfied by the fielded capability. It is prepared in the concept and requirements definition phase of the lifecycle management process.

**Product baseline** is the initially approved documentation describing all of the necessary functional and physical characteristics of the configuration item and the selected functional and physical characteristics designated for production acceptance testing and tests necessary for support of the configuration item. In addition to this documentation, the product baseline of a configuration item may consist of the actual equipment and software.

**Product Team (PT) or Service Team (ST)** - A team with a mission, resources, leader, and cross-functional membership, which executes an element of a service organization's mission.

**Program decision-making.** In general, resource decision-making in the lifecycle management process is at the corporate level and program decision-making is within service organization.

**Protest** is a written, timely objection submitted by a protester to an FAA screening information request or contract award.

**Protester** is a prospective offeror whose direct economic interest would be affected by the award or failure to award an FAA contract, or an actual offeror with a reasonable chance to receive award of an FAA contract.

**Rational Basis.** Documented facts that are: (1) objective and verifiable (not unreasonable, capricious or arbitrary), (2) understandable to a reasonable person, and (3) supported by substantial evidence that results in a logical conclusion. The AMS is a tool used to help formulate a rational basis.

**Real Property** is defined as:

(1) Any interest in land, together with the improvements, structures, and fixtures located thereon (including prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers with or without undercarriages), and appurtenances thereto, under the control of any Federal agency, except-

(a) The public domain;

(b) Lands reserved or dedicated for national forest or national park purposes;

(c) Minerals in lands or portions of lands withdrawn or reserved from the public domain that the Secretary of the Interior determines are suitable for disposition under the public land mining and mineral leasing laws;

(d) Lands withdrawn or reserved from the public domain but not including lands or portions of lands so withdrawn or reserved that the Secretary of the Interior, with the concurrence of the Administrator of General Services, determines are not suitable for return to the public domain for disposition under the general public land laws because such lands are substantially changed in character by improvements or otherwise; and

(e) Crops when designated by such agency for disposition by severance and removal from the land.

(2) Improvements of any kind, structures, and fixtures under the control of any Federal agency when designated by such agency for disposition without the underlying land (including such as may be located on the public domain, on lands withdrawn or reserved

from the public domain, on lands reserved or dedicated for national forest or national park purposes, or on lands that are not owned by the United States) excluding, however, prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers (with or without undercarriages).

(3) Standing timber and embedded gravel, sand, or stone under the control of any Federal agency, whether designated by such agency for disposition with the land or by severance and removal from the land, excluding timber felled, and gravel, sand, or stone excavated by or for the Government prior to disposition.

**Record drawings** are drawings submitted by a contractor or subcontractor at any tier to show the construction of a particular structure or work as actually completed under the contract.

**Recurring costs** are production costs that vary with the quantity being produced, such as labor and materials.

**Release.** The designation by the originating activity that a document or software version is approved by an appropriate authority and is subject to configuration change management procedures.

**Requirements.** Conditions or capabilities that must be met or exceeded by a product or component to satisfy agency needs. Requirements form the basis for a contract, standard, specification, or other formally imposed document.

**Resources.** As it applies to contractor personnel security refers to FAA resources including a physical plant, information databases including hardware and software, as well as manual records pertaining to agency mission or personnel.

**Screening** is the process of evaluating offeror submittals to determine either which offerors/products are qualified to meet a specific type of supply or service, which offerors are most likely to receive award, or which offerors provide the best value to the FAA.

**Screening decision** is the narrowing of the number of offerors participating in the source selection process to only those offerors most likely to receive award.

**Screening information request** is any request made by the FAA for documentation, information, or offer for the purpose of screening to determine which offeror provides the best value solution for a particular procurement.

**Second-Level Engineering Support.** This work comprises engineering support of the National Airspace System infrastructure and includes defining system performance standards, developing and publishing procedures, designing system improvements, and providing support to first-level technical support personnel.

**Selection decision** is the determination to make an award by the source selection official to the offeror providing the best value to the FAA.

**Service-disabled veteran-owned small business** is a small business concern that is 51% owned and controlled by a service disabled veteran(s).

**Service organization.** A service organization is any organization that manages investment resources regardless of appropriation to deliver services. It may be a service unit, program office, or directorate, and may be engaged in air traffic services, safety, security, regulation, certification, operations, commercial space transportation, airport development, or administrative functions.

**Simplified purchases** are those products or services of any nature that are smaller in dollar value, less complex, shorter term, routine, or are commercially available and are generally purchased on a fixed price basis.

**Single-source contracting** is to award a contract, without competition, to a single supplier of products or services.

**Small business** is a business, including its affiliates, that is independently owned and operated and not dominant in producing the products or performing the services being purchased, and one that qualifies as a small business under the federal government's criteria and North American Industry System Classification Codes size standards.

**Small business set-aside** is the reservation of an acquisition exclusively for participation by small businesses.

**Small disadvantaged business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51 percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Small Socially and Economically Disadvantaged Business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51 percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent

unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Socially disadvantaged individuals** - individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their qualities as individuals.

**Solution implementation** is the phase of the lifecycle management process that begins after the investment decision authority selects a solution and establishes an investment program. It ends when the new capability goes into service. This phase is led by the service organization assigned by the IDA at the investment decision.

**Solution providers** An organization (e.g., service organization or a regional office implementing a construction program) that has the responsibility for providing assets to satisfy National Airspace requirements.

**Specification.** A document that explicitly states essential technical attributes/requirements for product and procedures to determine that the product's performance meets its requirements/attributes.

**Standardization** is the practice of acquiring parts, components, subsystems, or systems with common design or functional characteristics to obtain economies in ownership costs.

**Strategic Sourcing.** The collaborative and structured process of critically analyzing an organization's spending and using this information to make business decisions about acquiring products and services more effectively and efficiently.

**Supply**, as used in the context of mission analysis, is the existing or projected supply of services to its customers, based on information from field organizations that operate and maintain the NAS, from the aviation community, and from the enterprise architecture.

**Supply support.** All management actions, procedures, and techniques used to determine requirements that acquire, catalog, track, receive, store, transfer, issue, and dispose of items of supply. This includes provisioning for initial support, maintaining asset visibility for financial accountability, and replenishing spares.

**Supportability.** - The degree to which product design and planned logistics resources meet product use requirements.

**Support Equipment.** All equipment (mobile or fixed) required to support maintenance of a product. It includes associated multi-use end items, ground-handling and maintenance equipment, tools, metrology and calibration equipment, test equipment, and automatic test equipment. It includes the procurement of integrated logistics support necessary to maintain the support equipment itself. Operational engineering support systems and facilities are also integral parts of the lifecycle support equipment.

**Sustainment.** Those activities associated with keeping fielded products operational and maintained. Also applies to the planning, programming and budgeting for fielded products, referred to as sustainment funding.

**Technical data.** Recorded information regardless of form or character (such as manuals, drawings and operational test procedures) of a scientific or technical nature required to operate and maintain a product over its lifecycle. While computer programs and related software are not technical data, documentation of these programs and related software are technical data. Also excluded is financial data or other information related to contract administration.

**Technical leveling** is the act of helping an offeror to bring its proposal/offer up to the level of other proposals/offers through successive rounds of communication, such as by pointing out weaknesses resulting from the offeror's lack of diligence, competence, or inventiveness in preparing his proposal.

**Technical transfusion** is the FAA's disclosure of technical information from one submittal that results in the improvement of another submittal.

**Technical opportunity.** A technological opportunity exists when a product or capability not currently used in the NAS has the potential to enable the FAA to perform its mission more safely, efficiently or effectively.

**Termination for convenience** is a procedure that may apply to any FAA contract, including multi-year contracts. As contrasted with cancellation, termination can be effected at any time during the life of the contract (cancellation is effected between fiscal years) and can be for the total quantity or a partial quantity (whereas cancellation must be for all subsequent fiscal year quantities).

**Termination liability** is the maximum cost the FAA would incur if a contract is terminated. In the case of a multi-year contract terminated before completion of the current fiscal year's deliveries, termination liability would include an amount for both current year termination charges and out year cancellation charges.

**Termination liability funding** refers to obligating contract funds to cover contractor expenditures plus termination liability, but not the total cost of the completed end items.

**Total Estimated Potential Value.** The sum of the initial award, unexercised options, the value of any indefinite delivery/indefinite quantity (IDIQ) contract line items (CLINS), estimates for unpriced CLINS, such as preplanned product improvements, estimated value of partially priced

items, and any other items the Contracting Officer deems relevant to establishing potential total contract value. The potential contract value should exclude anticipated change orders, pre-planned product improvements which are not established as CLINS, and any other anticipated actions not included in the written contract. Where duplicative or alternative options are established (i.e., if option 1 is exercised, option 2 will not be exercised) the Contracting Officer should include only the value which reflects the highest priced option. For incentive contracts, the maximum liability of the Government should be included in the potential contract value. For IDIQ contracts, the total contract value is the stated maximum amount the total of issued delivery orders cannot exceed.

**Training, training support, and personnel skills.** The analysis, design, development, implementation, and evaluation of training requirements to operate and maintain the product. This includes: conducting needs analyses; job and task analyses; delivering individual and team training; resident and nonresident training; on-the-job training; job aids; and logistic support planning for training aids and training installations.

**Unauthorized commitment** is an agreement entered into by a representative of the FAA who does not have the authority to obligate the FAA to spend appropriated funds.

**Unit.** One of a quantity of items (products, parts, etc.)

**User.** Internal FAA user of a product or service, such as Air Traffic Controllers or maintenance technicians.

**Validation.** Confirmation that an end product or end-product component will fulfill its intended purpose when placed in its intended environment. The methods employed to accomplish validation are applied to selected work products as well as to the end product and end-product components. Work products should be selected on the basis of which are the best predictors of how well the end product and end-product component will satisfy the intended purpose and user needs. Validation may address all aspects of an end product in any of its intended environments, such as operation, training, manufacturing, maintenance, or support services.

**Verification.** Confirmation that selected work products meet their specified requirements. This includes verification of the end product (system, service, facility, or operational change) and intermediate work products against all applicable requirements. Verification is inherently an incremental process since it occurs throughout the development of the end product and work products - beginning with initial requirements, progressing through subsequent changes, and culminating in verification of the completed end product.

**Version.** (1) One of several sequentially created configurations of a data product. (2) A supplementary identifier used to distinguish a changed body or set of computer-based data (software) from the previous configuration with the same primary identifier. Version identifiers are usually associated with data (such as files, data bases and software) used by, or maintained in, computers.

**Very small business** is a business whose size is no greater than 50 percent of the numerical size standard applicable to the North American Industry System Classification Codes assigned to a contracting opportunity.

**Work Product:** A work product in various forms represents, defines, or directs the end product (system, service, facility, or operational change). This can include concepts of operation, processes, plans/procedures, designs/descriptions, requirements/specifications, models/prototypes, contracts/invoices and other documents.

**Work breakdown structure.** A hierarchical decomposition of the work to be performed to accomplish an approved agency objective. It includes both internal and external work activities and each descending level represents an increasing definition of the work to be performed.

**New Content: Acquisition Management Policy:**  
**Appendix C: Definitions**

**Access.** In general the term "access" is defined as the ability to physically enter or pass through an FAA area or a facility; or having the physical ability or authority to obtain FAA sensitive information, materials and resources. In relation to classified information, the ability, authority or opportunity to obtain knowledge of such information or materials.

**Acquisition Executive Board** is the primary executive-level body that assists and supports the FAA Acquisition Executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, and tools.

**Acquisition planning** is the process by which all acquisition-related disciplines of an investment program are developed, coordinated, and integrated into a comprehensive plan for executing the program and meeting the stated requirements within the cost and schedule boundaries. Acquisition planning is normally associated with detailed program planning during final investment analysis, but is also important at other times of the lifecycle management process.

**Acquisition program baseline** establishes the performance to be achieved by an investment program, as well as the cost and schedule boundaries within which the program is authorized to proceed. The acquisition program baseline is a formal document approved by the investment decision authority at the final investment decision, and is a contract between the FAA and the service organization.

**Acquisition strategy.** The overall concept and approach of an investment program for acquiring a capability to meet the requirements and perform within the boundaries set forth in the acquisition program baseline. The strategy considers all aspects of a program such as acquisition approach, contracting, logistics, testing, systems engineering, risk management, program management, impact on facilities, human factors, schedules, and cost. The results are documented in the implementation strategy and planning document during final investment analysis.

**Affiliate business** is a business that controls or has the power to control another business, or a third party that controls or has the power to control another business (contractual relationships must be considered).

**Agency/organization program coordinator (AOPC)** (also referred as contracting officer's technical representative) means an individual designated by the ordering agency/organization to perform contract administration within the limits of delegated authority. The individual shall have overall responsibility for the purchase/credit card program within their bureau, agency/organization or region and may determine who the approving officials or cardholders will be.

