AMS/FAST CHANGE REQUEST (CR) COVERSHEET

Change Request Number: 17-65

Date Received: Jul 11, 2017

Title: Operations Governance Board (OGB): AMS Policy Section 2.8 and Appendix A updates

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Initiator Organization Name / Routing Code: Acquisition Policy Division, AAP-100

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ASAG Member Name*: Eugene A. Scott, ASAG Chair

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Policy and Guidance: (check all that apply)

- ☒ Policy
- ☐ Procurement Guidance
- ☐ Real Estate Guidance
- ☐ Other Guidance
- ☐ Non-AMS Changes

Summary of Change: This change updates AMS Policy Section 2.8 and Appendix A regarding the Operations Governance Board.

Reason for Change: This change is to better match OGB operations with what is in AMS policy.

Development, Review, and Concurrence: AAP-100 federal and contract personnel, OGB Acquisition Readiness Team (ART) Chair.

Target Audience: Operations Governance Board (including Secretariat, ART, members, and Chair).

Briefing Planned: 07/18/2017

ASAG Responsibilities: Review and approve.

Section / Text Location: AMS Policy Section 2.8 and AMS Appendix A

The redline version must be a comparison with the current published FAST version.
◉ I confirm I used the latest published version to create this change / redline
or
○ This is new content

Links:
http://fast.faa.gov/AMS_Policy.cfm
http://fast.faa.gov/docs/acquisitionManagementPolicy/AcquisitionManagementPolicy2.8.pdf
http://fast.faa.gov/docs/acquisitionManagementPolicy/AcquisitionManagementPolicyAppendix A.pdf

Attachments: Redline and final documents.

Other Files: N/A.

Redline(s):

Section Revised: 2.8.1 – Overview
Section Revised: 2.8.2.1 – Authority
Section Revised: 2.8.2.2 – Scope
Section Revised: 2.8.2.3 – Operations Governance Board
Section Revised: 2.8.2.4 – Planning Artifacts
Section Revised: 2.8.2.5 – Roles and Responsibilities of Key Participants
Section Revised: 2.8.2.6 – Governance Paths
Section Revised: 2.8.3 – Mission Support Ops Funded Process
Section Revised: 2.8.3.1 – Need Assessment
Section Revised: 2.8.3.2 – Governance Paths Readiness Decision (decision point 1)
Section Revised: 2.8.3.3 – Alternative Analysis
Section Revised: 2.8.3.4 – Business Case Decision (decision point 2)
Section Revised: 2.8.3.5 – Solution Development
Section Revised: 2.8.3.6 – Investment Commitment Decision (decision point 3)

Acquisition Management Policy - (7/201710/2017)

2.8 Mission Support Operations-Funded Lifecycle Management Policy Added 1/2017

2.8.1 Overview Added 1/2017Revised 10/2107

The Mission Support Operations-funded process establishes policy and guidance for all aspects of acquisition management for Federal Aviation Administration procurement of Mission Support ~~Ops~~Operations-funded investment initiatives. The objectives are to increase quality, reduce time, manage risk, and minimize the cost of delivering safe and secure ~~Ops~~Operations-funded capital assets and services. This policy promotes these objectives through partnership among service providers and customers to ensure FAA plans, programs, and budgets address priority agency and end-user needs.

Lifecycle acquisition management for Mission Support ~~Ops~~Operations-funded investments is built around a logical sequence of phases and decision points. The FAA uses these phases and decision points to determine and prioritize its needs, make sound investment decisions, implement solutions efficiently, and manage services and assets over their lifecycle. The overarching goal is continuous improvement in the delivery of safe, secure, and efficient assets and services over time. The Mission Support ~~Ops~~Operations-funded process is flexible and may be tailored by the Acquisition Executive Board (AEB), Joint Resources Council (JRC), or Operations Governance Board (OGB).

2.8.2 Governance Added 1/2017

2.8.2.1 Authority Added 1/2017Revised 10/2107

The Joint Resources Council oversees all capital investments at FAA regardless of funding appropriation whether Operations and Maintenance, Research, Engineering & Development, Airport Improvement Program, or Facilities and Equipment. The JRC delegates investment decision-making for Mission Support Ops~~-~~ funded initiatives capital investments to the OGB. ~~It delegates~~ Mission Support strategy development ~~to~~is conducted by the Information Technology Shared Services Committee~~,~~ (ITSSC), which also oversees the performance of information technology investments.

