

OFFICE OF THE DIRECTOR OF NATIONAL INTELLIGENCE



# Acquisition, Technology & Facilities: Empowering *the* IC Enterprise

L E A D I N G I N T E L L I G E N C E I N T E G R A T I O N

Dawn Meyerriecks  
dawnm@dni.gov

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# Mission Spectrum



## Hard Targets through Nation Building & Stabilization





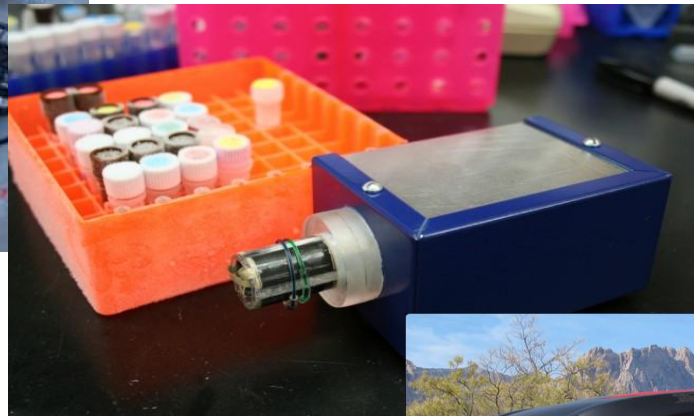
# Democratization of Technology



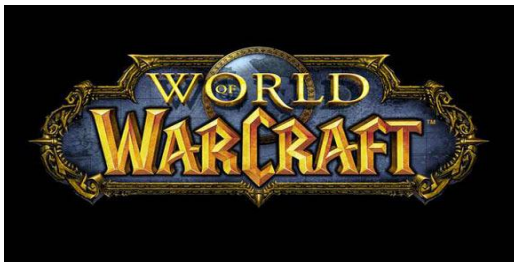
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# The Elephant in the Room....

**“Those scientists lack discipline....”**

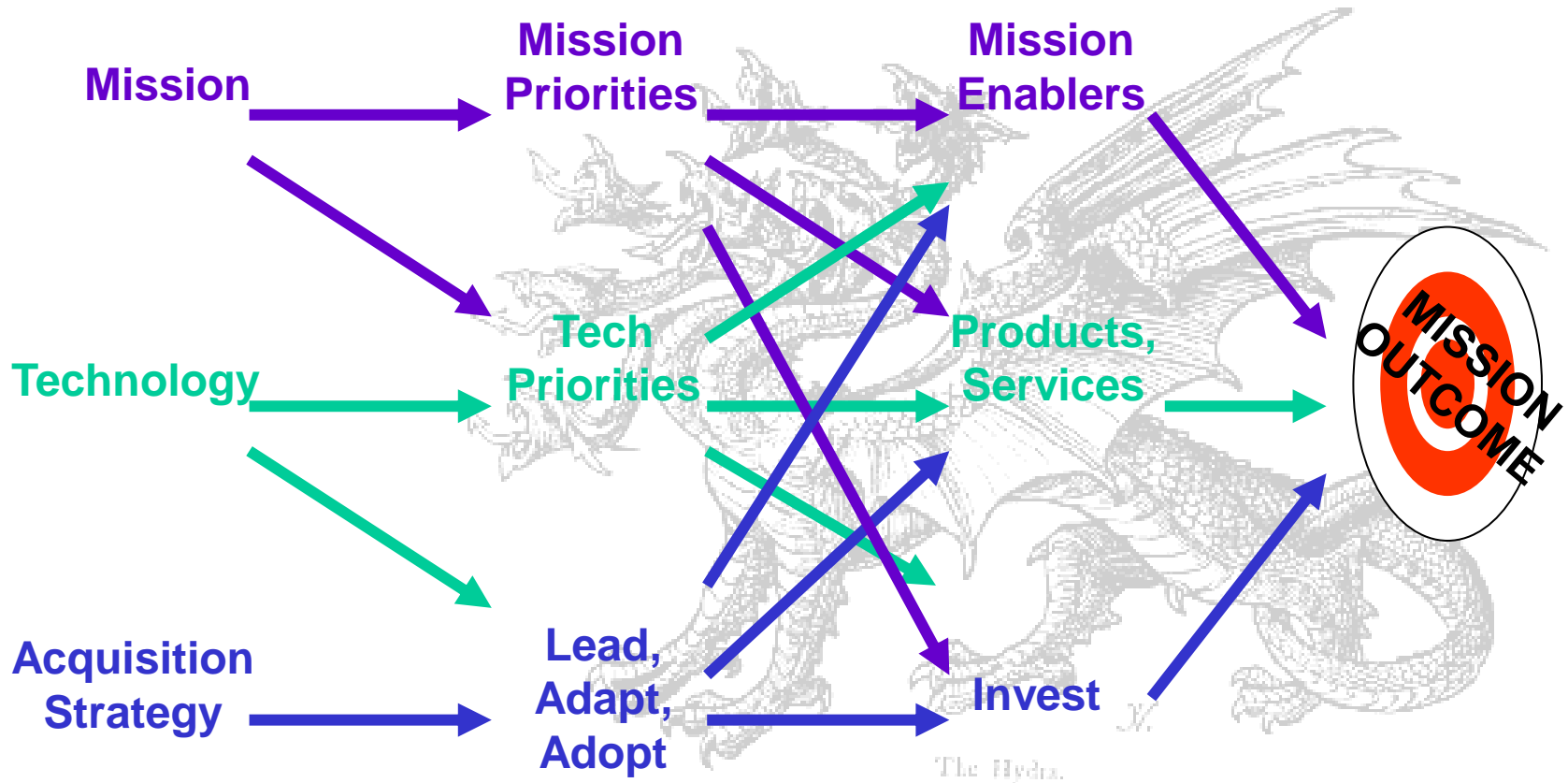
**“Those acquisition wonks just don’t understand.....”**

