

# CHANGE REQUEST COVER SHEET

Change Request Number: 13-99

Date Received: 7/23/2013

**Title:** AIO Reference Deletion

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**Name:** Tim Eckert

**Phone:** (202) 267-7527

**Policy OR Guidance:** Policy

**Section/Text Location Affected:** Sections 2 and 4

**Summary of Change:** Change AIO references to AIT

**Reason for Change:** Consistency with reorganization

**Development, Review, and/or Concurrence:** AIT and Acquisition Policy Division

**Target Audience:** Program Offices and Contracting Workforce

**Potential Links within FAST for the Change:** None

**Briefing Planned:** No

**ASAG Responsibilities:** None

**Potential Links within FAST for the Change:** None

**Links for New/Modified Forms (or) Documents (LINK 1)**

**Links for New/Modified Forms (or) Documents (LINK 2)**

**Links for New/Modified Forms (or) Documents (LINK 3)**

**SECTIONS EDITED:**

Acquisition Management Policy:

**Section 2.3.1 : What Must Be Done** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

Acquisition Management Policy:

**Section 2.3.3.1 : Service Analysis and Strategic Planning** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

Acquisition Management Policy:

**Section 2.4.1 : What Must Be Done** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

Acquisition Management Policy:

**Section 2.6.3 : Who Does It?** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

Acquisition Management Policy:

**Section 2.7.3 : Who Does It?** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

Acquisition Management Policy:

**Section 4.16.3 : EVMS Certification Requirements** [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

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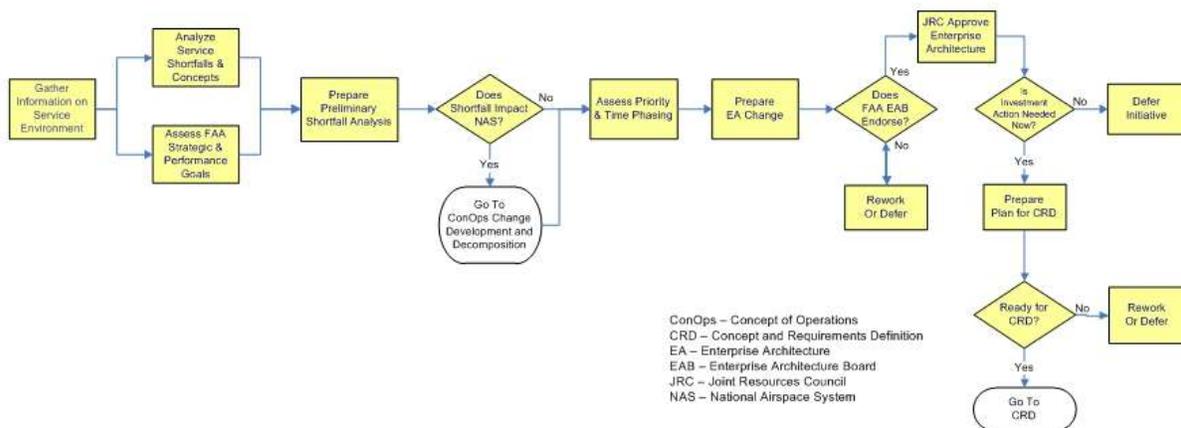
**Section 2.3.1 : What Must Be Done**

**Old Content:** Acquisition Management Policy:

**Section 2.3.1 : What Must Be Done**

Figure 2.3-1-1 portrays the key activities of service analysis and strategic planning. These activities develop the information necessary for determining which service shortfalls or new ideas for improving service delivery are approved for inclusion in agency strategic planning documents. When a service shortfall impacts the National Airspace System, it enters the NAS ConOps change development and decomposition process (see Figure 2.3.1-2) to determine how it fits within the National Airspace System.

*Figure 2.3-1-1 Key Activities of Service Analysis and Strategic Planning*



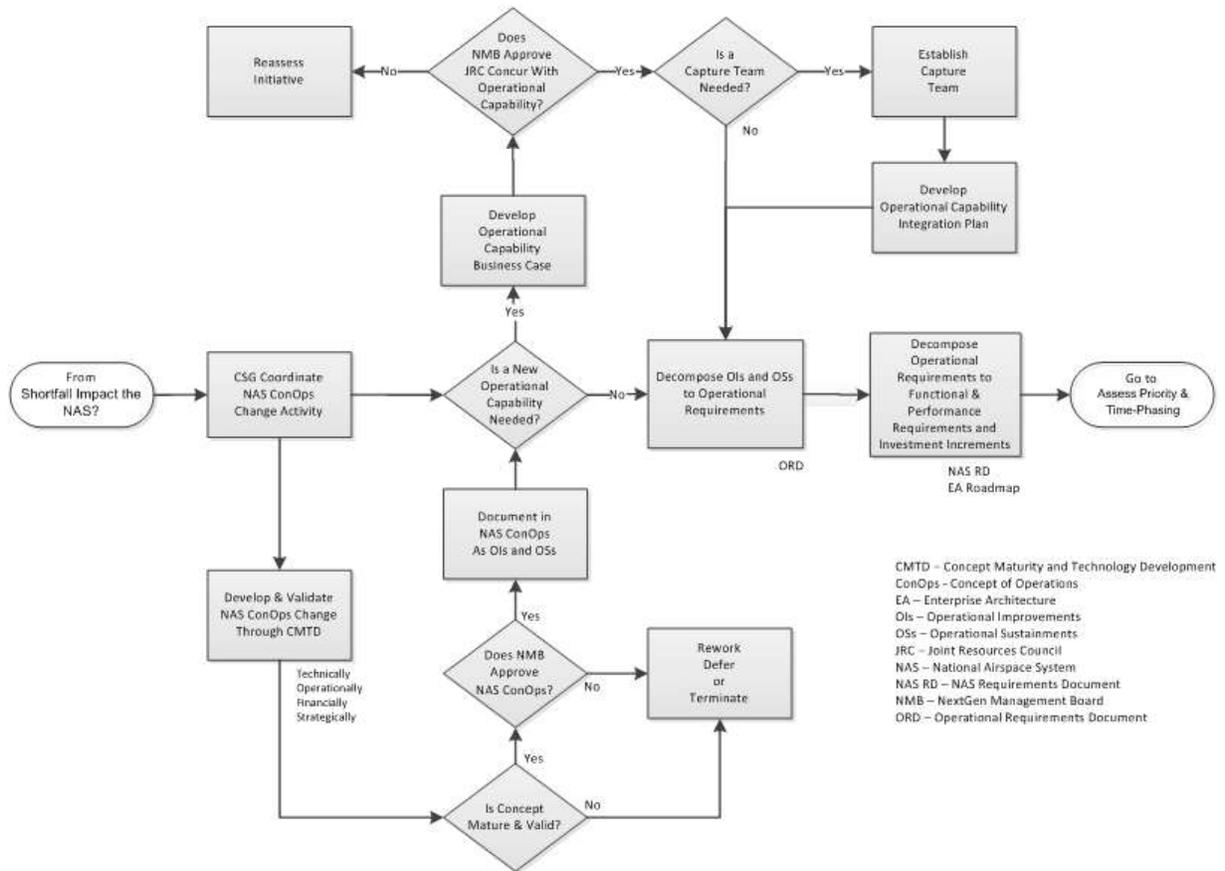
- **Gather Information on the Service Environment.** Service organizations analyze forecasts for aviation service needs and stay abreast of opportunities for improving service delivery as a basis for determining and prioritizing service needs and shortfalls. A continuing dialog with and feedback from customers (e.g., commercial air carriers, general aviation, air transport industry, state and local airport authorities) and users (air traffic and technical operations) are crucial, as is the supportability and operational outlook for fielded assets.
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- **Does Shortfall Impact the National Airspace System?** A new service need or shortfall that impacts the National Airspace System is assessed by means of the NAS ConOps Change Development and Decomposition Process (see Figure 2.3.1-2) to determine whether or how the NAS ConOps should be changed. Once NAS needs or shortfalls have been appropriately included in the NAS ConOps as operational improvements or sustainments, they move forward with non-NAS shortfalls to determine how they should be integrated within the FAA enterprise architecture.
- **Assess Priority and Time-phasing.** A new service shortfall or need must be shown to have sufficient merit to warrant inclusion in the enterprise architecture when evaluated against other service needs of the agency. The line of business works with the Technical Review Board (NAS) or the Architecture Review Board (non-NAS) and other lines of business to determine how a new service need, technology refresh, or sustainment activity should be planned, time-phased, and integrated within the architecture relative to all other agency service needs. This activity may require rework of existing shortfalls and improvements already in the architecture.
- **Prepare Enterprise Architecture Change.** The service organization prepares change documents reflecting the service need or shortfall and submits them to the FAA