2.8.2.2 Scope Added 1/2017Revised 10/2107

The OGB oversees investment initiatives with the following three attributes:

- ☐ Mission Support
  - o Investments not included in the NAS Enterprise Architecture
  - o Investments included in the Mission Support Enterprise Architecture
  - o Investments not included in either architecture, but deemed within scope by the Operations Governance Board or Joint Resources Council

- ~~☐ Ops Funded~~

- Operations-funded
  - Investments that providers intend to fund entirely from the Operations and Maintenance account

- Capital Investment
  - Acquisition of a new or modernized FAA product, system, or service that results in a capital asset such as land, structures, equipment, or intellectual property (including software)
  - Typically has a useful life of two years or more
  - Generally does not include investments associated with the repair, operation, or maintenance of previously fielded assets

While capital investments are generally funded out of the Facilities and Equipment account, FAA Order 2500.8B specifies that the Operations account can fund capital purchases to support administrative functions. The OGB process applies to these investments.

2.8.2.3 Operations Governance Board Added 1/2017Revised 10/2107

Through delegation from the Joint Resources Council, the Operations Governance Board is the investment decision authority for Mission Support OpsOperations-funded capital investments. It has permanent members from the following organizations:
- Acquisitions & Business Services (ACQ)
- Investment Planning and Analysis (AFI-1)
- Chief Counsel (AGC)
- Air Traffic Organization (ATO)
- Aviation Safety   (AVS)
- Information and Technology Services (AIT)

Representatives from the appropriate line of business attend OGB meetings ad hoc when the investment initiative relates to their business or organizational interests.

2.8.2.4 Planning Artifacts Added 1/2017Revised 10/2107

The following planning artifacts are required for all Mission Support OpsOperations-funded investment initiatives:

- Intake Form
- Management Plan
- Functional and Performance Requirements
- Government and Market Survey
- Acquisition Strategy

☐   Scaled Business Case

Templates and instructions for these artifacts are located on the FAA Acquisition System Toolset at: http://fast.faa.gov/

2.8.2.5 Roles and Responsibilities of Key Participants ~~Added 1/2017~~Revised 10/2107

☐   Acquisition Readiness Team (ART) - collaborates with customers to develop decision-ready investment packages for Mission Support ~~Ops~~Operations-funded investment initiatives. Typically, Acquisition Readiness Teams assist those investments assigned Governance Path C unless otherwise designated by the ~~OPS~~Operations Governance Board.

☐   Shared Services Mission Support Information Technology Portfolio Assessment ~~Team~~Subcommittee (reports to ITSSC) - monitors post-decision performance of Mission Support ~~Ops~~Operations-funded investments ~~against baseline parameters approved by~~in accordance with the ~~OPS governance Board or Joint Resources Council.~~artifacts provided to support OGB investment commitment decisions. It reports progress, constraints, and ~~challengers~~challenges to key stakeholders and FAA executives.

☐   OGB Secretariat – ~~makes~~conducts preliminary risk reviews for the purpose of making governance path recommendations to the ~~OPS~~Operations Governance Board and ~~manages the Mission Support Ops-funded process~~provides administrative support to the Board.

☐   Business Partnership Manager – manages customer relations for AIT to capture new customer needs.

☐   Customer – any FAA organization seeking to execute a Mission Support ~~Ops~~Operations-funded capital investment.

2.8.2.6 Governance Paths ~~Added 1/2017~~Revised 10/2107

The ~~OPS~~Operations Governance Board assigns one of the following governance paths to Mission Support ~~OPS~~Operations-funded investment initiatives at the governance path readiness decision or returns the initiative to the sponsoring line of business for additional work or termination.

Governance Path A – The OGB determines the initiative poses very low risk and low funding requirements. The program office or service organization is directed to complete ~~all~~the appropriate planning artifacts as directed by the Operations Governance Board and proceed to solution development and deployment at the governance path readiness decision. Completion of planning artifacts is mandatory although there is no independent confirmation other than random spot checks and reviews.

