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BUSINESS SYSTEMS REQUIREMENTS AND ACQUISITION

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This supplement implements Air Force Policy Directive (AFPD) 63-1_20-1, *Integrated Life Cycle Management*, and supplements guidance in Department of Defense (DoD) Instruction (DoDI) 5000.75, *Business Systems Requirements and Acquisition*. The DoDI is printed word-for-word in regular font without editorial review. Air Force supplementary material is printed in bold font and indicated by “(Added)(DAF).” This publication applies to all civilian employees and uniformed members of the Regular Air Force, Air Force Reserve, Air National Guard (ANG), United States Space Force (USSF), and those who are contractually obligated to comply with Department of the Air Force (DAF) publications. ANG Note: This policy does not apply to ANG/assets unless ordered to federal duty or subject to the approval of The Adjutant General of the Several States. This DAFI does not request support from ANG to take any action that incurs a manpower, or any other cost not already incurred internally, had a Functional Sponsor provided a requirement and/or funding to initiate or continue a DBS program. This policy does not require any ANG action until ANG internally has decided it has a requirement and funding to initiate or continue such a DBS program. This publication may be supplemented at any level, but all supplements must be routed to the Office of Primary Responsibility (OPR) listed above for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the OPR listed above using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate chain of command. The authorities to waive wing, unit, delta, or garrison level requirements that are

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Summary Of Changes

This publication has been rewritten as a supplement and revised to reflect stand up of USSF, incorporation of guidance on agile software development, introduce Business Mission Area program types and use of a Business Service Catalog and address updated governance processes. Changes include the elaboration of tailored approaches to different business capability requests and a shift toward an enterprise approach governing the Business Mission Area and Defense Business Systems.



DoD INSTRUCTION 5000.75 BUSINESS SYSTEMS REQUIREMENTS AND ACQUISITION

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Incorporates and Cancels: Enclosure 12 of DoD Instruction 5000.02, "Operation of the Defense Acquisition System," January 7, 2015, as amended February 2, 2017

Cancels: DoD Chief Information Officer (DoD CIO) Memorandum, "Use of Enterprise Information Technology Standard Business Case Analysis," October 23, 2014, for business systems

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Purpose: In accordance with the authority in DoD Directives 5134.01, 5144.02, 5105.82, 5105.53, and 5000.01 and the July 11, 2014 and July 13, 2018 Deputy Secretary of Defense Memorandums, this issuance:

- Implements the statutory requirements of Section 2222(c) “Issuance of Guidance” of Title 10 United States Code (U.S.C.) and Section 883(e) “Guidance on Acquisition of Business Systems” of Public Law 114-92.
- Establishes policy for the use of the business capability acquisition cycle (BCAC) for business systems requirements and acquisition. Implements the statutory requirements of Subtitle III of Title 40, United States Code (U.S.C.) and Section 811 of Public Law 106-398 (referred to in this issuance as the Clinger-Cohen Act (CCA)).
- Supersedes all processes, procedures, and definitions in DoD Instruction (DoDI) 5000.02T for all business system acquisition programs, including the definition of Major Automated Information System in DoDI 5000.02T’s Table 2, which does not apply to business systems.

(Added)(DAF) Note: DoDI 5000.02T was rescinded; reference DoDI 5000.85, *Major Capability Acquisition*, for table defining acquisition categories.

(Added)(DAF) Note: Chief Management Officer of the Department of Defense (DoD CMO) responsibilities were reassigned to other DoD officials or organizations effective October 1, 2021. Reference section 901(b) of the William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 (Public Law 116-283).

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SECTION 1: GENERAL ISSUANCE INFORMATION

1.1. APPLICABILITY.

This issuance applies to:

a. OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this issuance as the “DoD Components”).

b. All defense business capabilities and their supporting business systems, including those with “as-a-service” (aaS) solutions. Chief Management Officer (CMO) certification requirements in this issuance apply to business systems only.

c. (Added)(DAF) The processes and requirements in this Supplement apply to all business capability and systems regardless of funding level and appropriation except those developmental software efforts meeting the criteria for and choosing to implement using DoDI 5000.87, *Software Acquisition Pathway*. Note: Statutory requirements that apply to Defense Business Systems (DBS) will also apply to DBS programs using DoDI 5000.87 unless otherwise noted in statute.

d. (Added)(DAF) Business system programs may include the acquisition of services. Review AFI 63-138, *The Acquisition of Services*, for additional guidance.

1.2. POLICY.

It is DoD policy that:

a. DoD acquisition of business systems will be aligned to commercial or government best practices and will minimize the need for customization of commercial products to the maximum extent practicable. Thorough industry analysis and market research of both process and information technology (IT) are expected.

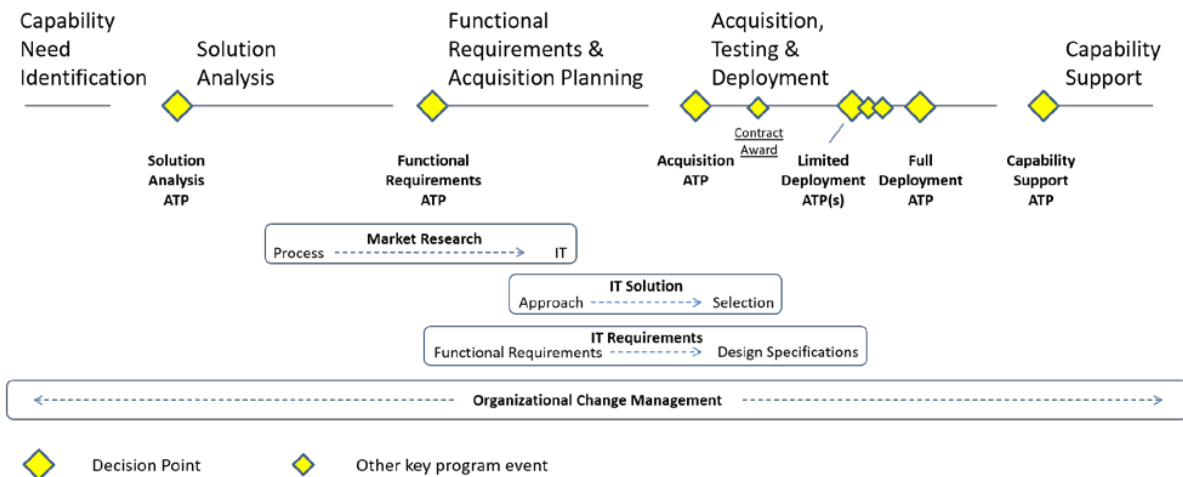
b. Business systems acquisition will facilitate business changes through doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy to drive performance improvements, efficiencies, effectiveness, cyber resilience, and audit compliance.

c. Business systems acquisition is the joint responsibility of the functional and the acquisition communities. Both communities are accountable for the successful delivery of business capability, from business process design through business system deployment and capability support. Functional and acquisition leadership emphasis on change management is essential for success, and all leaders must drive toward commercial off-the-shelf (COTS) and government off-the-shelf (GOTS) solutions, to the extent practicable.

d. The acquisition pathway described in this issuance may be used for other non-developmental, software intensive programs (including national security systems, productivity solutions, and IT infrastructure), when approved in program acquisition strategies. Statutory requirements for other types of IT capabilities developed in accordance with this issuance will still apply. CMO certification requirements in this issuance apply to business systems only.

e. The authority to proceed (ATP) decision points of the BCAC portrayed in Figure 1 provide the framework for acquisition and business decisions in the life cycle and may be tailored as necessary to contribute to successful delivery of business capabilities.

Figure 1. Business Capability Acquisition Cycle



f. Decision authorities in Table 3 of Appendix 4A of this issuance will tailor the application of regulatory requirements and procedures to best achieve capability outcomes, consistent with established statutory requirements outlined in Table 4 of Appendix 4A. In addition, decision authorities will reduce separate reviews and approvals by other organizations when confirmation through direct collaboration is sufficient.

(1) (Added)(DAF) Capability initiatives will enter into the Capability Need Identification phase but may transition to other phases if the intent and exit criteria for each phase is completed to the satisfaction of the authority to proceed (ATP) approval authority.

(2) (Added)(DAF) Phases are not required to be done in sequence, the process is iterative and activities for one phase may be initiated or completed in parallel with another phases.

(3) (Added)(DAF) In general, ATP decision points are exit events authorizing continuation into the next phase. For example a Functional Requirements ATP is completed as part of the Business Solution Analysis phase to authorize entry to the Functional Requirements and Acquisition Phase.

g. (Added)(DAF) CCA compliance will be accomplished as an iterative process as all information may not be available during early ATP decision points. Full CCA

compliance (i.e., compliance with all CCA criteria) is required no later than the first Limited Deployment ATP. More information on CCA compliance is in Paragraph 2.9.a and Table 4 of Appendix 4A. Reference AFMAN 17-1402, *Clinger-Cohen Act (CCA) Compliance* and AFI 63-101/20-101 for additional information on CCA.

1.3. SUMMARY OF CHANGE 2.

This change clarifies policy, responsibilities, procedures, and definitions to address updates to Section 2430(a) of Title 10, U.S.C., gaps in current business systems policy as a result of lessons learned, evolving acquisition practices (including DoD's Adaptive Acquisition Framework and 5000-series initiatives), and changes to other business systems-relevant issuances. This change also updates references and organizational symbols, and corrects other administrative concerns.

SECTION 2: RESPONSIBILITIES

2.1. UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT (USD(A&S)).

The USD(A&S) is the Defense Acquisition Executive. The USD(A&S):

- a. Establishes policy and provides oversight for the business systems life cycle.
- b. Delegates milestone decision authority (MDA) for assigned business systems described in Table 1 of Section 3:
 - (1) To a DoD Component head, who then may delegate the authority to the Component Acquisition Executive (CAE), but no further for business system Category (BCAT) I programs.
 - (2) To another OSD official as the USD(A&S) considers appropriate.

2.2. CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF DEFENSE (DOD CMO).

The DoD CMO:

- a. Establishes policy and provides oversight for planning and control of investments in business systems, to include certification of covered defense business systems in accordance with Section 2222 of Title 10, U.S.C.
- b. Maintains the Business Enterprise Architecture (BEA) and requires all functional strategies, capabilities, processes and systems to be reflected in the BEA.
- c. Establishes policy and processes for:
 - (1) Business system capability portfolio management and its appropriate linkage to the BEA.
 - (2) Validation of business needs and identification of capability requirements for business systems.
- d. Validates capability requirements for assigned business systems in Table 1 of Section 3 to align business capabilities to functional strategies.
- e. Delegates requirements validation authority for BCAT I programs to a Military Department (MILDEP) CMO.

2.3. DOD CHIEF INFORMATION OFFICER (DOD CIO).

The DoD CIO:

- a. Establishes policy and provides oversight for CCA confirmation for business systems.
- b. Confirms CCA compliance for joint systems and delegates CCA compliance authority for all other business systems to the DoD Component CIO.
- c. Approves:
 - (1) Cybersecurity strategies mission-critical and mission-essential IT and BCAT I programs before ATP decision points or development contract awards.
 - (2) IT infrastructure and hosting solutions for joint and enterprise business systems and BCAT I programs.

2.4. DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION.

The Director, Cost Assessment and Program Evaluation, establishes policies and procedures for the collection of cost data, the conduct of cost estimates, and analysis of solution approaches for the acquisition of business systems.

2.5. OSD AND DOD COMPONENT HEADS.

The OSD and DoD Component heads:

- a. Provide policy and guidance relating to their functional area throughout the business systems life cycle.
- b. When requested, advise the program, the MDA, and the appropriate CMO decision authority on matters relating to their functional area at or before decision points throughout the business systems life cycle.

2.6. (Added)(DAF) Assistant Secretary of the Air Force for Acquisition, Technology, and Logistics (SAF/AQ).

(Added)(DAF) SAF/AQ, in consultation with the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ), provides guidance, oversight, and reporting requirements for the acquisition of DAF business systems, including acquisition of USSF business systems.

2.7. (Added)(DAF) The Service Acquisition Executive (SAE).

a. (Added)(DAF) Note: The term “SAE” is equivalent to the term CAE used in DoD directives and instructions and refers to the Mission Directive assigned SAE. The SAE:

b. (Added)(DAF) Ensures business system programs, to include business system modification programs, are properly defined and justified in budget documentation as outlined in AFI 17-110, *Information Technology Portfolio Management and Capital Planning and Investment Control* and DAFMAN 65-605V1, *Budget Guidance and Technical Procedures*, 31 March 2021.

c. (Added)(DAF) Oversees acquisition of business systems <\$250 million over the Future Years Defense Program (FYDP) and Business Category I (BCAT I) programs delegated down from the USD(A&S). SAE may delegate this responsibility, reference Section 3 of this supplement, AFI 63-101/20-101, and AFI 63-138 for additional delegation information.

d. (Added)(DAF) Assumes primary responsibility for the business capability from the Functional Sponsor when the preferred solution analysis begins (middle of the Functional Requirements and Acquisition Planning Phase.)

e. (Added)(DAF) Acts as or delegates the acquisition authority for the Functional Requirements, Acquisition, Limited Deployment(s), and Full Deployment decision points (T-0).

2.8. (Added)(DAF) Deputy Under Secretary of the Air Force for Management (SAF/MG).

a. (Added)(DAF) SAF/MG, in its role of the AF Deputy Chief Management Officer, per delegated responsibilities from USecAF as listed in HAF MD 1-19, *Deputy Under Secretary of the Air Force, Management*, is designated as the Pre-Certification Authority on Air Force Priority Defense Business Systems and the Certification Authority on Covered Defense Business Systems.

b. (Added)(DAF) SAF/MG role in the Business Enterprise Architecture (BEA) follows:

(1) (Added)(DAF) Assess current DAF business enterprise architecture (i.e., systems, activities, processes, data exchanges, etc.), while leveraging the DoD Business Enterprise Architecture, to identify similar or duplicate capabilities that solve the identified problem and/or reduces the costs associated with building a new capability.

(2) (Added)(DAF) Conduct enterprise architecture analysis using available architectures, such as the DoD Business Enterprise Architecture, to identify potential reuse of capabilities and processes; thus, maximizing the adoption of existing federal government or commercial processes over new capabilities that require customization.

c. (Added)(DAF) Deputy Chief Management Officer will:

(1) (Added)(DAF) Establish and ensure compliance with the Department of the Air Force defense business system strategy.

(2) (Added)(DAF) Guide and support the Functional Sponsor's business

capability requirements definition work.

2.9. (Added)(DAF) Department of the Air Force Chief Information Officer (SAF/CN).

a. (Added)(DAF) Is the approving authority for Defense Business Systems to be compliant with IT statutory and regulatory requirements in support of ATP decisions, to include but not limited to the following: Clinger-Cohen Act, Federal Information Security Management Act of 2014, Privacy Act of 1974, records management, cybersecurity risk management (e.g., Risk Management Framework) and Section 508 of the Rehabilitation Act of 1973 (reference this supplement for additional information).

b. (Added)(DAF) Provides guidance and support to the Functional Lead and Program Manager in determining compliance requirements as agreed upon by the DAF CIO and the requesting organization. Provides input on alignment with the Information Dominance Flight Plan, Digital AF, and the AF's Strategic Master Plan as applicable.

c. (Added)(DAF) Approves and reviews of IT architecture, baseline, and infrastructure including hosting solutions.

d. (Added)(DAF) Serves as the IT infrastructure architect to ensure compliance with DoD-mandated standards, regulations and architecture for infrastructure and platform capabilities in support of AF business systems.

e. (Added)(DAF) Participates in and coordinates on draft documents early in the development process.

2.10. (Added)(DAF) Director, Air Force Test and Evaluation (AF/TE).

(Added)(DAF) The Director, Air Force Test and Evaluation (AF/TE), as the senior Service official responsible for developmental and operational testing will:

a. (Added)(DAF) Provide guidance, direction, and oversight for the formulation, review, and execution of Test and Evaluation (T&E) plans, policies, programs, and budgets.

b. (Added)(DAF) Act as the final DAF review and authority and signatory for T&E master plans or other test strategy documentation prior to SAE approval and signature for business systems.

c. (Added)(DAF) Review and prepare release of T&E reports outside the DAF and ensure test results are available to decision makers in a timely manner.

2.11. (Added)(DAF) Assistant Secretary of the Air Force for Financial Management and

Comptroller (SAF/FM)

(Added)(DAF) Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM) will:

a. (Added)(DAF) Support funding for business system programs. Funding requests are submitted using the Planning, Programming, and Budgeting Execution (PPBE) process managed by the Department of the Air Force and Department of Defense.

b. (Added)(DAF) Support development of a Service Cost Position or a Non-Advocate Cost Assessment as required to support approved business system programs in accordance with DODI 5000.73 and AFI 65-508, *Cost Analysis Guidance and Procedures*. Continue to refine cost estimating practices to maintain responsiveness to business system acquisition programs employing modern software development methods.

c. (Added)(DAF) Review and approve CCA-directed economic analysis IAW AFMAN 65-506. This responsibility may be delegated to lower-level FM organizations (e.g., MAJCOM and Field Command (FLDCOM), Centers).

SECTION 3: ROLES

3.1. GENERAL.

a. The roles described in this section will be performed by OSD, MILDEP or DoD Component level leaders according to designated BCAT and delegation of authority.

b. Table 1 defines BCAT based on systems covered by Section 2222 of Title 10, U.S.C., along with minimum required decision authorities.

Table 1. DoD Business System Categories

Business System Category / Reason for Designation		Decision Authorities
I	<ul style="list-style-type: none"> Priority defense business system expected to have a total amount of budget authority over the period of the current Future Years Defense Program (FYDP) in excess of \$250,000,000; or DoD CMO designation as priority based on complexity, scope, and technical risk, and after notification to Congress. 	<u>Requirements Validation / CMO Certification:</u> DoD CMO or as delegated
		<u>MDA:</u> defense acquisition executive or as delegated (not below CAE)
II	<ul style="list-style-type: none"> Does not meet criteria for category I. Expected to have a total amount of budget authority over the period of the current FYDP in excess of \$50,000,000. 	<u>Requirements Validation / CMO Certification:</u> MILDEP CMO or as delegated; DoD CMO or as delegated for all other DoD Components
		<u>MDA:</u> CAE or as delegated
III	<ul style="list-style-type: none"> Does not meet criteria for category II. 	<u>Requirements Validation / CMO Certification:</u> DoD CMO or MILDEP CMO may designate as requiring certification
		<u>MDA:</u> Same as category II and further delegation is encouraged
<p>1. Transitions from lower to higher business system categories based on FYDP cost thresholds become effective no later than when the President’s Budget is submitted to Congress.</p> <p>2. Business systems will not transition automatically from higher to lower business system category even if FYDP costs no longer exceed thresholds for the higher category. The MDA, in coordination with the appropriate CMO decision authority, will make the decision to transition from a higher to lower category.</p> <p>(Added)(DAF) Note: Chief Management Officer of the Department of Defense (DoD CMO) were reassigned to other DoD officials or organizations effective October 1, 2021. Reference section 901(b) of the William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 (Public Law 116-283).</p>		

c. (Added)(AF) The DAF further identifies several categories (“Types”) of business capability requests that can enter the BCAC based on capability solution availability. Each type follows a tailored path through the phases. Reference Appendix 4E for additional information.