Enterprise Architecture Board for endorsement. NAS service needs and shortfalls are expressed as operational improvements and operational sustainments.

- **Does FAA Enterprise Architecture Board Endorse the Change?** The FAA Enterprise Architecture Board determines whether and how to integrate new service needs within the enterprise architecture and its roadmaps. In making this determination, the board analyzes and assesses the new service need against all other service needs of the FAA using such criteria as contribution to agency strategic goals, monetary or performance benefits, compatibility with the enterprise architecture, risk, and political sensitivity. The decision to endorse and place a new service need, improvement, or sustainment within the enterprise architecture validates that this service need is an agency priority and warrants further action.
- **Joint Resources Council Approves the Enterprise Architecture.** The Joint Resources Council approves the FAA Enterprise Architecture annually. No service need can proceed further in the AMS lifecycle management process unless it is in the enterprise architecture approved by the JRC. Emergency needs not contained in the JRC-approved architecture may be presented to the FAA Enterprise Architecture Board by exception.
- **Rework or Defer.** Service needs, shortfalls, improvements, and sustainments not approved for inclusion in the enterprise architecture are reworked or deferred according to the direction of the FAA Enterprise Architecture Board or Joint Resources Council, as appropriate.
- **Is Investment Action Needed Now?** The investment increment enters concept and requirements definition at the appropriate time as determined by its time-phasing in the appropriate enterprise architecture roadmap.
- **Defer Initiative.** Investment action is deferred when action is not needed now to meet agency plans and schedules.
- **Prepare Plan for Concept and Requirements Definition.** NAS Systems Engineering Services (NAS) or AIO Information Technology Research & Development (non-NAS) works with the implementing and operating service organizations to prepare a plan for concept and requirements definition. This plan (1) specifies how tasks will be accomplished; (2) defines roles and responsibilities of participating organizations; (3) defines outputs and exit criteria; (4) establishes a schedule for completion; and (5) specifies needed resources. By signing the plan for concept and requirements definition, organizations that will do the work agree to provide the necessary resources.
- **Ready for Concept and Requirements Definition?** The FAA Enterprise Architecture Board makes the decision to enter concept and requirements definition or directs other action.
- **Rework or Defer.** The investment initiative is reworked or deferred when planning or organizational support is not sufficient to enter concept and requirements definition.

*Figure 2.3.1-2 NAS ConOps Change Development and Decomposition Process*

*(Applies to the NAS only)*



- Concept Steering Group Coordinates NAS ConOps Change Activity.** The Concept Steering Group reviews the preliminary shortfall analysis to determine whether the service shortfall or new idea is addressed in the NAS ConOps. New shortfalls or ideas that are already within the scope of the NAS ConOps move to decomposition into operational requirements and investment initiatives after determining whether they should be incorporated into a new or existing operational capability. For shortfalls and ideas not addressed in the NAS ConOps, the Concept Steering Group coordinates discussion with the sponsor and the lines of business to determine what development or validation activity is needed.
- Develop and Validate NAS ConOps Change Through Concept Maturity and Technology Development.** New ideas for improving NAS service or eliminating a shortfall must be validated to be technically and financially feasible, strategically aligned with agency goals and objectives, and have significant operational benefit to warrant inclusion in the NAS ConOps. The Concept Steering Group coordinates activity to develop and validate new ideas and concepts. Typically, the concept maturity and technology development process is applied to the point where technical risk is sufficiently low and potential benefits sufficiently high to justify inclusion. This activity includes a safety assessment to identify and characterize any hazards associated with the idea or concept.

- **Is Concept Mature and Valid?** The NAS ConOps is a stable document that evolves over time. Only the best high-value new concepts and ideas are added. The Concept Steering Group assesses development and validation results and records their findings and recommendations in a memorandum to the NextGen Management Board, which approves all changes to the NAS ConOps.
- **Does NextGen Management Board Approve NAS CONOPS?** The NextGen Management Board approves changes to the NAS ConOps. Changes are presented to the Joint Resources Council. Any JRC concerns or issues are resolved to ensure approved concepts are beneficial *and* affordable and supported by both management bodies.
- **Document Changes in NAS ConOps as Operational Improvements or Sustainments.** Service shortfalls and new concepts are documented in the NAS ConOps as operational improvements and operational sustainments.
- **Is a New Operational Capability Needed?** Grouping and managing operational improvements and sustainments with a high degree of interdependency may result in a high-value operational capability for the agency and aviation community. In such cases, one or more operational improvements will be organized and managed as a portfolio to ensure all essential elements of the operational capability are obtained and deployed.
- **Develop Operational Capability Business Case.** Advanced Concepts and Technology Development works with the ATO Program Management Office and Investment Planning & Analysis to develop a business case for the operational capability. The business case contains a rough estimate of the costs and benefits associated with developing and deploying the operational sustainments and improvements necessary to enable the operational capability. The PMO coordinates with ATO service organizations to derive rough cost estimates for the work required to develop and deploy the investment increments necessary to achieve the operational capability. These same organizations derive a rough monetized estimate of benefits that will accrue to the FAA and aviation community when the operational capability is fully deployed. A preliminary assessment of risk, priority, affordability, and political sensitivity complete the business case.
- **Does NMB Approve and JRC Concur With the Operational Capability?** The NextGen Management Board decides whether to approve and establish the operational capability. The decision is based on the business case, contribution to agency strategic and performance goals, and affordability. The operational capability is implemented through its constituent investment increments approved and baselined individually by the Joint Resources Council. Obtaining these capabilities may require establishment of a capture team to integrate and coordinate activity by multiple program offices or service organizations providing the investment increments necessary to achieve the overall operational capability. By concurring with the NextGen Management Board decision, the Joint Resources Council acknowledges the operational capability and its constituent investment increments are agency priorities. The business case for the operational capability is a determining factor at future investment decisions for increments necessary to achieve the operational capability.
- **Reassess Initiative.** If the NextGen Management Board does not approve the operational capability, it may terminate the effort or recommend other activity to amend the concept or reduce risk. Any issues or concerns of the Joint Resources Council must be resolved before the operational capability is implemented.