Governance Path B – The OGB determines the initiative poses low to medium risk and higher funding requirements. The program office or service organization is directed to complete all planning artifacts and any OGB-directed checklist items. Approval to proceed may occur at the governance path readiness decision pending verification by the OGB Secretariat that all planning artifacts and checklist items have been completed. Completion of planning artifacts is mandatory and after verification, the investment is subject to random spot checks and reviews.

Governance Path C – The OGB determines the initiative poses medium to high risk and high funding requirements. The program office or service organization is directed to work with an ARTAcquisition Readiness Team to prepare all planning artifacts including a scaled business case. The initiative returns to the OPSOperations Governance Board for a business case decision once all planning artifacts are confirmed as complete and of high quality by the Acquisition Readiness Team and OGB Secretariat. The OPSOperations Governance Board may approve the program to enter the deployment phase or it may direct further work on the business case and planning artifacts to be presented at the investment commitment decision. Completion of planning artifacts is mandatory and after approval, the investment is subject to monitoring by the Acquisition Policy and Oversight organization (AAP) and ITSSC.

2.8.3 Mission Support Ops Funded Process Added 1/2017Revised 10/2107

The following phases and decision points constitute the Mission Support OpsOperations-funded process. The actual path taken by each investment initiative depends on the governance path assigned by the OPSOperations Governance Board.

Figure 2.8.3

2.8.3.1 Need Assessment Added 1/2017Revised 10/2107

Lines of business / business owners complete an intake form describing the project name, business owner contact information, estimated lifecycle costs, business problem/need description, business drivers/mandates, and when the product needs to be delivered to the user community. The intake form is submitted to the Acquisition Control Office (AAP-400) and OGB Secretariat at least 21 days before the commitment of funding to any contract, task order, or inter-agency agreement (IAA) in support of the proposed project. AAP-400 reviews the intake form and recommends a governance path for the initiative to the OPSOperations Governance Board. The FAA Information Technology (AIT) organization will not authorize funds to be expended on behalf any project beforeof any Path C investment prior to receiving an OGB decision.

2.8.3.2 Governance Path Readiness Decision (decision point 1) Added 1/2017Revised 10/2107

Entrance Criteria

- ☐ Intake Form

The ~~OPS~~Operations Governance Board:

- ☐ Approves the governance path recommended by the OGB Secretariat and assigns an ART (if applicable) with representatives from relevant stakeholder organizations; or
- ☐ Selects an alternative governance path based on OGB consensus; or
- ☐ Returns the initiative to the sponsoring line of business for additional discovery (e.g., requirements definition or additional market research).

2.8.3.3 Alternatives Analysis Added 1/2017Revised 10/2107

The sponsoring line of business / business owner and ART (if designated) creates all planning artifacts and develops a scaled business case for the investment initiative. The analysis typically focuses on alternative acquisition approaches not necessarily on technical alternatives. The Acquisition Readiness Team ensures the alternative emerging from the analysis fits within the overall agency strategy for obtaining the operational capability and can provide the performance and functionality needed by users.

The results of alternatives analysis helps the ~~OPS~~Operations Governance Board determine which potential investments would improve agency operations and deliver desired outcomes to end users. This supports sound capital investment planning, which guides and prioritizes current and future Mission Support, ~~Ops~~Operations-funded projects. These analyses also help refine and mature agency plans by providing decision-makers with a clear picture of investment opportunities and their risks and value.

2.8.3.4 Business Case Decision (decision point 2) Added 1/2017Revised 10/2107

Entrance Criteria:
- ☐ Management Plan
- ☐ Functional and Performance Requirements
- ☐ Government and Market Survey
- ☐ Acquisition Strategy
- ☐ Preliminary Scaled Business Case

The ~~OPS~~Operations Governance Board:

- Approves the investment to enter solution development to complete planning artifacts along with any additional OGB-directed requirements, or
- Returns the investment to alternatives analysis to refine or modify planning artifacts, or
- Recommends the initiative be paused, modified, or cancelled.

2.8.3.5 Solution Development ~~Added 1/2017~~Revised 10/2107

The sponsoring line of business and ART review and revise as necessary required planning artifacts, verify their completeness and accuracy, and execute any other direction from the ~~OPS~~Operations Governance Board (e.g., prepare request or offer, task order, or interagency agreement). The OGB Secretariat records planning artifacts as complete and maintains final copies.

