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- 1.2.13 AMS Change Management Revised 1/2012
- 1.2.14 Legal Coordination Revised 7/2006
- 1.2.15 AMS Lifecycle Management Documentation Revised 4/2017
- 1.2.16 OMB Budget Documentation Revised 1/2015
- 1.2.17 National Acquisition Evaluation Program Added 7/2007
- 1.2.18 Earned Value and Baseline Management Added 7/2013

1.2 Key Elements of Acquisition Management

1.2.1 Strategic Planning, Management, and Budgeting Revised 1/2014

The Government Performance and Results Act of 1993, requires Federal agencies to have measurable performance targets tied to agency goals and objectives. These targets serve as the basis for planning capital investments and measuring progress.

The FAA supports this requirement through a strategic management process that forecasts the future aviation environment and captures goals, objectives, and performance targets in its strategic plan, currently FAA strategic initiatives. FAA strategic planning links the long-range vision and goals for the agency directly to the service needs of customers and defines top-level performance measures and multi-year performance targets.

The NAS Concept of Operations specifies the operational capabilities that the National Airspace System will have over time. Together, the FAA strategic plan and NAS Concept of Operations set the primary context for the FAA Enterprise Architecture and all lower-level plans and budgets within the agency. FAA lines of business and staff offices align their planning to the goals and objectives in FAA strategic planning. Service organizations within the lines of business in turn align their business and operating plans to line-of-business planning. These relationships are illustrated in Figure 1.2.1-1 FAA Strategic Planning, Management, and Budgeting.

Figure 1.2.1-1 Strategic Planning, Management, and Budgeting

Service organizations develop integrated business plans and budgets across all appropriations to achieve full lifecycle support of service delivery. Planning is realistic within budgetary constraints. Success or failure in achieving performance goals influences future planning and budgeting decisions. Resources are dedicated to key activities such as service analysis, concept and requirements definition, and investment analysis.

The Administrator approves the FAA strategic plan; the NextGen Management Board approves the NAS Concept of Operations; the Joint Resources Council approves the FAA Enterprise Architecture.

The Chief Financial Officer formulates the budget across lines of business and staff offices; tracks actual performance against planned execution based on input from these organizations; records approved resource adjustments to FAA plans and budgets; and incrementally moves FAA planning and budgeting forward each year. The Chief Financial Officer also develops the Facilities and Equipment (F&E), Research, Engineering, and Development (RE&D), and Operations (OPS) budget requests.

Planning for the Airport Improvement Program is coordinated with planning for the RE&D, F&E, and OPS appropriations so that capital assets necessary to support new and expanded

airport operations are available when needed.

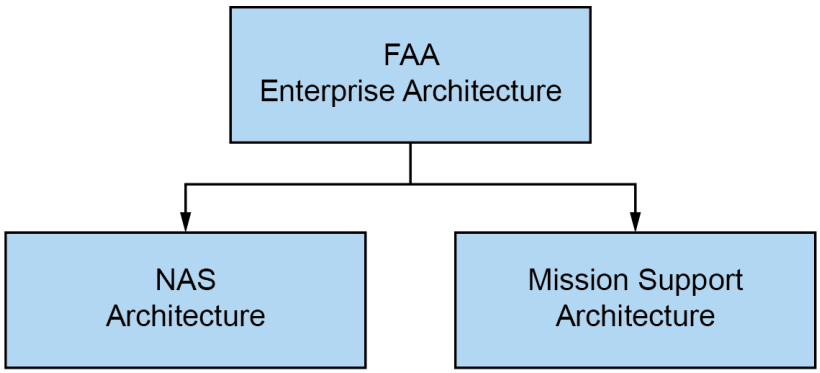
The FAA reports facility and equipment expenditures to Congress in the Capital Investment Plan; research, engineering, and development resource requirements in the National Aviation Research Plan; and operations funding requirements in the annual budget request to Congress.

1.2.2 FAA Enterprise Architecture Revised 4/2017

The FAA Enterprise Architecture (referred to as the enterprise architecture throughout AMS policy) 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 is approved annually by the Joint Resources Council in support of FAA budget and strategic management processes.

The enterprise architecture has two components: the National Airspace System (NAS) architecture and the Mission Support architecture (See Figure 1.2.2-1 FAA Enterprise Architecture). The NAS architecture is comprised of the systems, people, and procedures necessary for command and control of the National Airspace System. It also includes mission-support systems that manage or design command and control components and air traffic procedures. The Mission Support architecture is comprised of the information technology operations and investments needed for agency business administration and planning. It includes all mission-support applications, systems, policies, and procedures not directly involved in air traffic control.

