Where Our National Security Begins...
Agenda

- Welcome & Introductions
- "Snapshots"
- "S2P Corner" & "C2S Corner"
- Action Team discussions
- Government Perspective
- Open Dialog
- No-Host Social
Snapshots

- DoDIIS 2018
- Intel Summit: 9/4-5 Unclassified + 9/12 Classified Session
“C2S Corner”

Latest & Greatest…

Topics & Issues Discussion

Re:Invent Conference
Nov 26-30, 2018
“S2P Corner”

Latest & Greatest…

Topics & Issues Discussion

CWAN accessible @ HTTPS://S2P.proj.nro.ic.gov

Unclassified S2P JPortal @ https://www.s2p.cloud
S2P Current Release

RELTO
- Atlassian Suite available soon
  - JIRA
  - Confluence
  - Bitbucket
- Deploying Jenkins 2.112
- Sonatype Nexus
  - Maven
  - Docker/Pypi/

NF
- CA API Gateway – Portal deployment
- Bitbucket Data Center
- Continuing development of SSC
- Confluence and JIRA upgrades
- Sonatype Nexus
  - Docker/Pypi/…
S2P User Growth

+1,281 Users per Quarter
+427 users per Month
Since Oct 2017
NRO IAWG
Action Teams & Topics

Topic Inventory
Action Team Purpose, Outcomes, Deliverables
Call for Volunteers
NRO IAWG Objectives & “To Do” List

1. Facilitate business models/arrangements to accelerate FGA2025

2. Identify Business Model impacts & changes ensuing from Cloud Adoption

IAWG Action Teams □-inwork ☐-future

☐ Agile & DevOps Contracting [need team lead]

☐ Incentivizing adoption of FGA Framework & Services approach

☐ Attracting & Retaining Talent: Business & Operating Models

☐ Speed to Capability

☐ Standardized NAM language for Commercial Software acquisition

☐ DevOps TTO in NSIS waterfall (DEFER)
NRO IAWG Action Team

Agile & DevOps Contracting Approaches

CALL FOR TEAM LEAD VOLUNTEER
# Agile & DevOps Contracting Approaches

## Action Team

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<tr>
<th>TBD (Team Lead)</th>
<th>Betsy Mack</th>
<th>Jared Stauffer</th>
<th>Pete Epstein</th>
<th>Scott Lawler</th>
<th>Chris Arroyo</th>
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<td></td>
<td>Jeff Sander</td>
<td>Tom Davidson</td>
<td>Marc Kriz</td>
<td>Ken Laskey</td>
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<td>Sam Stollar</td>
<td>Dave Wade</td>
<td>Steve Thomas</td>
<td>Shawn Lucas</td>
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### Action Team Objectives:
- **Sprint 1:** Research and dialog on existing alternative contracting approaches, identify range of contracting approaches with pro’s and con’s
- **Sprint 2:** Research existing DevOps contract language used within USG, recommend NAM language appropriate for NRO DevOps
- **Sprint 3:** Industry-government roundtables to codify “enabling factors” for industry-wide coordination
Agile & DevOps Contracting

- USAF Kessel Run Alliance: “The Cost of Delay”
  https://www.youtube.com/watch?v=V8w4jf5clJk
NRO IAWG Action Team

Speed to Capability

Kickoff Briefing
28 August 2018

Ben Chicoski (Team Lead)
Scott Lawler    Joe Chioda    Marlu Oswald
Andy Cibula     Pete Epstein  Mike Moran

Ben Chicoski
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TEAM KICKOFF

AGENDA

1. Confirm our charge and objectives
   • What does it mean to you?
   • Does it help advance the IAWG’s overall mission?
   • What are the desired outcomes?
   • What needs to be modified?

2. Frame the problem – from customer AND industry perspectives
   • “Suck list”
   • Directions, trends we’re seeing
   • Discrete use cases -- real-world examples of what’s wrong AND of what’s been done right

Outputs of kickoff call:
• Common understanding of our mission
• Input for 28 Aug IAWG briefing (declare mission; flight plan)
• Begin to ID real-world examples to cite and learn from
• Set meeting cadence
STC Purpose and Objectives

Our Task
- Identify process, development, and programmatic sources of delay (e.g., A&A timeline)
- Characterize how contract types & business models can disincentivize speed
- Contrast OTA’s and FAR contracting for overcoming sources of delay & disincentives

Proposed Objective: Identify root causes and recommended acquisition practices that will increase speed to capability in light of:
- Pilots that don’t scale
- Lack of funding “wedges” in the POM
- Business model differences for contracts already let
- SOWs that “bake out” innovation or don’t articulate means to innovate (e.g., a study CLIN)
- Inherent disincentives for prime contractors to increase speed
- Lack of incentives for prime contractors to realize faster delivery cycles
- RFC/Change processes biased toward status quo

Are these the rights things to focus on (i.e., the most in need of fixing)?
#1: Consistent with IAWG’s overall mission?

YES

#2: Desired Outcomes [What can we realistically influence?]

- Improve the delivery of capability to support the customer mission
- Improve clarity of solicitation documents (e.g., requirements)
- Acquisition officials and industry feel better about process/input
- Differentiate between incentives for adopting shared services vs. incentives for speed to mission
- Split Objectives into categories (dev, services, SETA)?