- **“If it weren’t for { <sup>users</sup> budgeteers <sub>senior mgmt</sub> }, my job would be easy.”**





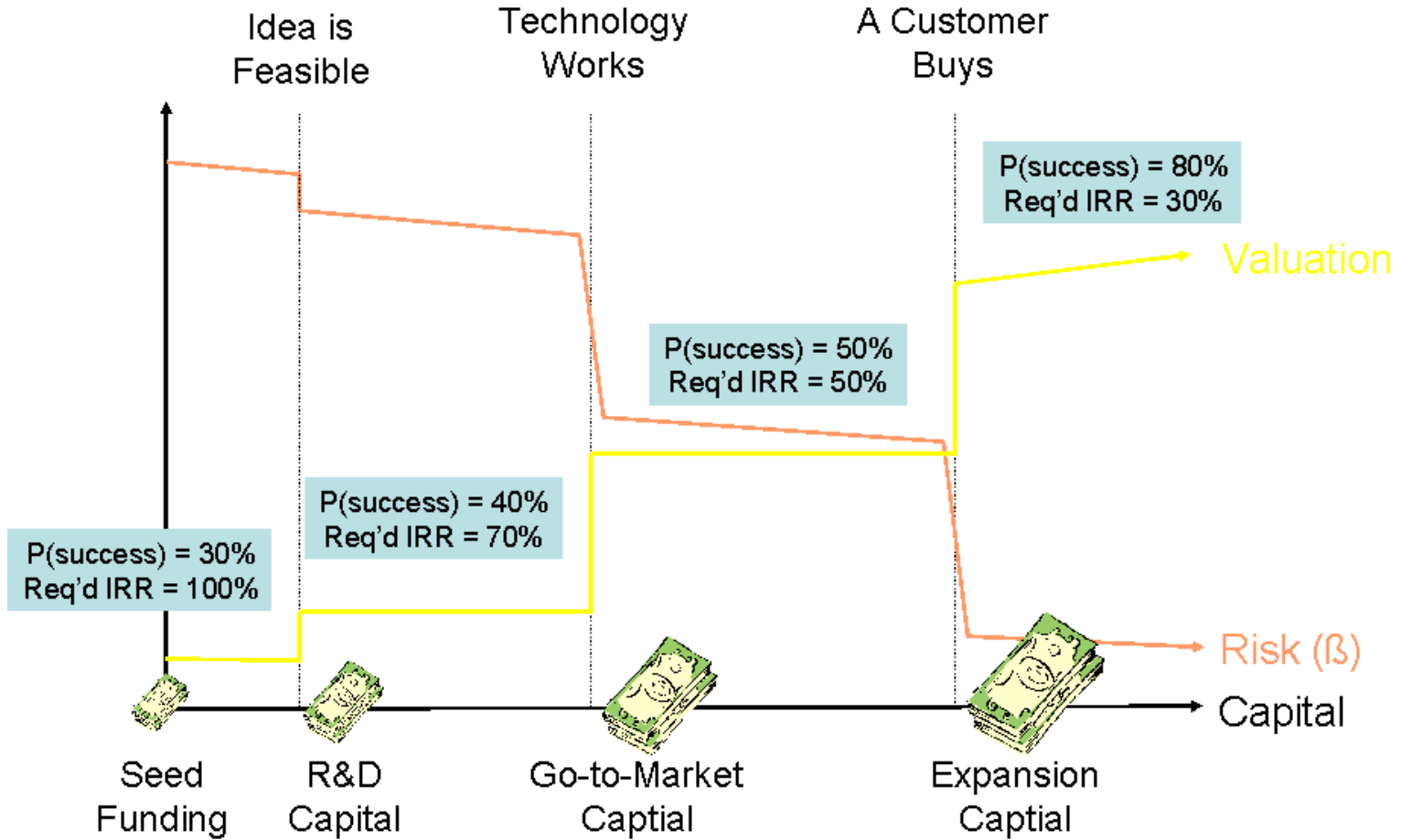
# A&T's Responsibility



**Catalyze delivery of innovative technology-based capabilities solving intelligence challenges.**



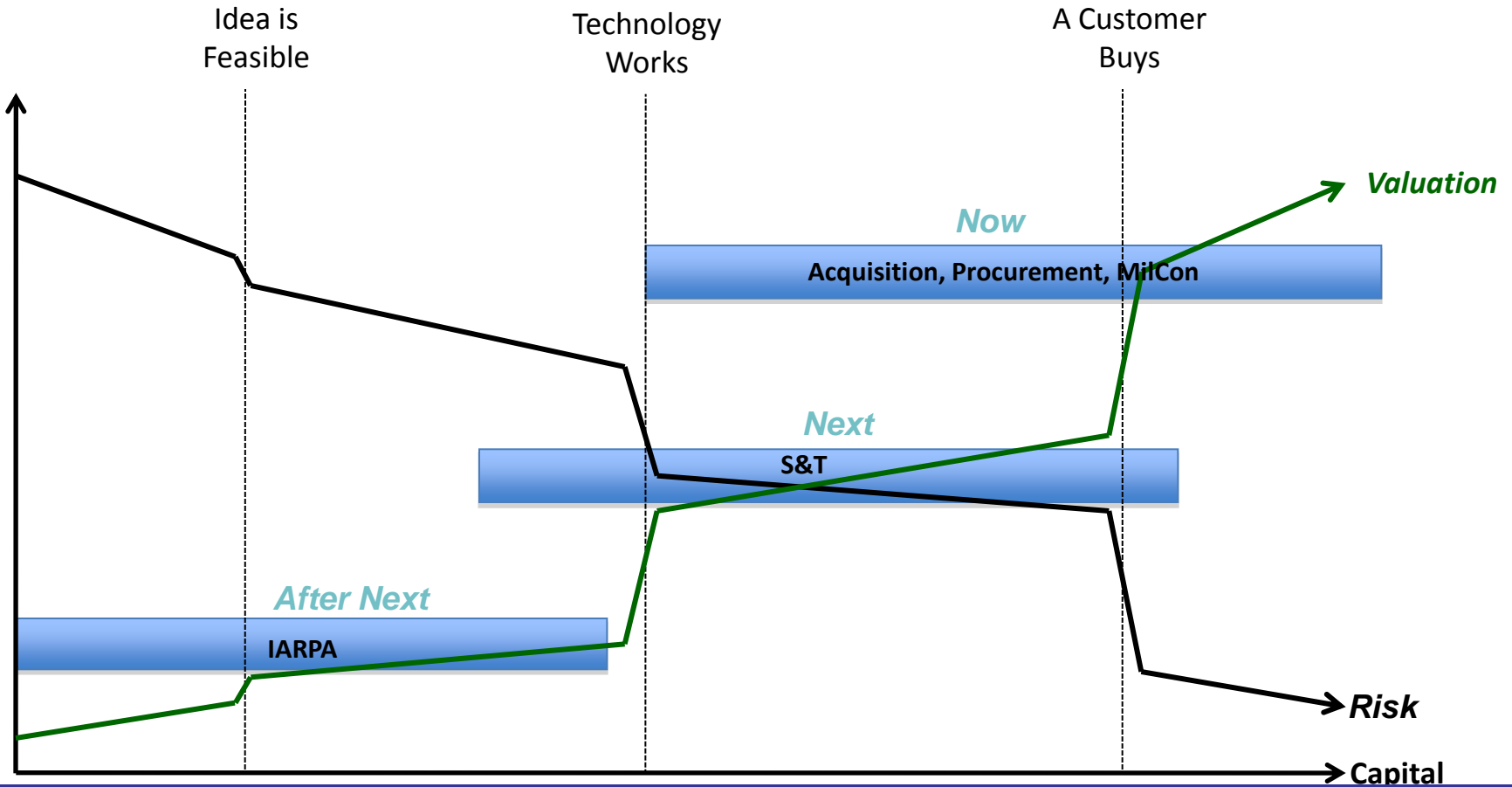
# Technology Production\*



\* Vinod Khosla Capital Model



# AT&F Technology Products



**Catalyze delivery of innovative technology-based capabilities solving intelligence challenges.**

Assistant Director of National Intelligence for Acquisition, Technology & Facilities



# Three Areas of Emphasis

- **User Engagement**
  - User Empowerment via Edge Innovation
  - Enable Early & Direct Beta
  - Understand Users, particularly “Lead Users”
- **Holistic View of Tech Delivery Cycle**
  - Fund Potential Solutions and Not Problem Admiration
  - High Risk in S&T, not MSAs