Figure 1.2.2-1 FAA Enterprise Architecture



The FAA Enterprise Architecture Board governs the enterprise architecture. The Chief Information Officer maintains it. The Enterprise Architecture Service Division administers the NAS architecture. The Office of Information & Technology, Solution Delivery Service, Solution Strategy Division, Enterprise Architecture (EA) Branch administers the Mission Support architecture.

1.2.3 Service Management Revised 7/2013

Acquisition management policy is structured to apply FAA investment resources to the cost-effective delivery of safe and secure services to its customers. The delivery of these services is accomplished through service organizations, which are responsible and accountable for lifecycle management of service delivery.

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.

Service organizations bring together the stakeholders and specialists necessary to plan, obtain, manage, and sustain assigned services throughout their lifecycle. A service may be delivered directly to a customer, such as flight planning for general aviation, or to other service organizations that deliver end services to customers. Together, service organizations span the spectrum of FAA activity and responsibility.

Service organizations manage service delivery by means of integrated portfolios of capital investments and operational assets. These portfolios includes investment assets under acquisition; fielded equipment, legacy systems, infrastructure, and facilities; and all other types of resources.

Service organizations perform service analysis annually to determine what capabilities must be in place now and in the future to meet agency goals and the service needs of customers and to move planning forward each year. Results are captured in enterprise architecture roadmaps, which are the transition plans for moving the current "as is" architecture to the future "to be" state. These roadmaps are the foundation for line-of-business and staff office business plans, which in turn are the basis for service organization operating plans.

The operating plan of each service organization specifies how it will manage its operational assets and investment initiatives over time to sustain and improve service delivery. Each operating plan is maintained on a continuing basis and updated yearly to reflect progress against plan, Congressional or executive direction, emerging customer needs, and critical aviation incidents. Service organizations track performance, accomplishments, and resource expenditures relative to the operating plan, and take corrective action as necessary to achieve agreed upon goals and objectives. Service organizations work closely with each other to manage shared assets efficiently and effectively.

1.2.4 Portfolio Management **Revised 4/2017**

The FAA views and manages its investment and operational assets through multiple levels and groupings of portfolios to ensure they work together efficiently to achieve agency strategic, mission, and service goals. At the agency level, the entire FAA budget is a portfolio of planned expenditures organized to balance support of existing operational services with investment in new capability. Within this portfolio, the R&ED, F&E, and Operations appropriations are distinct portfolios that allocate research, investment, and operational funding to the most pressing service needs of the aviation community. Similarly, the enterprise architecture is a portfolio with

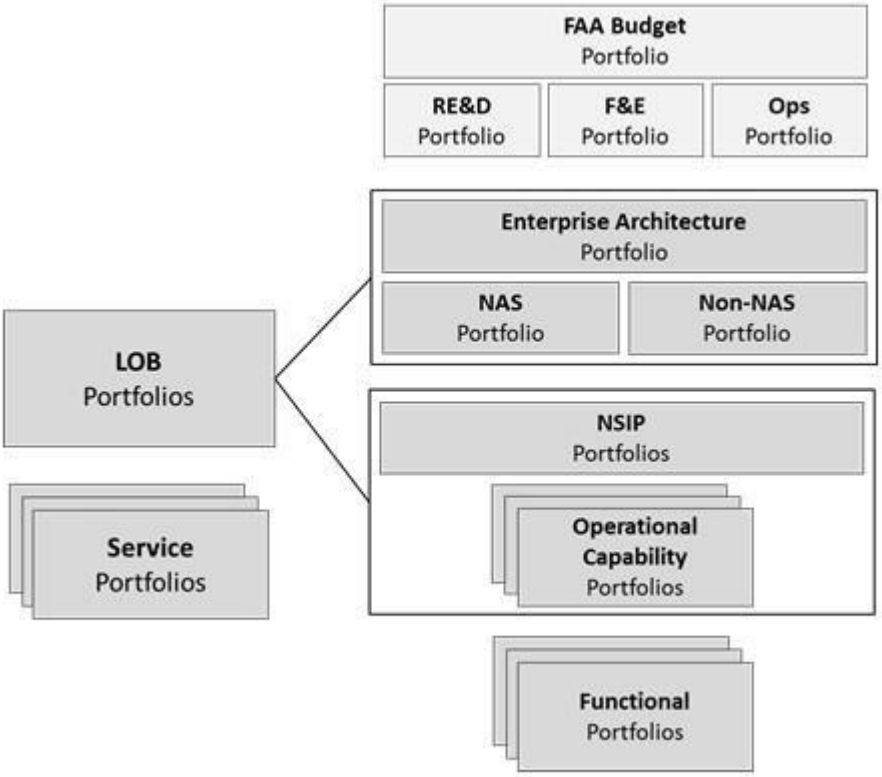
investments and assets that make up the National Airspace System (NAS) and administrative and mission support information technology (Mission Support). The enterprise architecture can be viewed as distinct portfolios segmented in different ways for specific purposes.