**Agreement with a state government, local government, and/or public authority** is a written agreement between the FAA and a state or local government or public authority where the FAA agrees to receive from, or exchange supplies or services with, the other party.

**Agreements with private parties** are written documents executed by the parties, which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party. The term excludes procurement contracts for real estate, supplies and services.

**Agreements with public entities other than Federal agencies** are written documents executed by the parties which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party.

**Alternative dispute resolution (ADR).** Any procedure or combination of procedures voluntarily used to resolve issues in controversy without the need to resort to litigation. These procedures may include, but are not limited to, assisted settlement negotiations, conciliation, facilitation, mediation, fact-finding, mini-trials, and arbitration. These procedures may involve the use of neutrals.

**Approval.** The agreement that an item is complete and suitable for its intended use.

**Approving official (AP)** means a government employee(s) within the organization who has a number of cardholders under his/her purview and determines that the cardholder's purchases are made within applicable regulations, policies, and procedures.

**Architect-engineer services** are: (1) professional services of an architectural or engineering nature, as defined by State law, if applicable, which are required to be performed or approved by a person licensed, registered, or certified to provide such services; (2) professional services of an architectural or engineering nature performed by contract that are associated with research, planning, development, design, construction, alteration, or repair of real property; and (3) such

other professional services of an architectural or engineering nature, or incidental services, which members of the architectural and engineering professions (and individuals in their employ) may logically or justifiably perform, including studies, investigations, surveying and mapping, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans and specifications, value engineering, construction phase services, soils engineering, drawing reviews, preparation of operating and maintenance manuals, and other related services.

**Associate program manager for logistics.** An integrated logistics support specialist responsible for ensuring that all NAS integrated logistics support requirements are identified and satisfied for each piece of equipment in the lifecycle management process, RE&D program, and major equipment modification program.

**Auctioning techniques** is a method of screening vendors using commercial competition techniques, and includes such techniques as indicating to an offeror a cost or price that it must meet to obtain further considerations; advising an offeror of its price standing relative to another offeror; and otherwise furnishing information about other offerors' prices. This may only be used for commercially available products.

**Baseline.** (1) An agreed-to-description of the attributes of a product, at a point in time, which serves as a basis for defining change; (2) an approved and released document, or a set of documents, each of a specific revision; the purpose of which is to provide a defined basis for managing change; (3) the currently approved and released configuration documentation; or (4) a released set of files consisting of a software version and associated configuration documentation.

**Best value.** A term used during procurement source selection to describe the solution that is the most advantageous to the FAA, based on the evaluation of price and other factors specified by the FAA. This approach provides the opportunity for trade-offs between price and other specified factors, and does not require that an award be made to either the offeror submitting the highest rated technical solution, or to the offeror submitting the lowest cost/price, although the ultimate award decision may be to either of these offerors.

**Budget impact assessment.** The process of assessing the budget impact of each alternative solution developed in the investment analysis phase against all existing programs in the FAA's financial baseline for the same years. Standard criteria are used to determine the priority of the candidate program in relation to all others. If the amount of funding available for the years in question is insufficient, offsets from lower priority programs are identified. A budget impact assessment is also performed when considering program baseline changes for existing programs that involve an increase in the cost baseline and the need to reallocate resources.

**Business case analysis** summarizes the analytical and quantitative information developed during investment analysis in the search for the best means for satisfying mission need. It is the primary information document supporting the initial investment decision.

**Cancellation** is the termination of the total requirements of all remaining program years of a multi-year contract. Cancellation results when the contracting officer notifies the contractor of nonavailability of funds for contract performance for any subsequent program year, or fails to

notify the contractor that funds are available for performance of the succeeding program year requirement.

**Cancellation ceiling** is the maximum amount that the FAA will pay the contractor which the contractor would have recovered as a part of the unit price, had the contract been completed. The amount, which is actually paid to the contractor upon settlement for unrecovered costs (which can only be equal to or less than the ceiling), is referred to as the cancellation charge. This ceiling generally includes only nonrecurring costs.

**Capability shortfalls**, within the context of mission analysis, refers to the difference between the projected demand for services and ability to meet that demand with the current capability.

**Capital Investment Team (CIT)**. A team of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, the FAA's Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO-Executive Committee and the Joint Resources Council in reviewing investment programs, establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations.

**Capital Planning and Investment Control (CPIC)**. The process used by FAA management to identify, select, control, and evaluate proposed capital investments. The CPIC process encompasses all stages of capital management including planning, budgeting, procurement, deployment, and assessment. Within the FAA, the Acquisition Management System is the CPIC process.

Mission analysis and investment analysis are the "select" portion of the CPIC process, solution implementation is the "control" phase, and in-service management is the "evaluate" phase.

**Cardholder** means the individual government employee with the organization who is a warranted contracting officer or to whom a written delegation of procurement authority has been issued by the cognizant Chief of the Contracting Office or designee granting the use of the purchase and credit transactions made within the established billing period.

**Certified cost or pricing data** refers to all facts that, at the time of the price agreement, the seller and buyer would reasonably expect to affect price negotiations. The data requires certification, and is factual, not judgmental, and therefore verifiable. While the data do not indicate the accuracy of the prospective contractor's judgment about estimated future costs or projections, they do include the data utilized to form the basis for that judgment. Certified cost or pricing data is more than historical accounting data; it is all the facts that can be reasonably expected to contribute to the soundness of estimates of all future costs and to the validity of determinations of costs already incurred.

**Card issuing bank (CIB)** means the bank which issues cards to cardholders and submits monthly statements to the cardholders, approving officials, and finance offices detailing amounts of purchases and credits made by cardholders.

**Claim**, as used herein, means a contract dispute.

**Classified information.** Official information or material that requires protection in the interest of national security and is classified for such purpose by appropriate classification authority in accordance with the provisions of Executive Orders 12958 "Classified National Security Information", 12968 "Access to Classified Information", and 12829 "National Industrial Security Program".

**Commercial component** means any component that is a commercial item. The term component means any item supplied to the Federal government as part of an end item or of another component. See **Commercial Item**.

**Commercial item** can mean any of the following: [Note: For purposes of this document, the term "commercial item" is interchangeable with the terms "commercially available", "commercial component(s)", "commercial product(s)", and "commercial off-the-shelf (COTS)"]:

(A) Any item, other than real property, that is of a type customarily used by the general public or by nongovernmental entities for purposes other than governmental purposes and that has been sold, leased, licensed to the general public; or has been offered for sale, lease, or license to the general public.

(B) Any item that evolved from an item described in paragraph (A) through advances in technology or performance and that is not yet available in the commercial marketplace, but will be available in the commercial marketplace in time to satisfy the delivery requirements under a government solicitation.

(C) Any item that would satisfy a criterion expressed in paragraphs (A) (B) of this definition, but for-(i) modifications of a type customarily available in the commercial marketplace; or (ii) modifications of a type not customarily available in the commercial marketplace made to meet Federal government requirements.

(D) Any combination of items meeting the requirements of paragraphs (A), (B), (C), or (E) of this definition that are of a type customarily combined and sold in combination to the general public.

(E) Installation services, maintenance services, repair services, training services, and other services if such services are procured for support of an item referred to in paragraph (A), (B), (C), or (D) of this definition, and if the source of such services--(i) offers such services to the general public and the Federal government contemporaneously and under similar terms and conditions; and (ii) offers to use the same work force for providing the Federal government with such services as the source uses for providing such services to the general public.

(F) Services of a type offered and sold competitively in substantial quantities in the commercial marketplace based on established catalog or market prices for specific tasks performed under standards commercial terms and conditions. This does not include services that are sold based on hourly rates without an established catalog or market price for specific service performed.

(G) Any item, combination of items, or service referred to in paragraphs (A) through (F), notwithstanding the fact that the item, combination of items, or service is transferred between or among separate divisions, subsidiaries, or affiliates of a contract; or

(H) An item, determined by the procuring agency to have been developed exclusively at private expense and sold in substantial quantities, on a competitive basis, to multiple state and local governments.

**Commercial-off-the-shelf** is a product or service that has been developed for sale, lease or license to the general public and is currently available at a fair market value. See **Commercial Item**.

**Commercial product** means a product in regular production that is sold in substantial quantities to the general public and/or industry at established catalog or market prices. See **Commercial Item**.

**Commercially available** refers to products, commodities, equipment, material, or services available in existing commercial markets in which sources compete primarily on the basis of established catalog/market prices or for which specific costs/prices established within the industry have been determined to be fair and reasonable. See **Commercial Item**.

**Commonality** refers to the use of identical parts, components, subsystems or systems to achieve economies in development and manufacture.

**Communications**, when referring to contracting, means any oral or written communication between the FAA and an offeror that involves information essential for understanding and evaluating an offeror's submittal(s), and/or determining the acceptability of an offeror's submittal(s).

**Computer resources support.** The facilities, hardware, system support software, software/hardware development and support tools (e.g. compilers, PROM burners), documentation, and personnel needed to operate and support embedded computer systems. These items represent the resources required for the operational support engineering functions and do not include administrative computer resources.

**Concept Development is** the second stage in the CMTD process. This activity develops and evaluates promising concepts to determine which should undergo further development. Activities include modeling, simulation, and detailed analysis.

**Concept Evaluation** is the third and final stage in the CMTD process. It confirms that a concept has great promise toward meeting the service needs of the agency and begins to determine operational and technical feasibility. Concept evaluation can include concept integration, evolution, or scalability. Representative activities include prototyping and field demonstration.

**Concept Exploration** is the first stage in the CMTD process. The objective is to describe promising concepts with sufficient definition to begin development of a concept of operations and to plan follow-on activities. Outputs are promising and feasible concepts that warrant further development.

**Concept Maturity and Technology Development (CMTD).** The CMTD process governs activities directed toward the production of useful materials, devices, systems, and methods, as well as advance the maturity of new concepts. Typical activities include concept feasibility studies, technical analysis, prototype demonstrations, and operational assessments that identify, develop, and evaluate opportunities for improving the delivery of NAS services. These efforts reduce risk, define requirements, demonstrate operational requirements, inform concept and requirements definition activities, and generate information required to support agency investment decisions and product lifecycle management.

**Configuration.** (1) The performance, functional, and physical attributes of an existing or planned product, or a combination of products; or (2) one of a series of sequentially created variations of a product.

**Configuration audit.** Product configuration verification accomplished by inspecting documents, products, and records; and reviewing procedures, processes, and systems of operation to verify that the product has achieved its required attributes (performance requirements and functional constraints), and the product's design is accurately documented. Sometimes divided into separate functional and physical configuration audits.

**Configuration change management.** (1) A systematic process which ensures that changes to released configuration documentation are properly identified, documented, evaluated for impact, approved by an appropriate level of authority, incorporated, and verified. (2) The configuration management activity concerning the systematic proposal justification, evaluation, coordination and disposition of proposed changes, and the implementation of all approved and released changes into (a) the applicable configurations of a product, (b) associated product information, and (c) supporting and interfacing products and their associated product information.

**Configuration documentation.** Technical documentation, the primary purpose of which is to identify and define a product's performance, functional, and physical attributes.

**Configuration Identification.** (1) The systematic process of selecting the product attributes, organizing associated information about the attributes, and stating the attributes; (2) unique identifiers for a product and its configuration documents; or (3) the configuration management activity which encompasses selecting configuration documents; assigning and applying unique identifiers to a product, its components, and associated documents; and maintaining document revision relationships to product configurations.

**Configuration management.** A management process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design, and operational information throughout its life.

**Configuration status accounting.** The configuration management activity concerning capture and storage of, and access to, configuration information needed to manage products and product information effectively.

**Configuration verification.** The action verifying that the product has achieved its required attributes (performance requirements and functional constraints) and the product's design is accurately documented.

**Contract** is a legal instrument used to acquire products and services for the direct benefit or use by the FAA.

**Contract.** As used herein denotes the document (for example, contract, memorandum of agreement or understanding, purchase order) used to implement an agreement between a customer (buyer) and a seller (supplier).

**Contract dispute** as used herein, means a written request seeking as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. A claim arising under a contract unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant. The term does not include a request for payment of an invoice, voucher, or similar routine payments expressly authorized under the terms of the contract, which have not been rejected by the contracting officer. The term includes a termination for convenience settlement proposal and request for equitable adjustment, but does not include cost proposals seeking definitization of a letter contract or other undefinitized contract action.

**Contractor.** The party(ies) receiving a direct procurement contract from the FAA and who is responsible for performance of the contract requirements.