  - Empower Technology Producers Everywhere
- **Prioritization & Assessment**
  - Tech Investment Framework
  - Benchmarks, including Consumption Metrics
  - Reward Good Community Actors



# Technology Lifecycle



## Heavy Metal



## Information Technology



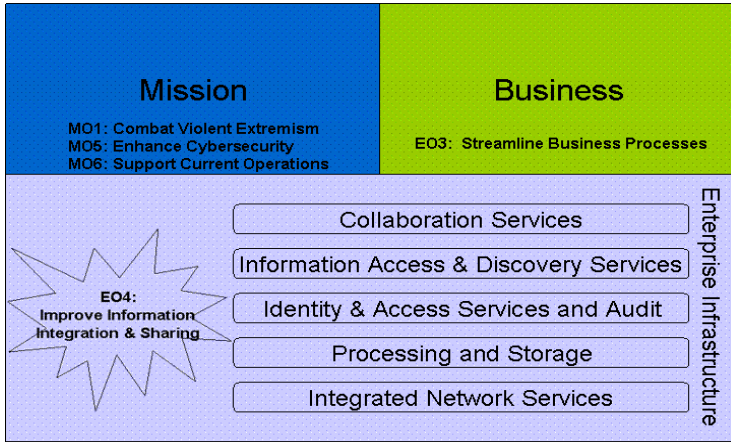
## Low Production, Miniaturized

	Heavy Metal	Information Technology	Low Production, Miniaturized
<b>Business Characteristics</b>	<ul style="list-style-type: none"> <li>• Austere Deployment Environments</li> <li>• Fragile Industrial Base</li> <li>• Operational Failures Irrecoverable</li> <li>• High Systems Engineering Complexity</li> </ul>	<ul style="list-style-type: none"> <li>• Forgiving Deployment Environments</li> <li>• Robust industrial base</li> <li>• Operational Failures Acceptable or Maskable</li> <li>• Medium Systems Engineering Complexity</li> </ul>	<ul style="list-style-type: none"> <li>• Clandestine Deployment Environments</li> <li>• Boutique Industrial Base</li> <li>• Operational Failures Impact Reputation</li> <li>• Low Systems Engineering Complexity</li> </ul>
<b>Lifecycle Characteristics</b>	<ul style="list-style-type: none"> <li>• Multi-year Acquisition Cycles (~10+ yrs)</li> <li>• Multi-year Production Cycles</li> <li>• Rigorous Development</li> <li>• \$B</li> <li>• Long-lead R&amp;T (e.g., 1st 3 years of 10 year effort)</li> </ul>	<ul style="list-style-type: none"> <li>• 18 - 24 Month Production Cycles</li> <li>• Productivity “epochs” (Client/Server -&gt; Web -&gt; Collaboration -&gt; Services)</li> <li>• Agile development</li> <li>• \$M</li> <li>• Mid- &amp; Long-Lead R&amp;T Mix (e.g., min of 3-4 yrs in front of need)</li> </ul>	<ul style="list-style-type: none"> <li>• Custom Development</li> <li>• \$ M</li> <li>• Mid-lead R&amp;T Mix (e.g., min of 2-3 yrs in front of need)</li> </ul>