3.2. ROLES IN BUSINESS SYSTEMS REQUIREMENTS AND ACQUISITION.

a. Functional Sponsor.

(1) The functional sponsor is the DoD or Component senior leader with business function responsibility seeking to improve mission performance. The functional sponsor confirms the need for improved business operations and represents the user community interests throughout the BCAC. The functional sponsor represents the DoD organization(s) with a business problem or opportunity that may be addressed via the acquisition of a business system, business process reengineering, or related business changes.

(2) The functional sponsor leads solution analysis and change management and creates a successful change environment. The functional sponsor:

- (a) Engages stakeholders to keep them actively involved in shaping the complete future solution.
- (b) Makes resources available for each phase of requirements and acquisition to include stakeholders and subject matter experts.
- (c) Programs and budgets for lifecycle costs of full business spectrum solutions.
- (d) Provides input, including market research, to the MDA for the development of the business system.
- (e) Validates that deployed capabilities meet business requirements, deliver expected benefits, and provide return on investment.
- (f) Designates the functional lead who will report to the functional sponsor and collaborate with the program manager.
- (g) **(Added)(DAF) Supports the identification and satisfaction of compliance requirements for a business capability in accordance with AFI 17-101, *Risk Management Framework (RMF) for Air Force Information Technology (IT)*.**
- (h) **(Added)(DAF) Supports the upload of all architecture content into the authoritative AF architecture repository and the integration of new or modified architecture into the DoD Business Enterprise Architecture. This would likely include technical data and/or computer software as defined in DFARS 52.227-7013 to the extent permissible by law and in accordance with any applicable data licenses and markings. (T-1).**

(i) (Added)(DAF) Charters a Community of Interest, which is a collaboration environment, to engineer the information model, capture the detailed information requirements and propose Authoritative Data Sources (T-3).

(j) (Added)(DAF) Shares responsibility for change management with the Program Manager (reference this supplement) (T-3).

(k) (Added)(DAF) Commences the process for an initiative to improve mission performance, provides the resources to begin Capability Need Identification phase (Phase 1), and advocates for the capability to the Deputy Chief Management Officer as part of ATP 1 (T-0).

(l) (Added)(DAF) Ensures that all necessary funding that is within the control of the Functional Sponsor is identified and obtained in accordance with DoD Financial Management Regulation and DAFMAN 65-605V1, *Budget Guidance and Technical Procedures*.

(m) (Added)(DAF) Directs the involvement of functional Subject Matter Experts in all phases and activities described in this instruction.

(n) (Added)(DAF) Coordinates with the SAE to determine PEO assignment of a DBS to the appropriate PEO in accordance with the PEO Portfolio Assignment processes in AFI 63-101/20-101.

b. CMO.

The CMO role will be performed by the DoD CMO or MILDEP CMO identified as the decision authority in Table 1 depending on the BCAT and any delegation. The CMO:

(1) Determines that business requirements are valid, capability requirements are achievable, and capability development efforts are appropriate.

(2) Determines that business systems in development are aligned to processes in the BEA and meet applicable enterprise standards.

(3) In accordance with Section 2222 of Title 10, U.S.C., and with the support from the functional sponsor and Service Acquisition Executive (SAE) as needed, determines if a program is a business system.

(4) Certifies business system programs to fulfill the requirements of Section 2222 of Title 10, U.S.C and may designate specific BCAT III systems as requiring certification.

c. (Added)(DAF) The AF Deputy Chief Management Officer (DAF DCMO) (SAF/MG):

(1) (Added)(DAF) Validates the benefits of the future state business capabilities against the Functional Sponsor's priorities, and ensures appropriate resource allocation (T-0).

(2) (Added)(DAF) Supports the Functional Sponsor in requesting designation of a Program Executive Officer (PEO) and Program Manager (PM) from the SAE in accordance with the PEO Portfolio Assignment processes in AFI 63-101/20-101 upon validation of the capability need and requirements.

(3) (Added)(DAF) Approves the proposed work planned for Business Solution Analysis Phase (T-0).

(4) (Added)(DAF) Evaluates and approves Community of Interests' data requirements and information models to ensure consistency with the Business Enterprise Architecture. Ensures appropriate stakeholder functionals are consulted on use of Authoritative Data Sources and monitors compliance with the DAF Chief Data Officer's data architecture requirements; the Chief Data Officer is responsible for tracking and cataloging data used in the Air Force.

d. Milestone Decision Authority (MDA).

(1) Approves critical acquisition decisions for ATP decision points or concurs in contractual commitments.

(2) Oversees business system delivery within approved cost, schedule and performance parameters included in the baseline.

(3) Establishes oversight controls for programs, including procedures to report cost, schedule and performance variances and to address reported variances. The acquisition chain of command supports the MDA by leading the program manager and program execution. Specific leadership roles vary by organization but often include the CAE and Program Executive Officer.

(4) In coordination with the appropriate CMO decision authority, designates BCAT in accordance with Table 1 of Section 3.

(5) In accordance with Paragraph 1.2.d, authorizes non-developmental, software intensive programs that are not business systems to use the acquisition processes and procedures in this issuance and approves the program's tailored acquisition approach.

(6) (Added)(DAF) Milestone Decision Authority for DAF BCAT II and BCAT III programs is delegated to the PEO Business and Enterprise Systems (PEO BES) by this instruction unless otherwise delegated by the SAE, and will be documented in the PEO assignment memorandum in accordance with AFI 63-101/20-101. PEO BES may further delegate MDA responsibility for DAF BCAT II and BCAT III programs to an appropriately qualified individual in accordance with AFI 63-101/20-101. BCAT programs may be assigned to other PEOs by exception. If PEO BES does not have the resources to execute a program, the governance structure will determine an alternate course of action.

e. Chief Information Officer (CIO).

The CIO role will be performed by the DoD CIO or DoD Component CIO depending upon the BCAT and any delegation. The appropriate CIO:

(1) Confirms CCA compliance based on program manager input and supporting artifacts through proactive engagement, participating as early as practical in the life cycle. This ensures a continuous monitoring approach for CCA and cybersecurity compliance instead of conducting a checklist assessment at the end of each life cycle phase. CIO will confirm that CCA compliance is on track during the early BCAC phases using a tailored approach because not all information may be available yet and will base their decision on information in the program's capability implementation plan, defined in Appendix 4B.

(2) Assists with determination of cybersecurity controls and reviews and approves the cybersecurity strategy at the appropriate delegation level before ATP decision points or development contract awards.

(3) Establishes standards and supports determination of program IT infrastructure solutions and hosting requirements, encouraging shared infrastructure solutions and cloud-based solutions first with the appropriate program executive officer or service provider.

(4) Works with the functional lead and program manager to ensure agile or incremental software development processes are used to the greatest extent practical.

f. Functional Lead.

The functional lead:

(1) Leads business process reengineering and execution of business process changes.

(2) Leads definition of functional requirements and training and deployment for the business capability.

(3) Reports to the functional sponsor and collaborates with the program manager.

g. Program Manager.

The program manager:

(1) Leads development and delivery of the business system that supports the delivery of business capability.

(2) Provides input to the functional sponsor on process design, requirements, training and other matters that may influence the acquisition strategy for business systems.

(3) (Added)(DAF) Identifies specific information and/or data associated with the business system, new capabilities, or integration that should be restricted from public release and develop protection requirements (i.e., Controlled Unclassified). (T-1)

h. (Added)(DAF) Information Technology Portfolio Owner (also known as Functional CIO).

(1) (Added)(DAF) Performs the responsibilities defined in AFI 17-110.

(2) (Added)(DAF) Develops functional roadmap(s) that describe the portfolio target state to allow for visibility in how new capability integrates into the functional portfolio. (T-1)

(3) (Added)(DAF) Provides guidance on the prioritization of business system initiatives within their portfolio. (T-2)

(4) (Added)(DAF) Prepares annual Organizational Execution Plan (OEP) submissions for programs within its functional portfolio (e.g., acquisition, finance, etc.)

3.3. PROGRAM MANAGER RELATIONSHIP.

The relationship between the program manager and the functional lead is shown in Table 2. The tasks each individual leads or supports are described by phase in Section 4.

Table 2. Functional Lead and Program Manager Interaction

Activity	Paragraph	Functional Lead	Program Manager
Identify business capability needs	4.2.a	Lead	Support
Design future business processes & solutions	4.2.b	Lead	Support
Define functional requirements	4.2.c	Co-Lead	Co-Lead
Define solution approach	4.2.c	Co-Lead	Co-Lead
Evaluate solution selection	4.2.d	Support	Lead
Define detailed design specifications	4.2.d	Support	Lead
Develop and deliver business system	4.2.d	Support	Lead
Support business capability	4.2.e	Lead	Support
Manage configuration of the business system	4.2.e	Support	Lead

SECTION 4: PROCEDURES

4.1. OVERVIEW.

a. Tailoring.

The procedures used to develop business capability requirements and supporting systems will be tailored to the characteristics of the capability being acquired. Tailoring will focus on application of best practices to the totality of circumstances associated with the program, including affordability, urgency, return on investment, and risk factors, when the requirements are not statutory.

(1) Tailoring should be considered throughout the life cycle from both the functional and acquisition perspective, to include program strategies and oversight, program information, acquisition phase content, and the timing and scope of decision reviews and decision levels.

(2) The MDA may tailor acquisition content (i.e., acquisition strategy content) for all BCAC phases. Information requirements supporting requirements validation and the CMO certification process cannot be tailored and must be provided to decision makers as prescribed.

(3) Statutory requirements for business systems are outlined in Table 4 of Appendix 4A and may not be waived or tailored unless the statute permits.

(4) (Added)(DAF) Appendix 4E outlines the DAF's implementation of BCAC in five phases and prescribes mandatory steps within a tailorable framework. Each of these steps can be tailored to provide only the essential information.

(5)(Added)(DAF) The appropriate Functional Sponsor or Program Manager reviews the tailoring, with approval given by the requisite decision authority for each decision point. (T-0)

(6) (Added)(DAF) The tailoring procedures in DAF's implementation of BCAC lay out mandatory steps for all initiatives and programs as well as additional steps dependent upon the business capability request type. Each of these steps can be tailored to provide only the essential required information.

b. ATP Decision Points.

Decisions will be informed by measures that assess the readiness to proceed to the next phase of the process. Decision-making will focus on executability and effectiveness of planned activities, including cost, schedule, performance, acquisition strategy, incentive structure and risk.

(1) Decisions are coordinated across key stakeholders and made in a collective forum so that the decision authority is fully informed by the stakeholders at each decision point.

(2) Decision authority is determined by phase content and type of decision being made. Decision authorities are described in more detail by phase in this section and summarized in Table 3 of Appendix 4A.

(3) After the Functional Requirements ATP, the timing and number of all subsequent decision points are established as part of the capability implementation plan, defined in Appendix 4B.

(4) ATP decisions must be documented for the record. Approval is based upon component representation that it has satisfied all statutory, regulatory, and any additional critical requirements unless otherwise stated. Information supporting the decision must be maintained in accordance with DoD records management procedures.

(5) Considerations for decision criteria to use in support of ATP decision points are included in Table 5 of Appendix 4A.

(6) (Added)(DAF) The Functional Sponsor, Functional Portfolio Lead (Information Technology Portfolio Owner), or Program Manager may initiate the ATP process when ready to submit the content required for that decision point to the decision authority/authorities.

(7) (Added)(DAF) At each decision point the requester will provide the decision authorities a response to the content reviews with a description of the updates to the content and the mitigation plan. The decision authorities decide to: allow the program to proceed; proceed with conditions; direct that the program return to another point in the process; or halt the program completely. All decisions are recorded in a decision memorandum. (T-1)

(a) (Added)(DAF) Decisions should be data driven, not documentation based, and are tailorable based on the individual capability effort. Decisions will be presented to the functional portfolio board.

(b) (Added)(DAF) ATP decisions coming from the functional portfolio board, including but not limited to tailoring considerations, compliance requirements, and other agreements, will be documented in an ATP memorandum. (T-0)

c. Governance.

Governance for business capabilities is not a one-size-fits-all model and must be adaptive, transparent, and inclusive of key stakeholders to enable rapid decision making on key matters such as requirements, cost, schedule, performance, and risk. Simplified and effective governance driven by clear outcomes throughout the capability life cycle is encouraged, as is delegating governance decisions to the lowest practical levels.

(1) (Added)(DAF) The Functional Portfolio Boards (PBs) are a collaborative forum for functional senior leadership to provide support and operational oversight for their BMA portfolio. The PBs ensure key BMA-related decisions align with the Air

Force's overall business direction and priorities as set by the BMA Council. The Functional PBs are partnerships with SAF/MG, SAF/CN, SAF/AQ, PEO BES, PEO Command, Control, Intelligence, and Network (C3I&N), and other entities as appropriate. PBs serve as the single point of authority for all functional portfolio-level decisions. The PBs are the focal points for functional management review and decision-making risks that are beyond the authority of the program-level leadership. The Functional Portfolio Boards provide oversight and guidance for their respective Functional Program Review Groups. Additionally, the IT Portfolio Owner and others as designated participate in the BMA Council sessions.

(2) (Added)(DAF) BMA Enterprise Review Groups (BERG) established at the Executive, Portfolio and Program levels, provide PEO and SAF/MG level oversight for DAF Defense Business System ATP decisions. The BERGs are also a vehicle for SAF/MG to request periodic status briefings on program progress outside of an ATP review requirement. The lead decision authority for each ATP decision will determine the governance forum for each decision review.

(a) (Added)(DAF) Executive BERGs will review Business System Category content and serve as the Air Force-level Defense Business Council and Defense Acquisition Board equivalent for Development and Modernization requirements in accordance with the current annual DAF and MDA guidance for programmatic oversight.

(b) (Added)(DAF) Portfolio and Program level BERGs will be comprised of the Program Manager(s), the PEO, the Milestone Decision Authority (MDA), SAF/MG, SAF/CN, other appropriate stakeholders, and the functional portfolio owners. These can be held in conjunction with functional portfolio meetings or as individual program BERG.

d. Change Management.

Change management proactively prepares the functional community for upcoming changes resulting from the delivery of a business capability, reduces risk, and increases user adoption. Change management tasks span the lifecycle of the product's delivery and include the development and delivery of training materials and ongoing capability improvements addressed in the capability support phase. The functional lead and program manager are jointly responsible for change management.

e. Budgeting by Functional Capability and IT Portfolio.

Every phase outlined in this document will be funded in the planning, programming, budget, and execution process. To facilitate this, functional capability and IT portfolio program elements will be established by Components to fund business need definition and business solution design efforts. Funding in the program objective memorandum will represent the work to be done across the life cycle, starting with requirements development through deployment and capability support.

f. Continuous Process Improvement.

The functional sponsor will engage in continuous process improvement throughout all phases of the BCAC, based on opportunities that emerge in analysis of existing capabilities, processes, and supporting IT in use within the existing organization and at other organizations. The functional sponsor will prioritize these continuous process improvement opportunities for current and future initiatives.

g. Industry Analysis and Market Research.

The functional sponsor and MDA must provide access to domain experts with functional and technical knowledge to support analysis of processes from industry and government for capability delivery options. These domain experts must guide the development of business requirements without preferring business systems over business process improvements. Market research will identify existing and emerging business systems available to support future processes.

h. Prototyping and Demonstrations.

To the extent that it benefits the program and at acceptable cost and risk, program managers are encouraged to use prototyping and demonstrations to inform requirements, support market research, and support selection of products and services. Program managers will provide the MDA with the expected benefits that these efforts will provide as well as the approach for making any prototypes operational, as appropriate.

i. Delivery of Capability.

Functional leads and program managers will apply commercial best practices and lessons learned to prioritize and more rapidly develop and deploy useable, affordable subsets of capability.

(1) A release is a manageable subset of functionality, such as minimum viable product, that provides utility in support of the business capability. Based on the program's particular baselining approach, releases will be baselined and documented in the capability implementation plan, as defined in Appendix 4B. The utility provided by a release does not have to fulfill the entire business capability. Additional utility may be added through iterative releases based on user feedback to minimize risk and increase adoption.

(2) A deployment either introduces a new release into the production environment or expands the user base of existing functionality. Deployment includes training and business systems operations activities such as help desk support.

j. Integrated Testing.

The MDA will oversee an effective yet efficient testing approach that incorporates:

(1) Integrated testing, in which a single test activity can provide data to satisfy multiple objectives, as supported by an integrated testing strategy documented in the capability implementation plan defined in Appendix 4B. Integrated testing may include combined contractor and government developmental testing, as well as integrated

government developmental and operational testing.

(2) The use of test automation, to the greatest extent practical.

(3) Involvement of users and testers throughout the entire life cycle.

(4) When supported by the appropriate risk analysis, assessments will primarily use data from integrated test events rather than a dedicated independent operational test event. For programs on the Director, Operational Test and Evaluation (DOT&E) Oversight List, the level of test and use of integrated test data, test strategies, as well as dedicated operational test events should be approved by DOT&E based upon Guidelines for Operational Test and Evaluation of Information and Business Systems.

(5) (Added)(DAF) DAF Integrated Test Teams perform the responsibilities as defined in DoDI 5000.89_DAFI 99-103, *Capabilities-Based Test and Evaluation*. If a project or program is authorized to enter the process anywhere other than the beginning (e.g., entry at Phase 4), review all activities that would normally be accomplished prior to that point and ensure any mandatory prerequisites are accomplished. The Integrated Test Team reviews and recommends a Lead Development Test and Evaluation Organization to the Program Manager. (T-1)

k. Delegation.

Decision authorities in Table 3 of Appendix 4A will evaluate remaining risk in business system programs at each decision point and can delegate authority for specific releases or all remaining program capability, to empower leaders to provide timely guidance and make decisions at the lowest practical level.

l. Documentation and Deliverables.

Information requirements will generally not be prepared solely for staff review and approval. In addition to supporting decision making at ATP decision points, these products should support program activities such as contracting actions or test events, or serve as planning and management tools. The information produced will be specific to each program and acquisition information (e.g., acquisition strategy content) will be tailored to meet individual program needs. Details will be maintained by the program in a transparent and timely manner, readily available for reviews as needed.

m. (Added)(DAF) Agile Implementation.

(1) (Added)(DAF) Where appropriate under the process, PMs will tailor strategies, process, documentation, design, development, and test activities using agile acquisition strategies and techniques.

(2) (Added)(DAF) PMs should use modern iterative software development methodologies and techniques as the default approach to the technical implementation of business systems. Iterative software development and DevSecOps methodologies support the DoD objective of rapid delivery of capabilities to end user communities at frequent

intervals, not only for code development but also for configuration of COTS/GOTS/SaaS and aPaaS products and non-IT acquisitions.

(a) (Added)(DAF) In situations where Agile is deemed not feasible, the chosen development methodology and justification should be noted in the program's Capability Implementation Plan (CIP) prior to ATP 2.

(b) (Added)(DAF) At ATP 3 the MDA for programs implementing agile methodologies may delegate ATP decision authority to the delivery manager to continuously free flow between BCAC phases 3, 4, and 5 to further aid the use of agile methodologies.

(c) (Added)(DAF) Agile methodologies encourage adapting to increase the efficiency of the effort. The development team and stakeholders will conduct post sprint retrospectives and sprint metrics review to understand sprint velocity, planned vs. executed stories and points, changes, and team morale. These metrics will be briefed to a Steering Committee. Disciplined sprint metrics gathering and analysis will also help to understand and forecast spending for future projects as early as BCAC Phase 2 to include minimum viable product, ongoing feature development, backlogs, and future enhancements.