2.8.3.6 Investment Commitment Decision (decision point 3) ~~Added 1/2017~~Revised 10/2107

Entrance Criteria:
- Final scaled business case

The ~~OPS~~Operations Governance Board reviews the final scaled business case and other planning artifacts' ensuring the investment presents an opportunity to improve operating capability, satisfy customer service needs, and is a sensible use of agency resources. It then:
- Approves the project to enter deployment, or
- Returns the initiative to the solution development phase for additional work, or
- Recommends the initiative for termination.

2.8.3.7 Deployment Added 1/2017

Deployment begins at the investment commitment decision when the OGB approves an investment program and recommends the line of business proceed with implementation. The deployment phase ends when the new service or capability is operational at all locations.

The overarching goal of deployment is to satisfy requirements in the Functional and Performance Requirements document and to fulfill the Management Plan approved by the OGB. The line of business is ultimately responsible for end user acceptance. To achieve this, it must work with key stakeholders, especially end users, throughout deployment to resolve issues as they arise.

Actions outside the control of the line of business (e.g., regulatory changes) are recorded in the acquisition strategy and tracked at program reviews throughout deployment. Activities undertaken during this phase vary widely and are tailored for the solution or capability being implemented.

2.8.3.8 Operation and Retirement Added 1/2017

The operating service organization operates, maintains, secures, and sustains systems and services in real time to provide the level of service required by users and customers. The providing line of business oversees and manages service delivery within their area of responsibility. This includes managing resources within specific geographical areas, and may involve emergency sustainment actions in response to natural disasters or other unanticipated events.

When a fielded capability is projected to be unable to satisfy service demand or when another solution offers improved safety or security, lower cost, or higher performance, the providing line of business initiates action to enter the need assessment phase leading to a new initiative. The providing LOB must remove and dispose of fielded assets and services when they are no longer needed. This activity includes restoration of locations where obsolete products or services were deployed, proper disposal of government property and records, recovery of precious metals, and cannibalization of useful assets.

Acquisition Management Policy - (~~7/2017~~10/2017)

Appendix A: Roles and Responsibilities   Revised ~~7/2017~~10/2017

<u>Councils and Boards</u>

JOINT RESOURCES COUNCIL

- ☐ Approves the FAA investment portfolio each year as part of the budget submission process;
- ☐ Reviews and approves the FAA enterprise architecture each year;
- ☐ Concurs jointly with the NextGen Management Board on the establishment of new operational capabilities;
- ☐ Reviews updates to the NAS ConOps and works with the NextGen Management Board to resolve any issues or concerns;
- ☐ Makes investment decisions and oversees execution of investment programs;
- ☐ Establishes investment programs and assigns execution to a service organization;
- ☐ Baselines program requirements for investment programs in the final program requirements document;
- ☐ Approves and baselines all required AMS program documents (i.e., program requirements document, acquisition program baseline, business case, and implementation strategy and planning document);
- ☐ Commits the FAA to full funding of approved investment programs or program segments;
- ☐ Identifies any future corporate decisions and levels of empowerment for the service organization during solution implementation for investment programs;
- ☐ Makes acquisition program baseline change decisions that alter program performance, cost, and schedule baselines during solution implementation for investment programs;
- ☐ Reviews and approves FAA RE&D and F&E budget submissions each year prior to review and approval by the Administrator and submission to the Office of the Secretary of Transportation and reviews the OPS appropriation. The Administrator approves the OPS budget before submission to the Office of the Secretary of Transportation;
- ☐ Makes investment program production and in-service decisions or assigns approval authority to senior management; and
- ☐ Conducts acquisition quarterly program reviews to manage ongoing investment programs, including operational assets; and
- ☐ Designates investment programs for TechStat reviews.

The Joint Resources Council has the following core members:

- ☐ Acquisition Executive;
- ☐ Chief Operating Officer;
- ☐ Chief Information Officer;
- ☐ Chief Financial Officer;

- General Counsel;
- Associate Administrator for Aviation Safety;
- Associate Administrator for Airports;
- Assistant Administrator for NextGen;
- Assistant Administrator for Policy, International Affairs, and Environment; and
- Director, Joint Planning and Development Office.