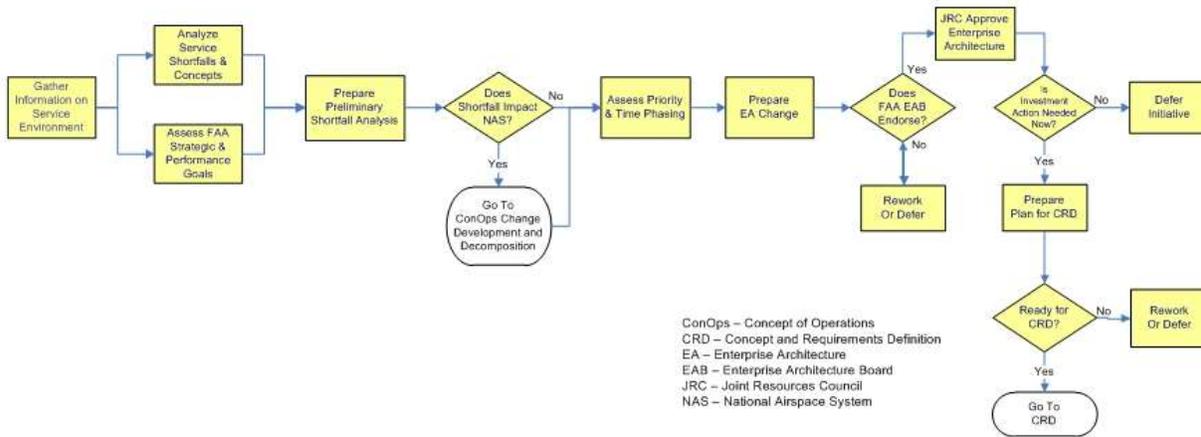
- **Is a Capture Team Needed?** The NextGen Management Board decides whether to establish a capture team to coordinate the development, integration, and deployment of investment increments necessary to achieve an operational capability. In making this decision, the board evaluates the complexity and risk associated with the operational capability and the availability of resources. The capture team brings together cross-agency empowered representatives from each organization that must develop and deploy an investment increment to achieve the operational capability. The objective is informed, integrated, and coordinated decision-making by all parties.
- **Establish Capture Team.** Each line of business that must contribute to achieve the operational capability provides an empowered representative to the capture team. The capture team monitors development, integration, and deployment of all elements of the operational capability, as well as plan and oversee a post-implementation evaluation to confirm that forecast benefits are being achieved or to define and implement corrective action when they are not.
- **Develop Operational Capability Integration Plan.** The team works with the portfolio manager to develop an Operational Capability Integration Plan (OCIP) that specifies responsibilities and agreements among all team members and organizations. The OCIP also defines the lifecycle plan, performance goals and measures, and operational benefits that will accrue from implementation of the operational capability.
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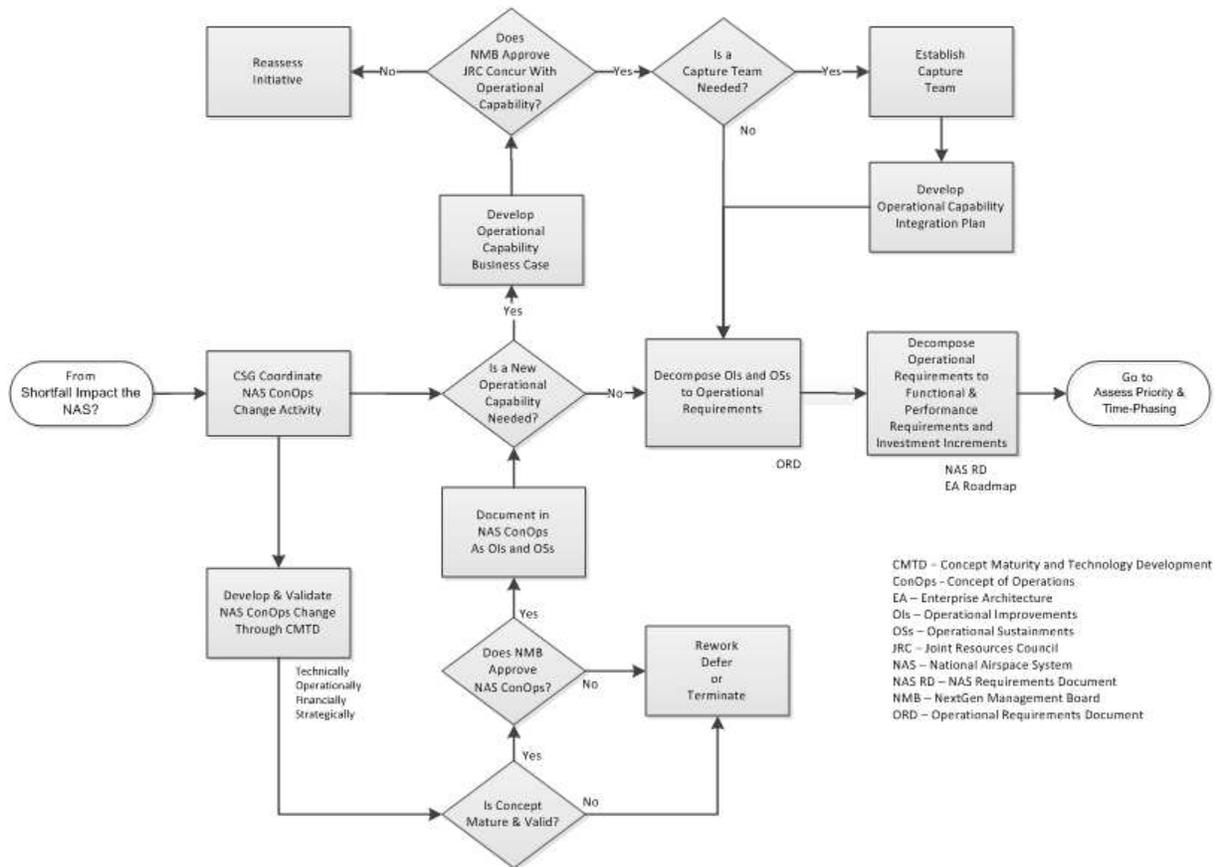
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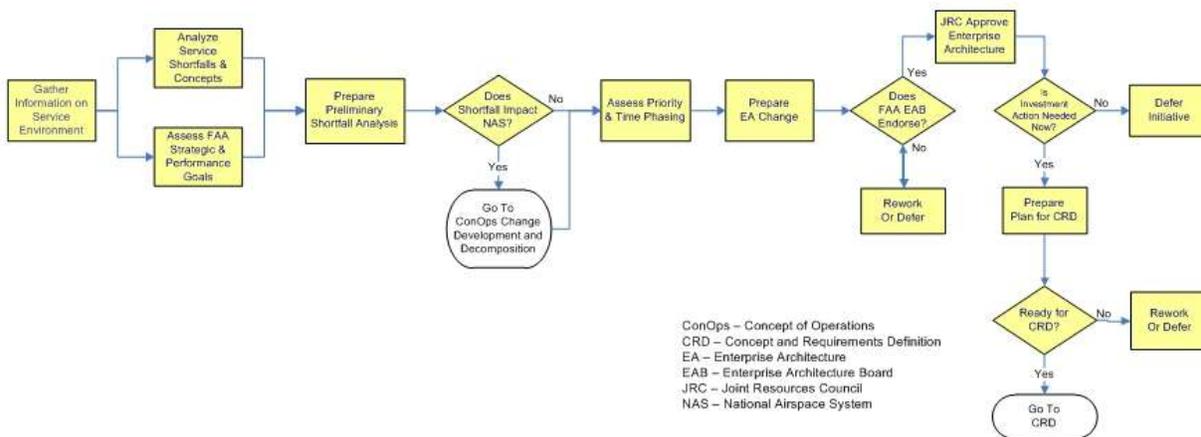
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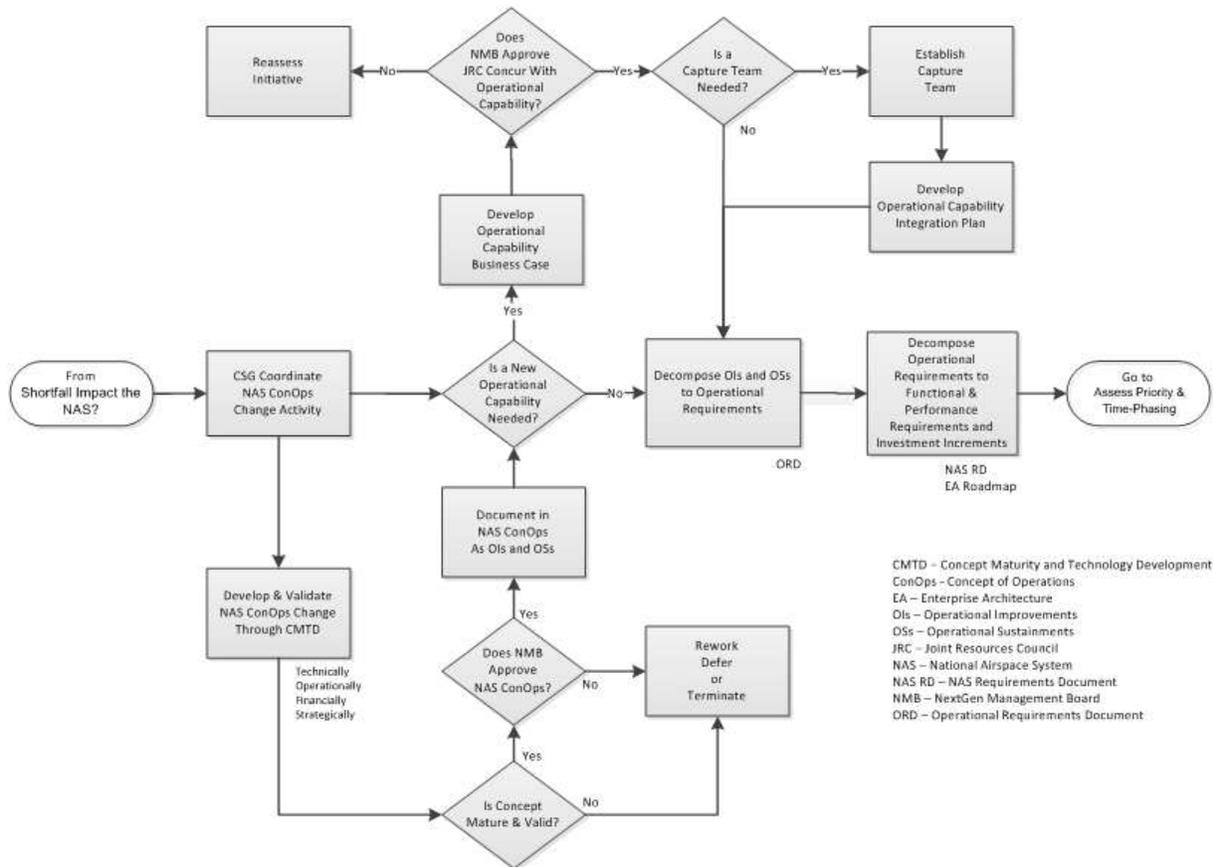
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- Concept Steering Group Coordinates NAS ConOps Change Activity.** The Concept Steering Group reviews the preliminary shortfall analysis to determine whether the service shortfall or new idea is addressed in the NAS ConOps. New shortfalls or ideas that are already within the scope of the NAS ConOps move to decomposition into operational requirements and investment initiatives after determining whether they should be incorporated into a new or existing operational capability. For shortfalls and ideas not addressed in the NAS ConOps, the Concept Steering Group coordinates discussion with the sponsor and the lines of business to determine what development or validation activity is needed.
- Develop and Validate NAS ConOps Change Through Concept Maturity and Technology Development.** New ideas for improving NAS service or eliminating a shortfall must be validated to be technically and financially feasible, strategically aligned with agency goals and objectives, and have significant operational benefit to warrant inclusion in the NAS ConOps. The Concept Steering Group coordinates activity to develop and validate new ideas and concepts. Typically, the concept maturity and technology development process is applied to the point where technical risk is sufficiently low and potential benefits sufficiently high to justify inclusion. This activity includes a safety assessment to identify and characterize any hazards associated with the idea or concept.