(3) (Added)(DAF) Business process re-engineering and other continuous process improvement methodologies will be considered and applied throughout all BCAC phases when applying agile methodologies.

o. (Added)(DAF) Organizational Execution Plans (OEPs) and Out-of-Cycle (OOC) Requests.

(1) (Added)(DAF) The IT Portfolio Owner will submit an OEP annually to SAF/MG to support annual certification of business systems required in 10 United States Code § 2222. The OEP allows SAF/MG to oversee business mission area integration, recommend improvement to business operations, and leverage appropriate technologies to deliver agile, effective, and efficient business solutions to the DAF. The information necessary to support an OEP is generated as part of the BCAC process and integrated into Program Objective Memorandum (POM) submission. (T-0)

(2) (Added)(DAF) Each initiative or investment should be included in an OEP and undergo analysis during the portfolio management process to ensure:

(a) (Added)(DAF) The proposed investment is a priority for the DAF and the BMA community, and the proposed investment supports the BMA Strategy.

(b) (Added)(DAF) The proposed investment supports the functional strategy that governs the business domain of the initiative.

(c) (Added)(DAF) That there is no duplication of effort across initiatives and encourages reuse of business capabilities, business processes, or IT systems that may

already exist or are already under acquisition and deployment.

(3) (Added)(DAF) SAF/MG is the approval authority for the certification of funds for DBS. SAF/MG certification provides the PM (and their reporting chain) the legal authority to obligate up to (and not to exceed) the SAF/MG certified level by program.

(4) (Added)(DAF) SAF/MG provides guidance pertaining to each year's annual OEP and budget process to include updated requirements and projected suspense's.

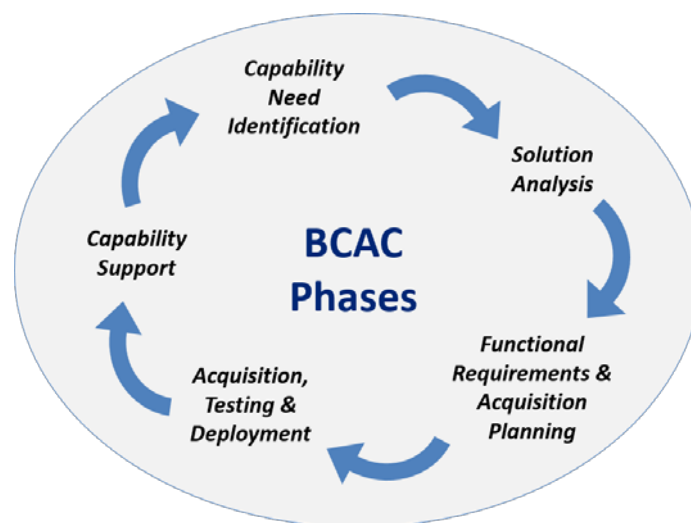
(a) (Added)(DAF) If during the year of execution a program is seeking to exceed the certified level for the program, an Out-of-Cycle (OOC) request is required regardless of the source of the funding (e.g., within the portfolio, external customer-funded, etc.). The PM, working through their reporting chain and the BMA IT Functional Portfolio Owner, will prepare an OOC package. (T-1)

(b) (Added)(DAF) If the funds are being moved between programs in the same portfolio, an OOC is required for both the program gaining the funds as well as the program from which the funds are taken. The PM should consider sending a draft package to their Functional CIO and SAF/MG portfolio lead for review prior to entering formal coordination. SAF/MG conduct BMA Council meetings.

4.2. BCAC PHASE ACTIVITIES AND DECISION POINTS.

Figure 2 illustrates the five phases in the process. The BCAC is intended to be cyclical and flexible with phases repeating as necessary to drive timely achievement of outcomes.

Figure 2. High-Level BCAC Process



a. Capability Need Identification.

The functional sponsor leads this phase with guidance and support from the appropriate CMO decision authority. The objective is to establish a clear understanding of needed business capabilities so that the functional sponsor and acquisition officials can decide to invest time and resources into investigating business solutions.

(1) Phase Description.

(a) The capability need is based on the desired end state in a business mission area, the problem(s) preventing it, and the future capabilities required to achieve it.

(b) Definition of the future capabilities will include analysis of other organizations with similar capability needs.

(2) Solution Analysis ATP.

At this decision point, the appropriate CMO decision authority, with input from the functional sponsor, validates the capability requirements, approves the work planned for the next phase, and verifies the capability is aligned with the BEA as well as organizational or OSD functional strategy and IT portfolio management goals.

(3) Information Requirements.

(a) Business Processes. High-level business processes must be structured to focus on the work to be conducted and on the information used, not supporting IT.

(b) Capability Implementation Plan.

See Appendix 4B for information on the capability implementation plan. Machine searchable capability requirements must be provided for the Solution Analysis ATP. Capability requirements must include:

(a) A description of the business problem or opportunity and its impact on cost and mission performance.

(b) Prioritized business capabilities and their attributes, such as testable, quantifiable, and achievable, capability performance measures with associated current and future values, including threshold and objective values for future capability performance.

(c) Pertinent law, regulations and policies that will either require modification or constrain solutions.

(d) (Added)(DAF) Data standards, to include data tagging and other data requirements as defined by the Chief Data Officer.

(4) (Added)(DAF) During the Capability Need Identification phase the DAF Deputy Chief Management Officer (DAF DCMO) (SAF/MG):

(a) (Added)(DAF) Validates the business needs and certifies the capability requirements for business systems (Reference current AF Organizational Execution Plan (OEP) guidance and Sec 3.2.b.3 of this supplement). (T-0)

(b) (Added)(DAF) Validates the benefits of the future state business capabilities against the Functional Sponsor's priorities, and ensures appropriate resource allocation.

(c) (Added)(DAF) Upon validation of the capability need and requirements, request and recommend that a Program Executive Office (PEO) or Program Manager (PM) be designated by SAF/AQ as the Office of Primary Responsibility (OPR) for aiding the Functional Sponsor in the Solution Analysis phase and beyond.

(d) (Added)(DAF) Approves the proposed work planned for the Business Solution Analysis Phase (Phase 2). (T-0)

b. Solution Analysis.

The functional sponsor leads this phase with guidance from the appropriate CMO decision authority and support from the program manager and MDA. The objective of this phase is to determine the high-level business processes supporting the future capabilities to maximize use of existing business solutions and minimize creation of requirements that can only be satisfied by a business system.

(1) Phase Description.

(a) Future capabilities are based on reengineering the high-level future business processes that will deliver the capabilities. This includes selecting and tailoring commercial best practices to meet the needs of the end user community.

(b) Definition of the future capabilities will include market analysis and research of other organizations with similar capabilities to identify processes that can be adopted.

(c) The functional sponsor must ensure funding is available to support the phase activities and must provide a plan for funding future phases, as appropriate. The availability of funding must be validated by the appropriate resource official prior to the Functional Requirements ATP.

(2) Functional Requirements

ATP at this decision point:

(a) The appropriate CMO decision authority validates that sufficient business process reengineering has been conducted to determine whether a business system is required.

(b) The MDA approves execution of the activities outlined in the capability implementation plan defined in Appendix 4B.

(c) (Added)(DAF) The DAF Deputy Chief Management Officer (DAF DCMO) conducts reviews to assess that non-materiel activities/requirements are included in the Implementation Plan.

(d) (Added)(DAF) The DAF DCMO validates that sufficient business process reengineering was conducted to determine the existing business process, the capability gaps within that business process, and that a business system is required to satisfy that capability gap, and, in conjunction with the MDA, confirms that sufficient market research has been done to leverage existing AF investments.

(e) (Added)(DAF) DAF DCMO notifies DoD CIO if the solution results in a potential Business Category I program (unless delegated to the DAF).

(f) (Added)(DAF) The MDA will make the decision to pursue an IT Materiel Solution as part of the deployment of the business capabilities, and ensure that the appropriate acquisition activities and requirements are included in the Capability Implementation Plan (CIP). The MDA will approve the CIP. (T-0)

(g) (Added)(DAF) The Functional Sponsor will confirm a PEO Portfolio assignment process request (reference AFI 63-101/20-101) was initiated. (T-1)

(h) (Added)(DAF) The PEO will accept or reject program request, determine the Business Category level, establish an appropriate level of program office and identify a Program Manager. (T-1)

(i) (Added)(DAF) The MDA will approve the number and type of subsequent ATP decision points. (T-0)

(j) (Added)(DAF) Provisions for DBS Deficiency Reporting will be addressed as part of the programs Capability Implementation Plan (CIP). See Appendix 4B for information on the capability implementation plan.

(3) Information Requirements.

(a) Business Processes.

High-level business processes must be structured to focus on the work to be conducted and on the information used, not supporting IT.

(b) Capability Implementation Plan.

See Appendix 4B for information on the capability implementation plan.

c. Functional Requirements and Acquisition Planning.

During this phase, the functional sponsor leads execution of approved business process actions in the capability implementation plan, defines IT functional requirements, and assists

the program manager with assessing the overall solution approach (e.g., COTS, GOTS, “aaS,” legacy modernization, or new development). Meanwhile, the MDA oversees development of the acquisition strategy. An objective of this phase is to establish the acquisition strategy and identify the capability support approach required to meet the functional requirements.

(1) Phase Description.

(a) Functional requirements describe how the business system will achieve the future business processes.

(b) The program manager engages further with industry (e.g., market research, benchmarking, requests for information, industry days) so that functional requirements reflect the current state of practice and inform the acquisition strategy. Additional information on functional requirements is included in Appendix 4D.

(c) The appropriate cost agency will support development of alternatives and determination of the solution approach that best fits the needs and organizational goals based on economic analysis in accordance with DoDI 7041.03.

(d) The acquisition strategy included in the capability implementation plan reflects the solution approach and describes how the program manager will identify potential business system solutions and perform solution selection. Additional information on criteria for potential business system solutions is included in Appendix 4D.

(e) The program manager may, with the approval of the MDA, conduct design specification activities normally conducted after the Acquisition ATP to inform the acquisition strategy.

(f) As appropriate, the program manager will partner with the contracting officer to develop draft request for proposals (RFPs) that align to the acquisition strategy for the contract actions that follow the Acquisition ATP

(g) Before the Acquisition ATP is approved, the appropriate CMO decision authority will approve the initial certification based on the chosen solution approach. Additional information on CMO certification is in Appendix 4C.

(2) Acquisition ATP.

At this decision point, the MDA:

(a) Verifies the requirement is fully funded across the FYDP to support all the acquisition activities requested for approval.

(b) Authorizes execution of the acquisition strategy and approves continued execution of the capability implementation plan.

(c) (Added)(DAF) The Program Manager and Functional Lead will present the selected solution approach for review and approval to begin implementation. The MDA

will execute final decision ATP(s) with implementation and deployment, and AF Deputy Chief Management Officer and DoD CIO will simultaneous certify and approve funds expenditure. (T-0)

(d) (Added)(DAF) The Functional Lead will update and execute the non-material activities defined in the previous phase as it is documented in the Implementation Plan. (T-0)

(e) (Added)(DAF) The Program Manager maintains oversight and control over the Implementation Plan and schedule, and will work with the Functional Lead to adjust the materiel and non-materiel activities to ensure implementation and deployment actions coincide.

(3) Information Requirements.

See Appendix 4B for information about the capability implementation plan.

d. Acquisition, Testing, and Deployment.

During this phase, the program manager leads execution of contract award, vendor management, establishment of baselines, delivery of the business system, and risk management. Meanwhile, the functional sponsor leads training and deployment. The objective of this phase is to achieve organizational change through business process changes and delivery of the supporting business system, with minimal customization.

(1) Phase Description.

(a) Detailed fit-gap analysis follows solution selection based on the acquisition strategy. Fit-gap analysis will be based on the known capabilities of the COTS/GOTS software in the selected business system solution.

(b) Design specifications will reflect fit-gap analysis and prioritization of features to allow for cost and schedule trades within scope.

(c) Development, delivery and support activities will be baselined and detailed in the implementation plan, expressed in terms of releases and deployments.

1. A limited deployment is any deployment before the Full Deployment ATP that provides a set of functionality to a set of users of the business system. The functional sponsor and program manager will recommend the functionality and number of users. Limited deployments will be approved at a Limited Deployment ATP.

2. The MDA will require sufficient testing before Limited and Full Deployment ATPs. For business systems on the DOT&E Oversight List, DOT&E will approve all operational test plans, and an Initial Operational Test and Evaluation will be conducted before the Full Deployment ATP.

3. Full deployment is the delivery of full functionality planned to all

planned users of the business system in accordance with the Full Deployment ATP.

(d) The MDA will oversee establishment of cost, schedule and performance parameters for each release before development or delivery.

(2) Limited Deployment ATP(s).

At this decision point, the MDA, in conjunction with the functional sponsor, considers the results of testing, and approves deployment of the release to limited portions of the end user community. Multiple limited deployments may be authorized at the same decision point or delegated to a lower decision authority. ATP is executed upon concurrence of the functional portfolio board.

(a) (Added)(DAF) The MDA approves or disapproves deployment to limited portions of the end user community based on the operational risk associated with the release capability. While Limited Deployments do not provide full functionality to all planned users of the BCAC, they do require acceptable performance and reliability with adequate sustainment and support systems. (T-0)

(b) (Added)(DAF) The MDA, with support of the Functional Sponsor, ensures that all components of the materiel solution are properly installed and operating; all end users participating in Limited Deployment are adequately trained; a Help Desk capability is operational; and the platform environment is prepared to support Limited Deployment. (T-1)

(3) Full Deployment ATP.

At this decision point, the MDA, with the support of the functional sponsor and appropriate CMO decision authority, considers the results of limited deployment(s) and operational testing and approves deployment to the entire user community. This ATP is executed upon concurrence of the functional portfolio board.

(a) (Added)(DAF) The MDA, with support of the Functional Sponsor and AF Deputy Chief Management Officer will assess the results documented in the Operational Test Report of all Limited Deployments and operational testing and, based on operational risk, approve/disapprove deployment to the entire user community. (T-0)

(b) (Added)(DAF) The Functional Sponsor ensures all elements of the BCAC solution described in the Capability Implementation Plan are ready to be implemented in the operational environment. (T-0)

(c) (Added)(DAF) After Full Deployment ATP approval, the Program Manager will deploy all remaining capabilities, Non-Materiel Activities and the IT Solution to all end users. (T-1)

(d) (Added)(DAF) The Program Manager and Functional Lead will develop the Capability Support Plan and present it at the Full Deployment ATP. (T-0)

(4) Capability Support ATP.

At this decision point, the functional sponsor accepts full deployment of the system and approves transition to capability support.

(1) (Added)(DAF) This ATP is executed upon concurrence of the functional portfolio board.

(2) (Added)(DAF) At this decision point, the Functional Sponsor approves the Support Plan, which documents the planning for this phase and will be updated continuously throughout the program's useful life.

(3) (Added)(DAF) This plan also details how the program meets materiel readiness and operational support performance requirements in the most cost-effective manner over its life cycle.

(5) Information Requirements.

See Appendix 4B for information about the capability implementation plan and capability support plan.

e. Capability Support.

During this phase, the functional sponsor manages and governs the business capability and the program manager manages the technical implementation and configuration of the business system. The objective of this phase is to provide support for the business capability, including continued cybersecurity readiness and enduring support for and appropriate upgrades to the business system.

(1) Phase Description.

(a) The functional lead, with the support of the program manager, leads development of capability requirements, business process design and re-engineering, and training for the business system in support of continuous process improvement.

(b) The functional lead and program manager jointly develop and execute tailored capability implementation plans for each new set of capability requirements addressed in this phase.

(c) The functional lead and program manager will continue periodic assessments of opportunities available in the marketplace to determine changes necessary to reduce costs and/or improve efficiencies to maintain the relevance of the capability and the business system.

(d) The program manager will establish and manage cost, schedule, and performance metrics associated with upgrades to the approved baseline.

(2) Capability Support Reviews.

Each DoD Component will determine the frequency, content, and format of these reviews and will outline these details in the capability support plan. These reviews can occur at either the program or portfolio level. The following scenarios may prompt these reviews:

- (a) Cost growth above the approved baseline;
- (b) Changes to program requirements; or
- (c) Upgrades to the business system in response to approved requirements changes.

(d) (Added)(DAF) DAF Functional Portfolio Boards and BMA Enterprise Review Groups will be used to perform capability support reviews.

(3) Information Requirements.

See Appendix 4B for information on information requirements for capability support.

APPENDIX 4A: SUPPORTING INFORMATION

Table 3 describes decision authorities for each decision point by role. The decision authority will be at the OSD or DoD Component level according to designated BCAT and delegation of authority. Table 4 aligns statutory requirements to BCAC decision points. Table 5 provides considerations for decision criteria; it does not represent a mandatory checklist for decision points.

(Added)(DAF) ATPs will be executed upon concurrence of the functional portfolio board.

Table 3. Decision Authorities

Decision Point	Decision Authority or Authorities
Solution Analysis ATP	OSD CIO
Functional Requirements ATP	OSD CIO (requirements validation) MDA (materiel)
Acquisition ATP, Contract Award, Limited Deployment ATP(s), Full Deployment ATP	MDA
Capability Support ATP	Functional sponsor
Capability Support Reviews (as needed)	Determined in Capability Support Plan

Table 4. Statutory Requirements

Decision Point	Statutory Requirements
Solution Analysis ATP	None
Functional Requirements ATP	None
Acquisition ATP	Section 2222 Title 10, U.S.C. information / CMO certification ¹ Solution approach (fulfills market research, analysis of alternatives and economic analysis) Cybersecurity strategy (for mission essential and mission critical IT)
Contract Award	CCA Compliance
Limited Deployment ATP(s)	Full CCA compliance at first ATP ² ; confirmation of compliance at additional ATPs
Full Deployment ATP	Confirmation of CCA compliance Initial Operational Test and Evaluation Report (for business systems on the DOT&E oversight list)
Capability Support ATP	None
Capability Support Reviews (as needed)	None
1. CMO certification can occur during prior phases, but must occur before the Acquisition ATP is approved. 2. Full CCA compliance can occur during prior ATP decision points, but must occur no later than the first Limited Deployment ATP. Separate documentation should not be needed to confirm CCA compliance.	

Table 5. Considerations for Decision Criteria

Decision Point	Considerations for Decision Criteria
<p>Solution Analysis ATP 1</p>	<ul style="list-style-type: none"> • Concise business problem and desired end state, with cost and performance improvements. • Documented laws, regulations and policies. • Alignment with and submission to the BEA. • Validated capabilities and capability performance measures. • Affordable capability with compelling business case for committing organizational resources for work planned up to next decision point.
<p>Functional Requirements ATP 2</p>	<ul style="list-style-type: none"> • High-level business processes include performance measures and supporting activities and tasks with inputs and outputs. • Business processes focus on work and not supporting systems or IT. • Clear understanding of the process and functional changes needed to achieve future business processes. • Key processes identified for improvement documented with changes in process models. • Business processes reflect knowledge of industry state of the art. • Business process actions identified, prioritized and included in the capability implementation plan. • ROM cost estimate for all business changes to achieve future business processes. • Affordability targets for business system with compelling business case for committing organizational resources for work planned up to next decision point. • Acquisition strategy outlines planned decision points and decision authorities. • Consistency with DoD Information Enterprise policies and architecture. • High-level understanding of capability support requirements. • Initial cybersecurity strategy consistent with DoD policies, standards, and architectures.

