



CGLIMS

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Main Page

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

Federal News Radio conversation between [Chris Dorobek](#) and [Project Manager](#) discussing this wiki. <http://federalnewsradio.com/?nid=150&sid=2268220>

Welcome! It has been several months since our engagements with industry in a May 2009 [Source Sought Notice](#) and 27 demonstrations from vendors who responded to our Dec 2009 [Sources Sought Notice](#).

Since then, we've been sensitive to the need to keep the playing field level. We've tried to give everyone the same message and provide the same access to the Contracting Officer and Project Manager. That need for fairness has translated into very little information being shared other than what you see from the weekly export of the [Intelink-U blog](#) we share publicly at <http://cglims.wordpress.com/>.



We want to change that. We'll use this wiki to give everyone more information on where we are and what we're thinking.

We also want to hear your ideas.

We'll use this forum to get ideas from outside the Coast Guard. The acquisition team has been struggling with how to deliver CG-LIMS smaller, cheaper, and quicker. We realize there's a limit on the input we'll receive in a public forum for free. Even operating within those limits, we're convinced there are ideas that can be shared we can use as we assess our strategy.

Anyone can read everything in this wiki. To contribute, you must "Log in" using the link at the top right. If you don't have an account, the "Log in" link will guide you through the process. After you've requested an account, clicked on the confirmation e-mail, and Logged in for the first time, go to the "Preferences" page in the left nav bar to select your e-mail notification preferences. Then you can use the "Watch" link in the left nav bar to receive an e-mail whenever a page is updated.

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About this wiki

This forum Is

- A way for the project office to keep industry aware of our thoughts and ideas.
- A way for industry, academia, the public... anyone to communicate directly with the project staff.

- A place for you to help the government figure out how best to deliver the CG-LIMS capability to the field.
- As informal as it can be and completely unofficial.
- Equally available to anyone. Anyone can view it all. You just need to get a log in to edit.
- An experiment. We'll give this a try, see if it's worth the energy, and reassess in 3 months (Feb 8, 2011) to decide whether to continue. Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page. The feedback will inform how we use this wiki in the future.

This forum Is not

- Part of the source selection process. We are not using this to evaluate offers or make "downselect" decisions.
- A replacement for FedBizOpps, which will continue to be the only location for formal, official communication. We'll share as much as we can openly here, but some of the material industry needs must be protected and shared only with authorized contractors.
- Intended to make you an expert in MediaWiki markup. However, we think most of the audience has an aptitude for using the tools or has people nearby who can help them with it.

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1. Treat each other with respect. To add or edit, you need to get a login to identify yourself. Please act the way you would in a face-to-face exchange with other professionals.
2. For violations of rule 1, expect your input will be removed or your access revoked or both.
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What we know

- There is plenty of background available on the [References](#) page of this wiki.
- We are in the midst of a reassessment of our acquisition strategy. We initially captured some of that brainstorming on a wiki within the firewall. On Nov 17th, we moved it to the [Strategy Brainstorming](#) page on this wiki. We invited anyone to join us as we examine some alternative approaches.
- We later [chartered the REconsider Best OptiOns Team \(REBOOT\)](#) to formally examine alternatives and propose a course of action. The first deliverable was the [REBOOT Scope and Approach](#).

- We completed the brainstorming and organizing of alternatives and evaluation criteria on the [Strategy Brainstorming](#) page
- We asked for input how this can be done within the constraints of DHS's policy, especially the [System Engineering Life Cycle](#) and CG's [Major System Acquisition Manual](#) (which was just updated on 1 Nov 2010).
- We distilled the input into four alternatives to the current strategy. We welcome your input on those alternatives. Many of you provided input by adding to the pros and cons listed for each alternative on the [Strategy Alternatives](#) page.
- We followed a structured decision-making process on 2/3/2011 to select [Alternative 3](#). The results are on the [Decision Model](#) page.
- We documented the recommendation on the [REBOOT Final Report](#) page and are preparing a decision memo and decision brief.
- We released a [Source Sought Notice](#) for information from COTS tool vendors as part of a market research effort to gather pricing information.
- In April we updated everyone with additional changes to the strategy on the [Q&A page](#).
- On May 10, we released a draft RFQ for the COTS software procurement on [GSA eBuy](#). It is RFQ number 564661. Expect final RFQ within days.
- On June 2, re released the final RFQ for the COTS software procurement on [GSA eBuy](#). It is RFQ number 564661
- In January 2012, we updated everyone on project progress on the [Q&A page](#).

This process can evolve over time. We're providing a forum and some initial guidance to get started, but we expect to get smarter as we go.

How you can help

- Market research has shown tools are in the market that meet our requirements. We need input on how any one of these COTS Enterprise Asset Management (EAM) tools can be delivered quickly and incrementally. The [Whiteboard](#) is a great place to capture those ideas.
- We know you have questions. We'll do our best to answer them. Head over to the [Questions and Answers](#) page and ask away!
- We're now primarily using two pages for collaboration:

1. [Whiteboard](#)
2. [Questions and Answers](#)

Although we have chosen the strategy and are fleshing out the details, we welcome continued dialogue on the [Questions and Answers](#) page or the [Whiteboard](#). We'll keep you informed as the use of this wiki evolves as we use it to support execution of the strategy. If you're struggling with this wiki's user interface, or if you want to keep your identity private, you can [e-mail the Project Manager](#) your question or idea. We'll post your input without identifying you.

Sign up/Sign in [right here](#) and join the conversation!

Site Map

Click on any "Page Name" to go to a specific page:

Page Name	Description
Substantive Pages:	
Main Page	"Home page" for this wiki. Describes what it is and how it is used.
Software RFQ Questions and Answers	Place to capture questions and answers related to GSA eBuy RFQ 56466. Quotes due 23 June 2011.
Whiteboard	Place to capture input from anyone. Think of it like a big, public whiteboard.
Questions and Answers	Place for anyone to add questions for the project office or to answer questions asked by the project office
References	Basic high-level documents and presentations about the project.
REBOOT Scope and Approach	Describes the Scope and Approach for the Reconsider Best Options Team (REBOOT) Study conducted 29 Nov 2010 to 15 Feb 2011
Strategy Brainstorming	Started with initial brainstorming within the government Program Management IPT on a wiki behind the firewall. Moved to this wiki on 17 Nov to continue brainstorming.

Value-Based Rapid Evolutionary Acquisition of Information Technology	Contains text of memo from Chris Gunderson with links to several external resources
Performance and Expected Benefits	Created by industry partner to get some dialog going around quantifiable and specific operational, business and financial benefits to be gained from CG-LIMS.
Strategy Alternatives	Lists the complete strategies distilled from the Strategy Brainstorming page. Page used through 15 Feb 2011 to solidify guiding principles, evaluation criteria, and final alternatives.
Technology Demonstration	Contains DHS's definitions of technology demonstrations in general, and specific goals of Type 1 technology demonstration for CG-LIMS
Decision Model	Contains results of the model built and used as a decision-making aid on 3 Feb 2011
REBOOT Status	Used by REBOOT team to capture decisions, status and commitments during study.
REBOOT Final Report	Contains final results and recommendations of REBOOT study
Survey Results	Contains the results of a survey of the users of this wiki taken between 2/5/2011 and 2/12/2011.
Administrative Pages:	
All Pages	Lists all the pages on the wiki
About	Contains description of CG-LIMS.
Help	Contains pointers to help on editing a wiki.
FAQ	Contains Frequently Asked Questions about the wiki
General Disclaimer	Provides general disclaimer.
Privacy Policy	Describes privacy policy
Special Pages	Provides links to users, files, statistics, and more

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List of recent changes. Contains link to RSS feed of changes, which may be easiest way to keep up with changes.

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CGLIMS:About

From CGLIMS

The Coast Guard Logistics Information Management System (CG-LIMS) software solution is expected to utilize a state-of-the-market, commercial-off-the-shelf (COTS) tool, specifically an Enterprise Asset Management (EAM) tool configured to meet the business requirements defined in the CG-LIMS Operational Requirements Document (ORD) and Concept of Operations (CONOPS).

COTS implementation will allow for configuration of the system to be tailored for specific needs and avoids customization of a product that results in a system unique only to the Coast Guard (CG), rapidly supplying capability to the field through an incremental acquisition, deployment and implementation strategy.

The CG-LIMS implementation will improve low level processes while supporting the chosen business model's high level critical processes through inherent alignment with commercial best practices and industry standards.

As an enterprise asset management tool, CG-LIMS will integrate asset configuration management principles, asset maintenance processes, supply chain management, and technical data information significantly improving operational readiness and reducing operating costs.

CG-LIMS will directly support the Coast Guard Modernization Effort, as well as the Commandant's Logistics Transformation Business Model and the Four Cornerstones of that model: Configuration Management, Total Asset Visibility, Bi-Level Maintenance and single point of accountability through Product Line Managers.

CG-LIMS will build on these core principles of the aviation business model with flexible, state-of-the market IT tools to maintain configuration control, link maintenance to supply, integrate with financial systems while providing total asset visibility and support assets operating for extended periods with zero or limited network connectivity.

CG-LIMS logistics activities will be associated with developing, acquiring and maintaining components of aviation, surface, shore infrastructure, personnel, and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR). This acquisition will include the COTS tool (software licenses), hardware, configuration, implementation (including reports, interfaces, and data conversion), application fielding, and asset enrollment for CG LIMS.

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From CGLIMS

This site used the same MediaWiki software used by Wikipedia, Intellipedia, and many other wiki sites.

A great place to get help is the [Help](#) page within the [WikiMedia Metawiki](#).

At the bottom of that page, you'll find links to several resources on editing sites like [this one](#).

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CGLIMS:FAQ

From CGLIMS

We'll use this as a FAQ file for this wiki. Go to the [Questions and Answers](#) page for substantive Q&A about CGLIMS.

Frequently Asked Questions:

Q: What can I do once I've set up an account?

A: Here are just a few things you can do here when you're logged in:

- **Watch a page** - Click "Watch this page" link in the left nav under "This Page" and you'll receive an email anytime someone changes the page
- **Discuss this page** - Click "Discuss this page" (left nav bar under This Page) on any page in the site to add comments and see what others are saying
- **Upload a file** - Need to share a file? An image, PowerPoint, or something else? Use the [Upload file](#) link or replace Main_Page in the website address with Special:Upload.
- **Add a new page** - Want to create a new page? Just use the [New pages](#) option under "Special Pages" on the left. You can also add a page just by typing a new URL after index.php in the website address - try replacing Main_Page in the browser website address with Test-YourName now! Takes you to a blank page you can start to edit. (Don't worry - the page disappears if you don't make any changes to it!)

Q: Will everything I post be public?

A: Yes. For that reason, please do not post trade secrets, proprietary information, or generally anything you or your company would not want posted publicly on a government owned and operated system. Anything you post, if once private or proprietary, will not be so after you post it.

Q: Will I receive any compensation for the ideas I share?

A: No. Please feel free to contribute but do not expect to receive any compensation from the Government, even if your ideas prove to be beneficial and are adopted and used by the Government or another wiki participant in the final CGLIMS system. Please keep in mind the purpose of this wiki, (to increase transparency or encourage discourse with industry, etc). It is not intended to serve as a place to market ideas with the intent to secure monetary remuneration.

Q: When will my contribution be posted?

A: The nature of a wiki encourages and allows all users to edit, refine, and delete information. The USCG is moderating the wiki. Contributions that raise procurement integrity concerns may be deleted.

Q: Do I have to be a contractor? Can I be an interested party to contribute?

A: Consumers, contractors and citizens can edit and comment on any page.

Q. If I contribute to this process, does that affect my eligibility to propose on a resulting solicitation?

A: Providing comments in this forum does not prohibit a company from proposing on the resulting solicitation.

Q: Since the government is using this wiki to communicate more openly, is it okay for industry to reach out to individual government employees to share our ideas or engage in private conversation?

A: No. The government Contracting Officer and Project Manager remain the only two individuals industry should contact outside the context of this wiki. This wiki is for open, public dialogue with anyone who would like to participate. We encourage public conversation. Lively public debate is okay.

Q: I want to use a tool like this wiki for my agency. How do I get started?

A: The starting place is <http://www.citizen.apps.gov>. GSA does all the heavy lifting in setup and hosting. They have

several tools available including tools to support blogs, wikis, and bulletin boards. A description of why government would use a wiki and a list of agencies who do is at <http://www.usa.gov/webcontent/technology/wikis.shtml>.

Q: Some of these FAQs seem familiar. Did you copy and paste them from someplace?

A: Yes. Some of these FAQs were modified from the FAQ file of GSA's [BetterBuy Wiki](#). They used a wiki to actually build an RFP. We're not doing that here, but some of the FAQs applied, so I borrowed and modified them as a way of sharing government resources.

Q: How do I add a page to my watch list?

A: Under the heading "This Page" on the left hand navigation bar, simply click on the link "Watch". The same link will now read "Stop Watching" to allow removal of this watched page. To further detail when and how you would like to be notified of changes to a "watched" page, click on "Preferences" under the "My Pages" heading on the left hand navigation bar and then use the newly presented adjacent left hand navigation bar to click on "watch List". Options will be presented there.

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From CGLIMS

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About this wiki

This forum Is

- A way for the project office to keep industry aware of our thoughts and ideas.
- A way for industry, academia, the public... anyone to communicate directly with the project staff.
- A place for you to help the government figure out how best to deliver the CG-LIMS capability to the field.
- As informal as it can be and completely unofficial.
- Equally available to anyone. Anyone can view it all. You just need to get a log in to edit.
- An experiment. We'll give this a try, see if it's worth the energy, and reassess in 3 months (Feb 8, 2011) to decide whether to continue. Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the Survey Results page. The feedback will inform how we use this wiki in the future.

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Sign up/Sign in right here and join the conversation!

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Performance and Expected Benefits	Created by industry partner to get some dialog going around quantifiable and specific operational, business and financial benefits to be gained from CG-LIMS.
Strategy Alternatives	Lists the complete strategies distilled from the Strategy Brainstorming page. Page used through 15 Feb 2011 to solidify guiding principles, evaluation criteria, and final alternatives.
Technology Demonstration	Contains DHS's definitions of technology demonstrations in general, and specific goals of Type 1 technology demonstration for CG-LIMS
Decision Model	Contains results of the model built and used as a decision-making aid on 3 Feb 2011
REBOOT Status	Used by REBOOT team to capture decisions, status and commitments during study.
REBOOT Final Report	Contains final results and recommendations of REBOOT study
Survey Results	Contains the results of a survey of the users of this wiki taken between 2/5/2011 and 2/12/2011.
Administrative Pages:	
All Pages	Lists all the pages on the wiki
About	Contains description of CG-LIMS.
Help	Contains pointers to help on editing a wiki.
FAQ	Contains Frequently Asked Questions about the wiki
General Disclaimer	Provides general disclaimer.
Privacy Policy	Describes privacy policy
Special Pages	Provides links to users, files, statistics, and more

Recent Changes

List of recent changes. Contains link to RSS feed of changes, which may be easiest way to keep up with changes.

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CGLIMS:General disclaimer

From CGLIMS

Much of the content of this site is written by a user "Daniel.p.taylor." That user is an active duty Coast Guard officer who now serves as the CG-LIMS PM. CAPT Taylor is the Project Manager, not the Contracting Officer.

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CGLIMS:Privacy policy

From CGLIMS

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1. The Internet domain (for example, "xcompany.com" if you use a private Internet access account, or "yourschool.edu" if you connect from a university's domain) and IP address (an IP address is a number that is automatically assigned to your computer whenever you are surfing the Web) from which you access our website;
2. The type of browser and operating system used to access our site;
3. The date and time you access our site;
4. The pages you visit; and
5. If you linked to our website from another website, the address of that website.

We use the information we collect to count the number and type of visitors to the different pages on our site, and to help us make our site more useful to visitors like you.

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You may choose to provide us with personal information, as in e-mail with a comment or question. We use the information to improve our service to you or to respond to your request. Sometimes we forward your e-mail to other government employees who may be better able to help you. Except for authorized law enforcement investigations, we do not share our e-mail with any other outside organizations.

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"Cookies" are small bits of text that are either used for the duration of a session ("session cookies"), or saved on a user's hard drive in order to identify that user, or information about that user, the next time the user logs on to a Web site ("persistent cookies"). This Web site does not use persistent cookies or any other persistent tracking technology. One or more of our component sites may use session cookies to provide streamlined navigation. These session cookies are deleted from the component's server after your session ends and information from them is not collected or saved.

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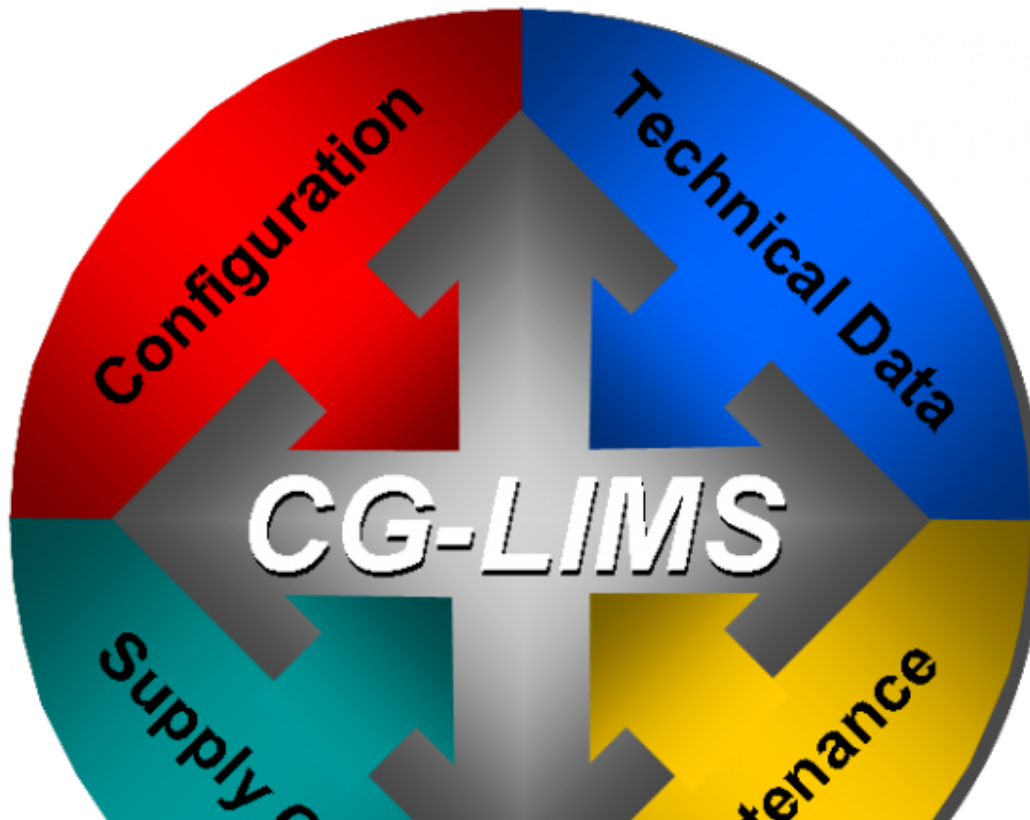
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CG-LIMS logo. Replace with current version when able.

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current	20:40, 8 November 2010		630×629 (59 KB)	Daniel.p.taylor (Talk contribs)	<i>(CG-LIMS logo. Replace with current version when able.)</i>

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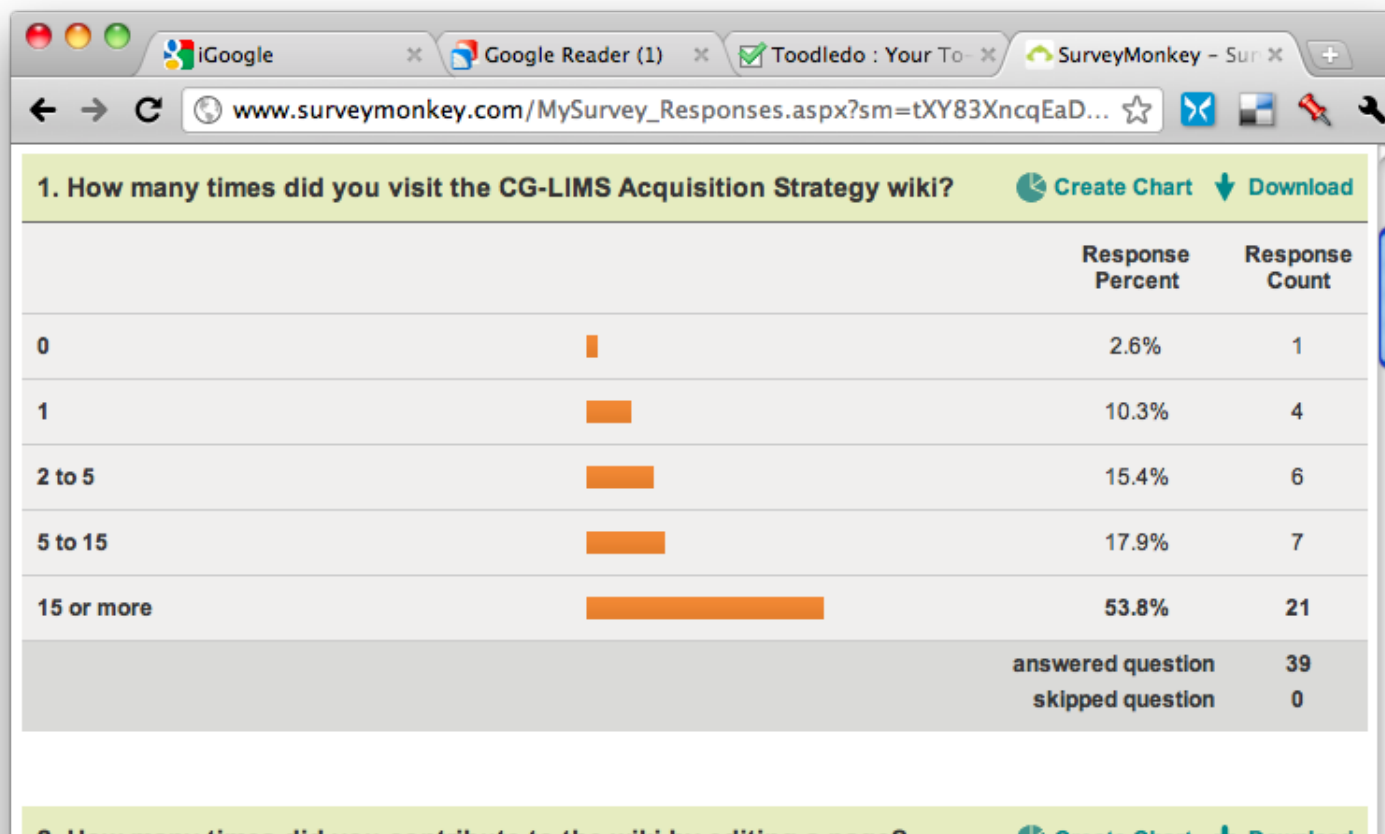
Survey Results

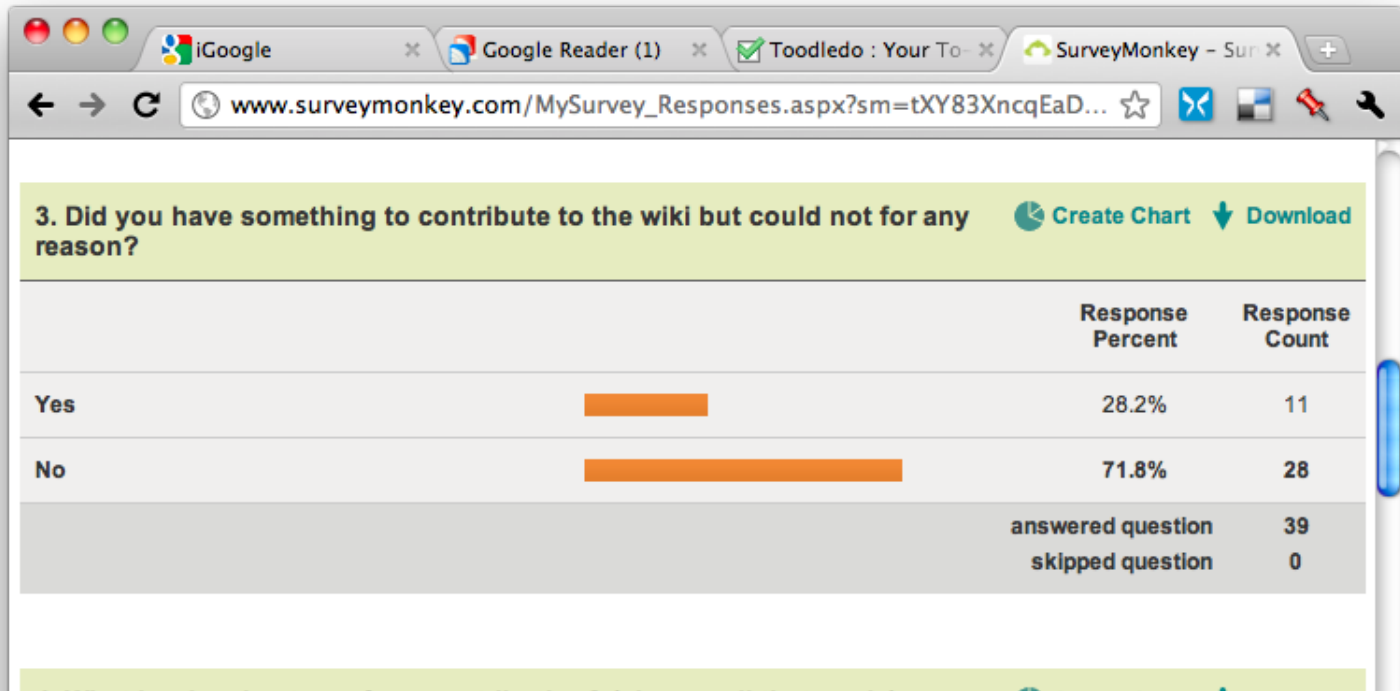
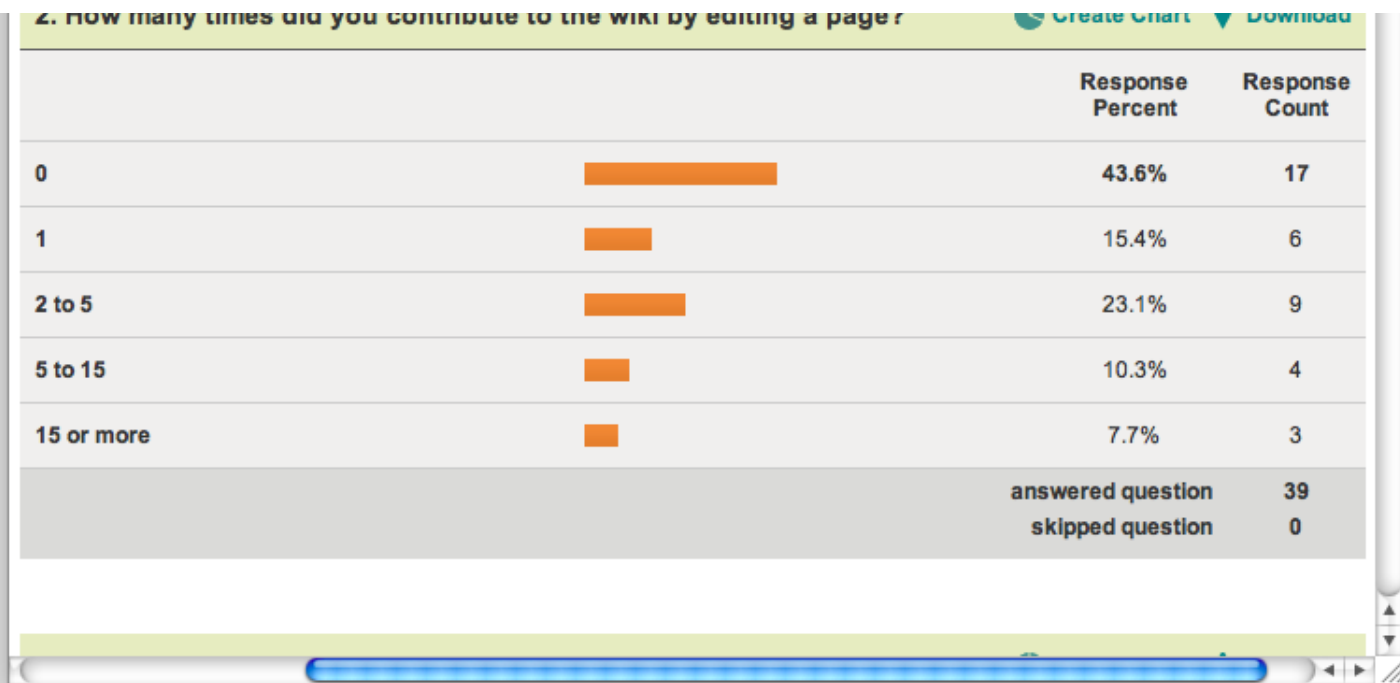
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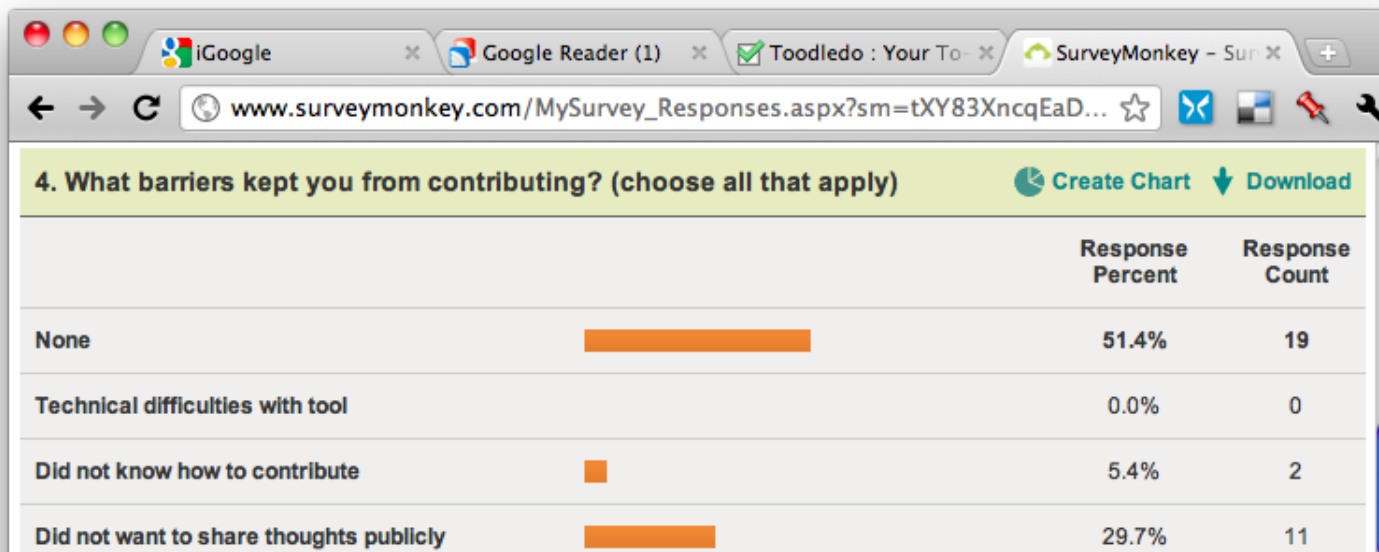
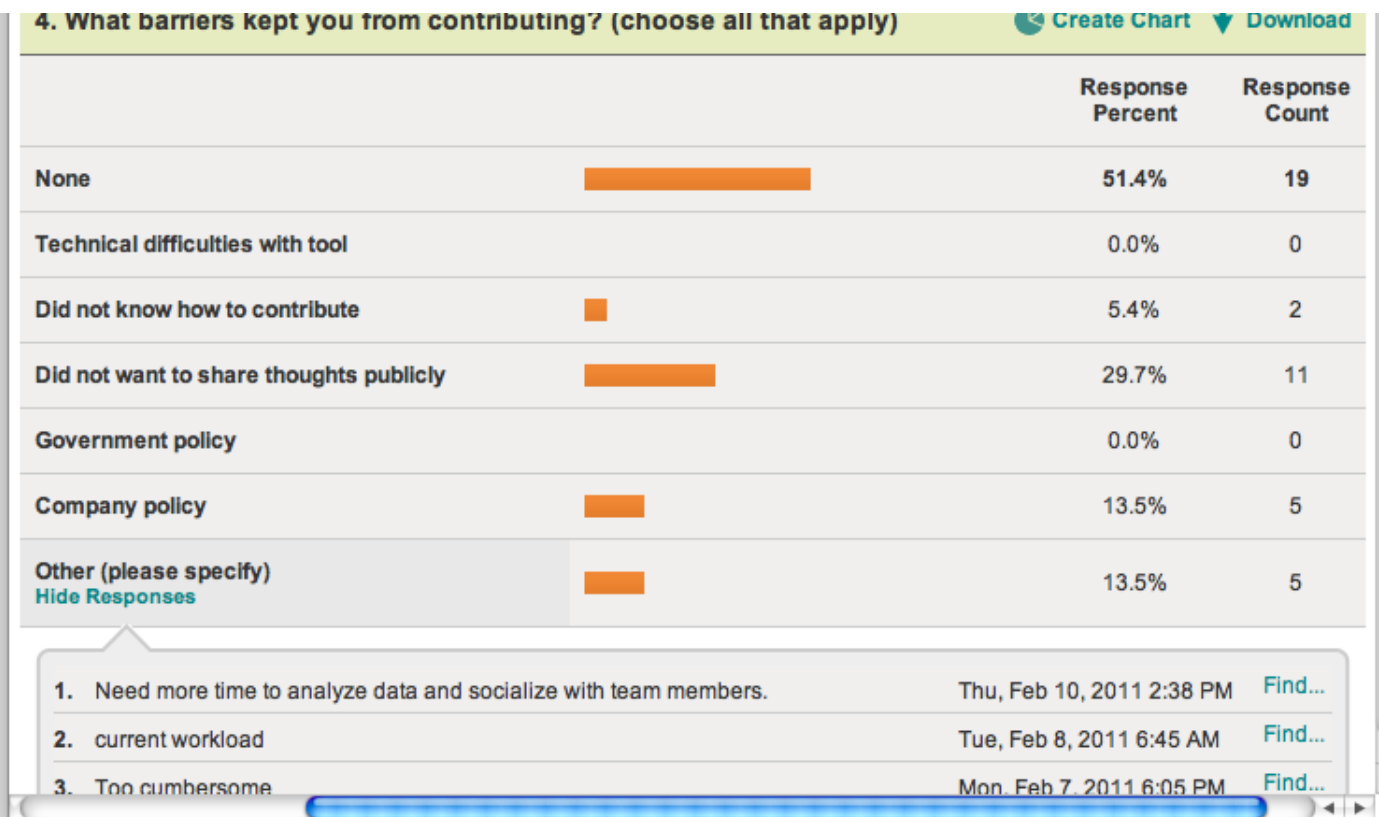
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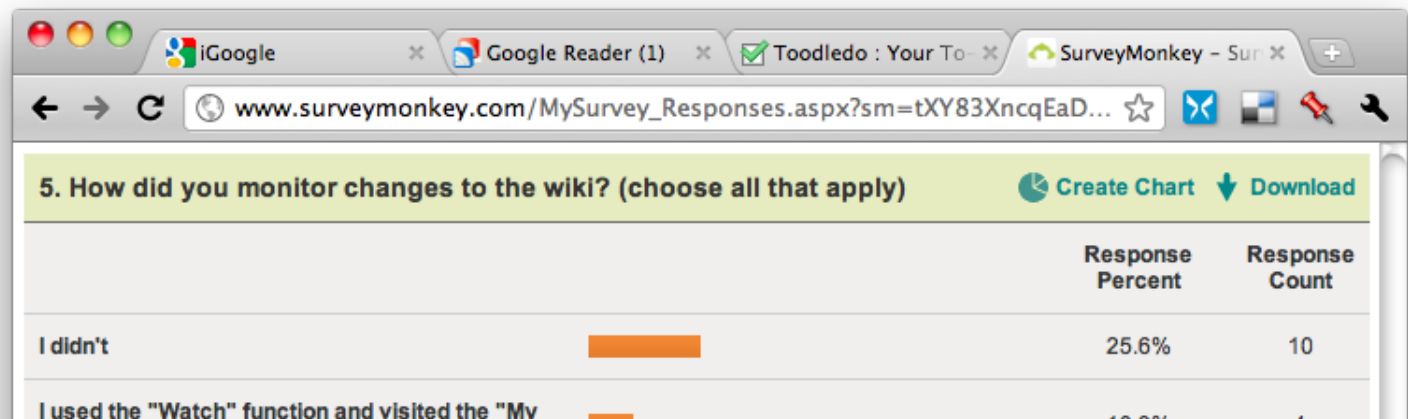
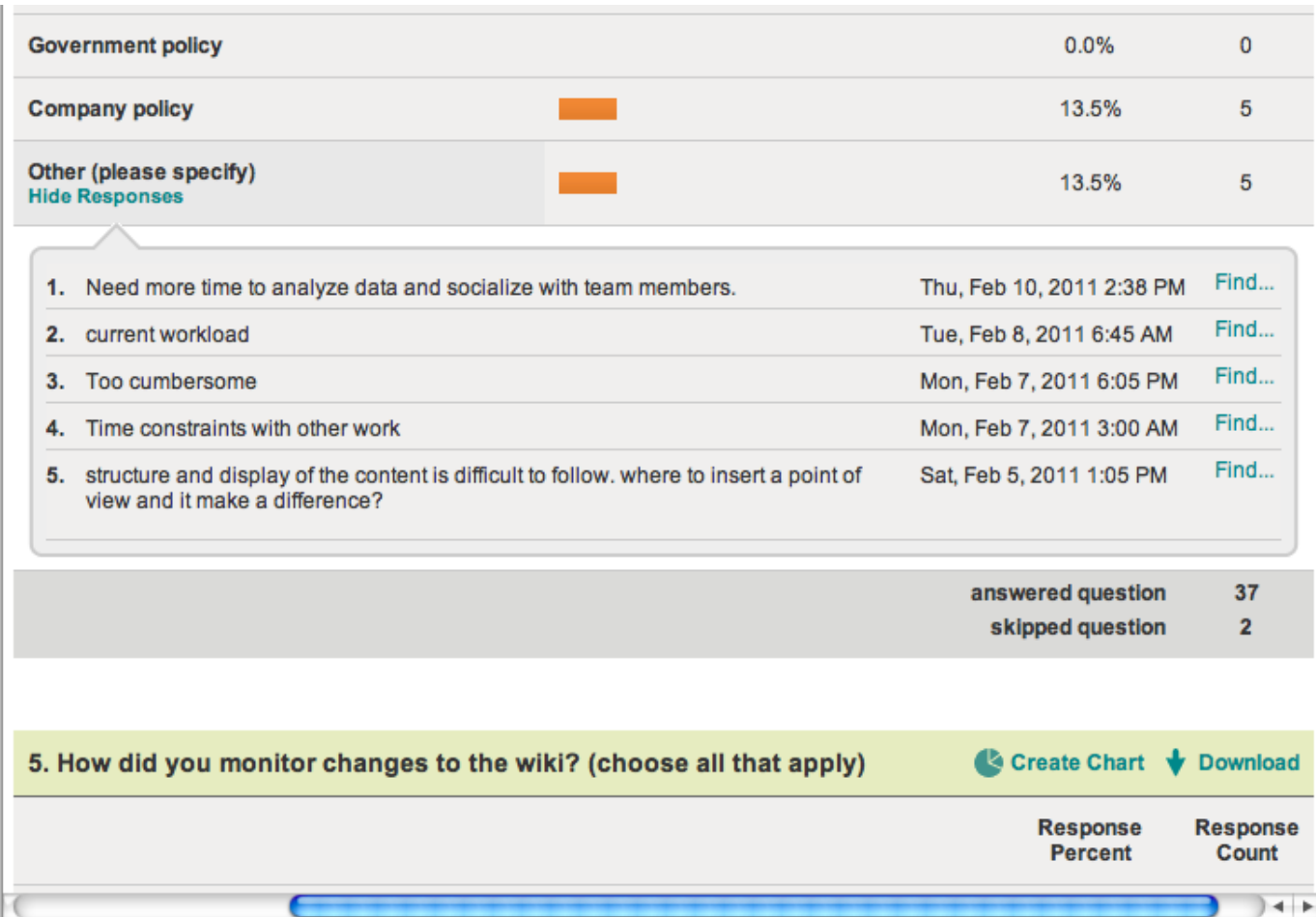
You can download the results as a [PDF file](#) or an [Excel worksheet](#).

I also shared screenshots of the results while the survey was in progress. Below are the final results.









Watchlist" page to see updates		10.3%	4
I used the "Watch" function and relied on e-mail updates		20.5%	8
I visited the "Recent Changes" page to see updates		46.2%	18
I subscribed to the RSS feed of the "Recent Changes" page to see all updates		17.9%	7
Other (please specify) Hide Responses		15.4%	6

1. I also used the "diff" link a lot to zero in on specific changes. "check-in" comments describing the purpose of the change were also helpful. Mon, Feb 7, 2011 1:14 PM [Find...](#)
2. thought I signed up for email updates on changes but the feature didnt send me any prompts when updates occurred Mon, Feb 7, 2011 12:11 PM [Find...](#)
3. I like the recent changes tool but did not like that I could not discern what page was updated or the context to which the change was linked. Mon, Feb 7, 2011 7:29 AM [Find...](#)
4. I would log in and review the pages. Mon, Feb 7, 2011 5:28 AM [Find...](#)
5. I frequently scanned or read the wiki pages looking for changes. Mon, Feb 7, 2011 5:04 AM [Find...](#)
6. I just signed up Mon, Feb 7, 2011 3:31 AM [Find...](#)

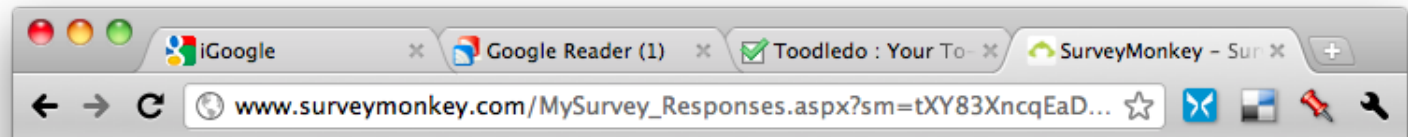
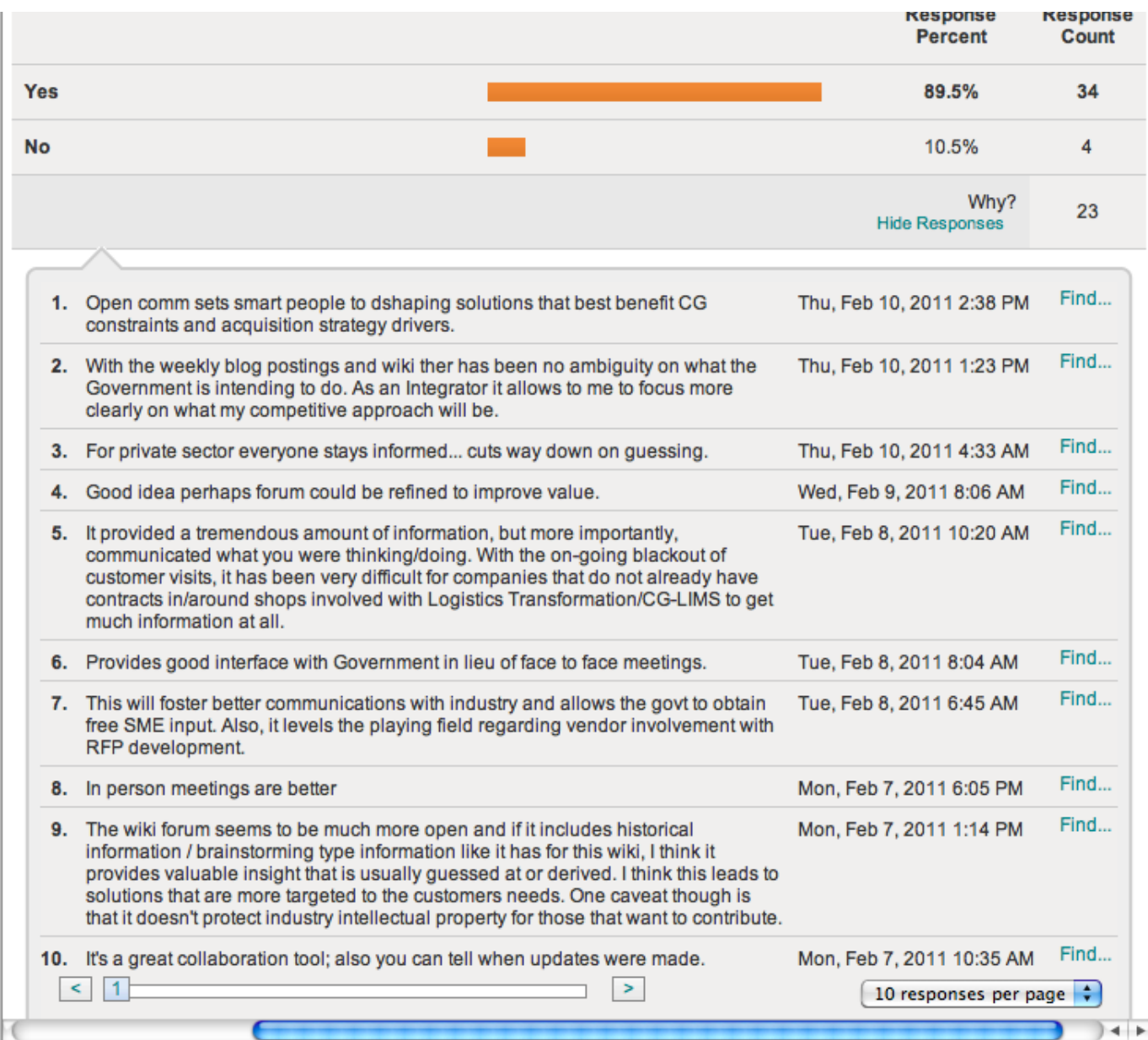
answered question	39
skipped question	0

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[Google Reader \(1\)](#)
[Toodledo : Your To-](#)
[SurveyMonkey - Sur](#)

[www.surveymonkey.com/MySurvey_Responses.aspx?sm=tXY83XncqEaD...](#)



6. Should the government continue to use a forum like this to develop further CG-LIMS RFI's or RFP's like GSA has been doing recently?

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6. Should the government continue to use a forum like this to develop further CG-LIMS RFI's or RFP's like GSA has been doing recently?

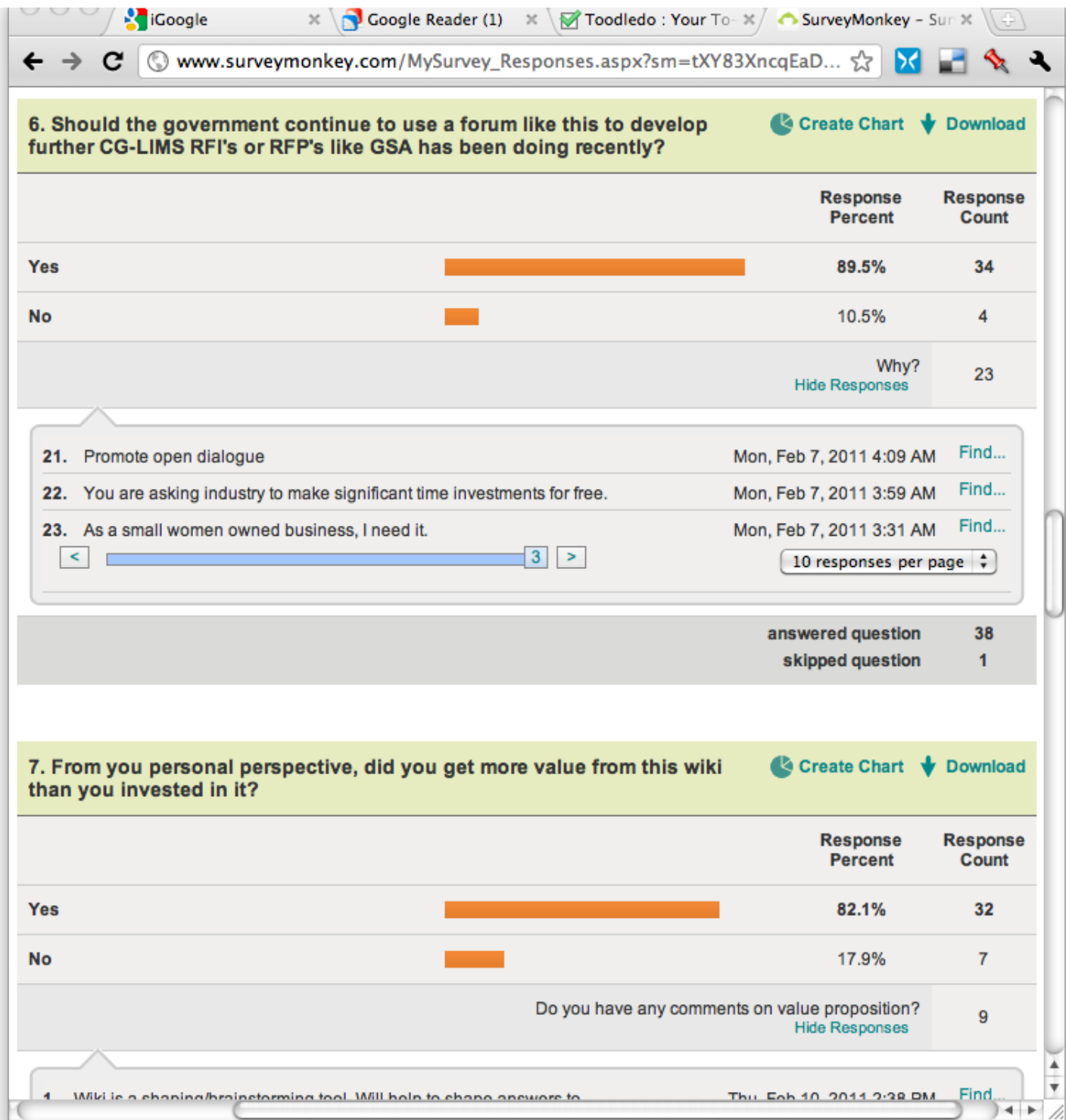
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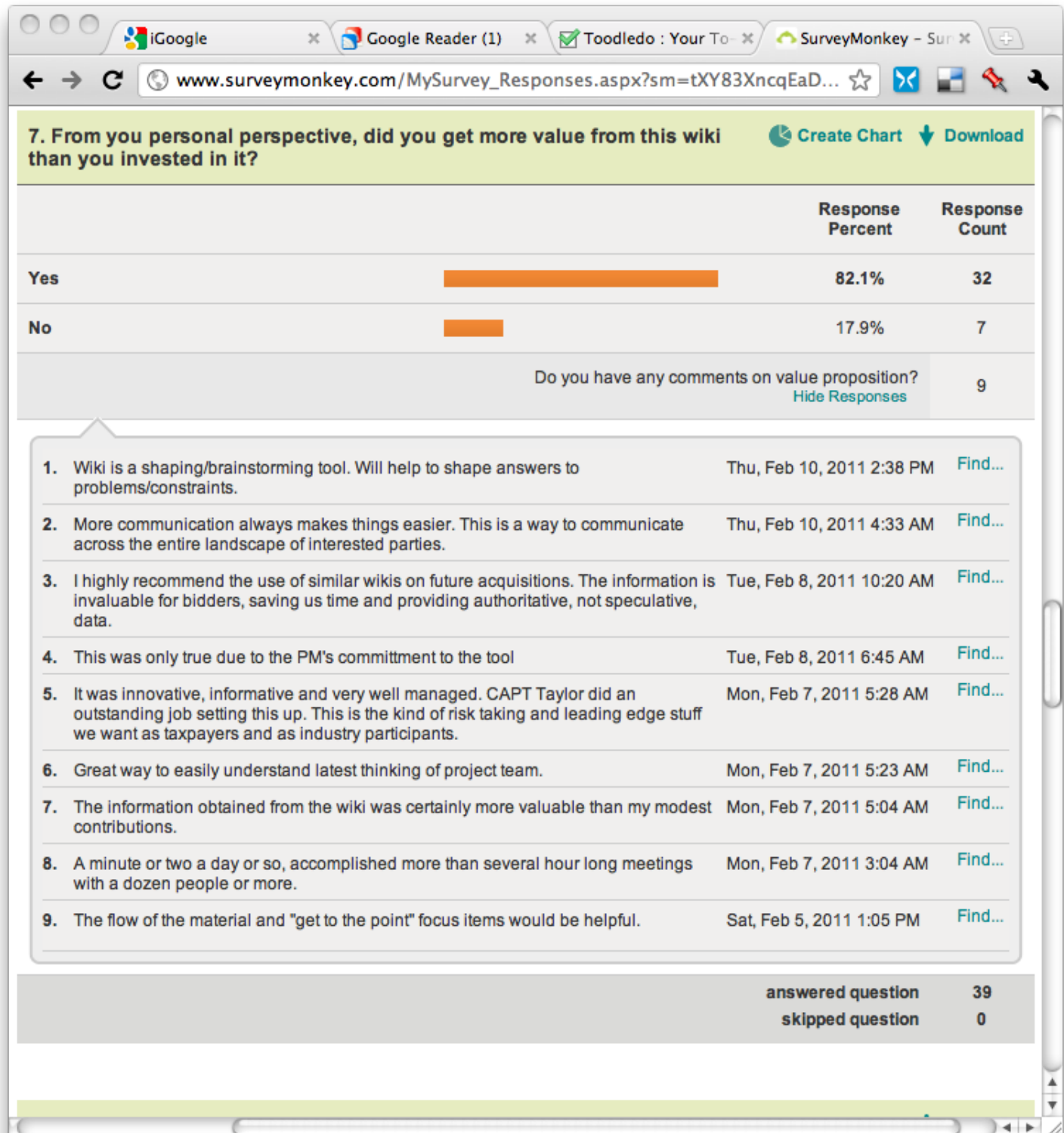
		Response Percent	Response Count
Yes		89.5%	34
No		10.5%	4
Why? Hide Responses			23

- 11. Tool to increase industry-government collaboration. Mon, Feb 7, 2011 9:48 AM [Find...](#)
- 12. Excellent way to provide industry with the means to provide feedback to the project office Mon, Feb 7, 2011 7:35 AM [Find...](#)
- 13. Good way to keep communications equal across the board Mon, Feb 7, 2011 7:23 AM [Find...](#)
- 14. Opportunity for greater feedback and collaboration (input) from all parties than traditional one-sided approach. Mon, Feb 7, 2011 6:30 AM [Find...](#)
- 15. Collaboration will provide a more solution focused approach. RFPs where requirements are seemingly developed without external input tend to be harder to respond and implement. Mon, Feb 7, 2011 6:25 AM [Find...](#)
- 16. Better information flow and communication vs no comm Mon, Feb 7, 2011 5:37 AM [Find...](#)
- 17. I'm not sure that this is the primary site for RFI's and RFP's if it's not then will we be required to post this information in a 2nd location? Do not need to duplicate effort. Mon, Feb 7, 2011 5:29 AM [Find...](#)
- 18. You have to communicate with industry better. The contractor community is more focused on understanding your politics and budgets than your real needs. The industry is filled with companies who if they sold and delivered the way they do in private sector would never be allowed on a bidders list. The more your articulate business issues, technical requirements and options, the more focused you keep industry on your needs as opposed to your politics. Mon, Feb 7, 2011 5:28 AM [Find...](#)
- 19. Interaction between govt and industry will yield the best RFP and provide best value for govt in the end. Mon, Feb 7, 2011 5:23 AM [Find...](#)
- 20. Information gathered in one spot, for all to see and provide input. Mon, Feb 7, 2011 4:29 AM [Find...](#)

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10 responses per page





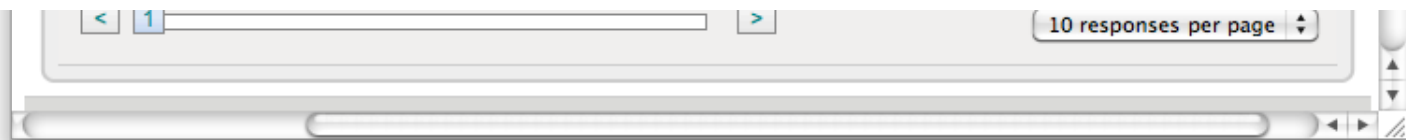
8. These survey results will be shared with focus groups implementing the "25 Point Implementation Plan to Reform Federal Information Technology Management." Your feedback is particularly relevant to the team implementing Point 25: "Launch interactive platform for pre-RFP agency-industry collaboration." Based on your experience with this Acquisition Strategy wiki, is there anything you would like to share with that group? Do you have any input that hasn't been captured above? [Download](#)

	Response Count
Hide Responses	19

1. Government needs to use wiki as a tool for shaping and informtaion gathering. Yet not be shaped by highly active, biased, contributors. Need to understand motivations of contributors. Uncertain if there is a way to gather that data or develop accountability for content updates. Would there ever be cause for protest, based on level of wiki contributions? Thu, Feb 10, 2011 2:38 PM [Find...](#)
2. The one thing I would have added was more information about the acquisition timeline. Thu, Feb 10, 2011 1:23 PM [Find...](#)
3. No Thu, Feb 10, 2011 4:33 AM [Find...](#)
4. I missed the "Watch" function or would have signed up for it. Will go do so now. My company firewall blocks RSS feeds. Tue, Feb 8, 2011 10:20 AM [Find...](#)
5. No. Tue, Feb 8, 2011 8:04 AM [Find...](#)
6. All information sources are good but at the end of the day if you can't speak to someone, its no good. Mon, Feb 7, 2011 6:05 PM [Find...](#)
7. no Mon, Feb 7, 2011 10:35 AM [Find...](#)
8. Keep it up! Mon, Feb 7, 2011 9:48 AM [Find...](#)
9. Due to their nature, draft and final RFPs often do not tell the complete story of a project's needs and contain areas requiring interpretation and assumptions. Forums like the wiki allow industry to participate earlier in the process and I think will result in better and more complete offers from industry and better choices for the govt. Mon, Feb 7, 2011 7:35 AM [Find...](#)
10. I like the Wiki and found it useful as a tool for collecting information in common area. Only recommendation is understanding a common architecture of the wiki would help in locating information. At times it was difficult to know definitively if the information I was reviewing was indeed the most current. I found myself asking people in the PMO where the most current information was being shared and Mon, Feb 7, 2011 7:29 AM [Find...](#)

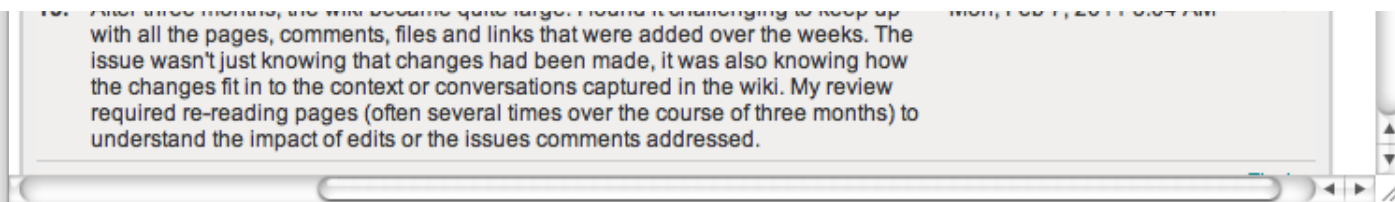
sorted. The 3 pages of Whiteboard, Strategy Brainstorming, and Q&A's allowed people to provide information at their discretion as they categorized it.