The following members attend Joint Resource Council meetings when the decision concerns their organizational responsibilities:

- Associate Administrator for Commercial Space Transportation.

ACQUISITION EXECUTIVE BOARD

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

NEXTGEN MANAGEMENT BOARD

- Approves updates to NAS Concepts of Operations;
- Approves NAS Segment Implementation Plan;
- Approves NAS operational capabilities including goals, objectives, and performance targets;
- Approves alignment of NAS investments to operational capabilities;
- Approves capture teams for operational capabilities;
- Conducts portfolio review for operational capabilities; and
- Approves Operational Capability Integration Plans.

OPERATIONS GOVERNANCE BOARD (OGB)

- Reviews and approves ~~non-National Airspace System (~~Mission Support~~),~~ Operations-funded capital investments;
- May recommend that Contracting Officers not enter into contracts related to applicable investments;
- May request JRC concurrence or recommend JRC review for individual investments;
- Oversees a risk review of proposed investments in coordination with AIT and other functional

experts; and

- Provides status to the JRC and other agency executive level boards and organizations on the results of the Mission Support, Operations-funded capital investments brought before the Operations Governance Board.

The members of the Operations Governance Board will be:

- Director of Acquisition & Contracting (Chair) AAQ-1
- Director of Investment Planning & Analysis (IP&A) AFI-1
- Director of Enterprise Program Management Services (EPMS) AEM-1
- Director of Program Control and Integration AJM-1
- Aviation Safety AIR-2
- Assistant Chief Counsel AGC-500
- Customer Representative – As determined by the OGB Chair

FAA ENTERPRISE ARCHITECTURE BOARD

- Ensures the FAA adheres to Federal statutory and regulatory requirements regarding Enterprise Architecture;
- Aligns information technology decisions with business and investment strategies;
- Facilitates the FAA's transition to the target EA;
- Facilitates the collaboration of enterprise architecture and technical expertise of subject matter experts throughout the Agency;
- Promotes data and information reuse through enterprise information management;
- Implements the use of enterprise architecture and systems planning frameworks that facilitate an understanding of technologies and application to business issues;
- Communicates and champions Enterprise Architecture throughout the FAA;
- Approves investment program naming in accordance with FAA nomenclature standards;
- Reviews the annual FAA EA Roadmaps and recommend for approval to the JRC;
- Reviews and approves FAA EA Roadmap changes via Architecture Change Notices (ACN) that guide the FAA towards a target state architecture;
- Minimizes duplication and redundancy in investments and IT capabilities, fosters IT standardization, and promotes reuse of technology, data, and business assets;
- Approves and complies with standards and policies that enable reuse, interoperability, and cost efficiency;
- Approves readiness for Concept and Requirements Definition; and
- Approves processes related to FEAB and subordinate groups, as listed in the FEAB Standard Operating Procedures (SOP).

The FEAB members include the following or their designated representatives:

- Deputy Assistant Administrator for Acquisition and Business Services;
- Chief Operating Officer of the Air Traffic Organization;
- Vice President of the Program Management Organization;

- Deputy Assistant Administrator for Information & Technology;
- Deputy Assistant Administrator for Financial Services;
- Chief Counsel;
- Associate Administrator for Aviation Safety;
- Associate Administrator for Airports;
- Assistant Administrator for NextGen; and
- Assistant Administrator for Policy, International Affairs and Environment.

ARCHITECTURE REVIEW BOARD

- Works with service organizations and program offices to prioritize and time-phase new operational improvements and operational sustainments within the Mission Support architecture roadmap.

TECHNICAL REVIEW BOARD
- Works with service organizations and program offices to prioritize and time-phase new operational improvements and operational sustainments within the NAS architecture roadmap.