Table 5. Considerations for Decision Criteria, Continued

Decision Point	Considerations for Decision Criteria
<p>Acquisition ATP 3</p>	<ul style="list-style-type: none"> • Alternatives leverage market research on existing or emerging COTS and GOTS products and services. • Potential business system solutions reflect traceability to functional requirements and decomposition. • Potential business system solutions include trade space to minimize customization. • Potentially expensive or high risk functional requirements are identified with recommended alternative approaches. • Potential business system solutions address technical and lifecycle support requirements. • Solution evaluation criteria include: economic analysis; satisfaction of functional requirements and information assets; satisfaction of technical requirements and lifecycle support requirements; and overall risk. • Solution evaluation criteria include (if needed): delivery schedule; evaluation of trade space for functional requirements; and enterprise impacts. • Technical management strategy identifies lifecycle methodology for development and delivery of the business system, to include capability support. • Consistency with DoD Information Enterprise policies and architecture. • Cybersecurity strategy consistent with DoD policies, standards and architectures, including interoperability requirements. • Auditability compliance is reviewed and confirmed, if necessary and appropriate • Certification under Section 2222 Title 10, U.S.C.
<p>Limited Deployment ATP 4</p>	<ul style="list-style-type: none"> • Maturity of developed or configured software through pre-production assessment of functional requirement coverage and defects impacting users. • Execution of change management, training and deployment plans. • Consistency with DoD Information Enterprise policies and architecture. • Test results (including cybersecurity tests) indicating adequate performance and cybersecurity. • Program progress against baselined cost, schedule and performance. • Ensure CCA compliance • Actions necessary for capability support.

Decision Point	Considerations for Decision Criteria
<p>Full Deployment ATP 5</p>	<ul style="list-style-type: none"> • Measured performance of operational software in support of future business processes and technical and lifecycle requirements. • Organizational readiness for continued deployment. • Consistency with DoD Information Enterprise policies and architecture. • Test results (including cybersecurity tests) indicating adequate performance and cybersecurity. • Program progress against baselined cost, schedule and performance. • Ensure CCA compliance. • Actions necessary for capability support.
<p>Capability Support ATP 6</p>	<ul style="list-style-type: none"> • Measured performance of implemented future business processes. • Continued cybersecurity readiness. • Organizational readiness for capability support.

APPENDIX 4B: CAPABILITY IMPLEMENTATION PLAN

4B.1. DEFINITION.

a. The capability implementation plan is an aggregation of the content needed by the program office to prepare for and manage the delivery of the capability and to support statutory and regulatory requirements; it is not a specific document or set of documents. It accounts for all necessary information products required to support and inform leadership decisions.

b. Capability implementation plan information will be stored and used by the program office in whatever applicable format or repository is needed and information will be maintained in accordance with records management procedures. Details will be maintained in a transparent manner and will be made readily available for reviews as needed.

c. The capability implementation plan must include or reference the information requirements developed during early BCAC phases that support requirements validation and the CMO certification process. All other implementation plan content (i.e., acquisition strategy content), may be tailored to the individual needs of the program unless required by statute.

d. The acquisition strategy content of the implementation plan may need to be maintained separately to compartmentalize acquisition sensitive information. Similarly, technical content concerning cybersecurity may also be maintained separately.

e. The program may rely on external content such as portfolio procedures to govern technical management. In this case, the capability implementation plan content supplements the portfolio procedures only as needed to tailor the program.

4B.2. CONTENT.

Although content will differ from program to program, an effective capability implementation plan will include:

a. References to the capability requirements that the capability implementation plan supports.

b. A description of planned decision points with governance details that describe decision authorities, information requirements that will support the decision, and actions the decision will authorize.

c. A description of business process actions and leaders responsible. Common business process actions include:

- (1) Implementation of law, regulation, policy or business process changes, including

those that do not require business systems and those that must occur before the business system can be acquired

(2) Development of training materials in support of business process changes.

(3) Conduct of user training and deployment in support of the business system.

d. A description of acquisition actions and leaders responsible. Common acquisition actions include:

(1) Requests for information, peer reviews, RFPs, and contract awards.

(2) Definition and modeling of functional requirements, inputs and outputs, and design specifications.

(3) Software design, development and testing.

(4) Developmental and operational test and evaluation.

(5) Technical and management assessments (e.g., engineering, test, and program management) to identify and mitigate risks and manage issues.

(6) Development of training materials in support of the business system.

(7) Coordination and approval of memoranda of agreement, interface control agreements and service level agreements.

e. The combined schedule actions needed to deliver and support the capability.

f. A component-based representation of the decomposition of the work to be executed to deliver and support the capability (e.g., work breakdown structure or capability roadmap).

g. Acquisition objectives: a description of the organizational or strategic business goals for the development and delivery of the business capability in terms of cost and benefits, schedule, return on investment, and affordability. These should include indicators to identify when a program may be at risk.

h. Baseline: a reference against which to measure progress of the business capability. The desired end state of the business system and associated business processes at the program or release level, expressed in terms of cost, schedule, performance, and other measures as appropriate. Baselines should be established no later than 24 months after the original Solution Analysis ATP.

(1) If at the program level, the baseline will be set prior to the development of the first release/deployment.

(2) If at the release level, the baseline will be set prior to the development of each release or deployment.

i. Tailored business system acquisition strategy.

(1) Acquisition content: a description of the program approach to leverage competition to acquire the required capability at reduced cost and risk. The approach must describe the business strategy, including major contracts planned, contract type(s) and incentives, market research, potential sources, capability support strategy, subcontracting opportunities, special contracting considerations and special clauses, the business case for or against obtaining warranties, payment methods, contract management and administration, intellectual property strategy, and use of COTS or reasons not to use COTS.

(2) Technical management content: a description of the program approach to leverage systems engineering, test and evaluation (T&E), cybersecurity, and data management processes to reduce technical risk. Specific T&E management content requirements include:

(a) Test events to collect data must be defined, scheduled, and resourced in the capability implementation plan, including a Developmental Evaluation Framework matrix.

(b) Cybersecurity T&E should be based on a zero-trust model and incorporate automated testing practices as much as practical (e.g., static/dynamic code analysis) early in the lifecycle to remediate and mitigate vulnerabilities. It will include continuous monitoring and will consider appropriate application of the DoD Cybersecurity Test and Evaluation Guidebook for cybersecurity T&E activities. The MDA will not tailor cybersecurity T&E solely to meet authority to operate requirements. For business systems on the DOT&E oversight list, cybersecurity operational T&E must also include a Cyber Economic Vulnerability Analysis as outlined in current DOT&E Memoranda.

(c) T&E planning will include mission-oriented development T&E with actual operators performing end-to-end scenarios in a controlled environment, which may be conducted as integrated tests to also address operational test goals.

(d) Interoperability developmental T&E will include testing with actual representations of interface systems in a controlled environment.

(e) Business systems on the DOT&E Oversight List will document T&E management content in a test and evaluation master plan.

(f) Automated test tools and scientific test and analysis techniques should be considered to increase test efficiency.

(g) (Added)(DAF) For business systems on the T&E Oversight List, a Concept of Operations (CONOPS) is required.

(3) Other content if needed: international considerations, multiyear procurement and integration of intelligence assessments, and expected benefits for potential prototypes as well as the approach for making them operational.

j. Capability Support Plan: a strategy for executing capability support activities and the

leaders responsible for these activities. The plan will be developed in a transparent manner and will be made readily available for reviews as needed.

(1) The capability support plan should include:

(a) A governance structure that provides resources, prioritizes changes, and establishes plans for executing changes that fall within the scope of the original capability requirements.

(b) A plan for conducting periodic program reviews, including the frequency, content, and format of these reviews.

(c) A threshold for changes to determine whether or not the change requires re-entry into the BCAC process. Major capability changes that do not fall within the scope of the original capability requirements will require re-initiation of the BCAC process to integrate the new capability.

(d) Tailored capability implementation plans for each new set of capability requirements addressed in this phase.

(2) The capability support plan will be continuously maintained throughout the capability life cycle and will be reviewed and updated as appropriate to accommodate for capability modernization or new capability requirements.

(3) (Added)(DAF) The capability support plan will address the process for deficiency reporting and tracking. For more information on deficiency reporting, refer to AFI 63-101/20-101 and DAFI 99-103.

k. (Added)(DAF). The Capability Implementation Plan will include and describe all non-material activities (but not limited to): business requirements, business process engineering (BPR) results, high level schedule and resource approach, high level roadmap, compliance requirements (laws, regulations, policies), acquisition plan, alignment with the BMA Enterprise Architecture, funding structure, proposed systems to sunset. (T-1)

4B.3. PROGRESSION OF CAPABILITY IMPLEMENTATION PLAN

CONTENT.

a. During early BCAC phases, the capability implementation plan will contain a low level of detail because knowledge is limited early in the life cycle. As the life cycle progresses, the amount of information and the level of detail will mature and evolve. Each program, in collaboration with the MDA, should assess the information requirements for each BCAC phase and determine which ones are applicable to manage the program and inform program decisions. Information requirements that support requirements validation and the CMO certification process must be completed.

b. Table 6 describes the expected progress of capability implementation plan content

asa program progresses through BCAC phases and decision points.

Table 6. Progression of Capability Implementation Plan Content through BCAC Phases

Solution Analysis	
Information Requirements	<ul style="list-style-type: none"> • References to or updated requirements documentation as applicable. • High-level business capability process maps. • Results of market analysis and research that reflect engagement with other organizations with similar capabilities to understand their business processes, supporting solutions, and ability to support the capability need. • Detailed plans for any business process changes required to successfully deploy the needed capability. • High-level schedule and resource plans for potential acquisition actions. • High-level decomposition of work (e.g., work breakdown structure or capability roadmap). • Rough order of magnitude cost and cost benefit analysis for any potential business system. • Initial Acquisition Strategy.
Purpose	<ul style="list-style-type: none"> • Determine if the required business capability can be met by leveraging existing business processes or solutions; or • Set the stage for a new business system by establishing program management and funding structure to inform Functional Requirements ATP decisions.
Maturity Level	<ul style="list-style-type: none"> • Capability requirements and associated business processes are mature and documented. • Acquisition strategy and rough order of magnitude are high level, since business solutions have not been fully analyzed and/or selected. They should be only as detailed and mature as current program knowledge will allow and should not constrain decision making of possible business solutions.
Functional Requirements and Acquisition Planning	
Information Requirements	<ul style="list-style-type: none"> • Functional requirements that include enough detail to inform definition of potential business system solutions and evaluation criteria, but not too much detail that would overly constrain solution selection. • Detailed plans and resource-loaded schedules for actions required to implement future business processes. • Plan to obtain full funding across the FYDP to support the acquisition activities approved at the Acquisition ATP. • Initial capability support plan providing insight as to how future capability solution(s) will be supported and decision making will be governed. • A plan for baselining, updating, and managing cost, schedule, and performance at the program or release level as appropriate. • As appropriate, draft RFPs that align to the initial Acquisition Strategy for the contract actions that follow the Acquisition ATP. • Initial test plan. • CCA compliance initial approval (with limited data). • Cybersecurity Strategy initial approval.
Purpose	Inform decisions regarding a solution approach and a path to meet validated capability requirements.
Maturity Level	<ul style="list-style-type: none"> • Acquisition Strategy is detailed and the capability support plan includes high-level detail on governance and decision making for supporting the business capability. • All other information requirements continue to mature based on execution of the capability implementation plan and Acquisition Strategy.

Acquisition, Testing, and Deployment	
Information Requirements	<ul style="list-style-type: none"> • Updated documentation to reflect current plans, including Acquisition Strategy, cost documentation, test plans, and requirements documentation (as applicable). • Refined capability implementation plan that reflects most current plans and strategies for releases, testing, and deployments, beginning with the first deployment. • Updated draft RFP(s) (if needed). • Baseline(s) structured at the release or program level. • Updated capability support plan including roles and responsibilities for support activities, a governance structure, a threshold for changes, and a proposed schedule of periodic capability support reviews. • Architecture products required by DoDI 8330.01 that provide the necessary data to support interoperability testing. A separate information support plan (ISP) document is not required for business system programs following this guidance. • Mature and detailed decomposition of work (e.g., work breakdown structure or capability roadmap). • Updated test plan. • Integrated testing results. • Training materials and training reports. • Technical review results. • Cybersecurity Strategy final approval before first Limited Deployment ATP. • Full CCA compliance before first Limited Deployment ATP. • Updated schedule and resource plans for acquisition actions.
Purpose	<ul style="list-style-type: none"> • Supports contract award, development, testing, training, deployment and capability support. • Baseline establishment supports effective management of the program. • At Limited Deployment and Full Deployment ATPs, training and testing results inform the MDA on the level of operational risk associated with the capability deployment.
Maturity Level	During this phase, all information and documents are fully mature.
Capability Support	
Information Requirements	Tailored capability implementation plans for each new set of requirements approved by the Functional Sponsor.
Purpose	Support the business system and the continuous improvement of that solution through the life cycle.
Maturity Level	<ul style="list-style-type: none"> • Original capability implementation plan information and documents are fully mature and are updated at least annually to ensure relevance. • New capability implementation plans that are included as annexes to the original capability support plan will continue to mature throughout the development and deployment of the new capability.

APPENDIX 4C: CMO CERTIFICATION

4C.1. RESPONSIBILITIES.

a. OSD CIO.

The OSD CIO):

(1) Provides certification for all priority business systems under Section 2222 Title 10, U.S.C., and for other business systems as required that are not under the authority of a MILDEP CMO.

(2) May require any business system to receive certification and may designate any business system as a priority business system after notifying Congress.

b. MILDEP CMOs.

The MILDEP CMOs:

(1) Provide certification as required for any business system of their respective MILDEP, other than a priority business system.

(2) May request designation of a non-priority business system as requiring DoD CMO certification.

(3) In collaboration with the program manager, participates in the development of necessary certification artifacts and preparation for certification as early as practical in the life cycle.

c. Program Manager.

The program manager collaborates with the appropriate CMO decision authority to develop necessary certification artifacts and prepare for certification as early as practical in the lifecycle. This proactive approach ensures that risks and issues are addressed before the Acquisition ATP.

4C.2. OSD CIO CERTIFICATION.

a. The appropriate CMO decision authority will certify that business systems covered by Section 2222 of Title 10, U.S.C., meet the requirements of subsection (g)(1)(A-E) of Section 2222 of Title 10, U.S.C., before proceeding to development and on an annual basis thereafter, for any fiscal year in which appropriated or non-appropriated funds are expended for development or sustainment.

b. The initial CMO certification is conducted no later than the Acquisition ATP. This can occur either at the annual review and certification of Organizational Execution Plan (OEP) submissions or during an out-of-cycle review and certification.

c. Annual CMO certification after the initial CMO certification is conducted before each fiscal year in accordance with the procedures in the current DoD CMO Memorandum.

(Added)(DAF) Note: Chief Management Officer of the Department of Defense (DoD CMO) responsibilities were reassigned to other DoD officials or organizations effective October 1, 2021. Reference section 901(b) of the William M. (Mac) Thornberry National Defense Authorization Act for FY 2021 (Public Law 116-283).

APPENDIX 4D: BUSINESS SYSTEM SOLUTION DOCUMENTATION

4D.1. FUNCTIONAL REQUIREMENTS.

- a. Functional requirements will be linked to inputs and outputs that define how the functional requirements support the business processes.
- b. Functional requirements will be linked to technical and lifecycle support requirements that constrain how the functional requirements support the business process.

4D.2. POTENTIAL BUSINESS SYSTEM SOLUTION SELECTION.

- a. The program manager, with support from the functional lead and the appropriate cost agency, establishes criteria for evaluating potential business system solutions.
- b. Evaluation criteria must include:
 - (1) Economic Analysis (cost, benefits, and return on investment).
 - (2) Satisfaction of functional requirements and inputs and outputs.
 - (3) Satisfaction of technical requirements and lifecycle support requirements.
 - (4) Overall risk.
- c. Other criteria may also include:
 - (1) Delivery schedule.
 - (2) Evaluation of trade space for functional requirements.
 - (3) Impacts to other programs.

4D.3. BUSINESS SYSTEM DESIGN SPECIFICATIONS.

- a. Design specifications provide sufficient detail on the solution or service being acquired or developed to support delivery and verification of the business system.
- b. Design specifications are not a specific document. Instead, they are the content needed by the program office to specify the design of the business system, as stored and used by the program in whatever applicable format or repository is needed.
- c. Design specifications must be prioritized to the extent practicable to allow for cost and schedule trades within scope.

4D.4. CONTENT OF BUSINESS SYSTEM DESIGN SPECIFICATIONS.

Design specifications are based upon the high-level requirements established during functional requirement definition. This includes the functional requirements, along with associated inputs and outputs for the functional requirements, and associated technical and lifecycle support requirements. The detailed design includes:

- a. Task-oriented description of end user interaction with the system, e.g., use cases, user stories, or functional requirements statements expressed as functions that “the system shall” perform.
- b. Technical requirements, e.g., infrastructure, open architecture, data standards, data management, hosting and security, and lifecycle support requirements (availability, scalability, maintainability, supportability, and interoperability).
- c. System and sub-system design, user interface design, logical and physical data models, business rules and related architectural products.
- d. Communication-oriented description of system interaction with other systems, e.g., interface control and interface design documents and related system architectural products.
- e. Traceability mappings from requirements through design to method of verification.

APPENDIX 4E: (Added)(DAF) BCAC PHASES DETAILED PROCESSES

4E.1. (Added)(DAF) Background: BCAC Phases Detailed Processes.

a. (Added)(DAF) Overview. Execution of the business system process consists of five phases; capability initiatives enter into the Capability Need Identification phase, but may transition to other phases if the intent and criteria for current phase, and readiness for the next phase, is met to the satisfaction of the ATP approval authority.

(1) (Added)(DAF) Phases are not meant to be linear, the process is iterative and activities for one phase may be initiated or completed in another phase.

(2) (Added)(DAF) Decisions are data driven, not documentation based and are tailorable based on the individual capability effort. Decisions will be presented to the functional portfolio board and documented in an ATP memorandum.

(3) (Added)(DAF) ATP decisions, including but not limited to tailoring considerations, compliance requirements, and other agreements, will be captured in a decision memorandum. Table 5 provides considerations for decision criteria for ATPs 1-6.

b. (Added)(AF) The DAF further identifies four categories (“Types”) of business capability requests that can enter the BCAC based on capability solution availability. Each type follows a tailored path through the phases. Note: Implementation may be limited by capability of the BMA Service Catalog; contact SAF/MGB for information on BMA Service Catalog availability and accessibility.

(1) (Added)(DAF) BCAC Capability Request Type 0 (“Use it Now”) are requests for specifically designated COTs/GOTs/legacy custom developed applications or SaaS/aPaaS solutions which meet the unit’s need without modification or code change, are affordable within local (up to MAJCOM or FLDCOM) budget constraints, and can be installed using only local resources.