**Controversy or concern.** A material disagreement between the FAA and an offeror that could result in a protest.

**Core policy** refers to the official governing policy of the Acquisition Management System. It consists of all Sections and Appendixes A-E of this document. All other acquisition information not contained within this policy document is in the form of guidance, processes, references, and other acquisition aids, used by the lifecycle management workforce with discretion and in a manner that makes sense for individual programs. All of this information, including core policy, is considered to be the entire Acquisition Management System. This information may be found within the FAA Acquisition System Toolset on the Internet.

**Cost** is the contractor's expenses of contract performance, either estimated or actual.

**Cost or pricing data.** See "Certified Cost or Pricing Data" and "Non-certified Cost or Pricing Data".

**Critical operational issue.** A key operational effectiveness or suitability issue that must be examined in operational test and evaluation to determine a product's capability to perform its mission.

**Customer.** External users of FAA products or services, such as airlines and the flying public.  
**See User.**

**Data.** Recorded information of any nature (including administrative, managerial, financial, and technical), regardless of medium or characteristics.

**Demand,** as used in the context of mission analysis, is the current or projected demand for FAA products, services, and capacity, based on input from diverse sources such as the aviation community, Enterprise Architecture, long-range planners, and operators and maintainers of the NAS and other FAA support systems.

**Design to cost** is a concept that establishes cost elements as management goals to best balance between lifecycle cost, acceptable performance, and schedule. Under this concept, cost is a design constraint during the design, development, and production phases, and a management discipline throughout the system lifecycle.

**Direct-work maintenance staffing.** The direct person-hours required to operate, maintain, and support a product for the duration of its lifecycle.

**Disapproval.** Conclusion by the appropriate authority that an item submitted for approval is either not complete or is not suitable or its intended use.

**Discriminating criteria/key discriminators,** used in procurement context, are those factors expected to be especially important, significant, and critical in the ultimate source selection decision.

**Dispute** as used herein, means a Contract Dispute or Claim.

**Dispute resolution officer** is a licensed legal practitioner who is a member of the Office of Dispute Resolution, and who has authority to conduct proceedings, which, if agreed to by the parties and concurred in by the FAA Administrator, result in binding decisions on the parties.

**Dominant business** is a controlling or major influence in a market in which a number of businesses are primarily engaged. Factors such as business volume; number of employees; financial resources; competitiveness; ownership or control of materials, processes, patents, and license agreements; facilities; sales territory; and nature of the business must be considered.

**Economically disadvantaged individuals** means disadvantaged individuals whose ability to compete in the free enterprise system is impaired due to diminished opportunities to obtain capital and credit as compared to others in the same line of business who are not disadvantaged.

**End product.** A system, service, facility, or operational change that is intended for delivery to a customer or end user.

**Enterprise architecture** defines the operational and technical framework for all capital assets of the FAA. It describes the agency's current and target architectures, as well as the transition strategy for moving from the current to the target architecture. The enterprise architecture has three segments: the NAS architecture, the NAS regulatory architecture, and the non-NAS architecture. The non-NAS segment uses the Federal Enterprise Architecture Framework (FEAF). The operational view is split between the business process, application, and data views. The systems view in the FEAF is specified in the technical view.

**Enterprise architecture products** include the operational view family (business rule) and systems view family (engineering). Operational view family components represent a set of graphical and textual products that describe the changes in tasks and activities, operational elements, and information exchanges required to accomplish NAS service delivery or ATO business processes. The business process and application views present this information in the FEAF with the data architecture providing the terms used to describe information exchanges between processes. System view family components represent a set of graphical and textual products that describe systems and interfaces that directly or indirectly support, communicate, or facilitate NAS service delivery or ATO business processes. In the FEAF, interfaces between applications are described in the application view. Also in the FEAF, there is a logical description of systems, but not a physical or geographic description in the enterprise architecture.

**Evolutionary product development** is the process of establishing a product designed to evolve over time, as opposed to the need for wholesale replacement, to satisfy requirements. The objective is to accommodate rapid insertion of new technology and upgrades, rather than invest in entirely new products.

**FAA disputes resolution system** is a process established within the FAA for resolving protests of FAA screening information request and contract awards, as well as contract disputes.

**FAA Office of Dispute Resolution for Acquisition** is an independent organization within the FAA, reporting to the FAA Chief Counsel, which is staffed with an appropriate number of dispute resolution officers.

**Fee** is compensation paid to a consultant for professional services rendered.

**Firm**, as defined for architect-engineering services, is any individual, partnership, corporation, association, or other legal entity permitted by law to practice the professions of architecture or engineering.

**Firmware.** The combination of a hardware device and computer instructions or computer data that reside as read-only software "burned into" the hardware device; various types of firmware include devices whose software code is erasable/re-programmable to some degree.

**First-Level Technical Support.** This work comprises maintenance of the National Airspace System infrastructure and includes certifying equipment and performing periodic maintenance, restoration, troubleshooting, and corrective activities.

**Functional baseline** is the initially approved documentation describing a product's functional, interoperability, and interface characteristics, and the verification required to demonstrate the achievement of those characteristics.

**Generic processes.** Flowcharts and supporting information, including descriptions, approving officials, references, templates, and other aids that describe each event of a phase of the lifecycle management process. Generic processes are provided to service organizations for guidance to assist in the complex planning, product development, procurement, production, testing, delivery, and implementation activities of this important phase of the lifecycle management process. Generic processes are an integral part of FAST.

**Hardware products.** Made of material and their components (mechanical, electrical, electronic, hydraulic, pneumatic). Computer software and technical documentation are excluded.

**Historically black colleges and universities.** Institutions determined by the U.S. Secretary of Education to meet the requirements of 34 CFR 608.2 and listed therein.

**Human factors** are a multi-disciplinary effort to generate and apply human performance information to acquire safe, efficient, and effective operational systems.

**Implementation strategy and planning** is the detailed planning document for all aspects of program implementation. It integrates the planning requirements of several previous FAA planning documents including the program master plan, the integrated logistics support plan, the test and evaluation master plan, the program implementation plan, the human factors plan, and the procurement plan. It is recorded in the implementation strategy and planning document.

**In-service decision** is the decision to accept a product or service for operational use during the solution implementation phase of the lifecycle management process. This decision allows deployment activities, such as installing products at each site and certifying them for operational use, to start.

**In-service management phase** of the lifecycle management process, is that period of time after a product or service begins operational use, and continues for as long as the product is in use.

**Indian** means any person who is a member of any Indian tribe, band, group, pueblo, or community which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs in accordance with 25 U.S.C. 1452(c) and any "Native" as defined in the Alaska Native Claims Settlement Act (43 U.S.C. 1601).

**Indian organization** means any governing body of any Indian tribe or entity established or recognized by the governing body of an Indian tribe for the purposes of 25 U.S.C., chapter 17.

**Indian-owned economic enterprise** means any Indian-owned (as determined by the Secretary of the Interior) commercial, industrial, or business activity established or organized for the purpose of profit, provided that Indian ownership shall constitute not less than 51 percent of the enterprise.

**Indian tribe** means any Indian tribe, band, group, pueblo, or community, including native villages and native groups (including corporations organized by Kenai, Juneau, Sitka and Kodiak) as defined in the Alaska Native Claims Settlement Act, which is recognized by the Federal Government as eligible for services from BIA in accordance with 25 U.S.C. 1452 (c).

**Integrated logistics support** is the functional discipline that plans, establishes, and maintains a full lifecycle support system for FAA products and services. This applies to the sustainment and disposal of fielded products and services as well as new investment programs. The objective is the required level of service to the end user at optimal lifecycle cost to the FAA. The logistics manager is the service-team member who plans, establishes, and maintains an integrated product support package for the lifecycle of FAA products and services.

**Integrated requirements team.** An integrated requirements team is made up of subject-matter experts from various disciplines to address air traffic system requirements and FAA goals and objectives in a disciplined forum setting. These teams are intended to provide horizontal integration across organizational lines, continuity of requirements throughout mission and investment analysis , and stability of requirements throughout the lifecycle.

**Interagency agreement** is a written agreement between the FAA and another Federal agency where the FAA agrees to receive from, or exchange supplies or services with, the other agency, and FAA funds are obligated.

**Interested party.** An interested party is one who:

- (1) Prior to the close of a solicitation, is an actual or prospective participant in the procurement, excluding prospective subcontractors; or
- (2) After the close of a solicitation, is an actual participant who would be next in line for award under the solicitations scheme if the protest is successful. An actual participant who is not in line for award under the solicitations scheme is ineligible to protest unless that party's complaint alleges specific improper actions or inactions by the agency that caused the party to be other than in line for award. Proposed subcontractors are not eligible to protest.

Where a contract has been awarded prior to the filing of a protest, the awardee may be considered an interested party for purposes of participating in the protest proceedings.

**Interface.** The performance, functional, and physical attributes required to exist at a common boundary.

**Interface Control Documentation.** Interface control drawing or other documentation that depicts physical, functional, and test interface characteristics between two or more related or co-functioning items.

**Interim Payment** is a form of contract financing for cost reimbursement contracts where a contractor is paid periodically during the course of a contract for allowable costs it incurs in the performance of the contract. As interim payments are issued during the course of a contract, they do not include the final payment issued after contract completion.

**Intra-agency agreement** is a written agreement between the FAA and Office of the Secretary of Transportation or another Department of Transportation operating administration where the requesting organization agrees to provide or exchange supplies or services with the FAA, and FAA funds are obligated.

**Investment analysis** of the lifecycle management process is conducted to determine the most advantageous solution to an approved mission need. It involves: (1) a market search to determine industry capability, (2) analysis of various alternative approaches for satisfying requirements, (3) and affordability assessment to determine what the FAA can afford, and (4) detailed planning for the alternative selected for implementation.

**Investment program.** A sponsored, fully funded effort initiated at the final investment decision of the lifecycle management process by the investment decision authority in response to a priority agency need. The goal of an investment program is to field a new capability that satisfies performance, cost, and schedule targets in the acquisition program baseline and benefit targets in the business case analysis report. Typically an investment program is a separate budgeted line-item and may have multiple procurements and several projects, all managed within the single program.

**Joint Resources Council** is the FAA body responsible for making corporate level decisions.

**Learning system** is the same as lifecycle management workforce learning system (see below).

**Lifecycle.** The entire spectrum of activity for an FAA capital asset starting with the identification of need and extending through design, development, production or construction, deployment, operational use, sustaining support, and retirement and disposal.

**Lifecycle management process.** A depiction of the series of phases and decision points that comprise the lifecycle of FAA products and services.

**Lifecycle acquisition management system** is a fully coordinated set of policies, processes, and computer-based acquisition tools that guide the lifecycle management workforce through the lifecycle management process from the determination of mission needs to the procurement and lifecycle management of products and services that satisfy those needs.

**Lifecycle cost** is the total cost to the FAA of acquiring, operating, maintaining, supporting, and disposal of systems or services over their useful life. Lifecycle cost includes total investment costs, development costs, and operational costs and includes all appropriations, RE&D, F&E, and O&M.

**Lifecycle management workforce.** All individuals who play a role in the lifecycle management process. Service organizations are a major part of the lifecycle management workforce. Also included are those persons associated with strategic planning, mission analysis, investment analysis, users of investment program capabilities and products, and various other functional discipline support organizations.

**Line of business.** An informal term used to characterize the major organizations of the FAA, headed by the Chief Operating Officer (ATO) or the Associate or Assistant Administrator (non-ATO), having major roles and responsibilities in the lifecycle Acquisition Management System. They are: Air Traffic Organization, Aviation Safety, Airports, Commercial Space Transportation, Civil Aviation Security, and Regions and Centers. See Appendix A for line of business roles and responsibilities.

**Maintenance planning.** The process is conducted to determine, evolve, and establish hardware and software maintenance concepts and requirements for the lifecycle of a product.

**Maintenance support facility.** The permanent or semi-permanent real property assets required to support a product. Maintenance support facility management includes conducting studies to define types of facilities or facility improvements, locations, space needs, environmental requirements, real estate requirements and equipment.

**Market survey** is used in two different contexts in AMS. In terms of the procurement and contracting process, it refers to any method used to survey industry to obtain information and comments and to determine competition, capabilities, and estimate costs. In terms of the lifecycle management process, market surveys are an integral part of investment analysis. After initial requirements are established, market surveys are used as a basis for identifying all potential material and nonmaterial solutions to mission need.

**Memorandum of agreement (MOA)** is a written document executed by the parties, which creates a legally binding commitment and may require the obligation of funds. However, when the FAA will acquire services, equipment, personnel, or facilities from a contractor for the direct benefit or use of the FAA, a procurement contract should be used.

**Memorandum of understanding (MOU)** is a written document executed by the parties which establishes policies or procedures of mutual concern. It does not require either party to obligate funds and does not create a legally binding commitment.

**Merchant category codes (MCC)** means the codes established by the bankcard associations or banks to identify different types of businesses. Merchants select the codes best describing their business. Approving officials may limit the types of businesses where the card will be accepted by limiting the MCC available to the cardholder.