	Response Count
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1. Government needs to use wiki as a tool for shaping and informtaion gathering. Yet not be shaped by highly active, biased, contributors. Need to understand motivations of contributors. Uncertain if there is a way to gather that data or develop accountability for content updates. Would there ever be cause for protest, based on level of wiki contributions?	Thu, Feb 10, 2011 2:38 PM Find...
2. The one thing I would have added was more information about the acquisition timeline.	Thu, Feb 10, 2011 1:23 PM Find...
3. No	Thu, Feb 10, 2011 4:33 AM Find...
4. I missed the "Watch" function or would have signed up for it. Will go do so now. My company firewall blocks RSS feeds.	Tue, Feb 8, 2011 10:20 AM Find...
5. No.	Tue, Feb 8, 2011 8:04 AM Find...
6. All information sources are good but at the end of the day if you can't speak to someone, its no good.	Mon, Feb 7, 2011 6:05 PM Find...
7. no	Mon, Feb 7, 2011 10:35 AM Find...
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10. I like the Wiki and found it useful as a tool for collecting information in common area. Only recommendation is understanding a common architecture of the wiki would help in locating information. At times it was difficult to know definitively if the information I was reviewing was indeed the most current. I found myself asking people in the PMO where the most current information was being shared and sorted. The 3 pages of Whiteboard, Strategy Brainstorming, and Q&A's allowed people to provide information at their discretion as they categorized it. Administrative guidance or one page segmented by these 3 thoughts may have made navigating through those ideas simpler. As our process matures, so will our familiarity with the tool and perhaps a structured forum where common understanding is understood by all.	Mon, Feb 7, 2011 7:29 AM Find...



www.surveymonkey.com/MySurvey_Responses.aspx?sm=tXY83XncqEaD...

11.	The USCG Acquisition team has done a good job of putting information out in a public forum that will help with the CG LIMS acquisition process. It is also an excellent forum to keep everybody informed on an equal basis.	Mon, Feb 7, 2011 7:23 AM	Find...
12.	This creates a forum for industry and gov't to "collaborate" in an open environment. It affords all vested parties an opportunity to share thoughts and cultivate ideas.	Mon, Feb 7, 2011 6:30 AM	Find...
13.	Excellent tool for distributing large amount of info to a large audience. A little more problematic when trying to solve a problem virtually.	Mon, Feb 7, 2011 5:37 AM	Find...
14.	<p>My challenge with the Wiki has more been on the content. I completely understand the rules and regulations you have to work within. The problem as I see it, is the USCG is struggling to come up with an approach within those constraints. It appears you spend more time devising approaches and trying to be creative on how to work within the rules, rather than how to be creative to solve the problem or create the capability. Perhaps I differ on this, but one needs to look no farther than DOD to ask if all this "acquisition policy" stuff produces results. Projects are drastically over budget, stuff does not work, life cycle costs are high. My point is this - somehow the government has to loosen the reins on the policy and get more focused on the results. Focus more on the business and mission issues to be solved. This is your strength and ultimately why you are doing this CGLIMS program. You know what the mission needs better than anyone in industry! The acquisition rules need to support the business and the mission, not the other way around. Second, I commend the team for meeting with the other large ERP programs. These programs have all collectively spent billions of dollars (Army, Navy, DLA ERP). You have to learn from them because you do not have the time or money to repeat the mistakes they made. They all did great things with the technology and for their commands, but at a significant cost. Learn what went right and wrong. Finally, I urge you to keep it up. The dialog between industry and government has to change. Much more communication on outcomes, innovation, requirements, constraints, operational scenarios has to occur. The more industry see's you focused on your business problem and mission and less on the process and politics, the more they will focus on solving your business problem.</p> <p>I hope I am not being to blunt and please do not misunderstand my statements. I think your Wiki has been fantastic and I have recommended it to both my government and commercial clients. Keep pushing the innovation on this and keep engaging industry. It will pay huge dividends for you.</p> <p>Jay Heroux CSA jheroux@csaassociates.com</p>	Mon, Feb 7, 2011 5:28 AM	Find...
15.	After three months, the wiki became quite large. I found it challenging to keep up	Mon, Feb 7, 2011 5:04 AM	Find...



www.surveymonkey.com/MySurvey_Responses.aspx?sm=tXY83XncqEaD...

jheroux@csaassociates.com

15. After three months, the wiki became quite large. I found it challenging to keep up with all the pages, comments, files and links that were added over the weeks. The issue wasn't just knowing that changes had been made, it was also knowing how the changes fit in to the context or conversations captured in the wiki. My review required re-reading pages (often several times over the course of three months) to understand the impact of edits or the issues comments addressed.	Mon, Feb 7, 2011 5:04 AM	Find...
16. Preparation for an RFI seems better as an open process. However, there is a wide distrust that must be overcome that the playing field is never even and the ability to go outside the process still exists. So the Wiki can be used for private advantage by clever adaptation. Even handedness and management of the site in permitting and editing content is the place where your goals of transparency will either be met or lost.	Mon, Feb 7, 2011 4:09 AM	Find...
17. Too detailed requiring too much valuable time from interested bidders. The wiki (or more appropriately, a forum) would serve well to vet general ideas and less detailed information.	Mon, Feb 7, 2011 3:59 AM	Find...
18. None. I just joined.	Mon, Feb 7, 2011 3:31 AM	Find...
19. The efficiency of a wiki as compared to a series of time displacing meetings for many people, is hard to imagine, until you see it happen.	Mon, Feb 7, 2011 3:04 AM	Find...

< 2 > 10 responses per page

answered question	19
skipped question	20

9. Do you have any feedback for the folks at GSA's Center for New media and Citizen Engagement who set up the citizen.apps.gov environment we're using and did all the heavy technical lifting? [Download](#)

Response Count

Hide Responses 20

1. wiki is the way to gather good intel and observations from industry and government partners.	Thu, Feb 10, 2011 2:38 PM	Find...
2. For an opportunity of this size it has dramatically reduced my "normal" face-to-face time I would have needed with Coast Guard personnel (if I could have gotten any	Thu, Feb 10, 2011 1:23 PM	Find...

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www.surveymonkey.com/MySurvey_Responses.aspx?sm=tXY83XncqEaD...

9. Do you have any feedback for the folks at GSA's Center for New media and Citizen Engagement who set up the citizen.apps.gov environment we're using and did all the heavy technical lifting? [Download](#)

Response Count

Hide Responses 20

1. wiki is the way to gather good intel and observations from industry and government partners.	Thu, Feb 10, 2011 2:38 PM	Find...
2. For an opportunity of this size it has dramatically reduced my "normal" face-to-face time I would have needed with Coast Guard personnel (if I could have gotten any at all).	Thu, Feb 10, 2011 1:23 PM	Find...
3. Great job.	Thu, Feb 10, 2011 4:33 AM	Find...
4. Great job!	Tue, Feb 8, 2011 10:20 AM	Find...
5. No.	Tue, Feb 8, 2011 8:04 AM	Find...
6. Go for it! Don't turn back or second guess this as a good tool. Give it an honest try, at least one year of data, then decide. One pro is that I could get involved while teleworking since it was internet friendly. No agency domain log in required.	Tue, Feb 8, 2011 6:45 AM	Find...
7. Not everyone thinks the the the techies do! Design something intuitive if you have to have electronic media.	Mon, Feb 7, 2011 6:05 PM	Find...
8. This is a great environment. Please continue to support and evolve.	Mon, Feb 7, 2011 1:14 PM	Find...
9. thanks	Mon, Feb 7, 2011 12:11 PM	Find...
10. It's frustrating when you have input information then after 20 minutes or so; you have lost the information.	Mon, Feb 7, 2011 10:35 AM	Find...

10 responses per page

answered question	20
skipped question	19

10. How would you describe yourself? [Create Chart](#) [Download](#)

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	Response Count
Hide Responses	20
11. The site is relatively straight forward and easy to use.	Mon, Feb 7, 2011 7:35 AM Find...
12. This is a good start! Keep up the good work... I would also consider contracting some outside support by small businesses that have experience in developing Social Media apps (think AOL, ex-AOL community). There is a a lot of talent in this, Hosted, Collaborative, and Intercative (Web 2.0) environment you should tap!	Mon, Feb 7, 2011 6:30 AM Find...
13. Needs to be easier to use	Mon, Feb 7, 2011 5:40 AM Find...
14. Does not provide 100% capability to converse with somebody but does allow some exchange of information and allows a wider distribution of info (to a broader audience)	Mon, Feb 7, 2011 5:37 AM Find...
15. They did a great job! Its easy to use and always available. I cannot recall one time not being able to log in and do my work or read the Wiki. Outstanding.	Mon, Feb 7, 2011 5:28 AM Find...
16. Occasionally the instructions for uploading files and images were not sufficient to ensure the process could be completed without problems. A trial and error approach was often used until the desired results were obtained.	Mon, Feb 7, 2011 5:04 AM Find...
17. No - I applauded the initiative but believe some IV&v might have been a good idea from up front	Mon, Feb 7, 2011 4:09 AM Find...
18. The CGLIMS Wiki is too detailed and somewhat difficult to navigate. Personally I find a forum/newsgroup format to be much easier (i.e. responses and responses to responses).	Mon, Feb 7, 2011 3:59 AM Find...
19. Thanks! :-)	Mon, Feb 7, 2011 3:04 AM Find...

20. The site structure is too complicated. Make it simple. Sat, Feb 5, 2011 1:05 PM [Find...](#)

< 2 >
10 responses per page

answered question 20
skipped question 19

10. How would you describe yourself?

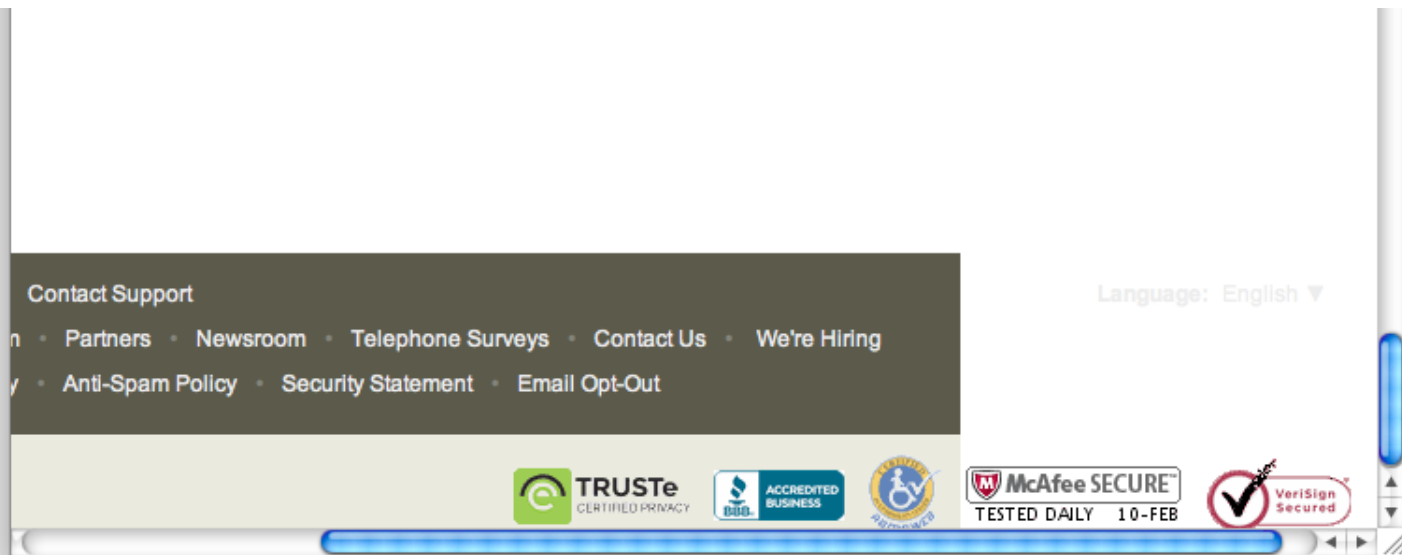
[Create Chart](#)
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www.surveymonkey.com/MySurvey_Responses.aspx?sm=tXY83XncqEaD...

10. How would you describe yourself?

[Create Chart](#)
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	Response Percent	Response Count
Government – directly involved in CG-LIMS project	25.6%	10
Government – not directly involved in CG-LIMS project	7.7%	3
Industry – potential CG-LIMS offerors	43.6%	17
Industry – other	7.7%	3
Government support contractor (FFRDC, program office support)	12.8%	5
Concerned citizen	2.6%	1
Other (please specify)	0.0%	0
answered question		39
skipped question		0



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References

From CGLIMS

The project office will begin creating a complete technical library within <http://FedBizOpps.gov> that will include all the documents needed to reply to an RFP.

In the meantime, we'll use this forum to share basic high level documents.

Contents

- [1 Briefs](#)
- [2 Key Project Docs](#)
- [3 Key Project Blog Posts](#)

Briefs

[2 1/2 minute brief](#) (still accurate except timeline)

The 2 1/2 minute brief was originally posted as a guest post on the [COMDT's blog](#)

There's an earlier guest post on the Commandant's blog with a high level overview from [June 2009](#)

[High level overview](#) prepared for DHS Industry Day November 2007. Brief was not included in final presentation due to time constraints.

Key Project Docs

[Concept of Operations](#)

[Operational Requirements Document](#)

[CG-LIMS Implementation Strategy -- Sponsor's White Paper](#)

May 2009 [Source Sought Notice](#)

Dec 2009 [Sources Sought Notice](#)

Key Project Blog Posts

I maintain a (roughly) daily project blog in Intelink. I export it weekly to <http://cglims.wordpress.com>.

You can start from the earliest in time and work your way to present to see the evolution of Plan C, then Plan D.

There are a handful that are particularly useful for newcomers:

Description of CG-LIMS as a mixed system / feeder system to financial system

<https://cglims.wordpress.com/?p=13>

Recap of meeting with CG-8& 8d, 93, and others

<https://cglims.wordpress.com/?p=1785>

My view on how logistics drives financials drives logistics

<https://cglims.wordpress.com/?p=1663>

Recap of "Architecture Summit" at OSC and purpose of the architecture modeling. Includes a pointer to the DoDAF guide.

<https://cglims.wordpress.com/?p=95>

To better understand the four cornerstones of logistics modernization:

1. Configuration Management
2. Total Asset Visibility
3. Bi-Level Maintenance
4. Product Line Management

I recommend reading the following posts and following the links:

Post when the first ALCOAST came out (link to message included)

<https://cglims.wordpress.com/?p=58>

Post on Configuration Management

<https://cglims.wordpress.com/?p=59>

Post on Total Asset Visibility

<https://cglims.wordpress.com/?p=60>

Post on Bi-Level Maintenance:

<https://cglims.wordpress.com/?p=82>

Post on Product Line Management:

<https://cglims.wordpress.com/?p=104>

Post that points to CG-4 driving home why CM is important:

<https://cglims.wordpress.com/?p=641>

Post sharing a video on logistics transformation that describes four cornerstones:

<https://cglims.wordpress.com/?p=90>

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Strategy Brainstorming

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

This page started with initial brainstorming within the government Program Management IPT on a wiki behind the firewall. We moved it here on 17 Nov to continue brainstorming and then refine our thinking in a forum where anyone can participate. If you are reading this page, we welcome you to share your thoughts by editing it.

Once the initial brainstorming was completed 15 Jan 2011, we continued the distillation into concrete alternatives on the [Strategy Alternatives](#) page

Please go to the [Strategy Alternatives](#) page to review and comment on the final strategy alternatives.

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 - [7.1.2.3 Reduce scope by limiting CG-LIMS to the alteration of products already owned](#)
 - [7.1.2.4 Reduce Scope by removing Reliability Centered Maintenance analysis requirement](#)
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 - [7.1.2.6 Reduce Scope by limiting acquisition project to one segment](#)
 - [7.1.2.7 Reduce Scope by removing Technical Information Management piece](#)
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 - [7.1.3 Project Segments](#)
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 - [7.1.3.2 Reduce number of segments](#)
 - [7.1.3.3 Reduce number of segments: Combine segments 1&2](#)

- [7.1.3.4 Reduce number of segments: Cluster segments together to enable more deliverables during build phase](#)
- [7.1.3.5 Increase number of segments](#)
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 - [7.1.4.1 Replace legacy systems with new Commercial Off The Shelf \(COTS\) system](#)
 - [7.1.4.2 Use COTS only where needed \(gap fill\)](#)
 - [7.1.4.3 Build a system ourselves \(internal development\)](#)
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 - [7.1.5.1 Phased rollout of each segment to each user community](#)
 - [7.1.5.2 Full capability rollout - pilot by segment with limited users, then roll-out all segments to all users](#)
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 - [7.2.1 Tech Demo / Pilot Options](#)
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 - [7.2.1.2 Post ADE-2 Type 2 Tech Demo \(per SELC B5.6.1 & MSAM Ch 3.7\) \(select 2-3 products\)](#)
 - [7.2.1.3 Conduct funded pilot project\(s\)](#)
 - [7.2.2 Competition](#)
 - [7.2.2.1 Bundle implementation and COTS tool selection](#)
 - [7.2.2.2 Compete COTS tool selection bundled with first segment. Sole source remaining segments.](#)
 - [7.2.2.3 Compete COTS tool selection. Separately compete first segment. Remaining segments structured as options or sole sourced.](#)
 - [7.2.2.4 Compete COTS tool selection. Separately compete each segment.](#)
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 - [7.2.3.1 Five Segments](#)
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 - [7.2.4.1 Explicitly treat as Agile effort from start](#)
 - [7.2.4.2 Treat tool selection as major acquisition, then build on systems in sustainment](#)
 - [7.2.4.3 Combine 3 existing Alt Strategies](#)
 - [7.2.4.4 Look at acquisition strategies used in other, non-IT acquisition projects. \(e.g., UAV](#)

- [systems](#)).
- [7.2.4.5 Look at acquisition strategies used in other IT acquisition projects. \(e.g. mobile radio units\).](#)
- [7.2.4.6 Find examples of multiple asset types being supported in industry](#)
- [7.2.4.7 Placeholder for specific alternative 1](#)
- [7.3 Detailed action plan](#)
- [7.4 Contingency plans](#)
- [7.5 Miscellany](#)
 - [7.5.1 Alternatives that fail sanity / sniff test](#)
 - [7.5.2 Off topic ?](#)

Intro

DRAFT, PRE-DECISIONAL, WORK IN PROCESS.

At the 7/15/2010 PM IPT, I told the group I was going to commit some thoughts to paper to start an evaluation of CG-LIMS strategy. I committed to have something in black and white that was shareable and editable before the next meeting. I said I would share with a small group at first, then the larger group. Since then I've invited the group to participate by adding their thoughts or rearranging others'. Many have, and I thank you for that! That's why I did it using this tool.

I told the group we would follow a basic strategic decision-making process:

- state your objectives clearly and up front
- establish the facts
- structure the facts
- list critical assumptions
- generate alternatives
- evaluate alternatives in terms of ability to meet objectives laid out
- develop the detailed action plan
- draw up contingency plans

I started capturing some notes after reading OMB's 28 Jun 2010 memos and meeting resistance within CG-9 on ORD

approval. This page will be *very* rough for next several days. I wanted to create it and get stuff off of paper and into shareable format as soon as I could.

Background

Some background is needed to understand why we've started this preliminary brainstorming.

To understand rationale for current strategy, here are previous strategies beginning with transition from Integrated Coast Guard Systems (ICGS):

Plan A: Modify and fund ICGS contract to satisfy requirements for interim support of Bertholf using ICGS-Logistics Information Management System (LIMS). Deemed not feasible due to timeline to ensure support in place prior to ship delivery and gap between ICGS's business model and CG business model. The ICGS tool was configured to support the ICGS business model.

Plan B: Transition from ICGS to Aircraft Repair and Supply Center (ARSC), develop CG-LIMS in small field-able chunks, replacing Asset Configuration Management System (ACMS) / Asset Maintenance Management Information System (AMMIS), then continuing implementation fleet-wide. Deemed not feasible by CG-6 Tech Authority.

Plan C: Transition from ICGS to Operations System Center (OSC), develop CG-LIMS leveraging OSC's contract & following OSC's development process. Deemed not feasible due to OSC SETS contract scope and need for full and open competition of tool and requirements.

Plan D: (current approach): The key elements of our current approach are:

- Full & open selection of single prime contractor
- Prime proposes system (tool & implementation)
- Capability built in five functional segments
- Capability deployed by asset type and/or geography as quickly, constrained by size of training team

The drivers for competing all five segments in single prime contract were:

- cost of transition and interim support to transition between five separate contractors between IOC and FOC
- need to begin with the end in mind: first segment has to be done with a tool that will be able to interface with current

financial system and later a FSIO compliant TASC solution

What has changed to make us begin to brainstorm alternatives?

- (See also list of facts in section below for additional specifics)
- Increased scrutiny / cancellations across gov't of big COTS ERP / HR implementations, e.g. TASC, VA, DIMHRS
- OMB / CIO / CG wants to have capability fielded much more quickly than we've planned
- Project Office Estimate (PEO), Independent Cost Estimate (ICE) exceed ROM Lifecycle Cost in the Alternatives Analysis (AA), which exceeds the funding in the Capital Investment Plan (CIP)
- From same entering assumptions, two groups of smart folks created POE and ICE that were initially very different.
- Reaffirmed that Coast Guard is the System Integrator. The Coast Guard must execute the CG-LIMS acquisition in a manner that considers CG-LIMS and legacy sustainment / migration / interface holistically.
- Acknowledged the pull on same pool of technical and business experts to maintain legacy systems and provide expertise needed to configure CG-LIMS
- Process of writing RFP highlighted fact that we don't know what we really want from contractor well enough to award a ~ 500M contract (base and options) for it.
- We know we need to find a way to make this smaller and deliver more quickly, but we don't know how best to chunk work and what we really need to have a prime contractor provide vice contract for separately (e.g. RCM, training, ...)
- Though it didn't drive this re-assessment, the [TASC contract](#) was awarded. We know the application suite the current Coast Guard financial system is based on and we know the application suite the future DHS system will be based on. That uncertainty has been eliminated.

What has NOT changed?

- Timing of TASC implementation in CG remains uncertain.
- Need to maximize flexibility w/r/t TASC implementation.
- Must be incrementally delivered
- Change in integrator after segment 1 remains high risk
- Production will be hosted at DHS Data Center
- Potential exists for CG-LIMS to serve as DHS tool

Objective

- Deliver IT system that supports common logistics processes across the enterprise
- Deliver supportable IT system
- Deliver capability in 90-120 day chunks

Facts

Software development

- There is plenty of literature (and experience in team) with small, focused team, incremental delivery, early and constant end-user involvement
- During market research, some of the systems that were already in production (Post MS C / ADE 3) were able to take advantage of rapid development methodologies
- There are many Agile methodologies in use. One that influenced the ALMIS development team a decade ago is the Dynamic System Development Method (DSDM). The nine Principles of DSDM are:
 - User involvement is the main key in running an efficient and effective project, where both users and developers share a workplace, so that the decisions can be made accurately.
 - The project team must be empowered to make decisions that are important to the progress of the project without waiting for higher-level approval.
 - A focus on frequent delivery of products, with assumption that to deliver something "good enough" earlier is always better than to deliver everything "perfectly" in the end. By delivering product frequently from an early stage of the project, the product can be tested and reviewed where the test record and review document can be taken into account at the next iteration or phase.
 - The main criteria for acceptance of a "deliverable" is delivering a system that addresses the current business needs. Delivering a perfect system which addresses all possible business needs is less important than focusing on critical functionalities.
 - Development is iterative and incremental and driven by users' feedback to converge on an effective business solution.
 - All changes during the development are reversible.
 - The high level scope and requirements should be base-lined before the project starts.
 - Testing is carried out throughout the project life-cycle. (See Test-driven development for comparison).
 - Communication and cooperation among all project stakeholders is required to be efficient and effective.
- Chunks & Deployment Facts
 - We do not know how easy it is to chunk COTS tools for implementation.

- Each segment may require training, so more small chunks may increase deployment costs.
- Every deliverable may not be rolled out to the fleet.
- Deliverables must be usable segments.
- The goodness of requirements decreases with time.
- Training is the appropriate performance gap solution 11% of the time.
- Classroom training is typically the most expensive performance solution to knowledge/skills/attitude gaps.
- During the transition from ICGS to Coast Guard as system integrator, we tried to do a Proof of Concept Prototype at OSC to better understand and reduce technical risk of integrating EAL and a COTS EAM. No working prototype was completed. A paper entitled "Proof of Concept Technical Approach" was completed in Sep 2008. [\[1\]](#)
 - results were constrained by limited involvement by ALC technical personnel (see page 5 of above reference)
 - results were constrained by limited expertise and limited ramp up time for OSC personnel assigned. (see page 5 of above reference)

MSAM / SELC

- CG-LIMS chartered as Level 3 (non-major project) but managed as major project to ease expected transition to Level 2 once cost estimate completed.
- On 6/20/2010 PM received new charter dated April 2010 that says CG-LIMS is a Level 2 project based on ROM LCCE in Alternatives Analysis.
- MSAM process creates extensive, multi-year plans.
- All the MSAM multi-year planning is based on assumed relatively stable funding
- Five year CIP has changed for every C4 project every year
- Major System Acquisition process has a fixed cost regardless of annual funding / project size (need to flesh out so it doesn't sound like opinion)
- There is ambiguity in what constitutes a major acquisition rather than a separable group of small rapid IT projects. A group of small projects does not necessarily constitute a major acquisition. Any set of projects could be grouped and considered major.

External Environment

- On 28 June OMB halted contract awards and task order awards for financial modernization projects pending a review [\[2\]](#)

- OMB has said they will provide additional guidance in 120 days from 6/28, or roughly 11/1 [\[3\]](#)
- DoD and OMB signed memo [\[4\]](#) outlining how DoD would reform IT by implementing recommendations of Defense Science Board report "DoD Policies and Procedures for the Acquisition of Information Technology" (need to find nexus between memo and report... check e-mail) [\[5\]](#)
- Fed CIO and OMB pushing for shorter cycles with clear deliverables of capability [\[6\]](#)
- [VA Financial System modernization was reported to have stopped](#)
- Version 2.0 of the SELC Process, Appendix B to DHS AD 102-01 was released on 9/21/2010. [\[7\]](#)
- SELC Appendix B defines a technology demonstrator in paragraph B5.6.1: "A Technology Demonstrator is defined as a working model (physical, electronic, digital, analytical, etc) or a process-related system that may be used in either a laboratory, simulated, testing, controlled operationally relevant environment, or operational environment, depending on the type and purpose for its' use. Technology Demonstrators should not be limited to materiel (HW/ SW) focus; they may also be applied to non-materiel aspects such as business processes."[\[8\]](#)
- SELC Appendix B describes a Type 1 tech demonstrator in para B5.6.1, "Type 1 Technology Demonstrators are used as part of a Program in support of the Analyze/Select phase for the purpose of evaluating technology or process maturity, refining requirements (including Concept of Operations), or producing data in support of analyses of alternatives. Type 1 demonstrations are conducted in simulated or controlled operationally relevant environments. The scope of the technology demonstrator must be within the scope of the program's Mission Need Statement. The scope and plan for Type 1 technology demonstrators is part of the CDP approval at ADE-1."[\[9\]](#)
- SELC Appendix B lists the following benefits of a tech demonstrator in paragraph B5.6.2: "In many traditional system development methodologies, prototypes were not used, were not available during development, and/or were maintained only long enough to establish technical feasibility. It is now recognized that technology demonstrations can provide a variety of benefits throughout the systems development life cycle, rather than at a single time for a single purpose. Technology demonstrations are an effective technique used in product design and evaluation to accomplish the following:
 - Discover physical principles of a product
 - Assess and/or confirm product feasibility, requirements, performance, and/or features

- Mitigate project and program risks
 - Evaluate technical integration feasibility or alternative solutions
 - Elicit user feedback and refine requirements [\[10\]](#)
-
- SELC Appendix B says in para B5.6.2, "Technology demonstrations are considered a best practice in commercial software development, especially as it applies to the design of user interfaces and complex systems." [\[11\]](#)
 - SELC Appendix B says in para B5.6.3, "Technology demonstrations provide increased value in the use of evolutionary/Spiral development methodologies, such as Rapid Application Development (RAD), Agile Development, and Extreme Programming." [\[12\]](#)
 - SELC Appendix B says in para B5.6.3, "All major DHS IT development projects should use technology demonstrations to facilitate requirements analysis and technical feasibility." [\[13\]](#)
 - SELC Appendix B says in para B5.6.3, "All major DHS IT development projects should continue to leverage the prototype as part of the initial build or baseline capability, where feasible." [\[14\]](#)
 - There is a risk that a prototype can become the production system. This is not my (CAPT Taylor's) intent when I share thoughts about technology demonstrations. I am asking folks to think about using them for the purposes described in SELC Appendix B.

Internal CG Environment

- Assets continue to be enrolled in ALMIS
- VLS continues to be upgraded
- SAM continues to be upgraded
- TAIT-managed assets are being moved into CMPlus and disposal planned for TAIT
- There is some question among core team members on whether same user interface can / should be used across all

different communities [\[15\]](#)

- There is some question among core team members on whether COTS users interface will be usable without another software layer to provide a different UI [\[16\]](#)
- During market research demos, received widespread feedback that it was a good idea to manage aircraft, ships, shore facilities, and C4 with same processes and same tools, but there were no examples in industry.
- We considered a number of alternative strategies in late 2008. The strategy we've been pursuing was approved in May 2009.
 - Since May 2009, we've communicated to industry that we intend to select a prime based on a proposal that includes the specific tools in their solution. From Fed Biz Opps: "The Coast Guard expects to acquire a system, including planning, integration, configuration, data migration, initial user training, and deployment in one solicitation. Coast Guard does not plan to solicit proposals for the COTS software selection and then the implementation services separately." [\[17\]](#)
 - Since May 2009, we have refined both our requirements and our thinking about the kind of tools needed to meet them. Choosing a tool first, then selecting a contractor for systems integration work is consistent with the EI Toolkit and with the work being done now by USN for ERP and USMC's Logistics Modernization. [\[18\]](#)

Things that worked in the past

- ALMIS was delivered as many small chunks of functionality.
- ALMIS was delivered with a small team
- Deployment and training would be difficult in 120 days.
 - A useful model may be the process used by the LTPIO.
 - The level of training will depend on the quality of the IT tool. A substantial amount of training is expected with the first push/segment.
 - The analysis for training for any project requires 6-8 months (Training Needs Analysis, Job Task Analysis, Manpower analysis, etc). Normally the analysis is done after a capability is deployed.
 - A robust HELP function will reduce training requirements.

- Training issues may not be well defined until a COTS tool is selected.
- In order to more rapidly close the knowledge/skills/attitude gap during each Segment's roll-out, vendor provided initial familiarization/structured OJT with the CG-LIMS segments' roll-outs is desired/recommended. This should be construed as an interim solution until such time the CG can conduct appropriate analysis of the programs to determine if there is a need for long-term performance support/training solutions such as modification of existing "A" and "C" schools that are impacted by CG-LIMS, development of job aids, or development of web-based training.
- Use of waivers from HQ Program Managers to allow units to use CG-LIMS in event policy does not agree with new business models. We don't want to have two systems for the same action due to conflicts between policy and practice.

Assumptions

- Approved CONOP is valid
- ORD that is going through approval process captures sponsor's requirements as clearly as they can be
- Timeline in ORD calls for plan to build over 6 years (FY 12-18) and deploy over 8 (FY 14-22)
- LCCE will show cost of five segments in same order of magnitude as AA, which estimated 334M TAC [\[19\]](#)
- Funding will continue to be uncertain. Five year CIP will change every year.
- Other projects of similar cost and duration have been terminated [\[20\],\[21\]](#). CG-LIMS will not maintain political support as a 10 year, 350 (or more) M project.
- A well functioning Enterprise Architecture should provide governance to ensure groups of small projects adhere to architecture
- Slow approval of project documents in acquisition process will continue and become more costly after contract award.
- OMB will support the delivery of CG-LIMS in many small chunks of functionality.

- COTS implementation is a sound way to meet the ORD
- Strategy must provide customer facing functionality each six months (or less) to receive OMB support.
- You can't do in 180 days what you can do in 18 months.
- Analysis is required to split the project up into more than 5 segments.
- Delivered capability is the target, not delivered paper.
- Faster delivery requires more development contractor staff (a point of contention).
- Faster delivery requires more dedicated Coast Guard SMEs.
- We are not in an all or nothing world concerning the length of segments (e.g. 180 days or nothing at all).
- If we select a well-designed product, with robust inherent training and help functions, it can significantly reduce the need (and cost) for classroom training (think iPhone, user can use it right out of the box w/out instructions).
- There is no intent to increase manpower to support CG-LIMS (intend to support with existing resources only) outside of the initial contractor provided manpower prior to transition of each Segment to the CG.
- Change in current strategy will cause a short term delay. Our focus has been on completing all the steps to release RFP for entire system in one contract with first segment in base, rest in options. A technology demonstrator would represent an additional contracting activity that has not been started.
- Technology demonstrator would cause short term delay to socialize, get approval, do all steps to contract for it.
- Successful technology demonstration will require greater involvement of aviation IT system technical experts so it is not constrained in same way as Jul-Aug 2008 "Proof of Concept" done by OSC as part of transition from ICGS to CG as system integrator. [\[22\]](#)

- Competition is an important part of any strategy. DHS has received plenty of feedback on need to competitively select enterprise financial system. Nothing has changed since I wrote: "The bottom line for us is that any purchase of COTS software will be done through full and open competition." [23].
- Technology demonstrations can be subject to competition. We can competitively select a tool to use for a technology demonstration.
- CG-LIMS project will benefit from a Technology Demonstration. Below are specifics for each general benefit from para B5.6.2 of the SELC.
- Benefits of Tech Demonstration specific to CG-LIMS. (Feel free to add change / delete!)
 - Discover physical principles of a product
 - understand level of Coast Guard SME (technical and business process) involvement
 - reduce uncertainty in configuration effort / time / cost
 - validate that requirements can be met by one tool
 - determine what organic gov't and contractor resources can do and where expertise is needed to build / deploy / support.
 - Assess and/or confirm product feasibility, requirements, performance, and/or features
 - validate CONOP, specifically w/r/t EAL & COTS interface
 - validate ORD feasibility, specifically w/r/t deployment
 - validate implementation approach or determine whether building full functionality w/ limited beta, then rolling out full functionality is preferred
 - in partnership with sustainment community, determine extent of documentation needed to support Coast Guard sustainment of delivered system to ensure we contract for appropriate logistics deliverables and combine documents where it serves the sustainment community needs.
 - Mitigate project and program risks
 - provide sandbox where OSC, ALC, and DHS data center tech and business SME's work together
 - as system integrator, establish clearly what skills need to be brought in to deliver system.
 - determine how project can be delivered in small chunks
 - Tech Demo that includes tool selection will put CG in better position to respond to decision to implement TASC if it comes to CG sooner rather than later
 - Tech Demo that includes tool selection would force tool protest / resolution sooner
 - Tool selection prior to Tech Demo would force protest / resolution sooner
 - Reduce usability and change management risk

- Use as external communication tool to help stakeholders at all levels understand what CG-LIMS will deliver from COMDT to E-1
- Reduce supportability risk... current support activities can better understand what's involved in supporting COTS tools... will allow more informed decision on interim contract support strategy.
- allow us to add fidelity to cost estimate, which will mitigate funding risk
- Evaluate technical integration feasibility or alternative solutions
 - integration is biggest risk. Tech demo that includes connecting COTS & legacy tool using ESB will establish cost and feasibility of this approach.
 - Validate that COTS implementation is supportable from CG-6 perspective
 - Validate that COTS is preferred to continued custom development from CG-6 / CG-4 perspective
- Elicit user feedback and refine requirements
 - Validate assumption that req'ts in ORD are at sufficient level of detail so we can either shorten or lengthen list prior to beginning configuration
 - Validate the configured COTS UI is considered usable by end users and CG-1 Tech Authority
 - Derive specific process oriented issues so the Coast Guard can get a head start on refining business practice. For example, as roles in the system are given certain permissions and responsibilities, the Coast Guard will have a better idea of the roles that must be designated and de-designated to personnel and define the process for doing that, so the system accurately knows which personnel have what roles.
 - A technical demonstration environment could be used throughout the acquisition to make trades, solicit feedback on packaging of future chunks of work.

Evaluation Criteria

List below are criteria agreed to 12/21:

1. minimize cost
2. maximize ability for Coast Guard to act as system integrator
3. deliverable in small useable segments
4. scalable based on annual funding
5. schedule: minimize time to market for IOC & FOC & total implementation time
6. effectiveness: extent to which ORD requirements are met

Between now and 1/15/11, we will use these criteria to begin capturing structured critique of each alternative. The initial brainstorming if evaluation criteria has been deleted, but you can go back into wiki history to see it (like you can with any portion of any page). For easy reference, you can find the section as it existed on 12/21 [here](#)

A participant had previously added some further detail to the previous criteria. Here's an attempt to include those sub-criteria (or further definitions?) in the six we've settled on. This should help spark ideas that we're capturing along with each alternative for each of the six criteria.

If you think any of the sub-criteria belong under a different top level (1-6) feel free to move. Or feel free to add to spark additional strategic thought that will help at this point in process.

1. minimize cost
 1. minimize acquisition cost
 2. minimize sustainment cost
 3. Reduces probability of unforeseen project costs
2. maximize ability for Coast Guard to act as system integrator
 1. Minimizes drain on CG SME resources (business and technical across field, LC/SC, Sponsor, Tech Auth, Acq shop)
 2. Accommodates possibility that requirements may evolve during project
 3. Reduces project risks associated with data migration
 4. Reduces project risks associated with integrations (e.g. minimizes impact of uncertain TASC implementation timing)
 5. Ensures that adequate training and organizational change strategies are implemented
 6. Minimizes transitional burden on CG operations
3. deliverable in small useable segments
4. scalable based on annual funding
 1. Maximizes ability to spread project costs into annual chunks (to be responsive to annual changes in funding)
5. schedule: minimize time to market for IOC & FOC & total implementation time
 1. Provides a clear CG-LIMS end-state as early as possible
6. effectiveness: extent to which ORD requirements are met
 1. Ensures that the system that is selected will improve operational readiness
 2. Ensures that the system that is selected will be user-friendly
 3. Reduces risk and uncertainty associated with tool selection
 4. Reduces risk and uncertainty associated with capability delivery

5. Reduces potential for user frustration and push-back

Alternatives

These alternatives were developed in a collaborative effort between the Coast Guard, reps from other government agencies, industry, academics, and interested citizens.

Each alternative is listed with six evaluation criteria we'll be using as part of the decision-making model.

How can you help? We need your critique of the alternatives along the six dimensions listed. Just choose the nearest "Edit" link and add your thoughts. You probably seen the pattern. Start each thought with two asterisks. Let's make this an additive process. Feel free to edit what's already been written for clarity, but if you have a point of view that conflicts with what someone has already said, just add your point of view. There's plenty of gray area in all this. The team making the decision would like to see both.

We'll be using that input after 1/15 to make a decision. We'll distill the brainstormed content on this page into more complete strategies on the [Strategy Alternatives](#) page.

If you haven't already seen the table of contents at the top of the page, it may be helpful to look at it to see the overall structure of the options below.

Technical Options

Scale of Project

Status Quo

Description: 5 segments to support 56,000 users in 4 major asset communities

Structured critique:

- minimize cost
 - Perhaps, if these costs are accurate, we need to justify the LCCE with robust business case and further justify based on including ongoing operating costs of legacy system
 - Require external audit of PLCCE - wide variance in sources, correct assumptions? etc.

- maximize ability for Coast Guard to act as system integrator
 - Potential for Integrator role conflict - contract SDA vs CG

- deliverable in small useable segments
 - potential to structure 6 month releases within each segment
 -

- scalable based on annual funding
 - Dependant on contract structure, release definition and schedule
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Long implementation to get full capability/significant ROI.
 -

- effectiveness: extent to which ORD requirements are met
 - ORD is a starting point - satisfying requirements depends on business process definition and development efforts - true for any alternative
 -

Small chunks

Description: Make Segments bite-size...reduce to sum of its parts (i.e. 5 acquisitions).

Structured critique:

- minimize cost
 - Does not minimize cost and effort and may increase contract administration, acquisition and integration costs. Additionally, in this scenario, the acquisition is still viewed as major acquisition.
 - Potential increase in costs based on multiple tools from separate vendors requiring additional logistics planning and support.
 - Could mitigate separate vendors by offering option years.

- maximize ability for Coast Guard to act as system integrator
 - See above. Adds to complexity
 -

- deliverable in small useable segments
 - True.
 - For all alternatives which deliver less than all segments, structure segments in such a way as to be "left with something functional" in the event funding is reduced/eliminated for successive segments, (e.g. walk away with something of benefit if project terminated). Rank order segments, perhaps more emphasis on fiscal related to meet CFO Audit compliance.

- scalable based on annual funding
 - No effect
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 - Need to state if useable segments are deployed CG wide one at a time or not. If CG wide per segment, time to impementation is probably as great if not greater than status quo alternative.

- effectiveness: extent to which ORD requirements are met
 - Yes
 -

Medium (e.g., DoD collaboration)

Description: Make CG-LIMS a DOD-CG application...Less agencies than DHS wide, although numbers may be similar. Look for existing DOD applications that can be co-op'd for our purposes, then add on missing applications to complete CG-LIMS vision.

Structured critique:

- minimize cost

- saves costs to tax payer by capitalizing on existing ERP implementations.
- some funding may be available through DOD (similar to poolong funds discussed under DHS/CG alternative)
- if CG can co-op a given application in total (without customization), ok, otherwise any customization or additional customization needed may outweigh any cost savings.

- maximize ability for Coast Guard to act as system integrator
 - No! Coast Guard would be in the 'back seat'
 - True for DOD functionality that already exists, however some functionality may align closely to some sections of ORD and would seem CG may be more of an integrator for functionality not developed yet (this alt description starts off as "existing applications but then discusses DOD implementation?)

- deliverable in small useable segments
 - Dependent on other agencies' implementation strategies
 - would seem large useable segments may be deliverable for pre-existing functionality we want.

- scalable based on annual funding
 -
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Possibly ...based on existing implementations.
 -

- effectiveness: extent to which ORD requirements are met
 - No. Take what you can get situation
 - This alt may be good example of taking what you can use and applying it towards a hybrid alternative solution.

Big (e.g. DHS collaboration)

Description: Make CG-LIMS a DHS application from conception.

Structured critique:

- minimize cost
 - Brings the big bucks from DHS
 - Good steward of tax-payers dollars

- maximize ability for Coast Guard to act as system integrator
 - Yes, but:
 - 26 agencies to accommodate
 - Multiple agencies' requirements to accomodate
 - CG has established record of serving as model for DHS standup activities

- deliverable in small useable segments
 - NA
 -

- scalable based on annual funding
 - DHS funded
 - May receive more funding, have DHS go to bat for the project with a bigger bat-DHS would view as a DHS wide project

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Would probably slow implementation due to need to coordinate with multiple agencies. Witness TASC and TABBS. **

- effectiveness: extent to which ORD requirements are met
 - Coast Guard requirements may be used as standard for all other agencies

Operational Requirements

Keep Operational Requirements Document (ORD) as written

Description: Status quo. 5 segments, 56,000 users in 4 major asset communities

- Minor comment-might call this something else, term status quo is used on Wiki to refer to this asquisition

strategy as well as to the current state of affairs (e.g. legacy systems)

good point. Normally the "status quo" choice is to continue as is... here it means to continue along the current acquisition strategy. As we start to group these individual parts of a strategy into the final 3 alternatives, we'll make sure to clarify. - [Daniel.p.taylor](#) 18:04, 14 January 2011 (UTC)

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 - Doesn't appear to minimize cost based on original assumptions
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 - Possibly
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 - The tight integration between CM, MM, and SCM functional segments works against the functional segments being "useable" to greatest/desired effect.
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 - Functional segmentation appears to be one of the drivers in cost and time due to complexity of internal and external integration (including legacy systems) as well as the implementation across diverse asset communities.
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - Meets all stated requirements
 -

Reduce scope by shrinking targeted implementation

Description:

- re-rack Segment requirement elements into prioritizable sets & sub-sets.
- look at these Requirement sets by cost factors, or by sked factors, or even by CFO compliance factors, or some other prioritization schema in order to identify the revised Segment-block sizes, and what capabilities each useful-Segment delivers to the field.
- Less than 100% solution...Determine what pieces of CG-LIMS are critical and only build only those elements.
- identify only critical units (instead of service-wide)
- Shrink targeted implementation...identify critical needs for CG only instead of service-wide implementation. Determine what units can live without CG-LIMS.
- deploy full capability to a limited initial set of CG assets (others can adopt later)
- ALMIS assets only
- Descope LIMS to assets that already exist in ALMIS; additional assets can be brought in as their RCM data and business process knowledge mature.
- Smaller user groups from each domain

Structured critique:

- minimize cost
 - Reduces acquisition cost but minimize what is delivered and does not sound like an enterprise solution.
 - Increases sustainment costs due to the need to maintain legacy systems
 -
- maximize ability for Coast Guard to act as system integrator
 - Reduces exposure to unknown challenges with new logistics management tool.
 - User-base versed in CG's new business processes which can provide timely feedback on system weaknesses.
 - ALMIS community already has established back up paper processes that are easily executed as alternative to rollback.
- deliverable in small useable segments

- placeholder for objective or subjective critique of alternative
- Would be difficult to descope any of CM, MM, or SCM functionality while preserving "useability". TDM however might be a possible area where descopeing could occur.

- scalable based on annual funding
 - NA
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Yes
 -

- effectiveness: extent to which ORD requirements are met
 - Falls short of ORD and misses mark on the Four Cornerstones of Logistics
 -

Reduce scope by limiting CG-LIMS to the alteration of products already owned

Description: Consider re-use of existing logistics systems where possible. "Building the New Mission Support Organization" identifies that CG-LIMS will replace OR INTEGRATE TODAY'S VARIETY OF SYSTEMS. Where possible while still meeting the four cornerstones, consider re-use of existing systems, integrating them into CG-LIMS. Technology demonstrations can be used to determine the feasibility of integrating the new products, vs. development/implementation of new modules.

Structured critique:

- minimize cost
 - Additional integration costs/risks, plus ongoing sustainment costs of legacy systems
 - Does reduce acquisition costs
 - More funding (legacy) streams available
 - Depends on extent of retaining legacy systems, possible costs will increase if significant portion of legacy systems retained+LIMS development/deployment costs.
 - Does not remove reliance on customized code, would new code costs also be encountered to account for legacy system supportability with state of the market equipment procured during refreshes (seperate issue

of integrating with LIMS)?

- maximize ability for Coast Guard to act as system integrator
 - Yes - true enterprise wide look
 - Down-side of having multiple user-interfaces (Possible solution: products can be re-skinned using CG-LIMS as standard interface)
 - use of "best of breed" for logistics systems for various asset lines
 - better business process development
 - CG-LIMS can "absorb" these systems as it comes on-line
 - Better visibility into data management functions
 - Less risk in integration
 - tech demonstration opportunities
 - May end up preserving stove pipes.

- deliverable in small useable segments
 - Yes
 -

- scalable based on annual funding
 - Yes
 - More and different funding streams available (see above)

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Reduced training; reduced data migration; reduced new development/implementation;
 -

- effectiveness: extent to which ORD requirements are met
 - Yes
 - Potential for earlier delivery of capability

Reduce Scope by removing Reliability Centered Maintenance analysis requirement

Description:

- Recommend removing this alternative, as there is no requirement for CG-LIMS to execute RCM analysis. The business process model includes RCM, but does not specify that CG-LIMS does the analysis. The closest requirement is MM-01-20, which is supposed to indicate that data collected during the MM function can be extracted and used for RCM analysis in a system other than CG-LIMS:
 - "MM-01-20 -- The system shall provide the capability to capture structured maintenance and equipment failure data to support Reliability Centered Maintenance (RCM) analysis and maintenance management processes. (CGTO PG-85-00-30, Chap 3; NAVAIR 00-25-403)"

Structured critique:

- minimize cost
 - RCM adds cost and complexity to tool acquisition and implementation. Make it GFI
 - PMO would not have to supply SDA with ALL needed documentation to perform RCMs (configuration data, tech data, drawings, etc.) This could potentially be a project in itself.
 - Any products (RCMs) produced by acquisition would still have to be accepted by sustainment, causing more delay and management issues, especially if maintenance is called out and tech authority doesn't approve of it.
 - PMO would have to accept RCMs from SDA as deliverables, causing more delays.
- maximize ability for Coast Guard to act as system integrator
 - removes from acquisition, allows CG to separately determine how / how much to do and provide as GFI
 - Analysis is not a requisite for system functionality and business processes; meaning I can manage any asset I enroll into system, probably just not as well as an RCM'd asset.
 - Business Processes are currently in place at SFLC for RCM Analysis', MRL, and Aviation Style MPC development. Working relationships/work flows between the Engineering Service Division (ESD), Product Lines, and appropriate Tech Authorities are already in place and are currently producing RCM's, MRL's, and MPC's for platforms rolling into ALMIS. RCM Certified personnel already on staff.
 - CG Product lines and Tech Authorities should be responsible for RCMs they are the owners of equipment, not us. We should just be providing them the tool to manage their equipment. They will know their equipment better than the SDA, Sponsor and PMO.
 - Back fit RCMs could be performed on equipment that already have established MPCs, saving time and money. Tech Authorities can approve MRLs from Product lines, saving time and money.

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Reduce Scope by limiting number of users

Description: This sounds like another alternative in the list. Deliver FOC capability to small user population. Further deployment to other asset communities or user populations then becomes the small useable segments.

Structured critique:

- minimize cost
 - Reduces licensisng costs
 - Reduces Training costs
 - Reducing training costs may be somewhat "iffy" if on-site training/travel is required. (A) with transfers might have to re-train every two-three years. (B) depending on approach, if on site training provided geographically at a sector then have the per diem cost of outlaying units attending.
- maximize ability for Coast Guard to act as system integrator
 - Yes
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 - Yes

- scalable based on annual funding
 - Yes
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 - Don't believe so, functionality mainly depends on development/deployment
 - On contrary, the complication of legacy integration for individual functional segments as well as varied asset communities is removed. This is a major driver to the deployment schedule.

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 - Would meet ORD requirements

Reduce Scope by limiting acquisition project to one segment

Description: placeholder for description of alternative

How is this different than 7.1.3.2 (Reduce Number of Segments Alt)

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 - Would possibly depend on segment developed...as segments are now you might increase costs overall with startup costs, still need SEPM for one segment, plus O&S for legacy systems retained (e.g. would you be able to get rid of 1 legacy system...if not minimize costs seems not probable). This may not be accounting for legacy refreshes as well, e.g. lower acquisition cost but perhaps higher life cycle costs through 2027 (last year of status quo service life).

- maximize ability for Coast Guard to act as system integrator

- placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Reduce Scope by removing Technical Information Management piece

Description: Seriously discuss with Sponsor option of descoping requirements to eliminate Tech Info Management function. Sponsor may be willing to solve that mission need organically with the technology currently in house. Taking that function off the CG-LIMS (acquisition) plate can shorten the timeline, regardless of acquisition strategy. Of course this does not eliminate the integration required between the EAM application and the TIM application(s). An S1000D compliant content management system does not change the fact that most of the Coast Guard legacy systems have non-S1000D compliant tech data. Our future TIM solution will have to be a mix of S1000D compliant data and existing electronic tech data. The nature of the TIM need, and the fact that market research conducted to date indicates the associated functional requirements require tools separate from market leading EAM applications, may entice the Sponsor to take on solving that particular need outside of this acquisition.

Structured critique:

- minimize cost
 - Removes one entire functional requirement (1 of 5), which would have most likely required an entirely separate software application than that required for CM, MM, and SCM.
 - Integration between the TIM module and CM, MM, & SCM modules will have to happen whether the requirements are descoped or not, so this adds little cost to the integration piece.
 - Perhaps this comment should most properly be another alternative but is related. Believe all CGPMS maintenance procedures, schedules, etc. that was in existence five years ago was maintained on a web site by contractor. This, in addition to RCM analysis and hardcopy delivery of CGPMS materials, CGPMS support ran approx \$500K per year.

- maximize ability for Coast Guard to act as system integrator
 - demands CG-444 and tech data sustainment community oversight.

- deliverable in small useable segments
 - Eliminates delivery of an entire segment.
 - Integration milestones could be easily chunked into small, usable segments.

- scalable based on annual funding
 - Removes required functionality, reducing uncertainty with cost and schedule associated with delivering TIM.

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Places burden for tech data decisions on the Coast Guard, and allows for enterprise policy to run its course regarding tech data management. Reduces schedule risk...hurdles associated with those decisions and policy won't impact the CG-LIMS acquisition.

- effectiveness: extent to which ORD requirements are met
 - Would require additional interface requirements to ensure the links between tech data and CM/MM/SCM are clearly defined for CG-LIMS configuration.
 - While this alternative is probably the only viable descoping option. It removes the least risky of the functional segments. To descope this function, does little to affect the complexity of delivering the other three functions in two separate segments to diverse asset communities and integrate to legacy functionality until all three functions have been delivered (both segments).

Reduce scope by eliminating zero connectivity operation requirement

Description: Rewrite KPP requiring system to work with no connectivity. An asynchronous system will be sufficient and allow CG-LIMS to be completely web based. Connectivity problem should be a CG-6 sponsored project.

- **Let's Clarify:** The KPP is requiring users that are in a disconnected environment the ability to use the system, web based or not. We are failing if maintainers must always do their work from paper forms and books when disconnected from the internet. For instance, they must be able to schedule and record maintenance, and in doing so see what parts are available in their storeroom and pull those parts, be able to access the technical documentation necessary to perform the maintenance (maintenance procedures, manuals, tech pubs, drawings, etc.). If you agree that the system must work asynchronously, then I think you are advocating for the same thing the sponsor is in the ORD, and I think you may be misinterpreting the requirement (maybe the requirement needs to be clearer?). The requirement is intended to enable CG-LIMS to be used in the field when disconnected from the CGOne network, and then sync back up with the central servers once reconnected (i.e. once synced back up, the rest of the Coast Guard can see what maintenance was performed by that unit while disconnected, what parts were used and no longer on the shelves, what configuration items were changed out, and the system will automatically trigger supply chain activities if safety stock levels were reached). This is not insignificant (to industry or the Coast Guard), but is certainly a KPP. Without this capability, the CG-LIMS project should be canceled. [Thanwilliams](#)
14:43, 29 December 2010 (UTC)

Structured critique:

- minimize cost
 - Web based system with web based training eliminates individual unit deployment, significantly reducing Acquisition and Life Cycle costs.
 -
- maximize ability for Coast Guard to act as system integrator
 - Web based system can be used by any DHS component.
 -
- deliverable in small useable segments
 - Deliver in one segment with all capabilities.