(2) (Added)(DAF) BCAC Capability Request Type 1 are requests to begin using a solution from the BMA Service Catalog (application, SaaS, aPaaS) that does not meet the Use it Now criteria and does not require a functionality change or data migration.

(3) (Added)(DAF) BCAC Capability Request Type 2 are requests to begin using a solution from the BMA Service Catalog (application, SaaS, aPaaS) that does not meet the Use it Now criteria and does not require a functionality change or data migration. Type 2 is broken into migration to a solution the requestor is not currently using (2m) or enhancing a solution the requestor is already using (2e).

(4) (Added)(DAF) BCAC Capability Request Type 3 is a request for a new custom-developed capability (3c), product (3p), or SaaS/aPaaS (3s), solution, not already in the BMA Service Catalog, regardless of customization or modifications necessary to implement.

4E.2. (Added)(DAF) Phase 1: Capability Need Identification.

(a) (Added)(DAF) This Phase begins when the Functional Sponsor assigns resources and directs the execution of the process and ends with an ATP decision that the capability requirements are adequately defined there is an executable workplan to proceed.

(b) (Added)(DAF) The functional sponsor leads this phase with guidance and support from the Deputy Chief Management Officer. The objective is to establish a clear understanding of needed business capabilities so that the functional sponsor and Milestone Decision Authority can decide to invest time and resources into investigating business solutions.

Figure 3. (Added)(DAF) Phase 1 Actions: Macro View.

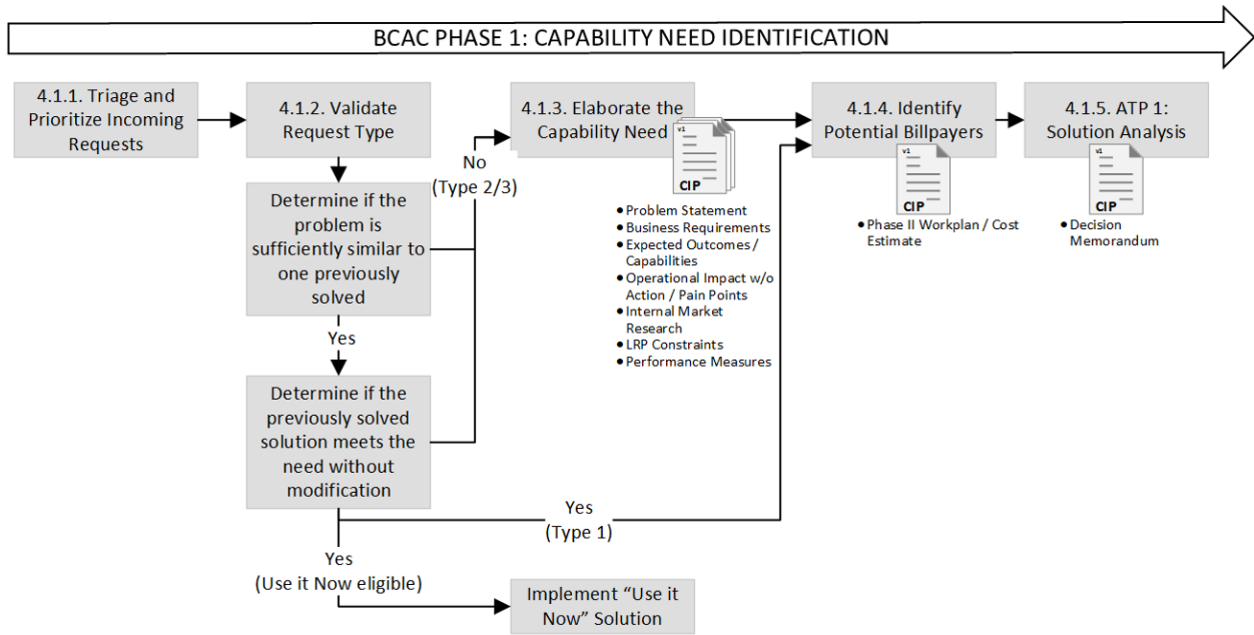


Table 7. (Added)(DAF) Phase 1 Breakdown: Triage and Prioritize Incoming Requests (2 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Triage and prioritize requests, and as needed determine the initial request type (T-1) <i>Functional Lead/Program Manager</i>	X	X	X	X	X	X
2. Determine if the directed or suggested action should be treated as a spike based on the speed of relevance <i>Functional Lead/ Program Manager</i>	X	X	X	X	X	X

Table 8. (Added)(DAF) Phase 1 Breakdown: Validate Request Type (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Determine if the business problem is sufficiently similar to one previously vetted and solved (T-0) <i>Functional Lead & PEO BES Cross-Functional Solution Expert</i>	X	X	X	X	X	X
1.1. Yes (Type 1) – Decide if the requested item will be used to solve a problem sufficiently similar to what the service was created for. If no, then change the request to Type 2 or Type 3 <i>Functional Lead/Program Manager</i>	X					
1.2 Yes (Type 2 and Type 3) - Change Type 2 or Type 3 requests to Type 0 or 1 and direct initiator to the corresponding solution <i>Functional Lead/Program Manager</i>		X	X	X	X	X
1.3 No (all types) – Continue on to the next action as either a Type 2 or Type 3 solution <i>Functional Lead/Program Manager</i>	X	X	X	X	X	X

Table 9. (Added)(DAF) Phase 1 Breakdown: Elaborate the Capability Need (8 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Develop/refine the concise business problem statement and desired end state (T-1) <i>Functional Lead</i>		X	X	X	X	X
2. Validate the need supports a business outcome aligned with Business Enterprise Architecture (BEA), BMA Strategy and Functional Strategies (T-1) <i>Functional Lead</i>		X	X	X	X	X
3. Analyze other organizations with similar capability needs to see if acceptable solutions already exist (T-0) <i>Functional Lead</i>		X	X	X	X	X
4. Define the operational impact of the business problem if not addressed, in business terms <i>Functional Lead</i>		X	X	X	X	X
5. Understand relevant laws, regulations, and policies (LRP) which constrain the solution <i>Functional Lead</i>		X	X	X	X	X
6. Make an initial determination if enhancement or new capability is likely to generate an Auditable Financial Transaction (AFT) <i>Functional Lead & SAF/FM</i>		X	X	X	X	X

7. Define quantitative capability performance measures (target & threshold) and determine current values		X	X	X	X	X
<i>Functional Lead</i>						
8. Identify and prioritize future business capabilities (including changes to existing capability) to solve the problem across DOT_LF-P (T-1)		X	X	X	X	X
<i>Functional Lead</i>						

Table 10. (Added)(DAF) BCAC Phase 1 Breakdown: Identify Potential Bill Payers (1 Item).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Identify potential bill payers to fund the need in the current year, execution plan, and POM	X	X	X	X	X	X
<i>Functional Lead</i>						

Table 11. (Added)(DAF) Phase 1 Breakdown: ATP 1 (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Make ATP 1 (Authority to Proceed) decision to Phase 2	X	X	X	X	X	X
<i>CMO</i>						
1.1. BCAT I - Coordinate ATP 1 decision package through FPRG and FPB to the SEC	X	X	X	X	X	X
<i>Functional Sponsor</i>						
1.2. Obtain OSD ATP 1 decision	X	X	X	X	X	X
<i>Senior Executive Council Chair</i>						
1.3. BCAT II and III, make ATP 1 decision to Phase 2	X	X	X	X	X	X
<i>Functional Portfolio Board Chair</i>						

c. (Added)(DAF) Solutions Analysis ATP. The Functional Sponsor is responsible for requesting a Solution Analysis ATP decision point and providing the appropriate content to the decision authorities.

4E.3 (Added)(DAF) Phase 2: Business Solution Analysis.

a. (Added)(DAF) In this Phase, the Functional Lead and subject experts identify the business processes necessary to fully implement the business capabilities identified in Phase 1, conduct initial high-level business process reengineering and document changes from the present state.

b. (Added)(DAF) The business process reengineering should be structured to focus on high-level business processes, and sufficiently identify the work to be conducted and the information that will be used to perform analysis/market research, not on the supporting IT solution.

Figure 4. (Added)(DAF) Phase 2 Actions: Macro View.

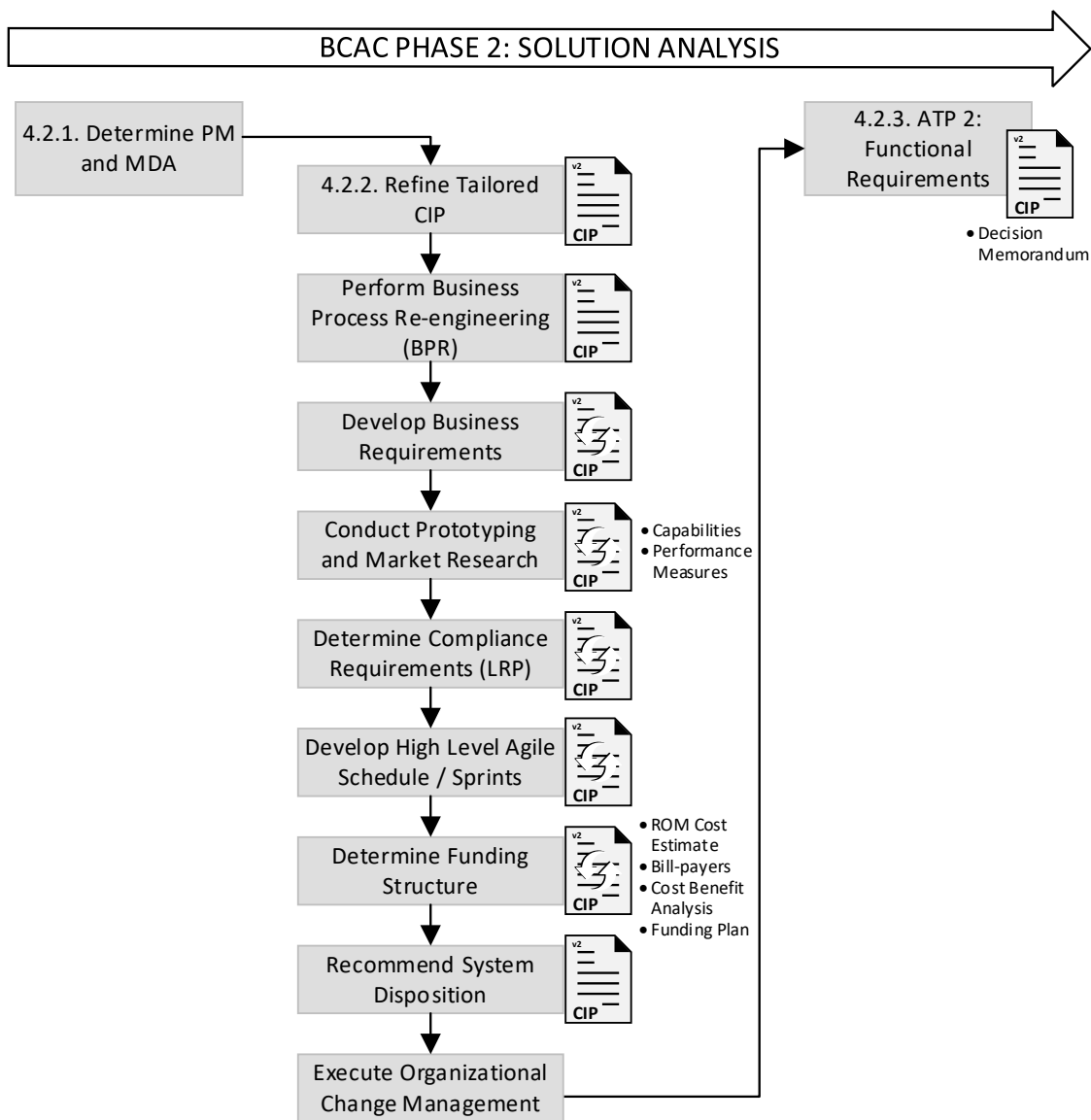


Table 12. (Added)(DAF) Phase 2 Breakdown: Determine PM and MDA (2 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Determine if PEO BES has sufficient resources to assign a Program Manager for this need at the speed of relevance <i>PEO BES HIQ & Functional Lead</i>	X	X	X	X	X	X
1.1. If No - Route to BMA PRG for COA (e.g. augment PEO BES, reprioritize BES backlog, allow non-PEO BES Program Manager/MDA) <i>PEO BES HIQ</i>	X	X	X	X	X	X

Table 13. (Added)(DAF) Phase 2 Breakdown: Refine Tailored CIP (25 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Develop/Update tailored Capability Implementation Plan (CIP) to meet the need (T-1) <i>Program Manager</i>	X	X	X	X	X	X
2. Identify the high-level business processes that need to be improved to address the business problem (BPR) (T-0) <i>Functional Lead</i>		X	X	X	X	X
3. Develop a high-level process map to be included in the Capability Process Maps (As-Is State, BPR) <i>Functional Lead</i>		X	X	X	X	X
4. Conduct initial market research of full DOTMLPF-P including research of other organizations, other services USG with similar capabilities (BPR) (T-0) <i>Functional Lead</i>			X	X	X	X
5. Identify any major changes from the current state to the re-engineered future state using CPI tools (BPR) (T-1) <i>Functional Lead</i>		X	X	X	X	X
6. Develop a re-engineered to-be process with information assets, including best practices from BEA & AF process libraries (BPR) (T-1) <i>Functional Lead</i>		X	X	X	X	X
7. If needed, conduct prototyping to support process engineering and redesign of the future state (BPR) <i>Functional Lead</i>		X	X	X	X	X
8. Provide technical assessment of proposed market research solutions (T-1) <i>SAF/CN</i>		X	X	X	X	X
9. Make initial elaboration of solution type to meet the need (Type 2 → 2m or 2e, Type 3 → 3p or 3s or 3c) <i>Functional Lead & Program Manager</i>		X	X	X	X	X

10. Establish business performance measures that will indicate when the process is being executed as intended (T-1)		X	X	X	X	X
<i>Functional Lead</i>						
11. In coordination with the CDO, determine data management requirements (including authoritative data sources)		X	X	X	X	X
<i>Program Manager</i>						
12. Assess potential infrastructure impact, shared services needs, cybersecurity overlays, and platform requirements		X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
13. Identify desired/required capabilities that the proposed solution cannot provide		X	X	X	X	X
<i>Program Manager</i>						
13.1. If Capabilities Missing - Determine alternative Courses of Action (COAs)	X	X	X	X	X	X
<i>Program Manager</i>						
14. Identify and prioritize DOT_PFP actions required to move the current process to the future process (Roadmap)		X	X	X	X	X
<i>Functional Lead</i>						
15. As necessary, decompose and schedule the work through the next ATP		X	X	X	X	X
<i>Functional Lead</i>						
16. Create ROM cost estimate for all business changes (DOTMLPF-P) to achieve future business processes	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
17. Identify likely bill payers for an initial funding plan to resource the need with Current Year offsets, execution plan changes and POM commitment	X	X	X	X	X	X
<i>Functional Lead</i>						
18. Conduct a cost-benefit analysis (including cost savings or avoidance from sunseting and/or consolidation)		X	X	X	X	X
<i>Functional Lead</i>						
19. Establish affordability targets for business system with a compelling business case for committing organization resources		X	X	X	X	X
<i>Functional Lead</i>						
20. Make system disposition recommendation for the BMA Council decision (i.e., sunset or sustain)	X	X	X	X	X	X
<i>Functional Sponsor</i>						
21. Determine what Airmen and processes could be impacted by the proposed change	X	X	X	X	X	X
<i>Functional Sponsor</i>						
22. Ensure funding is available for phase activities and provide funding plan for future phases	X	X	X	X	X	X
<i>Functional Sponsor</i>						
22.1. If Not Available - Determine alternative COAs	X	X	X	X	X	X
<i>Program Manager</i>						
23. Update CIP for ATP 2 (T-1)	X	X	X	X	X	X
<i>Program Manager</i>						

Table 14. (Added)(DAF) Phase 2 Breakdown: ATP 2 (6 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Make ATP 2 decisions (including approval of tailored path approval through ATP 3 to ATP 4) (T-0) <i>MDA and DCMO</i>		X	X	X	X	X
1.1. BCAT III - ROM < \$1M over FYDP <i>Decision Forum: Functional Lead/Program Manager</i> <i>Decision Authority: DCMO and MDA</i>		X	X	X	X	X
1.2. BCAT II, and BCAT III - ROM > \$1M over FYDP <i>Decision Forum: Functional Portfolio Board Chair</i> <i>Decision Authority: DCMO and MDA</i>		X	X	X	X	X
1.3. BCAT I - Coordinate ATP 2 decision package through Functional PRG and Functional PB to SEC <i>Decision Forum: Functional Sponsor</i> <i>Decision Authority: OSD</i>		X	X	X	X	X
2. Obtain OSD ATP 1 decision <i>Decision Authority: OSD Chair</i>		X	X	X	X	X
3. Decision to Proceed with only non-Materiel Solution <i>Program Manager</i>		X	X	X	X	X

4E.4. (Added)(DAF) Phase 3: Business System Functional Requirements and Acquisition Planning.

a. (Added)(DAF) During Phase 3 the primary responsibility for completing the implementation of the business capabilities shifts from the Functional Sponsor to the Program Manager).

b. (Added)(DAF) Authority to Proceed (ATP)

(1) (Added)(DAF) At Business System Functional Requirements and Acquisition Planning ATP, the Milestone Decision Authority (MDA):

(a) (Added)(DAF) Verifies requirement is fully funded across the FYDP to support all acquisition activities requested for approval.

(b) (Added)(DAF) Authorizes execution of the acquisition strategy and approves continued execution of the Capability Implementation Plan.

(c) (Added)(DAF) Delegates to the Program Manager to continuously return to BCAC Phase 3, 4, and 5 for Agile development.

(2) (Added)(DAF) The AF Deputy Chief Management Officer and OSD Deputy Chief Management Officer simultaneously certify and approve funds expenditure. (T-0)

Figure 5. (Added)(DAF) Phase 3 Actions: Macro View.