**Metrics** are measurements taken over time that monitor, assess, and communicate vital information about the results of a program or activity. Metrics are generally quantitative, but can be qualitative.

**Minority Educational Institutions.** Institutions verified by the U.S. Secretary of Education to meet the criteria set forth in 34 CFR 637.4. Also includes Hispanic-serving institutions as defined by 20 U.S.C. 1059c(b)(1).

**Mission analysis** is that part of the lifecycle management process during which continuous analytical activity is performed to evaluate the capacity of FAA assets to satisfy existing and emerging demands for services. It is conducted within the lines of business organizations of the FAA.

**Multi-year contracts** are contracts covering more than one year but not in excess of five years of requirements. Total contract quantities and annual quantities are planned for a particular level and type of funding as displayed in a current five year development plan. Each program year is annually budgeted and funded and, at the time of award, funds need only to have been appropriated for the first year. The contractor is protected against loss resulting from cancellation by contract provisions, which allows reimbursement of costs included in the cancellation ceiling.

**Multi-year funding** refers to Congressional authorization and appropriation covering more than one fiscal year. The term should not be confused with two-year or three-year funds which cover only one fiscal year's requirement but permit the Executive Branch more than one year to obligate the funds.

**NAS Enterprise Architecture** is a NAS-wide enterprise repository of views which describe the current (as-is), mid-term, and far-term (to-be) perspectives of the NAS architecture as well as the strategic planning roadmaps which depict the possible evolution path from the "as is" to the "to be".

**NAS technical documentation.** Any set of documents that describe the technical requirements of the National Airspace System.

**Neutral** means an impartial third party, who serves as a mediator, fact finder, or arbitrator, or otherwise functions to assist the parties to resolve the issues in controversy. A neutral person may be a permanent or temporary officer or employee of the federal government or any other individual who is acceptable to the parties. A neutral person shall have no official, financial, or personal conflict of interest with respect to the issues in controversy, unless such interest is fully disclosed in writing to all parties and all parties agree that the neutral person may serve.

**NextGen Implementation Plan** is an executive-level outline of current activities and program commitments necessary to implement new operational capabilities. The plan is published annually to reflect prior-year accomplishments and new commitments.

**No-year funding** refers to Congressional funding that does not require obligation in any specific year or years.

**Non-certified cost or pricing data** is any type of information that is not required to be certified, that is necessary to determine price reasonableness or cost realism. This includes pricing, sales, or cost information, and cost or pricing data for which certification is determined inapplicable after submission.

**Non-developmental item** (NDI) is an item that has been previously developed for use by federal, state, local, or a foreign government and for which no further development is required.

**Nonmaterial solution.** A solution to an FAA capability shortfall identified during mission or investment analysis that is operationally acceptable to users and can be implemented within approved budgets and baselines. Nonmaterial solutions typically involve regulatory change, process re-engineering, training, procedural change, or transfer of operational assets between sites.

**Nonrecurring costs** are those production costs which are generally incurred on a one time basis and include such costs as plant or equipment relocation, plant rearrangement, special tooling and special test equipment, pre-production engineering, initial spoilage and rework, and specialized workforce training.

**Operational baseline.** The approved technical documentation representing installed operational hardware and software.

**Operational readiness** refers to the state of a fielded new system in the NAS. This state is achieved after the system is tested by the FAA at a field test site where it is demonstrated that local site personnel have the ability to fully operate and maintain the new system.

**Operational suitability.** The capability of a product to be satisfactorily integrated and employed for field use, considering such factors as compatibility, reliability, human performance factors, maintenance and logistics support, safety, and training. The term also refers to the actual degree to which the product satisfies these parameters.

**Other transaction.** Transactions, as referenced in Public Law 104-264, October 9, 1996, which do not fall into the category of procurement contracts, grants, or cooperative agreements.

**Owners.** Within context of the Air Traffic Organization, owners of the FAA are the President, Congress, flying public, and American taxpayers.

**Packaging, handling, storage and transportation.** The resources, processes, procedures, design considerations, and methods to ensure that all subsystem, equipment, and support items are preserved, packaged, handled, and transported properly. Included are environmental considerations and equipment preservation requirements for short and long term storage and transportability.

**Performance.** A quantitative measure characterizing a physical or functional attribute relating to the execution of an operation or function. Performance attributes include quantity (how many or how much), quality (how well), coverage (how much area, how far), timeliness (how responsive,

how frequent), and readiness (availability, mission/operational readiness). Performance is an attribute for all systems, people, products and processes including those for development, production, verification, deployment, operations, support, training and disposal. Thus, supportability parameters, manufacturing process variability, reliability and so forth, are all performance measures.

**Performance parameters** are those mission-critical performance and lifecycle supportability criteria contained in the program requirements document. They represent the sponsoring organization's translation of the capability shortfall in an enterprise architecture roadmap into critical factors the selected solution must contain in its eventual operational state to satisfy the user's needs.

**Personnel security.** The standards and procedures utilized to determine and document that the employment or retention in employment of an individual will promote the efficiency of the service and is clearly consistent with the interests of the national security.

**Prescreening.** The evaluation of case files for impacts on safety, ATC services, and other intangible benefits, as well as cost/benefits implications, to determine if the proposed change should be implemented.

**Price** equals cost plus any fee or profit involved in the procurement of a product or service.

**Primary engineer or principal consultant** is a firm which is held responsible for the overall performance of the services, including that which is accomplished by others under separate or special service contracts.

**Procurement strategy meeting** is a meeting of organizations with vested interests in the contemplated procurement. The purpose of this meeting is to reach a consensus on the planned course of the acquisition and to obtain the necessary approvals to proceed.

**Program requirements document** establishes the operational framework and requirements of the line of business with a mission need. It translates mission need into top-level performance, supportability, and benefit requirements that should be satisfied by the fielded capability. It is prepared in the concept and requirements definition phase of the lifecycle management process.

**Product baseline** is the initially approved documentation describing all of the necessary functional and physical characteristics of the configuration item and the selected functional and physical characteristics designated for production acceptance testing and tests necessary for support of the configuration item. In addition to this documentation, the product baseline of a configuration item may consist of the actual equipment and software.

**Product Team (PT) or Service Team (ST)** - A team with a mission, resources, leader, and cross-functional membership, which executes an element of a service organization's mission.

**Program decision-making.** In general, resource decision-making in the lifecycle management process is at the corporate level and program decision-making is within service organization.

**Protest** is a written, timely objection submitted by a protester to an FAA screening information request or contract award.

**Protester** is a prospective offeror whose direct economic interest would be affected by the award or failure to award an FAA contract, or an actual offeror with a reasonable chance to receive award of an FAA contract.

**Rational Basis.** Documented facts that are: (1) objective and verifiable (not unreasonable, capricious or arbitrary), (2) understandable to a reasonable person, and (3) supported by substantial evidence that results in a logical conclusion. The AMS is a tool used to help formulate a rational basis.

**Real Property** is defined as:

(1) Any interest in land, together with the improvements, structures, and fixtures located thereon (including prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers with or without undercarriages), and appurtenances thereto, under the control of any Federal agency, except-

(a) The public domain;

(b) Lands reserved or dedicated for national forest or national park purposes;

(c) Minerals in lands or portions of lands withdrawn or reserved from the public domain that the Secretary of the Interior determines are suitable for disposition under the public land mining and mineral leasing laws;

(d) Lands withdrawn or reserved from the public domain but not including lands or portions of lands so withdrawn or reserved that the Secretary of the Interior, with the concurrence of the Administrator of General Services, determines are not suitable for return to the public domain for disposition under the general public land laws because such lands are substantially changed in character by improvements or otherwise; and

(e) Crops when designated by such agency for disposition by severance and removal from the land.

(2) Improvements of any kind, structures, and fixtures under the control of any Federal agency when designated by such agency for disposition without the underlying land (including such as may be located on the public domain, on lands withdrawn or reserved from the public domain, on lands reserved or dedicated for national forest or national park purposes, or on lands that are not owned by the United States) excluding, however, prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers (with or without undercarriages).

(3) Standing timber and embedded gravel, sand, or stone under the control of any Federal agency, whether designated by such agency for disposition with the land or by severance and removal from the land, excluding timber felled, and gravel, sand, or stone excavated by or for the Government prior to disposition.

**Record drawings** are drawings submitted by a contractor or subcontractor at any tier to show the construction of a particular structure or work as actually completed under the contract.

**Recurring costs** are production costs that vary with the quantity being produced, such as labor and materials.

**Release.** The designation by the originating activity that a document or software version is approved by an appropriate authority and is subject to configuration change management procedures.

**Requirements.** Conditions or capabilities that must be met or exceeded by a product or component to satisfy agency needs. Requirements form the basis for a contract, standard, specification, or other formally imposed document.

**Research Engineering and Development (RE&D).** The RE&D process governs selection and execution of the RE&D portfolio. This portfolio includes systematic studies to gain knowledge or understanding of concepts, products, or procedures that could potentially benefit the aviation community with or without specific application or means by which a specific need may be met such as research related to materials and human factors. These activities inform the NAS enterprise architecture and CMTD activities, but do not lead directly to concept and requirements definition.

**Resources.** As it applies to contractor personnel security refers to FAA resources including a physical plant, information databases including hardware and software, as well as manual records pertaining to agency mission or personnel.

**Screening** is the process of evaluating offeror submittals to determine either which offerors/products are qualified to meet a specific type of supply or service, which offerors are most likely to receive award, or which offerors provide the best value to the FAA.

**Screening decision** is the narrowing of the number of offerors participating in the source selection process to only those offerors most likely to receive award.

**Screening information request** is any request made by the FAA for documentation, information, or offer for the purpose of screening to determine which offeror provides the best value solution for a particular procurement.

**Second-Level Engineering Support.** This work comprises engineering support of the National Airspace System infrastructure and includes defining system performance standards, developing and publishing procedures, designing system improvements, and providing support to first-level technical support personnel.

**Selection decision** is the determination to make an award by the source selection official to the offeror providing the best value to the FAA.

**Service-disabled veteran-owned small business** is a small business concern that is 51% owned and controlled by a service disabled veteran(s).

**Service organization.** A service organization is any organization that manages investment resources regardless of appropriation to deliver services. It may be a service unit, program office, or directorate, and may be engaged in air traffic services, safety, security, regulation, certification, operations, commercial space transportation, airport development, or administrative functions.

**Simplified purchases** are those products or services of any nature that are smaller in dollar value, less complex, shorter term, routine, or are commercially available and are generally purchased on a fixed price basis.

**Single-source contracting** is to award a contract, without competition, to a single supplier of products or services.

**Small business** is a business, including its affiliates, that is independently owned and operated and not dominant in producing the products or performing the services being purchased, and one that qualifies as a small business under the federal government's criteria and North American Industry System Classification Codes size standards.

**Small business set-aside** is the reservation of an acquisition exclusively for participation by small businesses.

**Small disadvantaged business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51 percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Small Socially and Economically Disadvantaged Business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51

percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Socially disadvantaged individuals** - individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their qualities as individuals.

**Solution implementation** is the phase of the lifecycle management process that begins after the investment decision authority selects a solution and establishes an investment program. It ends when the new capability goes into service. This phase is led by the service organization assigned by the IDA at the investment decision.

**Solution providers.** An organization (e.g., service organization or a regional office implementing a construction program) that has the responsibility for providing assets to satisfy National Airspace requirements.

**Specification.** A document that explicitly states essential technical attributes/requirements for product and procedures to determine that the product's performance meets its requirements/attributes.

**Standardization** is the practice of acquiring parts, components, subsystems, or systems with common design or functional characteristics to obtain economies in ownership costs.

**Strategic Sourcing.** The collaborative and structured process of critically analyzing an organization's spending and using this information to make business decisions about acquiring products and services more effectively and efficiently.

**Supply**, as used in the context of mission analysis, is the existing or projected supply of services to its customers, based on information from field organizations that operate and maintain the NAS, from the aviation community, and from the enterprise architecture.

**Supply support.** All management actions, procedures, and techniques used to determine requirements that acquire, catalog, track, receive, store, transfer, issue, and dispose of items of supply. This includes provisioning for initial support, maintaining asset visibility for financial accountability, and replenishing spares.

**Supportability.** The degree to which product design and planned logistics resources meet product use requirements.

**Support Equipment.** All equipment (mobile or fixed) required to support maintenance of a product. It includes associated multi-use end items, ground-handling and maintenance equipment, tools, metrology and calibration equipment, test equipment, and automatic test equipment. It includes the procurement of integrated logistics support necessary to maintain the support equipment itself. Operational engineering support systems and facilities are also integral parts of the lifecycle support equipment.