- scalable based on annual funding
 - RICE objects can be scaled.
 - Populating assets into the database can be scaled.
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - Estimated FOC < 24 months.
 - Estimated live CG wide < 36 months.
 -
- effectiveness: extent to which ORD requirements are met
 - All requirements met with exception of zero connectivity. There are methods in place for units to order parts without connectivity. Connectivity issues for CG-LIMS are comms related and should be addressed through a comms project, not a logistics project.
 -

Project Segments

Status Quo: Five segments

Description: placeholder for description of alternative

Structured critique:

- minimize cost
 - Will not minimize cost - used for the LCCE
 -
- maximize ability for Coast Guard to act as system integrator
 - Yes; SELC process maintains USCG role as integrator.
 - Does not accommodate the possibility of changing requirements and contract modifications.
 - Requirements and Segment 1 are defined but Segments 2-5 are not well defined.

- deliverable in small useable segments
 - Status quo is rigidly structured and does not accomodate agile delivery.
 -
- scalable based on annual funding
 - Status quo is rigidly structured and does not accomodate funding changes.ry
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - Status quo is rigidly structured and does not accomodate agile delivery.
 -
- effectiveness: extent to which ORD requirements are met
 - Meets all ORD requirements.
 - Does not accomodate the possibility of changing requirements and contract modifications.
 - Does not reduce user frustration and pushback. Users will be using legacy systems for years during the transition to CG-LIMS.
 - Increases risks associated with tool selection and capability delivery.

Reduce number of segments

Description: Reduce number of individual segments based on assumption that “time is money”. Reduce the obtain and production phase to shorten acquisition life cycle potentially reducing acquisition costs. Revise strategy from 5 segments to 2 or 3 segment project

- Segment 1 – Configuration management, Maintenance Management and Supply Chain management - developed implemented integrated and tested together – ideally this should come as a complete COTS ERP capability and be relatively low risk.
- Segment 2 – Technical Data Interface - this should be developed in parallel but deployed separately – include an up- front requirements analysis phase to refine CG tech data requirements and reduce risk in execution.
- Segment 3 – FSIO compliant core accounting system interface + additional interfaces for HR, procurement etc.

Structured critique:

- minimize cost
 - Shorter acquisition lifecycle during “expensive” development stage
 - Lower overall acquisition cost.
 - Minimizes deliverables/documentation/reviews etc
 - Minimizes deployment effort

- maximize ability for Coast Guard to act as system integrator
 - It doesn't matter if interfacing systems are being developed in parallel – lower integration risk by developing and establishing a configuration for one system first.
 - CG-LIMS can precede TASC or another accounting system. The other system will then have CG-LIMS as a baseline.
 - May not sync up with accounting system schedule or other systems

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 - No, segments will be the same (new Segment 1 core COTS package) or larger (new Segment 2 and 3 interfaces)
 - Potential to structure multiple releases with each segment

- scalable based on annual funding
 - Dependant on contract structure and "release" schedule
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - faster implementation
 - reduced # design reviews, tests, security changes, configuration changes, development interfaces, deployment actions, etc.
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Reduce number of segments: Combine segments 1&2

Description:

- This option appears to be redundant, the arguments for/against the previous option apply. The discussion for 'Reduce number of segments' applies to this option.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Reduce number of segments: Cluster segments together to enable more deliverables during build phase

Description: The discussion for 'Reduce number of segments' applies to this option.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -

- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Increase number of segments

Possibly combine with "Acquire CG-LIMS as expansion or bolt-on to CG / DHS Financial System"

Description:

- Embrace modular contracting and break the deliveries into smaller 6-month segments
- Undertake series of 6 - 8 month development sprints (set priorities as you progress)
- Spiral development methodology (understanding that this is a defined methodology of attacking a problem, recognizing that we are not looking to "develop" a system, but configure and impliment COTS software) with small incremental implementation in a 3 to 4 month interval with customer feedback

This approach closely aligns to taking an Agile approach to this effort (addressed further down the list under the contracting section: [click here](#)).

- One option for chunking:
 1. CM (and define further interface requirements).
 2. Integrate with enterprise TIM system (and define further interface requirements).
 3. MM (and define further interface requirements).
 4. Integrate with EAL with success = turn off those assets within ACMS/FLS/SAM.
 5. SCM (and define further interface requirements).
 6. Integrate any pieces between CM, MM, SCM, TIM that aren't optimal.
 7. Integrate as necessary to turn off those assets' supply chain within AMMIS/NESSS (and define further financial system interfaces).
 8. Integrate with enterprise financial system to automate procurement processing and financial event tracking (or maybe these are two separate modular executions).
 9. Roll out CG-LIMS to enterprise in a geographic strategy, so sectors/warehouses/storerooms have the least amount of pain for any given iteration of migration. This module may be possible as a concurrent activity during above steps if properly funded and managed.

So maybe break down the acquisition of CG-LIMS to a beta-testing group of asset communities (such as MPAs, FRCs, NAIS, and a facility) in an agile manner with the above 8 increments, adjusting the requirements (particularly interface, but also CG-LIMS configuration requirements as we get smarter during previous steps) along the way, and delivering a fully functional CG-LIMS ready for enterprise roll-out in 4 years (8 6-month chunks). Of course chunk one still needs a tool, so if the tool acquisition is separate, it starts after that award. The overall timeline may not be much better than status quo, but the odds of success would probably be better, it would be better aligned with the intent of IT acquisition reform, and we would have better opportunity to discover a failed step and try again without undoing the whole enchilada.

ROI won't begin in earnest until we can migrate all assets out of an entire system and shut it down (i.e. ACMS, AMMIS, CMPLUS, FLS, NESSS, SAM, etc.), but will skyrocket once we do. IPTs will need to be heavily engaged with those legacy systems along the way, so that strategies for smart progress can be made timely (for example, while NESSS handles much supply chain functionality that CG-LIMS will overtake, it also performs workforce, project, and financial management that is outside the scope of CG-LIMS...rational decisions of continued use or recapping those functions are important along the way).

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - intentionally keep pace with requirements change or change in priority
 - demands Enterprise architecture oversight.
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Allow offerors to bid chunks of delivery they think would work best

Description: See paragraph on "Treat as Agile Effort"

Structured critique:

- minimize cost
 - Maximizes competition, building on vendors' strengths and experience
 -

- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 - Allows Coast Guard to prioritize requirements
 - Risk is that the contractor's proposed deployment may not be what the Coast Guard thinks is important.

- deliverable in small useable segments
 - The vendor will know the best way to segment the COTS product.
 - Coast Guard can incentivize contractor for incremental deliveries to promote small usable segments.

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 - Can be scalable based on contract incentives

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 - Maximizes competition, building on vendors' strengths and experience
 - Coast Guard can incentivize contractor for incremental deliveries to promote small usable segments.
 - Maximizes benefits of using a COTS package.

- effectiveness: extent to which ORD requirements are met
 - Affords contractor the ability to prioritize requirements
 -
 -

Establish segments by deployment (aviation, vessels, C4I, shore facilities)

Marry to "Treat as agile" and "Pre-ADE2 Tech Demo"

Description: Segment program by Product Line: Each subsequent roll out further strengthens the case (and wins \$) for next! Success builds on success...

Perhaps combine Agile approach with Technology Demonstrator and role out Tech Demonstrator to a specific product line i.e. (use the agile approach to implement ORD requirements in functional pieces to CASA product line). Once complete call this the Tech Demonstrator and then follow same process (or refined process, based on learnings) to role out to each additional product line.

placeholder for description of alternative

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -

- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Source of New Capabilities

Replace legacy systems with new Commercial Off The Shelf (COTS) system

Description: This is status quo alternative. COTS EAM replaces legacy VLS, SAM, AMMIS and ACMS components of ALMIS. Interfaces with EAL and DSS components of ALMIS. Interfaces with legacy financial system (short term) and FSIO compliant financial system (long term)

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Use COTS only where needed (gap fill)

Description:

- Attempt to keep as many USCG legacy systems as possible
- Look for DoD legacy systems that could be used and built upon
- May be cheaper to invest in legacy systems so that they can more easily integrate with a COTS product.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Build a system ourselves (internal development)

Description:

- Adopt data standards for legacy systems and build system to accept that data
- Revitalize and extend capabilities of ALMIS
- Configure SAM to meet CG-LIMS ORD Requirements. Register functional services on ESB.
- Send what is expected to be limited funding to OSC to have them configure SAM to meet CG-LIMS requirements.

Structured critique:

- minimize cost
 - Likely to drive a change to the current licensing structure (concurrent) to a named license pricing structure incurring substantial upfront costs.
 -
- maximize ability for Coast Guard to act as system integrator
 - We know enough already from industry that one of the systems we already have, if configured properly, would meet a substantial amount of CG-LIMS requirements.
 - Keeps control under roof of experienced SDA.
 - Clearly positions CG as System Integrator.
 - May be viewed from the outside world as non-competitive acquisition decision. A JOTFOC would have to be approved eventually, in order to expand license base.
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Minimizes acquisition timeline.
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Acquire CG-LIMS as expansion or bolt-on to CG / DHS Financial System

Possibly combine with "Increase number of segments" proposed strategy
Description:

- Approach CG-LIMS as a bolt-on to the current and/or future financial system, not a separate system.
- Per DAU EI toolkit, Bolt-On is defined as: "Describes products and systems that can be quickly but securely attached to lend additional functionality to a system without having to change code". [\[24\]](#)
- Many of the EAM tools we're considering can be full ERP systems in their own right. Maintaining and synchronizing master data and business processes across disparate ERPs will be a high cost, high risk exercise.
- A common way to deliver CG-LIMS functionality is as "bolt-on" to the core financial system.
- The Coast Guard currently uses Oracle Federal Financials. DHS's TASC award was for a proposal based on Oracle Federal Financials.
- The Coast Guard currently uses a limited implementation of Maximo for its civil engineering program.
- There are other vendors who offer bolt-ons that are intended to integrate with Oracle Financials to deliver CG-LIMS CM/MM/SCM/TIM functionality.
- Bolting on to a financial system which is barely known at this point, might be a risk.

We now use Oracle financials. In future DHS will continue to use Oracle financials. It may not be well known to "us" but it's "our" financial system.

Structured critique:

- minimize cost
 - reduces complexity of interfaces between CG-LIMS and financial system.
 - by building on existing system, reduces overhead of a separate IT system.

- opportunities to minimize hardware and software infrastructure
- potential to minimize license cost since by purchasing licenses to only functionality needed when needed
- reduce cost by leveraging investment in Oracle and Maximo

- maximize ability for Coast Guard to act as system integrator
 - Forces Coast Guard to think holistically about financials and logistics from the start.
 - It could be argued that option cedes CG-4 to responsibility / control to CG-8
 - provides opportunity for tight linkage between CG-8 PMO and CG-LIMS PMO, especially in short term while CG-8 building bridge to TASC
 - minimizes the number of EAM / ERP systems the CG has to manage
 - lends itself to pre-ADE-2 technology demonstration to validate time/cost/complexity. Tech demonstration could be useful both for CG-LIMS and CG-8 PMO.
 - Use same database and same database structure.
 - Designed to be compatible with and certified (tested and validated) by "Host" system.
 - The more we treat the financial and logistics portions of our system as integrated in the planning stage, the greater our chances of success in actual application. To accomplish what we want with the financial system, and what you want with the logistics system will require deep integration (thinking of valuation of rotatable spares). Treating this as one project would be ideal.
 - At least one recent adapter of Oracle Federal Financials claimed that they spent an unexpected amount of effort on sub-ledger architecture - not just what accounts to create, but where those accounts would reside and how they would relate (physically and organizationally). Comingling these projects will force us to make decisions on the right time-line.
 - Great for financial system - benefit from LIMS visibility and maturity.
 - Will force CG to think about IT governance and control.
 - Consumes less senior leader RAM.
 - aligned with DHS.
 - Will lead to "who owns what" debate between 4, 6, and 8 (maybe even 1 and 9).
 - There is no formally approved plan for CAS Optimization yet.
 - Grouping risks is generally a bad idea - CG-LIMS success will be predicated on the success of CAS.
 - Not sure how this affects the existence/roles of 2 separate PMO's down the road.

- deliverable in small useable segments
 - Provides simplest way to carve in to segments by adding additional features to the foundation of a known

- COTS financial system.
- Reduces risk, shortens delivery time-line, CG is integrator, fewer "LIMS" roll-outs, should reduce cost estimate.

- scalable based on annual funding
 - Since capability is being added to base of financial system, increases ability to add / delete requirements or rollout based on funding
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - IOC: nothing can be delivered as a bolt-on until the system it will be bolted to is stable. In short term, there may be opportunities to time deliver first CG-LIMS functionality with the work CG-8 PMO doing to rationalize current OFF implementation pending decision on TASC timing.
 - FOC:
 - Do not want to get CG-LIMS behind TASC since TASC schedule is highly uncertain.
 - There are opportunities to leverage existing CAS optimization effort to begin CG-LIMS deployment in parallel, then transition to TASC when scheduled
 - CAS Optimization program straightforward but at beginning.
 - CAS optimization Alternatives Analysis due ~ March 2011. May be too soon to publicize any inter-dependency in the REBOOT out brief... or the timing could be about right... a 2/15 CG-LIMS decision brief may benefit from some very preliminary CAS AA

- effectiveness: extent to which ORD requirements are met
 - can meet all ORD functional requirements.

Sequencing Roll-out of New Capabilities

Phased rollout of each segment to each user community

Description: Deliver each segment to as many communities as possible as they're built.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Full capability rollout - pilot by segment with limited users, then roll-out all segments to all users

Description: Build the full capability of all segments with as small a user population as possible, then deliver a complete product to each user community.

- The system would have to include enough assets types and the full supply chain architecture (minus totality of parts on shelves) to be configured and tested to meet CG needs.
- If technology demonstrations were conducted to select the tool, ideally the assets enrolled during early increments would match up with those used in the demos (lowering configuration costs).
- Similar to another alternative above.

Structured critique:

- minimize cost
 - reduces cost of training and travel
 - reduces quantity of implementation activities

- maximize ability for Coast Guard to act as system integrator
 - reduces integration risk
 - allow focus on one thing at a time rather than managing functional segment development and complex deployment issues simultaneously
 - allows greater flexibility. Enterprise roll out could then be a separate task order, option, contract, etc.

- deliverable in small useable segments
 - enable more deliverables during build phase in order to meet requirements to demonstrate progress
 -

- scalable based on annual funding
 - development funding requirements would be fairly inflexible**

- schedule: minimize time to market for IOC & FOC & total implementation time
 - IOC and FOC would certainly be minimized, because it would only require 4 asset type communities to be supported, opposed to the entire enterprise.
 - Disagree: Status quo declares IOC at delivery of Segment One and FOC at delivery of final segment. If I understand this option correctly, it impacts implementation, not development. The primary positive impact of deferring deployment is that Contractor and Gov't managers are free to focus on building the system, which could produce a somewhat faster, and probably better, result.
 - Total implementation time is harder to estimate. It's possible it would decrease because the kinks will have been worked out with each asset type (air, surface, C4, facility) prior to enterprise roll out, so it should go faster at that point than if each status quo segment is rolled out enterprise wide and we have to work out kinks during each (up to five) enterprise roll outs (opposed to a single enterprise roll out).

- effectiveness: extent to which ORD requirements are met
 - No difference between status quo.

CONTRACTING

Tech Demo / Pilot Options

Pre ADE-2 Tech Demo (select 1 tool)

Marry to "Treat as agile" and "Establish segments by deployment/product line"

Description:

- Requirements as defined in the GFI, ORD, and CONOP
- GFI containing full asset configuration data for spectrum of CG assets
- Scenarios we expect to simulate
- Include creation of interfaces with real data
- show data streams (proposed outputs or required inputs)

Structured critique:

- minimize cost
 - drives protest to earliest possible point in process
 - true of all options that de-couple tool selection from integrator
 - we may be able to make *better* decision about tool selection after the education process of tech demonstration.
 - I think this option is select the tool, then run a demonstrator on it. In which case, by the time our education is complete, we're committed, like it or not.
- maximize ability for Coast Guard to act as system integrator
 - reduces number of variables in problem space
 - provides sustainment community framework to think about how to best position legacy systems for transition.
 - Creating interfaces with real data and testing the results will help drive to an acceptable solution.

- allows all CG quickly move to better understanding of CG-LIMS... moving from PowerPoint to something they can see and touch. All tech authorities, end users, sponsor, legacy sustainment community and PMO will be able to more quickly plan path forward to implementation. Real product critical to getting initial support
 - allows continued progress (which buys down risk) if ADE decisions delayed
 - if more risk reduction activities needed prior to ADE-2, we have an environment to do it
 - potentially accelerate ADE-2 decision since risk has been decreased.
 - see specific rationale for tech demonstration in the "Assumptions" section of [this page](#).
-
- deliverable in small useable segments
 - Since the tool will already be configured with enterprise data covering CM, MM, and SCM, deploying small segments can happen more quickly and won't necessarily be constrained by immature future "segments."
 -
-
- scalable based on annual funding
 - Obtaining the best tool(s) up front and ensuring success through the tech demos prior to attacking the first segment, will allow the government to be in a position to drive hard when funding is strong (do more in a given 6-month segment), and scale back on implementation if funding is scarce (do less in the next 6-month segment).
 -
-
- schedule: minimize time to market for IOC & FOC & total implementation time
 - Assuming that the tech demos were conducted using real enterprise data for the assets, parts, equipment, and inventory points, the schedule for individual segments should improve, as efforts would focus more on validation of system configuration, creating and testing system interfaces, assigning user roles, and deploying to the field, rather than a huge effort on system configuration at each segment.
 - May lengthen time to IOC since the procurement cycle for integration services couldn't begin until after tool selection was complete but should shorten time to achieve FOC and total implementation.
-
- effectiveness: extent to which ORD requirements are met
 - A competitive tech demo should provide vendors more incentive on demonstrating compliance with ALL ORD requirements with REAL data in a REAL Coast Guard environment, giving the government more confidence up front regarding project ability to meet requirements.

o

Post ADE-2 Type 2 Tech Demo (per SELC B5.6.1 & MSAM Ch 3.7) (select 2-3 products)

Description: Select 2 - 3 products during source selection process, and award contracts to each for a separate technical demonstration within the CGOne network of different tools. From these technical demos, pick the best tool for CG-LIMS work, complete the tool acquisition (i.e. licensing rights, etc.) and begin separate acquisition for implementation (or maybe an ADE 2B if possible).

- Requirements as defined in the GFI, ORD, and CONOPS
- GFI containing full asset configuration data for spectrum of CG assets
- Scenarios we expect to simulate
- Include creation of interfaces with real data
- show data streams (proposed outputs or required inputs)
- The contract for each vendor doing a tech demo would be to incorporate all of the information contained in the GFI, in accordance with the CONOPS and ORD. Each vendor would have the exact same information, and would not require CG SME to configure the system to meet CG requirements iaw industry best practices supported by their tool set.
- The technology solutions presented should allow us to accomplish tasks with the COTS tool(s) associated with CM, MM, and SCM (and possibly TIM if not de-scoped). Part of the solution should be showing the loose ends of data streams that are either proposed outputs or required inputs not provided by the GFI, that would require integration with other systems, preferably as services through the CG SOA. Those interfaces would need to be simulated in the technical demonstrations by the vendors. Seeing the data points requiring integration, in each vendors' technical demonstration solution, will help the CG evaluate the level of effort required for implementation.

Structured critique:

- minimize cost
 - o High level of effort by OSC (or wherever the servers will be based inside the network), who must treat multiple vendors fairly for duration of demo
 - o High level of effort by all to ensure we don't give appearance of req'ts being slanted toward a particular tool.
 - o May not require any CG logistics SME. Goal would be to pick tool that provides best value based on actual GFI and constraints (including no CG SME).

- Additional level of effort required to evaluate multiple products at once.
- The cost to conduct an individual tech demo should be lower than if one product was selected at ADE 2, and then a contract is let to configure it. The competition to be selected as the CG-LIMS engine will incentivize the product teams to configure their system during the tech demo as efficiently as possible, not only demonstrating ability to meet functional requirements (operational effectiveness), but demonstrating best case configuration costs and overall operational suitability.
- Lowers overall program cost, because configuration for initial assets will already be completed, and the implementation efforts can focus more on validation, system integration, and deployment.
- Raises initial costs due to redundancy of paying for the same service several times; we'll have a couple "throw-aways."
- maximize ability for Coast Guard to act as system integrator
 - everyone gets exposure to more tools
 - Creating interfaces with real data and testing the results will help drive to an acceptable solution.
 - legally fine
 - would likely allow selection of the best tool, by virtue of our ability to see it in action before selection.
 - We'd need to sort through how to handle firms that provide both software and integration services such that players in the tool competition have no advantage in the integration competition.
 - use of small business set-asides could help here.
 - Meets the SELC definition of a technology demonstrator (Type 2).
 - Providing requirements to vendors, without further communication with the government, may not provide the best solutions.
 - Disagree: Government would be in a position to pick the best value after seeing and paying for the technology demonstrations, and then government would be in a position to validate the system configuration to ensure it meets the modernized business model (validate and drive improvements), orchestrate system integration and system interfaces, and facilitate and champion its deployment.
 - further communication is possible, but would need to be in writing to assure all competitors (they're still vying for the big award) receive the same information.
- deliverable in small useable segments
 - Since the tool will already be configured with enterprise data covering CM, MM, and SCM, deploying small segments can happen more quickly and won't necessarily be constrained by immature future "segments."
- scalable based on annual funding
 - Obtaining the best tool(s) up front and ensuring success through the tech demos prior attacking the first

segment, will allow the government to be in a position to drive hard when funding is strong (do more in a given 6-month segment), and scale back on implementation if funding is scarce (do less in the next 6-month segment).

- schedule: minimize time to market for IOC & FOC & total implementation time
 - Assuming that the tech demos were conducted using real enterprise data for the assets, parts, equipment, and inventory points, the schedule for individual segments should improve, as efforts would focus more on validation of system configuration, creating and testing system interfaces, assigning user roles, and deploying to the field, rather than a huge effort on system configuration at each segment.
 - May lengthen time to IOC since the procurement cycle for integration services couldn't begin until after tool selection was complete
- effectiveness: extent to which ORD requirements are met
 - A competitive tech demo should provide vendors more incentive on demonstrating compliance with ALL ORD requirements with REAL data in a REAL Coast Guard environment, giving the government more confidence up front regarding project ability to meet requirements.

Conduct funded pilot project(s)

Description:

- Emphasize risk reduction - design development stage
- Include all requirements and integration activities up to CDR (design only)
- Early operational assessment (EOA) and proposal for how they will accomplish detailed interfaces, external functions, features
- Goal is to obtain thorough CG evaluation of what CG-LIMS would look and operate like while keeping the project in a competitive mode:
- Structure RFP and source selection to incorporate a "try before buy" strategy
- Conduct a downselect evaluation based on offerors' COTS offer and risk assessment of past performance and tech proposal
 - Potential leverage of COMPASS ESI BPA vehicle to launch this
- Downselect to preferred number of competitors (2 or 3)
 - Award Initial Contracts to include all requirements and integration activities up to CDR (design only)
- Evaluate CDR proposals and request contract options to exercise actual development, integration, test and deployment
- Selection could incorporate early operational assessment (EOA) or tech demonstration of proposed COTS solution

and proposal for how they will accomplish detailed interfaces, external functions, features

- Is this option essentially tech demo “light”? Same basic game but the contracts don’t go as far or cost as much?

Structured critique:

- minimize cost
 - Competition and risk reduction should lower overall project cost.
 - high up front complexity
 - Multiple design contracts and dual selection periods may lengthen initial deployment schedule and result in increased up-front annual costs.

- maximize ability for Coast Guard to act as system integrator
 - Extensive risk reduction actions by reviewing designs in a competitive environment.
 - More time to iron out uncertain requirements and cost/schedule risks.
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Competition

Bundle implementation and COTS tool selection

Description: Status Quo: Compete tool and implementation for whole system in one contract with base and options for future segments

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Compete COTS tool selection bundled with first segment. Sole source remaining segments.

Description: This is essentially no different than the status quo and requires more work justifying the follow-on contracts.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -
- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Compete COTS tool selection. Separately compete first segment. Remaining segments structured as options or sole sourced.

Description: placeholder for description of alternative

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -

- maximize ability for Coast Guard to act as system integrator
 - CG has opportunity to evaluate the performance and an option to keep going with that vendor or re-compete if iterative progress is unacceptable.
 - Not any more or less than with any other contracting scheme. If the contractor's performance is troubled, but not in default, we keep going through the end of the contract, options included. If the contractor is under-performing to the point of default, then we terminate and try again.
 - mandates iterative, incremental deliveries to mitigate the overall risk of periodic failures. "Fail fast, forward, and fruitfully" (Quote borrowed from GSA Administrator Martha Johnson).
 - Too many failures may mean we need to terminate the contract (or not exercise an option) and start over, but if we have the tool(s) and partial configuration underway, starting over should be less costly than with something that had been delivered through less iterative or incremental production.

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Compete COTS tool selection. Separately compete each segment.

Description:

- Procure the CG COTS solution based on CG and DHS architecture (procure separately or thru manipulating existing license agreements), compete ONLY the API development services to implement CG-LIMS, provide the COTS tool as GFI/GFE. Conduct implementation/deployment IAW above strategies.
- Contract various elements of CG-LIMS independently but require use/integration with initial selected product with milestones and metrics to determine go/no go for each phase.

Structured critique:

- minimize cost
 - Integration among other systems potentially easier. Also potentially more difficult due to use of multiple integrators.
 - Lower overall cost. Why?
 - Risk in requirements maturity for follow-on segments reduced by breaking up into modules.
- maximize ability for Coast Guard to act as system integrator
 - Truly puts CG as integrator
 - This alternative implements several thoughts on the whiteboard with buying COTS product and integration services separately.
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - API add-on tasks can add capability incrementally and can be regulated according to annual funding.
 - You may even add APIs for capability via an Agile development method
- schedule: minimize time to market for IOC & FOC & total implementation time
 - COTS solution deployed early
 - Disagree: multi-step process to get Segment One under development (compete tool, then compete integration) will slow initial deployment as compared to awarding both tool and

integration together.

- effectiveness: extent to which ORD requirements are met
 - Down the road requirements/capability risks and potentially unknown costs for future increments - no different than most other alternatives.
 -

Project Contract Segments

Five Segments

Description: Status Quo:

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Reduce number of segments: Combine segments

Description:

- Combine segments 1-3 into one acquisition and then combine segments 4 & 5 into another acquisition. Logical approach as Segments 1-3 might very well be a stand alone COTS ERP tool. The the Integration with other systems becomes a seperate contract.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Alternative Strategy Models

Explicitly treat as Agile effort from start

Marry to "Pre-ADE2 Tech Demo" and "Establish segments by deployment/product line"

Description:

- Consider the ORD to be the Product Backlog (list of end-state features and functions).
- Provide a Start date and an End date (total time frame from contract award).
- The team, inclusive of the sponsor, PMO and vendor(s) would select product features and functions from the Backlog to include in each 6 - 8 month development Sprint.
- Each Sprint would be based on what can technically be delivered in that 6 - 8 month time frame (and negotiated by team based on priorities).
- Given that the vendor has not been selected yet, in this scenario, the PMO and Sponsor would have to assign some form of priorities to the product Backlog and afford industry the opportunity to recommend what they might be able to deliver within the 6 - 8 month timeframes
- Assumes pre-selection of tool.
- I think we should seriously consider this option.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments

- placeholder for objective or subjective critique of alternative
- CG-LIMS will be put on the Enterprise Service Bus (ESB) offering services. Re-rack the ORD Requirements (or suggested "Backlog") into those services. Have a contract or contracts broken down into options for each service. Use agile (Incremental) development for each service, utilizing an onsite IPT (instead off PRO/DET) that could help with the development. The IPT would be made up of SME's for that particular service. If the SDA delivers a successful service to the ESB, another option is offered for another service, thus creating another onsite IPT. We could even have OSC develop some services or have severel contracts developing services simultaneously.

- scalable based on annual funding
 - Very
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Treat tool selection as major acquisition, then build on systems in sustainment

Description: Once tool selected, put on system integrator hat and take advantage of the fact that the Coast Guard is building on a system that's already in sustainment. During the demos, we heard stories of teams that were able to deliver capability quickly in small chunks on systems that were in sustainment. Leverage the fact that we have legacy systems that are currently in use and being maintained by mature sustainment organizations. Stop viewing CG-LIMS as a brand new turnkey system a contractor is going to deliver to our doorstep. This isn't unheard of in acquisitions; it's the way we're incrementally delivering new capabilities in the H-65 and H-60.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -

- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Combine 3 existing Alt Strategies

Combine:

7.1.3.7 Establish segments by deployment (aviation, vessels, C4I, shore facilities)

7.2.1.1 Pre ADE-2 Tech Demo (select 1 tool)

7.2.4.1 Explicitly treat as Agile effort from start

Description: Description: Treat the ORD as the product backlog (Agile term: a list of features or functions of a product). The product backlog elements are prioritized by the Sponsor and PMO. The core team (PMO and Contractor) will select the product elements to be included in each sprint (Agile term: a cycle). Each sprint delivers a set of product functionality with a defined ROI. A deliverable 'chunk', the product elements of a sprint, are introduced to a specific product line. After an initial product line is completed, and full functionality is achieved, it is considered to be the CG-LIMS 'technology demonstrator'. After that, lessons learned and adjustments are applied and deployment is made to other product lines in a sequential order.

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 - delivery of each chunk/all chunks to one asset provides opportunity for cost estimate refinement for planning purposes at early stage.
 - Essentially this preserves all the risk, complexity and time drivers of Status Quo. Doesn't seem to be a benefit.

- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -

- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -

- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -

- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Look at acquisition strategies used in other, non-IT acquisition projects. (e.g., UAV systems).

- Specific Ideas from anyone who has looked? Add as an alternative and lets start critiquing.

Look at acquisition strategies used in other IT acquisition projects. (e.g. mobile radio units).

- Specific Ideas from anyone who has looked? Add as an alternative and lets start critiquing.

Find examples of multiple asset types being supported in industry

- Has any of that looking resulted in additional alternatives or evaluation criteria? If so, share!

Placeholder for specific alternative 1

Description: placeholder for description of alternative 1

Structured critique:

- minimize cost
 - placeholder for objective or subjective critique of alternative
 -
- maximize ability for Coast Guard to act as system integrator
 - placeholder for objective or subjective critique of alternative
 -
- deliverable in small useable segments
 - placeholder for objective or subjective critique of alternative
 -
- scalable based on annual funding
 - placeholder for objective or subjective critique of alternative
 -
- schedule: minimize time to market for IOC & FOC & total implementation time
 - placeholder for objective or subjective critique of alternative
 -

- effectiveness: extent to which ORD requirements are met
 - placeholder for objective or subjective critique of alternative
 -

Detailed action plan

(This is placeholder until we've done the work above)

Contingency plans

(This is placeholder until we've done the work above)

Miscellany

Use this section to capture relevant stuff that doesn't fit above... reminders to ourselves, deep thoughts, off topic stuff we don't want to delete (yet)... whatever.

- Find what works. Do more of it.
- Use contract incentives to increase speed of production and rollout.

YES YES YES! We value time to market. Incentivize it!

- Free-flowing information exchange with industry.

YES YES YES. We will protect acquisition sensitive information. We will share the rest as widely as possible to leverage external ideas.

- In RFI, specifically ask industry to Identify any cost prohibitive specs such as data migration.
- Require contractor to set up a virtual CG unit (Sector LIMS) in an APLHA (developmental) populated with real asset information to use as a developmental model that mirrors CG business process or reflects the changes that need to occur across the organization to adapt to new tool.
- Directly tie implementation of CG-LIMS chunks to brownout of specific legacy systems.
- IDIQ like options to expand or continue (minimum and maximum licenses, etc.). This would make it easier to use an

'off-ramp'

- Consider a department wide application/license
- Consider using ESI Compass
- Enterprise architecture oversight'. There should be some guidance from the CG on how the enterprise should work. A framework should be provided for industry to work within. Formal interfaces should be defined and planned for incremental implementations.
- Industry must be partnered with. Feedback must be free flowing. There should be maybe an industry day to show all the current CG applications and the impacts they have on the business model. Industry still does not know what came out of the vendor presentation that occurred in the past.
- Ensure all legacy system interfaces are identified.
- Some legacy systems may be salvaged: end state may be legacy system integrated with CG-LIMS through SOA.
- There are many, many systems that are not reflected in the SV-1 of the ORD. Those systems need to be represented in the EA, the SV-1 only reflects CG-LIMS requirements (not the overall CG EA). It may be worthwhile listing all the small systems to demonstrate the value of CG-LIMS. Some will be replaced by CG-LIMS, many will not.
- Many of the above options focus on common themes which are consistent with how DHS and other authorities choose to base their investment decisions. Procure smaller, deploy/demonstrate to a limited user base, then deploy wider. Recommend implementing this using DSB report strategy or DoD's Defense business systems acquisition policy. According to the Business system life cycle we should be in a prototyping stage - "technology demonstrator" to reduce risk of integration, cost, requirements scope. Use COMPASS ESI BPA or other GWAC/BPA to do a complete COTS demonstrator (these ctr vehicles should minimize selection time). Conduct an OA, demonstration, etc, find the issues with business processes, SOA integ issues, refine requirements, refine PLCCE (12 months duration). Go for ADE2 and compete segment 1 implementation based on new project knowledge. (APB and other project documentation based on 1st segment). (Get CG-4 to prioritize and redefine their segment 1 capability). Make subsequent incremental upgrades.
- Benchmark private companies using true benchmarking processes. Only difference between CG and private sector companies is our unique mission readiness posture achieved with diversified assets. Management of these assets were created within stovepipes established long ago. By benchmarking companies that manage similar assets with various ERP tools/suites will provide system capability and insight learned/experienced by someone else. We can look at companies that manage facilities (i.e. college campus, hospital, network of buildings, oil refinery, etc), companies that manage aircraft/vehicles, boats (airlines, cargo carriers, container ships, fleet of vans/trucks, etc.), companies that manage IT assets (DELL, HP, LM, big busines IT departments at companies selected for benchmarking, etc), companies that manage supply/repairables (WALMART, Home Depot, DELL, Toyota, etc). Point is that many companies are managing single asset line with some ERP tool that we find fits best into our model to manage all our assets. Even though we proclaim that we have adopted one business model for all assets,

we may find that one tool or suite of tools best fits our asset that is the most challenging to maintain. I think it is important to realize that the C4IT and Civil Engineering communities may not be as mature as the aviation and surface communities in the approach to common business model. We may find that if the requirements are different, then the tool has to accommodate the asset with the most diverse requirements for proper management.

Alternatives that fail sanity / sniff test

Alternative: Allow the offerors the opportunity to identify/bid what delivery schedule/chunks of delivery they think would work best, based on their experience, industry best practices, and their bid tool set. Identify in the RFP (including appropriate evaluation criteria for the proposed approach) that the USCG has a strong desire for an early delivery in segmented chunks. Include incentive fees for on-time and early-delivery (while maintaining quality and controlling costs) (It worked for the Springfield Interchange!). The contractor is the expert and will be in control of their delivery (while we oversee, they have to perform).

PRO -Early delivery, lower development/implementation costs (???), early disposal of legacy systems (thus cost savings), transfer of risk from government to contractor

CON - Contractor-proposed schedule/chunks may not match with current USCG defined approach. More onus on the government to manage incentive fee structure.

PM moved into the failed sanity check because it is an even bigger, more complex undertaking than current status quo. The transfer of risk will come right back to the government as soon as our needs change, which they will over length of deployment. Evaluation of proposals with different segmentation / schedule / chunking will be challenge to conduct and defend afterward.

Alternative: Bridge to platform systems. Many CG assets coming on board are already developing their own platform unique logistics systems. To make this a CG enterprise view a common set of data standards should be developed and the CG-LIMS tool selected should be able to accommodate data from these systems and provide decision quality information from it and distribute it across the CG. Conduct a technology demonstration phase (several alternatives above) using a selected tool but at the same time the contractor should be analyzing all other systems (legacy, new platform etc) and define a common set of data requirements, and standard business processes that CG-LIMS will integrate with using a common interface. To the max extent possible the new systems can remain the same (less impact to projects and field units) but supply chain, inventory and financial info from them would feed into a common module of the tool.

PROS: This approach should reduce field implementation burden, reduce costs, reduce integration/deployment time and complexity etc. Training to field could be reduced (no system turnover/migration may be necessary). Data from platform log systems goes to/from an enterprise level and processed using the COTS tool common business

processes.

CONS: User interfaces may remain different according to platform, i.e. they would keep their design. Possible difficulties in getting contractors cooperation for integration (data proprieties, etc.)

Decision to move this to this section still open for debate. It's a big departure from vision of enterprise system with common processes. Multiple tools remain in use, multiple processes, multiple UIs. It's not clear to me what CG-LIMS really is in this alternative.

Off topic ?

- Recommend exploring the use of "Intel Parallel Studio 2011" as a development environment to leverage the latest in multi-core processors; a recent article in eWeek (4 Oct 2010) introduces this special IDE that is geared specifically for coding 'threads' for maximum efficient use by multiple processing cores. Like anything, it has pros/cons to be examined & evaluated.

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5000
29 Nov 2010

MEMORANDUM

From: D. P. Taylor, CAPT
CG-9334

Reply to CG-9334
Attn of: D. Taylor
(202) 475-5875

To: CG-LIMS Reconsider Best OptiOns Team (REBOOT)

Subj: CHARTER FOR COAST GUARD LOGISTICS INFORMATION MANAGEMENT
SYSTEM (CG-LIMS) RECONSIDER BEST OPTIONS TEAM (REBOOT)

1. Vision. The CG-LIMS vision is to modernize logistics information systems to support common processes across the enterprise.

2. Purpose. The REBOOT study will define an affordable strategy for the Coast Guard to achieve the CG-LIMS vision.

3. Background. The Coast Guard assumed the systems integrator role for CG-LIMS in 2007. Since then, Requirements IPTs were chartered to deliver the Concept of Operations, Preliminary Operational Requirements Document (ORD), and the complete ORD. The acquisition PMO used those requirements to complete an Alternatives Analysis, an initial Acquisition Strategy, two rounds of market research, a Project Life Cycle Cost Estimate, and an Independent Cost Estimate. Market research has shown that the requirements are “state of the market” and there are at least three commercial tools that appear to have the potential to meet the requirements after being configured and integrated. However, the acquisition strategy and the resulting schedule must be re-examined. The cost estimates for the current strategy far exceed funding in the current CIP. Even if funded, the strategy stretches transition of all legacy systems over six to seven years and does not fully implement the COTS functionality until FY 18. We must examine options that lower risk and accelerate delivery.

4. Deliverables. The REBOOT study will examine the current CG-LIMS Acquisition in the context of legacy sustainment and financial modernization. Generate alternatives and conduct a thorough analysis of the status quo strategy and at least three alternatives.

Deliver a strategy that:

- a. Steadies the service. The strategy must reduce risk, reduce uncertainty, and provide a clear CG-LIMS end-state as early as possible.
- b. Maximizes ability for Coast Guard to act as system integrator
- c. Can be delivered in small useable segments
- d. Reduces implementation burden on field

- e. Reduces time to market for IOC and FOC
- f. Reduces implementation time
- g. Reduces cost
- h. Is scalable based on available funding

Deliver results per the timeline below:

- a. Written scope and approach document (15 Dec 2010)
- b. Preliminary written analysis and brief for EOC-level review (15 Jan 2010)
- c. Written analysis and decision brief (15 Feb 2010)

5. Membership. The core REBOOT study team is the six below. Core team members are empowered to reach out to expertise available anywhere, including within the Coast Guard, other government agencies, industry, academia, DHS FFRDCs, or other contractors.

- Co-Chair – CG-9334 – Project Manager – CAPT Taylor
- Co-Chair – CG-442 – Sponsor’s Representative – Mr. Sylvester
- CG-9123 – Contracting Officer – Ms. Spillane
- CG-0949 – Counsel – Mr. Winand
- CG-8 PMO – TASC PMO – CDR McCullar
- C4ITSC BOD-TAB – C4ISR Acquisition Technical Authority – CDR Mahr

#



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REBOOT Scope and Approach

From CGLIMS

Approved 12/15/2010 //s// CAPT Daniel P. Taylor

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- [2 Scope](#)
 - [2.1 Deliverables](#)
 - [2.2 Study Is](#)
 - [2.3 Study Is Not](#)
- [3 Approach](#)
 - [3.1 Timeline](#)
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Problem Statement

After drafting the RFP and estimating the project costs based on previous DoD COTS ERP and EAM implementations,

it was clear to the team that the current CG-LIMS strategy costs too much, takes too long, and is too risky.

- Affordability
 - Out-year funding in the Capital Investment Plan is well below the ROM costs in the Alternatives Analysis. The estimates on the LCCE and ICE were even higher. Even if a bulletproof business case can be written, getting and maintaining support for a system with a total acquisition cost higher than TASC is unlikely. OMB and the Federal CIO have a renewed interest in high cost IT acquisitions. Projects of this size in other agencies have been cancelled or de-scoped this year. It is appropriate to examine other alternatives to deliver the capability at a lower cost.

- Schedule
 - At least eleven months from ADE 2 until IT tool is selected. Although the tool itself is just one part of CG-LIMS, knowing what that tool is will allow better informed transition planning and influence legacy sustainment decisions. The current acquisition strategy does not allow prompt tool selection.
 - The current strategy does not provide clear vision of end state capability until eight years into the project when full functionality is configured for first user community.
 - Extensive transition period while legacy data and systems are incrementally migrated to CG-LIMS. Length of time varies by system, but in the current plan, it is no less than six years.

- Risk
 - Cost, size, and timeline of project create risk that it may not maintain support within the agency, OMB, or Congress.
 - High integration, supportability, and usability risk is carried long into the project.

The Reconsider Best OptiOns Team (REBOOT) study was chartered by the CG-LIMS PM on Nov 29, 2010 to develop an executable acquisition strategy. [\[1\]](#).

The recommended strategy must:

- Steady the service by reducing risk, reducing uncertainty, and providing a clear CG-LIMS end-state as early as possible.
- Reduce cost
- Maximize ability for Coast Guard to act as system integrator

- Be delivered in small useable segments
- Be scalable based on available funding
- Reduce time to market for IOC and FOC
- Reduce implementation burden on field
- Reduce total implementation time

Scope

Deliverables

- 12/15/10
 - written Scope and Approach (this article)
- 1/15/10
 - Preliminary written results for EOC-level review
 - Executive-level brief
- 2/15/10
 - final written results describing cost, schedule, capability, and risk of Status Quo and at least three alternatives.
 - Decision memo
 - Executive-level decision brief.

Study Is

- An opportunity to adjust course based on what we've learned as we've come this far.
- An opportunity to adjust course to one that's better aligned with direction Administration, particularly OMB, and Federal and DHS CIOs are trying to move with IT projects.
- An opportunity to re-focus on keeping project as small as possible.

Study Is Not

- A case of starting over from scratch. We will be building on what we've learned as we completed the ORD, AA, LCCE, ICE, and two RFIs and 27 vendor demonstrations.
- A signal that the project has been cancelled. The project was funded in FYs 08-10, and is in the FY 11 President's Budget.
- Going to produce cost estimates for strategy alternatives with the same fidelity of the LCCE and ICE recently completed for the Status Quo acquisition strategy. We'll leverage the model where we're able, but we are not committing resources to do complete LCCE and ICE for all alternatives as part of this study.

Approach

Timeline

- 11/29/10 to 12/15/10: Define Scope
- 12/16/10 to 1/15/11: Preliminary Analysis
 - conduct external research
 - outreach to industry through this wiki
 - benchmark USMC GCSS-MC Program Office Benchmarking
 - outreach to Gartner analyst
 - outreach to academic through MITRE using this wiki
 - generate alternatives
 - including but not limited to alternatives captured in [Strategy Brainstorming](#)
 - develop evaluation criteria and mechanism
 - complete initial evaluation
- 1/15/11 to 2/15/11: Final Analysis
 - identify additional alternatives based on preliminary brief
 - identify additional criteria based on preliminary brief
 - complete evaluation
 - prepare final results

Governance

The REBOOT team will operate within the existing authorities as project management office, sponsor, and technical authority. The team will keep the Program Manager, PEO, and Executive Oversight Council (EOC) informed of progress on a weekly basis through existing reporting mechanisms.

The Scope and Approach deliverable and the Preliminary Analysis will be shared electronically with the EOC on the delivery date. They will be briefed face-to-face when time permits. The interim deliverables provide an opportunity to ensure team is aligned with Executive leadership expectations and to get feedback and course correction.

The final deliverable on 2/15 is a decision brief. The course of action approved by CG-9 will define CG-LIMS project execution.

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Strategy Alternatives

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

This page lists the complete strategies distilled from the [Strategy Brainstorming](#) page. We'll use this page between now and 15 Feb 2011 to solidify guiding principles, evaluation criteria, and final alternatives.

The [Strategy Brainstorming](#) page has been a great help. Expert judgement, informed by those ideas, and guided by clear principles will be used to develop the final alternatives. Those alternatives will be compared using the [Analytic Hierarchy Process](#) process.

The core team with MITRE assistance built and used an AHP model in Expert Choice on 3 Feb 2011. The results of that work are captured on the [Decision Model](#) page.

Please don't feel compelled to carry over all the specific critique from [Strategy Brainstorming](#) page. We have that and can refer to it as needed. As we start to list options, we'll need to figure out how to capture the critique. Team decided in 31 Jan meeting to simply start a list of pros and cons with each alternative.

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- [1 Guiding Goals & Principles](#)
- [2 Evaluation Criteria](#)
 - [2.1 Original six \(keep for this list for reference, use the next section to edit\):](#)
 - [2.2 Revised evaluation criteria:](#)
- [3 Alternatives](#)
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 - [3.5 Alternative 3: Single Implementer](#)
 - [3.5.1 Pros / Cons](#)
 - [3.6 Alternative 4: TD to Select Prime](#)
 - [3.6.1 Pros / Cons](#)
- [4 Other](#)

Guiding Goals & Principles

This list was used to help focus on important things to move from the many brainstormed ideas into concrete alternative strategies that could be compared to status quo.

- Speed to real demonstrated product that users can see as working software. (Not necessarily fielded production system)
- Respect MSAM lanes
 - Acquirer
 - Sponsor
 - Tech Authorities
- Clear enough plan to get through acquisition milestones
- Reduce the burden on our field units
- Simple conceptual model consistent with nature of project: COTS technology refresh of legacy environment
- Manage risk. Accept reasonable risk.
- As required by FAR Part 1, think outside the box.
- Legal.
- Sound strategy is more important than policy. Internal DHS and CG policy can be tailored.

- Facilitates CG's role as successful system integrator

Evaluation Criteria

Original six (keep for this list for reference, use the next section to edit):

- minimize cost
- maximize ability for Coast Guard to act as system integrator
- deliverable in small useable segments
- scalable based on annual funding
- schedule: minimize time to market for IOC & FOC & total implementation time
- effectiveness: extent to which ORD requirements are met

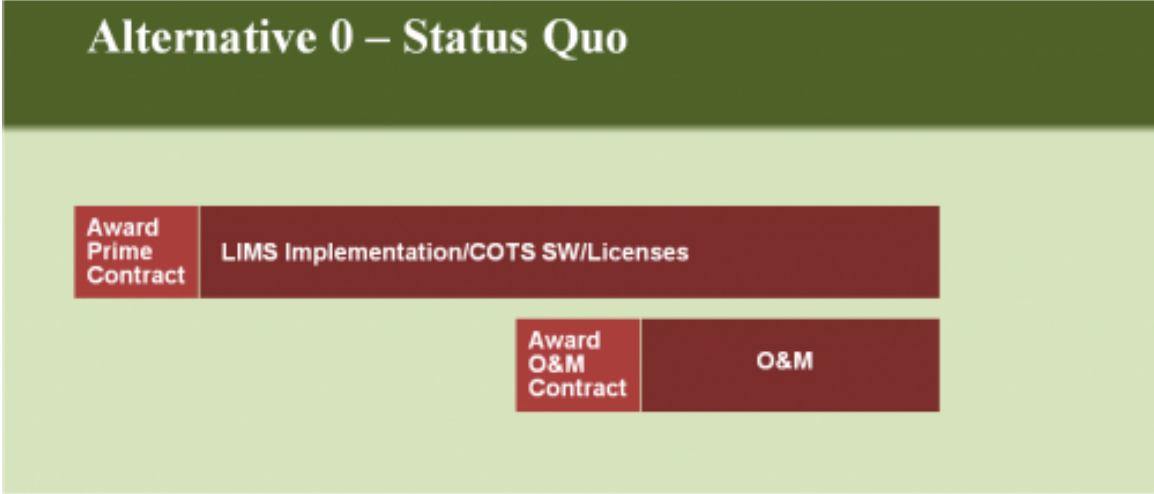
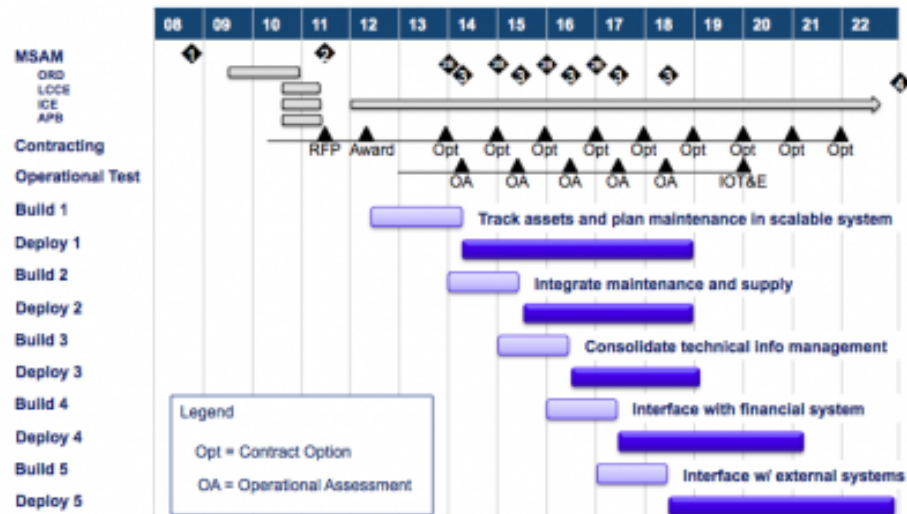
Revised evaluation criteria:

- minimize LCC
- minimize cost uncertainty (this may be separate or may be part of top level "cost" criteria)
- flexibility to quickly (re) prioritize requirements
- deliverable in small useable segments
- scalable based on funding
- minimize time to demonstrated software
- minimize time to market for IOC & FOC & total implementation time
- minimize burden on field

Alternatives

Current Acquisiton Strategy

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.



Characteristics

- Developed in functional segments and rolled out sequentially through all communities as soon as each functional segment completed.
- Single contract with options. Base segment 1, remainder options.
- Single contract includes interim contractor support.
- Does not include tech demonstration
- Does not include agile approach
- Segments 18 months long, ~ 8 year implementation.
- Much cost uncertainty

Pros / Cons

Pros

- MSAM compliant
- It's business as usual" and therefore may be deemed less risky.
- PMO documentation has already been developed for this strategy, but can be updated for new strategy.
- Single contract for Government to administer, manage – should allow stable PMO organization
- Lesson learned in early segments improve integration process in later segments
- Logical sequence of segment integration for logistics info system
- Deliverable in stand-alone functional blocks or 'chunks'
- Comfortable approach consistent with tangible major acquisitions

Cons

- Costs WAY too much
- Takes WAY too long
- Un-executable
- Multiple acquisition events (design reviews, tests, ADEs, etc) lengthen scheduled time, multiply manpower for implementation, inflates costs
- No risk reduction stage/proof of concept. Only after single large contract is awarded is attempt made to integrate with other systems, review business processes etc.
- No competition available after initial award, no incentives for performance
- Without agile approach makes it much more difficult to re-prioritize requirements (would require contract mod each time)
- Segments are large --- would increase time to IOC, and would negatively affect ability to scale based on funding
- Requires multiple training sessions for user communities, based on rollout of available functionality - would negatively affect burden on field

Changes applied to all alternatives to Current Strategy

Differences from Status Quo (This list is common to all alternatives)

Short Version:

- redefined segments
- redefined rollout strategy
- split off tool purchase
- added tech demo
- brought in O&M contractor earlier (basically IOC vice FOC)
- uses Agile methodology

Longer Version:

0) Include Pre ADE-2 Type 1 Technology Demonstration:

We are refining what we mean by a pre ADE-2 Technology Demonstration. Initial thoughts were captured on the [Strategy Brainstorming](#) page, sorted by SELC benefit. A revised, prioritized list is maintained on the [Technology Demonstration](#) page.

The key points of the picture below are:

- competitively selected tool

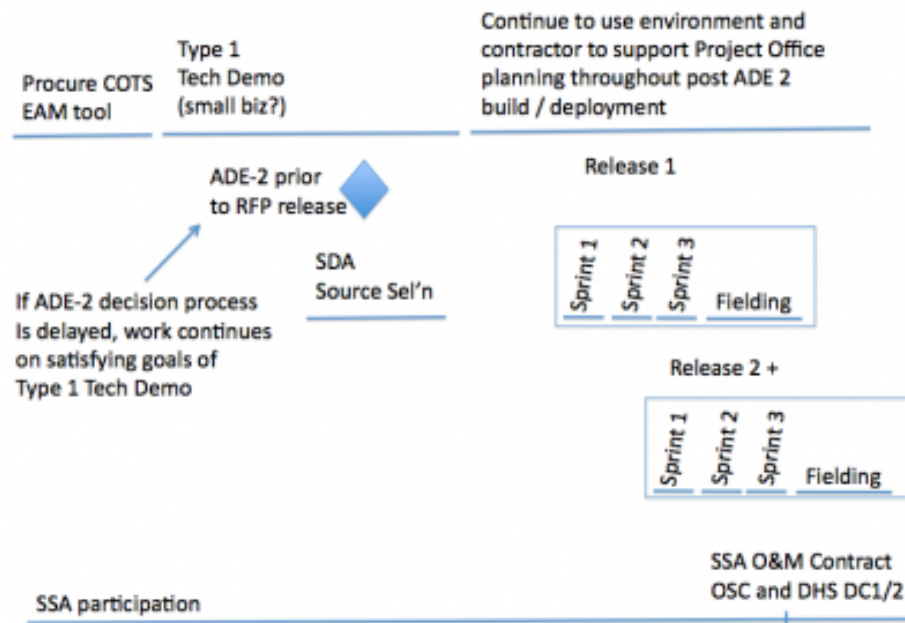
For industry to best support the US Coast Guard, we need to understand your definition of EAM. A good starting point is the link found here: http://en.wikipedia.org/wiki/Enterprise_asset_management

From the PM -- The Wikipedia definition isn't bad. The Coast Guard requirements for what the tool must do are in the CONOP and ORD, which are linked from the [References](#) page. The RFP will be based on those requirements. The tools that satisfy those requirements are sometimes called Enterprise Asset Management tool in the industry. A quick Google search on "enterprise asset management" magic quadrant returned some of Gartner's publicly available research on COTS EAM tools for some industries. That's consistent with an answer to question received on the [Questions and Answers](#) page back in December. - [Daniel.p.taylor](#) 00:25, 3 February 2011 (UTC)

To provide constructive feedback on pro's and con's, Industry needs to understand how the EAM Tool selection will take place.

From the PM -- Feel free to make an assumption about how the CG will select, then share pros and cons that flow from that assumption. Or if it helps focus your feedback, you can assume the source selection will be based on a combination of a paper proposal and product demonstrations including Coast Guard specified scenarios. - [Daniel.p.taylor](#) 00:25, 3 February 2011 (UTC)

- tool procured in quantities to support a competitive contract for pre ADE-2 tech demo
- Type 1 tech demo conducted to achieve outcomes listed in [Technology Demonstration](#)
- competitively awarded development contract



1) Remove RCM (maintain functionality in COTS, but move analysis outside of contract). Decision removes substantial contractual risk around deployment and data migration.

2) Deployment strategy: Rollout more complete functionality by user community (aviation, vessels, facilities, and C4ISR). Results in earlier decommission of legacy systems, leading to higher/faster ROI, reduced training requirements/cost, reduced time users forced to use two systems.

3) Development strategy: Redefine segments to the following (note: segments can be developed concurrently, based on Government resources):

- Segment 1: Core functionality that crosses all user communities (will be rolled out concurrently with segments 2) (Govt should identify what this core functionality is)
- Segment 1a: Aviation specific functionality & legacy logistics and legacy financial system integration
- Segment 1b: Vessel specific functionality & legacy logistics and legacy financial system integration
- Segment 1c: Facility specific functionality & legacy logistics and legacy financial system integration
- Segment 1d: C4ISR specific functionality & legacy logistics and legacy financial system integration
- Segment 2: TASC system integration
- Segment 3: HR integration and other external interfaces

• You can't live in a foundation. First useable segment will be 1 and 1x.

4) Delivery Schedule

Tangible delivery each 6-9 months. May be up to a year for first segment.

5) Procure COTS EAM tool separately from COTS Implementation Contractor

6) Use Technology Demonstration Projects

- Type 1 after selection of COTS EAM tool and before award to Prime Contractor to better size cost/risk associated with implementation activities
- Type 2 throughout implementation as appropriate to minimize cost/implementation risks. Details of the Type 2 tech demonstration will be fleshed out in the prime contractor's agile methodology.