- **Is Concept Mature and Valid?** The NAS ConOps is a stable document that evolves over time. Only the best high-value new concepts and ideas are added. The Concept Steering Group assesses development and validation results and records their findings and recommendations in a memorandum to the NextGen Management Board, which approves all changes to the NAS ConOps.
- **Does NextGen Management Board Approve NAS CONOPS?** The NextGen Management Board approves changes to the NAS ConOps. Changes are presented to the Joint Resources Council. Any JRC concerns or issues are resolved to ensure approved concepts are beneficial *and* affordable and supported by both management bodies.
- **Document Changes in NAS ConOps as Operational Improvements or Sustainments.** Service shortfalls and new concepts are documented in the NAS ConOps as operational improvements and operational sustainments.
- **Is a New Operational Capability Needed?** Grouping and managing operational improvements and sustainments with a high degree of interdependency may result in a high-value operational capability for the agency and aviation community. In such cases, one or more operational improvements will be organized and managed as a portfolio to ensure all essential elements of the operational capability are obtained and deployed.
- **Develop Operational Capability Business Case.** Advanced Concepts and Technology Development works with the ATO Program Management Office and Investment Planning & Analysis to develop a business case for the operational capability. The business case contains a rough estimate of the costs and benefits associated with developing and deploying the operational sustainments and improvements necessary to enable the operational capability. The PMO coordinates with ATO service organizations to derive rough cost estimates for the work required to develop and deploy the investment increments necessary to achieve the operational capability. These same organizations derive a rough monetized estimate of benefits that will accrue to the FAA and aviation community when the operational capability is fully deployed. A preliminary assessment of risk, priority, affordability, and political sensitivity complete the business case.
- **Does NMB Approve and JRC Concur With the Operational Capability?** The NextGen Management Board decides whether to approve and establish the operational capability. The decision is based on the business case, contribution to agency strategic and performance goals, and affordability. The operational capability is implemented through its constituent investment increments approved and baselined individually by the Joint Resources Council. Obtaining these capabilities may require establishment of a capture team to integrate and coordinate activity by multiple program offices or service organizations providing the investment increments necessary to achieve the overall operational capability. By concurring with the NextGen Management Board decision, the Joint Resources Council acknowledges the operational capability and its constituent investment increments are agency priorities. The business case for the operational capability is a determining factor at future investment decisions for increments necessary to achieve the operational capability.
- **Reassess Initiative.** If the NextGen Management Board does not approve the operational capability, it may terminate the effort or recommend other activity to amend the concept or reduce risk. Any issues or concerns of the Joint Resources Council must be resolved before the operational capability is implemented.

