USGIF NIAWG and NAWG Joint AIPP Submission
August 27, 2020

On behalf of the United States Geospatial Intelligence Foundation (USGIF) NRO Industry Advisory Working Group (NIAWG) and NGA Advisory Working Group (NAWG) we are pleased to submit this joint, cross-industry, cross-agency response to the Acquisition Innovation Pilot Project (AIPP) request for feedback. We are hopeful that the enduring nature of the AIPP results in the opportunity for real dialog and government follow-through on the NIAWG/NAWG provided recommendations, most of which have been made repeatedly over the years to no avail.

Background. The NIAWG and NAWG are comprised of over 120 USGIF members across 80+ companies who volunteer their time and effort to bring industry insight on various topics to the government-industry ecosystem. The breadth of participants brings a wealth and diversity of IC experience, ensuring an industry-wide viewpoint as opposed to single-company slant. NIAWG and NAWG participants set aside company affiliations, providing differing viewpoints and unique perspectives in a non-proprietary, partner-focused way. Each working group focuses on a specific agency in recognition of organizational uniqueness, however the observations and ideas that result generally have universal applicability across IC agencies represented in the AIPP.

NRO IAWG. The NIAWG was established in 2014 to help NRO overcome business model barriers to the Future Ground Architecture vision and overcome perceptions of industry resistance to FGA. "Action Teams" of 6-12 volunteers triage topics and quickly develop and document observations and ideas in briefing / report format. NIAWG reports focused on improving different aspects of NRO acquisition include:
- *Speed to Capability: Addressing Root Causes of Delay & Accelerating Acquisition*
- Business Model implications from OCI separation of Frameworks & Services
- GOTS vs COTS software acquisition & make-buy decision framework
- Scaling Agile & DevSecOps to achieve FGA
- Requirements right-sizing: avoiding the "Over-ask" and "Under-ask"
- Attracting Talent to the NRO Government-Industry workforce

We have uploaded the *Speed to Capability* report as this initial AIPP submission. The additional reports are also relevant to the AIPP and are available on our USGIF web page at https://usgif.org/community/Committees/NROASPIAWG.

NGA AWG. The NAWG was conceived in late 2014 and established as an USGIF working group in August 2015. The NAWG's charter is to bring together professionals from government and industry to foster procurement and acquisition culture through bilateral discussions that advise, recommend and promote actionable ideas for improving the contracting process and consequences. The NAWG's first report was focused on four areas of acquisition at NGA:
- Innovation
- Clarity/Quality
- Communication
- Business Size

In March 2016 the NAWG briefed senior NGA leaders on the observations and findings, impacts, and recommendations it had developed for each of the four areas above in its first report. Much of what the NAWG briefed in March 2016 is still applicable in the current IC acquisition climate and is included in this AIPP response. In addition to other NGA acquisition focused reports the NAWG has conducted, in partnership with NGA, a mock acquisition panel and a reverse industry day over

the past 4+ years. The mock acquisition panel after action report is included as part of this feedback submission.

Submission Summary. This collective work by the NIAWG and NAWG directly addresses AIPP focus areas listed in the posting (streamlining and innovation). The attached two briefings, *Speed to Capability* and *Improving NGA Acquisition,* summarize the NIAWG/NAWG acquisition and contracting-related findings and recommendations. The attached white paper of the 2016 NAWG-NGA Mock Acquisition Panel summarizes the process and "a-ha" moments that resulted. Additional submissions to be made in the future include NIAWG/NAWG findings and recommendations regarding software licensing practices, procurement practices, and acquisition decision making. We hope this response will be the beginning of an open, ongoing dialogue between the AIPP and the working groups on the additional ideas the industry base has to improve the IC acquisition process. Please reach out to the working group POCs listed below to discuss any of the submitted matrials.

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