7) Use agile techniques throughout implementation

Project should be thought of as Agile COTS Technology Refresh

Description: Treat the ORD as the product backlog (Agile term: a list of features or functions of a product). The product backlog elements are prioritized by the Sponsor and PMO. The core team (PMO and Contractor) will select the product elements to be included in each sprint (Agile term: a cycle). Each sprint delivers a set of product functionality with a defined ROI. A deliverable 'chunk', the product elements of a sprint, are introduced to a specific product line. After an initial product line is completed, and full functionality is achieved, it is considered to be the CG-LIMS 'technology demonstrator'. After that, lessons learned and adjustments are applied and deployment is made to other product lines in a sequential order.

Details of description above need to be fleshed out. Bottom line is that we intend to use an agile methodology post ADE 2 to build out system. Our use of the pre ADE-2 Type 1 technology demonstration is clear. How we will use a Type 2 technology demonstration within agile methodology is less clear today, but will be clarified soon. - [Daniel.p.taylor](#) 01:25, 9 February 2011 (UTC)

Can require contractor to propose an initial set of sprints in their proposal, with the schedule for implementation and the required government resources to implement; this can be refined after award in execution, but will give an up-front concept of how the contractor thinks it will be executed

Two quick primers on Agile:

http://en.wikipedia.org/wiki/Agile_software_development

[http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))

Quick Agile SCRUM presentation in < 10 Min's here:

<http://www.youtube.com/watch?v=Q5k7a9YEoUI>

Agile considerations

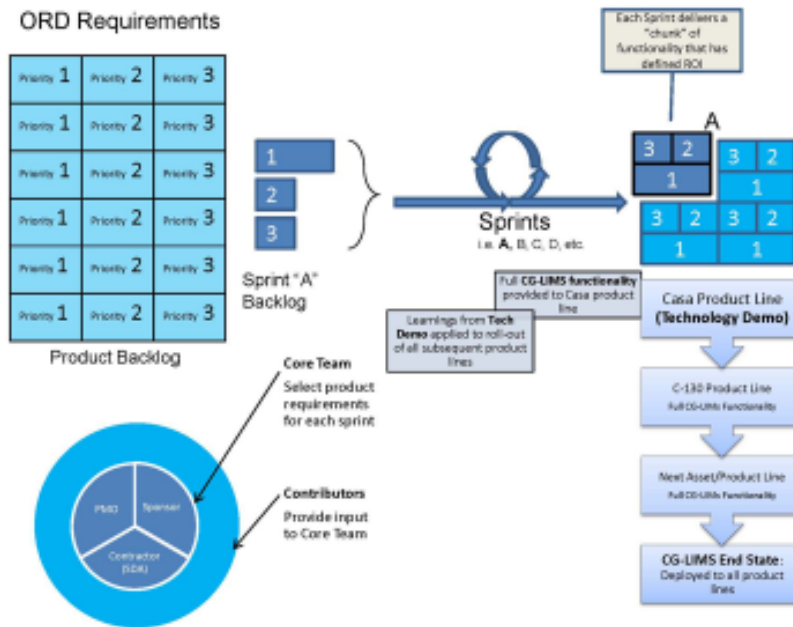
Pros

- Quicker product development cycle than traditional waterfall
- Dedicated teams are focused on core functionality
- Empowered officials decide on direction
- Documentation is developed to support the required acquisition gate documents; can build upon existing documents (i.e., SELC documents) rather than create anew

Challenges:

- Need to spend the first few months to determine the core software infrastructure, environment set up, sequence of sprints, baseline solution/ vision/overall plan
- Ensure that planning includes development of paths to meet gate reviews and tailor them based on what kind of issue we are facing
- USCG personnel must be dedicated, which may be challenging in a resource-constrained environment. In particular, PMO will need personnel to establish the scope and direction of the sprints
- Scrums are most effective in small tasks. Must be able to break the big task up into smaller chunks, while maintaining flexibility.

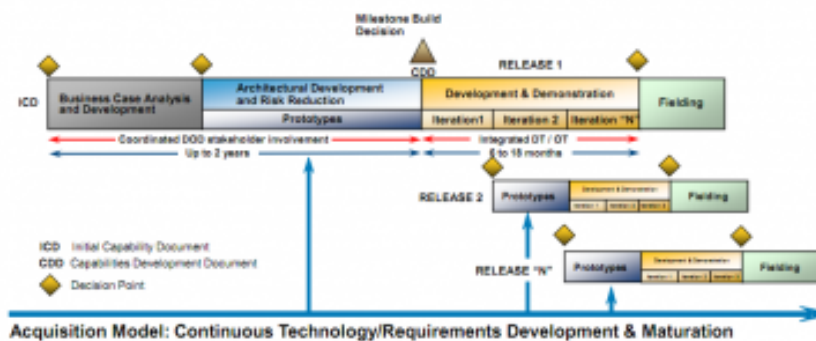
See below for visual representation of this alternative. Click image to view / download full size.



This approach is consistent with the recommendations of the March 2009 Report of the Defense Science Board Task Force: [Department of Defense Policies and Procedures for the Acquisition of Information Technology](#). After reviewing a whole bunch of stuff over the past 2 months, I think the Agile COTS Tech Refresh approach closely matches this model, which a whole bunch of smart folks have said is a good idea.



Recommended Acquisition Process Chapter 6 of March 2009 DSB Report

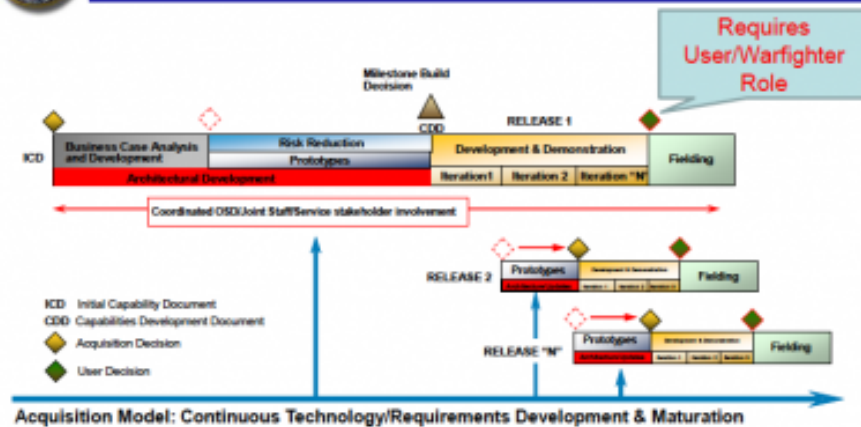


- Move From "Waterfall" to "Agile" (iterative and incremental) Delivery Model
- Move From Single Delivery to Multiple (Small) Deliveries
- Move From "Capstone" Events to Continual Stakeholder Involvement /Business Process
- Move From Program-Centric to "Enterprise-centric" (Loose Coupling/Centralized Governance)
- Move To Increase User Role at Beginning and Throughout Lifecycle
- Move From Discrete/Serial to Integrated "Continual" Test/Evaluation

See also slide 18 of http://www.peosyscom.net/pdf/Emerging_IT_Acquisition.pdf. It emphasizes user involvement throughout process, and pushes acquisition milestone to more appropriate point. We are empowered to tailor MSAM to this process. Feel empowered to look at these examples and propose a tailoring plan that will best serve the users of CG-LIMS.



Recommended Change to DSB Chapter 6 Model



Acquisition Model: Continuous Technology/Requirements Development & Maturation

Changes to Chapter 6 DSB Model

- Acknowledgement of architecture development throughout
- Approval to enter risk reduction/prototyping at initial decision point
- Formalize User decision-making role and involvement within the acquisition system
- Continual "hands on" involvement of stakeholders throughout (DSB stopped at Build)
- Add consistency to acquisition decision-making between Release 1 and subsequent releases

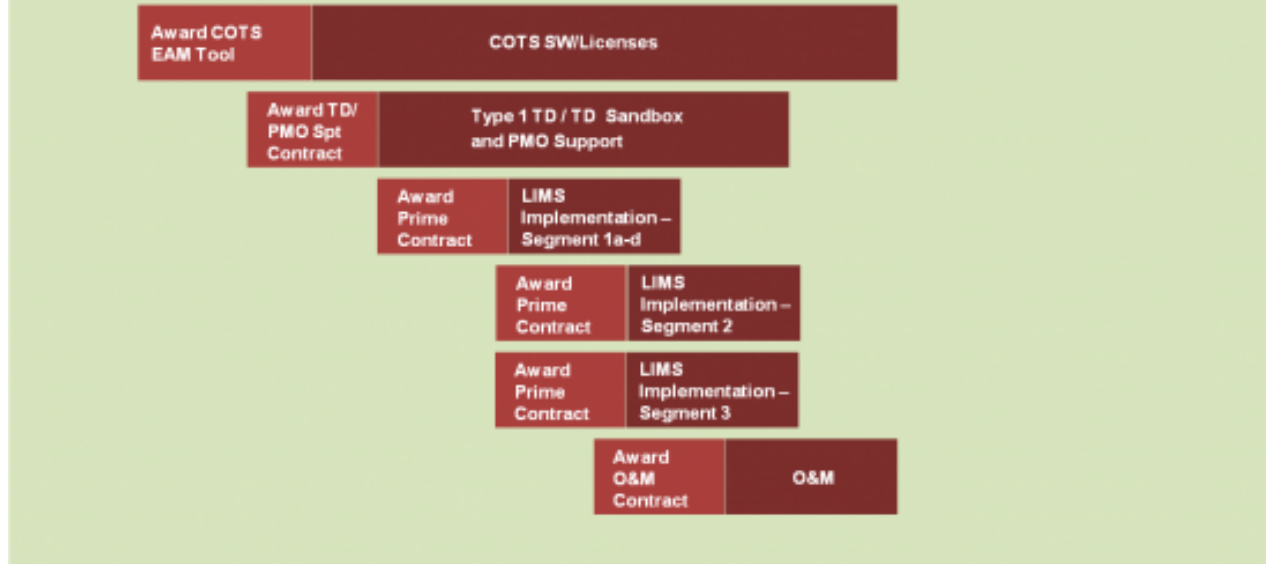
8) Contract for O&M separately from implementation

Alternative 1: Multiple Implementers

- Award one contract for implementation of segment 1
- Award each remaining segment to separate implementation contractors
- Compete and award tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to implement type 1 TDs before the prime implementation contract is in place, maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.
- Limits cost/scope/risk of initial implementation contract.
- Increases competition as using multiple contracts for implementation; can better size cost/risk associated with segments 2 and 3 based on experience from segment 1

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 1- Multiple Implementers



Pros / Cons

Pros

- maximizes competition
- affords you opportunity to have one contractor for full roll-out, or switch contractors based on performance. Provides options.
- mitigates risk of contractor performance failure
- Use of Type 1 TD lowers later risks associated with implementation
- Provides early demonstratable software product

Cons

- Possible drain on PMO and Contracting Office resources, managing multiple implementors/contracts
- Coordination (if needed) between implementors could be challenging
- Switching contractors in the midst of implementation is introduces complexity and risk

- Ramp up time for separate implementation contractors could increase costs
- Lose potential to combine training for different segments at same location (negatively affects burden on field)
- Lose the domain knowledge of having different implementers for each segment (multiple learning curves negatively affects LLC and time to IOC/FOC).
- Data migration from legacy databases may be an issue (especially if we are relying on the various implementation contracts to do the data migration)
- With multiple contracts there is more opportunity for protest and project delays (could negatively affect time to IOC/FOC)
- The multiple vendor option was considered by the Alternatives Analysis team in 2009 and discredited as too risky and expensive.
- Slows down progress and process by possibly having many contracts/RFPs and multiple contractors to manage (negatively affects time to IOC/FOC).
- As requirements "bucketed" within the scope of each contract, negatively affects ability to re-prioritize requirements when they cross contracts

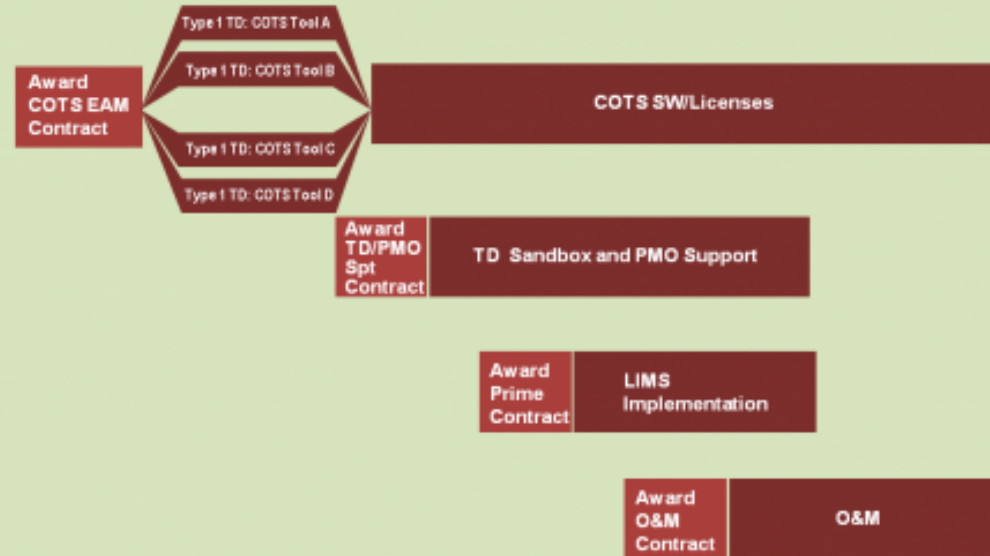
Alternative 2: TD to Select Tool

Background: DoD has mandated acquiring Competitive Prototypes for Major Defense Acquisition Programs ([DoD Acquisition Policy Amendment](#)). While we do not fall under this mandate, it does represent a current federal acquisition best practice, as determined by DoD and GAO. For instance, it's how the Air Force buys a new fighter. Two complete systems are acquired, and they pick the best and go from there. I think we can apply it to CG-LIMS.

1. Conduct a source selection for a COTS EAM product and award a cost-reimbursement contract to two vendors (two separate COTS products) to produce a CG-LIMS prototype complying with the CONOPS, ORD and GFI. The GFI furnished would need to provide the data to use in configuring the prototype to meet our ORD. Recommended GFI includes current asset and supply side information for 4 assets/asset lines: FRC, CASA, NAIS, and the best representative (or mature) facility being managed in SAM. The contracts can begin before ADE2A and span beyond ADE2A, as this is a proven practice in DoD acquisitions. An important part of each contract will be ensuring that the delivered prototype includes enough documentation (i.e. DODAF OV-6 diagrams, system configuration details that future implementation teams familiar with the COTS tool will be able to understand and use) to show the detailed business rules and system configuration being supported by the prototype.
2. The PMO chooses the best value Prototype from the competition and awards a fixed-price contract for enterprise use of the tool for CG-LIMS (including licenses).
3. Compete and award Post-ADE2 tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to maintain a TD sandbox, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.
4. Compete and award implementation contracts in accordance with either Alternative 1 or 3. It is assumed that combining this strategy with Alternative 4 would be cost prohibitive so early in the project.

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 2 - Two Phase: Tool



Pros / Cons

Pros

- Same Pros as Alternative 1 or 3 for implementation acquisition strategy.
- Directly supports the evaluation criteria "minimize time to demonstrated software." A full user interfacing CG-LIMS system will be available to touch and feel earlier in the project.
- Raises confidence level that the best and most usable COTS for Coast Guard users is selected for CG-LIMS.
- Competition incentivizes EAM vendors to configure and deliver a CG-LIMS solution quickly and with the highest performance attainable.
- High risk requirements, such as Deployability, will be addressed early in the project and more easily assessed by Sponsor/requirements managers.

- Implementation work will begin with a pre-configured CG-LIMS, not an unconfigured/blank box. The SE IPT will focus on validating business rules supported, opposed to the more time-intensive effort of defining the detailed business rules to support the ORD.
- Sprints of agile development should be faster and cheaper (pre-configured system required less configuration and testing).
- Raises the probability of fielding a usable system, as the top two contenders give the government a real system configured to Coast Guard business rules. Government can conduct usability testing on a real system configured to Coast Guard business rules to quantitatively assess usability.
- Senior leadership and user community will see what CG-LIMS looks and feels like as a complete system sooner than waiting for all sprints of Segment 1 to finish.
- Enterprise licenses may be cheaper with the extra competition when prototypes are being evaluated.
- Supports the [Defense Science Board Task Force recommended acquisition model](#) (Architectural Development and Risk Reduction Prototype prior to Release 1).
- Identifies unobtainable requirements early
- Reduces implementation costs
- Give the government a true look at the configured product before obligating its self
- Offers the potential to start implementing earlier if prototype offers significant benefits (i.e. start implementing prototype while continuing Type 2 TD).
- Minimize risk in selecting wrong tool. Tried and true!
- A hybrid of this alternative might entail the coupling the Tool with the Prime Contractor and allow the TD to be a concurrent evaluation of both. Multiple TD threads then allow for the evaluation of multiple tools and Prime Contractors. The most successful could then be chosen for the LIMS implementation.

Cons

- Conducting the technology demonstration within the strict communication guidelines of a source selection process will limit the governments need for open communication to accomplish the outcomes of the [Technology Demonstration](#).
- We're not building a jet. We're implementing COTS tools. Strategies suited for building a jet may not be appropriate for COTS tech refresh of IT system.
- Same Cons as Alternative 1 or 3 for implementation acquisition strategy.
- Government must develop GFI early in implementation timeline.
- Government must develop OV-5s for Supply Chain Management early in implementation timeline.
- May be longer to IOC/FOC due to time for Type 1 TD.
- Lose the domain knowledge of having different implementers for each segment (multiple learning curves negatively affects LLC and time to IOC/FOC).
- First fielded segment will come later, because the initial prototypes must be delivered prior to implementation, where a paper source selection has the implementation contract(s) starting sooner on the timeline.
- More cost upfront to conduct the Competitive Prototypes. Is it worth this extra time and money? Or can simple RFP provide enough info to make correct decision?
- No guarantee that the vendors winning the implementation contract(s) had any part in the initial configuration of the winning prototype (although nothing preventing the people who configured the prototype from competing for implementation).
- No guarantee that implementers will be the best with the tool selected.

- As mentioned in description an important part of each contract will be ensuring each delivered prototype includes enough supporting documentation. I think this is easier said than done.
 - PMO must know and ask for exactly what it needs to support/build onto prototype (no less, no more)
 - There is a counter argument that due to the competition, vendors will strive for elegant solutions that employ proven industry best practice. You may not need to include vast amounts of detail, but focus on performance based solutions. The requirements are high level for a reason...the goal is a system that efficiently accomplishes the need within the boundaries of our identified requirements. The detail is what the vendors will provide. Concur that the GFI must include more fidelity regarding boundaries and constraints (for example, we have inventory points within the Coast Guard not identified in the ORD, and those inventory points have limitations, such as capacity, location, etc.).
 - Proper and correct configuration documentation including requirements traceability is a must and would have to be audited for each prototype.
 - Concur, and this comes at a substantial cost. But the benefit of identifying up front the solution for data mapping asset configuration data from each of our main legacy logistics systems to the new EAM tool will have tremendous value, and shorten the schedule during the sprints. For example, each vendor will have to figure out how migrate data from VLS to the Prototype. The recipe for doing it should be one of the contract deliverables. That recipe can then be used post prototype to migrate other surface assets. Likewise, the recipe for migrating data from ALMIS to the Prototype should be delivered under contract. This can then be applied to other "modernized" product lines during the sprint cycles. Same idea for SAM. High cost up front, huge dividends down the road. Vendors will be putting in the extra effort because they are incentivised to deliver more than the minimum acceptable under contract, because they don't win the big, long-term CG-LIMS contract if their competition does it better.
 - While cost may be high to acquire the above information for two systems, due to competition incentive, it won't be double the cost, and the end result should have much higher initial performance with much lower cost and schedule risk (less uncertainty).
- Increased need for fairness oversight and non-disclosure of acquisition sensitive information during competition to avoid protest.
- Contract administration and documentation possibly increased significantly during competition.
- FRC, CASA, and NAIS still in Acquisition, GFI may be more difficult to obtain and manage than with a system in O&M (multiple contractor involvement).
 - Specific asset lines selected for prototypes not a critical part of this alternative, as long as a ship, aviation asset, C4 asset, and facility are used.

Input received from Industry and asked to post anonymously:

We appreciate the information publically posted relative to the acquisitions alternatives being considered. The alternatives selected appear well researched and viable to various degrees. We would like to 'weigh in' on Alternative 2 – Two Phased: Tool. In addition to the 'Pros' listed, we believe that side-by-side prototypes can also serve to demonstrate the differences between tools grouped in the 'EAM' domain and tools grouped as 'PLM.' We don't think mere paper (RFx) and product demo's will sufficiently draw out the differences.

PM reply -- We'll continue to share the requirements as we know them. Our CONONP and ORD have been an open book (see [References](#) page for them and others). If paper and product demo's are insufficient to demonstrate how they meet requirements, what do you recommend? Anyone (original poster or anyone else) can reply by editing the section and starting reply with three colons to indent. Or you can [send me a note](#) to remain anonymous. -[Daniel.p.taylor](#) 17:42, 4 February 2011 (UTC)

To be sure, definition and capability boundaries within the ERP/EAM/PLM/SCM landscape are blurred to some degree. We pursued CG-LIMS regardless the references to EAM because we believe the requirements of CG-LIMS are uniquely PLM. We felt that clarifying software domain definitions was not as important as being the best solution to address the requirements. However, the posted wiki guidance to Gardner's EAM Magic Quadrant must have alarmed all technology providers not included in the EAM Magic Quadrant. Evidently, the references to EAM were not simply a neutral/generic descriptor for the program type but rather aligned with the more specific definition/capability set of the EAM domain. This is perplexing to us. As we understand the CG-LIMS requirements we find it largely aligned with the requirements that PLM addresses throughout the A&D community.

PM reply: Sorry to alarm anyone. There nothing truly "magic" about Gartner's quadrant. You're unlikely to see an RFX for this project that says the tool must appear in Gartner's magic quadrant for a specific type of tool in a specific industry vertical. Your point on asking for a PLM versus an EAM tool is well taken. We will be clear in next RFX that we're looking for a COTS tool that meets our requirements, whether that's an EAM/ERP/PLM/PDQ tool. My real need is for an ASAP tool. :-) [Daniel.p.taylor](#) 17:42, 4 February 2011 (UTC)

Again, in addition to the advantages cited on the wiki, we recommend an in-depth prototype of PLM alongside EAM to fully assess requirement fit and to better inform the decision.

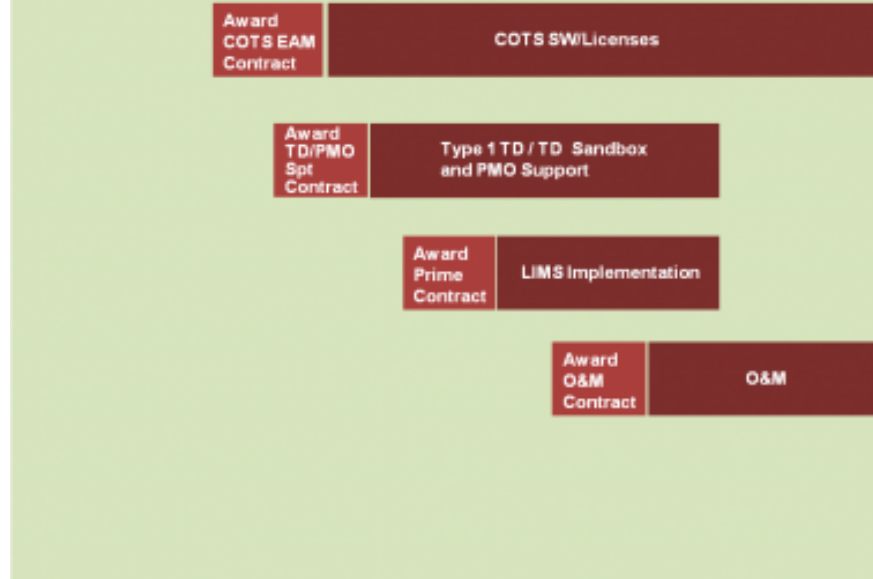
More input received via e-mail: How will govt ensure that different COTS tools are proposed and selected fairly by each bidder if there is a requirement for separate COTS tools to be evaluated? i.e., how will company B know what company A proposed as to not eliminate themselves if they are into multiple COTS tool business (sell product X and product Y)? I understand how this strategy works for a fighter jet, but will it really work for COTS IT when there are so many vendors, many licensed to pitch multiple EAM tools?

Alternative 3: Single Implementer

- This alternative includes a tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to implement type 1 TDs before the prime implementation contract is in place, maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 3 – Single Implementer



Pros / Cons

Pros

- Continuity of contractor implementing program (same as Alt number 2).
 - Easier to build working relationship with one implementer
 - Supporting documentation would be in one location being developed by one implementer.
- Cheaper than number 2 b/c no multiple product TDs.
- Same Pros as number 2, minus COTS/product TD efforts.
- Very straight forward... one product selected by way of RFP, one TD awarded by way of RFP, and one vendor selected by way of RFP.
- Equally puts weight of Product and Vendor on same level (one choice for each, with each being a 50% factor in succesful solution).
- Although concur with con below on maintenance efforts, SDA would be able to focus more on implementing then O&M.
- Use of TDs minimizes risk through implementation
- Use of agile and one implementation contract supports flexibiloity to quickly (re) prioritize requirements, and scale segments based on funding

- Ability to scale segments allows for optimal (minimal where appropriate) time for IOC
- Fewer contracts in this strategy reduces the overall procurement time associated with this alternative, and thus the overall time to FOC
- Rollout of functionality to the field as appropriate; can be planned to minimize the training required of any specific user community

Cons

- Equally puts weight of Product and Vendor on same level (one choice for each, with each being a 50% factor in successful solution)... less room for error.
- It will become very complicated to coordinate the maintenance efforts with the developer and separate maintainer (i.e. finger pointing when something goes wrong...if the maintainers have to do a security patch then how does it get back to the developer to incorporate and what happens if it affect functionality) - THIS CON is ACROSS THE BOARD FOR ALL ALTERNATIVES
- Implementation costs will be higher than Alternative 2 (Why?) - yeah, why?
 - Blank box vs. Pre-configured COTS
 - Data mapping from VLS, ALMIS, SAM still required
 - Developing OV-6c level business process vs. validating OV-6c level process
 - Due to desire to have user facing releases delivered every 6-9 months, more work required for each sprint (see above bullets) means less functionality per sprint means more total sprints required, or more time between releases.
- Limited scalability.

Alternative 4: TD to Select Prime

What the Whiteboard said:

1. Select the tool
 - a. RFQ
 - b. Get Quotes
 - c. Paper evaluation
 - d. Make selection and award TO for licenses and support

Then, 2. Select the Prime Contractor (SDA)

- a. RFP
- b. Proposals
- c. Paper evaluation
- d. Award up to 4 IDIQ contracts and the initial TO under each to provide tech demo using the selected tool (source selection process is NOT complete).
- e. Evaluate the demos
- f. ADE-2 and brief to Source Selection Authority
- g. Make final selection and award 2nd TO for Sprint 1 to the winner.

- Includes a tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to

maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.

Pros / Cons

Pros:

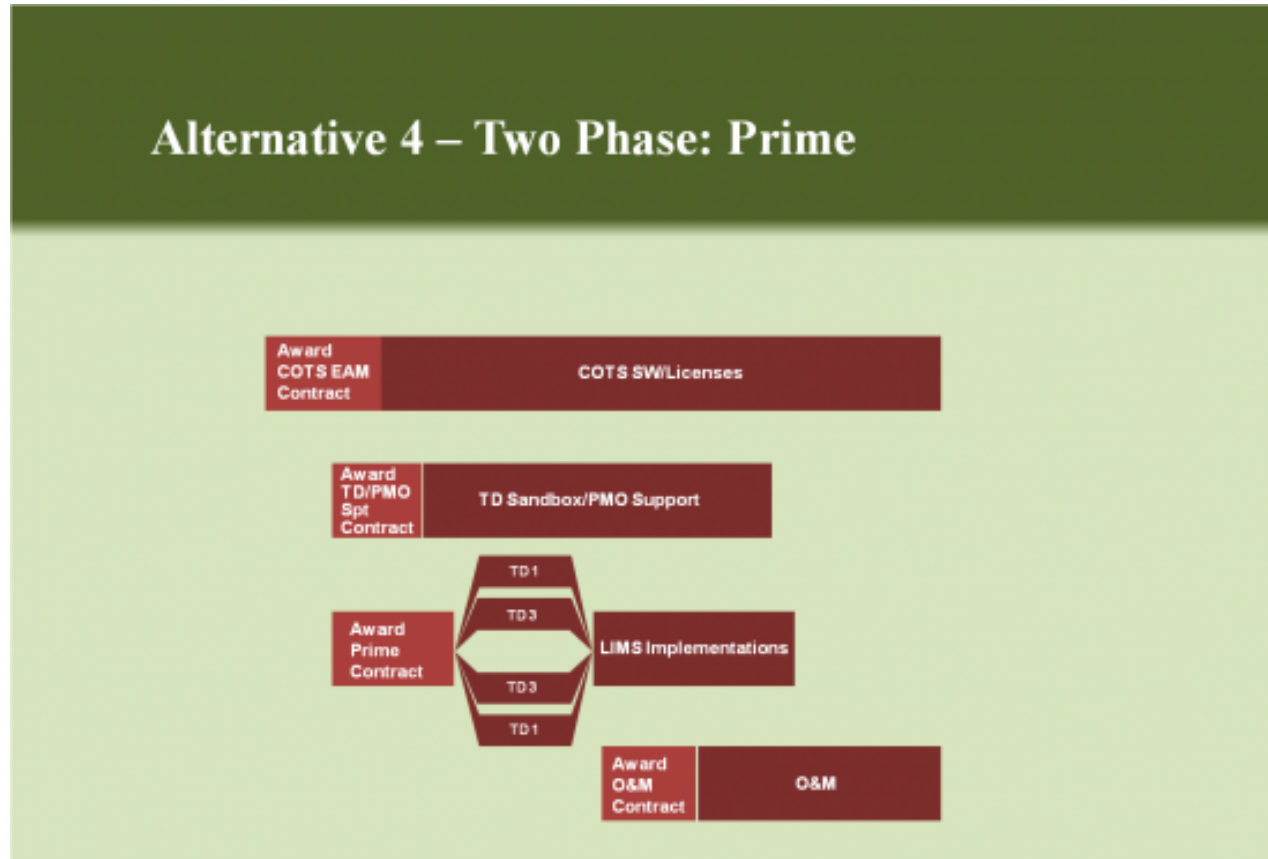
1. Contractor selection is based on "real" work, not just a paper proposal.
2. Multiple tech demos using the same tool should give us high validity on the mitigated risks and unknowns.
3. Ability to quickly move from pre-ADE-2 tech demo to post ADE-2 execution. (added by [Daniel.p.taylor](#) 21:17, 28 January 2011 (UTC))
4. Mitigated risk of having selected incorrect tool by way of ensuring that you select the right contractor to support the chosen tool (who could then have proven to be very "agile").
5. Ability to constrain the tech demonstration competition in cost and schedule. RFP can set time schedule/limit. Multiple contract TOs (1 to X awards) can be firm fixed price (FFP).
6. Easier managed competition- level playing field: Tech demo for each offeror will use common core EAM tool (CG selected), RFP requires demo on common pilot business process.
7. Ability to see and evaluate 'best of breed' integrator (highest risk in project RMB)
8. Another consideration that cuts across all four of the alternatives for the Technology Demonstrators is the usage of IDIQ vehicles. Since speed, flexibility, and affordability are key drivers for the Technology Demonstrator phase, in this scenario the USCG, as the system integrator, can award technical orders quickly; USCG controls the number of awardees and the cost and duration of the task orders; phasing can be easily structured to down select integrators, tools, and combinations, into follow on phases. In terms of affordability, the task orders can be structured to award based on CAIV criteria to maximize USCG "bang for the buck" in the TD phase. This could be a useful tool in the near (or even longer term) to take on "right size chunks" and lower technology risks in shorter technology/implementation incremental task orders.

Cons:

- Pushes risk deep into acquisition. Requires awarding up to four major contracts prior to reducing much of the current risk through a Type 1 [Technology Demonstration](#)
1. We have to get in bed with multiple contractors before we get the learning benefits of the tech demo.
 2. We're not likely to get blessing to defer ADE-2 that long.
 3. Where to set IDIQ ceiling?
 4. Difficulty in maintaining a level playing field during the tech demos.
 5. Potential that the pre-ADE-2 demo has grown into something too large to start and do quickly. (added by [Daniel.p.taylor](#) 21:17, 28 January 2011 (UTC))
 6. If the tool has already been selected, I question the benefit (and cost) of having multiple contractors demo the same tool.
 7. "Bulky" approach and potentially unwieldy (lots of moving parts to manage and ensure that we move in an "agile" manner)!
 8. Assumes tool is correct... puts onus on Implementor (could also be a Pro... see number 4 above).
 9. 4 separate demos add more complexity and work without guaranteed reduction in risk. why not three demos if trying to save time?

Twist on the above that's just occurring to me: Award tech demos (maybe at a Gov't established FFP) on the basis of technical proposals only and then hold our price competition? Or, award tech demos to multiple firms and then restrict competition for SDA to only those firms. I'll stop brainstorming in public now.

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.



Other

Deleted content since it was not related to Acq Strat and wasn't vetted within core team. If you want to see the content, click on link below to go to that section before I deleted it.

https://wiki.citizen.apps.gov/CGLIMS/index.php?title=Strategy_Alternatives&oldid=1913#Ideas_we_don.27t_want_to_lose.2C_although_they_may_not_be_relevant_for_acquisition_strategy

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Strategy Alternatives

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

This page lists the complete strategies distilled from the [Strategy Brainstorming](#) page. We'll use this page between now and 15 Feb 2011 to solidify guiding principles, evaluation criteria, and final alternatives.

The [Strategy Brainstorming](#) page has been a great help. Expert judgement, informed by those ideas, and guided by clear principles will be used to develop the final alternatives. Those alternatives will be compared using the [Analytic Hierarchy Process](#) process.

The core team with MITRE assistance built and used an AHP model in Expert Choice on 3 Feb 2001. The results of that work are captured on the [Decision Model](#) page.

Please don't feel compelled to carry over all the specific critique from [Strategy Brainstorming](#) page. We have that and can refer to it as needed. As we start to list options, we'll need to figure out how to capture the critique. Team decided in 31 Jan meeting to simply start a list of pros and cons with each alternative.

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Guiding Goals & Principles

This list was used to help focus on important things to move from the many brainstormed ideas into concrete alternative strategies that could be compared to status quo.

- Speed to real demonstrated product that users can see as working software. (Not necessarily fielded production system)
- Respect MSAM lanes
 - Acquirer
 - Sponsor
 - Tech Authorities
- Clear enough plan to get through acquisition milestones
- Reduce the burden on our field units
- Simple conceptual model consistent with nature of project: COTS technology refresh of legacy environment
- Manage risk. Accept reasonable risk.
- As required by FAR Part 1, think outside the box.
- Legal.
- Sound strategy is more important than policy. Internal DHS and CG policy can be tailored.

- Facilitates CG's role as successful system integrator

Evaluation Criteria

Original six (keep for this list for reference, use the next section to edit):

- minimize cost
- maximize ability for Coast Guard to act as system integrator
- deliverable in small useable segments
- scalable based on annual funding
- schedule: minimize time to market for IOC & FOC & total implementation time
- effectiveness: extent to which ORD requirements are met

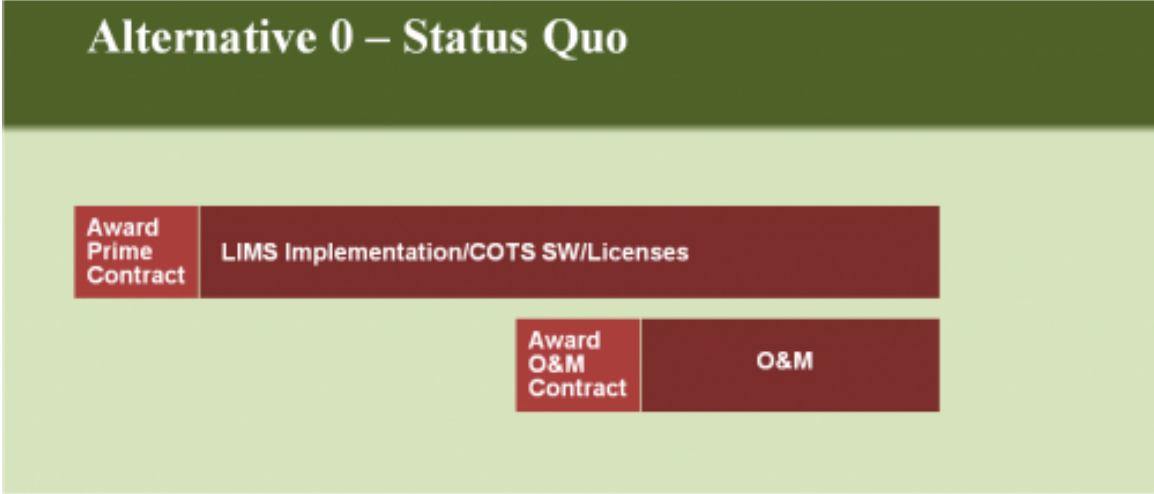
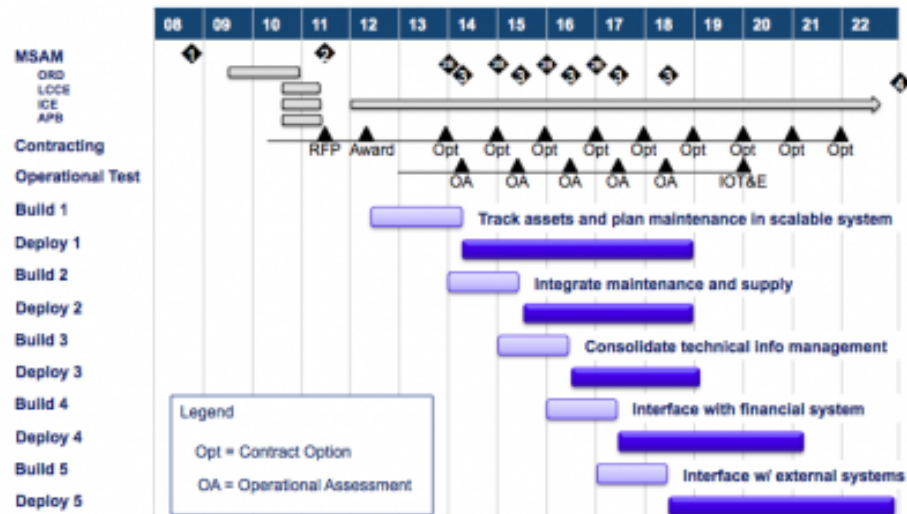
Revised evaluation criteria:

- minimize LCC
- minimize cost uncertainty (this may be separate or may be part of top level "cost" criteria)
- flexibility to quickly (re) prioritize requirements
- deliverable in small useable segments
- scalable based on funding
- minimize time to demonstrated software
- minimize time to market for IOC & FOC & total implementation time
- minimize burden on field

Alternatives

Current Acquisiton Strategy

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.



Characteristics

- Developed in functional segments and rolled out sequentially through all communities as soon as each functional segment completed.
- Single contract with options. Base segment 1, remainder options.
- Single contract includes interim contractor support.
- Does not include tech demonstration
- Does not include agile approach
- Segments 18 months long, ~ 8 year implementation.
- Much cost uncertainty

Pros / Cons

Pros

- MSAM compliant
- It's business as usual" and therefore may be deemed less risky.
- PMO documentation has already been developed for this strategy, but can be updated for new strategy.
- Single contract for Government to administer, manage – should allow stable PMO organization
- Lesson learned in early segments improve integration process in later segments
- Logical sequence of segment integration for logistics info system
- Deliverable in stand-alone functional blocks or 'chunks'
- Comfortable approach consistent with tangible major acquisitions

Cons

- Costs WAY too much
- Takes WAY too long
- Un-executable
- Multiple acquisition events (design reviews, tests, ADEs, etc) lengthen scheduled time, multiply manpower for implementation, inflates costs
- No risk reduction stage/proof of concept. Only after single large contract is awarded is attempt made to integrate with other systems, review business processes etc.
- No competition available after initial award, no incentives for performance
- Without agile approach makes it much more difficult to re-prioritize requirements (would require contract mod each time)
- Segments are large --- would increase time to IOC, and would negatively affect ability to scale based on funding
- Requires multiple training sessions for user communities, based on rollout of available functionality - would negatively affect burden on field

Changes applied to all alternatives to Current Strategy

Differences from Status Quo (This list is common to all alternatives)

Short Version:

- redefined segments
- redefined rollout strategy
- split off tool purchase
- added tech demo
- brought in O&M contractor earlier (basically IOC vice FOC)
- uses Agile methodology

Longer Version:

0) Include Pre ADE-2 Type 1 Technology Demonstration:

We are refining what we mean by a pre ADE-2 Technology Demonstration. Initial thoughts were captured on the [Strategy Brainstorming](#) page, sorted by SELC benefit. A revised, prioritized list is maintained on the [Technology Demonstration](#) page.

The key points of the picture below are:

- competitively selected tool

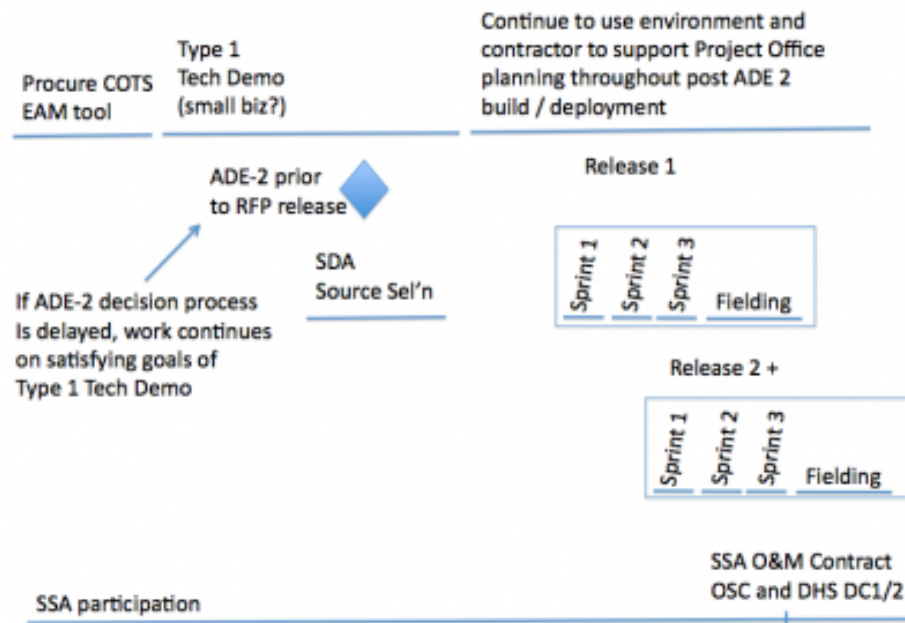
For industry to best support the US Coast Guard, we need to understand your definition of EAM. A good starting point is the link found here: http://en.wikipedia.org/wiki/Enterprise_asset_management

From the PM -- The Wikipedia definition isn't bad. The Coast Guard requirements for what the tool must do are in the CONOP and ORD, which are linked from the [References](#) page. The RFP will be based on those requirements. The tools that satisfy those requirements are sometimes called Enterprise Asset Management tool in the industry. A quick Google search on "enterprise asset management" magic quadrant returned some of Gartner's publicly available research on COTS EAM tools for some industries. That's consistent with an answer to question received on the [Questions and Answers](#) page back in December. - [Daniel.p.taylor](#) 00:25, 3 February 2011 (UTC)

To provide constructive feedback on pro's and con's, Industry needs to understand how the EAM Tool selection will take place.

From the PM -- Feel free to make an assumption about how the CG will select, then share pros and cons that flow from that assumption. Or if it helps focus your feedback, you can assume the source selection will be based on a combination of a paper proposal and product demonstrations including Coast Guard specified scenarios. - [Daniel.p.taylor](#) 00:25, 3 February 2011 (UTC)

- tool procured in quantities to support a competitive contract for pre ADE-2 tech demo
- Type 1 tech demo conducted to achieve outcomes listed in [Technology Demonstration](#)
- competitively awarded development contract



1) Remove RCM (maintain functionality in COTS, but move analysis outside of contract). Decision removes substantial contractual risk around deployment and data migration.

2) Deployment strategy: Rollout more complete functionality by user community (aviation, vessels, facilities, and C4ISR). Results in earlier decommission of legacy systems, leading to higher/faster ROI, reduced training requirements/cost, reduced time users forced to use two systems.

3) Development strategy: Redefine segments to the following (note: segments can be developed concurrently, based on Government resources):

- Segment 1: Core functionality that crosses all user communities (will be rolled out concurrently with segments 2) (Govt should identify what this core functionality is)
- Segment 1a: Aviation specific functionality & legacy logistics and legacy financial system integration
- Segment 1b: Vessel specific functionality & legacy logistics and legacy financial system integration
- Segment 1c: Facility specific functionality & legacy logistics and legacy financial system integration
- Segment 1d: C4ISR specific functionality & legacy logistics and legacy financial system integration
- Segment 2: TASC system integration
- Segment 3: HR integration and other external interfaces

- You can't live in a foundation. First useable segment will be 1 and 1x.

4) Delivery Schedule

Tangible delivery each 6-9 months. May be up to a year for first segment.

5) Procure COTS EAM tool separately from COTS Implementation Contractor

6) Use Technology Demonstration Projects

- Type 1 after selection of COTS EAM tool and before award to Prime Contractor to better size cost/risk associated with implementation activities
- Type 2 throughout implementation as appropriate to minimize cost/implementation risks. Details of the Type 2 tech demonstration will be fleshed out in the prime contractor's agile methodology.

7) Use agile techniques throughout implementation

Project should be thought of as Agile COTS Technology Refresh

Description: Treat the ORD as the product backlog (Agile term: a list of features or functions of a product). The product backlog elements are prioritized by the Sponsor and PMO. The core team (PMO and Contractor) will select the product elements to be included in each sprint (Agile term: a cycle). Each sprint delivers a set of product functionality with a defined ROI. A deliverable 'chunk', the product elements of a sprint, are introduced to a specific product line. After an initial product line is completed, and full functionality is achieved, it is considered to be the CG-LIMS 'technology demonstrator'. After that, lessons learned and adjustments are applied and deployment is made to other product lines in a sequential order.

Details of description above need to be fleshed out. Bottom line is that we intend to use an agile methodology post ADE 2 to build out system. Our use of the pre ADE-2 Type 1 technology demonstration is clear. How we will use a Type 2 technology demonstration within agile methodology is less clear today, but will be clarified soon. - [Daniel.p.taylor](#) 01:25, 9 February 2011 (UTC)

Can require contractor to propose an initial set of sprints in their proposal, with the schedule for implementation and the required government resources to implement; this can be refined after award in execution, but will give an up-front concept of how the contractor thinks it will be executed

Two quick primers on Agile:

http://en.wikipedia.org/wiki/Agile_software_development

[http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))

Quick Agile SCRUM presentation in < 10 Min's here:

<http://www.youtube.com/watch?v=Q5k7a9YEoUI>

Agile considerations

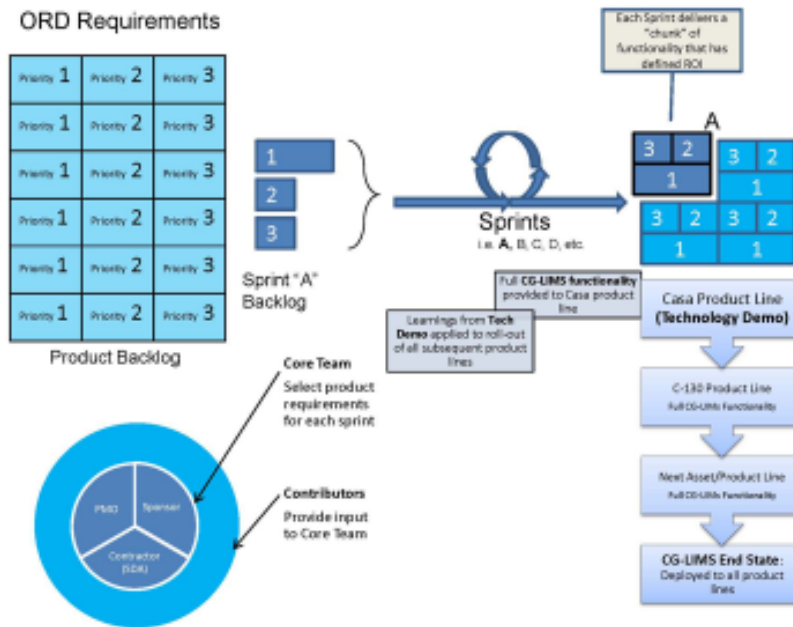
Pros

- Quicker product development cycle than traditional waterfall
- Dedicated teams are focused on core functionality
- Empowered officials decide on direction
- Documentation is developed to support the required acquisition gate documents; can build upon existing documents (i.e., SELC documents) rather than create anew

Challenges:

- Need to spend the first few months to determine the core software infrastructure, environment set up, sequence of sprints, baseline solution/ vision/overall plan
- Ensure that planning includes development of paths to meet gate reviews and tailor them based on what kind of issue we are facing
- USCG personnel must be dedicated, which may be challenging in a resource-constrained environment. In particular, PMO will need personnel to establish the scope and direction of the sprints
- Scrums are most effective in small tasks. Must be able to break the big task up into smaller chunks, while maintaining flexibility.

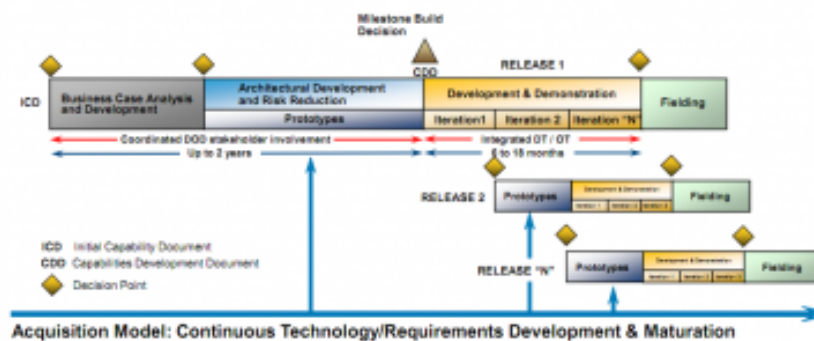
See below for visual representation of this alternative. Click image to view / download full size.



This approach is consistent with the recommendations of the March 2009 Report of the Defense Science Board Task Force: [Department of Defense Policies and Procedures for the Acquisition of Information Technology](#). After reviewing a whole bunch of stuff over the past 2 months, I think the Agile COTS Tech Refresh approach closely matches this model, which a whole bunch of smart folks have said is a good idea.



Recommended Acquisition Process Chapter 6 of March 2009 DSB Report

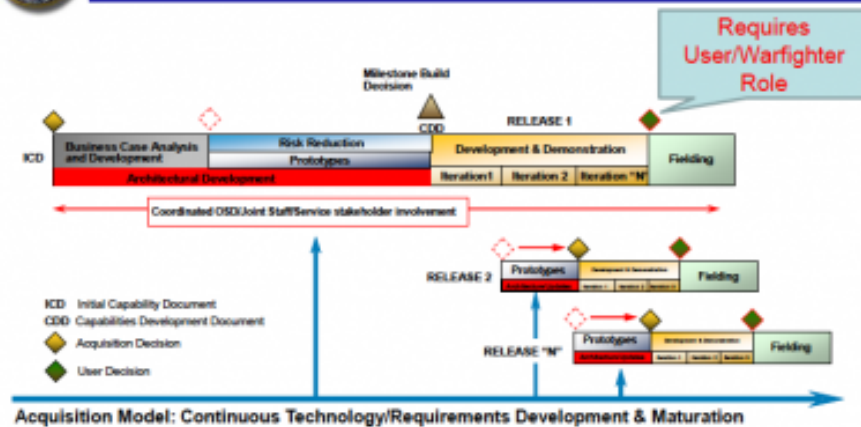


- Move From "Waterfall" to "Agile" (iterative and incremental) Delivery Model
- Move From Single Delivery to Multiple (Small) Deliveries
- Move From "Capstone" Events to Continual Stakeholder Involvement /Business Process
- Move From Program-Centric to "Enterprise-centric" (Loose Coupling/Centralized Governance)
- Move To Increase User Role at Beginning and Throughout Lifecycle
- Move From Discrete/Serial to Integrated "Continual" Test/Evaluation

See also slide 18 of http://www.peosyscom.net/pdf/Emerging_IT_Acquisition.pdf. It emphasizes user involvement throughout process, and pushes acquisition milestone to more appropriate point. We are empowered to tailor MSAM to this process. Feel empowered to look at these examples and propose a tailoring plan that will best serve the users of CG-LIMS.



Recommended Change to DSB Chapter 6 Model



Acquisition Model: Continuous Technology/Requirements Development & Maturation

Changes to Chapter 6 DSB Model

- Acknowledgement of architecture development throughout
- Approval to enter risk reduction/prototyping at initial decision point
- Formalize User decision-making role and involvement within the acquisition system
- Continual "hands on" involvement of stakeholders throughout (DSB stopped at Build)
- Add consistency to acquisition decision-making between Release 1 and subsequent releases

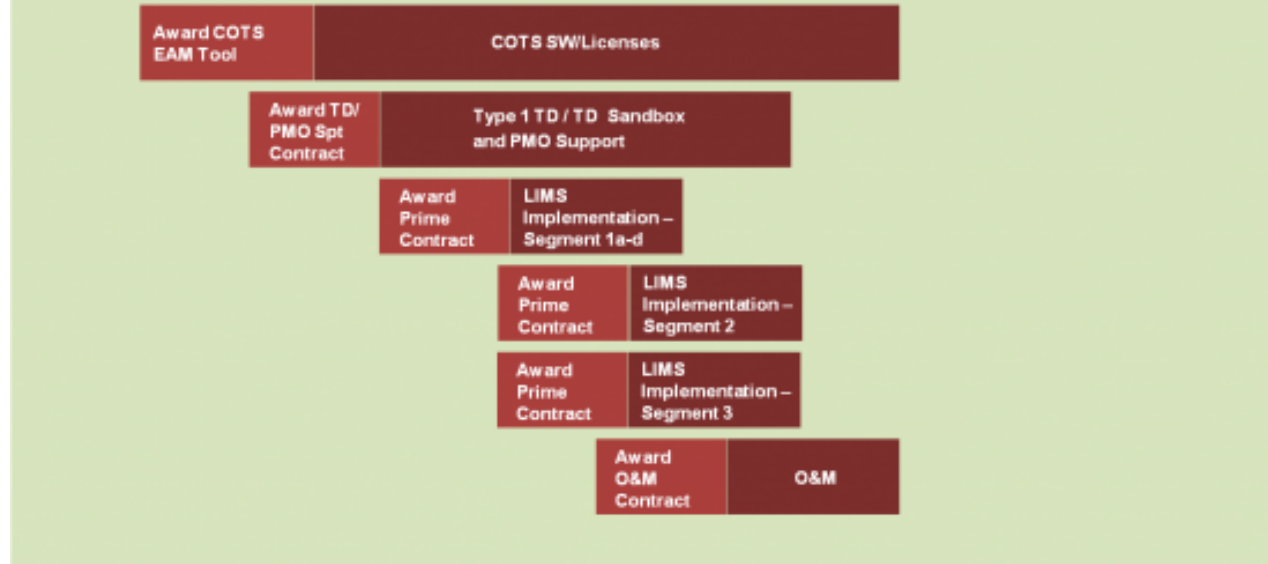
8) Contract for O&M separately from implementation

Alternative 1: Multiple Implementers

- Award one contract for implementation of segment 1
- Award each remaining segment to separate implementation contractors
- Compete and award tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to implement type 1 TDs before the prime implementation contract is in place, maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.
- Limits cost/scope/risk of initial implementation contract.
- Increases competition as using multiple contracts for implementation; can better size cost/risk associated with segments 2 and 3 based on experience from segment 1

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 1- Multiple Implementers



Pros / Cons

Pros

- maximizes competition
- affords you opportunity to have one contractor for full roll-out, or switch contractors based on performance. Provides options.
- mitigates risk of contractor performance failure
- Use of Type 1 TD lowers later risks associated with implementation
- Provides early demonstratable software product

Cons

- Possible drain on PMO and Contracting Office resources, managing multiple implementors/contracts
- Coordination (if needed) between implementors could be challenging
- Switching contractors in the midst of implementation is introduces complexity and risk

- Ramp up time for separate implementation contractors could increase costs
- Lose potential to combine training for different segments at same location (negatively affects burden on field)
- Lose the domain knowledge of having different implementers for each segment (multiple learning curves negatively affects LLC and time to IOC/FOC).
- Data migration from legacy databases may be an issue (especially if we are relying on the various implementation contracts to do the data migration)
- With multiple contracts there is more opportunity for protest and project delays (could negatively affect time to IOC/FOC)
- The multiple vendor option was considered by the Alternatives Analysis team in 2009 and discredited as too risky and expensive.
- Slows down progress and process by possibly having many contracts/RFPs and multiple contractors to manage (negatively affects time to IOC/FOC).
- As requirements "bucketed" within the scope of each contract, negatively affects ability to re-prioritize requirements when they cross contracts

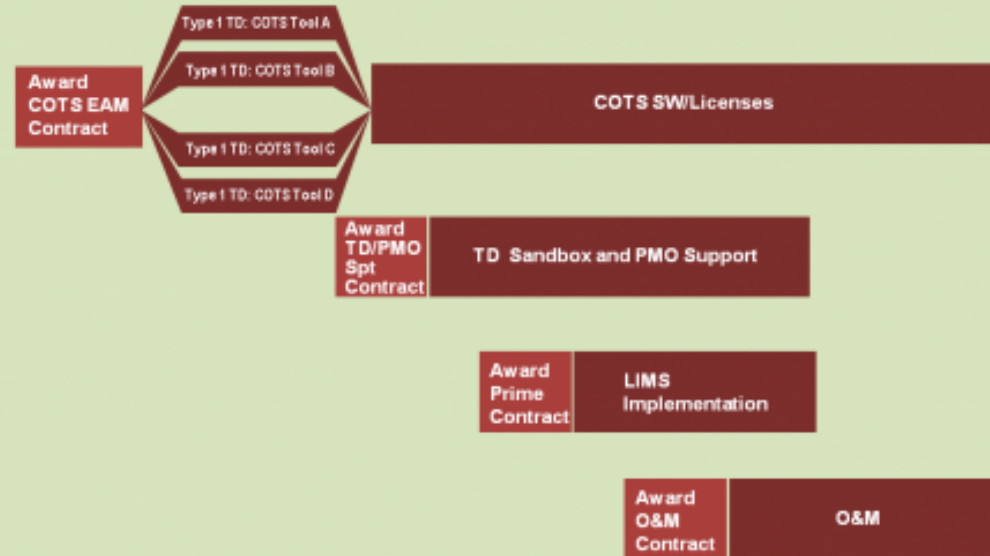
Alternative 2: TD to Select Tool

Background: DoD has mandated acquiring Competitive Prototypes for Major Defense Acquisition Programs ([DoD Acquisition Policy Amendment](#)). While we do not fall under this mandate, it does represent a current federal acquisition best practice, as determined by DoD and GAO. For instance, it's how the Air Force buys a new fighter. Two complete systems are acquired, and they pick the best and go from there. I think we can apply it to CG-LIMS.