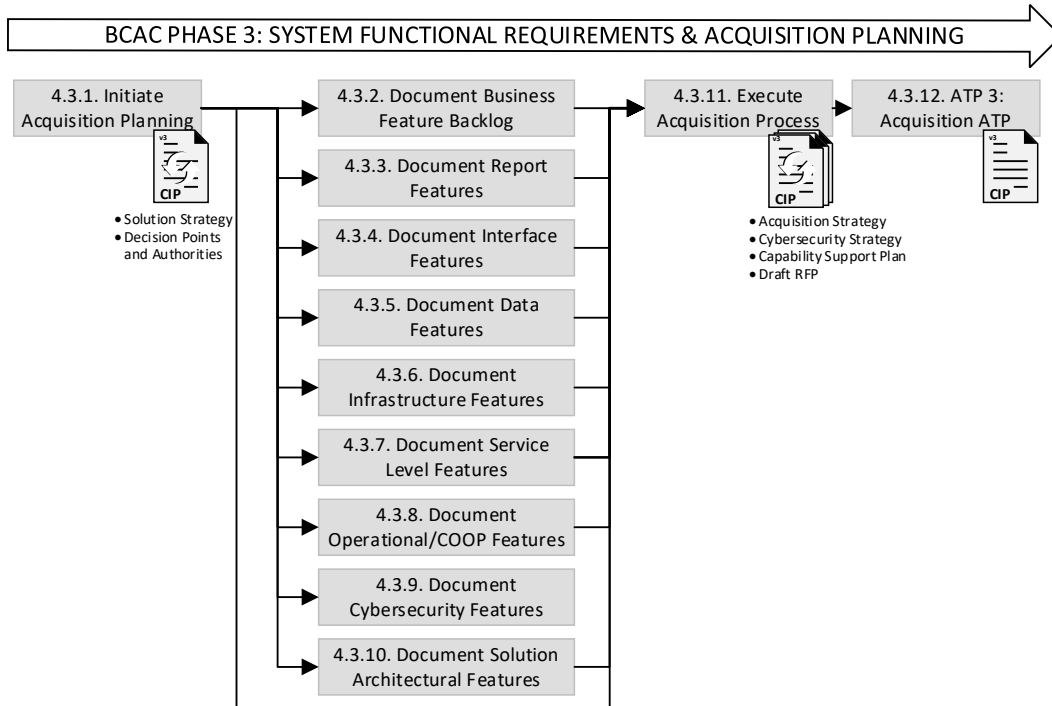


Table 15. (Added)(DAF) Phase 3 Breakdown: Initiate Acquisition Planning (11 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Initiate and manage planning activities to build a tailored Acquisition Plan (T-0) <i>Program Manager</i>	X	X	X	X	X	X
2. Understand user experience including potential empathy maps, customer journey, etc. <i>Functional Lead & Program Manager</i>		X	X	X	X	X
3. Explore alternatives (market research on COTS, GOTS, aPaaS, Legacy Enhancements, Custom Development) via BEA and others <i>Functional Lead & Program Manager</i>		X	X	X	X	X
4. Consider if the AF "software factories" (i.e., Kessel Run, etc..) may be able to provide a business solution <i>Functional Lead & Program Manager</i>		X	X	X	X	X
5. Conduct Analysis of Alternatives and Economic Analysis to develop a solution approach (including Cost Estimates) (T-0) <i>Functional Lead & Program Manager</i>		X		X	X	X
6. Conduct risk analysis and score alternatives against the evaluation criteria (T-0) <i>Functional Lead & Program Manager</i>		X		X	X	X
7. Identify and recommend solution & approach for implementation of the business system (T-2) <i>Functional Lead & Program Manager</i>		X		X	X	X
8. Update the CIP's acquisition and solution strategies with planned decision points and authorities (T-0) <i>Program Manager</i>		X		X	X	X
9. Elaborate non-materiel elements into executable DOT_LPF-P actions (T-0) <i>Functional Lead</i>		X	X	X	X	X
10. Execute non-materiel actions and track progress against the plan (T-0) <i>Functional Lead</i>		X	X	X	X	X
11. Engage stakeholders on changes to schedule, scope or cost <i>Program Manager</i>		X	X	X	X	X

Table 16. (Added)(DAF) Phase 3 Breakdown: Document Business Feature Backlog (13 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Identify stakeholders and gain commitment from user groups to participate in Agile and DevSecOps development. Identify stakeholders and gain commitment from user groups to participate in Model Based System Engineering Development as a supplement to agile SW development. <i>Functional Lead & Program Manager</i>		X	X			X
2. Collaboratively identify and capture features to deliver initial and subsequent business value to the customer (T-1) <i>Functional Lead & Program Manager</i>		X	X			X
3. Confirm potential business system solutions reflect traceability to features valued by the customer (T-0) <i>Functional Lead & Program Manager</i>		X	X			X
4. Analyze features based on cost/benefit analysis <i>Functional Lead & Program Manager</i>		X	X			X
5. Ensure potential business system includes trade space to minimize customization <i>Functional Lead & Program Manager</i>		X	X			X
6. Seek comments from identified stakeholders on features and initial prioritization <i>Functional Lead & Program Manager</i>		X	X			X
7. Establish the business value of each feature and create an initial point estimate for overall epic <i>Functional Lead & Program Manager</i>		X	X			X
8. Identify potentially expensive or high-risk functional requirements with recommended alternate approaches <i>Functional Lead & Program Manager</i>		X	X			X
9. Approve or reject features based on cost/benefit analysis <i>Functional Lead & Program Manager</i>		X	X			X
10. Place features in the parking lot or close, providing justification for feature status <i>Functional Lead & Program Manager</i>		X	X			X
11. As needed, update business processes to reflect any changes made <i>Functional Lead & Program Manager</i>		X	X			X
12. Create an initial prioritization of features <i>Functional Lead & Program Manager</i>		X	X			X
13. Update the CIP's non-materiel elements (T-0) <i>Program Manager</i>		X	X			X

Table 17. (Added)(DAF) Phase 3 Breakdown: Document Report Features (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update users of service's reporting features <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
2. Define/update user roles and responsibilities for the service's reporting features <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
3. Define/update access rights and access plan for users <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
4. Create/update reports features (T-1) <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X

Table 18. (Added)(DAF) Phase 3 Breakdown: Document Interface Features (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update interfaces and dependencies for service (T-1) <i>Functional Lead & Interface Development Team</i>	X	X	X	X	X	X
2. Develop/update interface migration plan in accordance with the Enterprise Architect Strategy and Guideliness <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
3. Write features and the initial set of stories to meet interface requirements in accordance with the interface migration plan (T-1) <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
4. Prioritize changes to address interface and dependency issues <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X

Table 19. (Added)(DAF) Phase 3 Breakdown: Document Data Features (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update data and data sources to be used/accessed in the service (T-1) <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X
2. Analyze differences between current data sources and desired new data sources <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X
3. Compare and understand the fit with enterprise and future solution architecture (T-1) <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X

4. Define/update data migration plan <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X
5. Prioritize changes to address interface and dependency issues <i>Functional Lead & Data Development Team Lead</i>	X	X	X	X	X	X

Table 20. (Added)(DAF) Phase 3 Breakdown: Document Infrastructure Features (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Determine any service-specific or unique infrastructure requirements (to include Mobile Apps) (T-1) <i>Functional Lead & Program Manager</i>		X			X	X
2. Identify appropriate hosting solution (mil/commercial cloud, on-premise) (T-1) <i>PEO C3I&N</i>		X			X	X
3. Determine environments and tools for DevSecOps to support Agile execution as needed <i>PEO C3I&N</i>		X			X	X
4. Determine shared services as needed <i>PEO C3I&N & PEO BES</i>		X	X		X	X

Table 21. (Added)(DAF) Phase 3 Breakdown: Document Service Level Features (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update desired service outcomes with Key Performance Indicators (KPIs) from the customer viewpoint <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
2. Identify customer and other key stakeholders to involve in Service Line Requirements (SLR), Service Line Agreement (SLA), Ops Line Agreement (OLA) Negotiations <i>Functional Lead</i>	X	X	X	X	X	X
3. Draft requirements for services and mediate conflicting components <i>Functional Lead</i>	X	X	X		X	X
4. Create/update OLA with service owners, draft SLA with customer <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
5. Ensure Current and Future SLRs of System Owners are Identified, Understood, and Documented in the draft SLA <i>Functional Lead</i>	X	X	X	X	X	X

Table 22. (Added)(DAF) Phase 3 Breakdown: Document Operational/COOP Features (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update COOP/ Monitoring requirements for service (T-1) <i>Functional Lead & Program Manager</i>	X	X	X		X	X
2. Analyze against current COOP/Monitoring <i>Functional Lead & Program Manager</i>	X	X	X		X	X
3. Determine system monitoring tools and plan for new service and systems (T-1) <i>Functional Lead & Program Manager</i>	X	X	X		X	X
4. Approve/disapprove COOP sufficiency for Cybersecurity requirements <i>Authorizing Official</i>	X	X	X		X	X
5. To support Organizational Change Management, determine and prepare necessary training materials and timelines to support change (T-0) <i>Functional Lead & Program Manager</i>	X	X	X		X	X

Table 23. (Added)(DAF) Phase 3 Breakdown: Document Cybersecurity Features (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Define/update cyber security requirements for service (T-1) <i>Authorizing Official</i>	X	X	X	X	X	X
2. Develop/update Cybersecurity Strategy in accordance with NIST, CIS Strategy and Guidance (T-1) <i>Authorizing Official</i>	X	X	X	X	X	X
3. Prioritize changes to address cybersecurity issues <i>Authorizing Official</i>	X	X	X	X	X	X
4. Provide Cybersecurity Strategy to support the Acquisition Plan (T-0) <i>Authorizing Official</i>	X	X	X	X	X	X

Table 24. (Added)(DAF) Phase 3 Breakdown: Document Solution Architectural Features (3 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Develop initial design specifications in accordance with Enterprise Architect and segment architecture, strategy and guidelines (T-1) <i>Solution Architect</i>		X	X		X	X
2. Include appropriate level of Info Support Plan (ISP)-type information in the CIP (T-1) <i>Solution Architect</i>		X	X		X	X
3. Provide information to BMA Enterprise Architect to update the BMA Enterprise Architecture as required (T-0) <i>Solution Architect</i>		X	X		X	X

Table 25. (Added)(DAF) Phase 3 Breakdown: Execute Acquisition Process (8 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1, Establish criteria for evaluating solution approaches with input from the cost agency and CIO <i>Functional Lead</i>		X			X	X
2. Develop solution approach (e.g. COTS, GOTS, "aaS", legacy modernization or new development) (T-2) <i>Functional Lead & Program Manager</i>		X		X	X	X
3. Select solution for ATP 3 approval (T-2) <i>Program Manager</i>		X		X	X	X
3.1. If planning to release RFP immediately after Acquisition ATP, obtain MDA guidance on procurement strategy and contract type <i>Program Manager</i>		X		X	X	X
3.2. Prepare draft RFP using MDA guidance <i>Program Manager</i>		X		X	X	X
3.3. Build the procurement strategy based on the recommended solution approach (T-0) <i>Program Manager</i>		X		X	X	X
3.4. Develop/update funding plan to resource need with Current Year offsets, execution plan changes, and POM commitment (T-0) <i>Program Manager</i>		X		X	X	X
4. Update CIP and update/finalize Acquisition Strategy and the Capability Support Plan (T-0) <i>Program Manager</i>	X	X	X	X	X	X

Table 26. (Added)(DAF) Phase 3 Breakdown: ATP 3 (9 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Coordinate and collect the necessary initial CMO certification artifacts (T-0) <i>Program Manager</i>	X	X	X	X	X	X
2. DCMO certifies and approves funds expenditure if functionals provide sufficient FYDP funding plan (T-0) <i>SAF/MG</i>	X	X	X	X	X	X
3. Authorize acquisition strategy execution, approve continued CIP execution and BCAC Phases 3, 4 and 5 free flow, delegate ATP 4 authority (T-0) <i>MDA</i>	X	X	X	X	X	X
3.1. Not approved - Coordinate with Functional Lead for alternate COA <i>Program Manager</i>	X	X	X	X	X	X
4. Register/update IT investment in IT Investment Portfolio Suite (ITIPS) <i>Program Manager & Portfolio Manager</i>	X	X	X	X	X	X
5. Initiate/update registration in DoD's Information Technology Portfolio Repository (DITPR) <i>SAF/CN</i>	X	X	X	X	X	X
6. Register/update investment in eMASS (DISA Info Assurance Program Management) <i>Program Manager</i>	X	X	X	X	X	X
7. Upload the IT investment to the Defense Information Technology Investment Portal (DITIP) <i>SAF/CN</i>	X	X	X	X	X	X
8. Obtain a Unique Investment Identifier (UII) <i>SAF/CN</i>				X	X	X

4E.5. (Added)(DAF) Phase 4: Business System Acquisition, Testing and Deployment.

a. (Added)(DAF) Phase 4 leads to the deployment of a complete defense business capability including: non-materiel elements, materiel solutions and computing environment support. This phase will drive parallel nonmateriel and materiel changes into the development of a business system's operations and Capability Support Plan. This plan details content from the implementation plan and incorporates the additional content referenced in Appendix 4B of this publication. (T-0)

b. (Added)(DAF) Limited Deployment ATP(s). The Milestone Decision Authority, in consultation with the Functional Sponsor will approve/disapprove deployment to limited portions of the end user community based on the operational risk associated with the release capability. (T-0)

c. (Added)(DAF) Full Deployment ATP. The Milestone Decision Authority, with support of the Functional Sponsor and AF Deputy Chief Management Officer will assess the results documented in the Operational Test Report of all Limited Deployments and operational testing and, based on operational risk, approve/disapprove deployment to the entire user community. (T-0) Full Deployment requires the following criteria:

(1) (Added)(DAF) Maturity of developed or configured software through pre-production assessment of functional requirement coverage and defects impacting users.

(2) (Added)(DAF) Execution of change management, training and deployment plans.

(3) (Added)(DAF) Consistency with DoD Information Enterprise policies and architecture.

(4) (Added)(DAF) Test results indicating adequate performance and cybersecurity.

(5) (Added)(DAF) Program progress against baselined cost, schedule and performance.

(6) (Added)(DAF) Ensure CCA compliance actions necessary for capability support.

(7) (Added)(DAF) Actions necessary for capability support.

(8) (Added)(DAF) Determine if new/enhanced service will be Use it Now (or not) when listed in BMA Service Catalog. If the new/enhanced service is not User it Now, determine if the service is eligible for future Type 1ez requests.

d. (Added)(DAF) Capability Support ATP. At this decision point, the Functional Sponsor accepts full deployment of the system and approves transition to capability support. (T-0)

Figure 6. (Added)(DAF) Phase 4 Actions: Macro View.

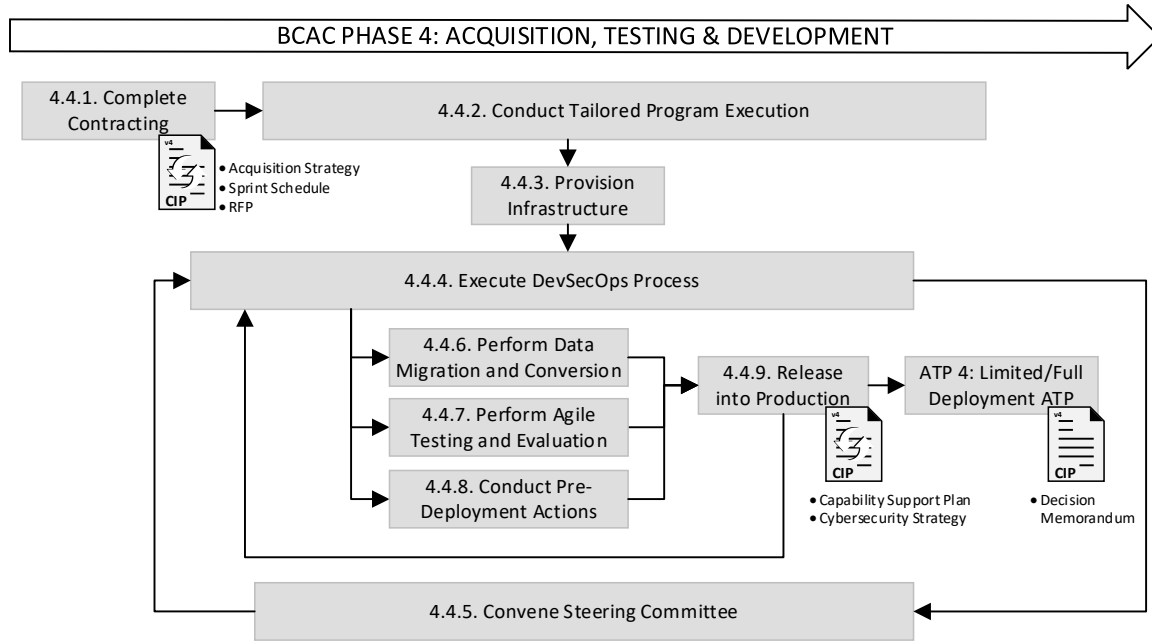


Table 27. (Added)(DAF) Phase 4 Breakdown: Complete Contracting (13 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Update Acquisition Strategy, baseline, and backlog based on ATP 3 and BMA Council prioritization (T-0) <i>Program Manager</i>	X	X	X	X	X	X
2. Receive approved COA and Acquisition Strategy, including IT functional requirements, info assets, tech and life cycle requirements (T-0) <i>Contracting Officer</i>	X	X	X	X	X	X
3. Determine if an existing contracting vehicle can be used to procure the needed development capability. <i>Contracting Officer</i>	X	X	X	X	X	X
3.1. Conduct requirements management IAW Competition in Contracting Act including Agile contracting elements where applicable (T-0) <i>Contracting Officer</i>			X	X	X	X
3.2. Conduct pre-solicitation actions (T-0) <i>Contracting Officer</i>			X	X	X	X
3.3. Conduct Solicitation management (T-0) <i>Contracting Officer</i>			X	X	X	X
3.4. Award contract through standard source selection (T-0) <i>Contracting Officer</i>			X	X	X	X
3.5. Prepare contract vehicle using multiple award schedules or existing IDIQ contract vehicles with Task Orders (T-1) <i>Contracting Officer</i>	X	X	X	X	X	X
	X	X	X	X	X	X

3.6. Select vendor for configuration and integration from list of pre-approved integrators (T-0)	X	X	X	X	X	X
<i>Contracting Officer</i>	X	X	X	X	X	X
3.7. Award Task Order to the selected vendor	X	X	X	X	X	X
<i>Contracting Officer</i>	X	X	X	X	X	X
4. Conduct Post-Awards management	X	X	X	X	X	X
<i>Contracting Officer</i>						
5. Conduct Contract Performance review	X	X	X	X	X	X
<i>Contracting Officer</i>						
6. Conduct Contract Close-out	X	X	X	X	X	X
<i>Contracting Officer</i>						

Table 28. (Added)(DAF) Phase 4 Breakdown: Conduct Tailored Program Execution (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Update and execute the tailored Capability Implementation Plan to deliver business capabilities (T-0)	X	X	X	X	X	X
<i>Program Manager</i>						
2. Manage cost, schedule, cybersecurity posture, and performance of vendor (T-0)	X	X	X	X	X	X
<i>Program Manager</i>						
3. Perform work directed in the Performance Work Statement (PWS)	X	X	X	X	X	X
<i>Vendor</i>						
4. Take the necessary actions to ensure on-time delivery of working code, with a focus on measuring observable progress		X	X			X
<i>Delivery Manager</i>						
5. Identify Production Support and conduct Production Support Business Case Analysis (sufficient to implement all Cyber C2 orders)		X	X		X	X
<i>Program Manager</i>						

Table 29. (Added)(DAF) Phase 4 Breakdown: Provision Infrastructure (7 Items)

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Provision environments and tools for DevSecOps to support Agile execution as needed		X	X			X
<i>PEO C3I&N (HNI)</i>						
2. Provision single sign-on and IdAM/ICAM services	X	X	X	X	X	X
<i>PEO C3I&N (HNI)</i>						
3. Provision tools for API management, Agile management and automated testing, and tools needed by platform users		X	X			X
<i>PEO C3I&N (HNI)</i>						

4. Provision platform, including physical hardware, servers in the private, public and semi-public cloud <i>PEO C3I&N (HNI) & DISA</i>		X	X			X
5. Provision compute and store capacities to Delivery Manager as needed to support Agile development <i>PEO C3I&N (HNI)</i>		X	X			X
6. Provide adequate network connectivity (e.g., LTE, Wi-Fi, Ethernet) (T-1) <i>ACC/A6</i>	X	X	X	X	X	X
7. Administer access, network security & load balancing of physical and virtual servers (T-1) <i>PEO C3I&N (HNI)</i>	X	X	X	X	X	X