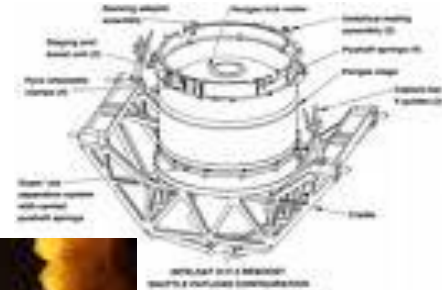
# Leveraging Platforms

Goal: Identify opportunities in the “sweet spot” between S&T and acquisition/procurement and develop pilot tech insertion opportunities.



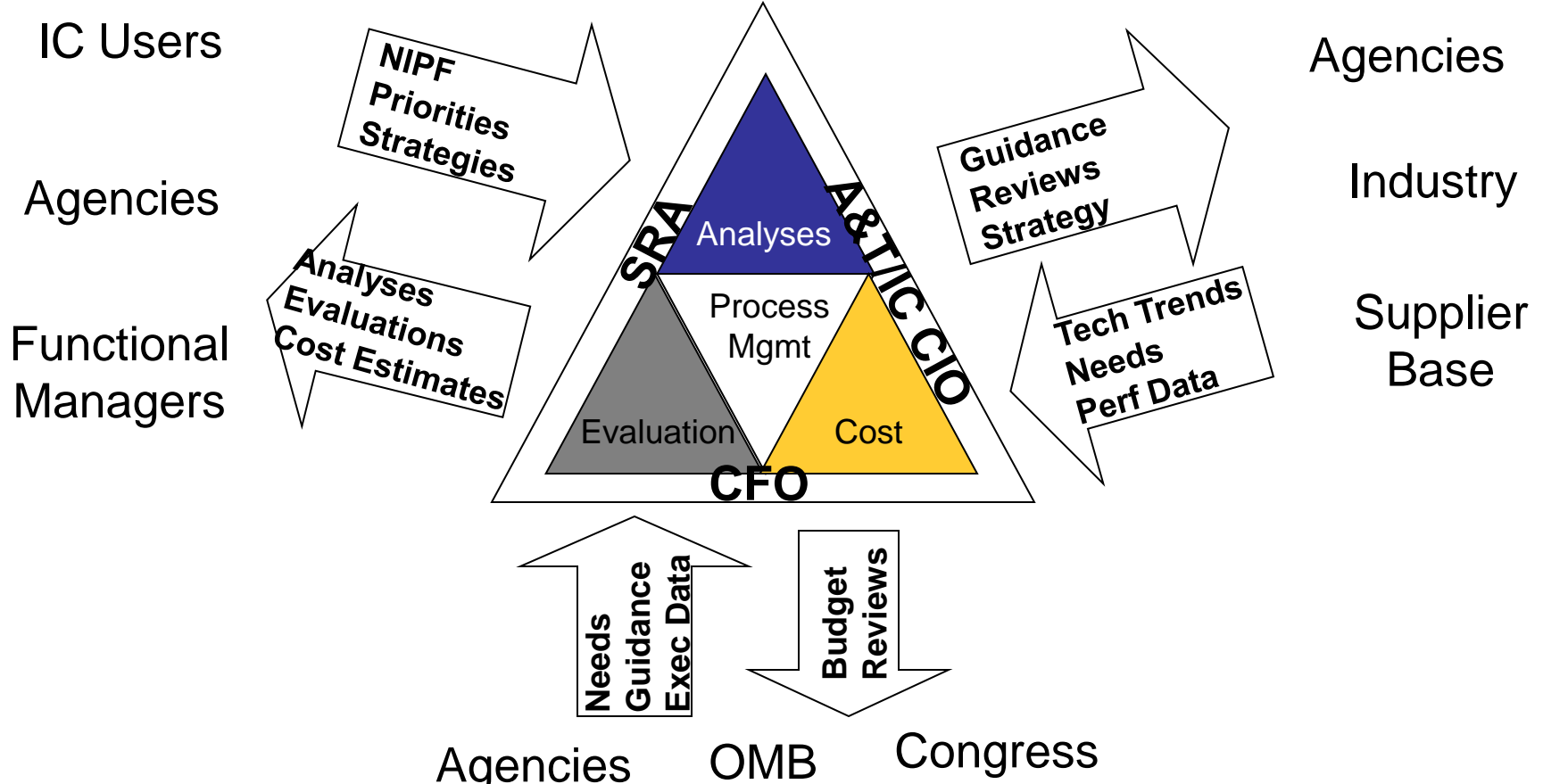
**IT Platform:**  
Hardware architecture or software framework that allows software to run

Goal: Create a construct for partners who have system IT components with well-defined interfaces and capabilities to be managed and funded as something other than an MSA.