Operational capability portfolios are rational groupings of NAS investment programs proceeding through the AMS lifecycle management process that have critical interdependences which must be taken into account when making investment decisions for individual components of the portfolio.

The Joint Resources Council uses portfolio management in conjunction with strategic planning, the enterprise architecture, and outcome-based performance measures when making investment decisions and managing selected groupings of investments.

AMS policy does not create a universal definition for the term "portfolio management." It establishes the definition and policy for several standard agency-wide portfolios (Section 1.2.4.1) and for operational capability portfolios (Section 1.2.4.2). This policy does not preclude other types of portfolios within the agency, nor does it provide policy or guidance for managing them. Figure 1.2.4-1 illustrates the levels and groupings of FAA portfolios.

Figure 1.2.4-1 Portfolio Management in FAA



1.2.4.1 Agency-Wide Portfolio Management Revised 4/2013

The FAA implements agency-wide portfolio management at multiple organizational levels and within a unified functional framework:

Corporate Portfolio Management - The FAA, through the Joint Resources Council and other means, manages the overall agency investment portfolio with the following:

Enterprise Architecture: The enterprise architecture portrays the "as is" and "to be" state of FAA operational assets along with roadmaps that lay out over time what investments will be made to achieve the end-state configuration. The enterprise architecture is developed and updated annually by analyzing the functions the FAA needs to provide based on identified gaps in needed services over time. This view of the corporate-level portfolio is presented to the Joint Resources Council each year for approval.

FAA Budget: The budget is developed using a strategic management process that ties it to the needs in the enterprise architecture and the goals in the FAA strategic plan to create a unified performance-based budget. The budget is reviewed each year considering several corporate-level portfolio measures including progress in meeting FAA strategic goals, budget allocations relative to strategic planning targets, and assessments of under-performing programs using earned value management. This information is presented to the Joint Resources Council annually when it reviews the agency budget submission.

Line-of-Business Portfolio Management - Each line of business and staff office oversees, coordinates, and integrates the service portfolios of its service organizations to achieve the greatest overall contribution to agency strategic goals and targets.

Service Portfolio Management - Service organizations (e.g., terminal services, en-route and oceanic services, regulatory services, certification services) manage integrated sets of investment and operational assets to optimize service delivery over time.

NAS Segment Implementation Portfolio Management - The NextGen organization oversees investment portfolios that cut across service organizations to provide fully integrated operational capabilities for the National Airspace System in such areas as precision-based navigation and improved runway operations. More than one service organization may be involved with implementation and in-service management of these investment packages.

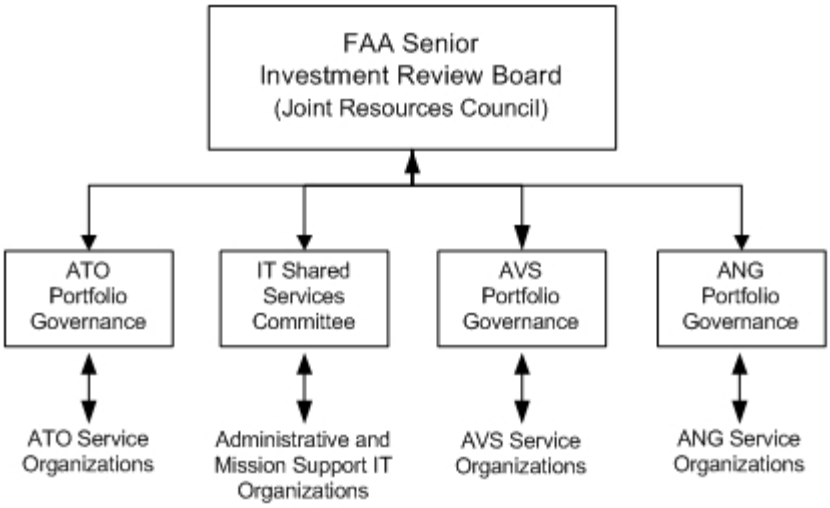
Functional Portfolio Management - The NextGen organization oversees investment packages that cut across service organizations to provide fully integrated functional capability for the National Airspace System in such areas as weather, surveillance, communications, automation, and navigation. More than one service organization may be involved with implementation and in-service management of these investment packages.