**Sustainment.** Those activities associated with keeping fielded products operational and maintained. Also applies to the planning, programming and budgeting for fielded products, referred to as sustainment funding.

**Technical data.** Recorded information regardless of form or character (such as manuals, drawings and operational test procedures) of a scientific or technical nature required to operate and maintain a product over its lifecycle. While computer programs and related software are not technical data, documentation of these programs and related software are technical data. Also excluded is financial data or other information related to contract administration.

**Technical leveling** is the act of helping an offeror to bring its proposal/offer up to the level of other proposals/offers through successive rounds of communication, such as by pointing out weaknesses resulting from the offeror's lack of diligence, competence, or inventiveness in preparing his proposal.

**Technical transfusion** is the FAA's disclosure of technical information from one submittal that results in the improvement of another submittal.

**Technical opportunity.** A technological opportunity exists when a product or capability not currently used in the NAS has the potential to enable the FAA to perform its mission more safely, efficiently or effectively.

**Termination for convenience** is a procedure that may apply to any FAA contract, including multi-year contracts. As contrasted with cancellation, termination can be effected at any time during the life of the contract (cancellation is effected between fiscal years) and can be for the total quantity or a partial quantity (whereas cancellation must be for all subsequent fiscal year quantities).

**Termination liability** is the maximum cost the FAA would incur if a contract is terminated. In the case of a multi-year contract terminated before completion of the current fiscal year's deliveries, termination liability would include an amount for both current year termination charges and out year cancellation charges.

**Termination liability funding** refers to obligating contract funds to cover contractor expenditures plus termination liability, but not the total cost of the completed end items.

**Total Estimated Potential Value.** The sum of the initial award, unexercised options, the value of any indefinite delivery/indefinite quantity (IDIQ) contract line items (CLINS), estimates for unpriced CLINS, such as preplanned product improvements, estimated value of partially priced items, and any other items the Contracting Officer deems relevant to establishing potential total contract value. The potential contract value should exclude anticipated change orders, pre-planned product improvements which are not established as CLINS, and any other anticipated actions not included in the written contract. Where duplicative or alternative options are established (i.e., if option 1 is exercised, option 2 will not be exercised) the Contracting Officer should include only the value which reflects the highest priced option. For incentive contracts, the maximum liability of the Government should be included in the potential contract value. For IDIQ contracts, the total contract value is the stated maximum amount the total of issued delivery orders cannot exceed.

**Training, training support, and personnel skills.** The analysis, design, development, implementation, and evaluation of training requirements to operate and maintain the product. This includes: conducting needs analyses; job and task analyses; delivering individual and team training; resident and nonresident training; on-the-job training; job aids; and logistic support planning for training aids and training installations.

**Unauthorized commitment** is an agreement entered into by a representative of the FAA who does not have the authority to obligate the FAA to spend appropriated funds.

**Unit.** One of a quantity of items (products, parts, etc.)

**User.** Internal FAA user of a product or service, such as Air Traffic Controllers or maintenance technicians.

**Validation.** Confirmation that an end product or end-product component will fulfill its intended purpose when placed in its intended environment. The methods employed to accomplish validation are applied to selected work products as well as to the end product and end-product components. Work products should be selected on the basis of which are the best predictors of how well the end product and end-product component will satisfy the intended purpose and user needs. Validation may address all aspects of an end product in any of its intended environments, such as operation, training, manufacturing, maintenance, or support services.

**Verification.** Confirmation that selected work products meet their specified requirements. This includes verification of the end product (system, service, facility, or operational change) and intermediate work products against all applicable requirements. Verification is inherently an incremental process since it occurs throughout the development of the end product and work products - beginning with initial requirements, progressing through subsequent changes, and culminating in verification of the completed end product.

**Version.** (1) One of several sequentially created configurations of a data product. (2) A supplementary identifier used to distinguish a changed body or set of computer-based data (software) from the previous configuration with the same primary identifier. Version identifiers

are usually associated with data (such as files, data bases and software) used by, or maintained in, computers.

**Very small business** is a business whose size is no greater than 50 percent of the numerical size standard applicable to the North American Industry System Classification Codes assigned to a contracting opportunity.

**Work Product.** A work product in various forms represents, defines, or directs the end product (system, service, facility, or operational change). This can include concepts of operation, processes, plans/procedures, designs/descriptions, requirements/specifications, models/prototypes, contracts/invoices and other documents.

**Work breakdown structure.** A hierarchical decomposition of the work to be performed to accomplish an approved agency objective. It includes both internal and external work activities and each descending level represents an increasing definition of the work to be performed.

**Red Line Content: Acquisition Management Policy:**  
**Appendix C: Definitions**

**Access.** In general the term "access" is defined as the ability to physically enter or pass through an FAA area or a facility; or having the physical ability or authority to obtain FAA sensitive information, materials and resources. In relation to classified information, the ability, authority or opportunity to obtain knowledge of such information or materials.

**Acquisition Executive Board** is the primary executive-level body that assists and supports the FAA Acquisition Executive and Joint Resources Council establish, change, communicate, and implement acquisition management policy, practices, procedures, and tools.

**Acquisition planning** is the process by which all acquisition-related disciplines of an investment program are developed, coordinated, and integrated into a comprehensive plan for executing the program and meeting the stated requirements within the cost and schedule boundaries. Acquisition planning is normally associated with detailed program planning during final investment analysis, but is also important at other times of the lifecycle management process.

**Acquisition program baseline** establishes the performance to be achieved by an investment program, as well as the cost and schedule boundaries within which the program is authorized to proceed. The acquisition program baseline is a formal document approved by the investment decision authority at the final investment decision, and is a contract between the FAA and the service organization.

**Acquisition strategy.** The overall concept and approach of an investment program for acquiring a capability to meet the requirements and perform within the boundaries set forth in the acquisition program baseline. The strategy considers all aspects of a program such as acquisition approach, contracting, logistics, testing, systems engineering, risk management, program management, impact on facilities, human factors, schedules, and cost. The results are

documented in the implementation strategy and planning document during final investment analysis.

**Affiliate business** is a business that controls or has the power to control another business, or a third party that controls or has the power to control another business (contractual relationships must be considered).

**Agency/organization program coordinator (AOPC)** (also referred as contracting officer's technical representative) means an individual designated by the ordering agency/organization to perform contract administration within the limits of delegated authority. The individual shall have overall responsibility for the purchase/credit card program within their bureau, agency/organization or region and may determine who the approving officials or cardholders will be.

**Agreement with a state government, local government, and/or public authority** is a written agreement between the FAA and a state or local government or public authority where the FAA agrees to receive from, or exchange supplies or services with, the other party.

**Agreements with private parties** are written documents executed by the parties, which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party. The term excludes procurement contracts for real estate, supplies and services.

**Agreements with public entities other than Federal agencies** are written documents executed by the parties which call for the exchange of services, equipment, personnel, or facilities, or require the payment of funds to the FAA, or confirm mutual aid and assistance and outline the specific responsibilities of each party. The term includes agreements under which the FAA provides services, equipment, personnel, or facilities and obtains reimbursement on a negotiated basis from the other party.

**Alternative dispute resolution (ADR).** Any procedure or combination of procedures voluntarily used to resolve issues in controversy without the need to resort to litigation. These procedures may include, but are not limited to, assisted settlement negotiations, conciliation, facilitation, mediation, fact-finding, mini-trials, and arbitration. These procedures may involve the use of neutrals.

**Approval.** The agreement that an item is complete and suitable for its intended use.

**Approving official (AP)** means a government employee(s) within the organization who has a number of cardholders under his/her purview and determines that the cardholder's purchases are made within applicable regulations, policies, and procedures.

**Architect-engineer services** are: (1) professional services of an architectural or engineering nature, as defined by State law, if applicable, which are required to be performed or approved by

a person licensed, registered, or certified to provide such services; (2) professional services of an architectural or engineering nature performed by contract that are associated with research, planning, development, design, construction, alteration, or repair of real property; and (3) such other professional services of an architectural or engineering nature, or incidental services, which members of the architectural and engineering professions (and individuals in their employ) may logically or justifiably perform, including studies, investigations, surveying and mapping, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans and specifications, value engineering, construction phase services, soils engineering, drawing reviews, preparation of operating and maintenance manuals, and other related services.

**Associate program manager for logistics.** An integrated logistics support specialist responsible for ensuring that all NAS integrated logistics support requirements are identified and satisfied for each piece of equipment in the lifecycle management process, RE&D program, and major equipment modification program.

**Auctioning techniques** is a method of screening vendors using commercial competition techniques, and includes such techniques as indicating to an offeror a cost or price that it must meet to obtain further considerations; advising an offeror of its price standing relative to another offeror; and otherwise furnishing information about other offerors' prices. This may only be used for commercially available products.

**Baseline.** (1) An agreed-to-description of the attributes of a product, at a point in time, which serves as a basis for defining change; (2) an approved and released document, or a set of documents, each of a specific revision; the purpose of which is to provide a defined basis for managing change; (3) the currently approved and released configuration documentation; or (4) a released set of files consisting of a software version and associated configuration documentation.

**Best value.** A term used during procurement source selection to describe the solution that is the most advantageous to the FAA, based on the evaluation of price and other factors specified by the FAA. This approach provides the opportunity for trade-offs between price and other specified factors, and does not require that an award be made to either the offeror submitting the highest rated technical solution, or to the offeror submitting the lowest cost/price, although the ultimate award decision may be to either of these offerors.

**Budget impact assessment.** The process of assessing the budget impact of each alternative solution developed in the investment analysis phase against all existing programs in the FAA's financial baseline for the same years. Standard criteria are used to determine the priority of the candidate program in relation to all others. If the amount of funding available for the years in question is insufficient, offsets from lower priority programs are identified. A budget impact assessment is also performed when considering program baseline changes for existing programs that involve an increase in the cost baseline and the need to reallocate resources.

**Business case analysis report** summarizes the analytical and quantitative information developed during investment analysis in the search for the best means for satisfying mission need. It is the primary information document supporting the initial investment decision.

**Cancellation** is the termination of the total requirements of all remaining program years of a multi-year contract. Cancellation results when the contracting officer notifies the contractor of nonavailability of funds for contract performance for any subsequent program year, or fails to notify the contractor that funds are available for performance of the succeeding program year requirement.

**Cancellation ceiling** is the maximum amount that the FAA will pay the contractor which the contractor would have recovered as a part of the unit price, had the contract been completed. The amount, which is actually paid to the contractor upon settlement for unrecovered costs (which can only be equal to or less than the ceiling), is referred to as the cancellation charge. This ceiling generally includes only nonrecurring costs.

**Capability maturity model (CMM).** A descriptive model of the stages through which organizations progress as they define, implement, evolve, and improve their processes. This model serves as a guide for selecting process improvement strategies by facilitating the determination of the current process capabilities and the identification of issues most critical to quality and process improvement within a particular domain, such as software engineering, software acquisition, or systems engineering.

**Capability maturity model-based evaluation.** An appraisal made by a trained team of professionals, using an established method to (1) identify contractors qualified to perform certain tasks, or (2) monitor the state of the processes used on an existing effort.

**Capability shortfalls,** within the context of mission analysis, refers to the difference between the projected demand for services and ability to meet that demand with the current capability.

**Capital Investment Team (CIT).** A team of senior-level staff and managers from ATO-Finance, ATO-Operations Planning, the FAA's Office of Financial Services, and management representatives of non-ATO offices when their programs are being reviewed; responsible for supporting the ATO Chief Financial Officer, the ATO-Executive Committee and the Joint Resources Council in reviewing investment programs, establishing and maintaining year-round prioritization of all ongoing and proposed investment programs, performing budget impact assessments for new proposed investment programs, preparing annual budget submissions, and preparing reprogramming of funds recommendations.

**Capital Planning and Investment Control (CPIC).** The process used by FAA management to identify, select, control, and evaluate proposed capital investments. The CPIC process encompasses all stages of capital management including planning, budgeting, procurement, deployment, and assessment. Within the FAA, the Acquisition Management System is the CPIC process.

Mission analysis and investment analysis are the "select" portion of the CPIC process, solution implementation is the "control" phase, and in-service management is the "evaluate" phase.

**Cardholder** means the individual government employee with the organization who is a warranted contracting officer or to whom a written delegation of procurement authority has been

issued by the cognizant Chief of the Contracting Office or designee granting the use of the purchase and credit transactions made within the established billing period.

**Certified cost or pricing data** refers to all facts that, at the time of the price agreement, the seller and buyer would reasonably expect to affect price negotiations. The data requires certification, and is factual, not judgmental, and therefore verifiable. While the data do not indicate the accuracy of the prospective contractor's judgment about estimated future costs or projections, they do include the data utilized to form the basis for that judgment. Certified cost or pricing data is more than historical accounting data; it is all the facts that can be reasonably expected to contribute to the soundness of estimates of all future costs and to the validity of determinations of costs already incurred.