Secretariats

JRC EXECUTIVE SECRETARIAT

- Supports and has a dotted line reporting relationship with the FAA Acquisition Executive;
- Develops, maintains and obtains JRC member signatures on the JRC Charter;
- Manages the investment decision-making process for all investment decisions;
- Facilitates the efforts of service organizations seeking an investment decision to ensure timely and effective investment decision-making;
- Manages the readiness process which uses criteria based on the AMS policy to evaluate the readiness of an investment initiative seeking an investment decision prior to placing it on the JRC meeting agenda to obtain a decision;
- Manages the electronic investment decision process;
- Obtains JRC member signatures on the investment decision documents after approval of a final investment decision;
- Maintains the official repository of investment decision documentation, records of decision, meeting minutes and assigned action items;
- Develops and maintains investment decision guidance documents and processes;
- Coordinates JRC meeting dates, agenda, and arranges logistics; and
- Prepares records of decision from JRC investment decision meetings and acquisition quarterly program reviews.

OPERATIONS GOVERNANCE BOARD SECRETARIAT
- Manages the decision-making process for all Mission Support, ~~Ops Funded~~Operations-funded

assets the OGB reviews;

- ☐ Facilitates the efforts of service organizations and the Acquisition ~~Review~~Readiness Team to ensure timely and effective decision- making;
- ☐ Maintains the official repository of OGB decision documentation, records of decision, meeting minutes and assigned action items;
- ☐ Develops, maintains and obtains OGB member signatures on the OGB Charter, as well as ~~coordinating~~coordinates OGB meeting dates, agenda, and arranges logistics; and
- ☐ Receives and reviews initial intake forms, and ~~provides~~conducts preliminary risk reviews in order to provide a governance path recommendation to the OGB.

ACQUISITION EXECUTIVE BOARD SECRETARIAT

- ☐ Develops, maintains and obtains JRC member signatures on the AEB Charter;
- ☐ Coordinates AEB meeting dates, agenda, and arranges logistics;
- ☐ Receives, reviews and tracks ACAT determination requests;
- ☐ Receives and distributes to AEB members proposed changes to acquisition management policy, process, practices and procedures;
- ☐ Facilitates the efforts of FAA organizations to ensure timely approvals to proposed policy, guidance, practice and procedure changes;
- ☐ Maintains the official repository of AEB decision documentation, records of decision, meeting minutes and assigned action items.

FEAB SECRETARIAT

- ☐ Coordinates with the JRC executive secretariat for JRC approvals;
- ☐ Notifies the JRC executive secretariat for Architecture Change Notices (ACN) and Concept and Requirements Definition Readiness Decision (CRDRD);
- ☐ Facilitates the efforts of FEAB co-chairs and FEAB members to ensure timely and effective decision-making;
- ☐ Maintains the official repository of FEAB decision documentation, meeting minutes and assigned action items;
- ☐ Obtains FEAB co-chair and Chief Architects signature on the Architecture Change Notices (ACN) after approval;
- ☐ Obtains FEAB member signatures on the FEAB Charter after approval of the JRC; and
- ☐ Coordinates FEAB meeting dates, agenda, and arranges logistics.
- ☐ Analyzes FEAB processes and recommends improvements for FEAB approval.

IN-SERVICE DECISION SECRETARIAT

- ☐ Manages the deployment planning process for the Joint Resources Council;
- ☐ Coordinates with the JRC executive secretariat to verify that readiness criteria for a final investment decision have been satisfied;
- ☐ Facilitates the efforts of service organizations to ensure timely and effective in-service decision-making;
- ☐ Uses AMS-based criteria to evaluate the status of each program seeking an in-service decision before scheduling the program for a stakeholder and in-service decision meeting;

- [ ] Prepares records of decision; and
- [ ] Tracks in-service decision action plans until closure.

Offices and Executives

ASSOCIATE AND ASSISTANT ADMINISTRATORS AND THE CHIEF OPERATING OFFICER

- [ ] Coordinate and integrate activity across line-of-business service organizations to ensure resources are directed at priority FAA strategic and performance goals and to ensure there is no overlap or redundancy;
- [ ] Require service analysis for designated services (e.g., en-route service, terminal service, regulatory service, certification service) within the line of business or staff office;
- [ ] Provide staff support to concept and requirements definition and investment analysis activity for service needs within the line of business or staff office;
- [ ] Implement non-material solutions to a service need that emerges any time during service analysis or investment analysis; and
- [ ] Oversee investment program execution by service organizations within the line of business or staff office.