# Partnering to Empower

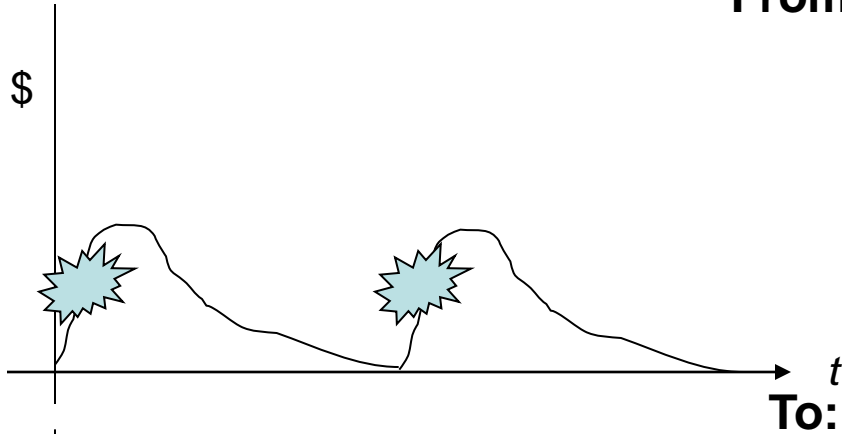


Goal: Take advantage of the tailoring afforded by ICPG 801 to fill in the gaps of existing policy by clarifying and codifying a categorization of projects and activities as: MSA, special interest activity, finite period MSA designation, future MSA.

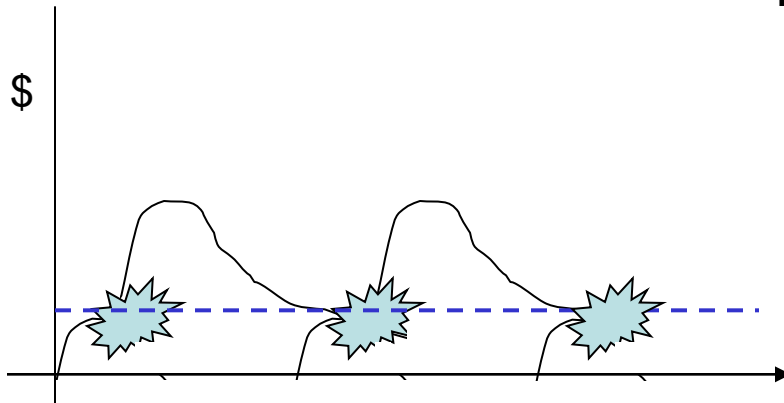


# Sustaining Partner Health

From:



To:



Goal: Blend oversight and advocacy roles by developing a communications strategy and plan which promotes success stories with IMPACT TO MISSION.



# Shoot @ the Right Targets

## 2015 Projections

- Internet Usage
  - 2.6B Internet Users
  - 1.9B PCs
  - 5B Cell Phones
  - 2B Wireless Internet Users
- Internet Volume
  - 723 TB/Month
    - 2/3 mobile phone traffic
    - 2/3 of 3G/3G+ will be video

Goal: Establish a repeatable process for assessing the relationship between ongoing and new development plans within acquisitions (and procurements) and the prioritization of technology topics in the S&T investment framework.



# Translating Words to Action...

- Commercial Imagery Services
  - Govt FFP “Commitment to Buy” Enables Commercial Capital Investment
- IC Enterprise Acquisitions
  - Virtualized Runtimes
  - Software Licensing
  - Integrated Milcon & IT Infrastructure
- Encouraging Acquisition Innovation
  - User Metrics as a Reward Structure
  - Ops & Programs Savings Fuel Infrastructure Re-Investment
  - Agile & Tech Insertion are ***NOT verboten***



## The A&T Community Must:

- *Demonstrably* **Focus** on Mission Outcomes
- **Solve** Problems *Collaboratively*
  - **Innovate** *Relentlessly*

Catalyze delivery of innovative technology-based capabilities solving intelligence challenges.