**Card issuing bank (CIB)** means the bank which issues cards to cardholders and submits monthly statements to the cardholders, approving officials, and finance offices detailing amounts of purchases and credits made by cardholders.

**Claim**, as used herein, means a contract dispute.

**Classified information.** Official information or material that requires protection in the interest of national security and is classified for such purpose by appropriate classification authority in accordance with the provisions of Executive Orders 12958 "Classified National Security Information", 12968 "Access to Classified Information", and 12829 "National Industrial Security Program".

**Commercial component** means any component that is a commercial item. The term component means any item supplied to the Federal government as part of an end item or of another component. See **Commercial Item**.

**Commercial item** can mean any of the following: [Note: For purposes of this document, the term "commercial item" is interchangeable with the terms "commercially available", "commercial component(s)", "commercial product(s)", and "commercial off-the-shelf (COTS)"]:

(A) Any item, other than real property, that is of a type customarily used by the general public or by nongovernmental entities for purposes other than governmental purposes and that has been sold, leased, licensed to the general public; or has been offered for sale, lease, or license to the general public.

(B) Any item that evolved from an item described in paragraph (A) through advances in technology or performance and that is not yet available in the commercial marketplace, but will be available in the commercial marketplace in time to satisfy the delivery requirements under a government solicitation.

(C) Any item that would satisfy a criterion expressed in paragraphs (A) (B) of this definition, but for-(i) modifications of a type customarily available in the commercial marketplace; or (ii) modifications of a type not customarily available in the commercial marketplace made to meet Federal government requirements.

(D) Any combination of items meeting the requirements of paragraphs (A), (B), (C), or (E) of this definition that are of a type customarily combined and sold in combination to the general public.

(E) Installation services, maintenance services, repair services, training services, and other services if such services are procured for support of an item referred to in paragraph (A), (B), (C), or (D) of this definition, and if the source of such services--(i) offers such services to the general public and the Federal government contemporaneously and under similar terms and conditions; and (ii) offers to use the same work force for providing the Federal government with such services as the source uses for providing such services to the general public.

(F) Services of a type offered and sold competitively in substantial quantities in the commercial marketplace based on established catalog or market prices for specific tasks performed under standards commercial terms and conditions. This does not include services that are sold based on hourly rates without an established catalog or market price for specific service performed.

(G) Any item, combination of items, or service referred to in paragraphs (A) through (F), notwithstanding the fact that the item, combination of items, or service is transferred between or among separate divisions, subsidiaries, or affiliates of a contract; or

(H) An item, determined by the procuring agency to have been developed exclusively at private expense and sold in substantial quantities, on a competitive basis, to multiple state and local governments.

**Commercial-off-the-shelf** is a product or service that has been developed for sale, lease or license to the general public and is currently available at a fair market value. See **Commercial Item**.

**Commercial product** means a product in regular production that is sold in substantial quantities to the general public and/or industry at established catalog or market prices. See **Commercial Item**.

**Commercially available** refers to products, commodities, equipment, material, or services available in existing commercial markets in which sources compete primarily on the basis of established catalog/market prices or for which specific costs/prices established within the industry have been determined to be fair and reasonable. See **Commercial Item**.

**Commonality** refers to the use of identical parts, components, subsystems or systems to achieve economies in development and manufacture.

**Communications**, when referring to contracting, means any oral or written communication between the FAA and an offeror that involves information essential for understanding and

evaluating an offeror's submittal(s), and/or determining the acceptability of an offeror's submittal(s).

**Computer resources support.** The facilities, hardware, system support software, software/hardware development and support tools (e.g. compilers, PROM burners), documentation, and personnel needed to operate and support embedded computer systems. These items represent the resources required for the operational support engineering functions and do not include administrative computer resources.

*Concept Development is the second stage in the CMTD process. This activity develops and evaluates promising concepts to determine which should undergo further development. Activities include modeling, simulation, and detailed analysis.*

*Concept Evaluation is the third and final stage in the CMTD process. It confirms that a concept has great promise toward meeting the service needs of the agency and begins to determine operational and technical feasibility. Concept evaluation can include concept integration, evolution, or scalability. Representative activities include prototyping and field demonstration.*

*Concept Exploration is the first stage in the CMTD process. The objective is to describe promising concepts with sufficient definition to begin development of a concept of operations and to plan follow-on activities. Outputs are promising and feasible concepts that warrant further development.*

*Concept Maturity and Technology Development (CMTD). The CMTD process governs activities directed toward the production of useful materials, devices, systems, and methods, as well as advance the maturity of new concepts. Typical activities include concept feasibility studies, technical analysis, prototype demonstrations, and operational assessments that identify, develop, and evaluate opportunities for improving the delivery of NAS services. These efforts reduce risk, define requirements, demonstrate operational requirements, inform concept and requirements definition activities, and generate information required to support agency investment decisions and product lifecycle management.*

**Configuration.** (1) The performance, functional, and physical attributes of an existing or planned product, or a combination of products; or (2) one of a series of sequentially created variations of a product.

**Configuration audit.** Product configuration verification accomplished by inspecting documents, products, and records; and reviewing procedures, processes, and systems of operation to verify that the product has achieved its required attributes (performance requirements and functional constraints), and the product's design is accurately documented. Sometimes divided into separate functional and physical configuration audits.

**Configuration change management.** (1) A systematic process which ensures that changes to released configuration documentation are properly identified, documented, evaluated for impact, approved by an appropriate level of authority, incorporated, and verified. (2) The configuration

management activity concerning the systematic proposal justification, evaluation, coordination and disposition of proposed changes, and the implementation of all approved and released changes into (a) the applicable configurations of a product, (b) associated product information, and (c) supporting and interfacing products and their associated product information.

**Configuration documentation.** Technical documentation, the primary purpose of which is to identify and define a product's performance, functional, and physical attributes.

**Configuration Identification.** (1) The systematic process of selecting the product attributes, organizing associated information about the attributes, and stating the attributes; (2) unique identifiers for a product and its configuration documents; or (3) the configuration management activity which encompasses selecting configuration documents; assigning and applying unique identifiers to a product, its components, and associated documents; and maintaining document revision relationships to product configurations.

**Configuration management.** A management process for establishing and maintaining consistency of a product's performance, functional, and physical attributes with its requirements, design, and operational information throughout its life.

**Configuration status accounting.** The configuration management activity concerning capture and storage of, and access to, configuration information needed to manage products and product information effectively.

**Configuration verification.** The action verifying that the product has achieved its required attributes (performance requirements and functional constraints) and the product's design is accurately documented.

**Contract** is a legal instrument used to acquire products and services for the direct benefit or use by the FAA.

**Contract.** As used herein denotes the document (for example, contract, memorandum of agreement or understanding, purchase order) used to implement an agreement between a customer (buyer) and a seller (supplier).

**Contract dispute** as used herein, means a written request seeking as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to the contract. A claim arising under a contract unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant. The term does not include a request for payment of an invoice, voucher, or similar routine payments expressly authorized under the terms of the contract, which have not been rejected by the contracting officer. The term includes a termination for convenience settlement proposal and request for equitable adjustment, but does not include cost proposals seeking definitization of a letter contract or other undefinitized contract action.

**Contractor.** The party(ies) receiving a direct procurement contract from the FAA and who is responsible for performance of the contract requirements.

**Controversy or concern.** A material disagreement between the FAA and an offeror that could result in a protest.

**Core policy** refers to the official governing policy of the Acquisition Management System. It consists of all Sections and Appendixes A-E of this document. All other acquisition information not contained within this policy document is in the form of guidance, processes, references, and other acquisition aids, used by the lifecycle management workforce with discretion and in a manner that makes sense for individual programs. All of this information, including core policy, is considered to be the entire Acquisition Management System. This information may be found within the FAA Acquisition System Toolset on the Internet.

**Cost** is the contractor's expenses of contract performance, either estimated or actual.

**Cost or pricing data.** See "Certified Cost or Pricing Data" and "Non-certified Cost or Pricing Data".

**Critical operational issue.** A key operational effectiveness or suitability issue that must be examined in operational test and evaluation to determine a product's capability to perform its mission.

**Customer.** External users of FAA products or services, such as airlines and the flying public.  
**See User.**

**Data.** Recorded information of any nature (including administrative, managerial, financial, and technical), regardless of medium or characteristics.

**Demand,** as used in the context of mission analysis, is the current or projected demand for FAA products, services, and capacity, based on input from diverse sources such as the aviation community, Enterprise Architecture, long-range planners, and operators and maintainers of the NAS and other FAA support systems.

**Design to cost** is a concept that establishes cost elements as management goals to best balance between lifecycle cost, acceptable performance, and schedule. Under this concept, cost is a design constraint during the design, development, and production phases, and a management discipline throughout the system lifecycle.

**Direct-work maintenance staffing.** The direct person-hours required to operate, maintain, and support a product for the duration of its lifecycle.

**Disapproval.** Conclusion by the appropriate authority that an item submitted for approval is either not complete or is not suitable or its intended use.

**Discriminating criteria/key discriminators,** used in procurement context, are those factors expected to be especially important, significant, and critical in the ultimate source selection decision.

**Dispute** as used herein, means a Contract Dispute or Claim.

**Dispute resolution officer** is a licensed legal practitioner who is a member of the Office of Dispute Resolution, and who has authority to conduct proceedings, which, if agreed to by the parties and concurred in by the FAA Administrator, result in binding decisions on the parties.

**Dominant business** is a controlling or major influence in a market in which a number of businesses are primarily engaged. Factors such as business volume; number of employees; financial resources; competitiveness; ownership or control of materials, processes, patents, and license agreements; facilities; sales territory; and nature of the business must be considered.

**Economically disadvantaged individuals** means disadvantaged individuals whose ability to compete in the free enterprise system is impaired due to diminished opportunities to obtain capital and credit as compared to others in the same line of business who are not disadvantaged.

**End product:** A system, service, facility, or operational change that is intended for delivery to a customer or end user.

**Enterprise architecture** defines the operational and technical framework for all capital assets of the FAA. It describes the agency's current and target architectures, as well as the transition strategy for moving from the current to the target architecture. The enterprise architecture has three segments: the NAS architecture, the NAS regulatory architecture, and the non-NAS architecture. The non-NAS segment uses the Federal Enterprise Architecture Framework (FEAF). The operational view is split between the business process, application, and data views. The systems view in the FEAF is specified in the technical view.

**Enterprise architecture products** include the operational view family (business rule) and systems view family (engineering). Operational view family components represent a set of graphical and textual products that describe the changes in tasks and activities, operational elements, and information exchanges required to accomplish NAS service delivery or ATO business processes. The business process and application views present this information in the FEAF with the data architecture providing the terms used to describe information exchanges between processes. System view family components represent a set of graphical and textual products that describe systems and interfaces that directly or indirectly support, communicate, or facilitate NAS service delivery or ATO business processes. In the FEAF, interfaces between applications are described in the application view. Also in the FEAF, there is a logical description of systems, but not a physical or geographic description in the enterprise architecture.

**Evolutionary product development** is the process of establishing a product designed to evolve over time, as opposed to the need for wholesale replacement, to satisfy requirements. The objective is to accommodate rapid insertion of new technology and upgrades, rather than invest in entirely new products.

**FAA disputes resolution system** is a process established within the FAA for resolving protests of FAA screening information request and contract awards, as well as contract disputes.

**FAA Office of Dispute Resolution for Acquisition** is an independent organization within the FAA, reporting to the FAA Chief Counsel, which is staffed with an appropriate number of dispute resolution officers.

**Fee** is compensation paid to a consultant for professional services rendered.

**Firm**, as defined for architect-engineering services, is any individual, partnership, corporation, association, or other legal entity permitted by law to practice the professions of architecture or engineering.

**Firmware.** The combination of a hardware device and computer instructions or computer data that reside as read-only software "burned into" the hardware device; various types of firmware include devices whose software code is erasable/re-programmable to some degree.

**First-Level Technical Support.** This work comprises maintenance of the National Airspace System infrastructure and includes certifying equipment and performing periodic maintenance, restoration, troubleshooting, and corrective activities.

**Functional baseline** is the initially approved documentation describing a product's functional, interoperability, and interface characteristics, and the verification required to demonstrate the achievement of those characteristics.

**Generic processes.** Flowcharts and supporting information, including descriptions, approving officials, references, templates, and other aids that describe each event of a phase of the lifecycle management process. Generic processes are provided to service organizations for guidance to assist in the complex planning, product development, procurement, production, testing, delivery, and implementation activities of this important phase of the lifecycle management process. Generic processes are an integral part of FAST.

**Hardware products.** Made of material and their components (mechanical, electrical, electronic, hydraulic, pneumatic). Computer software and technical documentation are excluded.