- **Is a Capture Team Needed?** The NextGen Management Board decides whether to establish a capture team to coordinate the development, integration, and deployment of investment increments necessary to achieve an operational capability. In making this decision, the board evaluates the complexity and risk associated with the operational capability and the availability of resources. The capture team brings together cross-agency empowered representatives from each organization that must develop and deploy an investment increment to achieve the operational capability. The objective is informed, integrated, and coordinated decision-making by all parties.
- **Establish Capture Team.** Each line of business that must contribute to achieve the operational capability provides an empowered representative to the capture team. The capture team monitors development, integration, and deployment of all elements of the operational capability, as well as plan and oversee a post-implementation evaluation to confirm that forecast benefits are being achieved or to define and implement corrective action when they are not.
- **Develop Operational Capability Integration Plan.** The team works with the portfolio manager to develop an Operational Capability Integration Plan (OCIP) that specifies responsibilities and agreements among all team members and organizations. The OCIP also defines the lifecycle plan, performance goals and measures, and operational benefits that will accrue from implementation of the operational capability.
- **Decompose Operational Improvements and Operational Sustainments to Operational Requirements.** A cross-organizational team with members from all lines of business and led by Advanced Concepts and Technology Development decomposes the NAS ConOps narrative of operational improvements and operational sustainments into NAS operational requirements. These requirements are recorded in the NAS Operational Requirements Document.
- **Decompose Operational Requirements to Functional and Performance Requirements and Investment Increments.** A cross-organizational team decomposes NAS operational requirements to NAS functional and performance requirements. These requirements are specified with sufficient detail for allocation to investment increments that will be undertaken to achieve the operational improvements and sustainments in the NAS ConOps. The goal is clear and unambiguous traceability of requirements from the NAS ConOps to the NAS Operational Requirements Document to the NAS Requirements Document and then to the program requirements document of specific investment increments. Each investment increment enters concept and requirements definition at the appropriate time as determined by their time-phasing in the enterprise architecture roadmap.

**Section 2.3.3.1 : Service Analysis and Strategic Planning**

**Old Content:** Acquisition Management Policy:

**Section 2.3.3.1 : Service Analysis and Strategic Planning**

Organization(s)	Responsibilities
Service organizations	<ul style="list-style-type: none"> <li>• Conduct service analysis</li> <li>• Prepare preliminary shortfall analysis reports</li> </ul>

	<ul style="list-style-type: none"> <li>• Prepare EA change notices, products, and amendments</li> </ul>
Advanced Concepts and Technology Development Office (ANG-C), NextGen Lifecycle Integration Office (ANG-D)	<ul style="list-style-type: none"> <li>• Assists NAS service organizations when preparing service analysis outputs and products</li> </ul>
AIO Information Technology Research and Development	<ul style="list-style-type: none"> <li>• Assists non-NAS service organizations when preparing service analysis outputs and products</li> </ul>
Lines of Business	<ul style="list-style-type: none"> <li>• Prioritize LOB service shortfalls and new ideas</li> <li>• Determine whether a service shortfall impacts the National Airspace System</li> <li>• Work with the Technical Review Board to time-phase operational improvements and operational sustainments in the NAS architecture roadmaps</li> </ul>
Technical Review Board	<ul style="list-style-type: none"> <li>• Works with the lines of business to time-phase operational improvements and operational sustainments in the NAS architecture roadmap</li> </ul>
Architecture Review Board	<ul style="list-style-type: none"> <li>• Works with the lines of business to prioritize non-NAS service shortfalls and needs</li> </ul>
FAA Enterprise Architecture Board	<ul style="list-style-type: none"> <li>• Manages the FAA Enterprise Architecture</li> </ul>

**New Content: Acquisition Management Policy:**

**Section 2.3.3.1 : Service Analysis and Strategic Planning**

<b>Organization(s)</b>	<b>Responsibilities</b>
Service organizations	<ul style="list-style-type: none"> <li>• Conduct service analysis</li> <li>• Prepare preliminary shortfall analysis reports</li> <li>• Prepare EA change notices, products, and amendments</li> </ul>
Advanced Concepts and Technology Development Office (ANG-C), NextGen Lifecycle Integration Office (ANG-D)	<ul style="list-style-type: none"> <li>• Assists NAS service organizations when preparing service analysis outputs and products</li> </ul>
AIT Information Technology Research and Development	<ul style="list-style-type: none"> <li>• Assists non-NAS service organizations when preparing service analysis outputs and products</li> </ul>
Lines of Business	<ul style="list-style-type: none"> <li>• Prioritize LOB service shortfalls and new ideas</li> <li>• Determine whether a service shortfall impacts the National Airspace System</li> <li>• Work with the Technical Review Board to time-phase operational improvements and operational sustainments in the NAS architecture roadmaps</li> </ul>
Technical Review Board	<ul style="list-style-type: none"> <li>• Works with the lines of business to time-phase operational improvements and operational sustainments in the NAS architecture roadmap</li> </ul>
Architecture Review Board	<ul style="list-style-type: none"> <li>• Works with the lines of business to prioritize non-NAS service shortfalls</li> </ul>

	and needs
FAA Enterprise Architecture Board	<ul style="list-style-type: none"> <li>Manages the FAA Enterprise Architecture</li> </ul>

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

**Section 2.3.3.1 : Service Analysis and Strategic Planning**

Organization(s)	Responsibilities
Service organizations	<ul style="list-style-type: none"> <li>Conduct service analysis</li> <li>Prepare preliminary shortfall analysis reports</li> <li>Prepare EA change notices, products, and amendments</li> </ul>
Advanced Concepts and Technology Development Office (ANG-C), NextGen Lifecycle Integration Office (ANG-D)	<ul style="list-style-type: none"> <li>Assists NAS service organizations when preparing service analysis outputs and products</li> </ul>
<u>AIO</u> <u>AIT</u> Information Technology Research and Development	<ul style="list-style-type: none"> <li>Assists non-NAS service organizations when preparing service analysis outputs and products</li> </ul>
Lines of Business	<ul style="list-style-type: none"> <li>Prioritize LOB service shortfalls and new ideas</li> <li>Determine whether a service shortfall impacts the National Airspace System</li> <li>Work with the Technical Review Board to time-phase operational improvements and operational sustainments in the NAS architecture roadmaps</li> </ul>
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Architecture Review Board	<ul style="list-style-type: none"> <li>Works with the lines of business to prioritize non-NAS service shortfalls and needs</li> </ul>
FAA Enterprise Architecture Board	<ul style="list-style-type: none"> <li>Manages the FAA Enterprise Architecture</li> </ul>

**Section 2.4.1 : What Must Be Done**

**Old Content:** Acquisition Management Policy:

**Section 2.4.1 : What Must Be Done**

NOTE: The plan for concept and requirements definition must be approved by the Vice Presidents (ATO) or Directors (non-ATO) of the service organization with the service need and the operating service organization and by the FAA Enterprise Architecture Board chairperson before the start of any CRD activity (see AMS Section 2.3.1). Roadmap planning in the enterprise architecture specifies when concept and requirements definition activity must begin.

- Finalize Shortfall Analysis. The service organization or program office updates, refines, and quantifies the preliminary shortfall identified during service analysis in sufficient

detail to serve as the basis for (1) clearly understanding the nature, urgency, and impact of the service need; (2) defining preliminary requirements; (3) determining realistic and economic alternative solutions; and (4) quantifying likely program costs and benefits.