1.2.4.1.1 Portfolio Management Governance Revised 4/2013

Figure 1.2.4.1.1-1 portrays portfolio management governance within FAA.

Figure 1.2.4.1.1-1 FAA Portfolio Management Governance

(*representative depiction*)



The Joint Resources Council oversees the FAA investment portfolio as expressed in the enterprise architecture, FAA budget, and individual service portfolios. It evaluates the performance of all investment programs and operational assets within each service against quantified baseline measures. Planned initiatives for new investment are discussed along with proposals to remove, replace, or improve operational assets with declining performance that no longer satisfy service need or are nearing the end of their service life. The Joint Resources Council aligns and coordinates investment activity across the lines of business through annual review and approval of the enterprise architecture and agency budget submissions to Congress.

Line-of-Business portfolio governance aligns and coordinates investment activity across service organizations within a line of business or staff office. This governance ensures investment and operational resources support priority FAA strategic and performance goals; ensures there is no overlap, redundancy, or gap in service delivery; and reviews progress, tracks baseline variances, and monitors remedial planning and execution within service portfolios. Specifically, Air Traffic Organization (ATO) governance oversees, reviews, and coordinates service portfolios related to the National Airspace System and the provision of air traffic control services (e.g., terminal, en-route, and technical operations). NextGen (ANG) and Aviation Safety (AVS) governance oversee and recommend investment portfolios within their line of business.

The Information Technology Shared Services Committee reviews, oversees, and recommends administrative and mission support information technology investment portfolios.

Service organizations manage service delivery within their service area of responsibility. They evaluate service demand on a continuing basis and recommend changes to the service portfolio over time to optimize service delivery.

1.2.4.1.2 Portfolio Management Criteria Revised 4/2013

The FAA has standard criteria for selecting, controlling, and evaluating its investment portfolio. The Joint Resources Council uses the standard criteria when evaluating new investment opportunities for inclusion in a service portfolio, when evaluating the status of on-going

investment programs, and when evaluating the efficiency and effectiveness of operational assets.

The three categories of portfolio management criteria are listed below. Details for some elements of these criteria are defined elsewhere in AMS (e.g., earned value management policy is in Section 4.16 and the standard selection criteria are located in FAST).

Selection criteria: The Joint Resources Council applies the following standard quantitative and judgmental selection criteria to assess the relative contribution of investment options for inclusion in an investment portfolio: benefits; lifecycle cost; benefit to cost ratio; consistency with the enterprise architecture; impact on FAA strategic goals; and risk.

Control criteria: The FAA employs earned value management, risk management, and testing to determine how efficiently developmental, modernization, and enhancement investment programs are performing relative to plan during solution implementation. For investment programs that do not involve development, modernization, or enhancement, the FAA applies multiple control techniques such as independent review of program cost and schedule estimates; comparison of spend plans against budget authorization; comparison of actual cost and schedule results against planning estimates; and periodic program and data reviews against planning. These management controls identify and quantify variances to baseline cost, schedule, and performance measures as the basis for corrective action. Service organizations test and evaluate the products of investment programs against requirements in the program requirements document to determine whether they are satisfied.

Evaluation criteria: The FAA periodically measures the efficiency (technical quality) and effectiveness (business value) of operational assets to determine whether they should be upgraded, replaced, or removed from service. Service directorates evaluate in-service assets by means of post-implementation reviews and operational analyses. Post-implementation reviews determine whether performance, cost, schedule, and benefit goals are being attained. They provide the basis for corrective action, as well as lessons learned for improving agency investment management processes. Operational analysis determines trends in such factors as reliability, maintainability, supportability, obsolescence, and operating and maintenance costs. They are the basis for validating continued support for fielded assets or some other action such as upgrade, replacement, or removal from service.

1.2.4.2 Operational Capability Portfolios Revised 4/2013

The NextGen Management Board establishes operational capability portfolios to achieve priority NAS performance and operational goals subject to concurrence by the Joint Resources Council. When an individual investment increment of the portfolio comes before the Joint Resources Council for investment decisions, the portfolio manager is present so decisions are made within context of the entire portfolio and overall corporate framework.

An operational capability portfolio may contain materiel (e.g., hardware or software deliverables) and non-materiel (e.g., airspace redesign or procedures) components. Each investment increment must receive an acquisition category designation from the Acquisition Executive Board and is managed through the AMS lifecycle according to its designation.

An operational capability integration plan (OCIP) approved by the executives responsible for each investment increment of an operational capability portfolio defines the critical interdependencies between investment increments, how they will be managed, and their interaction with each other and the overall portfolio. The OCIP specifies how cost, schedule, or performance issues will be communicated to other portfolio investment increments and how they will be resolved corporately for the benefit of the portfolio. A standard template is used to develop the OCIP, which includes measures for tracking and evaluating the portfolio (e.g., portfolio costs and benefits).