CHIEF FINANCIAL OFFICER

- [ ] Jointly approves the acquisition program baseline for investment programs with other Joint Resource Council members;
- [ ] Serves as a core member of the Joint Resources Council; and
- [ ] Approves OMB Major IT Business Cases for designated capital investments before submission to the Department of Transportation and Office of Management and Budget.

CHIEF INFORMATION OFFICER

- [ ] Serves as a core member of the Joint Resources Council;
- [ ] Chairs the Information Technology Shared Services Committee;
- [ ] Approves OMB Major IT Business Cases for designated capital investments before submission to the Department of Transportation and Office of Management and Budget;
- [ ] Jointly approves the acquisition program baseline for investment programs with other Joint Resources Council members; and
- [ ] Oversees the enterprise architecture.

ACQUISITION EXECUTIVE

- [ ] Manages AMS policy;

- Chairs the Joint Resources Council;
- Approves acquisition category designations and AMS tailoring or waivers;
- Chairs acquisition quarterly program reviews; and
- Approves OMB Major IT Business Cases for designated capital investments before submission to the Department of Transportation and Office of Management and Budget.

OFFICE OF THE CHIEF COUNSEL

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

VICE PRESIDENTS (ATO) AND SERVICE DIRECTORS (NON-ATO)

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

SOURCE SELECTION OFFICIAL

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

CONTRACTING OFFICER

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

OFFICE OF DISPUTE RESOLUTION FOR ACQUISITION

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

OFFICE OF INFORMATION & TECHNOLOGY, STRATEGY & PERFORMANCE SERVICE, INVESTMENT PORTFOLIO & CPIC BRANCH

- Provides process, guidance, training, and consultation to service organizations in the preparation of OMB Major IT Business Cases;
- Independently scores OMB Major IT Business Cases and provides feedback to service organizations and the JRC executive secretariat for designated investment programs;
- Consolidates and reports major program schedule and cost performance data, variance analysis, and corrective action plans to the Information Technology Shared Services Committee, Department of Transportation, and Office of Management and Budget; and

- Conducts earned value management assessments for programs requiring submission of an OMB Major IT Business Case to the Office of Management and Budget and ensures earned value management transition plans for those programs are implemented effectively.

INVESTMENT PLANNING AND ANALYSIS OFFICE

- Provides leadership and expertise in the preparation of business cases for JRC decisions;
- Advises investment analysis teams during service analysis, concept and requirements definition, and investment analysis;
- Provides leadership and expertise in the exploration, development, and analysis of alternatives;
- Evaluates the business case and supporting documentation prior to investment decisions;
- and
- Develops and maintains policy, standards, guidance, and templates for investment analysis and business case preparation.

Organizations and Committees

NEXTGEN ORGANIZATION

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

NAS SYSTEMS ENGINEERING SERVICES ORGANIZATION

- Performs corporate-level service analysis for the NAS;
- Oversees the NAS architecture;
- Develops and maintains tools for conducting service analysis;
- Work with both corporate strategic planning and service organizations to ensure consistency between service planning and the long-range strategic direction of the FAA;
- Works with service organizations to translate user needs into a sequenced and traceable architecture that defines the functions and sub-functions necessary to achieve intended services or operational capability;
- Works with service organizations to determine realistic alternative solutions to service need and assess their impact on the NAS architecture;
- Works with service organizations to conduct service analysis and incorporate associated recommendations into the NAS architecture; and

- [ ] Works with service organizations to develop the program requirements document.

NEXTGEN LIFECYCLE INTEGRATION ORGANIZATION

- [ ] Coordinates service analysis activity across service organizations to ensure alignment with FAA strategic and performance goals and to eliminate redundant activity, duplicate benefits, service gaps, and service overlap;
- [ ] Develops and maintains standard guidance for conducting service analysis and concept and requirements definition;
- [ ] Assists service organizations in establishing a service analysis capability and conducting service analysis;
- [ ] Leads planning and activities for concept and requirements definition;
- [ ] Ensures the requirements, policy, and procedures identified in the AMS and FAST are followed by stakeholders;
- [ ] Provides engineering analysis and recommendations to ensure technical integration and integrity is consistent with financial and policy goals, outcomes, and commitments;
- [ ] Ensures implementation efforts are harmonized with operations and stakeholder priorities
- [ ] Ensures risks are addressed collaboratively to facilitate delivery of operational capabilities and benefits; and
- [ ] Develops, maintains, communicates, and supports the execution of enterprise-wide planning artifacts that describe the lifecycle of the National Airspace System.