Table 30. (Added)(DAF) Phase 4 Breakdown: Execute DevSecOps Process (6 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Conduct Plan Phase activities (minimize modifications to COTS, GOTS, SaaS, and aPaaS to use out-of-the-box capabilities) (T-1) <i>Delivery Manager</i>		X	X			X
2. Conduct Develop Phase activities (i.e., business functionality, data, reports, interfaces, configurations, extensions, forms, and workflow) (T-1) <i>Delivery Manager</i>		X	X			X
3. Conduct Build Phase activities <i>Delivery Manager</i>		X	X			X
4. Conduct Test Phase activities (T-0) <i>Delivery Manager</i>		X	X			X
5. Conduct Release and Deliver Phase activities <i>Delivery Manager</i>		X	X			X
6. Conduct Deploy Phase activities <i>Delivery Manager</i>		X	X			X

Table 31. (Added)(DAF) Phase 4 Breakdown: Convene Steering Committee (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Gather information for presentation to Steering Committee <i>Delivery Manager</i>	X	X	X	X	X	X
2. Lead Steering Committee Meeting, focusing on observable outcomes, where you are vs. where you should be <i>Delivery Manager</i>	X	X	X	X	X	X
3. Identify which features/stories can be postponed for Spike <i>Delivery Manager</i>	X	X	X	X	X	X

4. Approve/disapprove recommendations, resolve issues, advise, and request additional information (T-1) <i>Steering Committee</i>	X	X	X	X	X	X
5. Record and communicate directives and decisions <i>Delivery Manager</i>	X	X	X	X	X	X

Table 32. Phase 4 Breakdown: Perform Data Migration and Conversion (8 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Receive approved data plan in accordance with the CDO Strategy and Guidelines (T-1) <i>Data Development Team Lead</i>		X	X	X	X	X
2. Determine what data is required by law and policy to be migrated or converted <i>Functional Lead</i>		X	X	X	X	X
3. With the current data owner, develop a data cleaning plan to support the data migration or conversion <i>Data Development Team Lead</i>		X	X	X	X	X
4. Determine data synchronization in accordance with the approved requirement <i>Data Development Team Lead</i>		X	X	X	X	X
5. Map data systems objects and fields in accordance with CDO Standards (design ETLs) <i>Data Development Team Lead</i>		X	X	X	X	X
6. Monitor data integration/migration in accordance with CDO Standards <i>Data Development Team Lead</i>		X	X	X	X	X
7. Monitor data integrity with system deployment in accordance with CDO Standards <i>Data Development Team Lead</i>		X	X	X	X	X
8. Gather a set of dummy/actual test data from the existing system owner to support testing (T-2) <i>Data Development Team Lead</i>		X	X	X	X	X

Table 33. (Added)(DAF) Phase 4 Breakdown: Perform Agile Testing and Evaluation (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Using modern agile test methodology (i.e., combined Development Test and Operational Test) determine test criteria with Business Analysts (T-0) <i>Test Team Lead</i>		X	X	X	X	X
2. Conduct agile Test Phase activities <i>Test Team Lead</i>		X	X	X	X	X

3. Evaluate program progress against baselined cost, schedule, performance, and cybersecurity <i>Test Team Lead and Authorizing Official</i>		X	X	X	X	X
4. Ensure operational software supports business process performance goals and technical and lifecycle requirements <i>Functional Lead</i>		X	X	X	X	X
5. Ensure Security Controls Assessor (SCA) validates adequate cybersecurity <i>Authorizing Official</i>	X	X	X	X	X	X

Table 34. (Added)(DAF) Phase 4 Breakdown: Conduct Pre-Deployment Actions (8 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Finalize and execute Operational Level Agreements (OLAs) and SLAs with the Business System Owners <i>Functional Lead</i>	X	X	X	X	X	X
2. Update Customer Agreement Portfolio <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
3. Make release Go/No-Go decision to release artifacts to the artifact repo for the Prod environment <i>Release Manager</i>		X	X	X	X	X
4. Push released artifacts to the artifact repository <i>Release Manager</i>		X	X	X	X	X
5. Replicate new release artifacts to all regional artifact repositories <i>Release Manager</i>		X	X	X	X	X
6. Prepare and communicate any Airmen training needed (T-1) <i>Functional Lead</i>	X	X	X	X	X	X
7. Schedule and execute training to support changes to business processes (T-1) <i>Functional Lead</i>	X	X	X	X	X	X
8. Monitor new training and modify as needed to support business process changes (T-1) <i>Functional Lead</i>	X	X	X	X	X	X

Table 35. (Added)(DAF) Phase 4 Breakdown: Release into Production (15 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Update CIP, with a focus on its Capability Support Plan (T-1) <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
2. Ensure interoperability certification in accordance with DoD and AF guidance (T-1) <i>Program Manager</i>	X	X	X	X	X	X

3. Approve/disapprove deployment of the release to limited portions of the end-user community <i>MDA</i>	X	X	X	X	X	X
4. Deploy the release to the production (or other as appropriate) environment for limited release (T-1) <i>Delivery Manager</i>	X	X	X	X	X	X
5. Conduct operational and cybersecurity testing <i>Testing Team Lead & Authorizing Official</i>	X	X	X	X	X	X
6. Execute non-materiel elements of CIP: train user, verify DOT_LPF-P actions, move business operations to new system(s) (T-2) <i>Functional Lead & Program Manager</i>	X	X	X	X	X	X
7. With the support of the CMO and Functional Sponsor, approve or disapprove deployment to the entire user community (T-0) <i>MDA</i>	X	X	X	X	X	X
8. Report BMA Council metrics on "Need" to "Use" <i>PEO BES</i>	X	X	X	X	X	X
9. Provide a selection of end-user devices tailored to need (e.g. tablet, phone, desktop, laptop) <i>ACC/A6</i>	X	X	X	X	X	X
10. Build a decommissioning schedule for products or services as listed in the CIP <i>Program Manager</i>	X	X	X	X	X	X
11. Deploy full functionality to all users in the Production environment in accordance with the CIP (T-0) <i>Delivery Manager</i>	X	X	X	X	X	X
12. Complete non-materiel DOTLPF-P actions in accordance with the CIP <i>Functional Lead and Program Manager</i>	X	X	X	X	X	X
13. Update the CIP's Capability Support Plan <i>Program Manager</i>	X	X	X	X	X	X
14. Accept/do not accept the full deployment of the system and approve/disapprove transition to capability support phase <i>Functional Sponsor</i>	X	X	X	X	X	X
15. Notify Incident Management for closeout if applicable <i>Delivery Manager</i>	X	X	X	X	X	X

4E.6. (Added)(DAF) Phase 5: Capability Support Phase.

a. (Added)(DAF) The Functional Sponsor assumes responsibility for the business capability and, in consultation with the IT Portfolio Owner and Program Manager, maintains the required resources and certifications for all Non-Materiel Activities. The Functional Sponsor continues process improvement in all areas of Organizational Change Management while the Program Manager maintains the IT Materiel Solution in support of the Functional Sponsor, which operates until subsumed or replaced.

(1) (Added)(DAF) Change management is governed through the BMA board structure including Functional Portfolio Boards and the BMA Council.

(2) (Added)(DAF) After the Full Deployment, the Functional Sponsor and Program Manager will plan and conduct a Post Implementation Review. (T-0).

b. (Added)(DAF) During the Capability Support Phase the Functional Sponsor and the Program Manager will:

(1) (Added)(DAF) Test the efficacy of the business capabilities, business processes, and IT Solution in resolving the original problem identified in Phase 1. The results are reviewed as part of the Post Implementation Report, leading to the development of the Support Plan. (T-0)

(2) (Added)(DAF) Develop the Support Plan to migrate responsibility for the IT Solution from the MDA to the Functional Sponsor. The Support Plan and the Full Deployment test results are the primary inputs to the Capability Support Decision Point. (T-1)

c. (Added)(DAF) Capability Support ATP.

(1) (Added)(DAF) The Functional Lead in conjunction with the Program Manager will conduct a Capability Support ATP for the business capability as determined by the Acquisition Authority and on an event-driven basis (for non-Program Executive Officer managed systems).

(2) (Added)(DAF) The Functional Sponsor conducts event-driven Decision Points when specific changes are brought forward, such as: new functionality requirements; changes in platform or infrastructure; or changes required in response to policy or technical mandates.

Figure 7. (Added)(DAF) Phase 5 Actions: Macro View

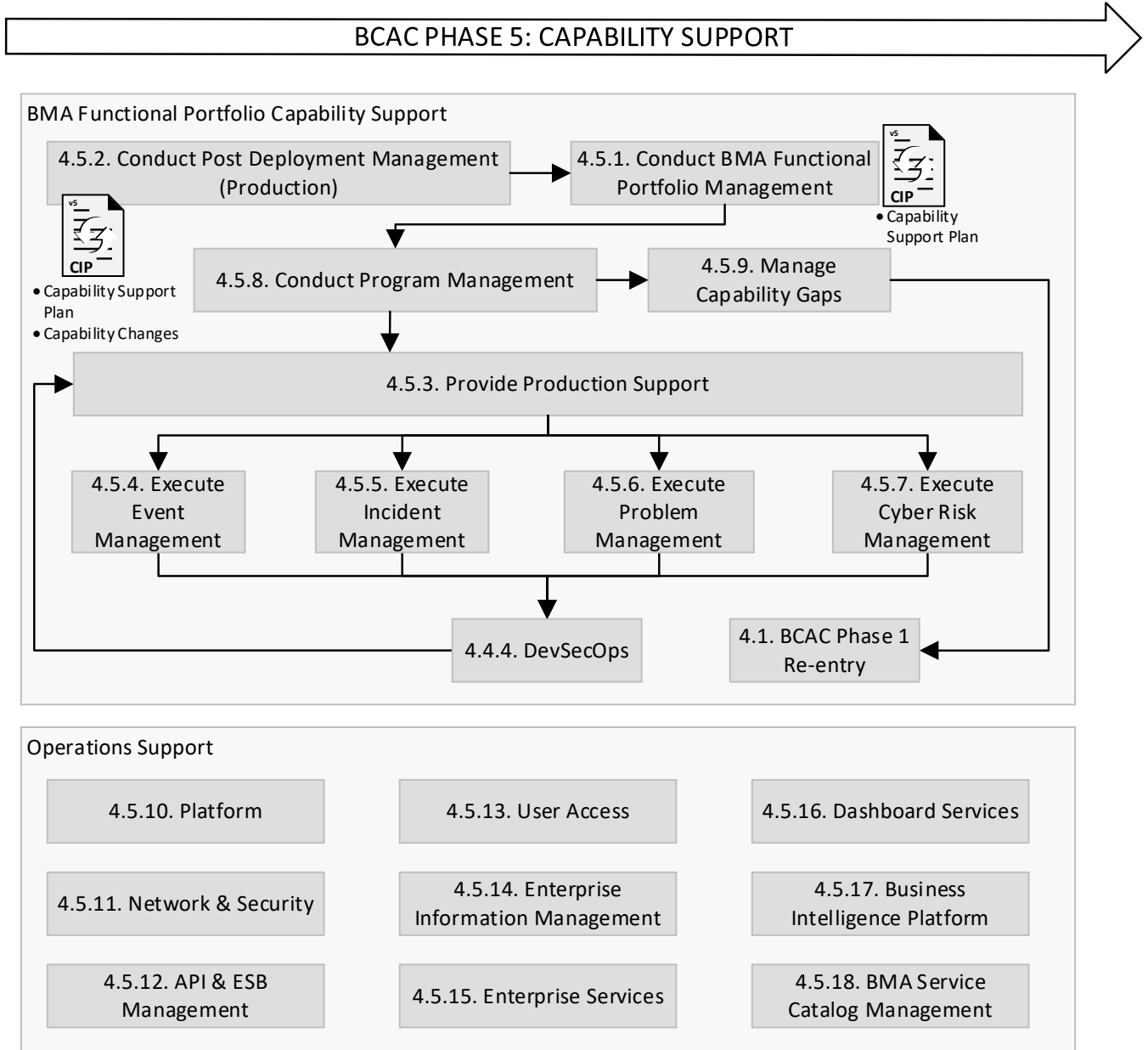


Table 36. (Added)(DAF) Phase 5 Breakdown: Conduct BMA Functional Portfolio Management (8 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Assess portfolio execution, staffing support contracts, defect resolution, change approval, prioritization (T-0) <i>Functional Sponsor</i>	X	X	X	X	X	X
2. Perform risk assessments for all programs in the portfolio (T-1) <i>Functional Sponsor</i>	X	X	X	X	X	X
3. Track IT compliance status for all portfolio investments <i>Functional Sponsor</i>	X	X	X	X	X	X
4. Maintain a 12-month forecast of upcoming requirements and/or acquisition for all programs in the portfolio <i>Functional Sponsor</i>	X	X	X	X	X	X
5. Perform an annual review of IT investments addressing CPIC criteria to ensure compliance, then document changes (T-1) <i>Functional Sponsor</i>	X	X	X	X	X	X
6. Track OEP-certified programs and milestone to ensure expected outcomes are realized and report Infor for certification <i>Functional Sponsor</i>	X	X	X	X	X	X
7. Align each IT investment to Mission Areas using organized Mission Area guidance criteria <i>Functional Sponsor</i>	X	X	X	X	X	X
8. Notify PMs of NDAA certification and IT compliance requirements and portfolio requirements changes <i>Functional Sponsor</i>	X	X	X	X	X	X

Table 37. (Added)(DAF) Phase 5 Breakdown: Conduct Post Deployment Management (Production) (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Update CIP's non-materiel elements with Capability Support Plan (sustainment activities) (T-0) <i>Functional Lead</i>	X	X	X	X	X	X
2. Conduct Post Implementation Review (T-0) <i>Functional Sponsor</i>	X	X	X	X	X	X
3. Execute Capability Implementation Plan for system (T-1) <i>Functional Lead</i>	X	X	X	X	X	X
4. Validate with users that deployed system capabilities meet business requirements and provide ROI (T-0) <i>Functional Lead</i>	X	X	X	X	X	X
5. Develop tailored CIPs for changes to the capability <i>Functional Lead</i>	X	X	X	X	X	X

Table 38. (Added)(DAF) Phase 5 Breakdown: Provide Production Support (9 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Create a request for a standard (routine, documented, and pre-approved) change to infrastructure <i>Program Manager</i>	X	X	X	X	X	X
2. Notify PMs, BMA EA, and BMA Governance of planned release times and scheduled outages <i>Program Manager</i>	X	X	X	X	X	X
3. Review to approve for scheduling <i>Program Manager</i>	X	X	X	X	X	X
4. Route to appropriate implementation group to perform standard change according to procedures <i>Program Manager</i>	X	X	X	X	X	X
4.1. If software upgrade, apply vendor software upgrade <i>Program Manager</i>	X	X	X	X	X	X
4.2. If security patch, apply security patch <i>Program Manager</i>	X	X	X	X	X	X
4.3. If security requestm, perform system and/or database backup <i>Program Manager</i>	X	X	X	X	X	X
5. Use DevSecOps to make changes in the appropriate environment <i>Program Manager</i>	X	X	X	X	X	X
6. Send Functional PRG update of standard changes <i>Program Manager</i>	X	X	X	X	X	X

Table 39. (Added)(DAF) BCAC Phase 5 Breakdown: Execute Event Management (7 tems).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Monitor and collect event management notifications <i>Event Management Team</i>	X	X	X	X	X	X
2. Filter event notification and assign level of correlation (i.e., information, warning, and exception) <i>Event Management Team</i>	X	X	X	X	X	X
3. Determine the significance of the event (i.e., information, warning, and exception) <i>Event Management Team</i>	X	X	X	X	X	X
4. Log the event as an event record or as an entry in system log of application <i>Event Management Team</i>	X	X	X	X	X	X
5. Alert human intervention (according to criteria) and escalate <i>Event Management Team</i>	X	X	X	X	X	X
6. Classify event as an incident, problem, or change and close out <i>Event Management Team</i>	X	X	X	X	X	X
7. Determine if the event is related to improper training of airmen <i>Event Management Team</i>	X	X	X	X	X	X

Table 40. (Added)(DAF) Phase 5 Breakdown: Execute Incident Management (10 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Create and assign trouble ticket <i>Incident Management Team</i>	X	X	X	X	X	X
2. Analyze incident to determine the level of severity and commonality across the network <i>Incident Management Team</i>	X	X	X	X	X	X
3. Determine if change management is needed <i>Incident Management Team</i>	X	X	X	X	X	X
3.1. If change management needed, route to change management <i>Incident Management Team</i>	X	X	X	X	X	X
3.2. If change management not needed, incident request resolution made by a specialist <i>Incident Management Team</i>	X	X	X	X	X	X
4. Determine if escalation is required (and/or route to Problem Management for additional analysis), if no close incident request <i>Incident Management Team</i>	X	X	X	X	X	X
4.1. If escalation required, conduct incident escalation handling and solution approval <i>Incident Management Team</i>	X	X	X	X	X	X
4.1.1. Route incident to DevSecOps for resolution <i>Incident Management Team</i>	X	X	X	X	X	X
4.2. From Table 4.4.9, incident fix released to production <i>Incident Management Team</i>	X	X	X	X	X	X
5. Close incident request <i>Incident Management Team</i>	X	X	X	X	X	X

Table 41. (Added)(DAF) Phase 5 Breakdown: Execute Problem Management (9 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Detect and report a problem (e.g., trending issues, big problems, etc.) <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
2. Review, validate and assign the problem <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
2.1. If known error found, update known errors <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
2.2. If new problem, categorize and prioritize the problem and notify impacted stakeholders <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
3. Associate related incident tickets to newly detected problem ticket and investigate the problem <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
4. Perform root cause analysis, as needed, and diagnose the problem <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
5. Determine if DevSecOps is required <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
6. Determine if DevSecOps is required <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X
7. Notify stakeholders of problem status and resolution <i>PEO BES Integrated Product Office</i>	X	X	X	X	X	X

Table 42. (Added)(DAF) Phase 5 Breakdown: Execute Cyber Risk Management (15 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Perform cybersecurity management in accordance with DoD and AF directives and update Cybersecurity Strategy (T-0) <i>Functional Lead</i>	X	X	X	X	X	X
2. Accept inputs (architectural or organizational) <i>PEO BES</i>	X	X	X	X	X	X
3. Categorize system and develop a system security plan <i>PEO BES</i>	X	X	X	X	X	X
4. Register in eMASS <i>PEO</i>	X	X	X	X	X	X
5. Identify common controls and select baseline security controls <i>PEO BES</i>	X	X	X	X	X	X
6. Develop an ISCM strategy <i>PEO BES</i>	X	X	X	X	X	X
7. Approve Control Set <i>Security Control Assessor</i>	X	X	X	X	X	X
8. Approve SSP and ISCM (System Security Plan and Information Security Continuous Monitoring) <i>Authorizing Official</i>	X	X	X	X	X	X
9. Develop SAP (Security Assessment Plan) <i>PEO BES</i>	X	X	X	X	X	X
10. Finalize and approve SAP <i>Security Control Assessor</i>	X	X	X	X	X	X
11. Perform security assessment (per SAP) <i>PEO BES</i>	X	X	X	X	X	X
12. Validate assessments and prepare SAR (Security Assessment Report) <i>SCA Agent</i>	X	X	X	X	X	X
13. Initiate POA&M (Plan of action and milestones) <i>SCA Agent</i>	X	X	X	X	X	X
14. Create a RAR (risk assessment report) and submit the package <i>Security Control Assessor</i>	X	X	X	X	X	X
15. Continuously monitor the system's cybersecurity capabilities and evaluate risk and update as required <i>Program Manager</i>	X	X	X	X	X	X