1.2.5 Acquisition Categories Revised 7/2017

Acquisition categories ensure the appropriate level of oversight and documentation requirements are applied to each FAA investment program. Acquisition categories apply to all investment programs, appropriations, and FAA organizations. This includes all capital investments in the National Airspace System and FAA administrative and mission support systems and services. The Joint Resources Council is the investment decision authority for all acquisition categories.

Investment programs are classified by investment type (new investment, software enhancement, technology refreshment, variable quantity, facility initiative, or support service contract) and then categorized based on qualitative and quantitative criteria. Definitions for investment type and criteria for acquisition categories are in the AMS Table of Acquisition Categories. Review organizations for investment decisions and tailoring for required documentation vary by investment type and acquisition category, as defined in the AMS Table of Acquisition Categories.

The sponsoring service organization recommends an acquisition category to the Acquisition Executive Board, which makes the categorization decision and notifies the Joint Resources Council for confirmation through the JRC Executive Secretariat. The designation of acquisition category is made before the investment analysis readiness decision. A standard readiness process applies to all acquisition category levels for AMS decision points.

1.2.6 Lifecycle Management Decision-Making Revised 10/2017

Table 1.2.6-1 specifies the decision authority for each AMS lifecycle management decision point. The Joint Resources Council is the FAA senior investment review board. It makes corporate-level resource decisions, including authorization and funding for investment programs, and approves changes to the enterprise architecture. The Joint Resources Council selects for approval and funding those investment opportunities having the highest potential for contributing to FAA strategic and performance goals, improving service delivery, increasing aviation safety, lowering operating costs, or otherwise providing value to the FAA and its customers. The Joint Resources Council may approve, disapprove, modify, or terminate an investment initiative at any AMS decision point.

The Joint Resources Council approves investment resources, regardless of appropriation, in useful and manageable segments (e.g., development, demonstration, production, deployment, and operations). Each segment is managed within cost, schedule, and performance targets in the acquisition program baseline approved by the Joint Resources Council at the final investment decision. The portfolio manager attends all lifecycle management decision points involving each

investment increment of an operational capability to disclose the impact on an end-state capability of not approving an investment increment.

The service team or program office must complete all phase activities and artifacts to qualify for a decision to proceed to the next lifecycle management phase, but can return to the Joint Resources Council at any time including the next decision point if the recommendation is to terminate the effort.

Service Teams, Program Offices and executing organizations may also, at any time, request a JRC strategy decision. The purpose of a strategy decision is to inform the JRC of a change to an investment or to seek clarification or approval from the JRC for a decision that is not captured clearly in a typical AMS milestone decision. An investment program may also request a strategy decision if additional interpretation of AMS policy and guidance is needed. The service team, program office, or executing organization should notify the JRC Executive Secretariat as soon as proposed changes have been identified. The secretariat will then place the decision on an upcoming JRC meeting agenda.

Additionally, a service team, program office, or executing organization must request an update to a previously approved AMS milestone decision when key elements, direction, or strategy for an investment program or initiative have changed. Examples include major changes to proposed alternatives, the timing or scope of the program, the acquisition strategy, or the use of management reserve for additional scope or new projects outside of an already approved program baseline. The service team, program office, or executing organization must notify the JRC Secretariat as soon as the updated strategy/changes are ready for consideration. The Secretariat will place the presentation on an upcoming JRC agenda for a JRC decision. The JRC must approve the strategy decision before the program or initiative can proceed with further investment decisions.

A template for a JRC strategy briefing is available on the JRC Executive Secretariat portal.

The Air Traffic Services Committee reviews all JRC investment decisions for procurement of air traffic control equipment of $100,000,000 or more in facilities and equipment costs.

Table 1.2.6-1 Lifecycle Management Decision-Making

Decision	Decision Body	Decision Chair
Concept and requirements definition readiness decision	FAA Enterprise Architecture Board	None
Investment analysis readiness decision	JRC	Acquisition Executive
Initial and final investment decisions *(including new programs and extension of current capability)*	JRC	Acquisition Executive
Strategy Decision	JRC	Acquisition Executive
Product demonstration 1	Note 2	Note 2
Production 1 and 2	Note 2	Note 2
In-service 2	Note 2	Note 2

Program baseline change	JRC	Acquisition Executive
F&E, RE&D, and OPS budget approvals	JRC	Acquisition Executive
FAA Enterprise Architecture changes	JRC	Acquisition Executive

1 Decision required for developmental products. See AMS section 2.6.1.
2 The Joint Resources Council designates the product demonstration, production and in-service decision authorities at the final investment decision. If the JRC retains any of these decisions, the chair is the Acquisition Executive.