1. Conduct a source selection for a COTS EAM product and award a cost-reimbursement contract to two vendors (two separate COTS products) to produce a CG-LIMS prototype complying with the CONOPS, ORD and GFI. The GFI furnished would need to provide the data to use in configuring the prototype to meet our ORD. Recommended GFI includes current asset and supply side information for 4 assets/asset lines: FRC, CASA, NAIS, and the best representative (or mature) facility being managed in SAM. The contracts can begin before ADE2A and span beyond ADE2A, as this is a proven practice in DoD acquisitions. An important part of each contract will be ensuring that the delivered prototype includes enough documentation (i.e. DODAF OV-6 diagrams, system configuration details that future implementation teams familiar with the COTS tool will be able to understand and use) to show the detailed business rules and system configuration being supported by the prototype.
2. The PMO chooses the best value Prototype from the competition and awards a fixed-price contract for enterprise use of the tool for CG-LIMS (including licenses).
3. Compete and award Post-ADE2 tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to maintain a TD sandbox, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.
4. Compete and award implementation contracts in accordance with either Alternative 1 or 3. It is assumed that combining this strategy with Alternative 4 would be cost prohibitive so early in the project.

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 2 - Two Phase: Tool



Pros / Cons

Pros

- Same Pros as Alternative 1 or 3 for implementation acquisition strategy.
- Directly supports the evaluation criteria "minimize time to demonstrated software." A full user interfacing CG-LIMS system will be available to touch and feel earlier in the project.
- Raises confidence level that the best and most usable COTS for Coast Guard users is selected for CG-LIMS.
- Competition incentivizes EAM vendors to configure and deliver a CG-LIMS solution quickly and with the highest performance attainable.
- High risk requirements, such as Deployability, will be addressed early in the project and more easily assessed by Sponsor/requirements managers.

- Implementation work will begin with a pre-configured CG-LIMS, not an unconfigured/blank box. The SE IPT will focus on validating business rules supported, opposed to the more time-intensive effort of defining the detailed business rules to support the ORD.
- Sprints of agile development should be faster and cheaper (pre-configured system required less configuration and testing).
- Raises the probability of fielding a usable system, as the top two contenders give the government a real system configured to Coast Guard business rules. Government can conduct usability testing on a real system configured to Coast Guard business rules to quantitatively assess usability.
- Senior leadership and user community will see what CG-LIMS looks and feels like as a complete system sooner than waiting for all sprints of Segment 1 to finish.
- Enterprise licenses may be cheaper with the extra competition when prototypes are being evaluated.
- Supports the [Defense Science Board Task Force recommended acquisition model](#) (Architectural Development and Risk Reduction Prototype prior to Release 1).
- Identifies unobtainable requirements early
- Reduces implementation costs
- Give the government a true look at the configured product before obligating its self
- Offers the potential to start implementing earlier if prototype offers significant benefits (i.e. start implementing prototype while continuing Type 2 TD).
- Minimize risk in selecting wrong tool. Tried and true!
- A hybrid of this alternative might entail the coupling the Tool with the Prime Contractor and allow the TD to be a concurrent evaluation of both. Multiple TD threads then allow for the evaluation of multiple tools and Prime Contractors. The most successful could then be chosen for the LIMS implementation.

Cons

- Conducting the technology demonstration within the strict communication guidelines of a source selection process will limit the governments need for open communication to accomplish the outcomes of the [Technology Demonstration](#).
- We're not building a jet. We're implementing COTS tools. Strategies suited for building a jet may not be appropriate for COTS tech refresh of IT system.
- Same Cons as Alternative 1 or 3 for implementation acquisition strategy.
- Government must develop GFI early in implementation timeline.
- Government must develop OV-5s for Supply Chain Management early in implementation timeline.
- May be longer to IOC/FOC due to time for Type 1 TD.
- Lose the domain knowledge of having different implementers for each segment (multiple learning curves negatively affects LLC and time to IOC/FOC).
- First fielded segment will come later, because the initial prototypes must be delivered prior to implementation, where a paper source selection has the implementation contract(s) starting sooner on the timeline.
- More cost upfront to conduct the Competitive Prototypes. Is it worth this extra time and money? Or can simple RFP provide enough info to make correct decision?
- No guarantee that the vendors winning the implementation contract(s) had any part in the initial configuration of the winning prototype (although nothing preventing the people who configured the prototype from competing for implementation).
- No guarantee that implementers will be the best with the tool selected.

- As mentioned in description an important part of each contract will be ensuring each delivered prototype includes enough supporting documentation. I think this is easier said than done.
 - PMO must know and ask for exactly what it needs to support/build onto prototype (no less, no more)
 - There is a counter argument that due to the competition, vendors will strive for elegant solutions that employ proven industry best practice. You may not need to include vast amounts of detail, but focus on performance based solutions. The requirements are high level for a reason...the goal is a system that efficiently accomplishes the need within the boundaries of our identified requirements. The detail is what the vendors will provide. Concur that the GFI must include more fidelity regarding boundaries and constraints (for example, we have inventory points within the Coast Guard not identified in the ORD, and those inventory points have limitations, such as capacity, location, etc.).
 - Proper and correct configuration documentation including requirements traceability is a must and would have to be audited for each prototype.
 - Concur, and this comes at a substantial cost. But the benefit of identifying up front the solution for data mapping asset configuration data from each of our main legacy logistics systems to the new EAM tool will have tremendous value, and shorten the schedule during the sprints. For example, each vendor will have to figure out how migrate data from VLS to the Prototype. The recipe for doing it should be one of the contract deliverables. That recipe can then be used post prototype to migrate other surface assets. Likewise, the recipe for migrating data from ALMIS to the Prototype should be delivered under contract. This can then be applied to other "modernized" product lines during the sprint cycles. Same idea for SAM. High cost up front, huge dividends down the road. Vendors will be putting in the extra effort because they are incentivised to deliver more than the minimum acceptable under contract, because they don't win the big, long-term CG-LIMS contract if their competition does it better.
 - While cost may be high to acquire the above information for two systems, due to competition incentive, it won't be double the cost, and the end result should have much higher initial performance with much lower cost and schedule risk (less uncertainty).
- Increased need for fairness oversight and non-disclosure of acquisition sensitive information during competition to avoid protest.
- Contract administration and documentation possibly increased significantly during competition.
- FRC, CASA, and NAIS still in Acquisition, GFI may be more difficult to obtain and manage than with a system in O&M (multiple contractor involvement).
 - Specific asset lines selected for prototypes not a critical part of this alternative, as long as a ship, aviation asset, C4 asset, and facility are used.

Input received from Industry and asked to post anonymously:

We appreciate the information publically posted relative to the acquisitions alternatives being considered. The alternatives selected appear well researched and viable to various degrees. We would like to 'weigh in' on Alternative 2 – Two Phased: Tool. In addition to the 'Pros' listed, we believe that side-by-side prototypes can also serve to demonstrate the differences between tools grouped in the 'EAM' domain and tools grouped as 'PLM.' We don't think mere paper (RFx) and product demo's will sufficiently draw out the differences.

PM reply -- We'll continue to share the requirements as we know them. Our CONONP and ORD have been an open book (see [References](#) page for them and others). If paper and product demo's are insufficient to demonstrate how they meet requirements, what do you recommend? Anyone (original poster or anyone else) can reply by editing the section and starting reply with three colons to indent. Or you can [send me a note](#) to remain anonymous. -[Daniel.p.taylor](#) 17:42, 4 February 2011 (UTC)

To be sure, definition and capability boundaries within the ERP/EAM/PLM/SCM landscape are blurred to some degree. We pursued CG-LIMS regardless the references to EAM because we believe the requirements of CG-LIMS are uniquely PLM. We felt that clarifying software domain definitions was not as important as being the best solution to address the requirements. However, the posted wiki guidance to Gardner's EAM Magic Quadrant must have alarmed all technology providers not included in the EAM Magic Quadrant. Evidently, the references to EAM were not simply a neutral/generic descriptor for the program type but rather aligned with the more specific definition/capability set of the EAM domain. This is perplexing to us. As we understand the CG-LIMS requirements we find it largely aligned with the requirements that PLM addresses throughout the A&D community.

PM reply: Sorry to alarm anyone. There nothing truly "magic" about Gartner's quadrant. You're unlikely to see an RFX for this project that says the tool must appear in Gartner's magic quadrant for a specific type of tool in a specific industry vertical. Your point on asking for a PLM versus an EAM tool is well taken. We will be clear in next RFX that we're looking for a COTS tool that meets our requirements, whether that's an EAM/ERP/PLM/PDQ tool. My real need is for an ASAP tool. :-) [Daniel.p.taylor](#) 17:42, 4 February 2011 (UTC)

Again, in addition to the advantages cited on the wiki, we recommend an in-depth prototype of PLM alongside EAM to fully assess requirement fit and to better inform the decision.

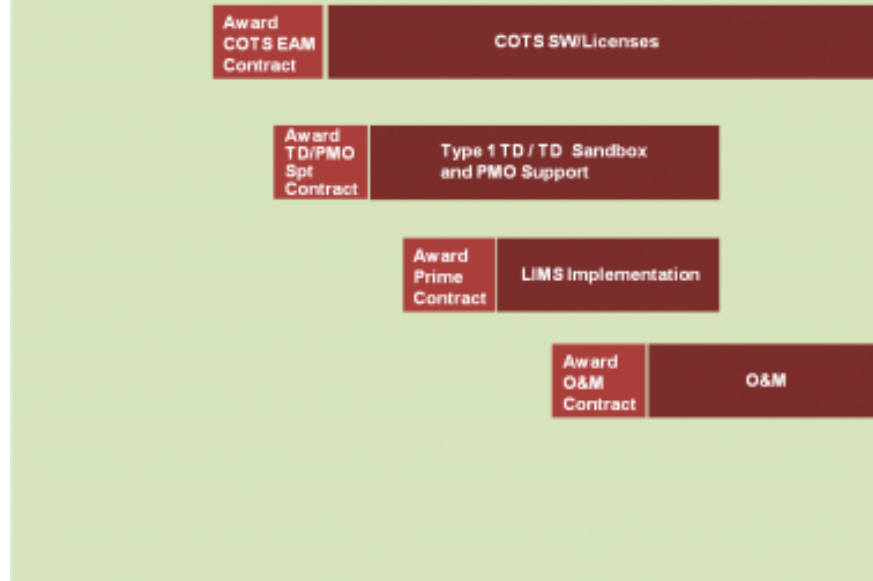
More input received via e-mail: How will govt ensure that different COTS tools are proposed and selected fairly by each bidder if there is a requirement for separate COTS tools to be evaluated? i.e., how will company B know what company A proposed as to not eliminate themselves if they are into multiple COTS tool business (sell product X and product Y)? I understand how this strategy works for a fighter jet, but will it really work for COTS IT when there are so many vendors, many licensed to pitch multiple EAM tools?

Alternative 3: Single Implementer

- This alternative includes a tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to implement type 1 TDs before the prime implementation contract is in place, maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.

The picture below is a screencap of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.

Alternative 3 – Single Implementer



Pros / Cons

Pros

- Continuity of contractor implementing program (same as Alt number 2).
 - Easier to build working relationship with one implementer
 - Supporting documentation would be in one location being developed by one implementer.
- Cheaper than number 2 b/c no multiple product TDs.
- Same Pros as number 2, minus COTS/product TD efforts.
- Very straight forward... one product selected by way of RFP, one TD awarded by way of RFP, and one vendor selected by way of RFP.
- Equally puts weight of Product and Vendor on same level (one choice for each, with each being a 50% factor in successful solution).
- Although concur with con below on maintenance efforts, SDA would be able to focus more on implementing then O&M.
- Use of TDs minimizes risk through implementation
- Use of agile and one implementation contract supports flexibility to quickly (re) prioritize requirements, and scale segments based on funding

- Ability to scale segments allows for optimal (minimal where appropriate) time for IOC
- Fewer contracts in this strategy reduces the overall procurement time associated with this alternative, and thus the overall time to FOC
- Rollout of functionality to the field as appropriate; can be planned to minimize the training required of any specific user community

Cons

- Equally puts weight of Product and Vendor on same level (one choice for each, with each being a 50% factor in successful solution)... less room for error.
- It will become very complicated to coordinate the maintenance efforts with the developer and separate maintainer (i.e. finger pointing when something goes wrong...if the maintainers have to do a security patch then how does it get back to the developer to incorporate and what happens if it affect functionality) - THIS CON is ACROSS THE BOARD FOR ALL ALTERNATIVES
- Implementation costs will be higher than Alternative 2 (Why?) - yeah, why?
 - Blank box vs. Pre-configured COTS
 - Data mapping from VLS, ALMIS, SAM still required
 - Developing OV-6c level business process vs. validating OV-6c level process
 - Due to desire to have user facing releases delivered every 6-9 months, more work required for each sprint (see above bullets) means less functionality per sprint means more total sprints required, or more time between releases.
- Limited scalability.

Alternative 4: TD to Select Prime

What the Whiteboard said:

1. Select the tool
 - a. RFQ
 - b. Get Quotes
 - c. Paper evaluation
 - d. Make selection and award TO for licenses and support

Then, 2. Select the Prime Contractor (SDA)

- a. RFP
- b. Proposals
- c. Paper evaluation
- d. Award up to 4 IDIQ contracts and the initial TO under each to provide tech demo using the selected tool (source selection process is NOT complete).
- e. Evaluate the demos
- f. ADE-2 and brief to Source Selection Authority
- g. Make final selection and award 2nd TO for Sprint 1 to the winner.

- Includes a tech demonstration/PMO support contract to run concurrent with prime implementation contract. This contract will be used to

maintain a TD sandbox throughout implementation, and provide support to the PMO in areas including prioritization of requirements, sustainment planning, and testing.

Pros / Cons

Pros:

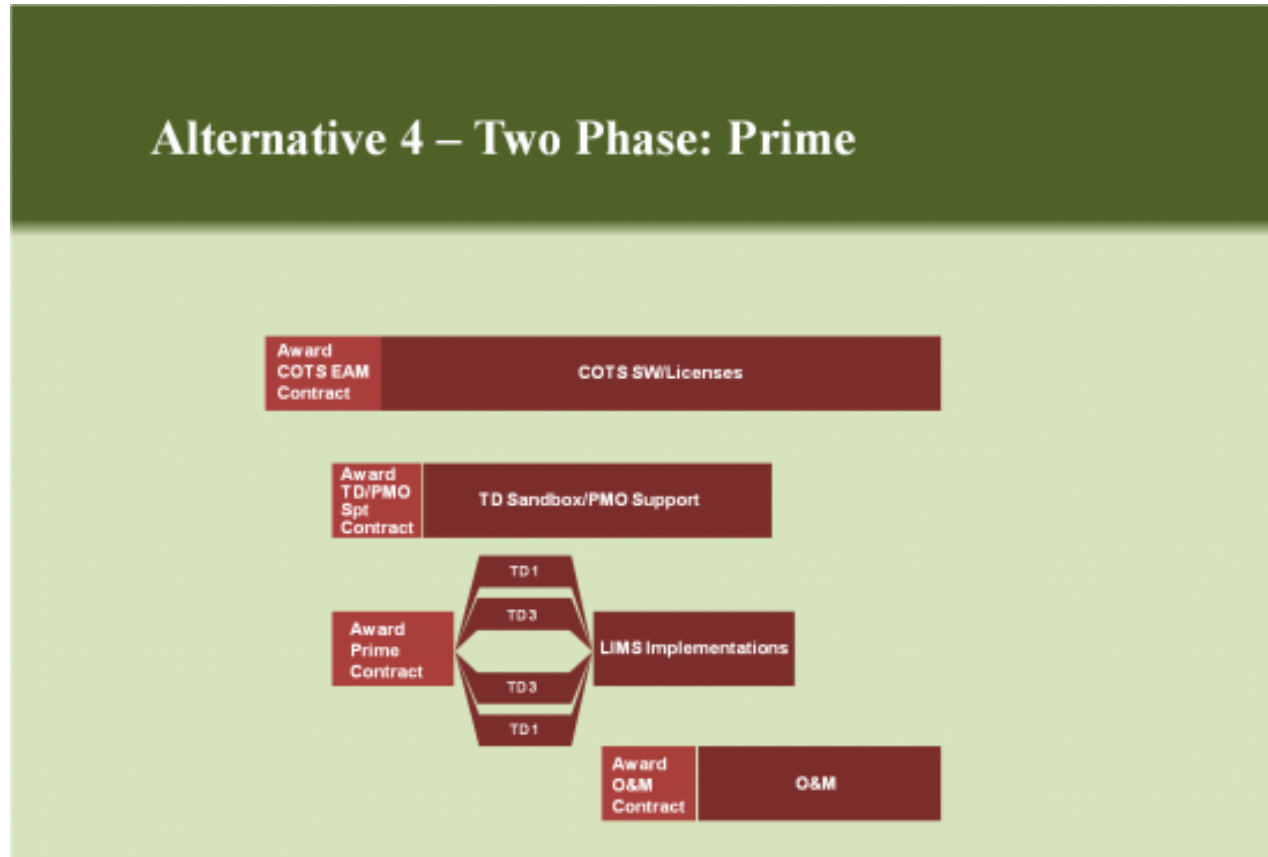
1. Contractor selection is based on "real" work, not just a paper proposal.
2. Multiple tech demos using the same tool should give us high validity on the mitigated risks and unknowns.
3. Ability to quickly move from pre-ADE-2 tech demo to post ADE-2 execution. (added by [Daniel.p.taylor](#) 21:17, 28 January 2011 (UTC))
4. Mitigated risk of having selected incorrect tool by way of ensuring that you select the right contractor to support the chosen tool (who could then have proven to be very "agile").
5. Ability to constrain the tech demonstration competition in cost and schedule. RFP can set time schedule/limit. Multiple contract TOs (1 to X awards) can be firm fixed price (FFP).
6. Easier managed competition- level playing field: Tech demo for each offeror will use common core EAM tool (CG selected), RFP requires demo on common pilot business process.
7. Ability to see and evaluate 'best of breed' integrator (highest risk in project RMB)
8. Another consideration that cuts across all four of the alternatives for the Technology Demonstrators is the usage of IDIQ vehicles. Since speed, flexibility, and affordability are key drivers for the Technology Demonstrator phase, in this scenario the USCG, as the system integrator, can award technical orders quickly; USCG controls the number of awardees and the cost and duration of the task orders; phasing can be easily structured to down select integrators, tools, and combinations, into follow on phases. In terms of affordability, the task orders can be structured to award based on CAIV criteria to maximize USCG "bang for the buck" in the TD phase. This could be a useful tool in the near (or even longer term) to take on "right size chunks" and lower technology risks in shorter technology/implementation incremental task orders.

Cons:

- Pushes risk deep into acquisition. Requires awarding up to four major contracts prior to reducing much of the current risk through a Type 1 [Technology Demonstration](#)
 1. We have to get in bed with multiple contractors before we get the learning benefits of the tech demo.
 2. We're not likely to get blessing to defer ADE-2 that long.
 3. Where to set IDIQ ceiling?
 4. Difficulty in maintaining a level playing field during the tech demos.
 5. Potential that the pre-ADE-2 demo has grown into something too large to start and do quickly. (added by [Daniel.p.taylor](#) 21:17, 28 January 2011 (UTC))
 6. If the tool has already been selected, I question the benefit (and cost) of having multiple contractors demo the same tool.
 7. "Bulky" approach and potentially unwieldy (lots of moving parts to manage and ensure that we move in an "agile" manner)!
 8. Assumes tool is correct... puts onus on Implementor (could also be a Pro... see number 4 above).
 9. 4 separate demos add more complexity and work without guaranteed reduction in risk. why not three demos if trying to save time?

Twist on the above that's just occurring to me: Award tech demos (maybe at a Gov't established FFP) on the basis of technical proposals only and then hold our price competition? Or, award tech demos to multiple firms and then restrict competition for SDA to only those firms. I'll stop brainstorming in public now.

The picture below is a screenshot of a slide from <https://wiki.citizen.apps.gov/CGLIMS/index.php/File:Alternativesv6.ppt> . If you want to make changes, you can use that file as the starting point.



Other

Deleted content since it was not related to Acq Strat and wasn't vetted within core team. If you want to see the content, click on link below to go to that section before I deleted it.

https://wiki.citizen.apps.gov/CGLIMS/index.php?title=Strategy_Alternatives&oldid=1913#Ideas_we_don.27t_want_to_lose.2C_although_they_may_not_be_relevant_for_acquisition_strategy

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Decision Model

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

This page has results of the model built and used as a decision-making aid on 3 Feb 2011.

We might choose to add some text to explain some of the images.

Video Walkthrough

YouTube: <http://www.youtube.com/watch?v=8VvnPwFEB-Q>

CG Portal: <https://cgportal.uscg.mil/CTL/1N3591A>

Screen Captures

Expert Choice 20110203.CG-LIMS_changed_goal_name_but_nothing_else.ahpz

File Edit Assessment Synthesize Sensitivity-Graphs View Go Tools Help

1.000 Goal: Executable CG-LIMS Acquisition Strategy

Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
- Flexibility to quickly (re) prioritize requirements (L: .129)
- Deliverable in Small Useable Segments (L: .116)
- Scalable Based on Funding (L: .128)
- Minimize Time to Demonstrated SW (L: .155)
- Minimize Time to IOC/FOC (L: .114)
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.185
Alt 2: TD to select tool	.220
Alt 3: Single implementer	.223
Alt 4: TD to select prime	.218
Status Quo	.154

Information Document

Expert Choice 20110203.CG-LIMS.ahpz

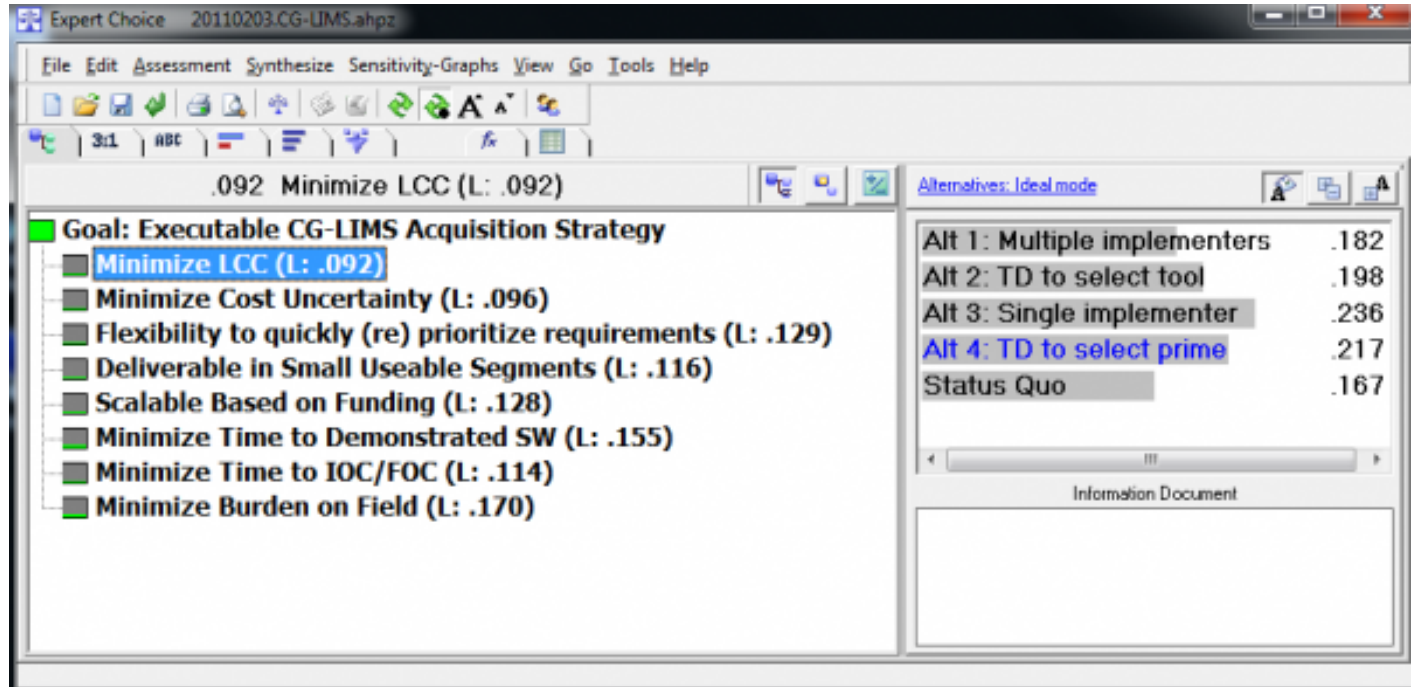
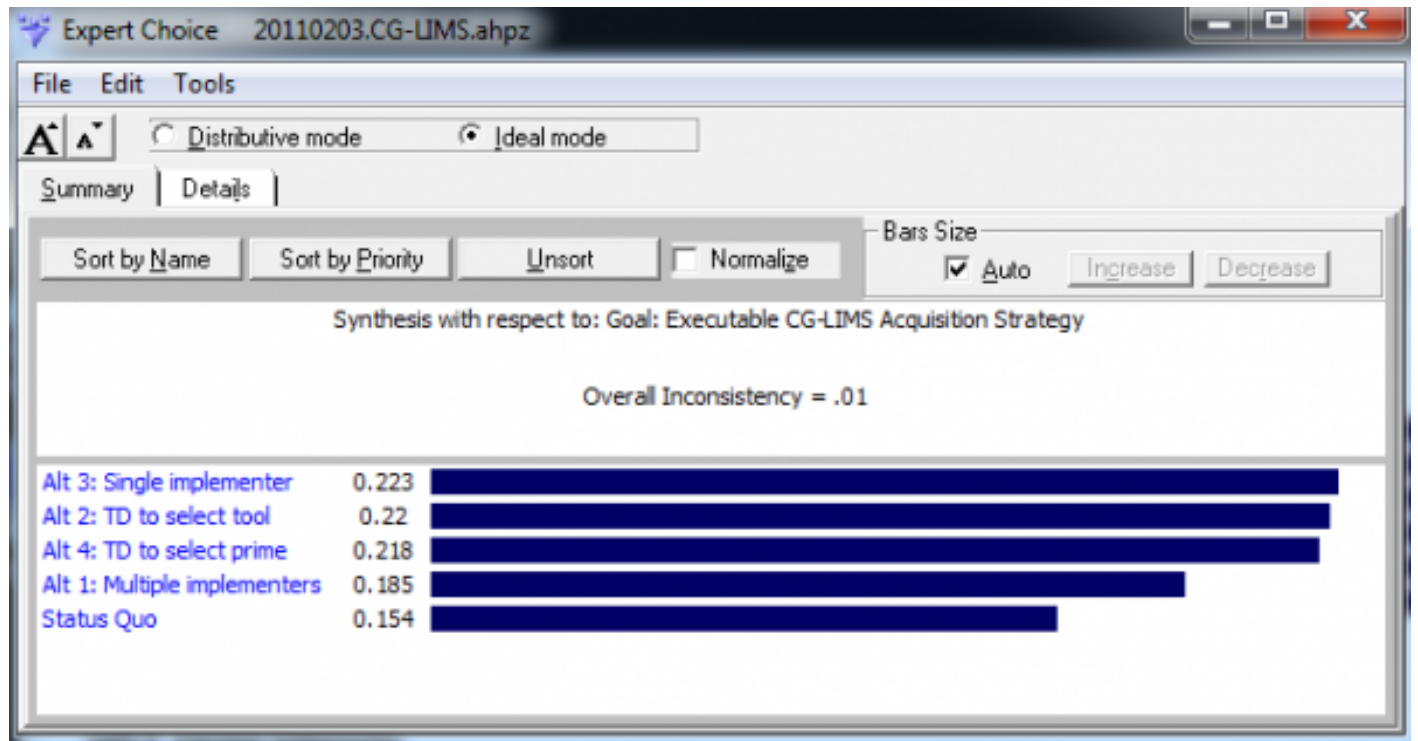
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Sort by... Name Priority Unsort Normalize Continue

Priorities with respect to:
Goal: Executable CG-LIMS Acquisition Strategy

Minimize Burden on Field	.170	<div style="width: 100%;"></div>
Minimize Time to Demonstrated SW	.155	<div style="width: 90%;"></div>
Flexibility to quickly (re) prioritize requirements	.129	<div style="width: 75%;"></div>
Scalable Based on Funding	.128	<div style="width: 74%;"></div>
Deliverable in Small Useable Segments	.116	<div style="width: 68%;"></div>
Minimize Time to IOC/FOC	.114	<div style="width: 66%;"></div>
Minimize Cost Uncertainty	.096	<div style="width: 56%;"></div>
Minimize LCC	.092	<div style="width: 54%;"></div>

Inconsistency = 0.01
with 0 missing judgments.



Expert Choice 20110203.CG-LIMS.ahpz

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.096 Minimize Cost Uncertainty (L: .096)

Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)**
- Flexibility to quickly (re) prioritize requirements (L: .129)
- Deliverable in Small Useable Segments (L: .116)
- Scalable Based on Funding (L: .128)
- Minimize Time to Demonstrated SW (L: .155)
- Minimize Time to IOC/FOC (L: .114)
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.177
Alt 2: TD to select tool	.219
Alt 3: Single implementer	.201
Alt 4: TD to select prime	.233
Status Quo	.170

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Expert Choice 20110203.CG-LIMS.ahpz

File Edit Assessment Synthesize Sensitivity-Graphs View Go Tools Help

.129 Flexibility to quickly (re) prioritize requirements (L: .129)

Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
- Flexibility to quickly (re) prioritize requirements (L: .129)**
- Deliverable in Small Useable Segments (L: .116)
- Scalable Based on Funding (L: .128)
- Minimize Time to Demonstrated SW (L: .155)
- Minimize Time to IOC/FOC (L: .114)
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.184
Alt 2: TD to select tool	.220
Alt 3: Single implementer	.220
Alt 4: TD to select prime	.220
Status Quo	.156

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Expert Choice 20110203.CG-LIMS.ahpz

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.116 Deliverable in Small Useable Segments (L: .116) Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
- Flexibility to quickly (re) prioritize requirements (L: .129)
- **Deliverable in Small Useable Segments (L: .116)**
- Scalable Based on Funding (L: .128)
- Minimize Time to Demonstrated SW (L: .155)
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- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.184
Alt 2: TD to select tool	.220
Alt 3: Single implementer	.220
Alt 4: TD to select prime	.220
Status Quo	.156

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.128 Scalable Based on Funding (L: .128) Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
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- Deliverable in Small Useable Segments (L: .116)
- **Scalable Based on Funding (L: .128)**
- Minimize Time to Demonstrated SW (L: .155)
- Minimize Time to IOC/FOC (L: .114)
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.178
Alt 2: TD to select tool	.211
Alt 3: Single implementer	.249
Alt 4: TD to select prime	.211
Status Quo	.151

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.155 Minimize Time to Demonstrated SW (L: .155)

Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
- Flexibility to quickly (re) prioritize requirements (L: .129)
- Deliverable in Small Useable Segments (L: .116)
- Scalable Based on Funding (L: .128)
- **Minimize Time to Demonstrated SW (L: .155)**
- Minimize Time to IOC/FOC (L: .114)
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.211
Alt 2: TD to select tool	.249
Alt 3: Single implementer	.211
Alt 4: TD to select prime	.178
Status Quo	.151

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Expert Choice 20110203.CG-LIMS.ahpz

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.114 Minimize Time to IOC/FOC (L: .114)

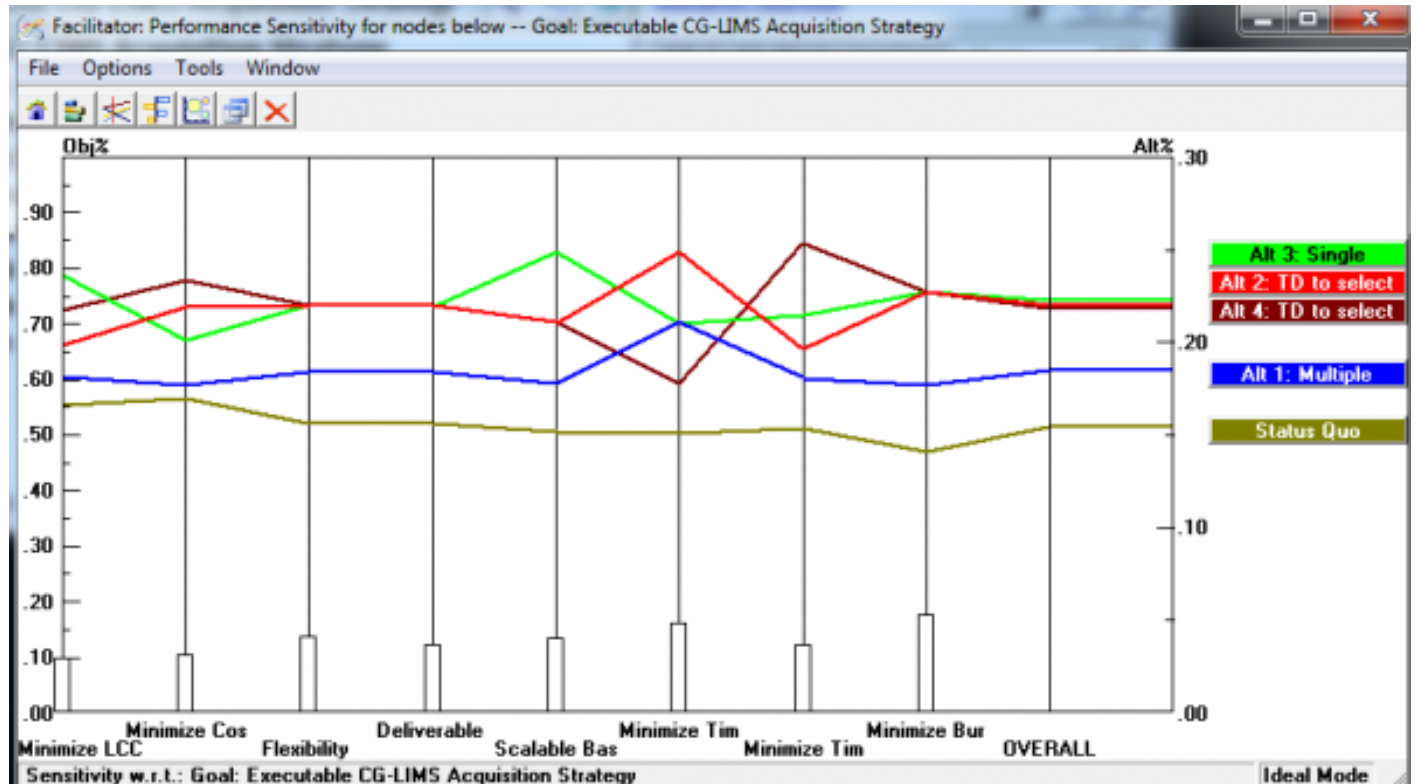
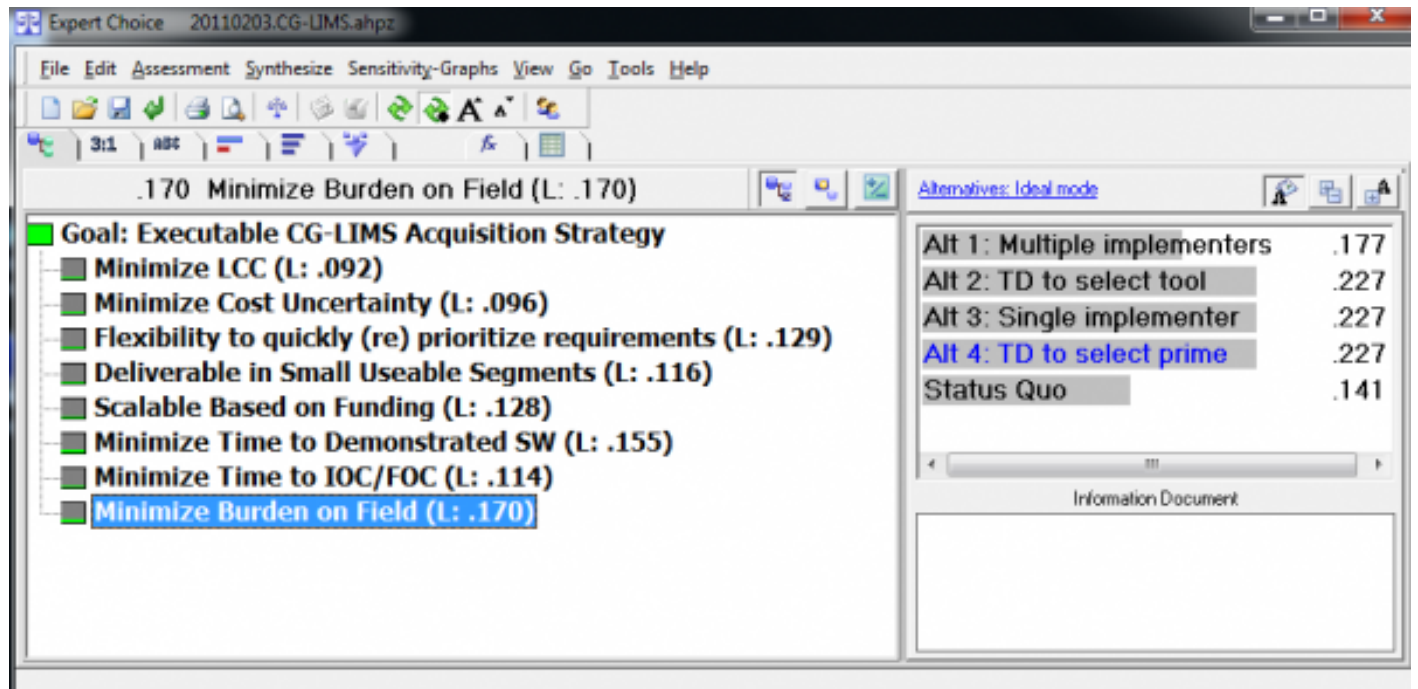
Alternatives: Ideal mode

Goal: Executable CG-LIMS Acquisition Strategy

- Minimize LCC (L: .092)
- Minimize Cost Uncertainty (L: .096)
- Flexibility to quickly (re) prioritize requirements (L: .129)
- Deliverable in Small Useable Segments (L: .116)
- Scalable Based on Funding (L: .128)
- Minimize Time to Demonstrated SW (L: .155)
- **Minimize Time to IOC/FOC (L: .114)**
- Minimize Burden on Field (L: .170)

Alt 1: Multiple implementers	.181
Alt 2: TD to select tool	.197
Alt 3: Single implementer	.215
Alt 4: TD to select prime	.253
Status Quo	.154

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REBOOT Final Report

From CGLIMS

UNOFFICIAL PREDECISIONAL DRAFT == UNOFFICIAL PREDECISIONAL DRAFT
== UNOFFICIAL PREDECISIONAL DRAFT

This page may eventually serve as the Reconsider Best Options Team (REBOOT) Final Report. It will be completed by 15 Feb 2011. The final product will be this wiki page.

The Decision Memo will be completed as a separate MS Word document.

Contents

- [1 Executive Summary](#)
- [2 Problem Statement](#)
- [3 Methodology](#)
 - [3.1 Scope](#)
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 - [3.3 Research](#)
 - [3.4 Alternatives](#)
 - [3.4.1 Status Quo](#)
 - [3.4.2 Changes common to Alternatives 1 through 4](#)
 - [3.4.3 Alternative 1: Multiple Implementers](#)

- [3.4.4 Alternative 2: TD to Select Tool](#)
- [3.4.5 Alternative 3: Single Implementer](#)
- [3.4.6 Alternative 4: TD to Select Prime](#)
- [3.5 Evaluation Criteria](#)
- [3.6 Decision Model](#)
- [4 Results](#)
 - [4.1 Preferred Alternative](#)
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Executive Summary

Big government IT projects fail more often than not. This page contains our plan to keep CG-LIMS small enough to succeed.

After completing an internal draft RFP and two system-wide cost estimates, the project office realized we had created another big IT project that was unlikely to achieve a favorable ADE-2 decision due to the cost uncertainty, technical risk, and sheer size.

The project manager chartered a group of six people to conduct a thorough assessment of the Acquisition Strategy, comparing the status quo with at least three other options.

The team reached out to industry, academia, and leaders of similar implementations in government. The team leveraged a GSA-hosted wiki platform for collaboration (<http://citizen.apps.gov>). The wiki is available for anyone to see and for anyone to edit after registration. In addition to the input received online, the team and the project manager met with and reviewed information provided by senior leaders who included members of the Army, Navy, Marine Corps, and Air Force. We also consulted with Gartner, MITRE, and DHS's Public Interest Network Integration Council (PINIC). The team engaged in focused research to learn lessons from other projects and from current industry and government trade groups. Finally, the team conducted an interview of over 500 Asset Logistics Management Information System (ALMIS) users.

An initial brainstorming phase was conducted to gather and collectively critique ideas from the sources above. At the end of that process, some common themes emerged for changes that should be applied to any alternative:

- Competitively select the COTS tool separate from the prime contractor
- Include a Pre ADE-2 Type 1 Technology Demonstration
- Deploy more complete capability to each asset community
- Use an Agile methodology post ADE-2
- Separate O&M contract from implementation contract

Four alternatives were developed, each with a different methodology to implement these changes. The distinguishing characteristics are the ways in which technology demonstrations are conducted within the source selection process, and the number of contractors used for the post ADE-2 build and deployment. The alternatives are titled:

1. Multiple Implementers
2. Technology Demonstration to select tool
3. Single Implementer
4. Technology Demonstration to select Implementer

The four alternatives were compared using an analytic hierarchy process (AHP) model in terms of the following eight criteria that were developed collaboratively.

- minimize Life Cycle Cost
- minimize cost uncertainty
- flexibility to quickly (re) prioritize requirements
- deliverable in small useable segments
- scalable based on funding
- minimize time to demonstrated software
- minimize time to market for IOC & FOC & total implementation time
- minimize burden on field

Pairwise ranking was done between each pair of criteria and between each pair of alternatives in terms of each criteria.

The preferred strategy is Alternative 3, the Single Implementer. It is the most straightforward implementation of the

changes that were made in all the alternatives. Alternative 3 includes competition at four points in the acquisition: tool, tech demonstration, build & deploy contractor, O&M contractor. It maximizes the government's ability to scale to available funding by avoiding the cost of the multiple tech demonstrations called for as part of the source selection decision in Alternatives 2 and 4. Further, by conducting the Pre ADE-2 technology demonstration in an awarded contract, rather than as part of source selection, the government is free to work closely with the contractor, and is therefore, most likely to achieve the goals of the demonstration. By using a single contractor for build & deployment, the government maximizes its ability to execute an agile methodology.

Decision needed:

- Sign decision memo to approve necessary first steps to support an ADE-2 decision: competitive selection of COTS tool and conduct technology demonstration with that tool prior to ADE-2 investment decision.
- Validate the PM's intended use of lessons learned from technology demonstration to tailor the acquisition process to select the prime contractor that will build and deliver CG-LIMS post ADE-2
- Provide executive support for high-level strategy

The next steps for the project office are to:

- Plan and execute competitive tool selection
- Plan and execute technology demonstration
- Prepare SELC Tailoring Plan prior to ADE-2 ... confident that leadership will consider it!

Problem Statement

The current acquisition strategy for CG-LIMS was approved in May 2009. That strategy called for delivery of capability in five segments, each competed to the maximum extent practical. Each segment included the software and services to configure, build, test, and deploy. The results of an Alternatives Analysis completed in October 2009 led us to modify the strategy given the cost and complexity of potentially integrating multiple contractors and multiple tools throughout the five segments.

An initial RFP was drafted within the project office for a single award with a base for segment 1 and options for segments 2 through 5. After drafting the RFP and estimating the project costs based on previous DoD COTS ERP and EAM implementations, it was clear to the team that the current CG-LIMS strategy costs too much, takes too long, and is too risky.

- Affordability
 - Out-year funding in the Capital Investment Plan is well below the ROM costs in the Alternatives Analysis. The estimates on the Project Lifecycle Cost Estimate and Independent Cost Estimate are still higher. Even if a bulletproof business case can be written, getting and maintaining support for a system with a total acquisition cost higher than TASC is unlikely. OMB and the Federal CIO have a renewed interest in high cost IT acquisitions. Projects of this size in other agencies have been cancelled or de-scoped this year. It is appropriate to examine other alternatives to deliver the capability at a lower cost.

- Schedule
 - Under the Status Quo, it will be at least eleven months from ADE 2 until the IT tool is selected. Although the tool itself is just one part of CG-LIMS, knowing that tool will allow better informed transition planning and optimal legacy sustainment decisions. The current plan does not allow prompt tool selection.
 - The current strategy does not provide clear vision of end state capability until eight years into the project when full functionality is configured for first user community.
 - There will be an extensive transition period while legacy data and systems are incrementally migrated to CG-LIMS. The length of time varies by system, but in the current plan, it is no less than six years.

- Risk
 - Since the cost estimate is based on high-level parametric analysis of other DoD implementations of varying success, there is uncertainty over whether those costs are applicable to CG-LIMS. Even if the total cost cannot be reduced, it is useful to reduce the cost uncertainty prior to ADE-2.
 - The cost, size, and timeline of the project as currently planned create risk that it may not maintain support within the agency, OMB, or Congress.
 - High integration, supportability, and usability risk is carried long into the project under the status quo.

There has been a sound high-level narrative for the project up to this point:

- start with business transformation before IT
- leverage legacy IT systems to greatest extent possible to move toward the desired business model
- seize every opportunity in legacy system maintenance to move toward a single Coast Guard business model
- plan to incrementally replace legacy systems with modern COTS tools

Although this vision is righteous, the project became too big, driven in part by the Acquisition organization's bias

toward delivering a major "System," and the need to complete a cost estimate for the entire system with only the parametric data available today. CG-LIMS is not a monolithic new single system that can be delivered "turn-key" by an SDA working independently of CG stakeholders. In the Major System Acquisition Process, we typically think of a "System" that way. We need to think differently, however, about delivering CG-LIMS; it is IT capability that will incrementally replace legacy logistics systems to support the desired business model.

Methodology

The project leadership began the strategic analysis process in July 2010. The project manager chartered a formal assessment of the strategy after the PMO completed a draft RFP and received initial results of an Independent Cost Estimate.

Scope

The Reconsider Best OptiOns Team (REBOOT) study was chartered by the CG-LIMS PM on Nov 29, 2010 to develop an executable acquisition strategy. [\[1\]](#).

The recommended strategy must:

- Steady the service by reducing risk, reducing uncertainty, and providing a clear CG-LIMS end-state as early as possible.
- Reduce cost
- Maximize ability for Coast Guard to act as system integrator
- Be delivered in small useable segments
- Be scalable based on available funding
- Reduce time to market for IOC and FOC
- Reduce implementation burden on field
- Reduce total implementation time

Organization

The core study team included six people:

- Co-Chair – CG-9334 – Project Manager – CAPT Taylor

- Co-Chair – CG-442 – Sponsor’s Representative – Mr. Sylvester
- CG-9123 – Contracting Officer – Ms. Spillane
- CG-0949 – Counsel – Mr. Winand
- CG-8 PMO – TASC PMO – CDR McCullar
- C4ITSC BOD-TAB – C4ISR Acquisition Technical Authority – CDR Mahr

Research

The team developed an action plan to reach out to experts including government, industry, academia, and analysts. We leveraged a GSA-hosted wiki platform for collaboration (<http://citizen.apps.gov>). The wiki is available for anyone to see and for anyone to edit after registration. We sent targeted invitations to participate in the process to the CG stakeholders for the project, to peers on other DoD programs, and to companies who had responded to the two previous Sources Sought Notices in FedBizOpps. Additionally, we posted an announcement in FedBizOpps, spread the news through the GovLoop.com blog and announced the wiki on Twitter.

The team shared the strategy brainstorming done within the project office and invited feedback on it. We were transparent about the goal and the facts that were compelling the reassessment. We identified a number of technical and contracting options. We developed evaluation criteria aligned with the charter and collected critiques of each option in terms of the specific evaluation criteria. The complete results of the brainstorming are captured on the [Strategy Brainstorming](#) page.

While conducting this initial analysis, the team reached out as a group to three external entities. The group sent specific invitations to members of DHS’s Public Interest Network Integration Council (PINIC). Their input was received on the wiki. We conducted a telephone conference with a Gartner analyst with decades of experience in EAM implementations. Notes from that conversation are on the [Whiteboard](#) page. The group travelled to Quantico for face-to-face benchmarking with project management and contracting staff on the USMC’s GCSS project, the DoD initiative most similar to CG-LIMS.

The project manager also met individually with several leaders, including the Army’s Deputy PEO for EIS, the Army’s Project Manager for the Enterprise System Integration Program, members of the SAF/ACPO office, staff of Navy PostGrad school, and the head of enterprise governance in DHS’s CIO office. Notes from these meetings are shared on the [Whiteboard](#) page. These sessions provided lessons learned and helped shape the team’s thinking in developing specific alternatives and evaluation criteria.

Team members also conducted focused research into other projects and current recommendations for change in

government. We looked in particular at the recommendations from the Report of the Defense Science Board Task Force: Department of Defense Policies and Procedures for the Acquisition of Information Technology, and at the Federal CIO's 25 Point Implementation Plan to Reform Federal Information Technology Management. We also studied examples from some DoD acquisitions that were successful in implementing rapid development strategies. The best example we found to steal lessons from is the Air Force's Integrated Strategic Planning and Analysis Network, or ISPAN.

Alternatives

Once the initial brainstorming was completed and captured on the [Strategy Brainstorming](#) page, the team established a short list of alternatives following these four steps:

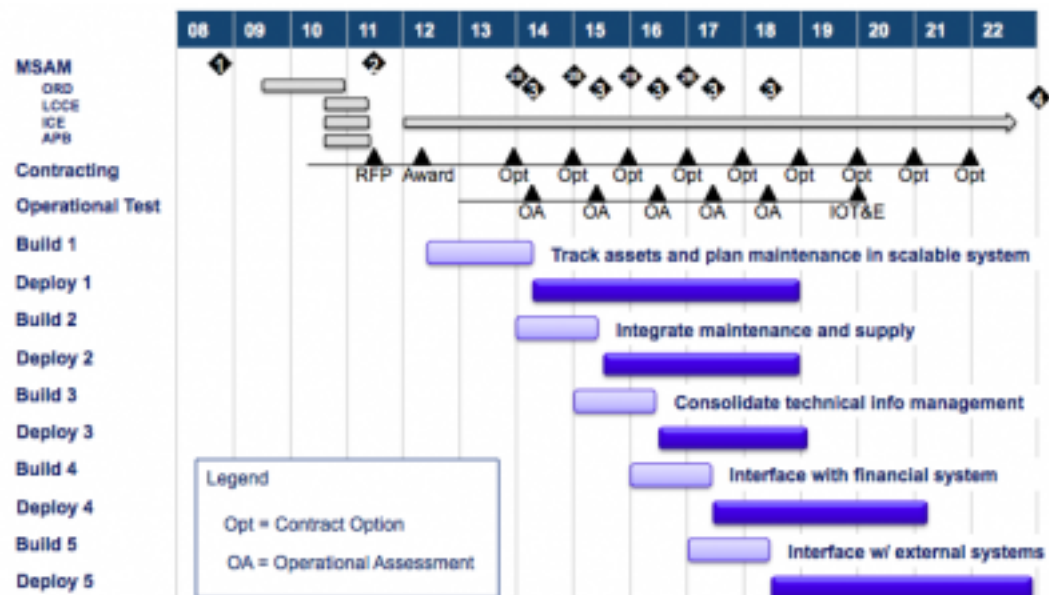
1. establish guiding principles
2. identify alternatives that are non-viable for legal, policy, or other reasons
3. look for natural groupings
4. apply expert judgement

The guiding principles were:

- Speed to real demonstrated product that users can see as working software. (Not necessarily fielded production system)
- Respect MSAM lanes
 - Acquirer
 - Sponsor
 - Tech Authorities
- Clear enough plan to get through acquisition milestones
- Reduce the burden on our field units
- Simple conceptual model consistent with nature of project: COTS technology refresh of legacy environment
- Manage risk; accept reasonable risk
- As required by FAR Part 1, think outside the box
- Legal
- Sound strategy is more important than policy; internal DHS and CG policy can be tailored
- Facilitates CG's role as successful system integrator

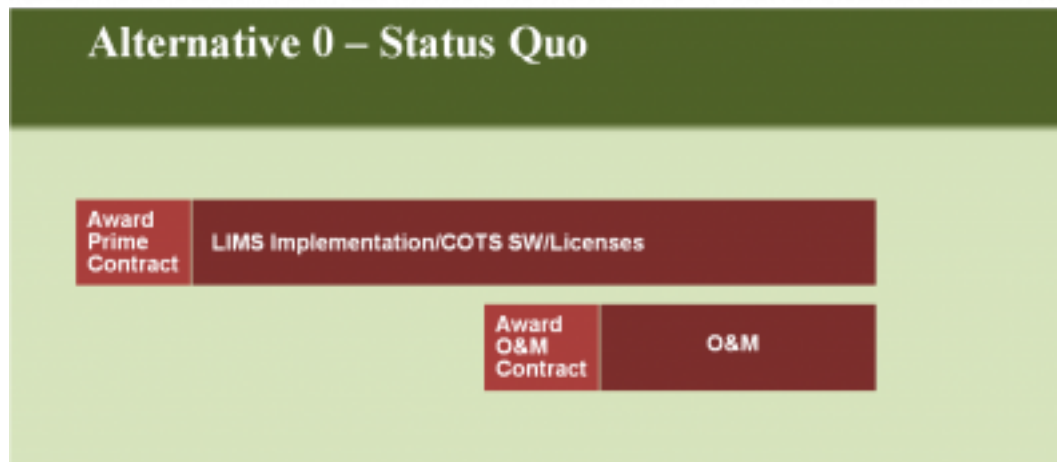
Status Quo

One option is to continue to pursue the current acquisition strategy. This is high level graphic of the current strategy many of you have seen before:



The status quo strategy is to develop a system in functional segments that are deployed to all asset types as soon as each segment is completed. This plan results in an extended implementation and repeated training sessions for every community.

At a high level, the status quo strategy is characterized by a single contract with base and options to propose and deploy solution and provide interim contract support until FOC. After FOC, an O&M contract would be awarded.



The biggest advantage of this strategy is that the government has only one production contract to manage. It is a single contract, however, that was to be developed and awarded without the benefit of a technology demonstration to validate the CONOP, cost, or complexity of the project.

More detailed explanation and analysis of the pros and cons are available on the [Strategy Alternatives](#) page.

Changes common to Alternatives 1 through 4

The team's thinking was influenced by external research, a survey of end users, and lessons learned through previous strategies. As a result of these inputs, the following changes to the status quo strategy were made and are common to the four alternatives.

1. Competitively select the COTS tool separate from the prime contractor. Several experts stressed the importance of establishing a strong relationship with the tool vendor independent of the implementer. Choosing the tool separately from the prime contractor helps the Coast Guard serve as the system integrator and truly "own the knowledge" of its system. Choosing a tool, then an implementer is a best practice in the DoD's enterprise integration toolkit. Finally, separating the tool selection from the prime contractor selection makes the first step smaller and more clearly defined. The COTS tool will be used for a Type 1 Technology Demonstration, described below.