- **Develop Solution Concept of Operations.** The solution concept of operations describes how users will employ the new capability within the operational environment and how it will satisfy service need. The solution ConOps defines the roles and responsibilities of key participants (e.g., controllers, maintenance technicians, pilots); explains operational issues that system engineers must understand when developing requirements; identifies procedural issues that may lead to operational change; and establishes a basis for identifying alternative solutions and estimating their likely costs and benefits. More than one solution concept of operations may be required if proposed alternative solutions differ significantly from each other.
- **Analyze Functions.** The service organization or program office translates stakeholder needs in the shortfall analysis, solution concept of operations, and NAS Requirements Document (NAS only) into high-level functions that must be obtained to achieve the desired service outcome. These are then decomposed into sequentially lower level functions. For NAS investment initiatives, this decomposition may have been done during service analysis when operational improvements and sustainments in the NAS ConOps were decomposed into functional and performance requirements and investment increments.
- **Develop Preliminary Requirements.** The service organization prepares preliminary requirements in consultation with the NAS Systems Engineering Services organization (NAS) or the Information Technology Research and Development organization ((non-NAS). Preliminary requirements specify only function and performance, and do not define a solution. They must be expressed such that the degree to which different solutions satisfy them can be measured and evaluated. Research and analysis or even prototyping during service analysis may be necessary to define preliminary requirements adequately. When the investment increment is an element of an operational capability, preliminary program requirements must be derived from and traceable to operational capability requirements, when applicable.
- **Identify and Develop Alternatives.** The service organization or program office surveys the marketplace to identify feasible and economic solutions. Both material and non-material alternatives are evaluated. One candidate solution must be the hypothesized "best" alternative in the enterprise architecture. Key factors are safety, security, operational cost efficiencies, technological maturity, and impact on the workforce and enterprise architecture. Alternatives should be qualitatively different from each other. Low risk, cost-effective, and operationally suitable commercial or non-developmental solutions are preferred. Alternatives may not meet 100 percent of preliminary requirements. Rough lifecycle costs are developed for each alternative and compared to the monetized shortfall as a basis for determining whether it should be retained or eliminated from consideration. Rough lifecycle costs are also calculated for sustaining the legacy case in service. When a new capability involves information processing and storage, use of cloud computing is considered and results of the cloud suitability assessment are documented.
- **Assess Operational Safety.** The service organization works with ATO Safety and Technical Training to assess operational safety of the proposed initiative. This assessment

identifies, assesses, and documents operational hazards and risks associated with alternative solutions. No alternative is pursued whose operational risk cannot be mitigated to an acceptable level at affordable cost.

- Develop Enterprise Architecture Products. The service organization engages with the appropriate architecture organization to develop required products and amendments. These include the operational (business rule) and systems (engineering) view families.
- Verify and Validate Technical and Operational Inputs and Interdependencies. Key technical and operational work products are verified and validated to be complete and mature as the basis for proceeding to the investment analysis readiness decision. This includes the solution ConOps, preliminary requirements document, safety and security risk assessments, architecture products, and interdependencies with other investment increments.
- Are Technology and Requirements Mature? NAS Systems Engineering Services (NAS) or AIO Information Technology Research and Development (non-NAS) evaluates preliminary requirements and the technology base of alternative solutions to ensure they are sufficiently mature for further progression in the AMS lifecycle management process. The objective is to have only low-risk investment initiatives entering investment analysis and solution implementation. Additional research and development may be prescribed when technological risk is too high or when requirements are not mature or the investment initiative may be deferred or terminated.
- Mature Through Concept Maturity and Technology Development (NAS only). The Technical Review Board recommends further development for NAS initiatives when technological risk is too great or requirements are not sufficiently known. Prescribed activity may take the form of simulation, analysis, operational prototyping, or field demonstration in a controlled operational environment. See the Guidelines for Concept Maturity and Technology Development for more information.
- Designate Acquisition Category. The service team or program office prepares an acquisition category determination request based on preliminary financial data, as well as subjective assessments of complexity, risk, political sensitivity, safety, and security. The request is vetted through NAS Systems Engineering Services (NAS) or AIO Information Technology Research and Development (non-NAS) and submitted to the Acquisition Executive Board for a designation.
- Plan for Investment Analysis. The plan for investment analysis: (1) defines scope and assumptions; (2) describes alternatives and their associated rough lifecycle costs; (3) describes planned activities and specifies how tasks will be accomplished; (4) defines output and exit criteria; (5) establishes a schedule for completion; (6) defines roles and responsibilities of participating organizations; and (7) estimates resources needed to complete the work. By signing the plan for investment analysis, the organizations that will conduct the analysis agree to provide the resources necessary to complete the work. This activity includes development of the investment analysis readiness decision package and pre-briefings to decision-makers.

**New Content:** Acquisition Management Policy:  
**Section 2.4.1 : What Must Be Done**

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will conduct the analysis agree to provide the resources necessary to complete the work. This activity includes development of the investment analysis readiness decision package and pre-briefings to decision-makers.

**Red Line Content: Acquisition Management Policy:  
Section 2.4.1 : What Must Be Done**

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- Verify and Validate Technical and Operational Inputs and Interdependencies. Key technical and operational work products are verified and validated to be complete and mature as the basis for proceeding to the investment analysis readiness decision. This includes the solution ConOps, preliminary requirements document, safety and security risk assessments, architecture products, and interdependencies with other investment increments.
- Are Technology and Requirements Mature? NAS Systems Engineering Services (NAS) or [AIOAIT](#) Information Technology Research and Development (non-NAS) evaluates preliminary requirements and the technology base of alternative solutions to ensure they are sufficiently mature for further progression in the AMS lifecycle management process. The objective is to have only low-risk investment initiatives entering investment analysis and solution implementation. Additional research and development may be prescribed when technological risk is too high or when requirements are not mature or the investment initiative may be deferred or terminated.
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- Designate Acquisition Category. The service team or program office prepares an acquisition category determination request based on preliminary financial data, as well as subjective assessments of complexity, risk, political sensitivity, safety, and security. The request is vetted through NAS Systems Engineering Services (NAS) or [AIOAIT](#)

Information Technology Research and Development (non-NAS) and submitted to the Acquisition Executive Board for a designation.

- Plan for Investment Analysis. The plan for investment analysis: (1) defines scope and assumptions; (2) describes alternatives and their associated rough lifecycle costs; (3) describes planned activities and specifies how tasks will be accomplished; (4) defines output and exit criteria; (5) establishes a schedule for completion; (6) defines roles and responsibilities of participating organizations; and (7) estimates resources needed to complete the work. By signing the plan for investment analysis, the organizations that will conduct the analysis agree to provide the resources necessary to complete the work. This activity includes development of the investment analysis readiness decision package and pre-briefings to decision-makers.

### Section 2.6.3 : Who Does It?

**Old Content:** Acquisition Management Policy:

#### **Section 2.6.3 : Who Does It?**

<b>Organization</b>	<b>Responsibilities</b>
Performing service organization or program office	<ul style="list-style-type: none"> <li>• Manages all activities necessary to plan, obtain, and deploy the solution, and to obtain the in-service decision. This includes the award and management of contracts, continuing review and evaluation of progress relative to plan, and corrective action to achieve cost, schedule, and performance targets in the acquisition program baseline.</li> <li>• Updates program planning to address how the newly fielded capability will be sustained throughout in-service management</li> <li>• Reports status of the investment program to the Joint Resources Council at acquisition quarterly program reviews</li> </ul>
Operating service organization	<ul style="list-style-type: none"> <li>• Conducts joint acceptance and inspection or service acceptance (service contracts) at each site</li> <li>• Declares operational readiness and commissions the solution into operational use</li> </ul>
Key stakeholder organizations	<ul style="list-style-type: none"> <li>• Work with service organizations to identify and resolve all issues and concerns during solution implementation up to and including the in-service decision</li> </ul>
Vice President of the service organization	<ul style="list-style-type: none"> <li>• Notifies the Vice President of ATO Safety and Technical Training when the product is ready for independent operational assessment via the independent operational assessment readiness declaration (designated programs only)</li> </ul>
Director of Policy and Performance, ATO Safety and Technical Training	<ul style="list-style-type: none"> <li>• Evaluates operational readiness of the product and reports findings to the in-service decision authority (designated programs only)</li> </ul>
Information Technology Shared Services Committee	<ul style="list-style-type: none"> <li>• Annually reviews OMB Exhibit 300s for designated programs as part of the annual budget process</li> </ul>
AIO Information Technology Program and	<ul style="list-style-type: none"> <li>• Independently scores all OMB Exhibit 300s that will be submitted to the</li> </ul>