The JRC Executive Secretariat supports the Acquisition Executive and Joint Resources Council in executing decision-making responsibilities. The Secretariat ensures service organizations have complied with AMS policy requirements before seeking JRC approval. The Secretariat also manages the JRC decision-making processes and acquisition quarterly program reviews on behalf of the Acquisition Executive.

Service organizations make and are accountable for all service-level management decisions except those explicitly assigned otherwise by this policy or the Joint Resources Council.

1.2.7 Acquisition Quarterly Program Reviews Revised 4/2013

The Joint Resources Council reviews investment programs at acquisition quarterly program reviews to oversee cost, schedule, and technical performance using a standard set of program and performance measures (see AMS 2.1.6). These standard program measures are organized into: financial, schedule, technical, resources, program manager assessment, and external interests. The status of OMB Information Technology Dashboard milestones is also reviewed along with significant program risks. The Directors of each service organization present and discuss performance for all baselined programs and those planning programs that report to the Office of Management and Budget. The reviews use SPIRE, earned-value management (or equivalent), and enterprise architecture data to assess technical, cost, and schedule issues that may impact the ability of programs to meet their acquisition program baseline values. The portfolio manager is present at the reviews to discuss the impact on an operational capability of cost, schedule, or performance shortfalls among capability investment increments and to present for consideration potential baseline adjustments among increments, when applicable.

1.2.8 TechStat Reviews Revised 4/2013

The FAA uses TechStat reviews when appropriate to assess underperforming investment programs. A TechStat review is an in-depth examination of program performance data from the OMB Information Technology Dashboard and SPIRE, including associated earned value management data, program management and control data, and actions for achieving the JRC-approved program baseline. The TechStat review results in a corrective action plan to improve program execution and performance within the approved program baseline, or results in other actions if the program is unlikely to improve as baselined. The Joint Resources Council determines whether a TechStat review will be conducted, and uses acquisition quarterly program

reviews and investment decision meetings to identify those programs that will be subject to a TechStat review.

1.2.9 Cost Accounting Revised 4/2013

The FAA uses a financial management system that integrates planning, budgeting, and accounting across service organizations and appropriations. Cost accounting provides the financial basis for determining whether the FAA is meeting its performance goals within baseline costs and for determining the actual cost of service delivery.

Cost categories include all activities necessary for full lifecycle management of service delivery, including research, service analysis, concept and requirements definition, investment analysis, solution implementation, operations and support, and decommissioning. The FAA standard lifecycle work breakdown structure, cost accounting system, and labor distribution report are aligned to use the same cost categories and activities.

1.2.10 Workforce Development and Qualification Revised 4/2013

The FAA manages its human capital as a critical investment to ensure the agency has the capabilities it needs to achieve business goals. The FAA Acquisition Workforce Council, comprised of executives with acquisition responsibilities from across FAA, sets acquisition workforce-related requirements and oversees implementation and annual update of FAA Acquisition Workforce Plan. The Director of Acquisition Policy and Oversight, who reports directly to the Chief Acquisition Officer, chairs the Acquisition Workforce Council and leads the acquisition career management function. AMS Section 5 contains policy related to the FAA acquisition career program and associated competency, training, and certification requirements for personnel in key acquisition positions.

1.2.11 Continuous Improvement Revised 7/2010

The FAA continually improves its policies and guidance to increase the safety, capacity, efficiency, and effectiveness of agency services. It does this through periodic comparison with the best practices of industry and other government organizations. The FAA integrates into its policy and guidance successful practices that save time, reduce cost, and improve customer satisfaction.

1.2.12 On-line Policy and Guidance Revised 1/2012

The FAA Acquisition System Toolset (FAST) is the official record of the Acquisition Management System. It is an information system available via the Internet at http://fast.faa.gov. FAST contains official lifecycle acquisition management policy and guidance, process flowcharts, contract clauses, document templates and instructions, checklists, practices, and other job-related aids for use by the workforce.

1.2.13 AMS Change Management Revised 1/2012

The Acquisition Executive Board reviews and authorizes development and implementation of acquisition management policy, guidance, processes, practices, procedures, and tools. The Acquisition Executive Board also directs and oversees the Acquisition System Advisory Group (ASAG).