2. Include a Pre ADE-2 Type 1 Technology Demonstration. The SELC encourages it, it's a commercial best practice, and it is the best way to minimize the project's integration risk and cost risk. The SELC definition of a Technology Demonstration and a list of specific goals of a technology demonstration for CG-LIMS are presented on the [Technology Demonstration](#) page. The top five objectives are:

- Produce a tangible demonstrated product that users can see as working software. (Not necessary a fielded production system)
- Validate the feasibility of executing the project with a small focused team using an Agile methodology post ADE-2. Provide the program office a sandbox to demonstrate our ability to work in an Agile way with the chosen tool, a contractor who knows that tool and our methodology, end users, sponsor, tech authorities, and the sustainment community.
- Reduce usability and change management risk. Use as external communication tool to help stakeholders from E-1 to COMDT understand what CG-LIMS will deliver.
- Validate that the configured COTS UI is considered usable by end users and CG-1 Tech Authority. This determination is at the core of operational testing. The technical demonstration will serve as a go / no-go usability test with very little time and resource investment.
- Reduce uncertainty in configuration effort / time / cost, which will allow for much more realistic cost estimate

Commitment to a Pre ADE-2 Technology Demonstration is the most significant decision to come from the REBOOT study. The Technology Demonstration will be a small, competitively awarded contract that, prior to ADE-2, will accomplish a Type 1 [Technology Demonstration](#). This contractor and its demonstration environment will continue to serve a useful function supporting the project office and sustainment community throughout the post ADE-2 build and deployment by a prime contractor.

3. Deploy more complete capability to each asset community. This change is based on input from a survey of over 500 end users of ALMIS, external input, and a need to reduce implementation complexity. All four alternatives deploy more complete functionality by user community (aviation, vessels, facilities, and C4ISR). This scheme results in earlier decommission of legacy systems, leading to higher, faster ROI, reduced training requirements and cost, and reduced time that users are forced to use two systems. The redefined segments follow:

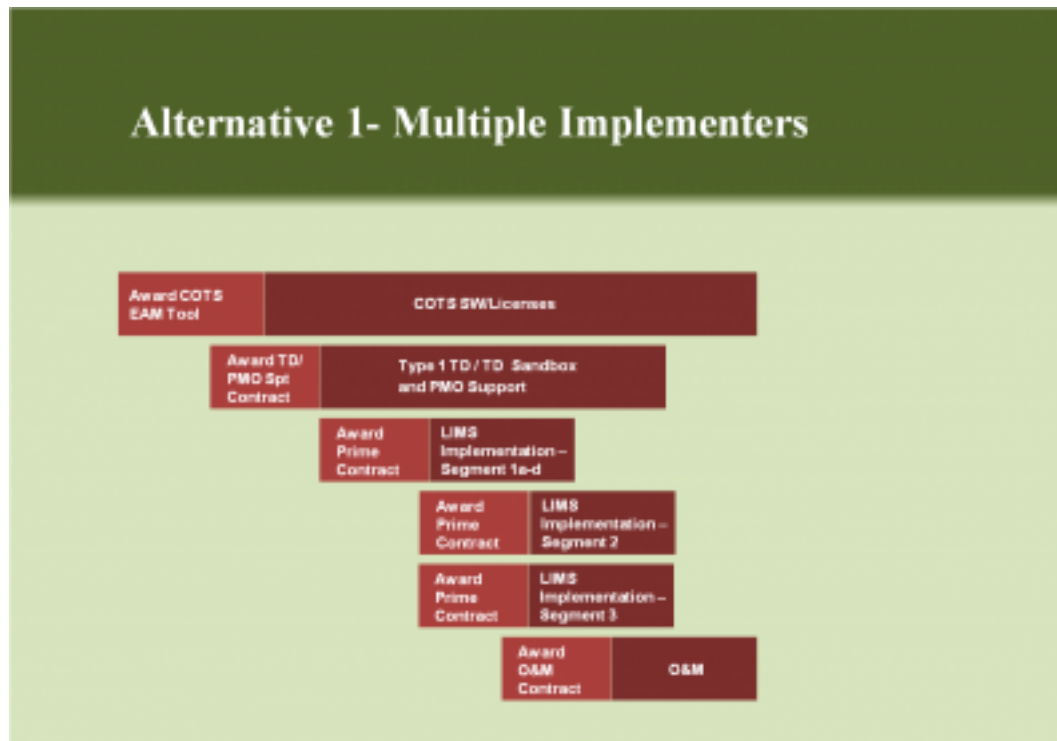
- Segment 1: Core functionality that crosses all user communities (Govt will identify what this core functionality is)
- Segment 1a: Aviation specific functionality & legacy logistics and legacy financial system integration
- Segment 1b: Vessel specific functionality & legacy logistics and legacy financial system integration
- Segment 1c: Facility specific functionality & legacy logistics and legacy financial system integration
- Segment 1d: C4ISR specific functionality & legacy logistics and legacy financial system integration
- Segment 2: TASC system integration
- Segment 3: HR integration and other external interfaces

The first useable segment will be the core segment 1 plus 1a, 1b, 1c, or 1d.

4. **Use an Agile Methodology.** Use agile techniques throughout implementation. Have a tangible delivery each 6-9 months. Building the first segment with the core functionality may take up to a year. "Agile" is a different way of thinking about a major system acquisition, but it is common in industry. One of the most important elements of any agile methodology is the process of prioritizing requirements for each short term delivery. Success requires that stakeholders be empowered to make rapid decisions at the lowest level. More detailed explanation of the Agile implementation is available on the [Strategy Alternatives](#) page. The [Bibliography](#) section at the bottom of this page has links to two Wikipedia articles and a YouTube video describing Agile implementation methodologies.

5. **Separate O&M contract from implementation contract.** The status quo strategy relies on the prime contractor to provide interim logistics support through FOC. After many discussions with others, we determined that bringing the sustainment contract closer to IOC was valuable to simplify the production contract, to promote competition, and to increase the early involvement of the sustainment community. Given the uncertainty of TASC implementation, it is in the Coast Guard's interest to understand the delivered system as well as possible, as early as possible.

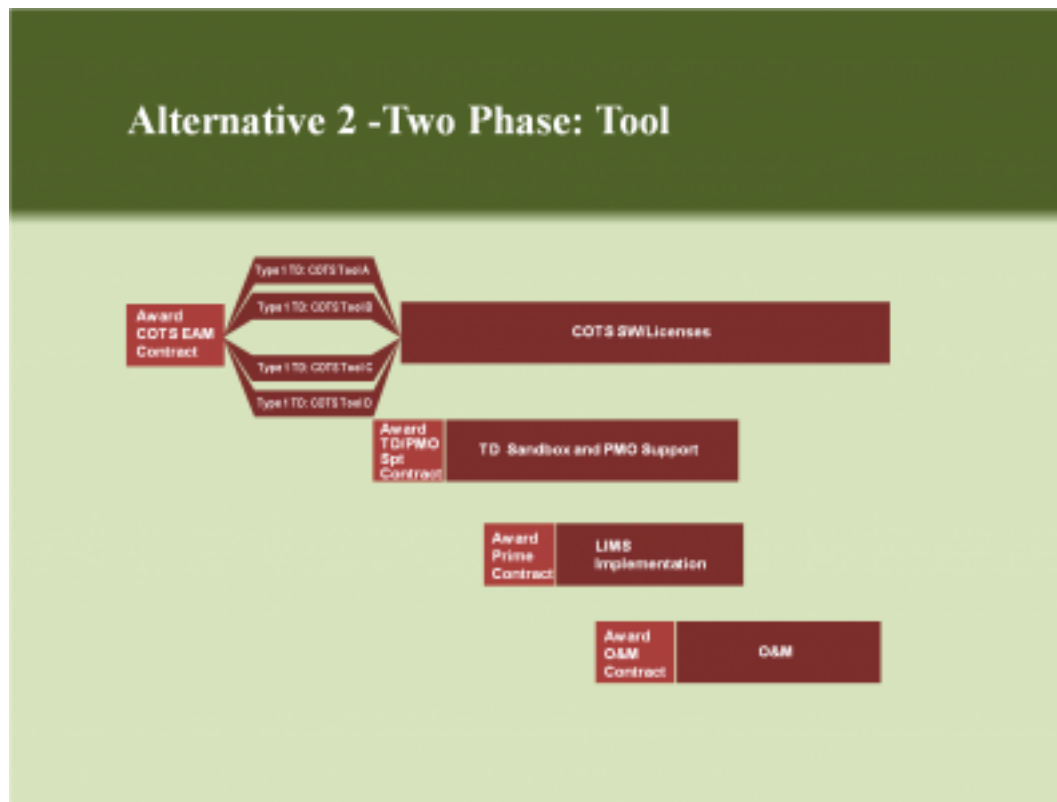
Alternative 1: Multiple Implementers



This alternative has competitively awarded contracts for the implementation of each segment. Multiple implementation contracts limit the cost/scope/risk of the initial contract. It also increases competition and allows for better estimation of the cost and risk of Segments 2 and 3 based on the experience of Segment 1. It maximizes competition, but also maximizes the complexity of the solution and of the management burden on the PMO. The ramp up time for separate contractors could negate any cost advantage gained through competition.

More detailed explanation and analysis are available on the [Strategy Alternatives](#) page.

Alternative 2: TD to Select Tool

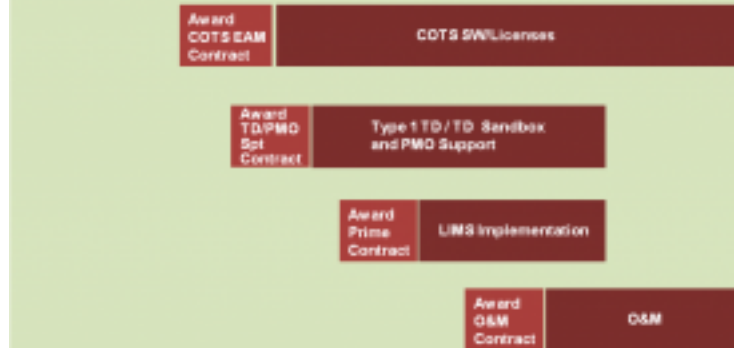


This alternative employs competitive prototypes to choose the best solution from up to four contracts awarded for proposed tools and technology demonstration. Gaining support for multiple awards prior to ADE-2 without the benefit of a small scale technology demonstration is the most serious downside of this alternative. Conducting multiple technology demonstrations within the strict communications guidelines of the source selection process will may limit the government's ability to get the value it needs from the Technology Demonstration.

More detailed explanation and analysis are available on the [Strategy Alternatives](#) page.

Alternative 3: Single Implementer

Alternative 3 – Single Implementer

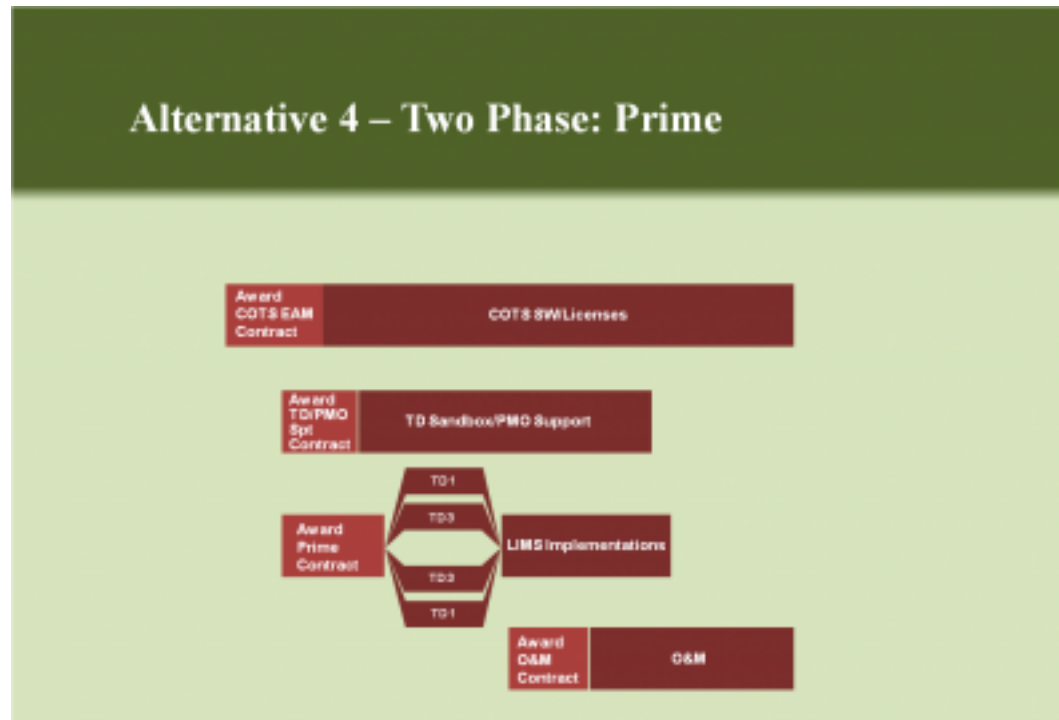


This alternative is the most straightforward implementation of the changes common to each alternative. It is characterized by a single contract award for the prime contractor for building and implementing in agile segments, which will simplify the relationship and documentation requirements.

More detailed explanation and analysis are available on the [Strategy Alternatives](#) page.

Alternative 4: TD to Select Prime

Alternative 4 – Two Phase: Prime



This alternative employs competitive prototypes to choose the best solution from up to four tech demonstrations based on the chosen tool. The technology demonstration contracts would all be awarded prior to ADE-2, then one of the demonstrators would be selected for full implementation after ADE-2. This plan has the potential to arrive at a fieldable solution most quickly since the Pre ADE-2 Technology Demonstration evolves directly to a post ADE-2 solution. However, it requires awarding and managing multiple technology demonstrations prior to ADE-2. Gaining support for multiple awards prior to ADE-2 without the benefit of a small scale technology demonstration is the most serious downside of this alternative.

More detailed explanation and analysis are available on the [Strategy Alternatives](#) page.

Evaluation Criteria

An initial set of criteria were employed to collect feedback and generate critiques of the four alternatives on the [Strategy Brainstorming](#) page. Those criteria were further refined by the group based on expert judgement and lessons learned from the research. The criteria used in the decision model were:

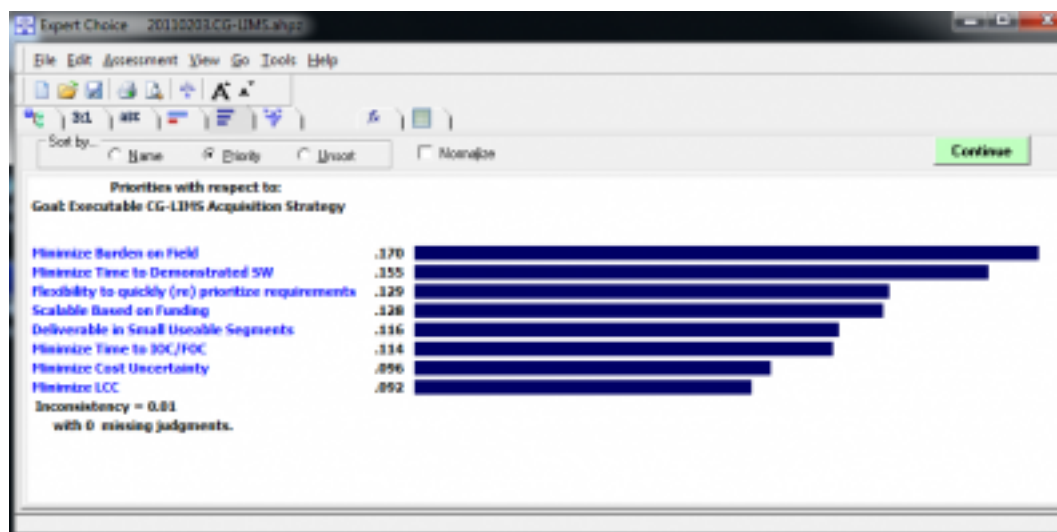
- minimize Life Cycle Cost
- minimize cost uncertainty (this may be separate or may be part of top level "cost" criteria)

- flexibility to quickly (re) prioritize requirements
- deliverable in small useable segments
- scalable based on funding
- minimize time to demonstrated software
- minimize time to market for IOC & FOC & total implementation time
- minimize burden on field

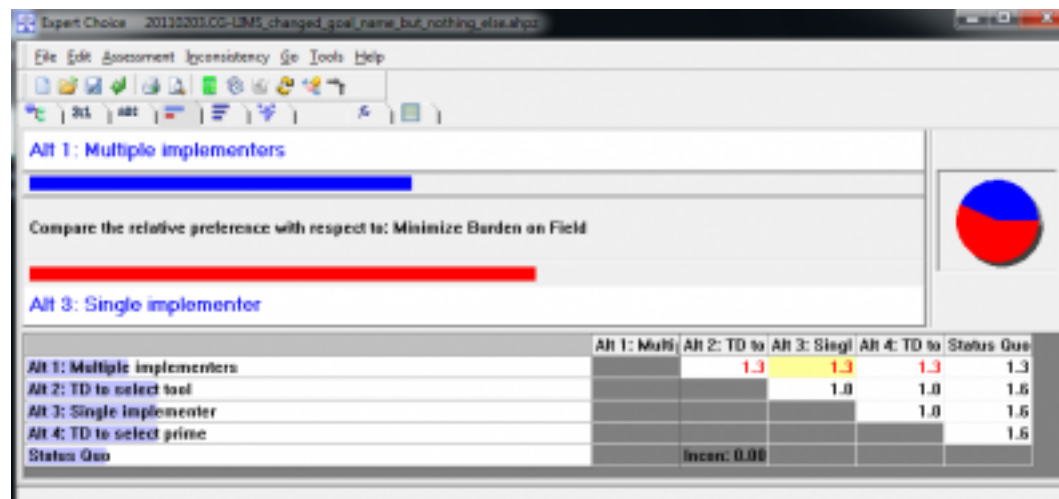
Decision Model

On February 3rd, the core team, assisted by the MITRE system architect, built a model based using the Analytic Hierarchy Process (AHP) to evaluate the alternatives. The AHP process starts with establishing the weighting of the criteria by doing pairwise comparisons. The group worked through each comparison and reached a consensus decision on each. This thought process produced the final weighting of each criterion.

These are the results in priority order:



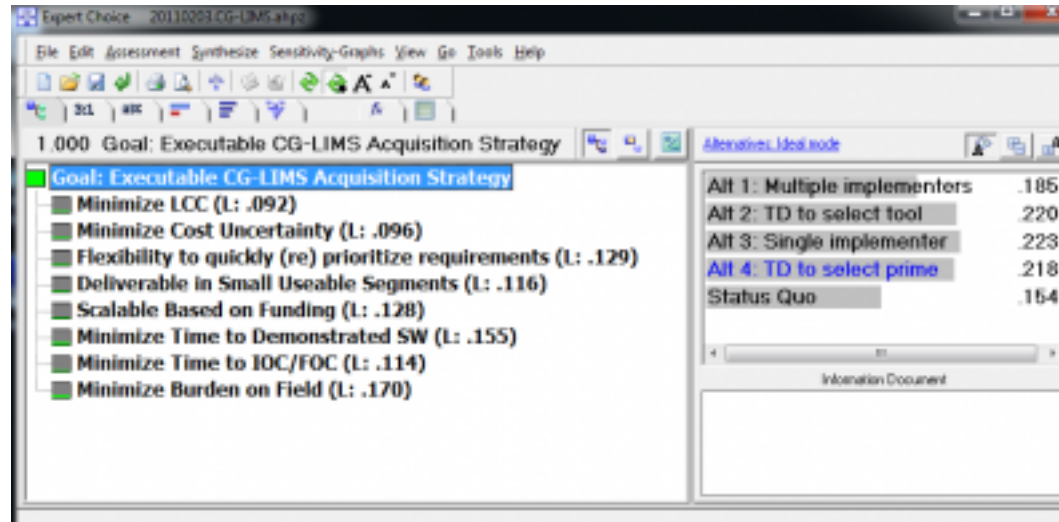
Then each alternative was compared to each other alternative in terms of its ability to satisfy each criterion using a series of input tables like the one below:



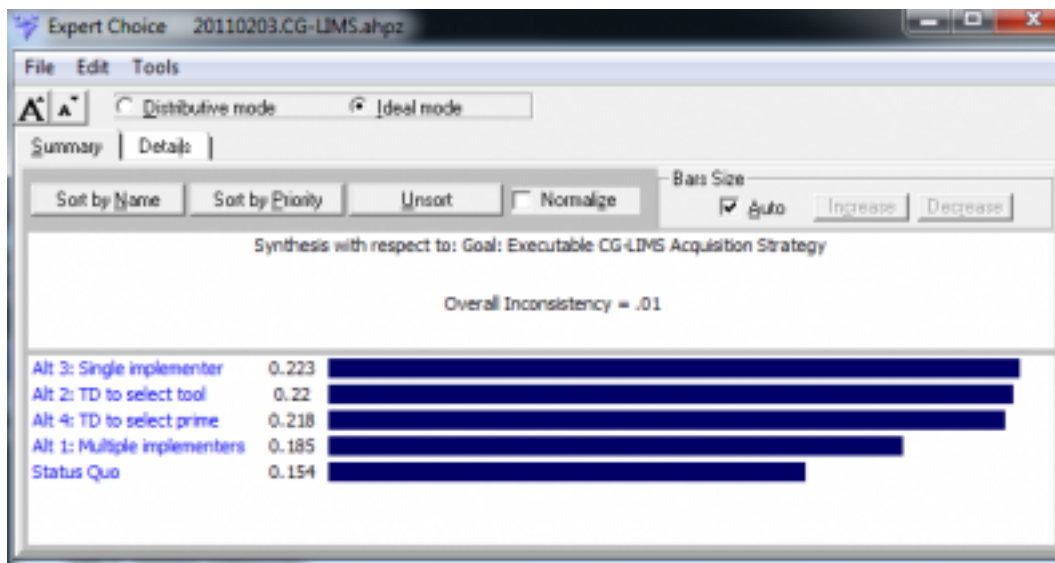
Results

The comparison process was done over the course of several hours with the core team facilitated by MITRE. The discussion and clarification among the core team was as valuable as the output of the model.

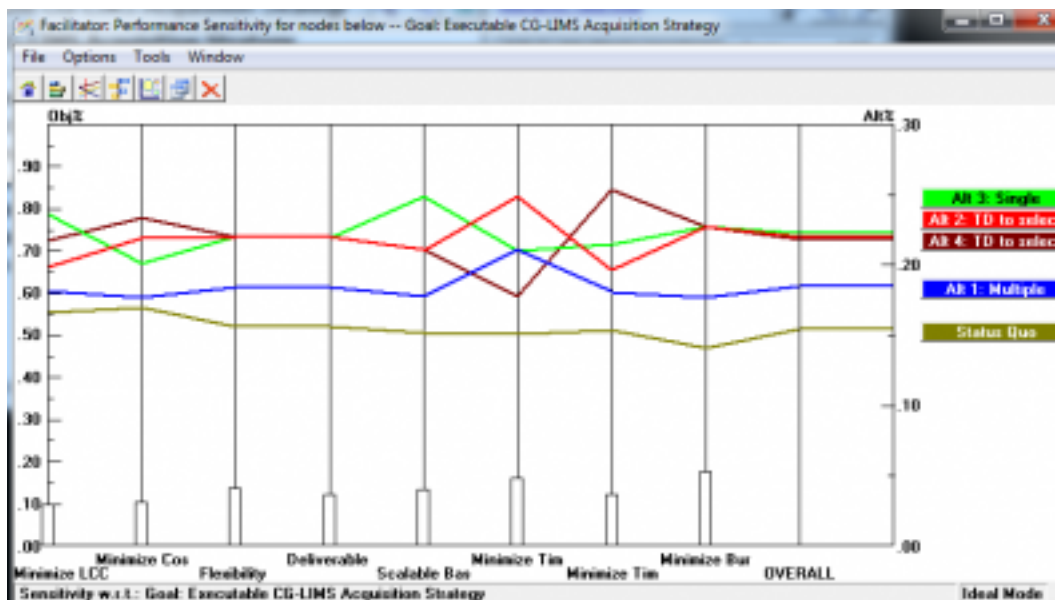
Here is a summary of the model. The left pane shows the weighting of each criterion in terms of its contribution toward the goal of an executable CG-LIMS Acquisition Strategy. The right pane shows the summary of the overall results. The preferred alternative, Alternative 3, has the highest score (.223). The total scores by individual criterion are shown on the [Decision Model](#) page.



The chart below shows the summary results in a bar chart. Alternatives 2, 3, and 4 are clearly favorable to Alternative 1 (Multiple Implementers) or the status quo.



The team then examined the sensitivity of each criteria. Sensitivity analysis shows the change in outcomes based on changes in the weighting of criteria. The chart below is another way of showing that Alternatives 2, 3, and 4 are closely scored across all criteria.



The full sensitivity results can be seen in this walkthrough of the results between time 6:40 and 10:40 of the video walkthrough here: <http://www.youtube.com/watch?v=8VvnPwFEB-Q>

The most important practical way in which Alternative 3 is preferred is in terms of its scalability based on funding. Since there is no need to commit funds to multiple tech demos (as in Alt 2 or 4) or to solicit for a prime contractor without the benefit of a completed tech demo (as in Alt 4), and since there is only a single contractor for implementation (as in Alt 1), the government is better able to make adjustments based on annual appropriation changes. The sensitivity analysis showed that as Scalability based on funding becomes more important, Alternative 3 becomes more preferred over the other alternatives.

The sensitivity analysis also showed that as Life Cycle Cost becomes more important, Alternative 3 becomes more preferred over the other alternatives.

Preferred Alternative

Alternative 3: Single Implementer is the preferred alternative. It is the most straightforward implementation of the changes that were made in all the alternatives. It includes competition at four points in the acquisition: tool, tech demonstration, build & deploy contractor, O&M contractor. It maximizes the government's ability to scale to available funding, and minimizes lifecycle costs. By conducting the Pre ADE-2 technology demonstration after contract award rather than in the midst of source selection in option 2, the government is most likely to be able to achieve the goals of the demonstration working with the contractor. By using a single contractor for build & deployment, the government maximizes its ability to execute an agile methodology.

The team also considered contingency plans:

- If the tool does not perform as required, we'll find out quickly, during the Pre ADE-2 technology demonstration. Since we will have procured only enough licenses to support the demonstration, we will have learned the lesson quickly and cheaply. If the tool doesn't meet the requirements, the government can conduct a new competition based on what was learned in the tech demo.
- If the tech demonstration is not a success because of the contractor, we can re-solicit for another contractor to conduct the demonstration.
- The team is building a schedule based on a planned six months between the award of the technology demonstration contract and ADE-2. If more time is required to accomplish the outcomes needed from the technology demonstration, more time can be spent, working at the relatively low burn rate of the technology demonstration.

- The tech demonstration contract will be awarded after the tool procurement. If there is a protest to the tool selection and procurement, the technology demonstration award can be delayed.

Decisions needed

- Sign the decision memo to approve the necessary first steps to support an ADE-2 investment decision: competitively select the COTS tool and conduct technology demonstration with that tool.
- Encourage tailoring the acquisition post ADE-2 to implement lessons learned from the technology demonstration.
- Provide executive support for the high level strategy
- Empower GS-15s & O-6s to make decisions commensurate with their project responsibility. Without this empowerment it is futile to attempt Agile development and rapid implementation.

Project Office next steps

- Plan and execute competitive tool selection
- Plan and execute technology demonstration
- Prepare SELC Tailoring Plan prior to ADE-2 ... and expect that leadership will consider it!

We all know the build a little, test a little, learn a lot process is the right way to deliver software. We also know it is hard to reconcile that with the major system acquisition process. Prior to ADE-2, we will have a tailoring plan that describes how the SELC and MSAM can be tailored to deliver a system following an agile methodology.

The project office will maintain constant communications with legacy sustainment communities and DHS TASC effort. Integration remains the biggest risk to the project. This strategy doesn't reduce the uncertainty in the timing of TASC implementation. It does, however, minimize the impact. By selecting the tool early in the process, we'll focus our efforts on integrating with a specific tool. By establishing a process of delivering capability using an agile methodology, we will be in a position to more quickly respond to the integration requirements as the timing is known.

In further external and internal communication about CG-LIMS, ensure we are clear and consistent on key insights gained from this study:

- From technical perspective, CG-LIMS is a COTS Technology Refresh of legacy logistics IT systems. We must move from thinking of this as a single new system (which is normally what the MSAM process delivers) to a brown-field

COTS tech refresh.

- Move from waterfall to agile (iterative and incremental) delivery model.
- Involve stakeholders in requirements prioritization at beginning of each release.
- Prioritize requirements; focus on most critical business needs first.
- Continual hands-on involvement of users from start. Upfront user testing is key to reducing risk in agile delivery.
- Move from discrete / serial to integrated "continual" test / evaluation.
- Keep it simple. Pre ADE-2 technology demonstration will affirm how small and how simple we can make it.
- Rapid demonstrations to reduce risk. Accomplished through Type 1 tech demo prior to ADE-2 and Agile methodology post ADE-2.
- Move from "project-centric" to "enterprise-centric" (loose coupling / centralized governance).

The details of how CG-LIMS will be delivered as an Agile COTS Tech Refresh will be described in the SELC Tailoring Plan prior to ADE-2. The lessons learned during the Technology Demonstration will inform the Tailoring Plan.

Further Reading

Appendixes

- Reconsider Best Options Team (REBOOT) Study Charter: http://wiki.citizen.apps.gov/CGLIMS/images/4/4c/20101129_REBOOT_charter.pdf
- Scope and Approach: https://wiki.citizen.apps.gov/CGLIMS/index.php/REBOOT_Scope_and_Approach
- Questions and Answers: https://wiki.citizen.apps.gov/CGLIMS/index.php/Questions_and_Answers
- Whiteboard: <https://wiki.citizen.apps.gov/CGLIMS/index.php/Whiteboard>
- Strategy Brainstorming: https://wiki.citizen.apps.gov/CGLIMS/index.php/Strategy_Brainstorming
- Strategy Alternatives: https://wiki.citizen.apps.gov/CGLIMS/index.php/Strategy_Alternatives
- Decision Model: https://wiki.citizen.apps.gov/CGLIMS/index.php/Decision_Model
- Decision Memo: add link
- Decision Brief: add link

Bibliography

These are some of the resources used by the study team that may help the reader understand the recommended course of action.

- OMB M-10-26 of June 28, 2010. Immediate Review of Financial System IT Projects: <http://www.whitehouse.gov/omb/asset.aspx?AssetId=2783>
- OMB M-10-27 of June 28, 2010. Information Technology Investment Baseline Management Policy: http://www.whitehouse.gov/omb/assets/memoranda_2010/m10-27.pdf
- 25 Point Implementation Plan to Reform Federal Information Technology Management: <http://cio.gov/documents/25-Point-Implementation-Plan-to-Reform-Federal%20IT.pdf>
- DHS AD 102-01 Appendix B System Engineering Lifecycle: https://acc.dau.mil/adl/en-US/245894/file/53585/Appendix_B_Systems_Engineering_Life_Cycle_SEL_C_VER_2_0_Release_9-21-10.pdf
- Coast Guard Major System Acquisition Manual: http://www.uscg.mil/directives/cim/5000-5999/CIM_5000_10B.pdf
- Results of End User Survey on ALMIS Implementation: <https://cgportal.uscg.mil/CTL/WT1FA7> (CGOne only)
- March 2009 Report of the Defense Science Board Task Force: Department of Defense Policies and Procedures for the Acquisition of Information Technology: <http://www.acq.osd.mil/dsb/reports/ADA498375.pdf>
- Emerging Processes in IT Acquisition Across DoD: http://www.peosyscom.net/pdf/Emerging_IT_Acquisition.pdf
- Test and Evaluation for Agile Information Technologies by Dr. Steven Hutchison of DISA: <http://www.itea.org/files/2010/2010%20Journal%20Files/Dec%202010/jite-31-04-459.pdf>
- Scrum in under 10 Minutes <http://www.youtube.com/watch?v=Q5k7a9YEoUI>
- Agile Software Development (wikipedia) http://en.wikipedia.org/wiki/Agile_software_development
- Scrum development (wikipedia) [http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))
- Nov 14, 2010 "Help from everywhere" <http://www.govloop.com/profiles/blogs/help-from-everywhere>
- Dec 6, 2010 "Quick wiki update" <http://www.govloop.com/profiles/blogs/quick-wiki-update>
- Dec 27, 2010 "Your next steps for REBOOT" <http://www.govloop.com/profiles/blogs/your-next-steps-for-reboot>
- Jan 30, 2011 "Wiki support from the top" <http://www.govloop.com/profiles/blogs/wiki-support-from-the-top>
- Feb 7, 2011 "What do you think" <http://www.govloop.com/profiles/blogs/what-do-you-think>

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Questions and Answers

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

Use this page to add questions. Someone from the project staff will answer them. If you add four tildes (~~~~) to the end of your question, it'll add your name and the date. We'll give those those attention first.

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- [18 Next Question?](#)

Draft RFP release timing?

Q: When are you going to release a draft RFP? [Daniel.p.taylor](#) 21:59, 8 November 2010 (UTC)

A: We'll tell everyone as soon as we have a date we can commit to. I don't expect it to be before the end of this calendar year. [Daniel.p.taylor](#) 21:59, 8 November 2010 (UTC)

Will industry post?

Q: Does CG-9334 really expect that Industry, large and small (business), will post the most compelling of its litanies of creative/innovative/proven/experimental thoughts on a wide-open whiteboard, for all to muse?

A: You'll share only those ideas you're willing to share. I know that. Those are the ideas I'm most interested in at this point in the process. Those are the ideas that can shape *how* we ask industry to propose solutions in an RFP. I am comfortable publicly asking for your input on acquisition strategy. I can't ask you the same question privately. I've invited everyone to either attach their names (or pseudonyms) to the input or [send them to me](#) and I'll post without revealing identity.

GSA continues to leverage wiki tools for industry engagement. On Nov 19, they issued an RFI (https://betterbuy.fas.gsa.gov/index.php/AAS_RFI_-) for an O&M task and are using the wiki as the only mechanism for industry response.

Will you ask for private input?

Q: Have you thought about a combination of wikis (where kimons are opened to some degree) and BAAs (where disclosure is not made to the Competition) that give your crew a much broader and honest access to the minds and hearts of Industry?"

A: We've done two RFI's, and we're likely to do more engagements where we get private input and/or capability demonstrations from industry.

Does TASC replace CG-LIMS or interface with it?

Q: Is the DHS TASC award to CACI for the \$450M financial system the long awaited CFO compliant finance system that CG-LIMS will tie to, or does the "asset management" part of TASC replace the need for CG-LIMS?

A: Yes, The implementation of TASC in the Coast Guard is the CFO compliant system CG-LIMS will tie to. No, The TASC award does not eliminate the need for CG-LIMS.

The award to CACI was announced [in FedBizOpps here](#). Federal News Radio reported that Larry Orluskie, Director of Communications for DHS Undersecretary of Management said, "The TASC solution will first be delivered to FEMA. Pending successful migration and approval from our Financial Services Advisory Board, the solution will then be delivered to additional components with an identified critical business need." [1] The timing of TASC implementation by component is unclear at this time, and is one of the variables the CG-LIMS project has to take into account.

The first implementation will provide a much better understanding of the boundaries between TASC and other systems, like CG-LIMS, with which it will interface.

Messaging: Logistics Modernization and EAM?

Q: We have noticed the name change over the years from EAM to Supply Chain Modernization to more recent mention of "EAM tools". What are your thoughts behind the name change/messaging around Logistics Modernization, EAM tools etc? I am sure industry realizes that approach needs to be an incremental "walk before you run", cost-

effective, and delivering value quickly out of the gates.

Secondly, what are your thoughts around visiting federal or commercial customers that have implemented Supply and Finance together today vs waiting to see how TASC progresses?

A: The description of the target business model has evolved over the past few years from "Aviation Business Model" to "Coast Guard Business Model." The move from non-aviation assets to the Coast Guard Business Model and the tools that support it can be called "Logistics Modernization." CG-LIMS as an acquisition project has been focused on modernizing logistics information systems to support that business model. The functional requirements have been defined in the categories of Configuration Management, Maintenance Management, Supply Chain Management, and Technical Information (which we've sometimes called Technical Data) Management. The tools that support 80% of those requirements fall into a category sometimes called "Enterprise Asset Management" tools. EAM is the terminology we used in the two Sources Sought Notices.

On the second question, I don't understand the premise. We're not waiting to see how TASC progresses. It has been part of our planning from the start for CG-LIMS to interface with TASC. Many federal and commercial customers have an environment where EAM tools interface with their core accounting system. Page 16 and 17 of our ORD describe our interface with TASC. The question of *when* TASC is implemented in the Coast Guard is an unknown we have to work with, but we're not waiting for TASC to begin CG-LIMS. If I've missed the point or answered the wrong question, feel free to ask again and I'll clarify. [Daniel.p.taylor](#) 19:29, 1 December 2010 (UTC)

And thank you for asking the question. I appreciate being able to use this forum to clear up confusion. [Daniel.p.taylor](#) 20:45, 1 December 2010 (UTC)

Supply Chain Management Requirements?

Q: A question on the supply chain management requirements in the ORD. I did not see requirements in planning, forecasting and optimization. Is this something the Coast Guard has considered? These business processes are designed (as examples) to 1) forecast demand to determine inventory levels, 2) perform planning to determine supplies or for repairable carcasses to meet demand and 3) conduct optimization analysis on inventory levels or locations to determine the optimum support level vs. cost. The reason I ask is because most major supply chain modernizations over the past 15 years (commercial and government) have included these business processes in their projects. They did this because 1) they have a big impact on cost and performance to the organization and the clients it serves and 2) the analytic technology has become much more user friendly and robust whereas once it was in a

"black box" and nobody really knew what was happening. Examples in government who have included these business processes include Navy ERP and DLA which both re-designed those processes and implemented supporting technology. Thank you. [Jheroux](#) 02:54, 5 December 2010 (UTC)

A: While the ORD for CG-LIMS is robust, it does not include all of the requirements of our mission support business model. Processes such as systems engineering, design, and analytics do not appear there due to the very specialized nature of the requirements, and, the relatively small population of users. We do indeed intend to do planning, forecasting and optimization in our supply chain management. However we don't see it as a core requirement for CG-LIMS capability. Should industry provide that capability in an integrated COTS product which also supports the requirements in the CG-LIMS ORD, we would of course consider that capability as an alternative to other technical solutions for analytics. J.M. Sylvester 11:39, 6 December 2010 (UTC)

Will GOTS be considered?

Q: (received via e-mail) We are aware of a company that has developed and implemented a customized enterprise logistics solution by primarily integrating and configuring several COTs products (development, database and communication) into its solution which could handle a majority of the known LIMS requirements. This solution has been successfully deployed to a large number of units in the maritime environment today. Since the government funded the development of this solution, many will consider this a GOTS product. To date almost all information released regarding the potential LIMS contract has focused terminology exclusively on a "COTS solution."

So my question is... "Would this type of solution, currently in use by a government entity in the maritime environment, be considered acceptable if it were demonstrated to meet the specified LIMS requirements?"

A: Thanks for asking the question! Before answering, we must lay some groundwork. We need to have a definition we agree to use for "Commercial Off The Shelf." Here's the definition from [FAR 201.1](#):

"Commercially available off-the-shelf (COTS) item"

(1) Means any item or supply (including construction material) that is—

(i) A commercial item (as defined in paragraph (1) of the definition in this section);

(ii) Sold in substantial quantities in the commercial marketplace; and

(iii) Offered to the Government, under a contract or subcontract at any tier, without modification, in the same form in

which it is sold in the commercial marketplace; and

Here's a definition of COTS from [Carnegie Mellon's Software Engineering Institute](#) that is often used (see page 3):

A COTS product is a product

- o sold, leased, or licensed to the general public
- o offered by a vendor trying to profit from it
- o supported and evolved by the vendor, who retains the
- o intellectual property rights
- o available in multiple, identical copies
- o used without modification of the internals

Here's what we included in our internal draft RFP per our current acquisition strategy:

SOW Appendix E Glossary:

Commercial off-the-shelf: Commercial off-the-shelf (COTS) describes systems or components that are widely available through the commercial market at competitive prices. The items are normally products developed to commercial standards to satisfy the needs of large groups of users.

Configuration: The normal set-up of the software, such as parameters, fields, and workflows. These changes are a normal part of any implementation and do not require changes to the source code.

Customization: Customization is adding any functionality to a product that is not included in the base (out of the box) installation of that product.

If there is a better or more authoritative definition, I truly welcome anyone's input. It's important to define what we mean by COTS.

Getting back to your question of whether we'd consider anything other than COTS... The bias toward COTS stems from [OMB-130](#). There is a link to it and a few quotes in a [project blog post on the topic](#).

When the Alternatives Analysis was completed independently of the project office, they considered several

alternatives, including open source, software as a service, custom development, modifying GOTS, and COTS. The conclusion from the study team was:

Considering the results of the alternatives analysis, the study team recommends that the USCG adopt a single-vendor COTS solution for meeting the requirements of CG-LIMS:

- A single-vendor COTS solution represents the best balance between functionality (as measured by scores assigned to indicate how well the alternative will satisfy measures of performance), risk, and life-cycle cost.
- A single-vendor COTS solution provides the lowest level of integration complexity.
- A single-vendor COTS solution provides the least implementation risk.
- A single-vendor COTS solution reduces program management complexity.

One of the options considered was: "Previously Customized for Other Government Agency" defined as "...leveraging a similar single- or multi-vendor COTS implementation for another government agency. It includes adapting USCG business processes to align with customization and configuration already made for the current host organization in an attempt to reduce customization, implementation, and possibly license costs for the USCG."

Modifying GOTS was deemed non-viable because:

- Although most agencies set a goal of limiting COTS changes to conform with best practices from Gartner, CIO Forum, and the GAO, in practice, a moderate amount of customization occurs.
- Recent major DoD implementations (e.g., USMC GCSS, USAF ECSS and DHS CBP) have involved some customization of the software to meet agency requirements. Any attempt to leverage their current implementation would require an extensive gap analysis of USCG requirements and business practices with the host agency. This would negate potential savings during the implementation phase.
- While there is alignment in basic functionality and business processes, other agency attempts to leverage previous implementations showed that significant gaps in reporting, system interface and miscellaneous requirements exist that would minimize potential benefits in attempting to mimic an existing implementation.
- The combination of requirements variances and contractual hurdles effectively prohibit any opportunities to leverage other agency licensing agreements. This was supported through investigation by DoD agencies and confirmed by COTS vendors.

Long story short, the bias toward COTS (as defined in the FAR) is driven by Executive Policy (OMB-130). We've analyzed GOTS as an alternative, but we still expect to solicit state-of-the-market COTS software, as we've said in the

previous Sources Sought Notices.

I do appreciate the question, and welcome any follow up or further clarification I can provide. [Daniel.p.taylor](#) 10:15, 5 January 2011 (UTC)

Question for Industry: Does procurement belong in financial system or asset management system?

Q: This is a question from the PM for anyone with industry knowledge: Is there a "commercial best practice" or "commercial norm" on whether the procurement function belongs in the financial system or in the asset management system in an environment that is using a packaged financial system (the Coast Guard uses Oracle) and is considering an EAM tool for CG-LIMS? If "it depends," what does it depend on?

If you're struggling with this wiki's user interface, or if you want to keep your identity private, you can [e-mail the Project Manager](#) your answer. We'll post the answer without identifying you.

A: There is an emerging commercial practice, which I will call execution logistics, that puts the procurement function at the operators level of the asset management system. It's an emerging change in the logistics paradigm from traditional large ERP focus systems to mission focused logistics systems that collect data at the point of execution. Execution data is an input to the traditional ERP database(s) - CM, SCM, HR, Financial. The USCG is actually involved with this emerging trend with the EAL system, which is a rudimentary Point of Sale system - to use the retail model as a metaphor. The cash register is not the financial system, but it is the most critical input to the financial system.

Answer 2: From an industry member who asked to remain anonymous by [e-mailing the Project Manager](#): The typical commercial practice would place Procurement into the Financial system, primarily to leverage contract and supplier economies of scale. This "enterprise" perspective provides global cost benefits at the potential detriment to local or regional operational needs. This operationally unfavorable condition is often remedied by allowing constrained local and/or regional procurements via other systems/processes that are then synchronized and reconciled with the Enterprise financial system and its standard procurement processes.

Summary – Incorporate Procurement with the Financial system, permitting operational flexibility of local/regional procurements through other systems (which could include the asset management system) that are enabled and accounted for in the Financial procurement system and processes.

Thank you for the opportunity to provide input.

Answer 3: From an industry member who chose to remain anonymous by [e-mailing the Project Manager](#): The answer, in my opinion, is that Purchasing can be considered as part of a Financial or Supply Chain implementation. Many clients choose to implement Financials first, then do Supply Chain, but they need Purchasing and Receiving to go along with Accounts Receivable. In this situation Purchasing is often implemented with Financials. But...Purchasing can also be implemented as part of a Supply Chain implementation. I don't really believe there is a best practice of when you implement Purchasing; it's merely a function of what the customer needs to do. One note: if you are not implementing HR, you may need to implement Purchasing for approval hierarchies. LIMS will ultimately come down to execution, as most endeavors of this size do. Taking an ERP and implementing modularly can be done, will require tight execution and monitoring, strong program mgmt, but will not sacrifice the desired end-state for USCG. Kudos to you and your team for embracing social media. This has raised the bar in terms of collaborating with industry.

Single Vendor COTS Solution Definition

Q: Some interpret the definition of a "single vendor COTS solution" as limiting the product competition field to large ERP/EAM vendors such as Oracle, SAP or IBM. Large ERP/EAM vendor don't resonate with us as "ASAP tools" or correlate with the alternatives evaluation criteria (i.e. burden on the field, agile, flexible, etc.). Aligning with your alternatives evaluation criteria and redefined segmentations - will you consider a system integrator's integrated COTS tool suite in the product competition?

A: Nothing in definition of COTS is meant to limit it to any specific vendors. I know we'll need to make it crystal clear what we mean in solicitation to the tool vendors. In the answer to the question on whether GOTS would be considered, I provided the pointer to the FAR definition of COTS. That's what we'll use. We can't limit ourselves to specific brands of ERP/EAM vendors. Whether "a system integrator's integrated COTS tool suite" falls within the definition of COTS is something we'll need to be very clear about in the solicitation. If anyone can provide more clarity with an authoritative pointer, I welcome the assist! [Daniel.p.taylor](#) 21:32, 10 February 2011 (UTC)

Will Coast Guard leverage investment in enterprise licenses?

Q: Can industry leverage the USCG investment in enterprise software licences for CG-LIMS? Does USCG own and/or

have access to any unused or enterprise EAM licenses (Oracle, Maximo, or other) for CG-LIMS? If so, can you please provide a listing of which COTS solution (including modules) and related licenses would be available?

A: Great question. We want to be good stewards of taxpayers resources. There may be unused licenses for products including Oracle, SAP, IBM Maximo and others within DHS. You're right, available unused licenses may affect the cost, which will be one the evaluation criteria for tool selection. Listing those licenses module by module is something we may do with the solicitation, or we may ask the vendors to take their known excess licensing into account in proposing what is needed to meet the requirements. We're in the very early stages of thinking through what the competitive selection of a tool will look like.

Question for industry: Is there an agile way to implement a COTS ERP/EAM tool

Q: On the [Whiteboard](#), someone provided a [link to a brochure](#) describing implementing SAP following an agile methodology. Can anyone else point me to publicly available information on agile implementations of other ERP/EAM tools. (You can add a link by just copying the URL into your answer.) Of course this is not an endorsement of SAP. That's just the product someone found when searching for information on agile implemetations of ERP / EAM tools.

A: Link to Agile based methodology for Oracle. [link to a whitepaper](#)
[link to datasheet](#)

PM followup: The material above comes from the Oracle web site, but doesn't speak specifically to any Agile methodology or to using it to implement their packaged applications. Does anyone affiliated with Oracle have a better link you'd like to share? If so, please add it below or [send me a note](#) and I'll post without your name if you wish. - [Daniel.p.taylor](#) 10:44, 1 March 2011 (UTC)

A: Received from someone who chose to [send me a note](#):

I read your comment on the wiki Q&A page this morning about the Oracle whitepaper that someone posted. The Oracle Unified Method is an implementation of agile techniques that is very similar to the software development process originated by Rational (now IBM) and known as Rational Unified Process (RUP). Here's another whitepaper explaining RUP, written by Scott Ambler, who did much of the early development: <http://www.ambysoft.com/downloads/managersIntroToRUP.pdf>

I suppose it's debatable whether or not these Unified Processes are truly "agile" but they certainly implement many agile techniques, notably short-term iterative code development. Scott Ambler has now pared down the original RUP into an Agile Unified Process (AUP). Here's a presentation that he wrote explaining how to scale that AUP to the size of your project: http://www-07.ibm.com/events/au/innovate/pdf/Scott_Ambler-Agile_Requirements_at_Scale.pdf

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Since Tivoli (Maximo) and Rational (RUP) are both now owned by IBM, I'd be surprised if they don't have some experience (and whitepapers) describing how to apply the AUP to Maximo implementations.

From the PM: I still welcome any additional information industry can provide about use of agile methodologies to implement their COTS ERP / EAM tools.

A: Received from someone who chose to [send me a note](#):

I am responding to your request in the "Q&A" section of the wiki regarding the use of agile methodologies to implement COTS solutions. The original posting to the wiki contained a few links to generally available data sheets/whitepapers on Oracle's Unified Method (OUM). There is a whole host of other info on ! OUM but not readily available on Oracle's general website. The Oracle Unified Method was designed by a group of folks within Oracle's Global Methods group. The Global Methods group works full time on enhancing/evolving OUM and one of OUM's main tenets is agile development for all Oracle solutions. The team subscribes to the tenets of the agile manifesto <http://agilemanifesto.org> and also subscribes to ideas put forth in a number of subsequent works including Balancing Agility and Discipline: A Guide for the Perplexed (Boehm/Turner, Addison-Wesley) and Agile Project Management: Creating Innovative Products (Highsmith, Addison-Wesley).

I have attached a few additional whitepapers that highlight OUM and use of agile based methods. There are also specific training courses provided by Oracle on OUM and using OUM with Agile Techniques. To summarize, Oracle has invested a great deal of time and effort to ensure that the Oracle Unified Method can be utilized to rollout Oracle solutions using agile techniques.

[Planning a Project Using the Oracle Unified Method \(OUM\) – An Iterative and Incremental Approach](#)

[Managing an Oracle Unified Method \(OUM\) Project Using Scrum](#)

A: CSC uploaded a file with the following description: This is in response to CGLIMS Program Office question, "Is there an Agile way to implement a COTS/EAM tool"? Thanks for your consideration

https://wiki.citizen.apps.gov/CGLIMS/images/e/ee/Agile_CGLIMS.pdf

A:

Alternative 3: role of TD/TD Sandbox/PMO Support phase

Q: In the alternative 3 strategy, can you clarify the role of the TD/TD Sandbox/PMO Support phase? Specifically, what is the dividing line between what integration design work and system engineering will be performed in this phase versus the implementation phase? Is the intention for all of the "heavy lifting" to be done by the TD phase team and handed over to the implementer to simply execute or will the TD/PMO Support role be primarily to advise the project office and maintain the environment to prove out the implementer's design approaches?

A: We'll provide more clarity as we move forward, but right now our vision is that post ADE-2, the role is close to the latter: "primarily to advise the project office and maintain the environment to prove out the implementer's design approaches?" [Daniel.p.taylor](#) 00:47, 18 February 2011 (UTC)

Conflict of Interest Question

Q: What are the conflict of interest implications in this approach? The assumption is that bidders in phase 2 (TD/PMO Support) will not be able to bid on the implementation phase. Will SW phase bidders be unable to compete for the follow-on phases? Any restrictions on the O&M phase?

A: This answer may change over time also, but our current thinking is that contractor awarded the technology demonstration and PMO support will not be able to bid on the implementation. This requires a longer answer that only a lawyer can provide, but I think the TD/PMO Support contractor would be providing the type of "systems engineering and technical direction" described in [FAR 9.505-1](#). There would be no similar prohibition for the implementation contractor to bid on the O&M phase. Project counsel or Contracting Officer might offer a more complete answer. [Daniel.p.taylor](#) 00:56, 18 February 2011 (UTC)

complementary and infrastructure-type tools

Q: What is the project office's view on the ability of the implementer to identify and select complementary software tools that will enhance or improve the solution? Is the intention that the entire suite of software tools, including complementary and infrastructure type tools, will be selected in the initial SW selection phase? And if so, does the project anticipate only accepting bids from the primary software vendors in the SW selection phase or would the project solicit bids from resellers and/or integrators that may offer a different mix of software modules, best-of-breed tools, and complementary third party tools than the primary software vendors?

A: Great question. We'll need to provide a specific answer to prior to solicitation. You are going to find is that we value simplicity. One of the things we'll need to evaluate is the complexity of licensing and maintaining support for a basket full of mixed software modules, best-of-breed tools, and third party tools.

Vendor Demonstrations

Here are two questions from someone who chose to [send me a note](#):

Q: The notes provided on the wiki from [convo with staff from GCSS-MC PMO](#) you noted that "tool vender proposals should included product demos based on scenarios." I'm not sure whether you've developed this thought further, but do you anticipate scenario-based demos and if so, will the scenarios be supplied to the vendors or will the vendors be free to construct their own respective scenarios?

A: Yes, I anticipate scenario-based demos. The vendors will be supplied scenarios to demonstrate. You can expect them to related to the requirements in the Concept of Operations and Operational Requirements Document already shared with industry.

Q: From the same meeting you noted that "one 8-hour day per vender reasonable." Have you concluded the demo length yet?

A: We will provide specific constraints for the demos in a solicitation, but the "one 8 hour day per vendor" is still a good planning estimate.

April 2011 Status Update

Q: Can you give us an update on what's going on with the CG-LIMS Acquisition?

A: Great question. Things have been moving quickly since the REBOOT team finished their work on 15 February. Many of you were involved in developing that recommendation, and I appreciate your help on it. Based on the results of the study and continued budget pressures, the strategy was further refined.

I described that evolution in a series of blog posts. I encourage you to read them if you haven't already.

- March 24: [Start small, deliver quickly](#)
- March 28: [Small steps](#)
- April 8: [Another clear decision](#)
- April 12: [Run with it!](#)

Another great piece of news to share is that yesterday the Vice Commandant signed the Operational Requirements Document. I updated the [References page](#) on the Acq Strategy Wiki to link to the updated version.

We are still working through the approval process at the Department level, but here is the truth as I know it today. We are sharing the message below on the project blog, Acq Strategy wiki, and FedBizOpps [here](#) and [here](#):

The Coast Guard has revised its acquisition strategy for CG-LIMS in several important ways:

1. The software and implementation will be purchased separately. The software will be purchased first. We anticipate RFQ release in late May 2011 for a GSA software purchase. Evaluation preference will be given to small businesses.
2. The project may be re-designated as a non-major acquisition, which will allow us to move more quickly.
3. The operational requirements in the Operational Requirements Document (ORD) are largely unchanged since first shared on FedBizOpps in January 2010
4. An acquisition strategy for the implementation has not been finalized. Among other things, we are considering use of [an existing Coast Guard IDIQ](#).

January 2012 Status Update

Q. Can you give us an update on what's going on with CG-LIMS? You haven't said much in the wiki since the end of the REBOOT study.

A. We provided an update on the wiki before we released the RFQ for the COTS software. Since then, we've used the [project blog](#) (exported regularly to [WordPress](#)) to keep everyone updated. The five best posts to read today to understand the nature of CG-LIMS as a small project that will be delivered in small chunks with as small a team as possible are:

- 23 May 2011: [Start. Small.](#)
- 20 June 2011: [Changes](#)
- 18 July 2011: [Balancing Act.](#)
- 2 Aug 2011: [Training. Ourselves](#)
- 17 Aug 2011: [Alignment Check](#)
- 19 Dec 2011: [Plan Big. Start Small.](#)

For those interested in competing for contracts related to configuration, I shared in the [20 June post](#) that "This will be a MUCH SMALLER CONTRACT than the RFP for the whole system we put together last fall. It may take longer to get contract awarded than to award a task order on APLES, but we are still aiming for as simple a contract as possible to quickly deliver using the SDLC process." This will be a small contract to get subject matter expertise in the selected COTS tool not already organic to the Coast Guard.

I can't share FY 13 budget details until it is released in the President's Budget. But I shared in the [18 July](#) post that "One of the common (and obvious) themes is that every part of the organization is dealing with the reality of a declining budget environment. None of us have enough resources to deliver the service we want to. Everyone is making tough tradeoffs among competing demands." Don't expect the FY 13-17 plan to be the same as the FY 12-17

funding plan.

As we adjust to a more austere budget, I shared on [2 August](#) that "We need to figure out how we're going to do training in a severely constrained budget environment... how we'll do 'good enough' with less. We also need to figure out whether we'll use existing resources from the PMO or SDA / SSA or whether we need to contract for it." The contracted effort may be smaller than folks imagined under a less constrained budget environment a few years ago.