Portfolio organization	Office of Management and Budget through the Office of the Secretary of Transportation
Capture team members	<ul style="list-style-type: none"> <li>Assess and report monthly to the portfolio manager the status of each investment increment contributing to an operational capability</li> </ul>
Portfolio manager	<ul style="list-style-type: none"> <li>Reports status of the operational capability to the NextGen management Board (NAS only)</li> <li>Recommends corrective action for cost, schedule, or performance shortfalls within all investment increments contributing to an operational capability</li> </ul>

**New Content: Acquisition Management Policy:**

**Section 2.6.3 : Who Does It?**

<b>Organization</b>	<b>Responsibilities</b>
Performing service organization or program office	<ul style="list-style-type: none"> <li>Manages all activities necessary to plan, obtain, and deploy the solution, and to obtain the in-service decision. This includes the award and management of contracts, continuing review and evaluation of progress relative to plan, and corrective action to achieve cost, schedule, and performance targets in the acquisition program baseline.</li> <li>Updates program planning to address how the newly fielded capability will be sustained throughout in-service management</li> <li>Reports status of the investment program to the Joint Resources Council at acquisition quarterly program reviews</li> </ul>
Operating service organization	<ul style="list-style-type: none"> <li>Conducts joint acceptance and inspection or service acceptance (service contracts) at each site</li> <li>Declares operational readiness and commissions the solution into operational use</li> </ul>
Key stakeholder organizations	<ul style="list-style-type: none"> <li>Work with service organizations to identify and resolve all issues and concerns during solution implementation up to and including the in-service decision</li> </ul>
Vice President of the service organization	<ul style="list-style-type: none"> <li>Notifies the Vice President of ATO Safety and Technical Training when the product is ready for independent operational assessment via the independent operational assessment readiness declaration (designated programs only)</li> </ul>
Director of Policy and Performance, ATO Safety and Technical Training	<ul style="list-style-type: none"> <li>Evaluates operational readiness of the product and reports findings to the in-service decision authority (designated programs only)</li> </ul>
Information Technology Shared Services Committee	<ul style="list-style-type: none"> <li>Annually reviews OMB Exhibit 300s for designated programs as part of the annual budget process</li> </ul>
AIT Information Technology Program and Portfolio organization	<ul style="list-style-type: none"> <li>Independently scores all OMB Exhibit 300s that will be submitted to the Office of Management and Budget through the Office of the Secretary of Transportation</li> </ul>
Capture team members	<ul style="list-style-type: none"> <li>Assess and report monthly to the portfolio manager the status of each</li> </ul>

	investment increment contributing to an operational capability
Portfolio manager	<ul style="list-style-type: none"> <li>• Reports status of the operational capability to the NextGen management Board (NAS only)</li> <li>• Recommends corrective action for cost, schedule, or performance shortfalls within all investment increments contributing to an operational capability</li> </ul>

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

**Section 2.6.3 : Who Does It?**

<b>Organization</b>	<b>Responsibilities</b>
Performing service organization or program office	<ul style="list-style-type: none"> <li>• Manages all activities necessary to plan, obtain, and deploy the solution, and to obtain the in-service decision. This includes the award and management of contracts, continuing review and evaluation of progress relative to plan, and corrective action to achieve cost, schedule, and performance targets in the acquisition program baseline.</li> <li>• Updates program planning to address how the newly fielded capability will be sustained throughout in-service management</li> <li>• Reports status of the investment program to the Joint Resources Council at acquisition quarterly program reviews</li> </ul>
Operating service organization	<ul style="list-style-type: none"> <li>• Conducts joint acceptance and inspection or service acceptance (service contracts) at each site</li> <li>• Declares operational readiness and commissions the solution into operational use</li> </ul>
Key stakeholder organizations	<ul style="list-style-type: none"> <li>• Work with service organizations to identify and resolve all issues and concerns during solution implementation up to and including the in-service decision</li> </ul>
Vice President of the service organization	<ul style="list-style-type: none"> <li>• Notifies the Vice President of ATO Safety and Technical Training when the product is ready for independent operational assessment via the independent operational assessment readiness declaration (designated programs only)</li> </ul>
Director of Policy and Performance, ATO Safety and Technical Training	<ul style="list-style-type: none"> <li>• Evaluates operational readiness of the product and reports findings to the in-service decision authority (designated programs only)</li> </ul>
Information Technology Shared Services Committee	<ul style="list-style-type: none"> <li>• Annually reviews OMB Exhibit 300s for designated programs as part of the annual budget process</li> </ul>
<a href="#">AIOAIT</a> Information Technology Program and Portfolio organization	<ul style="list-style-type: none"> <li>• Independently scores all OMB Exhibit 300s that will be submitted to the Office of Management and Budget through the Office of the Secretary of Transportation</li> </ul>
Capture team members	<ul style="list-style-type: none"> <li>• Assess and report monthly to the portfolio manager the status of each investment increment contributing to an operational capability</li> </ul>
Portfolio manager	<ul style="list-style-type: none"> <li>• Reports status of the operational capability to the NextGen management Board (NAS only)</li> <li>• Recommends corrective action for cost, schedule, or performance shortfalls</li> </ul>

	within all investment increments contributing to an operational capability
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**Section 2.7.3 : Who Does It?**

**Old Content:** Acquisition Management Policy:

**Section 2.7.3 : Who Does It?**

Organization	Responsibilities
Service organization or program office	<ul style="list-style-type: none"> <li>• Provides and sustains services</li> <li>• Manages resources to sustain fielded assets</li> <li>• Manages preplanned product improvements</li> <li>• Updates OMB Exhibit 300s for the annual budget cycle (designated programs only);</li> <li>• Reviews in-service management planning and updates as needed</li> <li>• Manages the configuration of fielded assets consistent with FAA policy and the enterprise architecture</li> <li>• Develops infrastructure for modifications to fielded assets, including training, documentation, spare parts, and repair</li> <li>• Periodically assesses customer satisfaction as the foundation for improving service delivery</li> <li>• Monitors quality, assesses performance, tracks cost, and identifies adverse support trends for fielded assets</li> <li>• Periodically revalidates the need to sustain fielded assets or recommends other action such as upgrade, replacement, or decommissioning and removal</li> <li>• Assesses the impact on sustainment of fielded assets resulting from delays in fielding a new capability</li> <li>• Sustains the physical infrastructure</li> </ul>
AIO Information Technology Program and Portfolio organization	<ul style="list-style-type: none"> <li>• Reviews and scores OMB Exhibit 300s as part of the annual budget cycle (designated programs only)</li> </ul>
PIR Quality Officer	<ul style="list-style-type: none"> <li>• Oversees the quality, planning, conduct, and reporting of post implementation reviews</li> </ul>
Integrated Logistics Management Team	<ul style="list-style-type: none"> <li>• Assesses the effectiveness of supply chain management and the support concept</li> <li>• Recommends changes to logistics management to optimize service delivery at best value</li> </ul>
ATO Technical Operations	<ul style="list-style-type: none"> <li>• Keeps operational assets in good working condition</li> <li>• Conducts operational analyses periodically and feeds results into service analysis</li> </ul>
William H. Hughes Technical Center	<ul style="list-style-type: none"> <li>• Designs, develops, tests, and fields changes to operational assets that correct recurrent trouble reports and other operational issues</li> <li>• Provides second-level engineering</li> </ul>
Mike Monroney Aeronautical Center	<ul style="list-style-type: none"> <li>• Provides supply chain management, depot support, logistics services, and training for operational assets</li> </ul>