INFORMATION TECHNOLOGY RESEARCH AND DEVELOPMENT ORGANIZATION

- [ ] Performs corporate-level Mission Support service analysis and coordinates service activity across service organizations to ensure alignment with FAA strategic and performance goals as well as to eliminate redundant activity, service gaps, and duplicate benefits;
- [ ] Oversees the Mission Support architecture;
- [ ] Develops and maintains tools and standards for conducting Mission Support service analysis;
- [ ] Works with corporate strategic planning and service organizations to ensure consistency between service planning and long-range strategic planning of the FAA;
- [ ] Works with service organizations to translate user needs into a sequenced and traceable Mission Support architecture that defines the functions and sub-functions necessary to achieve intended services or operational capability;
- [ ] Leads planning and activity for concept and requirements definition and works with Mission Support service organizations to define program requirements, determine realistic solutions to service need, and assess their impact on the Mission Support architecture;
- [ ] Ensures policy and requirements identified in AMS and FAST are followed by Mission Support stakeholders;
- [ ] Provides engineering analysis and recommendations to ensure technical integration and integrity is consistent with financial and policy goals, outcomes, and commitments; and
- [ ] Ensures implementation efforts are harmonized with operations and stakeholder priorities.

OFFICE of INFORMATION & TECHNOLOGY, SOLUTION DELIVERY SERVICE, SOLUTION STRATEGY DIVISION, EA BRANCH

- Approves Mission Support information technology and chargeback mechanism;
- Approves new Mission Support information technology projects for submission to the Joint Resources Council for funding;
- Oversees performance of information technology investments; and
- Reviews information technology shared service operational performance against baseline measures and tracks cost savings against operational baselines.

SERVICE ORGANIZATIONS

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

Teams and Groups

CAPITAL INVESTMENT TEAM

- Assesses the business justification, budget affordability, and priority of investment initiatives and provides findings to the Joint Resources Council before investment decisions;
- Performs corporate budget formulation and execution, including budget impact assessments, and recommendations of funding offsets and reprogramming due to program baseline changes, marks/pass-backs from the Office of the Secretary of Transportation, Office of Management and Budget, and Congress; and
- Establishes and maintains an up-to-date prioritization of all on-going and proposed investment programs for use in budget impact assessments and determination of offsets.

INDEPENDENT SAFETY ASSESSMENT TEAM

- Conducts independent operational assessment for programs as directed by the Vice President of ATO safety and Technical Training.

PRODUCT OR SERVICE TEAM

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

SOURCE EVALUATION TEAM

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

CAPTURE TEAM

- Oversees and coordinates implementation of assigned investment increments required to obtain the assigned operational capability; and
- Identifies operational capability risks and issues and recommends corrective action to the portfolio manager.

CONCEPT STEERING GROUP

- Coordinates activity to develop and validate new concepts and ideas during service analysis; and
- Facilitates the review of new ideas and proposed changes to the NAS Concept of
- Operations.

Personnel

PORTFOLIO MANAGER

- Oversees and reports operational capability status to the NextGen Management Board;
- Evaluates operational capability demand against resource constraints;
- Identifies and assesses operational capability risks and recommends corrective actions;
- Suggests trade-offs and recommendations within the operational capability investment increments to the NextGen Management Board; and
- Participates in program reviews and budget build processes for elements of the operational capability.

EARNED VALUE MANAGEMENT FOCAL POINT

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

PRODUCT OR SERVICE TEAM LEADER

- Serves as the source selection official for procurements subject to the JRC process unless otherwise designated by the Joint Resources Council;
- Serves as spokesperson for the team;
- Guides, encourages, and coaches team members;
- Leads and facilitates team efforts without dominating the process;
- Keeps the team focused on consensus decision-making and ensures individual team members do not dominate team deliberations;
- Ensures all stakeholders are members of the team and that they participate in team decision-making;
- Leads development of cost, schedule, and performance baselines during final investment analysis;

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