**Historically black colleges and universities.** Institutions determined by the U.S. Secretary of Education to meet the requirements of 34 CFR 608.2 and listed therein.

**Human factors** are a multi-disciplinary effort to generate and apply human performance information to acquire safe, efficient, and effective operational systems.

**Implementation strategy and planning** is the detailed planning document for all aspects of program implementation. It integrates the planning requirements of several previous FAA planning documents including the program master plan, the integrated logistics support plan, the test and evaluation master plan, the program implementation plan, the human factors plan, and the procurement plan. It is recorded in the implementation strategy and planning document.

**In-service decision** is the decision to accept a product or service for operational use during the solution implementation phase of the lifecycle management process. This decision allows

deployment activities, such as installing products at each site and certifying them for operational use, to start.

**In-service management phase** of the lifecycle management process, is that period of time after a product or service begins operational use, and continues for as long as the product is in use.

**Indian** means any person who is a member of any Indian tribe, band, group, pueblo, or community which is recognized by the Federal Government as eligible for services from the Bureau of Indian Affairs in accordance with 25 U.S.C. 1452(c) and any "Native" as defined in the Alaska Native Claims Settlement Act (43 U.S.C. 1601).

**Indian organization** means any governing body of any Indian tribe or entity established or recognized by the governing body of an Indian tribe for the purposes of 25 U.S.C., chapter 17.

**Indian-owned economic enterprise** means any Indian-owned (as determined by the Secretary of the Interior) commercial, industrial, or business activity established or organized for the purpose of profit, provided that Indian ownership shall constitute not less than 51 percent of the enterprise.

**Indian tribe** means any Indian tribe, band, group, pueblo, or community, including native villages and native groups (including corporations organized by Kenai, Juneau, Sitka and Kodiak) as defined in the Alaska Native Claims Settlement Act, which is recognized by the Federal Government as eligible for services from BIA in accordance with 25 U.S.C. 1452 (c).

**Integrated logistics support** is the functional discipline that plans, establishes, and maintains a full lifecycle support system for FAA products and services. This applies to the sustainment and disposal of fielded products and services as well as new investment programs. The objective is the required level of service to the end user at optimal lifecycle cost to the FAA. The logistics manager is the service-team member who plans, establishes, and maintains an integrated product support package for the lifecycle of FAA products and services.

**Integrated requirements team.** An integrated requirements team is made up of subject-matter experts from various disciplines to address air traffic system requirements and FAA goals and objectives in a disciplined forum setting. These teams are intended to provide horizontal integration across organizational lines, continuity of requirements throughout mission and investment analysis , and stability of requirements throughout the lifecycle.

**Interagency agreement** is a written agreement between the FAA and another Federal agency where the FAA agrees to receive from, or exchange supplies or services with, the other agency, and FAA funds are obligated.

**Interested party.** An interested party is one who:

- (1) Prior to the close of a solicitation, is an actual or prospective participant in the procurement, excluding prospective subcontractors; or

(2) After the close of a solicitation, is an actual participant who would be next in line for award under the solicitations scheme if the protest is successful. An actual participant who is not in line for award under the solicitations scheme is ineligible to protest unless that party's complaint alleges specific improper actions or inactions by the agency that caused the party to be other than in line for award. Proposed subcontractors are not eligible to protest.

Where a contract has been awarded prior to the filing of a protest, the awardee may be considered an interested party for purposes of participating in the protest proceedings.

**Interface.** The performance, functional, and physical attributes required to exist at a common boundary.

**Interface Control Documentation.** Interface control drawing or other documentation that depicts physical, functional, and test interface characteristics between two or more related or co-functioning items.

**Interim Payment** is a form of contract financing for cost reimbursement contracts where a contractor is paid periodically during the course of a contract for allowable costs it incurs in the performance of the contract. As interim payments are issued during the course of a contract, they do not include the final payment issued after contract completion.

**Intra-agency agreement** is a written agreement between the FAA and Office of the Secretary of Transportation or another Department of Transportation operating administration where the requesting organization agrees to provide or exchange supplies or services with the FAA, and FAA funds are obligated.

**Investment analysis** of the lifecycle management process is conducted to determine the most advantageous solution to an approved mission need. It involves: (1) a market search to determine industry capability, (2) analysis of various alternative approaches for satisfying requirements, (3) and affordability assessment to determine what the FAA can afford, and (4) detailed planning for the alternative selected for implementation.

**Investment program.** A sponsored, fully funded effort initiated at the final investment decision of the lifecycle management process by the investment decision authority in response to a priority agency need. The goal of an investment program is to field a new capability that satisfies performance, cost, and schedule targets in the acquisition program baseline and benefit targets in the business case analysis report. Typically an investment program is a separate budgeted line-item and may have multiple procurements and several projects, all managed within the single program.

**Joint Resources Council** is the FAA body responsible for making corporate level decisions.

**Learning system** is the same as lifecycle management workforce learning system (see below).

**Lifecycle.** The entire spectrum of activity for an FAA capital asset starting with the identification of need and extending through design, development, production or construction, deployment, operational use, sustaining support, and retirement and disposal.

**Lifecycle management process.** A depiction of the series of phases and decision points that comprise the lifecycle of FAA products and services.

**Lifecycle acquisition management system** is a fully coordinated set of policies, processes, and computer-based acquisition tools that guide the lifecycle management workforce through the lifecycle management process from the determination of mission needs to the procurement and lifecycle management of products and services that satisfy those needs.

**Lifecycle cost** is the total cost to the FAA of acquiring, operating, maintaining, supporting, and disposal of systems or services over their useful life. Lifecycle cost includes total investment costs, development costs, and operational costs and includes all appropriations, RE&D, F&E, and O&M.

**Lifecycle management workforce.** All individuals who play a role in the lifecycle management process. Service organizations are a major part of the lifecycle management workforce. Also included are those persons associated with strategic planning, mission analysis, investment analysis, users of investment program capabilities and products, and various other functional discipline support organizations.

**Line of business.** An informal term used to characterize the major organizations of the FAA, headed by the Chief Operating Officer (ATO) or the Associate or Assistant Administrator (non-ATO), having major roles and responsibilities in the lifecycle Acquisition Management System. They are: Air Traffic Organization, Aviation Safety, Airports, Commercial Space Transportation, Civil Aviation Security, and Regions and Centers. See Appendix A for line of business roles and responsibilities.

**Maintenance planning.** The process is conducted to determine, evolve, and establish hardware and software maintenance concepts and requirements for the lifecycle of a product.

**Maintenance support facility.** The permanent or semi-permanent real property assets required to support a product. Maintenance support facility management includes conducting studies to define types of facilities or facility improvements, locations, space needs, environmental requirements, real estate requirements and equipment.

**Market survey** is used in two different contexts in AMS. In terms of the procurement and contracting process, it refers to any method used to survey industry to obtain information and comments and to determine competition, capabilities, and estimate costs. In terms of the lifecycle management process, market surveys are an integral part of investment analysis. After initial requirements are established, market surveys are used as a basis for identifying all potential material and nonmaterial solutions to mission need.

**Memorandum of agreement (MOA)** is a written document executed by the parties, which creates a legally binding commitment and may require the obligation of funds. However, when the FAA will acquire services, equipment, personnel, or facilities from a contractor for the direct benefit or use of the FAA, a procurement contract should be used.

**Memorandum of understanding (MOU)** is a written document executed by the parties which establishes policies or procedures of mutual concern. It does not require either party to obligate funds and does not create a legally binding commitment.

**Merchant category codes (MCC)** means the codes established by the bankcard associations or banks to identify different types of businesses. Merchants select the codes best describing their business. Approving officials may limit the types of businesses where the card will be accepted by limiting the MCC available to the cardholder.

**Metrics** are measurements taken over time that monitor, assess, and communicate vital information about the results of a program or activity. Metrics are generally quantitative, but can be qualitative.

**Minority Educational Institutions.** Institutions verified by the U.S. Secretary of Education to meet the criteria set forth in 34 CFR 637.4. Also includes Hispanic-serving institutions as defined by 20 U.S.C. 1059c(b)(1).

**Mission analysis** is that part of the lifecycle management process during which continuous analytical activity is performed to evaluate the capacity of FAA assets to satisfy existing and emerging demands for services. It is conducted within the lines of business organizations of the FAA.

**Multi-year contracts** are contracts covering more than one year but not in excess of five years of requirements. Total contract quantities and annual quantities are planned for a particular level and type of funding as displayed in a current five year development plan. Each program year is annually budgeted and funded and, at the time of award, funds need only to have been appropriated for the first year. The contractor is protected against loss resulting from cancellation by contract provisions, which allows reimbursement of costs included in the cancellation ceiling.

**Multi-year funding** refers to Congressional authorization and appropriation covering more than one fiscal year. The term should not be confused with two-year or three-year funds which cover only one fiscal year's requirement but permit the Executive Branch more than one year to obligate the funds.

***NAS Enterprise Architecture is a NAS-wide enterprise repository of views which describe the current (as-is), mid-term, and far-term (to-be) perspectives of the NAS architecture as well as the strategic planning roadmaps which depict the possible evolution path from the "as is" to the "to be".***

**NAS technical documentation.** Any set of documents that describe the technical requirements of the National Airspace System.

**Neutral** means an impartial third party, who serves as a mediator, fact finder, or arbitrator, or otherwise functions to assist the parties to resolve the issues in controversy. A neutral person may be a permanent or temporary officer or employee of the federal government or any other individual who is acceptable to the parties. A neutral person shall have no official, financial, or personal conflict of interest with respect to the issues in controversy, unless such interest is fully disclosed in writing to all parties and all parties agree that the neutral person may serve.

**NextGen Implementation Plan is an executive-level outline of current activities and program commitments necessary to implement new operational capabilities. The plan is published annually to reflect prior-year accomplishments and new commitments.**

**No-year funding** refers to Congressional funding that does not require obligation in any specific year or years.

**Non-certified cost or pricing data** is any type of information that is not required to be certified, that is necessary to determine price reasonableness or cost realism. This includes pricing, sales, or cost information, and cost or pricing data for which certification is determined inapplicable after submission.

**Non-developmental item (NDI)** is an item that has been previously developed for use by federal, state, local, or a foreign government and for which no further development is required.

**Nonmaterial solution.** A solution to an FAA capability shortfall identified during mission or investment analysis that is operationally acceptable to users and can be implemented within approved budgets and baselines. Nonmaterial solutions typically involve regulatory change, process re-engineering, training, procedural change, or transfer of operational assets between sites.

**Nonrecurring costs** are those production costs which are generally incurred on a one time basis and include such costs as plant or equipment relocation, plant rearrangement, special tooling and special test equipment, pre-production engineering, initial spoilage and rework, and specialized workforce training.

**Operational baseline.** The approved technical documentation representing installed operational hardware and software.

**Operational readiness,** refers to the state of a fielded new system in the NAS. This state is achieved after the system is tested by the FAA at a field test site where it is demonstrated that local site personnel have the ability to fully operate and maintain the new system.

**Operational suitability.** The capability of a product to be satisfactorily integrated and employed for field use, considering such factors as compatibility, reliability, human performance factors, maintenance and logistics support, safety, and training. The term also refers to the actual degree to which the product satisfies these parameters.

**Other transaction.** Transactions, as referenced in Public Law 104-264, October 9, 1996, which do not fall into the category of procurement contracts, grants, or cooperative agreements.

**Owners.** Within context of the Air Traffic Organization, owners of the FAA are the President, Congress, flying public, and American taxpayers.

**Packaging, handling, storage and transportation.** The resources, processes, procedures, design considerations, and methods to ensure that all subsystem, equipment, and support items are preserved, packaged, handled, and transported properly. Included are environmental considerations and equipment preservation requirements for short and long term storage and transportability.

**Performance.** A quantitative measure characterizing a physical or functional attribute relating to the execution of an operation or function. Performance attributes include quantity (how many or how much), quality (how well), coverage (how much area, how far), timeliness (how responsive, how frequent), and readiness (availability, mission/operational readiness). Performance is an attribute for all systems, people, products and processes including those for development, production, verification, deployment, operations, support, training and disposal. Thus, supportability parameters, manufacturing process variability, reliability and so forth, are all performance measures.

**Performance parameters** are those mission-critical performance and lifecycle supportability criteria contained in the program requirements document. They represent the sponsoring organization's translation of the capability shortfall in an enterprise architecture roadmap into critical factors the selected solution must contain in its eventual operational state to satisfy the user's needs.

**Personnel security.** The standards and procedures utilized to determine and document that the employment or retention in employment of an individual will promote the efficiency of the service and is clearly consistent with the interests of the national security.

**Prescreening.** The evaluation of case files for impacts on safety, ATC services, and other intangible benefits, as well as cost/benefits implications, to determine if the proposed change should be implemented.