	<ul style="list-style-type: none"> <li>• Provides second-level engineering services</li> </ul>
Capture team	<ul style="list-style-type: none"> <li>• Integrates investment increments necessary to obtain an operational capability</li> <li>• Assists in the planning and verification that an operational capability is achieving the benefits specified in the operational capability business case</li> </ul>

**New Content: Acquisition Management Policy:  
Section 2.7.3 : Who Does It?**

<b>Organization</b>	<b>Responsibilities</b>
Service organization or program office	<ul style="list-style-type: none"> <li>• Provides and sustains services</li> <li>• Manages resources to sustain fielded assets</li> <li>• Manages preplanned product improvements</li> <li>• Updates OMB Exhibit 300s for the annual budget cycle (designated programs only);</li> <li>• Reviews in-service management planning and updates as needed</li> <li>• Manages the configuration of fielded assets consistent with FAA policy and the enterprise architecture</li> <li>• Develops infrastructure for modifications to fielded assets, including training, documentation, spare parts, and repair</li> <li>• Periodically assesses customer satisfaction as the foundation for improving service delivery</li> <li>• Monitors quality, assesses performance, tracks cost, and identifies adverse support trends for fielded assets</li> <li>• Periodically revalidates the need to sustain fielded assets or recommends other action such as upgrade, replacement, or decommissioning and removal</li> <li>• Assesses the impact on sustainment of fielded assets resulting from delays in fielding a new capability</li> <li>• Sustains the physical infrastructure</li> </ul>
AIT Information Technology Program and Portfolio organization	<ul style="list-style-type: none"> <li>• Reviews and scores OMB Exhibit 300s as part of the annual budget cycle (designated programs only)</li> </ul>
PIR Quality Officer	<ul style="list-style-type: none"> <li>• Oversees the quality, planning, conduct, and reporting of post implementation reviews</li> </ul>
Integrated Logistics Management Team	<ul style="list-style-type: none"> <li>• Assesses the effectiveness of supply chain management and the support concept</li> <li>• Recommends changes to logistics management to optimize service delivery at best value</li> </ul>
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Mike Monroney Aeronautical Center	<ul style="list-style-type: none"> <li>• Provides supply chain management, depot support, logistics services, and training for operational assets</li> <li>• Provides second-level engineering services</li> </ul>

Capture team	<ul style="list-style-type: none"> <li>Integrates investment increments necessary to obtain an operational capability</li> <li>Assists in the planning and verification that an operational capability is achieving the benefits specified in the operational capability business case</li> </ul>
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**Red Line Content: Acquisition Management Policy:  
Section 2.7.3 : Who Does It?**

Organization	Responsibilities
Service organization or program office	<ul style="list-style-type: none"> <li>Provides and sustains services</li> <li>Manages resources to sustain fielded assets</li> <li>Manages preplanned product improvements</li> <li>Updates OMB Exhibit 300s for the annual budget cycle (designated programs only);</li> <li>Reviews in-service management planning and updates as needed</li> <li>Manages the configuration of fielded assets consistent with FAA policy and the enterprise architecture</li> <li>Develops infrastructure for modifications to fielded assets, including training, documentation, spare parts, and repair</li> <li>Periodically assesses customer satisfaction as the foundation for improving service delivery</li> <li>Monitors quality, assesses performance, tracks cost, and identifies adverse support trends for fielded assets</li> <li>Periodically revalidates the need to sustain fielded assets or recommends other action such as upgrade, replacement, or decommissioning and removal</li> <li>Assesses the impact on sustainment of fielded assets resulting from delays in fielding a new capability</li> <li>Sustains the physical infrastructure</li> </ul>
<u>AIOAIT</u> Information Technology Program and Portfolio organization	<ul style="list-style-type: none"> <li>Reviews and scores OMB Exhibit 300s as part of the annual budget cycle (designated programs only)</li> </ul>
PIR Quality Officer	<ul style="list-style-type: none"> <li>Oversees the quality, planning, conduct, and reporting of post implementation reviews</li> </ul>
Integrated Logistics Management Team	<ul style="list-style-type: none"> <li>Assesses the effectiveness of supply chain management and the support concept</li> <li>Recommends changes to logistics management to optimize service delivery at best value</li> </ul>
ATO Technical Operations	<ul style="list-style-type: none"> <li>Keeps operational assets in good working condition</li> <li>Conducts operational analyses periodically and feeds results into service analysis</li> </ul>
William H. Hughes Technical Center	<ul style="list-style-type: none"> <li>Designs, develops, tests, and fields changes to operational assets that correct recurrent trouble reports and other operational issues</li> <li>Provides second-level engineering</li> </ul>
Mike Monroney Aeronautical Center	<ul style="list-style-type: none"> <li>Provides supply chain management, depot support, logistics services, and training for operational assets</li> <li>Provides second-level engineering services</li> </ul>
Capture team	<ul style="list-style-type: none"> <li>Integrates investment increments necessary to obtain an operational capability</li> <li>Assists in the planning and verification that an operational capability is achieving</li> </ul>

the benefits specified in the operational capability business case
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### **Section 4.16.3 : EVMS Certification Requirements**

**Old Content:** Acquisition Management Policy:

#### **Section 4.16.3 : EVMS Certification Requirements**

Capital investment programs required to use an EVM system in accordance with AMS Section 4.16.1 must be certified as meeting the guidelines of ANSI/EIA-748. The EVM Focal Point (ATO-A) assesses and validates EVM implementation and monitors application to ensure compliance. The AIO Value Management Office (AIO) certifies program EVM systems.

FAA contractors required to use an EVM system in accordance with AMS Section 4.16.2 must be certified as meeting the guidelines of ANSI/EIA-748. Contractor EVM implementation must be validated by the Contracting Officer, assisted by the EVM Focal Point. The EVM Focal Point determines whether a contractor requires an EVMS certification review or whether an existing certification and EVM surveillance process are acceptable. The EVM Focal Point will establish agreements with other government agencies to recognize contractor EVM certifications and surveillance reports.

**New Content:** Acquisition Management Policy:

#### **Section 4.16.3 : EVMS Certification Requirements**

Capital investment programs required to use an EVM system in accordance with AMS Section 4.16.1 must be certified as meeting the guidelines of ANSI/EIA-748. The EVM Focal Point (ATO-A) assesses and validates EVM implementation and monitors application to ensure compliance. The AIT Value Management Office (AIT) certifies program EVM systems.

FAA contractors required to use an EVM system in accordance with AMS Section 4.16.2 must be certified as meeting the guidelines of ANSI/EIA-748. Contractor EVM implementation must be validated by the Contracting Officer, assisted by the EVM Focal Point. The EVM Focal Point determines whether a contractor requires an EVMS certification review or whether an existing certification and EVM surveillance process are acceptable. The EVM Focal Point will establish agreements with other government agencies to recognize contractor EVM certifications and surveillance reports.

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

#### **Section 4.16.3 : EVMS Certification Requirements**

Capital investment programs required to use an EVM system in accordance with AMS Section 4.16.1 must be certified as meeting the guidelines of ANSI/EIA-748. The EVM Focal Point (ATO-A) assesses and validates EVM implementation and monitors application to ensure compliance. The ~~AIO~~AIT Value Management Office (~~AIO~~AIT) certifies program EVM systems.

FAA contractors required to use an EVM system in accordance with AMS Section 4.16.2 must be certified as meeting the guidelines of ANSI/EIA-748. Contractor EVM implementation must be validated by the Contracting Officer, assisted by the EVM Focal Point. The EVM Focal Point determines whether a contractor requires an EVMS certification review or whether an existing certification and EVM surveillance process are acceptable. The EVM Focal Point will establish agreements with other government agencies to recognize contractor EVM certifications and surveillance reports.

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