#3: Focus Areas

- Acquisition…but don’t limit ourselves – give weight to technology, people, process
- Tailor to audience – so our effort is not futile (not ignored; no shelfware) and we can move the needle (reach influencers)
- Recommendations for concrete action
Flight Plan

Next steps:
- Begin to ID real-world examples to cite and learn from
- Review Agile/DevOps report for things to model
- Weekly cadence (30 min)

For IAWG input:
- Who specifically is the right (receptive, influential) audience, and what messages that will resonate with them?
- Reach out to experienced NRO staff (e.g., Deb Scheider, Jim Morrison) for their thoughts? What have they tried and what does/not work?
- How else to ensure maximum impact for our effort?
NRO IAWG Action Team

Standardized NAM language for
Commercial software acquisition

Team Lead: Sonny Sarkar
Standardized NAM Language for Commercial Software Action Team

Sonny Sarkar (Team Lead)
Andy Murren  Anita Weber

DRAFT Action Team Purpose/Objectives:

- Identify candidate licensing terms and conditions
- Identify inconsistencies between COTS/GOTS/OSS language in RFPs
- Identify requirements needed to ensure vendor- and integrator-agnostic developments
Standardized NAM Language Team: Scope

- **Scope/timeframe – Now through Dec 18**
- Agree to Problem Set
- **Flight Plan Development**
  - Problem/Challenge Review
    - NAM does not have language that provides how to utilize ELA level contracts throughout DNI
    - Inconsistency/correlation for smaller SW value
  - Vector/course correction approach
  - Shaping of smaller value SW contracting
  - Review and recommendation for NAM and RFPs
    - 1-3 years
    - 5+ years

- **Call to Action:** SI team participant to this group
Standardized NAM Language: Considerations

- Differentiation of Understanding and Application
  - Enterprise / Large Commercial Contracts ~ 60-70%
    - Terms / Conditions – large SLSAs per DNI/GSA etc
    - Procurement approaches
    - Application and understanding of use (Govt to SI etc)

- Smaller Volume Software ~ 30-40%
  - Terms / Conditions
  - Procurement Approaches
  - Application and understanding of use

- Problem Statement and Use Case Example
  - Merit/evaluation criteria
  - Bidder Confusion
  - Govt Assessor/assessment consistency
  - Example: Clairvoyant Ops Procurement
NRO IAWG Action Team

Attracting & Retaining Talent: Business & Operating Models

Ann Waynik
DRAFT Action Team Purpose/Objectives:

- Identify barriers to onboarding cleared talent...go “beyond the quantitative”
- Characterize incentives and value propositions to attract & retain
- Identify approaches and activities to pipeline talent in light of clearance delays (e.g. use IR&D projects to onboard pending investigation/adjudication, begin project low side and transition to high.)
- Recommendation: leverage outside speakers/experts who are working in this area.
Attracting/Retaining Talent
IDEAS: Attracting/Retaining Talent

- Two fold responsibility: Both Government and Industry
- Unemployment is 3.6%; everyone who want a job has a job.
- Gov needs to contract for services not LOE/resume.
- Lack of career path; come in and if good, get locked into same position for 3-4 years and THEN have to recompete contract and be told might have to take a pay cut.
- Managers don’t want to let good folks move because customer is happy with them. Again, locked into position.
- Customer requirements for clearance, poly, then certifications narrows pool of available talent immensely.
- Can work some contracts with unclassified CLIN/development environment to prime the pipeline?
- No phones is a deterrent for younger workers; mission can only attract/keep so many.
- According to Ben, 10 year old technology in many places (AS&T may be exception) is not attractive to hard charging engineers who want to be on cutting edge.
- Need to go to ATT/Verizon model; buying a service.
- Customer culture of rewarding and justifying Grade levels by # of people/$$/ a position manages drives the LOE mind set.
IDEAS: Attracting & Retaining Talent

- Challenge: Security Clearance “chicken & egg” + timelines
  - Must have a contract for RFA approval but can’t win the contract without cleared staff
  - Onboarding talent ahead of contract award raises G&A/Overhead rates

- Idea 1: Implement “Security Clearance” contract ala Agency precedent

- Idea 2: Leverage Agency-focused IR&D projects to create cleared talent pipeline
  - Authorize RFAs for agency-focused IR&D (projects aligned to government needs)
  - Initiate research on AWS, move to C2S IR&D instances purchased via IPA when ready
  - Uncleared personnel conduct unclass research on AWS pending adjudication
  - Project can move to high side and personnel can follow upon gaining clearance

Discussion: feasibility, viability, barriers?
NRO IAWG Action Team

Incentivizing adoption of FGA
Framework & Services approach

Gavin Greene
Incentivizing Adoption of FGA Framework & Services Action Team

Gavin Greene (Team Lead)
Alex Fox               Marlu Oswald                Clark van Buskirk
Linda Dinga           John Hays                   Myles Nakamura

DRAFT Action Team Purpose/Objectives:

1. Identify advantages and disadvantages of finely segmented enterprises
2. Characterize how government operating model challenges impact adoption (i.e. if the government isn’t on board, how does industry get on board)
3. Capture different industry perspectives based on business type/size/breadth (i.e. different businesses may view Framework & Services approach differently)
4. Identify pros and cons of where OCI boundaries are set
Government Perspective
Open Dialog

Additional Topics for Consideration

Actions & Next Steps

No-Host Social
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