**Price** equals cost plus any fee or profit involved in the procurement of a product or service.

**Primary engineer or principal consultant** is a firm which is held responsible for the overall performance of the services, including that which is accomplished by others under separate or special service contracts.

**Procurement strategy meeting** is a meeting of organizations with vested interests in the contemplated procurement. The purpose of this meeting is to reach a consensus on the planned course of the acquisition and to obtain the necessary approvals to proceed.

**Program requirements document** establishes the operational framework and requirements of the line of business with a mission need. It translates mission need into top-level performance, supportability, and benefit requirements that should be satisfied by the fielded capability. It is prepared in the concept and requirements definition phase of the lifecycle management process.

**Product baseline** is the initially approved documentation describing all of the necessary functional and physical characteristics of the configuration item and the selected functional and physical characteristics designated for production acceptance testing and tests necessary for support of the configuration item. In addition to this documentation, the product baseline of a configuration item may consist of the actual equipment and software.

**Product Team (PT) or Service Team (ST)** - A team with a mission, resources, leader, and cross-functional membership, which executes an element of a service organization's mission.

**Program decision-making.** In general, resource decision-making in the lifecycle management process is at the corporate level and program decision-making is within service organization.

**Protest** is a written, timely objection submitted by a protester to an FAA screening information request or contract award.

**Protester** is a prospective offeror whose direct economic interest would be affected by the award or failure to award an FAA contract, or an actual offeror with a reasonable chance to receive award of an FAA contract.

**Rational Basis.** Documented facts that are: (1) objective and verifiable (not unreasonable, capricious or arbitrary), (2) understandable to a reasonable person, and (3) supported by substantial evidence that results in a logical conclusion. The AMS is a tool used to help formulate a rational basis.

**Real Property** is defined as:

(1) Any interest in land, together with the improvements, structures, and fixtures located thereon (including prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers with or without undercarriages), and appurtenances thereto, under the control of any Federal agency, except-

(a) The public domain;

(b) Lands reserved or dedicated for national forest or national park purposes;

(c) Minerals in lands or portions of lands withdrawn or reserved from the public domain that the Secretary of the Interior determines are suitable for disposition under the public land mining and mineral leasing laws;

(d) Lands withdrawn or reserved from the public domain but not including lands or portions of lands so withdrawn or reserved that the Secretary of the Interior,

with the concurrence of the Administrator of General Services, determines are not suitable for return to the public domain for disposition under the general public land laws because such lands are substantially changed in character by improvements or otherwise; and

(e) Crops when designated by such agency for disposition by severance and removal from the land.

(2) Improvements of any kind, structures, and fixtures under the control of any Federal agency when designated by such agency for disposition without the underlying land (including such as may be located on the public domain, on lands withdrawn or reserved from the public domain, on lands reserved or dedicated for national forest or national park purposes, or on lands that are not owned by the United States) excluding, however, prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers (with or without undercarriages).

(3) Standing timber and embedded gravel, sand, or stone under the control of any Federal agency, whether designated by such agency for disposition with the land or by severance and removal from the land, excluding timber felled, and gravel, sand, or stone excavated by or for the Government prior to disposition.

**Record drawings** are drawings submitted by a contractor or subcontractor at any tier to show the construction of a particular structure or work as actually completed under the contract.

**Recurring costs** are production costs that vary with the quantity being produced, such as labor and materials.

**Release.** The designation by the originating activity that a document or software version is approved by an appropriate authority and is subject to configuration change management procedures.

**Requirements.** Conditions or capabilities that must be met or exceeded by a product or component to satisfy agency needs. Requirements form the basis for a contract, standard, specification, or other formally imposed document.

**Research Engineering and Development (RE&D).** *The RE&D process governs selection and execution of the RE&D portfolio. This portfolio includes systematic studies to gain knowledge or understanding of concepts, products, or procedures that could potentially benefit the aviation community with or without specific application or means by which a specific need may be met such as research related to materials and human factors. These activities inform the NAS enterprise architecture and CMTD activities, but do not lead directly to concept and requirements definition.*

**Resources.** As it applies to contractor personnel security refers to FAA resources including a physical plant, information databases including hardware and software, as well as manual records pertaining to agency mission or personnel.

**Screening** is the process of evaluating offeror submittals to determine either which offerors/products are qualified to meet a specific type of supply or service, which offerors are most likely to receive award, or which offerors provide the best value to the FAA.

**Screening decision** is the narrowing of the number of offerors participating in the source selection process to only those offerors most likely to receive award.

**Screening information request** is any request made by the FAA for documentation, information, or offer for the purpose of screening to determine which offeror provides the best value solution for a particular procurement.

**Second-Level Engineering Support.** This work comprises engineering support of the National Airspace System infrastructure and includes defining system performance standards, developing and publishing procedures, designing system improvements, and providing support to first-level technical support personnel.

**Selection decision** is the determination to make an award by the source selection official to the offeror providing the best value to the FAA.

**Service-disabled veteran-owned small business** is a small business concern that is 51% owned and controlled by a service disabled veteran(s).

**Service organization.** A service organization is any organization that manages investment resources regardless of appropriation to deliver services. It may be a service unit, program office, or directorate, and may be engaged in air traffic services, safety, security, regulation, certification, operations, commercial space transportation, airport development, or administrative functions.

**Simplified purchases** are those products or services of any nature that are smaller in dollar value, less complex, shorter term, routine, or are commercially available and are generally purchased on a fixed price basis.

**Single-source contracting** is to award a contract, without competition, to a single supplier of products or services.

**Small business** is a business, including its affiliates, that is independently owned and operated and not dominant in producing the products or performing the services being purchased, and one that qualifies as a small business under the federal government's criteria and North American Industry System Classification Codes size standards.

**Small business set-aside** is the reservation of an acquisition exclusively for participation by small businesses.

**Small disadvantaged business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51 percent of its stock

unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Small Socially and Economically Disadvantaged Business** means a small business concern that is at least 51 percent unconditionally owned by one or more individuals who are both socially and economically disadvantaged, or a publicly owned business that has at least 51 percent of its stock unconditionally owned by one or more socially and economically disadvantaged individuals and that has its management and daily business controlled by one or more such individuals. This term also means a small business concern that is at least 51 percent unconditionally owned by an economically disadvantaged Indian tribe or Native Hawaiian Organization, or a publicly owned business having at least 51 percent of its stock unconditionally owned by one of these entities which has its management and daily business controlled by members of an economically disadvantaged Indian tribe or Native Hawaiian Organization. The contractor shall presume that socially and economically disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other minorities or any other individual found to be disadvantaged by the FAA. The contractor shall presume that socially and economically disadvantaged entities also include Indian tribes and Native Hawaiian Organizations.

**Socially disadvantaged individuals** - individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their qualities as individuals.

**Solution implementation** is the phase of the lifecycle management process that begins after the investment decision authority selects a solution and establishes an investment program. It ends when the new capability goes into service. This phase is led by the service organization assigned by the IDA at the investment decision.

**Solution providers.** An organization (e.g., service organization or a regional office implementing a construction program) that has the responsibility for providing assets to satisfy National Airspace requirements.

**Specification.** A document that explicitly states essential technical attributes/requirements for product and procedures to determine that the product's performance meets its requirements/attributes.

**Standardization** is the practice of acquiring parts, components, subsystems, or systems with common design or functional characteristics to obtain economies in ownership costs.

**Strategic Sourcing.** The collaborative and structured process of critically analyzing an organization's spending and using this information to make business decisions about acquiring products and services more effectively and efficiently.

**Supply**, as used in the context of mission analysis, is the existing or projected supply of services to its customers, based on information from field organizations that operate and maintain the NAS, from the aviation community, and from the enterprise architecture.

**Supply support.** All management actions, procedures, and techniques used to determine requirements that acquire, catalog, track, receive, store, transfer, issue, and dispose of items of supply. This includes provisioning for initial support, maintaining asset visibility for financial accountability, and replenishing spares.

**Supportability.**— The degree to which product design and planned logistics resources meet product use requirements.

**Support Equipment.** All equipment (mobile or fixed) required to support maintenance of a product. It includes associated multi-use end items, ground-handling and maintenance equipment, tools, metrology and calibration equipment, test equipment, and automatic test equipment. It includes the procurement of integrated logistics support necessary to maintain the support equipment itself. Operational engineering support systems and facilities are also integral parts of the lifecycle support equipment.

**Sustainment.** Those activities associated with keeping fielded products operational and maintained. Also applies to the planning, programming and budgeting for fielded products, referred to as sustainment funding.

**Technical data.** Recorded information regardless of form or character (such as manuals, drawings and operational test procedures) of a scientific or technical nature required to operate and maintain a product over its lifecycle. While computer programs and related software are not technical data, documentation of these programs and related software are technical data. Also excluded is financial data or other information related to contract administration.

**Technical leveling** is the act of helping an offeror to bring its proposal/offer up to the level of other proposals/offers through successive rounds of communication, such as by pointing out weaknesses resulting from the offeror's lack of diligence, competence, or inventiveness in preparing his proposal.

**Technical transfusion** is the FAA's disclosure of technical information from one submittal that results in the improvement of another submittal.

**Technical opportunity.** A technological opportunity exists when a product or capability not currently used in the NAS has the potential to enable the FAA to perform its mission more safely, efficiently or effectively.

**Termination for convenience** is a procedure that may apply to any FAA contract, including multi-year contracts. As contrasted with cancellation, termination can be effected at any time during the life of the contract (cancellation is effected between fiscal years) and can be for the total quantity or a partial quantity (whereas cancellation must be for all subsequent fiscal year quantities).

**Termination liability** is the maximum cost the FAA would incur if a contract is terminated. In the case of a multi-year contract terminated before completion of the current fiscal year's deliveries, termination liability would include an amount for both current year termination charges and out year cancellation charges.

**Termination liability funding** refers to obligating contract funds to cover contractor expenditures plus termination liability, but not the total cost of the completed end items.

**Total Estimated Potential Value.** The sum of the initial award, unexercised options, the value of any indefinite delivery/indefinite quantity (IDIQ) contract line items (CLINS), estimates for unpriced CLINS, such as preplanned product improvements, estimated value of partially priced items, and any other items the Contracting Officer deems relevant to establishing potential total contract value. The potential contract value should exclude anticipated change orders, pre-planned product improvements which are not established as CLINS, and any other anticipated actions not included in the written contract. Where duplicative or alternative options are established (i.e., if option 1 is exercised, option 2 will not be exercised) the Contracting Officer should include only the value which reflects the highest priced option. For incentive contracts, the maximum liability of the Government should be included in the potential contract value. For IDIQ contracts, the total contract value is the stated maximum amount the total of issued delivery orders cannot exceed.

**Training, training support, and personnel skills.** The analysis, design, development, implementation, and evaluation of training requirements to operate and maintain the product. This includes: conducting needs analyses; job and task analyses; delivering individual and team training; resident and nonresident training; on-the-job training; job aids; and logistic support planning for training aids and training installations.

**Unauthorized commitment** is an agreement entered into by a representative of the FAA who does not have the authority to obligate the FAA to spend appropriated funds.

**Unit.** One of a quantity of items (products, parts, etc.)

**User.** Internal FAA user of a product or service, such as Air Traffic Controllers or maintenance technicians.

**Validation.** Confirmation that an end product or end-product component will fulfill its intended purpose when placed in its intended environment. The methods employed to accomplish validation are applied to selected work products as well as to the end product and end-product components. Work products should be selected on the basis of which are the best predictors of how well the end product and end-product component will satisfy the intended purpose and user needs. Validation may address all aspects of an end product in any of its intended environments, such as operation, training, manufacturing, maintenance, or support services.

**Verification.** Confirmation that selected work products meet their specified requirements. This includes verification of the end product (system, service, facility, or operational change) and intermediate work products against all applicable requirements. Verification is inherently an incremental process since it occurs throughout the development of the end product and work products - beginning with initial requirements, progressing through subsequent changes, and culminating in verification of the completed end product.

**Version.** (1) One of several sequentially created configurations of a data product. (2) A supplementary identifier used to distinguish a changed body or set of computer-based data (software) from the previous configuration with the same primary identifier. Version identifiers are usually associated with data (such as files, data bases and software) used by, or maintained in, computers.

**Very small business** is a business whose size is no greater than 50 percent of the numerical size standard applicable to the North American Industry System Classification Codes assigned to a contracting opportunity.

**Work Product.** A work product in various forms represents, defines, or directs the end product (system, service, facility, or operational change). This can include concepts of operation, processes, plans/procedures, designs/descriptions, requirements/specifications, models/prototypes, contracts/invoices and other documents.

**Work breakdown structure.** A hierarchical decomposition of the work to be performed to accomplish an approved agency objective. It includes both internal and external work activities and each descending level represents an increasing definition of the work to be performed.

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