A2. A confirmation from the Contracting Officer. While this wiki is not "official," and has been used as a forum for idea germination, Captain Taylor's posting above is all quite true; the ideas are not seedlings, but fully grown. Our budget is projected to shrink significantly, and CG-LIMS is becoming a do-it-yourself project, unlike what was envisioned a few years ago. The technology demonstrator discussed last winter is no longer part of the plan. Having made our software selection, we will now move directly into system development, conducted by the Aviation Logistics Center (ALC) as System Development Agent. We are preparing a solicitation for a small amount of integration support service to augment that in-house effort, but have not yet determined the contracting strategy (GSA, EAGLE, stand-alone, 8(a), set-aside, etc. - it's all still fluid). The Advance Acquisition Plan may be found on the [DHS Acquisition Planning Forecast System \(APFS\)](#) under AAP Number 201170930. As soon as the contracting strategy for the implementation support service has been established, we will share that information with industry. There will not be a contract for the integration itself as that effort will be performed by ALC personnel. Signed: Laura Q. Spillane, Contracting Officer, CG-LIMS project.

A3. Last month I promised that we'd let you know as soon as the strategy for the implementation support services had been finalized. We have completed our homework and made the sourcing decision. For every procurement, one of the first steps is to determine if Government resources will be sufficient to fulfill the requirement. As you know, a team of Government personnel will be completing most of the implementation work in-house. For services needed to fill gaps in the Government's capability, we turn to outside commercial resources. A review of mandatory sources of services yielded the Department of Homeland Security's Oracle Enterprise License Agreement Blanket Purchase Agreement which can fulfill the Coast Guard's need. Accordingly, the implementation support services required for establishment of the CG-LIMS system must be purchased through this agreement.

I wish to thank every company that has expressed interest in CG-LIMS. Your ideas and input have been of enormous value in developing the system requirements and in crafting an acquisition that will fulfill the Coast Guard's need for a updated logistics management system. Signed: Laura Q. Spillane, Contracting Officer, CG-LIMS project.

Next Question?

As previously indicated in a published answer to a question posed by industry, the USCG is taking into consideration those unused licenses for products within DHS. Such a consideration would have a significant impact to the pricing proposed by the various vendors as well as play a large part in the bid decisions of those vendors that might not have the advantage of utilizing such considerations in their bids.

In order for each vendor to make an informed and appropriate bid decision regarding what will be a significant bid and proposal investment, a detailed inventory of those licenses which could be considered “unused” and available to this acquisition would need to be published to all interested vendors. Furthermore, some assessment of the relative value of those licenses in question and subsequent impact to the evaluation would need to be identified so as to allow all vendors the necessary information to make an informed bid decision while maintaining a fair source selection.

We request an inventory of those “unused” licenses and their associated cost evaluation impact or value.

Placeholder for your question. Edit to ask.

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Questions and Answers

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

Use this page to add questions. Someone from the project staff will answer them. If you add four tildes (~~~~) to the end of your question, it'll add your name and the date. We'll give those those attention first.

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Draft RFP release timing?

Q: When are you going to release a draft RFP? [Daniel.p.taylor](#) 21:59, 8 November 2010 (UTC)

A: We'll tell everyone as soon as we have a date we can commit to. I don't expect it to be before the end of this calendar year. [Daniel.p.taylor](#) 21:59, 8 November 2010 (UTC)

Will industry post?

Q: Does CG-9334 really expect that Industry, large and small (business), will post the most compelling of its litanies of creative/innovative/proven/experimental thoughts on a wide-open whiteboard, for all to muse?

A: You'll share only those ideas you're willing to share. I know that. Those are the ideas I'm most interested in at this point in the process. Those are the ideas that can shape *how* we ask industry to propose solutions in an RFP. I am comfortable publicly asking for your input on acquisition strategy. I can't ask you the same question privately. I've invited everyone to either attach their names (or pseudonyms) to the input or [send them to me](#) and I'll post without revealing identity.

GSA continues to leverage wiki tools for industry engagement. On Nov 19, they issued an RFI (https://betterbuy.fas.gsa.gov/index.php/AAS_RFI_-) for an O&M task and are using the wiki as the only mechanism for industry response.

Will you ask for private input?

Q: Have you thought about a combination of wikis (where kimons are opened to some degree) and BAAs (where disclosure is not made to the Competition) that give your crew a much broader and honest access to the minds and hearts of Industry?"

A: We've done two RFI's, and we're likely to do more engagements where we get private input and/or capability demonstrations from industry.

Does TASC replace CG-LIMS or interface with it?

Q: Is the DHS TASC award to CACI for the \$450M financial system the long awaited CFO compliant finance system that CG-LIMS will tie to, or does the "asset management" part of TASC replace the need for CG-LIMS?

A: Yes, The implementation of TASC in the Coast Guard is the CFO compliant system CG-LIMS will tie to. No, The TASC award does not eliminate the need for CG-LIMS.

The award to CACI was announced [in FedBizOpps here](#). Federal News Radio reported that Larry Orluskie, Director of Communications for DHS Undersecretary of Management said, "The TASC solution will first be delivered to FEMA. Pending successful migration and approval from our Financial Services Advisory Board, the solution will then be delivered to additional components with an identified critical business need." [1] The timing of TASC implementation by component is unclear at this time, and is one of the variables the CG-LIMS project has to take into account.

The first implementation will provide a much better understanding of the boundaries between TASC and other systems, like CG-LIMS, with which it will interface.

Messaging: Logistics Modernization and EAM?

Q: We have noticed the name change over the years from EAM to Supply Chain Modernization to more recent mention of "EAM tools". What are your thoughts behind the name change/messaging around Logistics Modernization, EAM tools etc? I am sure industry realizes that approach needs to be an incremental "walk before you run", cost-

effective, and delivering value quickly out of the gates.

Secondly, what are your thoughts around visiting federal or commercial customers that have implemented Supply and Finance together today vs waiting to see how TASC progresses?

A: The description of the target business model has evolved over the past few years from "Aviation Business Model" to "Coast Guard Business Model." The move from non-aviation assets to the Coast Guard Business Model and the tools that support it can be called "Logistics Modernization." CG-LIMS as an acquisition project has been focused on modernizing logistics information systems to support that business model. The functional requirements have been defined in the categories of Configuration Management, Maintenance Management, Supply Chain Management, and Technical Information (which we've sometimes called Technical Data) Management. The tools that support 80% of those requirements fall into a category sometimes called "Enterprise Asset Management" tools. EAM is the terminology we used in the two Sources Sought Notices.

On the second question, I don't understand the premise. We're not waiting to see how TASC progresses. It has been part of our planning from the start for CG-LIMS to interface with TASC. Many federal and commercial customers have an environment where EAM tools interface with their core accounting system. Page 16 and 17 of our ORD describe our interface with TASC. The question of *when* TASC is implemented in the Coast Guard is an unknown we have to work with, but we're not waiting for TASC to begin CG-LIMS. If I've missed the point or answered the wrong question, feel free to ask again and I'll clarify. [Daniel.p.taylor](#) 19:29, 1 December 2010 (UTC)

And thank you for asking the question. I appreciate being able to use this forum to clear up confusion. [Daniel.p.taylor](#) 20:45, 1 December 2010 (UTC)

Supply Chain Management Requirements?

Q: A question on the supply chain management requirements in the ORD. I did not see requirements in planning, forecasting and optimization. Is this something the Coast Guard has considered? These business processes are designed (as examples) to 1) forecast demand to determine inventory levels, 2) perform planning to determine supplies or for repairable carcasses to meet demand and 3) conduct optimization analysis on inventory levels or locations to determine the optimum support level vs. cost. The reason I ask is because most major supply chain modernizations over the past 15 years (commercial and government) have included these business processes in their projects. They did this because 1) they have a big impact on cost and performance to the organization and the clients it serves and 2) the analytic technology has become much more user friendly and robust whereas once it was in a

"black box" and nobody really knew what was happening. Examples in government who have included these business processes include Navy ERP and DLA which both re-designed those processes and implemented supporting technology. Thank you. [Jheroux](#) 02:54, 5 December 2010 (UTC)

A: While the ORD for CG-LIMS is robust, it does not include all of the requirements of our mission support business model. Processes such as systems engineering, design, and analytics do not appear there due to the very specialized nature of the requirements, and, the relatively small population of users. We do indeed intend to do planning, forecasting and optimization in our supply chain management. However we don't see it as a core requirement for CG-LIMS capability. Should industry provide that capability in an integrated COTS product which also supports the requirements in the CG-LIMS ORD, we would of course consider that capability as an alternative to other technical solutions for analytics. J.M. Sylvester 11:39, 6 December 2010 (UTC)

Will GOTS be considered?

Q: (received via e-mail) We are aware of a company that has developed and implemented a customized enterprise logistics solution by primarily integrating and configuring several COTs products (development, database and communication) into its solution which could handle a majority of the known LIMS requirements. This solution has been successfully deployed to a large number of units in the maritime environment today. Since the government funded the development of this solution, many will consider this a GOTS product. To date almost all information released regarding the potential LIMS contract has focused terminology exclusively on a "COTS solution."

So my question is... "Would this type of solution, currently in use by a government entity in the maritime environment, be considered acceptable if it were demonstrated to meet the specified LIMS requirements?"

A: Thanks for asking the question! Before answering, we must lay some groundwork. We need to have a definition we agree to use for "Commercial Off The Shelf." Here's the definition from [FAR 201.1](#):

"Commercially available off-the-shelf (COTS) item"

(1) Means any item or supply (including construction material) that is—

(i) A commercial item (as defined in paragraph (1) of the definition in this section);

(ii) Sold in substantial quantities in the commercial marketplace; and

(iii) Offered to the Government, under a contract or subcontract at any tier, without modification, in the same form in

which it is sold in the commercial marketplace; and

Here's a definition of COTS from [Carnegie Mellon's Software Engineering Institute](#) that is often used (see page 3):

A COTS product is a product

- o sold, leased, or licensed to the general public
- o offered by a vendor trying to profit from it
- o supported and evolved by the vendor, who retains the
- o intellectual property rights
- o available in multiple, identical copies
- o used without modification of the internals

Here's what we included in our internal draft RFP per our current acquisition strategy:

SOW Appendix E Glossary:

Commercial off-the-shelf: Commercial off-the-shelf (COTS) describes systems or components that are widely available through the commercial market at competitive prices. The items are normally products developed to commercial standards to satisfy the needs of large groups of users.

Configuration: The normal set-up of the software, such as parameters, fields, and workflows. These changes are a normal part of any implementation and do not require changes to the source code.

Customization: Customization is adding any functionality to a product that is not included in the base (out of the box) installation of that product.

If there is a better or more authoritative definition, I truly welcome anyone's input. It's important to define what we mean by COTS.

Getting back to your question of whether we'd consider anything other than COTS... The bias toward COTS stems from [OMB-130](#). There is a link to it and a few quotes in a [project blog post on the topic](#).

When the Alternatives Analysis was completed independently of the project office, they considered several

alternatives, including open source, software as a service, custom development, modifying GOTS, and COTS. The conclusion from the study team was:

Considering the results of the alternatives analysis, the study team recommends that the USCG adopt a single-vendor COTS solution for meeting the requirements of CG-LIMS:

- A single-vendor COTS solution represents the best balance between functionality (as measured by scores assigned to indicate how well the alternative will satisfy measures of performance), risk, and life-cycle cost.
- A single-vendor COTS solution provides the lowest level of integration complexity.
- A single-vendor COTS solution provides the least implementation risk.
- A single-vendor COTS solution reduces program management complexity.

One of the options considered was: "Previously Customized for Other Government Agency" defined as "...leveraging a similar single- or multi-vendor COTS implementation for another government agency. It includes adapting USCG business processes to align with customization and configuration already made for the current host organization in an attempt to reduce customization, implementation, and possibly license costs for the USCG."

Modifying GOTS was deemed non-viable because:

- Although most agencies set a goal of limiting COTS changes to conform with best practices from Gartner, CIO Forum, and the GAO, in practice, a moderate amount of customization occurs.
- Recent major DoD implementations (e.g., USMC GCSS, USAF ECSS and DHS CBP) have involved some customization of the software to meet agency requirements. Any attempt to leverage their current implementation would require an extensive gap analysis of USCG requirements and business practices with the host agency. This would negate potential savings during the implementation phase.
- While there is alignment in basic functionality and business processes, other agency attempts to leverage previous implementations showed that significant gaps in reporting, system interface and miscellaneous requirements exist that would minimize potential benefits in attempting to mimic an existing implementation.
- The combination of requirements variances and contractual hurdles effectively prohibit any opportunities to leverage other agency licensing agreements. This was supported through investigation by DoD agencies and confirmed by COTS vendors.

Long story short, the bias toward COTS (as defined in the FAR) is driven by Executive Policy (OMB-130). We've analyzed GOTS as an alternative, but we still expect to solicit state-of-the-market COTS software, as we've said in the

previous Sources Sought Notices.

I do appreciate the question, and welcome any follow up or further clarification I can provide. [Daniel.p.taylor](#) 10:15, 5 January 2011 (UTC)

Question for Industry: Does procurement belong in financial system or asset management system?

Q: This is a question from the PM for anyone with industry knowledge: Is there a "commercial best practice" or "commercial norm" on whether the procurement function belongs in the financial system or in the asset management system in an environment that is using a packaged financial system (the Coast Guard uses Oracle) and is considering an EAM tool for CG-LIMS? If "it depends," what does it depend on?

If you're struggling with this wiki's user interface, or if you want to keep your identity private, you can [e-mail the Project Manager](#) your answer. We'll post the answer without identifying you.

A: There is an emerging commercial practice, which I will call execution logistics, that puts the procurement function at the operators level of the asset management system. It's an emerging change in the logistics paradigm from traditional large ERP focus systems to mission focused logistics systems that collect data at the point of execution. Execution data is an input to the traditional ERP database(s) - CM, SCM, HR, Financial. The USCG is actually involved with this emerging trend with the EAL system, which is a rudimentary Point of Sale system - to use the retail model as a metaphor. The cash register is not the financial system, but it is the most critical input to the financial system.

Answer 2: From an industry member who asked to remain anonymous by [e-mailing the Project Manager](#): The typical commercial practice would place Procurement into the Financial system, primarily to leverage contract and supplier economies of scale. This "enterprise" perspective provides global cost benefits at the potential detriment to local or regional operational needs. This operationally unfavorable condition is often remedied by allowing constrained local and/or regional procurements via other systems/processes that are then synchronized and reconciled with the Enterprise financial system and its standard procurement processes.

Summary – Incorporate Procurement with the Financial system, permitting operational flexibility of local/regional procurements through other systems (which could include the asset management system) that are enabled and accounted for in the Financial procurement system and processes.

Thank you for the opportunity to provide input.

Answer 3: From an industry member who chose to remain anonymous by [e-mailing the Project Manager](#): The answer, in my opinion, is that Purchasing can be considered as part of a Financial or Supply Chain implementation. Many clients choose to implement Financials first, then do Supply Chain, but they need Purchasing and Receiving to go along with Accounts Receivable. In this situation Purchasing is often implemented with Financials. But...Purchasing can also be implemented as part of a Supply Chain implementation. I don't really believe there is a best practice of when you implement Purchasing; it's merely a function of what the customer needs to do. One note: if you are not implementing HR, you may need to implement Purchasing for approval hierarchies. LIMS will ultimately come down to execution, as most endeavors of this size do. Taking an ERP and implementing modularly can be done, will require tight execution and monitoring, strong program mgmt, but will not sacrifice the desired end-state for USCG. Kudos to you and your team for embracing social media. This has raised the bar in terms of collaborating with industry.

Single Vendor COTS Solution Definition

Q: Some interpret the definition of a "single vendor COTS solution" as limiting the product competition field to large ERP/EAM vendors such as Oracle, SAP or IBM. Large ERP/EAM vendor don't resonate with us as "ASAP tools" or correlate with the alternatives evaluation criteria (i.e. burden on the field, agile, flexible, etc.). Aligning with your alternatives evaluation criteria and redefined segmentations - will you consider a system integrator's integrated COTS tool suite in the product competition?

A: Nothing in definition of COTS is meant to limit it to any specific vendors. I know we'll need to make it crystal clear what we mean in solicitation to the tool vendors. In the answer to the question on whether GOTS would be considered, I provided the pointer to the FAR definition of COTS. That's what we'll use. We can't limit ourselves to specific brands of ERP/EAM vendors. Whether "a system integrator's integrated COTS tool suite" falls within the definition of COTS is something we'll need to be very clear about in the solicitation. If anyone can provide more clarity with an authoritative pointer, I welcome the assist! [Daniel.p.taylor](#) 21:32, 10 February 2011 (UTC)

Will Coast Guard leverage investment in enterprise licenses?

Q: Can industry leverage the USCG investment in enterprise software licences for CG-LIMS? Does USCG own and/or

have access to any unused or enterprise EAM licenses (Oracle, Maximo, or other) for CG-LIMS? If so, can you please provide a listing of which COTS solution (including modules) and related licenses would be available?

A: Great question. We want to be good stewards of taxpayers resources. There may be unused licenses for products including Oracle, SAP, IBM Maximo and others within DHS. You're right, available unused licenses may affect the cost, which will be one the evaluation criteria for tool selection. Listing those licenses module by module is something we may do with the solicitation, or we may ask the vendors to take their known excess licensing into account in proposing what is needed to meet the requirements. We're in the very early stages of thinking through what the competitive selection of a tool will look like.

Question for industry: Is there an agile way to implement a COTS ERP/EAM tool

Q: On the [Whiteboard](#), someone provided a [link to a brochure](#) describing implementing SAP following an agile methodology. Can anyone else point me to publicly available information on agile implementations of other ERP/EAM tools. (You can add a link by just copying the URL into your answer.) Of course this is not an endorsement of SAP. That's just the product someone found when searching for information on agile implemetations of ERP / EAM tools.

A: Link to Agile based methodology for Oracle. [link to a whitepaper](#)
[link to datasheet](#)

PM followup: The material above comes from the Oracle web site, but doesn't speak specifically to any Agile methodology or to using it to implement their packaged applications. Does anyone affiliated with Oracle have a better link you'd like to share? If so, please add it below or [send me a note](#) and I'll post without your name if you wish. - [Daniel.p.taylor](#) 10:44, 1 March 2011 (UTC)

A: Received from someone who chose to [send me a note](#):

I read your comment on the wiki Q&A page this morning about the Oracle whitepaper that someone posted. The Oracle Unified Method is an implementation of agile techniques that is very similar to the software development process originated by Rational (now IBM) and known as Rational Unified Process (RUP). Here's another whitepaper explaining RUP, written by Scott Ambler, who did much of the early development: <http://www.ambysoft.com/downloads/managersIntroToRUP.pdf>

I suppose it's debatable whether or not these Unified Processes are truly "agile" but they certainly implement many agile techniques, notably short-term iterative code development. Scott Ambler has now pared down the original RUP into an Agile Unified Process (AUP). Here's a presentation that he wrote explaining how to scale that AUP to the size of your project: http://www-07.ibm.com/events/au/innovate/pdf/Scott_Ambler-Agile_Requirements_at_Scale.pdf

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Since Tivoli (Maximo) and Rational (RUP) are both now owned by IBM, I'd be surprised if they don't have some experience (and whitepapers) describing how to apply the AUP to Maximo implementations.

From the PM: I still welcome any additional information industry can provide about use of agile methodologies to implement their COTS ERP / EAM tools.

A: Received from someone who chose to [send me a note](#):

I am responding to your request in the "Q&A" section of the wiki regarding the use of agile methodologies to implement COTS solutions. The original posting to the wiki contained a few links to generally available data sheets/whitepapers on Oracle's Unified Method (OUM). There is a whole host of other info on ! OUM but not readily available on Oracle's general website. The Oracle Unified Method was designed by a group of folks within Oracle's Global Methods group. The Global Methods group works full time on enhancing/evolving OUM and one of OUM's main tenets is agile development for all Oracle solutions. The team subscribes to the tenets of the agile manifesto <http://agilemanifesto.org> and also subscribes to ideas put forth in a number of subsequent works including Balancing Agility and Discipline: A Guide for the Perplexed (Boehm/Turner, Addison-Wesley) and Agile Project Management: Creating Innovative Products (Highsmith, Addison-Wesley).

I have attached a few additional whitepapers that highlight OUM and use of agile based methods. There are also specific training courses provided by Oracle on OUM and using OUM with Agile Techniques. To summarize, Oracle has invested a great deal of time and effort to ensure that the Oracle Unified Method can be utilized to rollout Oracle solutions using agile techniques.

[Planning a Project Using the Oracle Unified Method \(OUM\) – An Iterative and Incremental Approach](#)

[Managing an Oracle Unified Method \(OUM\) Project Using Scrum](#)

A: CSC uploaded a file with the following description: This is in response to CGLIMS Program Office question, "Is there an Agile way to implement a COTS/EAM tool"? Thanks for your consideration

https://wiki.citizen.apps.gov/CGLIMS/images/e/ee/Agile_CGLIMS.pdf

A:

Alternative 3: role of TD/TD Sandbox/PMO Support phase

Q: In the alternative 3 strategy, can you clarify the role of the TD/TD Sandbox/PMO Support phase? Specifically, what is the dividing line between what integration design work and system engineering will be performed in this phase versus the implementation phase? Is the intention for all of the "heavy lifting" to be done by the TD phase team and handed over to the implementer to simply execute or will the TD/PMO Support role be primarily to advise the project office and maintain the environment to prove out the implementer's design approaches?

A: We'll provide more clarity as we move forward, but right now our vision is that post ADE-2, the role is close to the latter: "primarily to advise the project office and maintain the environment to prove out the implementer's design approaches?" [Daniel.p.taylor](#) 00:47, 18 February 2011 (UTC)

Conflict of Interest Question

Q: What are the conflict of interest implications in this approach? The assumption is that bidders in phase 2 (TD/PMO Support) will not be able to bid on the implementation phase. Will SW phase bidders be unable to compete for the follow-on phases? Any restrictions on the O&M phase?

A: This answer may change over time also, but our current thinking is that contractor awarded the technology demonstration and PMO support will not be able to bid on the implementation. This requires a longer answer that only a lawyer can provide, but I think the TD/PMO Support contractor would be providing the type of "systems engineering and technical direction" described in [FAR 9.505-1](#). There would be no similar prohibition for the implementation contractor to bid on the O&M phase. Project counsel or Contracting Officer might offer a more complete answer. [Daniel.p.taylor](#) 00:56, 18 February 2011 (UTC)

complementary and infrastructure-type tools

Q: What is the project office's view on the ability of the implementer to identify and select complementary software tools that will enhance or improve the solution? Is the intention that the entire suite of software tools, including complementary and infrastructure type tools, will be selected in the initial SW selection phase? And if so, does the project anticipate only accepting bids from the primary software vendors in the SW selection phase or would the project solicit bids from resellers and/or integrators that may offer a different mix of software modules, best-of-breed tools, and complementary third party tools than the primary software vendors?

A: Great question. We'll need to provide a specific answer to prior to solicitation. You are going to find is that we value simplicity. One of the things we'll need to evaluate is the complexity of licensing and maintaining support for a basket full of mixed software modules, best-of-breed tools, and third party tools.

Vendor Demonstrations

Here are two questions from someone who chose to [send me a note](#):

Q: The notes provided on the wiki from [convo with staff from GCSS-MC PMO](#) you noted that "tool vender proposals should included product demos based on scenarios." I'm not sure whether you've developed this thought further, but do you anticipate scenario-based demos and if so, will the scenarios be supplied to the vendors or will the vendors be free to construct their own respective scenarios?

A: Yes, I anticipate scenario-based demos. The vendors will be supplied scenarios to demonstrate. You can expect them to related to the requirements in the Concept of Operations and Operational Requirements Document already shared with industry.

Q: From the same meeting you noted that "one 8-hour day per vender reasonable." Have you concluded the demo length yet?

A: We will provide specific constraints for the demos in a solicitation, but the "one 8 hour day per vendor" is still a good planning estimate.

April 2011 Status Update

Q: Can you give us an update on what's going on with the CG-LIMS Acquisition?

A: Great question. Things have been moving quickly since the REBOOT team finished their work on 15 February. Many of you were involved in developing that recommendation, and I appreciate your help on it. Based on the results of the study and continued budget pressures, the strategy was further refined.

I described that evolution in a series of blog posts. I encourage you to read them if you haven't already.

- March 24: [Start small, deliver quickly](#)
- March 28: [Small steps](#)
- April 8: [Another clear decision](#)
- April 12: [Run with it!](#)

Another great piece of news to share is that yesterday the Vice Commandant signed the Operational Requirements Document. I updated the [References page](#) on the Acq Strategy Wiki to link to the updated version.

We are still working through the approval process at the Department level, but here is the truth as I know it today. We are sharing the message below on the project blog, Acq Strategy wiki, and FedBizOpps [here](#) and [here](#):

The Coast Guard has revised its acquisition strategy for CG-LIMS in several important ways:

1. The software and implementation will be purchased separately. The software will be purchased first. We anticipate RFQ release in late May 2011 for a GSA software purchase. Evaluation preference will be given to small businesses.
2. The project may be re-designated as a non-major acquisition, which will allow us to move more quickly.
3. The operational requirements in the Operational Requirements Document (ORD) are largely unchanged since first shared on FedBizOpps in January 2010
4. An acquisition strategy for the implementation has not been finalized. Among other things, we are considering use of [an existing Coast Guard IDIQ](#).

January 2012 Status Update

Q. Can you give us an update on what's going on with CG-LIMS? You haven't said much in the wiki since the end of the REBOOT study.

A. We provided an update on the wiki before we released the RFQ for the COTS software. Since then, we've used the [project blog](#) (exported regularly to [WordPress](#)) to keep everyone updated. The five best posts to read today to understand the nature of CG-LIMS as a small project that will be delivered in small chunks with as small a team as possible are:

- 23 May 2011: [Start. Small.](#)
- 20 June 2011: [Changes](#)
- 18 July 2011: [Balancing Act.](#)
- 2 Aug 2011: [Training. Ourselves](#)
- 17 Aug 2011: [Alignment Check](#)
- 19 Dec 2011: [Plan Big. Start Small.](#)

For those interested in competing for contracts related to configuration, I shared in the [20 June post](#) that "This will be a MUCH SMALLER CONTRACT than the RFP for the whole system we put together last fall. It may take longer to get contract awarded than to award a task order on APLES, but we are still aiming for as simple a contract as possible to quickly deliver using the SDLC process." This will be a small contract to get subject matter expertise in the selected COTS tool not already organic to the Coast Guard.

I can't share FY 13 budget details until it is released in the President's Budget. But I shared in the [18 July](#) post that "One of the common (and obvious) themes is that every part of the organization is dealing with the reality of a declining budget environment. None of us have enough resources to deliver the service we want to. Everyone is making tough tradeoffs among competing demands." Don't expect the FY 13-17 plan to be the same as the FY 12-17

funding plan.

As we adjust to a more austere budget, I shared on [2 August](#) that "We need to figure out how we're going to do training in a severely constrained budget environment... how we'll do 'good enough' with less. We also need to figure out whether we'll use existing resources from the PMO or SDA / SSA or whether we need to contract for it." The contracted effort may be smaller than folks imagined under a less constrained budget environment a few years ago.

A2. A confirmation from the Contracting Officer. While this wiki is not "official," and has been used as a forum for idea germination, Captain Taylor's posting above is all quite true; the ideas are not seedlings, but fully grown. Our budget is projected to shrink significantly, and CG-LIMS is becoming a do-it-yourself project, unlike what was envisioned a few years ago. The technology demonstrator discussed last winter is no longer part of the plan. Having made our software selection, we will now move directly into system development, conducted by the Aviation Logistics Center (ALC) as System Development Agent. We are preparing a solicitation for a small amount of integration support service to augment that in-house effort, but have not yet determined the contracting strategy (GSA, EAGLE, stand-alone, 8(a), set-aside, etc, - it's all still fluid). The Advance Acquisition Plan may be found on the [DHS Acquisition Planning Forecast System \(APFS\)](#) under AAP Number 201170930. As soon as the contracting strategy for the implementation support service has been established, we will share that information with industry. There will not be a contract for the integration itself as that effort will be performed by ALC personnel. Signed: Laura Q. Spillane, Contracting Officer, CG-LIMS project.

A3. Last month I promised that we'd let you know as soon as the strategy for the implementation support services had been finalized. We have completed our homework and made the sourcing decision. For every procurement, one of the first steps is to determine if Government resources will be sufficient to fulfill the requirement. As you know, a team of Government personnel will be completing most of the implementation work in-house. For services needed to fill gaps in the Government's capability, we turn to outside commercial resources. A review of mandatory sources of services yielded the Department of Homeland Security's Oracle Enterprise License Agreement Blanket Purchase Agreement which can fulfill the Coast Guard's need. Accordingly, the implementation support services required for establishment of the CG-LIMS system must be purchased through this agreement.

I wish to thank every company that has expressed interest in CG-LIMS. Your ideas and input have been of enormous value in developing the system requirements and in crafting an acquisition that will fulfill the Coast Guard's need for a updated logistics management system. Signed: Laura Q. Spillane, Contracting Officer, CG-LIMS project.

Next Question?

As previously indicated in a published answer to a question posed by industry, the USCG is taking into consideration those unused licenses for products within DHS. Such a consideration would have a significant impact to the pricing proposed by the various vendors as well as play a large part in the bid decisions of those vendors that might not have the advantage of utilizing such considerations in their bids.

In order for each vendor to make an informed and appropriate bid decision regarding what will be a significant bid and proposal investment, a detailed inventory of those licenses which could be considered “unused” and available to this acquisition would need to be published to all interested vendors. Furthermore, some assessment of the relative value of those licenses in question and subsequent impact to the evaluation would need to be identified so as to allow all vendors the necessary information to make an informed bid decision while maintaining a fair source selection.

We request an inventory of those “unused” licenses and their associated cost evaluation impact or value.

Placeholder for your question. Edit to ask.

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Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

Federal News Radio conversation between [Chris Dorobek](#) and [Project Manager](#) discussing this wiki. <http://federalnewsradio.com/?nid=150&sid=2268220>

Welcome! It has been several months since our engagements with industry in a May 2009 [Source Sought Notice](#) and 27 demonstrations from vendors who responded to our Dec 2009 [Sources Sought Notice](#).

Since then, we've been sensitive to the need to keep the playing field level. We've tried to give everyone the same message and provide the same access to the Contracting Officer and Project Manager. That need for fairness has translated into very little information being shared other than what you see from the weekly export of the [Intelink-U blog](#) we share publicly at <http://cglims.wordpress.com/>.



We want to change that. We'll use this wiki to give everyone more information on where we are and what we're thinking.

We also want to hear your ideas.

We'll use this forum to get ideas from outside the Coast Guard. The acquisition team has been struggling with how to deliver CG-LIMS smaller, cheaper, and quicker. We realize there's a limit on the input we'll receive in a public forum for free. Even operating within those limits, we're convinced there are ideas that can be shared we can use as we assess our strategy.

Anyone can read everything in this wiki. To contribute, you must "Log in" using the link at the top right. If you don't have an account, the "Log in" link will guide you through the process. After you've requested an account, clicked on the confirmation e-mail, and Logged in for the first time, go to the "Preferences" page in the left nav bar to select your e-mail notification preferences. Then you can use the "Watch" link in the left nav bar to receive an e-mail whenever a page is updated.

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About this wiki

This forum Is

- A way for the project office to keep industry aware of our thoughts and ideas.
- A way for industry, academia, the public... anyone to communicate directly with the project staff.

- A place for you to help the government figure out how best to deliver the CG-LIMS capability to the field.
- As informal as it can be and completely unofficial.
- Equally available to anyone. Anyone can view it all. You just need to get a log in to edit.
- An experiment. We'll give this a try, see if it's worth the energy, and reassess in 3 months (Feb 8, 2011) to decide whether to continue. Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page. The feedback will inform how we use this wiki in the future.

This forum Is not

- Part of the source selection process. We are not using this to evaluate offers or make "downselect" decisions.
- A replacement for FedBizOpps, which will continue to be the only location for formal, official communication. We'll share as much as we can openly here, but some of the material industry needs must be protected and shared only with authorized contractors.
- Intended to make you an expert in MediaWiki markup. However, we think most of the audience has an aptitude for using the tools or has people nearby who can help them with it.

Three basic rules

1. Treat each other with respect. To add or edit, you need to get a login to identify yourself. Please act the way you would in a face-to-face exchange with other professionals.
2. For violations of rule 1, expect your input will be removed or your access revoked or both.
3. Always help improve the accuracy of the content. If you see an error, either correct it by editing the page, or notify an editor.

What we know

- There is plenty of background available on the [References](#) page of this wiki.
- We are in the midst of a reassessment of our acquisition strategy. We initially captured some of that brainstorming on a wiki within the firewall. On Nov 17th, we moved it to the [Strategy Brainstorming](#) page on this wiki. We invited anyone to join us as we examine some alternative approaches.
- We later [chartered the REconsider Best OptiOns Team \(REBOOT\)](#) to formally examine alternatives and propose a course of action. The first deliverable was the [REBOOT Scope and Approach](#).

- We completed the brainstorming and organizing of alternatives and evaluation criteria on the [Strategy Brainstorming](#) page
- We asked for input how this can be done within the constraints of DHS's policy, especially the [System Engineering Life Cycle](#) and CG's [Major System Acquisition Manual](#) (which was just updated on 1 Nov 2010).
- We distilled the input into four alternatives to the current strategy. We welcome your input on those alternatives. Many of you provided input by adding to the pros and cons listed for each alternative on the [Strategy Alternatives](#) page.
- We followed a structured decision-making process on 2/3/2011 to select [Alternative 3](#). The results are on the [Decision Model](#) page.
- We documented the recommendation on the [REBOOT Final Report](#) page and are preparing a decision memo and decision brief.
- We released a [Source Sought Notice](#) for information from COTS tool vendors as part of a market research effort to gather pricing information.
- In April we updated everyone with additional changes to the strategy on the [Q&A page](#).
- On May 10, we released a draft RFQ for the COTS software procurement on [GSA eBuy](#). It is RFQ number 564661. Expect final RFQ within days.
- On June 2, re released the final RFQ for the COTS software procurement on [GSA eBuy](#). It is RFQ number 564661
- In January 2012, we updated everyone on project progress on the [Q&A page](#).

This process can evolve over time. We're providing a forum and some initial guidance to get started, but we expect to get smarter as we go.

How you can help

- Market research has shown tools are in the market that meet our requirements. We need input on how any one of these COTS Enterprise Asset Management (EAM) tools can be delivered quickly and incrementally. The [Whiteboard](#) is a great place to capture those ideas.
- We know you have questions. We'll do our best to answer them. Head over to the [Questions and Answers](#) page and ask away!
- We're now primarily using two pages for collaboration:

1. [Whiteboard](#)
2. [Questions and Answers](#)

Although we have chosen the strategy and are fleshing out the details, we welcome continued dialogue on the [Questions and Answers](#) page or the [Whiteboard](#). We'll keep you informed as the use of this wiki evolves as we use it to support execution of the strategy. If you're struggling with this wiki's user interface, or if you want to keep your identity private, you can [e-mail the Project Manager](#) your question or idea. We'll post your input without identifying you.

Sign up/Sign in [right here](#) and join the conversation!

Site Map

Click on any "Page Name" to go to a specific page:

Page Name	Description
Substantive Pages:	
Main Page	"Home page" for this wiki. Describes what it is and how it is used.
Software RFQ Questions and Answers	Place to capture questions and answers related to GSA eBuy RFQ 56466. Quotes due 23 June 2011.
Whiteboard	Place to capture input from anyone. Think of it like a big, public whiteboard.
Questions and Answers	Place for anyone to add questions for the project office or to answer questions asked by the project office
References	Basic high-level documents and presentations about the project.
REBOOT Scope and Approach	Describes the Scope and Approach for the Reconsider Best Options Team (REBOOT) Study conducted 29 Nov 2010 to 15 Feb 2011
Strategy Brainstorming	Started with initial brainstorming within the government Program Management IPT on a wiki behind the firewall. Moved to this wiki on 17 Nov to continue brainstorming.

Value-Based Rapid Evolutionary Acquisition of Information Technology	Contains text of memo from Chris Gunderson with links to several external resources
Performance and Expected Benefits	Created by industry partner to get some dialog going around quantifiable and specific operational, business and financial benefits to be gained from CG-LIMS.
Strategy Alternatives	Lists the complete strategies distilled from the Strategy Brainstorming page. Page used through 15 Feb 2011 to solidify guiding principles, evaluation criteria, and final alternatives.
Technology Demonstration	Contains DHS's definitions of technology demonstrations in general, and specific goals of Type 1 technology demonstration for CG-LIMS
Decision Model	Contains results of the model built and used as a decision-making aid on 3 Feb 2011
REBOOT Status	Used by REBOOT team to capture decisions, status and commitments during study.
REBOOT Final Report	Contains final results and recommendations of REBOOT study
Survey Results	Contains the results of a survey of the users of this wiki taken between 2/5/2011 and 2/12/2011.
Administrative Pages:	
All Pages	Lists all the pages on the wiki
About	Contains description of CG-LIMS.
Help	Contains pointers to help on editing a wiki.
FAQ	Contains Frequently Asked Questions about the wiki
General Disclaimer	Provides general disclaimer.
Privacy Policy	Describes privacy policy
Special Pages	Provides links to users, files, statistics, and more

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Software RFQ Questions and Answers

From CGLIMS

This page is for questions and answers in response to eBuy RFQ ID: 564661

Vendors can edit this page to add questions or they can send an e-mail to the Contracting Officer and Contract Specialist by [clicking this link](#).

We will use this page to answer all questions. We hope to reduce duplicate questions by making the question public immediately and asking industry to check here before e-mailing the question. We'll also make it easier for everyone by maintaining a single place to find the most up-to-date list of questions and answers. Not less than one week prior to closing date, official answers will be posted on e-Buy as well.

The official government answer will come from the contracting officer. If an answer ends with the contracting officer's name and a datestamp, it is the best answer from the government as of that time. Government answers may evolve over time. You can use the [page history](#) to see changes to this page. You can "watch" this page to receive notifications when the page is updated (if the notification system is working). You can also subscribe to the [RSS feed](#) of the [Recent Changes](#) page to see updates to all pages of this wiki.

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Adding a question to this page

Q: How do I add a question?

A: To contribute, you must "Log in" using the link at the top right. If you don't have an account, the "Log in" link will guide you through the process. After you've requested an account, clicked on the confirmation e-mail, and Logged in for the first time, go to the "Preferences" page in the left nav bar to select your e-mail notification preferences. Then you can use the "Watch" link in the left nav bar to receive an e-mail whenever a page is updated.

Once you've created an account and logged in, you can edit this page to add a question. Give the question a short title that begins and ends with an equal sign (=). That will create an entry in the table of contents at the top of the page. End the question with four tilde's (~) to add your name and timestamp. [Daniel.p.taylor](#) 23:40, 30 May 2011 (UTC)

E-mailing questions

Q: Can I e-mail a question?

A: Yes, you can send an e-mail to the Contracting Officer and Contract Specialist by [clicking this link](#).

Questions received in response to the Draft RFQ

Q1: Attachment 3, requirement 3.3 Network Requirements states: "The software shall operate on the Coast Guard

One network (CG OneNet) from a standard Coast Guard Workstation employing a Coast Guard approved operating system.” What are the specifications for and examples of a “standard Coast Guard Workstation” and a “Coast Guard approved operating system”?

A1: Minimum CG Workstation: Pentium 4, 2.4GHZ with 1 GB RAM. Operating system: Vista 32 bit Enterprise SP2

Q2: Attachment 3, requirement 3.9 Connectivity Requirements states: “The software shall provide functionality while in a disconnected environment and be confident that information available in the system is current relative to the most recent network connection to the central servers, in accordance with Coast Guard established logistics business rules.” In the context of this item, will the Coast Guard please enumerate what specific functionality is required in a disconnected environment?

A2: Full functionality is required in a disconnected environment.

Q3: Attachment 3, requirement 3.9.2 states: “The software shall provide a prioritization service for synchronizing data with the central server according to Coast Guard business rules to maximize use of limited bandwidth.” What are examples of Coast Guard business rules that would be used to prioritize the synchronization of data?

A3: Mission critical operational services get higher priority on available bandwidth than less critical support or morale services.

Q4: Attachment 3, requirements 3.11, 7.1.3, 7.7.2, and 7.7.3 refer to sections in the “OFFM NO-0106” document. Would it possible to be provided a copy of or link to this document?

A4: Yes. The document will be attached to the RFQ on e-Buy.

Q5: Attachment 3, requirement 5.1.5.1.2 states: “The software shall provide a function to catalog and cross reference between multiple numbering standards.” Will the Coast Guard please provide examples of cross-referencing between numbering standards to aide in the understanding of this requirement?

A5: Software should be able to support an S1000D numbering standard for equipment/assets as well as an asset community specific numbering standard such as UNIFORMAT (facilities), EIC (ships), or ATA (aircraft) code.

Q6: Attachment 3, requirement 5.2.3.1.13 states: “The software shall contain attributes for meter reading in an intuitive and graphically relevant format.” In the context of this requirement, what is mean by “meter reading”? Will the Coast Guard please provide examples and/or detailed descriptions of what is expected for this requirement?

A6: The ability to take data directly from an electronic metering system and present the data in an intuitive interface.

This would be included in the ability to interface with a prognostics health monitoring system which a modern ship/ aircraft propulsion plant might have.

Q7: Attachment 3, requirement 5.3.2.1.14 states: "The software shall provide the capability to perform lateral support/ parts pooling." What is the definition of "lateral support/parts pooling" in the context of this requirement?

A7: The ability for one operational unit to see, manage, and/or request parts/inventory held by other operational units when necessary.

Q8: Attachment 3, requirement 5.3.2.1.17 states: "The software shall provide the capability to classify material in accordance with the Qualified Parts Lists." What is the definition of "Qualified Parts Lists" in the context of this requirement?

A8: GSA standard for categorizing parts in support of 41 CFR 101-30. See GSA Federal Standardization Manual for format.

Q9: Attachment 3, requirement 5.3.3.1.8 states: "The software shall provide the capability to track identity information of all sold material." What is the definition of "sold material" in the context of this requirement?

A9: Material issued outside of the wholesale warehouse or depot to either an operational unit or outside the Coast Guard to a DHS, DoD or OGA component.

Q10: Attachment 3, requirement 5.3.3.1.16 states: "The software shall provide the capability to process tracking information for all shipments." What is the definition of "tracking information" in the context of this requirement?

A10: Examples would include but not be limited to: Requisition number, shipping organization, shipment number, bill of lading, manifest number, etc.

Q11: Attachment 3, requirement 5.4.1.1.12 states: "The software shall provide the capability to relate multiple numbering conventions to the S1000D standard." What is the definition of "numbering conventions" in the context of this requirement?

A11: Software should be able to support an S1000D numbering standard for equipment/assets and relate that number to an asset community specific numbering standard such as UNIFORMAT (facilities), EIC (ships), or ATA (aircraft) code.

Q12: Attachment 3, requirement 5.4.3.1.2 states: "The software shall have a function for end user tech data library management (audit/ordering pull - not push)." What is the definition of "end user tech data library management (audit/

ordering pull - not push)” in the context of this requirement?

A12: The customers should not have to depend on a centrally controlled service request to get visibility on available technical data, and if authorized, should be able to pull the required data themselves rather than simply request same and await delivery.

Q13: Our product has several Approvals To Operated (ATOs) on the NMCI network from the US Navy ODAA. Would the Coast Guard require a complete recertification and accreditation to deploy our product within a CG Data Center?

A13: Yes.

Q14: Will all questions and answers from prospective vendors be posted for review and if so where?

A14: Yes, right here! All answers will be posted to the CG-LIMS wiki for vendors to view. Answers to the questions will be posted as they are formulated. Vendors are advised that wiki responses are unofficial and that formal responses will be posted to GSA's e-Buy.

Q15: Attachment 4 requests Past Performance for implementation references. As the scope of this RFP does not contain any implementation services requirements, the Coast Guard can expect proposals directly from software vendors and resellers. Many of these organizations do not have implementation references, as their core business is primarily COTS software development. Please clarify the response content you'd like to receive from COTS software vendors for Attachment 4. Does the Coast Guard expect pure software vendors (that do not provide services) to complete Attachment 4?

A15: All vendors are required to complete and submit Attachment 4. Although the Coast Guard is not purchasing implementation services, in order to assess the vendor's past performance we need refereneces from customers to whom the vendor has provided the quoted software.

Q16: Regarding the requirement to submit product documentation as per Attachment 3, all of our documentation is made available to the public via website. Is it acceptable to the Coast Guard to reference this online documentation in our content for Attachment 3, rather than sending copies with our quote submission?

A16: Absolutely! Electronically-accessible product documentation is preferred over hard copies.

Q17: Must all software components proposed be on a GSA schedule?

A17: Yes. Because it believes that all required products are avialable through GSA Schedule 70, the Coast Guard has

not complied with the FAR requirements regarding mixing of GSA and Open Market items, therefore all quoted products must be available through GSA.

Q18: Please clarify SOW paragraph 7.7.6 (attachment 2) concerning backup functionality. Does the Coast Guard expect pricing for database backup solutions?

A18: The Coast Guard does not expect pricing for database backup solutions.

Q19: Please clarify Requirement 6.2.8 (attachment 3) concerning training functionality. Does the Coast Guard expect administrative user-configurable online help or are you looking for more comprehensive training software?

A19: The Vendor may provide user-configurable online help or a more comprehensive training package. The requirement is for "self-guided embedded training capability." There is no prescribed format with which the Vendor must comply in meeting this requirement.

Q20: 5.4.3.1.2 - The software shall have a function for end user tech data library management (audit/ordering pull - not push). Question: Can you please provide an example of the end user perspective for this question?

A20: The customer should not have to depend on a centrally controlled service request to get visibility on available technical data, and if authorized, should be able to pull the required data themselves rather than simply request same and await delivery.

Q21: Attachment 2 CG-LIMS Software SOW - 5.0 Requirements: Please clarify your requirement for the contractor to provide one copy of the software as configured during pre-award product demonstration. Does the Coast Guard intent to acquire a single license/copy of the demonstrated software environment from each vendor?

Q21: This requirement has been removed from the RFQ.

Q22: Attachment 6 Pricing Matrix: Please clarify the application functionality to be proposed in the pricing request for 40 users in Year 1 in the Pricing Matrix.

A22: Attachment 6 has been revised to provide greater clarity.

Q23: Attachment 8 Scenarios: A number of the scenarios will require access to offside environments in order to properly demonstrate full capabilities. Will the Coast Guard provide Internet access to the vendors during the scenario demonstrations?

A23: It is the Government's intent to provide Internet access during the oral presentations. The availability of this

access will be confirmed with the detailed presentation guidelines and instructions that are provided after quotes are received.

Q24: Attachment 8 Scenarios: The vendors anticipate that the Coast Guard will receive a number of similarly proposed COTS configurations from different vendors. Does the Coast Guard require that each vendor proposing a software solution also provide a demonstration of their solution? Would the Coast Guard accept a single demonstration of particular proposed COTS from the software vendor(s) to address proposed capabilities from multiple vendors of the same COTS?

A24: Every vendor will provide an oral presentation.

Q25: Would the Coast Guard be amenable to vendors submitting responses for Attachment 3 in a slightly different format than that displayed in the Draft RFQ, so that vendors have the opportunity to more clearly discuss COTS functionality? We suggest a format would enable the Coast Guard to receive a clearer description of how required functionality is met laid out so that text will not need to be squeezed into small table columns, thus making it difficult for reviewers to read. If this is not acceptable, would the Coast Guard allow for additional response text to be entered below each requirement response?

A25: Attachment 3 is not intended to include discussion of the proposed functionality. Vendors are limited to 100 characters of description per row in submitting their responses for Attachment 3. Any additional description should be submitted in Volume I, Tab B of the quote.

Questions received in response to the RFQ

Q26: GSA eBUY states "Please do not include Open Market Items with your offer". In order to provide USCG with the best solution possible, will USCG consider open market items which are not currently on the offerors GSA Schedule?

A26: No. Please see Answer 17 above.

Q27: Attachment 1, Submission Instructions and Evaluation Factors, Tab D.3 - External Interface Strategy, asks respondents to explain their approach to external interfaces. Without detailed information regarding the scope of interfaces it is impossible to price out the number of licenses (i.e. processors and/or users) required for the integrations. Does the Coast Guard expect pricing for integration middleware (i.e. SOA) or will Coast Guard be leveraging existing GFE for SOA/ESB?

A27: The Coast Guard will leverage existing GFE for SOA/ESB.

Q28: Attachment 4, Past Performance Questionnaire - Vendor, asks for 3 POC's from each vendor reference. Will Coast Guard accept less than 3 POC's as many customers like to centralize contact for reference calls?

A28: No. Please provide three Points of Contact for each vendor reference.

Q29: Attachment 1, Submission Instructions and Evaluation Factors - Tab F – Past Performance – Product- states: Using the matrix provided in RFQ Attachment 5, Past Performance Questionnaire – Product, provide 10 instances where the product is currently installed and in use that are similar in size, scope, and complexity to the requirements of the SOW, with at least one instance cited for each COTS module proposed. Can Coast Guard clarify that the requirement is to provide 10 total product references and within those 10 at least one reference for each module proposed?

A29: The requirement is for a total of ten relevant instances where the COTS product is installed and in use. Each module proposed needs to be cited in at least one of the ten instances provided.

Q30: Attachment 1, Submission Instructions and Evaluation Factors – Due Dates – states: Vendors should submit their quotes to the Contracting Officer no later than 3:00 PM Eastern Daylight Time on 09 June 2011. This due date conflicts with the due date of June 23rd, 2011 at 3:00pm EST in eBuy. Can Coast Guard clarify the due date?

A30: The due date for receipt of quotes is June 23 at 3:00 pm EDT.

Q31: The RFQ Letter states: "Not less than one week prior to the RFQ closing date, official answers and an amendment to the RFQ, if needed, will be posted to e-Buy." Considering questions are due on 9 June 2011, and answers to questions may not be officially responded to immediately, would USCG consider an extension to the June 23rd RFQ due date? Answers to questions will significantly impact the approach and strategy in responding to the RFQ. With the current response due date, that could potentially leave little time to react accordingly to posted responses.

A31: It sounds as if what you're really asking is not an extension of the RFQ due date, but an expansion of the window between release of answers to questions and the RFQ closing date. To allow vendors the maximum response time, the answers to all questions will be posted to the CG-LIMS wiki as soon as the answers are formulated. At this time, we will not extend the due date for receipt of quotes, but will endeavor to post the questions and answers to e-Buy as quickly as possible.

Q32: Attachment 6 – Pricing Matrix – For the pricing response, would USCG allow bidders to modify user counts across functional modules? For example, year 1, Task Order 2 lists 1610 additional users within CM/MM modules

only. Typically, there would not be a flat increase of 1610 users across all CM/MM modules.

A32: The user counts are provided to enable vendors to quote the best pricing for the Coast Guard based on our expected annual increases in user population. Vendors may not adjust the user counts, but may quote their best prices, even if those prices include providing more than the required number of licenses. To follow your example, if it is less expensive to quote for 1650 additional users in TO2, than for 1610, the Government would consider that pricing. Vendors are cautioned against providing fewer individual or multi-user licenses than will accommodate the projected number of users. Such quotes will be rejected as non-responsive. The RFQ invites alternative price quotes that meet all RFQ requirements and term and conditions.

Q33: Attachment 4, Past Performance Questionnaire -Vendor has a "Number of Sites" entry for each reference. What is wanted for this entry? Is it the number of geographically distinct sites for that reference that use the associated application/solution? Please clarify.

A33: Yes. The USCG is looking for the number of geographically distinct sites.

Q34: Attachment 1, Submission Instructions and Evaluation Factors – Tab J – Price Quote – states: "...Additionally, Vendors may offer alternate pricing schemes (e.g., enterprise, server, named user) and should explain the basis for each pricing model." Will alternate pricing schemes that provide USCG with the best value and lowest TCO be included for evaluation purposes or will the evaluation only take into account the pricing model provided in Attachment 6?

A34: The evaluation will be conducted using the annual increases in users set forth in Attachment 6. Alternate schemes will be considered as long as they meet these minimum number of users.

Q35: Attachment 6 – Pricing Matrix – Can Coast Guard break down the number of anticipated users across functional areas? For example, system users for a.)aircraft, b.)ships/vessels, c.)vehicles, and d.)facilities?

A35: The most likely scenario for this BPA will have 5331 users for aviation and 6669 users for Cutters/Boats. Please note that these numbers are estimates only.

Q36: Attachment 8 – Demo Scenarios - Configuration Management B.6 and Supply Chain D.3.C states: "Demonstrate configuration status accounting functions." Can CG please provide examples or explain in more detail what types of functions are to be demonstrated?

A36: Reference page 7-7 of MIL-HDBK-61A for Table 3, Activity Guide: Configuration Status Accounting Tasks.

Q37: The wiki stated that oral presentations would likely encompass 1 full day or 8 hours. How much time does USCG anticipate for the actual demo of the software?

A37: The RFQ is official, the wiki is not. At this point the Oral Presentations are expected to last about a half-day each.

Q38: Attachment 2 Statement of Work, states: "...Italicized rows that are "grayed out" are not part of the RFQ requirements, and are provided solely for information on how the overall system will be used in the operational system environment." This caveat is not explicitly stated in Attachment 3. Can respondents assume that the "grayed out" requirements in Attachment 3- Functionality Self Assessment are not part of the RFQ requirements as well?

A38: Yes. "Grayed out" requirements in Attachment 3 are not part of the RFQ.

Q39: Attachment 4 "Past Performance Questionnaire – Vendor - requests Past Performance for implementation references. As the scope of this RFP does not contain any implementation services requirements, the Coast Guard can expect proposals directly from software vendors and resellers. Requested information such as "Contract Number", "Contract Period of Performance", "Contract Value" are more relevant to implementation contracts for system integrators. In many scenarios this information is not made privy to the software vendor and/or reseller. Will USCG consider removing this requirement?

A39: The information requested under Attachment 4 is needed to enable the government and the reference to be confident that both parties are discussing the same transaction. Under any government contract (and almost any commercial agreement) this data will be easily determined. These data are equally relevant no matter whether the procurement is for licenses, implementation, or widgets. The requirement stands.

Q40: We assume not all users will also be a disconnected user. Can USCG provide the number of users that will be accessing the system in a disconnected capacity? Can USCG break out disconnected users across CM/MM, Supply Chain, and Tech Data Mgmt? Does USCG anticipate 40 disconnected users for the initial Task Order 1 procurement?

A40: No, not all users will be disconnected users. The network connectivity of users varies for deployed/remote operating units based on location and access to available bandwidth. The maximum population of users simultaneously requiring connectivity who simultaneously don't have connectivity or access to available bandwidth is estimated to be 6669 (worst case) at any given time based on Answer 35 above. We do not expect 40 disconnected users for the initial Task Order, however, we do expect disconnected or asynchronous capability to be available. The response 6669 assumes all underway at the same time, with no connectivity. The perspective is that either the software can operate asynchronously, or it can't.

Q41: Will USCG provide a GFE content management/document management solution for CG LIMS?

A41: Yes, however, it should not be assumed as GFE.

Q42: Does USCG own GFE structured content management authoring tools to support S1000D?

A42: See Answer 41 above.

Q43: Attachment 6 R11; Pricing Matrix- Can USCG provide details breaking down the number of users in Table 1 across Year 1, 2, 3, 4, and 5? For example, the breakdown of a.)Mechanics, b.)Maintenance Planners, c.)Technical Publication Authors, d)Engineers.

A43: No. CG is structured such that many of these functions may be handled by an individual user.

Q44: Attachment 6 – Pricing Matrix- Can USCG provide details breaking down the number of disconnected devices (as opposed to users) in Table 1 across Year 1, 2, 3, 4, and 5? How many disconnected devices will be utilized for disconnected access?

A44: See Answer 40 above.

Q45: Attachment 3 – Functionality Self Assessment – states- Column 4 (Product/Module Name(s) and Reference in Attached Product Manual) shall be completed by the Offeror with the name of the product(s) and associated module(s) that will meet the CG-LIMS requirement, plus a reference in an attached product manual to substantiate the claim. We assume a reference to a URL for the module in question would be sufficient?

A45: See Answer 16 above.

Q46: Attachment 3 – Functionality Self Assessment – states: Req 5.3.2.1.4 - The software shall provide the capability to process placement of items into inventory. Req 5.3.2.1.5 - The software shall provide the capability to process release of items out of inventory. Can CG please provide further definition of the placement and release process?

A46: Placement into inventory would be the activity just after receipt of the material from requisition followed by placement on a shelf, or in a bin, and the recording of the item(s) in the system as held in inventory by quantity and location(s). Release of the item would be the issue of the item from inventory (wholesale or retail) to either a depot or operational unit for consumption (by a maintenance or operational activity).

Q47: One of the evaluation factors is socioeconomic status. We would like to request that NAICS code 423430 be applied to this RFQ. As a reseller, and not a manufacturer, NAICS code 423430 would be more applicable as opposed to NAICS 511210.

A47: Research into the market shows that NAICS 511210 is the most appropriate code for this procurement. No change to the NAICS code will be made.

Q48: Attachment 1 – Submission Instructions states: “Tab E – Past Performance - Vendor. ...“Relevant” is defined as providing software for installation and use in an organization similar in size, scope, and complexity to the requirements of the SOW. Additionally, to be considered “Relevant” the services must have been performed within the past three years.” Question: As a software vendor/reseller we do not provide services. We have many long time customers who are currently using our software in very complex environments that would be relevant to USCG. Speaking with these customers as references would be critical for USCG as they have been successful users of our solutions and continue to do so today. We assume that a current customer using our software is considered a relevant reference as we have an existing/active contractual relationship with them for software. Can USCG confirm that interpretation?