The ASAG is a cross-organizational body that evaluates proposed changes to acquisition management policy and guidance to ensure:

- Changes contribute to FAA strategic goals;
- Policy is streamlined and effective;
- Best practices from industry and government are incorporated when beneficial;
- Information is consistent and compatible across functional disciplines;
- Quality is maintained and improved; and
- A consistent enterprise-wide view of policy.

The ASAG initiates changes or establishes working groups to develop new policy or guidance, as required. It also periodically reviews existing policy for effectiveness. Anyone may propose changes to acquisition management policy or guidance by submitting the change to their ASAG representative, who processes it in accordance with AMS change management procedures. Originators develop proposed changes in conjunction with primary users of the policy or guidance, or in the case of a complex change, with an ad hoc workgroup.

The Administrator approves significant changes to acquisition management policy via the Acquisition Executive. The Acquisition Executive approves all other policy changes. The Director, Acquisition Policy and Oversight approves guidance changes. Approved changes are incorporated into FAST quarterly. The acquisition policy change manager maintains FAST.

1.2.14 Legal Coordination Revised 7/2006

Service organizations coordinate with agency counsel on competitive acquisitions with an estimated total value greater than $100,000 and on non-competitive acquisitions with an estimated total value greater than $10,000. In addition, certain matters, described in Procurement Guidance (T1.15), require legal coordination regardless of their dollar value. FAA counsel also advises service organizations regarding legal issues and represents service organizations in litigation and other legal matters. Service organizations document the acquisition file with agency counsel's opinion and recommendations.

At Headquarters, the Assistant Chief Counsel for Procurement, and at Regions and Centers, the Region or Center Counsel, may make written exceptions to this coordination policy, adjust dollar minimums, or in appropriate cases, waive the coordination.

1.2.15 AMS Lifecycle Management Documentation Revised 4/2017

Table 1.2.15-1 summarizes the purpose, requirement, responsible organization, and approving

official for required AMS lifecycle management planning and control documents. Appendix B contains detailed policy for investment program documents. Complete instructions and templates are in FAST. Click here to view tailoring guidelines by acquisition category.

Click here to view the official storage location of investment-related program documentation.

Table 1.2.15-1 AMS Lifecycle Acquisition Management Policy Planning and Control Documents

Agency-Level Strategic Planning Documents

Document	**Purpose**	**Requirement**	**Responsible Organization(s)**	**Approving Official or Body**
FAA Strategic Plan (currently FAA strategic initiatives)	Defines long-range vision and goals for the FAA Establishes top-level performance measures and multi-year performance targets for the FAA	Reviewed and updated annually	Strategy, Budget, and Planning Committee	Administrator
NAS Concept of Operations (ConOps)	Defines target operational capabilities of the National Airspace System	Reviewed annually and updated as needed	Advanced Concepts & Technology Development Office	NextGen Management Board
NAS Operational Requirements Document (ORD)	Specifies FAA operational services consistent with the NAS ConOps	Updated annually or as necessary to remain consistent with the NAS ConOps	Advanced Concepts & Technology Development Office ATO Operational Concepts and Requirements Lines of business	NextGen Management Board Concept Steering Group endorses
NAS Requirements Document	Specifies NAS functional and performance requirements derived from the NAS ORD	Updated annually or as necessary to remain consistent with the NAS ConOps and	NAS Systems Engineering Services Advanced Concepts & Technology Development	NextGen Management Board NAS Systems Engineering Services endorses

		ORD	Office NAS Lifecycle Integration Office ATO Operational Concepts and Requirements Lines of business	
FAA Enterprise Architecture	Defines the FAA target architecture and the transition strategy to reach the target Establishes the basis for service organization planning Defines the strategic investment plan for the FAA	Reviewed annually and updated as needed	Chief Information Officer Assistant Administrator for NextGen	Joint Resources Council

Portfolio-Level Documents

Document	**Purpose**	**Requirement**	**Responsible Organization(s)**	**Approving Official or Body**
Operational Capability Business Case (NAS)	Defines the rough costs and benefits of an operational capability	Required as the basis for establishing a new operational capability	Advanced Concepts and Technology Development Office ATO Program Management Office Investment Analysis & Planning Service organizations	NextGen Systems Engineering & Modeling
Operational Capability Integration Plan	Defines the relationships, responsibilities,	Preliminary plan required upon formation	Portfolio manager Capture team	NextGen Management Board

(NAS)	and agreements between all organizations contributing to the achievement of an operational capability	of a capture team Final plan required when all capability elements have entered concept and requirements definition		