Table 43. (Added)(DAF) Phase 5 Breakdown: Conduct Program Management (24 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Review regular and detailed performance measurement reports to inform successive increments and alert PM to potential issues (T-2)	X	X	X	X	X	X
<i>Functional Lead</i>						
2. Using KPIs, assess user satisfaction and business effectiveness of each program	X	X	X	X	X	X
<i>Functional Lead</i>						
3. Assess the impact of Laws, Regulations, Policies (LRP) changes on system baseline	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
4. Perform an annual review of each program addressing CPIC criteria to ensure compliance then document changes	X	X	X	X	X	X
<i>Functional Lead</i>						
5. Track IT compliance status for each program	X	X	X	X	X	X
<i>Functional Lead</i>						
6. Annually review/update ITIPS to assure accuracy and completeness	X	X	X	X	X	X
<i>Functional Lead</i>						
7. Maintain the required resources and certifications for all non-materiel activities	X	X	X	X	X	X
<i>Functional Lead</i>						
8. Perform a risk assessment of each program	X	X	X	X	X	X
<i>Functional Lead</i>						
9. Maintain IT materiel solution in support of Functional Sponsor, until subsumed or replaced	X	X	X	X	X	X
<i>Program Manager</i>						
10. Manage IT support contracts and licenses	X	X	X	X	X	X
<i>Program Manager</i>						
11. Assess the impact of changes to infrastructure and shared services on system baseline	X	X	X	X	X	X
<i>Program Manager</i>						
12. Maintain system configuration control (defects and modifications) in accordance with CIP	X	X	X	X	X	X
<i>Program Manager</i>						
13. Provide an annual report on the overall health of the portfolio (compliance, cybersecurity, funding, integration)	X	X	X	X	X	X
<i>Program Manager</i>						
14. Monitor service levels	X	X	X	X	X	X
<i>Program Manager</i>						
15. Compare achieved service level with agreed service level targets	X	X	X	X	X	X
<i>Program Manager</i>						
16. Publish service level report to customers and stakeholders	X	X	X	X	X	X
<i>Program Manager</i>						

17. Update applicable enterprise architecture repositories to reflect any capability changes	X	X	X	X	X	X
<i>Program Manager</i>						
18. Analyze inputs and develop a recommended COA for the Functional PRG to address the gaps and/or mitigate risk	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
19. Evaluate the alignment of investment to business outcome achievement (ROI, risk, Cost Efficiency, performance)	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
20. Assess Functional PRG recommendations, monitor BCAC decisions, and provide advice to the BMA Council	X	X	X	X	X	X
<i>Functional Portfolio Board Chair</i>						
21. Conduct Ongoing Capability Support ATP for the business capability -- event-driven or Acquisition Authority determined	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
22. Determine if the program should re-enter the BCAC (Phase 1 is the only entry point)	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						
22.1. If no, write a new tailored CIP as an annex to the original Capability Support Plan	X	X	X	X	X	X
<i>Program Manager</i>						
23. Notify the Functional Portfolio Board of decision for the program to re-enter BCAC or not	X	X	X	X	X	X
<i>Functional Lead & Program Manager</i>						

Table 44. (Added)(DAF) Phase 5 Breakdown: Manage Capability Gaps (14 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Using Measures of Effectiveness and Satisfaction, evaluate existing systems and identify new capability needs, escalating through the chain of command <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X
2. In coordination with your Wing Process Manager (WPM), determine if alignment with leading practices would solve the business problem or close the capability gap <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X
2.1. If leading practices solve the problem, work with Wing Process Manager and Master Process Officer to align local business practice with leading practice and reassess <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X
3. Determine if the need can be solved locally with an Evaluated Product List (EPL) item <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X
4. Determine if BMA Service Catalog has a solution(s) for your business problem or a problem very similar to yours <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X

4.1. If request not found - Submit request through BMA Service Catalog for a new capability to solve business need <i>Airman, Supervisor, CC</i>	X	X	X	X	X	X
4.2. If solution found without code changes - Determine if the matching solution is listed as "Use It Now" and if all criteria are met <i>Airman, Supervisor, CC</i>	X					
4.2.1. Implement the Use It Now solution <i>Airman, Supervisor, CC</i>						
4.2.2. Submit request through BMA Service Catalog for approval/resources to begin using existing app/service <i>Airman, Supervisor, CC</i>	X					
4.3. If solution found with code changes - Submit request through BMA Service Catalog for enhancement of an existing app/service <i>Airman, Supervisor, CC</i>		X	X			
5. Apply business rules to categorize requests as Type 1, 2 or 3 <i>BMA Service Catalog Business Rules</i>	X	X	X	X	X	X
6. Route request through approved workflow <i>BMA Service Catalog Business Rules</i>	X	X	X	X	X	X
6.1 For Types 1 and 2, assess requests to determine if the request can be fulfilled within program constraints per Table 4.5.8. <i>Program Manager</i>	X	X	X			
6.2. For Type 3, triage and prioritize requests per Table 4.1.1. <i>Functional Lead</i>				X	X	X

Table 45. (Added)(DAF) Phase 5 Breakdown: Platform (3 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Provide life-cycle management of on-premise business IT platforms <i>PEO C3I&N</i>	X	X	X	X	X	X
2. Provide life-cycle management of commercial cloud business IT platforms <i>PEO C3I&N</i>	X	X	X	X	X	X
3. Provide life-cycle management of Gov't cloud business IT platforms <i>PEO C3I&N</i>	X	X	X	X	X	X

Table 46. (Added)(DAF) Phase 5 Breakdown: Network and Security (3 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Provide life-cycle management of the base information transport infrastructure <i>PEO C3I&N</i>	X	X	X	X	X	X
2. Provide adequate type and amount of network connectivity <i>PEO C3I&N</i>	X	X	X	X	X	X
3. Provide life-cycle management of Air Force intranet <i>PEO C3I&N</i>	X	X	X	X	X	X

Table 47. (Added)(DAF) Phase 5 Breakdown: API and Enterprise Service Bus (ESB) Management (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Administer API management tool <i>PEO C3I&N</i>	X	X	X	X	X	X
2. Track API and ESB usage and data volume <i>API Operations</i>	X	X	X	X	X	X
3. Monitor interface rate limits, throttle API/ESB requests <i>API Operations</i>	X	X	X	X	X	X
4. Track API/ESB errors, notify operations of critical errors <i>API Operations</i>	X	X	X	X	X	X

Table 48. (Added)(DAF) Phase 5 Breakdown: User Access (3 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Ensure users have access through FICAM approved list of IdPs or unauthenticated guest login <i>PEO C3I&N</i>	X	X	X	X	X	X
2. Receive user registration and role based access control requests for accounts <i>PEO C3I&N</i>	X	X	X	X	X	X
3. Provision approved system accounts and update IdAM data store <i>PEO C3I&N</i>	X	X	X	X	X	X

Table 49. (Added)(DAF) Phase 5 Breakdown: Enterprise Information Management (4 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Record enterprise data operational metrics <i>SAF/CO</i>	X	X	X	X	X	X
2. Maintain enterprise data dictionary, Data Catalog, service registry, and data search service <i>SAF/CO</i>	X	X	X	X	X	X
3. Provide Authoritative Data Sources (ADS) management <i>SAF/CO</i>	X	X	X	X	X	X
4. For replicated data, business purpose, pedigree, lineage & mods are updated in metadata catalog <i>SAF/CO</i>	X	X	X	X	X	X

Table 50. (Added)(DAF) Phase 5 Breakdown: Enterprise Services (5 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Provide office productivity tools (e.g., Office 365) <i>ACC/A6</i>	X	X	X	X	X	X
2. Provide user storage services <i>ACC/A6</i>	X	X	X	X	X	X
3. Provide enterprise email services <i>ACC/A6</i>	X	X	X	X	X	X
4. Provide voice and video collaboration services <i>ACC/A6</i>	X	X	X	X	X	X
5. Update EPL <i>ACC/A6</i>	X	X	X	X	X	X

Table 51. (Added)(DAF) Phase 5 Breakdown: Dashboard Services (1 Item).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Collect, summarize, and render status data into user preferred view <i>SAF/CO</i>	X	X	X	X	X	X

Table 52. (Added)(DAF) Phase 5 Breakdown: Business Intelligence Platform (3 Items).

Actions	Tailored Acquisition Paths					
	Type 1	Type 2e	Type 2m	Type 3s	Type 3p	Type 3c
1. Provide analytics platform with user tailorable business rules for data-driven alerts <i>PEO BES</i>	X	X	X	X	X	X
2. Provide analytics dashboarding and visualization capabilities <i>PEO BES</i>	X	X	X	X	X	X
3. Provide Email and Notification services for user-selected options <i>PEO BES</i>	X	X	X	X	X	X

GLOSSARY***G.1. ACRONYMS.*****ACRONYM****MEANING**

aaS

as-a-service

(Added)(DAF) aPaaS**application Platform as a Service****(Added)(DAF) API****application programming interface**

ATP

authority to proceed

BCAC

Business Capability Acquisition Cycle

BCAT

Business System Category

BEA

Business Enterprise Architecture

BMA

Business Mission Area

(Added)(DAF) BPR**Business Process Reengineering**

CAE

Component Acquisition

CCA

Executive

(Added)(DAF) CDO

Clinger-Cohen Act

CIO

chief data officer

CMO

chief information officer

(Added)(DAF) COA

chief management officer

(Added)(DAF) COOP**course of action**

COTS

continuity of operations plan

commercial off-the-shelf

(Added)(DAF) DISA	Defense Information Systems Agency
(Added)(DAF) DITIP	Defense Information Technology Investment Portal
(Added)(DAF) DITPR	DoD's Information Technology Portfolio Repository
DoD CIO	DoD Chief Information Officer
DoD CMO DoDI	Department of Defense Chief Management Officer
	DoD Instruction
DOT&E	Director, Operational Test & Evaluation
(Added)(DAF) DOT-LPF-P	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy
(Added)(DAF) EBC	ethernet bundle controller (EBC)
(Added)(DAF) ETL	extract, transform, load
FYDP	Future Years Defense Program
GOTS	government off-the-shelf
IT	information technology
(Added)(DAF) IaaS	Infrastructure as a Service
(Added)(DAF) IDIQ	Indefinite delivery, indefinite quantity
ITIPS	(IT) Investment Portfolio Suite Milestone Decision Authority
(Added)(DAF) KPI	key performance indicator
MDA	milestone decision authority
MILDEP	military department

(Added)(DAF) OEP	organizational execution plan
(Added)(DAF) OLA	operational level agreement
(Added)(DAF) OOC	out of cycle
(Added)(DAF) PaaS	Platform as a Service
(Added)(DAF) POA&M	plan of action and milestones
(Added)(DAF) POM	Program Objective Memorandum
RFP	Request for Proposal
(Added)(DAF) SaaS	Software as a Service
(Added)(DAF) SAP	security assessment plan
(Added)(DAF) SAR	security assessment report
(Added)(DAF) SCA	Security Controls Assessor
(Added)(DAF) SLA	service level agreement
T&E	test and evaluation
(Added)(DAF) UII	Unique Investment Identifier
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
(Added)(DAF) AF/TE	The Director, Air Force Test and Evaluation
(Added)(DAF) SAF/AQ	Assistant Secretary of the Air Force for Acquisition, Technology and Logistics
(Added)(DAF) SAF/CN	The DAF Chief Information Officer
(Added)(DAF) SAF/FM	The Assistant Secretary of the Air Force for Financial Management and Comptroller

(Added)(DAF) SAF/MG

**Deputy Under Secretary of the Air Force for
Management**

(Added)(DAF) SAF/SQ

**Assistant Secretary of the Air Force for Space
Acquisition and Integration**

G.2. DEFINITIONS.

These terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
baseline	A reference against which to measure progress of the business capability. Will be included in the capability implementation plan and will be used to measure cost, schedule and performance (in addition to other desired measures). Measurement will begin during the acquisition, testing, and deployment phase and continue through capability support. The baseline can be measured at the program level or release level to support agile implementation, i.e., a program can carry multiple baselines.
business capability	A business capability is the core ability the organization needs to deliver requisite products and services and provide value. An example of a business capability is “just in time” inventory management. This capability is different from other types of inventory management in that it optimizes resources to minimize shelf time in specific locations of the supply chain.
(Added)(DAF) Business Capability Acquisition Cycle (BCAC) Request Type “0” Use It Now	A BMA Service Catalog option for specifically designated COTs/GOTs/legacy custom developed applications or SaaS/aPaaS solutions which meet the unit’s need without modification or code change, are affordable within local (up to MAJCOM) budget constraints, and can be installed using only local resources.
(Added)(DAF) BCAC Capability Request Type 1	A BMA Catalog request to begin using a solution from the BMA Service Catalog (application, SaaS, aPaaS) that does not meet the Use it Now criteria and does not require a functionality change or data migration.

**(Added)(DAF)
BCAC Capability
Request Type 2**

A BMA Catalog request to change the code in an existing BMA Service Catalog Solution – includes migration to a solution the requestor is not currently using (2m) and enhancing a solution the requestor is already using (2e).

**(Added)(DAF) BCAC
Capability Request
Type 3**

A BMA Catalog request for a new custom-developed capability (3c), product (3p), or SaaS/aPaaS (3s), solution, not already in the BMA Service Catalog, regardless of customization or modifications necessary to implement.

**(Added)(DAF)
Business Mission
Area (BMA)**

The BMA ensures that the right capabilities, resources, and materiel are reliably delivered to our warfighters: what they need, where they need it, when they need it, anywhere in the world. In order to cost-effectively meet these requirements, the DoD current business and financial management infrastructure—processes, systems, and data standards—are being transformed to ensure better support to the warfighter and improve accountability to the taxpayer. (ref. DoDI 8115.02 E2.1.)

**(Added)(DAF)
BMA Service Catalog
(BMA-SC)**

The BMA Service Catalog (in development) will be the one-stop-shop location for business IT. The BMA-SC will be a common-access IT service designed to deliver BMA Enterprise solutions to Airmen and Guardians, to capture business needs and requests for business solutions, and to receive proposed solutions from Airmen and Guardians for potential inclusion in the BMA-SC. Available at URL:

**(Added)(DAF)
BMA Strategy**

The BMA Strategy a product produced and published by SAF/MG with annual updates. It provides DAF stakeholders a clear picture and path forward for aligning the BMA with Congressional, DoD and DAF direction.

business enterprise architecture	The business enterprise architecture is a blueprint to guide the development of integrated business processes within DoD. It includes architectural viewpoints that display: capabilities, activities, processes, data, information exchanges, business rules, system functions, services, system data exchanges, technical standards, terms, and linkages to laws, regulations and policies.
business system	Business systems are information systems that are operated by, for, or on behalf of the Department of Defense, including: financial systems, financial data feeder systems, contracting systems, logistics systems, planning and budgeting systems, installations management systems, human resources management systems, and training and security system or an information system used exclusively by and within the defense commissary system or the exchange system or other instrumentality of the DoD conducted for the morale, welfare, and recreation of members of the armed forces using non-readiness systems. A business system does not include a national security system or non-appropriated funds.
change management	Change management is the process of proactively preparing the user community for changes that will occur to an organization (because of the implementation of a business system, for purposes of this issuance).
cyber resilience	An entity's ability to continuously deliver the intended outcome despite adverse cyber events.
decision authority	The individual whose decision allows the program to move forward in the BCAC process.
(Added)(DAF) delivery manager	The person accountable for on-time delivery of working software customers can use. Responsible for release and sprint planning. Removes obstacles to progress, solves delivery issues, and orchestrates development teams. The Delivery Manager is responsible for convening the Steering Committee meeting, preparing necessary information and ensuring appropriate Product Owners, Development Leads, and others participate in the meeting.

deployment	<p>A deployment either introduces a new release into the production environment or expands the user base of existing functionality.</p> <p>Deployment includes training and business systems operations activities such as help desk support.</p>
end state	<p>An end state is a goal to achieve within the context of the business mission area</p>
(Added)(DAF) Functional Portfolio Owner	<p>The (BMA IT) Functional Portfolio Owner is the senior IT-responsible individual in each HAF 2-letter organization who is responsible for all business systems within their functional portfolio.</p>
information requirements	<p>Those pieces of information, organized and delivered in a way that the program sees fit, that decision authorities need to make informed decisions throughout the BCAC process.</p>
IT infrastructure	<p>IT infrastructure is the supporting hardware, software, communication, and information security services that a business system requires to operate, but that can be shared by multiple business systems for scalability.</p>
lifecycle support requirements	<p>Lifecycle support requirements are requirements for availability, scalability, maintainability, supportability, and other requirements as appropriate for the specific initiative.</p>
MDA	<p>The MDA is the program decision authority and specifies the decision points and procedures for assigned programs.</p>
(Added)(DAF) Product Owner	<p>The person accountable for development of a product that delivers maximum value to stakeholders while balancing cost. The Product Owner is the proxy for users, representing their interests, needs and what they value. The PO works with stakeholders and development teams to ensure key business features are translated into working code, ensuring user stories meet users' needs and the Definition of Done. The PO's duties most often require full-time attention. The PO is a key participant in all phases of Agile, iterative development.</p>
program manager	<p>The qualified subject matter expert who has responsibility for development, operations, and maintenance of the business system. The MDA will establish procedures to identify these personnel and standards by which they manage their programs.</p>

release A release is a manageable subset of functionality that provides utility in support of the engineered business processes.

**(Added)(DAF)
Steering Committee** **The Steering Committee is an agile governing body accountable for steering activities to manage delivery velocity. It is stood up soon after the initiation of BCAC Phase 4 and meets routinely to assess program risk and determine risk mitigation actions throughout the DevSecOps Process. The Steering Committee has the authority to approve/disapprove recommendations, resolve issues, identify work that can be postponed and escalate as needed. Membership should include only those who are informed and authorized to efficiently make decisions to manage velocity.**

technical requirements Technical requirements are requirements for infrastructure, hosting, security and lifecycle support requirements.

**(Added)(DAF)
Vendor Program
Manager (PM)** **The vendor's employee/contractor who is accountable for the vendor team's performance and delivery in accordance with the contract.**

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- United States Code, Title 10
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- (Added)(DAF) DoDI 5000.73, *Cost Analysis Guidance and Procedures*, 13 March 2020**
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(Added)(DAF) AFI 63-138, *Acquisition of Services*, 30 September 2019

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(Added)(DAF) AFMAN 65-506, *Economic Analysis*, 6 September 2019

(Added)(DAF) DBS Investment Management Guidance, version 4.1, 26 June 2018.

(Added)(DAF) Prescribed Forms: None

(Added)(DAF) Adopted Forms:

(Added)(DAF) AF Form 847, *Recommendation for Change of Publication*

(Added)(DAF) AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*