Program-Level Documents

Document	**Purpose**	**Requirement**	**Responsible Organization(s)**	**Approving Official or Body**
Acquisition Program Baseline	Establishes the performance, cost, and schedule baselines for an investment program segment	Required for the final investment decision	Investment analysis team headed by the service organization with the mission need	Chair of the Joint Resources Council Designated ACAT reviewers
Program Requirements Document	Defines the operational framework and performance requirements an investment program must achieve	Preliminary document at the investment analysis readiness decision Revised document at the initial investment decision Final document at the final investment decision	Implementing service organization Operating service organization	ATO: Vice Presidents of the executing service organization during solution implementation and the operating service organization Non-ATO: Second-level executive of the executing service organization during solution implementation
Business Case	Provides the analytical and quantitative basis for investment decisions	Initial business case at the initial investment decision Final business case at the final investment	Investment analysis team, headed by the service organization with the mission need	ATO: Vice President of the implementing service organization

		decision.		Non-ATO: Director of the implementing service organization Designated ACAT reviewers
Implementation Strategy and Planning Document	Defines overall implementation strategy and planning for an investment program	For the initial investment decision, alternatives analyzed and summarized comparatively for factors in select sections of the ISPD Complete ISPD is required for the final investment decision Reviewed annually	Implementing service organization Operating service organization	Chair of the Joint Resources Council ATO: Chief Operating Officer / Deputy Chief Operating Officer Non-ATO: Second-level executive of the organization executing during solution implementation Stakeholder organizations approve specific sections per the ISPD template Updated sections approved at the same level
Program Management Plan	Defines how the implementation strategy of the investment program will be executed during solution implementation	PMP required for the final investment decision Reviewed annually	Implementing service organization	Director, implementing service organization Updates approved at the same level
Test and Evaluation Master Plan	Describes the test strategy and scope of a test program Defines the test	Preliminary document at initial investment decision	Test and evaluation service organization(s)	Director of the test service organization Non-ATO:

	and evaluation methodologies that will be used to assess safety hazard controls and mitigations and security risks	Initial document at the final investment decision Final document after contract award or as defined in the ISPD		Second level executive of the organization executing during solution implementation For Mission Support IT programs: AIT, Solution Delivery Service
OMB Major IT Business Case	Budgetary document required by OMB for designated investment programs	Preliminary document at the initial investment decision Final document at the final investment decision	Investment analysis team Implementing service organization	ATO: Chief Operating Officer Non-ATO: Associate or Assistant Administrator of the line of business or staff office Acquisition Executive Chief Financial Officer Chief Information Officer Deputy Administrator concurs

1.2.16 OMB Budget Documentation Revised 1/2015

The OMB Major IT Business Case is a budget request document updated yearly and sent to Office of Management and Budget during the annual budget cycle for designated capital investment programs. Service organizations prepare the OMB Major IT Business Case, which is independently reviewed and scored by the Office of Information & Technology, Strategy & Performance Service, Investment Portfolio & CPIC Branch. The Chief Information Officer, Chief Financial Officer, and Acquisition Executive approve the OMB Major IT Business Case for designated information technology capital investments before submission to OMB. The

Acquisition Executive and Chief Financial Officer approve OMB Major IT Business Cases for designated non-information technology capital investments.

1.2.17 National Acquisition Evaluation Program Added 7/2007

The National Acquisition Evaluation Program provides oversight of FAA acquisition management through the evaluation of contracts, programs, and acquisition management practices. The goal is to ensure consistent implementation of AMS policy and guidance by FAA offices and to identify innovative processes or opportunities for improvements. Recommendations based on findings are tracked to closure to promote continuous process improvement and procurement integrity.

1.2.18 Earned Value and Baseline Management Added 7/2013

The Office of Management and Budget (OMB) directs all Government agencies to use an earned value management (EVM) system that complies with the industry EVMS Standard, American National Standard Institute, Electronic Industries Alliances-748, for capital investment programs involving development, modernization, or enhancement. Service organizations comply with this directive, which includes an integrated baseline review of cost and schedule projections within six months of contract award or program baseline approval. The earned-value management focal point reports quarterly the earned-value status of major investment programs to the Joint Resources Council.

Service organizations manage investment programs during solution implementation within controlled acquisition program baselines approved at the final investment decision. They take action to correct negative variance from any cost, schedule, or performance baseline measure. Negative variances that exceed 10 percent must be reported quarterly to the Joint Resources Council, along with an explanation of the cause(s), impact on service delivery, and a recovery strategy. The Administrator must notify the Congress of any program cost or schedule variance exceeding 50 percent and must either terminate the activity or justify why it should be continued and provide a recovery plan. When the Joint Resources Council determines an investment program cannot recover from a degenerating negative baseline variance, it may elect to rebaseline the effort by adding resources or changing its scope or schedule, or it may decide to terminate the activity.