A48: Correct. A current customer using the software quoted is exactly the reference we seek.

Q49: Attachment 1 Submission Instructions - “Alternative Quotes will not be accepted or evaluation.” May a single quote provide multiple payment and/or procurement options for the Coast Guard to consider?

A49: Yes. A single quote may contain multiple payment plans or procurement options provided these comply with the Vendor's GSA Schedule.

Q50: Attachment 6 Pricing Matrix, Table 2, ‘Totals for Entire Cots Product Solution’ – In row entitled ‘Number of licenses’ (41), is this to reflect an incremental or cumulative license count?

A50: Incremental. Under the section of Attachment 6 entitled "Totals for Entire COTS Product Solution" (rows 42 -45) we are looking for the total incremental annual increase in the columns labeled "Year 1" through "Year 5" (columns B - G) and the cumulative increase in licenses in the column labeled "Total" (column H).

Q51: Attachment 2 CG-LIMS Software SOW: 1.3.1 Project Manager: Shall we assume that the Coast Guard will require the contractor to provide the designated Project Manager through the completion of Task Order One only? Please confirm if the contractor's Project Manager will also be responsible to support the LIMS program into Task Order Two and in the option years.

A51: A RFQ amendment will change the language in SOW 1.3.1 to require an Account Manager, not a Project Manager. The Account Manager will execute his or her duties through the life of all task orders under the BPA.

Q52: Attachment 2 CG-LIMS Software SOW: 1.3.1 Project Manager: Please explain the role of the contractor's project

manager relative to any future role of a system integrator responsible for system implementation and support. Will the Coast Guard require ongoing assignment of this Project Manager for as long as the Coast Guard maintains the LIMS software?

A52: The Account Manager will have no role in system integration/implementation. The only support functions required are defined in SOW 5.0. The Account Manager will be required for the duration of Task Orders under the BPA.

Q53: Attachment 2 CG-LIMS Software SOW: 1.8 Status Meetings: Please define the number of status meetings anticipated in a 12 month period. Will the Project Manager be permitted to participate via conference call or only in person at the Government's facility?

A53: The number of status meetings will be driven by the quality of the product and services provided. Only in unusual circumstances will we need a face to face conversation.

Q54: Attachment 2 CG-LIMS Software SOW: 3.9.1.1.2 and 3.9.1.1.3: No Connectivity and Limited Connectivity: Please confirm when (which contract year) the Coast Guard will require the software and infrastructure to implement the capabilities for No and Limited Connectivity support.

A54: Complete software and infrastructure will be required from Task Order 1.

Q55: Attachment 2 CG-LIMS Software SOW -- 7.10.1 (Portability): Please provide estimates for the number of users that will require access to the LIMS software via a PDA or other commercially available mobile device.

A55: Approximately 2500 users.

Q56: Attachment 2 CG-LIMS Software SOW -- 7.10.1 (Portability): Please clarify whether individuals that will access the LIMS software via a PDA or other commercially available mobile device will also require desktop (browser) access to the system.

A56: Yes, individuals who will access CG-LIMS software via a PDA or other commercially available mobile device, will also required desktop (browser) access to the system.

Q57: Attachment 5 Past Performance - Product: Many of our customers have agreed to take reference calls with the contingency that these calls initially pass through a vendor point of contact. We are supportive of these requests as this enables our customers to better anticipate who will be calling and when. Would it be acceptable to the Coast Guard to list a vendor Contact Name and Number for any customers who we believe would be relevant references for CG-LIMS but who have requested that their name only be shared by their vendor contact? Coast Guard could contact

the vendor contact listed and then proceed to calling the customer contact directly. We (the vendor) would not participate in the direct Coast Guard-customer discussions.

A57: The Vendor should provide Points of Contact at the reference organizations that have been prepared to receive the Government's past performance information request. The Coast Guard will not contact the vendor for contact information after receipt of quotes.

Q58: Attachment 6 Pricing Matrix - Table 1 -- Year 5 and Attachment 2 CG-LIMS Software SOW: Please clarify the specific functions required for licensing in Year 5. Does this include all Supply Chain (5.3) and Technical Information & Content Management (5.4) functions?

A58: Yes. The licenses expected to be purchased in Year 5 will provide the remaining functionality not purchased in Task Order 2 and Year 2.

Q59: Attachment 6 Pricing Matrix - Table 1: Please clarify the number of users or proportion of users that will only need self-service access to the LIMS system to either submit work requests or create procurement requisitions.

A59: Please see Answer 35 above.

Q60: Attachment 6 Pricing Matrix - Table 1: Please clarify the number of users or proportion of users that will only need view-only access to technical information and content versus users that will actively participate in the creation/authoring, review and approval of technical information documents and content.

A60: Please see Answer 35 above.

Q61: Attachment 6 - Pricing Matrix: Table 1: Please describe the planned schedule for deploying LIMS to support aircraft (fixed wing and rotary) and to the cutters. Is it the Coast Guard's intention to deploy LIMS to support aviation first, starting in Year 1 and then begin LIMS support for cutters starting in Year 2? Please clarify.

A61: Please see Answers 35 and 40 above. Deployment to aviation is expected to occur first.

Q62: The Draft ORD included with the RFI released earlier this year included an inventory of aviation and cutter assets. Please confirm that these unit numbers are still correct.

A62: Three cutters have since been decommissioned; Chase(WHEC-378), Hamilton(WHEC-378), and Acushnet (WMEC-213). Additional cutters will likely be decommissioned in the future as the Deepwater project delivers National Security Cutters (NSC) and Fast Response Cutters (FRC).

Q63: Attachment 6 Pricing Matrix: Are the years defined in Table One based on Calendar Years or Fiscal Years?

A63: Neither. The years are defined as 12 month periods beginning from the date of BPA award.

Q64: Attachment 6 Pricing Matrix - Table 1: Please provide the estimated timing of the award of Year One Task Order 2. What milestones need to be achieved to complete Task Order One and award Task Order Two?

A64: See Answer 63 above. The achievement of milestones will align to the U.S. Chief Information Officer 25 POINT IMPLEMENTATION PLAN TO REFORM FEDERAL INFORMATION TECHNOLOGY MANAGEMENT to the best extent possible. <http://www.cio.gov/documents/25-Point-Implementation-Plan-To-Reform-Federal%20IT.pdf>.

Q65: Attachment 6 Pricing Matrix - Table 1: Please clarify whether the 40 users specified in Task Order One should be licensed for all system functions specified in Attachment 3 Functionality Self Assessment, or if there are subsets of users who will only require use of certain functionality. If they will only require a limited set of functionality, please specify what functionality they will need.

A65: Yes, the 40 users for Task Order One should be licensed for all system functions. For the remainder of users, please see Answer 35 above.

Q66: Attachment 6 Pricing Matrix - Table 1: Based on the guidance in Task Order One for User Increase by modules, will the Coast Guard confirm that they anticipate completing the acquisition of User Licenses to support Configuration Management and Maintenance Management functions by Year 4 for a total quantity of 12,000 Users?

A66: Yes, however this expectation is not a guarantee of the purchase of licenses.

Q67: Attachment 6 Pricing Matrix - Table 1: Based on the guidance in Task Order One for User Increase by modules, will the Coast Guard confirm that they do not anticipate licensing software to fulfill the requirements for Technical Information Management functions until Year 3, beyond the initial 40 User Licenses in Task Order One?

A67: Yes, however this expectation is not a guarantee of either the purchase of licenses or the deferral of purchase until a stipulated time.

Q68: Attachment 6 Pricing Matrix - Table 1: Will Configuration Management and Maintenance Management users require access to technical information management and content management functionality? Or can this functionality be priced outside of their usage?

A68: Most Configuration Management and Maintenance Management users will require read access to technical information in the form of configuration data and maintenance procedures. This functionality should be made available

with the purchase of CM and MM licenses (TO2 and Year2). Purchase of licenses for the Technical Data functionality should include technical publications, drawings, parts lists, etc, as well as content management functionality to produce and update technical information. All functionality must be priced by module. If the tech info mgmt and content mgmt are a separate module, then separate pricing may be submitted.

Q69: Attachment 7 Clauses: 3052.204-70 Security requirements for unclassified information technology resources: Section (e): We assume that the requirement for Security Accreditation does not apply to the vendor providing COTS software or to COTS software maintenance. Please confirm.

A69: Security Accreditation will be performed in conjunction with the implementation contract. The only responsibility of the COTS provider will be to support the process, to comply with any data requests the Government may have as part of that process and to provide all necessary updates and patches as required by SOW 5.0.

Q70: Attachment 7 Clauses: 3052.204-70 Security requirements for unclassified information technology resources: Section (b) Security Plan. Since the current RFP is only for COTS software and not services, we assume that the Coast Guard will not require the COTS software vendor to provide, implement and maintain an IT Security Plan. Please confirm.

A70: Since there will be no hosting services provided under this Task Order, no security plan is required.

Q71: Attachment 7 Clauses: 3052.204-70 Security requirements for unclassified information technology resources: Section (b) Security Plan. If the Coast Guard does require the COTS Software Vendor to provide, implement and maintain an IT Security Plan how should the COTS Software Vendor propose these required services?

A71: See Answer 70 above.

Q72: Attachment 7 Clauses: 3052.204-71 Contractor employee access: Section (k): (k) Non-U.S. citizens shall not be authorized to access or assist in the development, operation, management or maintenance of Department IT systems under the contract. Does the Coast Guard prohibit non-U.S. citizens from providing standard software technical support activities governed by the COTS software vendor's annual maintenance agreement, such as remote help desk support and trouble-shooting?

A72: The requirements of HSAR Clause 3052.204-71(K) apply to this procurement. Any non-US citizen must receive the necessary waiver before commencing work under this effort.

Q73: Attachment 8 Scenarios -- Demonstrate electronic Configuration Control Board (CCB) functionality: Please confirm that the CCB functionality that you are referring to here consists of reviewing and approving engineering

change requests.

A73: Yes.

Q74: Attachment 6 – Pricing Matrix- With a modular solution, it is highly unlikely that the entire CG-LIMS user population will require access to all modules. Pricing the entire user population for all modules would not provide USCG with the optimal best value pricing. In order to provide best value pricing, can USCG provide a detailed breakout of the different categories of users which comprise the total anticipated user count of 12,000 across Years 1, 2, 3, 4, and 5? For example, what types of users would comprise the 1610 and 2454 users in Year 1/TO2 and Year 2, respectively (ie. Mechanics, Engineers, Managers, etc)?

A74: Please see Answer 43 above.

Q75: As previously indicated in a published answer to a question posed by industry, the USCG is taking into consideration those unused licenses for products within DHS. Such a consideration would have a significant impact to the pricing proposed by the various vendors as well as play a large part in the bid decisions of those vendors that might not have the advantage of utilizing such considerations in their bids. In order for each vendor to make an informed and appropriate bid decision regarding what will be a significant bid and proposal investment, a detailed inventory of those licenses which could be considered "unused" and available to this acquisition would need to be published to all interested vendors. Furthermore, some assessment of the relative value of those licenses in question and subsequent impact to the evaluation would need to be identified so as to allow all vendors the necessary information to make an informed bid decision while maintaining a fair source selection. We request an inventory of those "unused" licenses and their associated cost evaluation impact or value.

A75: As noted in Answer 37, only the RFQ is official. The wiki dialog to which you refer occurred last winter, at which point the Coast Guard had not finalized its acquisition strategy regarding the software to be used in CG-LIMS. The strategy which we determined and are now implementing is the purchase of licenses for COTS products. The RFQ contains no provision for the application of price credit to vendors from whom DHS or USCG may hold "unused" licenses. All quotes received will be evaluated in accordance with the RFQ. No inventory of "unused" licenses is needed and none will be provided.

Q76: Would you accept a "GSA pending" open market quote for the purpose of making the submission due date under the express condition of requiring a formal GSA quote before the award is issued or a formal statement that the products are on the GSA contract prior to the government making its award?

A76: No. All products quoted must be on GSA Schedule as of the date of quote submission.

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Value-Based Rapid Evolutionary Acquisition of Information Technology

From CGLIMS

Memo from Chris Gunderson

Ref:

- (a) Value-Based Acquisition Framework ([VAF](#)) White Paper
- (b) MFR Subj: NET-READY KEY PERFORMANCE PARAMETER (NR-KPP) AS A PRAGMATIC [VALUE METRIC](#)
- (c) MFR Subj: S-KPP AND NR-KPP IN A VALUE-BASED (EVOLUTIONARY INFORMATION SYSTEM) ACQUISITION FRAMEWORK ([VAF](#))
- (d) [RAM & ROI](#) in a Large Distributed s/w Intensive SoS
- (e) [CWID 08](#) Demonstrates Rapid Evolutionary Acquisition Model of Coalition C2
- (f) Let's [Cure](#) Defense Enterprise Information Technology Acquisition with a Dose of its own Medicine
- (g) AFEI Industry [Task Force](#) Report 2010 NDAA Sect 804
- (h) [Business Case Analysis](#) for Naval ISR Rapid Evolutionary Acquisition (NI-REA)
- (i) Semantically Informed Dynamic Engineering of Capabilities and Requirements (SIDE CAR) [paper](#) and [brief](#)
- (j) Persistent ISR Product Line Architecture ([PISR PLA](#))

(k) High Assurance Tactical Service Oriented Architecture (SOA) ([HATS](#))

1. By any measure, progress toward delivering GIG “netcentric enterprise” vision is unsatisfactory across the defense community. The following assertions describe action required a by a self-empowered community of DoD/IC acquisition professionals:

- We have all the policy we need. It is up to us to deliver the netcentric enterprise outcomes we seek within the existing policy constraints.
- We must acknowledge and overcome two capability gaps on our critical path:
 - Federate across stovepipe networks on demand, i.e., dynamically create and collapse private network enclaves.
 - Manage the “information overload” issue, i.e., deliver critical information to critical node at critical time.
- Modern Internet technology and paradigms like Agile, SOA, “cloud”, “open technology development” will help us if we apply them properly.
- We must “build in” whatever security we require. It is too hard and too expensive to “bolt on” later.
- Like it or not, given our limited resources and the staggering rate of change in the IT landscape, our only possible path to success is to join and invest in the COTS ecosystem as a peer. COTS-based development, or even buying COTS, is not the same thing as joining and investing in the COTS ecosystem.
- We must modify our traditional tools and processes to help us and hold us accountable to address all the above.
- Enforced better-speed-to-better- capability must become the new prime directive.

2. References (a) – (k) address these issues.

Comments / Commentary on ideas in memo

Great stuff everyone should read twice:

- From ref a: No successful commercial CIO would spend millions on a two year “table top” Analysis of Alternatives (AoA) before deploying functioning IT capability. No successful commercial CIO would require redundant paperwork to cover the same functionality across multiple verticals. The intent of CCA (Clinger Cohen Act) is on the mark. However, the artifacts we have created to implement that intent distort it beyond recognition.
- From ref b: 21. “Speed-to-capability” meets the criteria of a good KPP. That is, speed-to-capability is a predictable

and testable lag metric of acquisition process performance necessary to achieve sustainability of modern IT capability.

- From ref c: Successful application of this methodology requires what is known in the IT industry as a “Beta” community. Beta communities are usually tech-savvy customers who are eager to work with early versions of new capability to help providers address their needs. The VAF approach adapts the concept of “Communities of Interest” (COI) identified in DoD GIG policy for this purpose. In the VAF construct COIs become hands-on beta development communities. These Beta COIs must include both members of the appropriate government operational community as well as relevant COTS developers. This approach both leverages COTS economy of scale and nudges COTS development in directions useful to the government. Programs can write contracts that require and enforce such beta community creation and involvement.
- From ref e: The mock off-the-shelf procurement represented by CWID 08 IT 5.64 need not have been mock. Further, the procurement need not have been limited to IT 5.64. If the government had chosen to actually solicit vendor proposals against real procurement opportunities, CWID 08 could have delivered any number of real, pre-approved, supportable, off-the-shelf network capability upgrades. The methodology demonstrated by JITC in IT 5.64 literally allows government to transform its myriad technology demonstration venues collectively into a competitive market place of such capability.
- From ref f: For modern information systems, “maintenance” is equivalent to “tech refresh”. The objective of “tech refresh” is continuous improvement rather than continual repair. Given that a primary objective of an “enterprise” approach is to leverage economy of scale, there should be no fundamental difference between “tech refresh”, i.e. upgrading components of an existing shared IT infrastructure, and “developing” a new enterprise IT capability. In both cases the core infrastructure already exists and the objective is to quickly and continuously deploy improved capabilities. In actual practice, an artificial difference between “tech refresh” and “development” of IT in government applications is the category of funding applied to each: O&M, and Research Development Test and Evaluation (RDT&E) respectively. By law, programs use RDT&E funds prior to Initial Operating Capability (IOC). They use O&M funds after IOC. However, programs frequently apply RDT&E funds to rapidly deploy COTS as a “stop gap” in response to program schedule slips prior to IOC. That fact proves that there is no legal barrier to using a COTS tech refresh model to perform “development”. Indeed, at least one major defense program, Acoustic Rapid COTS Insertion (ARCI) succeeded at that task as an overarching Acquisition Strategy [7].
- From ref g: Approach IT acquisition strategy as continuous “Tech Refresh” throughout system development and lifecycle. Buy--down risk with as much pure COTS1 as possible.

- From ref g: Contractually require providers to nurture “Beta Development Communities” among operational customers.
- From ref g: Empower engineering-level government officials as Enterprise Chief Information Officers and Enterprise Chief Architects, with mandate, training, and scope-of-authority necessary to deliver enterprise capability rapidly, innovatively, and incrementally.
- From ref g: You get what you measure and pay for. The Defense Enterprise must measure and pay for better-speed-to-better-capability. Contract vehicles and processes must incentivize the risk-accepting behaviors, and innovative outcomes we seek. Today’s defense contracts do not; nor are Defense acquisition professionals taught, or incentivized, to innovate. Program Managers, must be held accountable, and control the resources and tools (e.g. contract vehicles) necessary, to deliver better-speed-to-better-capability.
- from ref g: By contrast, CCA is quite enlightened. Its language requires government IT activities to behave exactly like the best run industrial IT shops. However, the Defense Enterprise has chosen to implement CCA by requiring burdensome compliance documentation that clearly has nothing to do with commercial best practice.
- from ref g: The Defense IT Acquisition process should take a cue from the Agile software development community and implement means to informally collect “user stories” to capture Mission Thread perspective in near real time. These Mission Thread user stories should serve as the basis for testing and developing small increments of capability.
- from ref g: The applicable FAR-friendly term is “Tech Refresh”, i.e. continuously intercepting new technologies and retiring the superseded technologies. Well-run Defense programs use Tech Refresh as an approach to life cycle support that contrasts with traditional “maintenance.” Traditional maintenance is about fixing broken things, and/or preventing things from breaking. Tech Refresh is about continuous business process improvement⁵. It requires well-defined objectives but not over-defined requirements for each increment; evolving requirements for subsequent increments/releases; mature technologies (often with short half-lives that require periodic refresh); and early operational release of capability from within an increment.

- from ref g: The Defense Enterprise tends to equate IT “architecture” with architectural artifacts such as DoDAF views. “Enterprise Architecture” (EA) in the Defense Enterprise is generally an exercise in paper compliance with top--down theory--based policies about interoperability. In contrast, successful COTS IT firms think in terms of Product Line Architecture (PLA.) A PLA defines a relatively stable core IT “platform” upon which new features associated with a particular product offering are readily deployed. Industrial Enterprise Architecture (EA) is the technical effort required to develop PLA(s), and federate as necessary across the PLAs, to achieve measurable enterprise objectives. Industrial experience confirms that the only way to develop winning EA, is to empower a qualified enterprise Chief Architect. In successful industrial organizations, Chief Architects are hands--on, detail--oriented, technical people. The Chief Architect is the engineer who can explain – and is responsible for how all the moving parts are going to work together, on time, on schedule, at cost. By contrast, people with the title “Chief Architect” in the Defense Enterprise tend to be policy writers with no direct involvement in IT acquisition.
- from ref i (brief): Key Challenge: Current Requirements and Acquisition Processes do NOT lend themselves to an Enterprise Architecture Approach.
- from ref i (paper): Looking beyond raw speed, scale, and security bottlenecks, some action officers at Marine Corps Combat Development Command recognize the importance of developing a suite of machine-readable – and deeply machine- reasonable – acquisition documentation which is deliberately focused on content rather than form, and which explicitly represents enterprise goals and the relation of program elements to those goals.
- from ref j (Persistent ISR Product Line Architecture) A PLA defines a structure for an extensible family of reconfigurable systems. Successful PLAs dramatically reduce development cost, complexity, and time to market. They also lower barriers that new generations of computing and communications infrastructure. PISR PLA is based on best commercial practice for open system design, and is optimized for rapid discovery or development, and subsequent fielding, of increments of capability. PISR PLA includes objective measures of value validated by warfighters. PISR systems derived from this PLA will comprise modular components that will mostly come off the shelves of government or commercial product developers. New and better off-the-shelf capabilities become available continuously as technologies and products advance over time. The PISR PLA aims to anticipate such relevant product advances to reduce the time and cost required to incorporate them into specific fielded systems that demonstrably add value over and above status quo.
- ref J was interesting on a number of levels... the Marine’s Product Line Architecture is similar to the target PLM-focused business process CG-LIMS will support. The open source CM database they propose to use is interesting.

Jim and I were just talking yesterday about the need to minimize different user interfaces that a user needs to use to complete a single business process. We'd done market research several times in the past to determine whether there was a single open source solution to the CG-LIMS needs, and we couldn't find any. That said, we need to continually re-assess landscape. It'd be interesting to know whether anyone is using oneCDMB as part of an integrated system supporting an enterprise with the amount of stuff the CG expects to manage in CG-LIMS. Just thinking out loud, hoping to draw fire. I know nothing is free or easy.

From the PM: Please see the [Talk:Value-Based_Rapid_Evolutionary_Acquisition_of_Information_Technology](#) page for input from SRA and responses to it.

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Performance and Expected Benefits

From CGLIMS

Between 2/5/2011 and 2/12/2011 we surveyed users of this wiki to get their feedback. The results are on the [Survey Results](#) page.

WELCOME - This page has been created to get some dialog going around quantifiable and specific operational, business and financial benefits to be gained from CGLIMS.

Assumption: Successful projects are able to focus on the core set of processes, information, people and capability needed to enhance an operation or implement a new capability. The challenge is making sure the myriad of requirements often generated in these types of projects remains focused on the benefits to be gained. In short, when a set of requirements is put on the table it is helpful to review them and ask questions such as "This will enable us to do what?" or "By doing this we will eliminate what inefficiency and cost?" or "This will result in what performance improvement over what we have today?".

Stand by and comments welcome!

This page seems a little like moving backwards to me, although we do want to ensure that everyone has the background materials available to them. I hope there isn't a legitimate need to justify this project any longer. We are able to publish the LMTO docs and our MNS to the public, no?

Everything seems to be in CG-PORTAL in one form or another, but the key documents aren't centrally located, nor

available to the public.

I think the best of the LMTO documentation should be consolidated and available for review by those interested. Our MNS tries to consolidate it into 5 pages. But there is a lot to back that up, such as the LMTO's MNS, Business Model and Functional Requirements, Cost Benefit Analysis, and OMB Exhibit 300. Also, I'm sure there are one or two best LTPIO documents, be they ppt presentations or charters, that describe measurable needs.

I just don't want to see a whole bunch of work reinventing what a very focused team took a year to do 6 years ago (the case to get CG-LIMS has not changed in those 6 years (LMTO called it the "Logistics System of the Future"), although we are now to the point, thanks to Logistics Transformation, where we can finally acquire the new IT system to support the improved business process, as described in the LMTO business case).

As far as the questions asked above:

- Q: "This will enable us to do what?"
 - A: Execute our new business model without existing constraints (is it really worth documenting each of these?)
- Q: "By doing this we will eliminate what inefficiency and cost?"
 - A: Too many to count without a large effort. I would refer to the materials above, but they include manual entry of data that can be automated, enabling tracking of cost data that is not currently tracked, which allows for better analysis and decision making toward efficient business operations, elimination of stovepiped systems being maintained separately, redundantly managing like equipment across different asset types in different systems, allowing maintenance to automatically drive supply activities, total asset visibility, daily tasks of a PLM require access to information that is not currently available or easily attainable, etc.
- Q: "This will result in what performance improvement over what we have today?"
 - A: Lower enterprise logistics systems maintenance costs, lower overall costs to maintain any given asset, faster lifecycle for engineering changes, lower costs associated with updating technical information, consolidating changes to technical information and physical assets into a single engineering change process, reduced manpower required to execute maintenance activities, etc. Overall cost and time savings can be derived or estimated...is it necessary to document detailed performance improvements at every step of the business model? If the COTS tool handles a specific process a certain way, according to industry standard best practices, we should be adopting it, not stopping to assess its measurable benefit over the legacy way of handling the process accross multiple logistics IT systems...I don't see the value in

breaking the improved performance into analagous detailed legacy performance metrics, against which to compare the improved process. The ugly truth is that the status quo makes it hard to quantify how much our current processes cost, and how efficient they are. CG-LIMS will enable us to actually have a baseline from which future decisions and improvements can be based.

Feel free to delete this post or move it to the "Discuss this Page" if that's more appropriate [Thanwilliams](#) 17:06, 23 December 2010 (UTC)

If those documents can be released and any performance or cost improvement data as well, I think that will improve the understanding of the business benefit to be realized. I understand the concern on benchmarking legacy processes and am not advocating a detailed as-is/to-be and ABC type of effort. I do however, recommend and think it is important for the Coast Guard to be able to articulate to industry the performance improvement it is looking for. As an example, the ORD identifies CM Planning requirements and others around MIL-HDBK-61A. How pervasive is MIL-HDBK-61A used today in the Coast Guard? How many baselines are being managed to that standard? Whats the performance as indicated by metrics such as Engineering Change Proposal Cycle time, Change Incorporation Rates? Is something wrong today with the use of MIL-HDBK-61A and COMDINST 4130 or are the legacy CM processes (absent the issue of many databases etc) fine its just the execution and disparate information systems causing concern? A sense of the maturity level of the standardization of the CM processes is important information to know in order for 1) industry to size and scope the solution correctly and 2) Coast Guard to be able to prioritize what parts of the process need improvement and will generate the highest ROI and performance improvement. I will post an example shortly. Still doing a little more data collection. ---- J. Heroux

Much has changed in the last 6 years. The logic supporting CG-LIMS is still sound, but the estimated costs, projected implementation schedule, availability of capital, and leadership expectations are quite different. As we reexamine our strategy within this new environment, it is reasonable to reconsider what we are really buying, and how what we are buying is better than what we have (LMTO is using ALMIS). Given that leadership expects IT products to deliver in shorter intervals, and expecting that at some point cost will become an independent variable, we could be forced to select some portion of our desired capabilities within the constraints of available funding and time. Of course this assumes that we may buy (or not buy) subdivisions of capabilities below the segment levels as currently defined, and/or that we may avoid purchasing some segment(s) altogether, without destroying our value proposition. If these assumptions are untrue, then an extended discussion of detailed benefits is probably unnecessary, and CG-LIMS is an all or nothing project. If CG-LIMS is an all or nothing project, then the benefits must not be compared to the status quo (no logistics system), but rather compared to an expanded ALMIS system. Therefore, we might profit from an even greater focus on the insufficiencies, inefficiencies, and impending expiration of

our current logistics systems. - S.Mccullar

- o Note: LMTO/LTPIO is currently using ALMIS as an interim step to what was then called "The Logistics System of the Future" and what is now being called CG-LIMS. The plan, according to the LMTO business case, has always been to transform the enterprise business process before implementing new IT. They have frankly gone about as far (and enough, in my opinion) as they can within the constraints of ALMIS architecture to move to the next step, which is CG-LIMS. ALMIS as the future solution has been analyzed from different angles to support the modernized business model, and it falls short and would cost too much to update and maintain when COTS products are now available.
- o --[Thanwilliams](#) 16:36, 21 January 2011 (UTC)

Let's try a test case on this Wiki Section. I suggest this content be read from two perspectives, with the first being a Coast Guard buyer of CG-LIMS and the second a vendor supplying software and or services to design and implement CGLIMS. The intent of this content is to offer a suggestion on how to communicate to industry the business/operational issues the Coast Guard is experiencing and the desired capabilities and performance levels expected to be gained by implementing CGLIMS. This type of data can perhaps then be used by industry to propose approaches for incremental or segment roll-outs that provide the "biggest bang for the buck" based on the problem being solved etc. The example below is based on the CM segment and specifically CM planning. The other 4 areas of CM as defined in ORD could have similar content specific to the process (e.g. Audit).

Configuration Management Planning and Process Standardization

SUGGESTION #1: The USCG CM policy is documented in COMDINST 4130 which authorizes the use of MIL-HDBK 61A and EIA 649. Across the USCG enterprise, the estimated maturity level of compliance with these policies and processes is estimated to be at __, meaning ____% of our configuration items are believed to be being managed using MIL-HDBK-61A and COMDINST 4130. It is estimated that the Coast Guard has to manage the configuration of over __ ____ configuration items or assets across a broad product line of ships, aircraft, C4I and other assets. RATIONALE: A statement such as this can communicate to industry that CG-LIMS will be expected to significantly improve compliance with these policies. CM performance is only as good as the practice and implementation of the standards and procedures used to perform CM. Communicating to industry that enabling better consistency in the application of CM across the enterprise will assist them in determining the size and scale of the solution. This can then result in better estimating of time, cost, resources, materials and risk.

SUGGESTION #2: The sources for engineering changes, waivers and deviations which impact assets in the fleet can include manufacturers, integrators, Coast Guard support organizations and DOD. The data describing the change and the associated product data (e.g. drawings and parts lists) is received and often stored by these same sources few of which are using a common CM tool, workflow, processes or are in full compliance to MIL-HDBK-61A. Furthermore, support organizations such as contracting, Program Offices, supply and maintenance within the Coast Guard are extremely reliant on accurate CM data in order to procure and use the correct parts and software to perform their life cycle support function on the asset. Rationale: A statement such as this can communicate to industry the USCG intent that CG-LIMS will be expected to enable the collaboration and standardization of CM across this enterprise of suppliers, operators, life cycle managers, maintainers and support providers. This is important to industry because it begins to tell them the definition of the enterprise and the participants in the process and potential users. Sizing and scoping of roll-outs and end users can be strategized and created from this type of information.

SUGGESTION #3: The Coast Guard recognizes CM performance improvement begins with standardized CM processes which then enable the reduction of CM cycle times, errors, costs, labor hours as well as improve collaboration for life cycle support and asset availability. We envision CG LIMS enabling us to achieve enterprise standardization and compliance to COMDINST 4130 and MIL-HDBK-61A and drive the collaboration across the USCG value stream for that asset. The expected performance improvements for our CM processes are:

- Compliance with MIL-HDBK 61 Across the Value Chain: CG LIMS will enable the standard CM processes across the Coast Guard Value chain including procurement, to deployment to life cycle support organizations. Rationale: This communicates to industry the desire to implement a CM process which is end to end, which is considered to be a best practice.
- Centralized Data Management and CM of Product/Asset Data: It is currently estimated that over ____ CM data sources currently exist in the Coast Guard. The types of data managed by CM processes include 1) engineering drawings 2) technical manuals 3) installation drawings 4) etc_____. CG LIMS will be the centralized authoritative data source and will apply CM processes to these data type as well as _____. It is envisioned CG LIMS will result in the elimination of ____ data sources and have interfaces to approximately ____ systems. Rationale: This is relevant to industry and USCG in order to establish an understanding of the scope of the data cleansing and conversion effort. This is normally a significant effort. It also informs industry of any mandatory system interface design work (often very costly on ERP/PDM/EA type implementations) and establishes a tangible goal of system reduction.
- Reduction in Labor Hours Performing CM Functions: It is currently estimated that the CM processes for an asset

generally require a program office to have ____ FTE's or ____% of its staff performing the CM function. By standardizing CM processes, it is expected that the Coast Guard will reduce the FTE or labor hours dedicated to CM functions by ____%. Rational: This is relevant to industry and USCG in order to establish an understanding of the workflow automation necessary or expected. This is not implying elimination of jobs (albeit that could be an option) but rather, the reduction of staff time dedicated to CM functions that is now available for other purposes. This essentially begins to tell industry that a productivity improvement is expected. CGLIMS needs to be designed in such a way to enable program offices and USCG support organizations to do more in less time.

- Engineering Change Proposal/Waiver/Deviation Approval Rates and Cycle Times and Change Incorporation Rate: The following performance metrics are, in general, representative of CM performance in the USCG: ECP/RWD Approval Rate:____, ECP/RWD Cycle Time__ and Change Incorporation Rate:____. It is expected that CGLIMS will result in an improvement rate of ____ for ECP/RWD Approvals (faster approvals thereby faster time to the fleet), reduction of ____ time in ECP/RWD Cycle time and ____ increase in Change Incorporation Rate (thereby reducing unauthorized alterations of modifications to equipments). Rational: This is relevant to industry and USCG in order to establish an understanding of the current performance to which new workflows, processes and improvements can be benchmarked against. It enables the project downstream to say "Before we standardized our CM processes in CG LIMS and had an enterprise wide centralized system and workflow, it took us X days to process an ECP and we have X% of modifications occurring on platforms outside normal CM processes. Now with CGLIMS it takes us Y days to process and ECP and we have reduced modifications by ____%.

In short, CG-LIMS is expected to help the Coast Guard standardize its CM processes and then manage that process using automation, data centralization and workflow. This will enable the Coast Guard to reduce or eliminate redundant data sources, reduce labor hours executing the CM process, reduce the cycle times for processing configuration changes and increase the rate of incorporation of changes into the fleet. Just an example. - J. Heroux

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Technology Demonstration

From CGLIMS

SELC Policy Guidance

B5.6 Technology Demonstrations

B5.6.1 Definition

A Technology Demonstrator is defined as a working model (physical, electronic, digital, analytical, etc) or a process-related system that may be used in either a laboratory, simulated, testing, controlled operationally relevant environment, or operational environment, depending on the type and purpose for its' use. Technology Demonstrators should not be limited to materiel (HW/SW) focus; they may also be applied to non-materiel aspects such as business processes. The types of Technology Demonstrators are as follows:

...

Type 1 Technology Demonstrators are used as part of a Program in support of the Analyze/Select phase for the purpose of evaluating technology or process maturity, refining requirements (including Concept of Operations), or producing data in support of analyses of alternatives. Type 1 demonstrations are conducted in simulated or controlled operationally relevant environments. The scope of the technology demonstrator must be within the scope of the

program's Mission Need Statement. The scope and plan for Type 1 technology demonstrators is part of the CDP approval at ADE-1.

Type 2 Technology Demonstrators are used as part of a Program to refine or verify requirements and/or designs throughout the Obtain phase. Type 2 demonstrations are typically conducted in simulated or laboratory (non-operational) environments, but may be conducted in controlled operationally relevant environments to obtain operational/user feedback. Type 2 demonstrations may be part of a program's contractor or Developmental Test (DT) effort. The scope of a Type 2 Demonstrator must be within the scope of the MNS/ORD, with objectives included in the APB. If part of a Developmental Test effort, the Type 2 Demonstrator objectives must be documented in the TEMP and Developmental Test Plans before evaluation. The scope and plan for Type 2 technology demonstrators is part of the APB approval at ADE-2A.

B5.6.2 Benefits

In many traditional system development methodologies, prototypes were not used, were not available during development, and/or were maintained only long enough to establish technical feasibility. It is now recognized that technology demonstrations can provide a variety of benefits throughout the systems development life cycle, rather than at a single time for a single purpose. Technology demonstrations are an effective technique used in product design and evaluation to accomplish the following:

- Discover physical principles of a product
- Assess and/or confirm product feasibility, requirements, performance, and/or features
- Mitigate project and program risks
- Evaluate technical integration feasibility or alternative solutions
- Elicit user feedback and refine requirements

Technology demonstrations are considered a best practice in commercial software development, especially as it applies to the design of user interfaces and complex systems.¹⁹

B5.6.3 Considerations

Technology demonstrations provide increased value in the use of evolutionary/Spiral development methodologies, such as Rapid Application Development (RAD), Agile Development, and Extreme Programming.

All major DHS IT development projects should use technology demonstrations to facilitate requirements analysis and technical feasibility.

All major DHS IT development projects should continue to leverage the prototype as part of the initial build or baseline

capability, where feasible.

Privacy compliance requirements do not distinguish between pilot and prototype and instead look purely at the data and data usage; consequently, privacy requirements must be met for both.

Prioritized goals of pre-ADE-2 Type 1 TD, starting ASAP

These are open for discussion or reordering. It is my attempt to make goals of pre-ADE-2 technology demonstration clear. I started with ideas captured on the [Strategy Brainstorming](#) page.

- Produce tangible demonstrated product that users can see as working software.
- Validate feasibility of executing project with small focused team using an Agile methodology post ADE-2. Provide program office sandbox to demonstrate our ability to work in an Agile way with tools, a contractor who knows tools and methodology, users, sponsor, tech authorities, sustainment community.
- Reduce usability and change management risk. Use as external communication tool to help stakeholders from E-1 to COMDT understand what CG-LIMS will deliver from COMDT to E-1
- Validate the configured COTS UI is considered usable by end users and CG-1 Tech Authority. TD will serve as a go / no-go usability test with very little time and resource investment.
- Reduce uncertainty in configuration effort / time / cost, which will allow for much more realistic cost estimate
- Validate CONOP feasibility, specifically w/r/t EAL & COTS interface. Tech demo that includes connecting COTS & legacy tool using ESB will establish cost and feasibility of this approach.
- Validate CONOP feasibility w/r/t supporting asynchronous operation, which is biggest technical risk.
- Reduce supportability risk... current support activities can better understand what's involved in supporting COTS tools... will allow more informed decision on interim contract support strategy.

- Validate that COTS implementation is supportable from CG-6 perspective
- In partnership with sustainment community, clarify support concept and determine extent of documentation needed to support Coast Guard sustainment of delivered system to ensure we contract for appropriate logistics deliverables and combine documents where it serves the sustainment community needs. Current internal draft RFP asks for the world. A TD will allow us to radically tailor to provide SSA what they NEED based on experience with real tool.
- Validate that project can be delivered in small chunks using Agile methodology
- Provide sandbox where OSC, ALC, and DHS data center tech and business SME's work together
- Reduce risk of financial system integration by provide sandbox to create simple prototypes to test assumptions.
- Validate that COTS is preferred to continued custom development from CG-6 / CG-4 perspective
- Validate which requirements can be met by one tool
- Understand level of Coast Guard SME (technical and business process) involvement
- Derive specific process oriented issues so the Coast Guard can get a head start on refining business practice. For example, as roles in the system are given certain permissions and responsibilities, the Coast Guard will have a better idea of the roles that must be designated and de-designated to personnel and define the process for doing that, so the system accurately knows which personnel have what roles.
- Validate assumption that req'ts in ORD are at sufficient level of detail so we can either shorten or lengthen list prior to beginning configuration
- allow us to add fidelity to cost estimate, which will mitigate funding risk
- Validate ORD feasibility, specifically w/r/t deployment. Validate implementation approach or determine whether building full functionality w/ limited beta, then rolling out full functionality is preferred

- Improve our ability to act as system integrator: establish clearly what skills need to be brought in to deliver system.
- Improve our ability to act as system integrator: establish clearly HOW legacy sustainment community and users can work in partnership with prime contractor to configure and deliver system. Determine what organic gov't and contractor resources can do and where expertise is needed to build / deploy / support.
- Develop criteria (ROI, cost, etc.) and prioritize 'backlog' user requirements processes to shape and schedule the post ADE-2 contract effort

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Talk:Strategy Brainstorming

From CGLIMS

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other

created this section as a placeholder for anything other than topics to handle as part of next meeting.

Agenda topics for next meeting

Placeholder. None so far. Add at will.

Status updates

- 15 Dec: Scope and Approach Doc done
- 15 Dec: DHS SEDI PINIC received invite to participate in wiki
- 20 Dec: A participant in this forum asked me to create new page [Performance and Expected Benefits](#)
 - You can see new page creation and any changes at [Special:RecentChanges](#)
 - Remember -- you'll need to subscribe if you want an e-mail for new pages.
 - Or you can subscribe to RSS feed if you're comfortable
 - <https://wiki.citizen.apps.gov/CGLIMS/index.php?title=Special:RecentChanges&feed=rss>
- 21 Dec: ICE and draft PLCCE briefed to CG-92. Understands need to do REBOOT
- 30 Dec: Met with [Army PM AISEP](#) afternoon of 30 December. Rough notes in [Whiteboard](#). Will be mulling over idea of CG-LIMS as bolt-ons to financial system and add alternative week of 3 Jan.
- 5 Jan: Met with LTC Dan Ward (SAF/ACPO) and Chris Gunderson (Navy Postgrad School). Initial notes on [Whiteboard](#). More to follow
- 6 Jan: CDR A initiated field survey on training and deployment issues. <http://www.surveymonkey.com/s/QYWYT6W>. Over 100 responses in first day. He can provide link to anyone interested in seeing results.
- 12 Jan: teleconference with Gartner analyst & core team. Great exchange. Will share notes on [whiteboard](#).
- 13 Jan: strawman brief in CG Portal at <https://cgportal.uscg.mil/CTL/31GKX4>
- 13 Jan: meeting with MITRE, decided decision process
- 21 Jan: meeting with Mr. Taylor Chasteen, Deputy [PEO EIS](#) Notes on [Whiteboard](#).
- 25 Jan: Decision meeting 1
- 31 Jan: Decision meeting 2
- 1 Feb: meeting with Project Management staff from [GCSS-MC](#) PMO. Notes on [Whiteboard](#).
- 3 Feb: Alternative ranking completed using Analytic Hierarchy Process. Preferred alternative is number 3. Will share detailed results w/i 24 hours.
- 8 Feb: Met with Mr. Dominick Crispo, Division Director in DHS Office of CIO to discuss preferred alternative. Notes on [Whiteboard](#).
- 15 Feb: Draft Decision Memo: <https://cgportal.uscg.mil/CTL/1UIJOMU>
- 15 Feb: Draft Digest: <https://cgportal.uscg.mil/CTL/1Q719F8>

FUTURE EVENTS

Decisions Needed

Placeholder

Decisions Made

- decide how we'll do analysis

Decided to use Analytic Hierarchy Process (AHP) on Status Quo and atleast 4 alternatives
MITRE is looking into whether they have tool and facilitator

- decide how we'll organize alternatives

will build on how volunteer has done it
will look at structuring in terms of contracting alternatives and technical alternatives

- decide how we'll organize criteria

settled on:

1. minimize cost
2. maximize ability for Coast Guard to act as system integrator
3. deliverable in small useable segments
4. scalable based on annual funding
5. schedule: minimize time to market for IOC & FOC & total implementation time
6. effectiveness: extent to which ORD requirements are met

- decide whether we need go / no go screening criteria?

sniff test / sanity check done in public
will move unfeasible options to unfeasible section

- decide where to capture our thinking if not as updates to strategy brainstorming page.

decided to keep it in same place as it evolves

- decide high level timeline today to 1/15

prior to 1 Jan focus on fleshing out alternatives and using community to capture structured feedback on each.

prior to 1 Jan will determine mechanics of how we'll do analysis

after 1 Jan conduct external research with USMC and Gartner

after 1 Jan draft brief

- add legal input to facts or assumptions section?

Discussed with Dan W., door is open

- process to resolve multiple permutations of strategy components into atleast 3 viable alternatives to compare to status quo. Will decide on process NLT 7 Jan.

13 Jan meeting decided that to develop specific, complete strategies from all the focused research and input gathered so far, we would:

- establish guiding principles
- identify alternatives that are non-viable on valuable for legal, policy, (other) reasons
- look for natural groupings
- apply expert judgement

We'll use 25 Jan meeting block to review final list as a group. Much of the work will need to be done ahead of time.

Meeting will be at HQ

Decided to use AHP process applied to those alternatives to develop proposed course of action.

Decided to use 31 Jan meeting to go through the AHP process with the final alternatives.

Added action items to [table at the bottom of page](#).

Committments

Who	What	Due	Status
Taylor	update this page with 12/21 outcomes	2010 12 21	done
Taylor	update eval criteria with new list	2010 12 21	done
Taylor	add criteria structure to existing alternatives	2010 12 23	done
Taylor	determine MITRE capability to support analysis	2010 12 30	done
Sylvester	Strawman brief	2011 01 14	done
Sylvester	share link to strawman preso	2011 01 14	done
Taylor	create new page to capture principles we'll use for developing final alternatives	2011 01 18	done
All	Review and revise guiding principles	2011 01 24	done
All	Use new page to share & invite scrutiny on final alternatives	2011 01 24	done
All	Use new page to make adjustments (if needed) to eval criteria	2011 01 24	done
Myers	determine whether we'll use Expert Choice or spreadsheet for analysis	2011 01 25	done
Taylor	outline final report	2011 02 04	done
Taylor (McCullar / Spillane)	final report complete	2011 02 14	done
Myers	complete graphics for decision brief	2011 02 11	done
All	schedule session for final evaluation	2011 01 31	done
All	complete final eval	2011 02 03	done
Sylvester	Brief 50% draft	2011 02 07	done

Sylvester	Brief draft 80%	2011 02 11	done
Taylor	Decision Brief Memo done	2011 02 14	done
Sylvester	Brief 100%	2011 02 14	done

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CGLIMS:About

From CGLIMS

The Coast Guard Logistics Information Management System (CG-LIMS) software solution is expected to utilize a state-of-the-market, commercial-off-the-shelf (COTS) tool, specifically an Enterprise Asset Management (EAM) tool configured to meet the business requirements defined in the CG-LIMS Operational Requirements Document (ORD) and Concept of Operations (CONOPS).

COTS implementation will allow for configuration of the system to be tailored for specific needs and avoids customization of a product that results in a system unique only to the Coast Guard (CG), rapidly supplying capability to the field through an incremental acquisition, deployment and implementation strategy.

The CG-LIMS implementation will improve low level processes while supporting the chosen business model's high level critical processes through inherent alignment with commercial best practices and industry standards.

As an enterprise asset management tool, CG-LIMS will integrate asset configuration management principles, asset maintenance processes, supply chain management, and technical data information significantly improving operational readiness and reducing operating costs.

CG-LIMS will directly support the Coast Guard Modernization Effort, as well as the Commandant's Logistics Transformation Business Model and the Four Cornerstones of that model: Configuration Management, Total Asset Visibility, Bi-Level Maintenance and single point of accountability through Product Line Managers.

CG-LIMS will build on these core principles of the aviation business model with flexible, state-of-the market IT tools to maintain configuration control, link maintenance to supply, integrate with financial systems while providing total asset visibility and support assets operating for extended periods with zero or limited network connectivity.

CG-LIMS logistics activities will be associated with developing, acquiring and maintaining components of aviation, surface, shore infrastructure, personnel, and command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR). This acquisition will include the COTS tool (software licenses), hardware, configuration, implementation (including reports, interfaces, and data conversion), application fielding, and asset enrollment for CG LIMS.

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CGLIMS:FAQ

From CGLIMS

We'll use this as a FAQ file for this wiki. Go to the [Questions and Answers](#) page for substantive Q&A about CGLIMS.

Frequently Asked Questions:

Q: What can I do once I've set up an account?

A: Here are just a few things you can do here when you're logged in:

- **Watch a page** - Click "Watch this page" link in the left nav under "This Page" and you'll receive an email anytime someone changes the page
- **Discuss this page** - Click "Discuss this page" (left nav bar under This Page) on any page in the site to add comments and see what others are saying
- **Upload a file** - Need to share a file? An image, PowerPoint, or something else? Use the [Upload file](#) link or replace Main_Page in the website address with Special:Upload.
- **Add a new page** - Want to create a new page? Just use the [New pages](#) option under "Special Pages" on the left. You can also add a page just by typing a new URL after index.php in the website address - try replacing Main_Page in the browser website address with Test-YourName now! Takes you to a blank page you can start to edit. (Don't worry - the page disappears if you don't make any changes to it!)

Q: Will everything I post be public?

A: Yes. For that reason, please do not post trade secrets, proprietary information, or generally anything you or your company would not want posted publicly on a government owned and operated system. Anything you post, if once private or proprietary, will not be so after you post it.

Q: Will I receive any compensation for the ideas I share?

A: No. Please feel free to contribute but do not expect to receive any compensation from the Government, even if your ideas prove to be beneficial and are adopted and used by the Government or another wiki participant in the final CGLIMS system. Please keep in mind the purpose of this wiki, (to increase transparency or encourage discourse with industry, etc). It is not intended to serve as a place to market ideas with the intent to secure monetary remuneration.

Q: When will my contribution be posted?

A: The nature of a wiki encourages and allows all users to edit, refine, and delete information. The USCG is moderating the wiki. Contributions that raise procurement integrity concerns may be deleted.

Q: Do I have to be a contractor? Can I be an interested party to contribute?

A: Consumers, contractors and citizens can edit and comment on any page.

Q. If I contribute to this process, does that affect my eligibility to propose on a resulting solicitation?

A: Providing comments in this forum does not prohibit a company from proposing on the resulting solicitation.

Q: Since the government is using this wiki to communicate more openly, is it okay for industry to reach out to individual government employees to share our ideas or engage in private conversation?

A: No. The government Contracting Officer and Project Manager remain the only two individuals industry should contact outside the context of this wiki. This wiki is for open, public dialogue with anyone who would like to participate. We encourage public conversation. Lively public debate is okay.

Q: I want to use a tool like this wiki for my agency. How do I get started?

A: The starting place is <http://www.citizen.apps.gov>. GSA does all the heavy lifting in setup and hosting. They have

several tools available including tools to support blogs, wikis, and bulletin boards. A description of why government would use a wiki and a list of agencies who do is at <http://www.usa.gov/webcontent/technology/wikis.shtml>.

Q: Some of these FAQs seem familiar. Did you copy and paste them from someplace?

A: Yes. Some of these FAQs were modified from the FAQ file of GSA's [BetterBuy Wiki](#). They used a wiki to actually build an RFP. We're not doing that here, but some of the FAQs applied, so I borrowed and modified them as a way of sharing government resources.

Q: How do I add a page to my watch list?

A: Under the heading "This Page" on the left hand navigation bar, simply click on the link "Watch". The same link will now read "Stop Watching" to allow removal of this watched page. To further detail when and how you would like to be notified of changes to a "watched" page, click on "Preferences" under the "My Pages" heading on the left hand navigation bar and then use the newly presented adjacent left hand navigation bar to click on "watch List". Options will be presented there.

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CGLIMS:General disclaimer

From CGLIMS

Much of the content of this site is written by a user "Daniel.p.taylor." That user is an active duty Coast Guard officer who now serves as the CG-LIMS PM. CAPT Taylor is the Project Manager, not the Contracting Officer.

Acquisitions and contractual commitments can only be made by Government officials having expressed authority to enter into such agreements on behalf of the United States Government. The ONLY Government officials with such authority are Warranted Contracting Officers. I am NOT a Warranted Contracting Officer. Any discussions of contractual requirements do not constitute contractual direction or authorization of any kind. Future contractual direction, IF ANY, shall ONLY come from the cognizant Coast Guard Warranted Contracting Officer.

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CGLIMS:Privacy policy

From CGLIMS

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- (diff) (hist) .. N [User:Mohamedrafeekj](#) 07:59 .. (+1,630) .. [Mohamedrafeekj](#) ([Talk](#) | [contribs](#)) (*Created page with 'WE HAVE FRANCHISE FOR MCX IN FORTUNE TRADING CORPORATION AND PROCON ADVISORY SERVICES INDIA P LTD. About My Company. MCX free tips provides you with the best commodity intraday...'*)
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Vietnam, conveniently located in the city center, with luxury rooms and suits offe...')

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- ([cur](#)) ([prev](#)) 21:04, 23 April 2012 [Dissertations](#) ([Talk](#) | [contribs](#)) (11,694 bytes)
- ([cur](#)) ([prev](#)) 17:01, 22 April 2012 [Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Komlae](#) ([Talk](#)) to last revision by [Webdesign](#))*
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- ([cur](#)) ([prev](#)) 12:44, 5 April 2012 [Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Africnmgo](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
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- ([cur](#)) ([prev](#)) 15:58, 10 March 2012 [Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Angrybirds](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
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- ([cur](#)) ([prev](#)) 09:37, 28 February 2012 [Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Billwatt2112](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- ([cur](#)) ([prev](#)) 08:57, 28 February 2012 [Billwatt2112](#) ([Talk](#) | [contribs](#)) (3,240 bytes) *(The hot girl or the cold beer? It would be absolutely amazing to have Miranda Kerr perched on your lap kissing your neck as you drink a Fosters but the world isn't that fair! The hot girl or the cold)*
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- [\(cur\)](#) [\(prev\)](#) [15:37, 4 February 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Aseptic](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- [\(cur\)](#) [\(prev\)](#) [15:03, 4 February 2012 Aseptic](#) ([Talk](#) | [contribs](#)) (10,312 bytes) *(www.helpadvance.com pay day loans are temporary financial loans with no collateral security)*
- [\(cur\)](#) [\(prev\)](#) [18:08, 29 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Usashipper01](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- [\(cur\)](#) [\(prev\)](#) [18:05, 29 January 2012 Usashipper01](#) ([Talk](#) | [contribs](#)) (164 bytes) *(Replaced content with '[http://www.usainternationalshipping.org/ international cargo shipping company] [http://www.usainternationalshipping.org/ international freight shipping services]')*
- [\(cur\)](#) [\(prev\)](#) [03:06, 28 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Emily31](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- [\(cur\)](#) [\(prev\)](#) [02:37, 28 January 2012 Emily31](#) ([Talk](#) | [contribs](#)) (11,722 bytes)
- [\(cur\)](#) [\(prev\)](#) [02:35, 28 January 2012 Emily31](#) ([Talk](#) | [contribs](#)) (11,679 bytes)
- [\(cur\)](#) [\(prev\)](#) [09:17, 27 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Vivek](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- [\(cur\)](#) [\(prev\)](#) [08:53, 27 January 2012 Vivek](#) ([Talk](#) | [contribs](#)) (11,644 bytes)
- [\(cur\)](#) [\(prev\)](#) [17:21, 22 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (11,639 bytes) *(Reverted edits by [Frencois21](#) ([Talk](#)) to last revision by [Daniel.p.taylor](#))*
- [\(cur\)](#) [\(prev\)](#) [16:51, 22 January 2012 Frencois21](#) ([Talk](#) | [contribs](#)) (203 bytes) *(Replaced content with '[http://www.soins-dentaires-etranger.com/dentistes-budapest.html Dentistes Budapest]Les dentistes à Budapest. Budapest regorge de dentistes compétents et de cabinets dentai...')*
- [\(cur\)](#) [\(prev\)](#) [14:38, 21 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) (11,639 bytes) *(removed spam)*
- [\(cur\)](#) [\(prev\)](#) [14:36, 21 January 2012 Daniel.p.taylor](#) ([Talk](#) | [contribs](#)) m (197 bytes) *(Reverted edits by [Daniel.p.taylor](#) ([Talk](#)) to last revision by [Francois21](#))*

- [\(cur\)](#) [\(prev\)](#) [14:36, 21 January 2012 Daniel.p.taylor \(Talk | contribs\)](#) m (179 bytes) *(Reverted edits by Francois21 (Talk) to last revision by Anitroykolkata)*

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- ([User creation log](#)); 15:07 .. [DynaBrigman953](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 14:53 .. [LollisPadron855](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 14:52 .. [MccreaForce971](#) ([Talk](#) | [contribs](#)) New user account

- ([User creation log](#)); 14:14 .. [RayburnCastanon526](#) ([Talk](#) | [contribs](#)) New user account
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- ([User creation log](#)); 13:24 .. [KatrinkaChabot698](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 13:10 .. [CelestynTrinh373](#) ([Talk](#) | [contribs](#)) New user account
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- ([User creation log](#)); 12:02 .. [SmalleyRickert235](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 10:51 .. [MeganGuay472](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 10:05 .. [AbrahamAndrade505](#) ([Talk](#) | [contribs](#)) New user account
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- (diff) (hist) .. [User:Mohamedrafeekj](#) 08:01 .. (+4) .. [Mohamedrafeekj](#) ([Talk](#) | [contribs](#))
- (diff) (hist) .. N [User:Mohamedrafeekj](#) 07:59 .. (+1,630) .. [Mohamedrafeekj](#) ([Talk](#) | [contribs](#)) (*Created page with 'WE HAVE FRANCHISE FOR MCX IN FORTUNE TRADING CORPORATION AND PROCON ADVISORY SERVICES INDIA P LTD. About My Company. MCX free tips provides you with the best commodity intraday...'*)
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- ([User creation log](#)); 07:30 .. [BriettaBurleigh1550](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 03:05 .. [Ykifbhyol](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 00:38 .. [Eldenmalve](#) ([Talk](#) | [contribs](#)) New user account
- ([User creation log](#)); 00:30 .. [AveryIniguez939](#) ([Talk](#) | [contribs](#)) New user account

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Help:Editing

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Q: What should know about editing a page?

A: We value substance over format. The basic steps to edit:

- Click the "Edit this page" link in the left nav bar
- Make your change
- End with four tilde (~~~~) symbols if you want to include your name and date, like this [Daniel.p.taylor](#) 19:46, 9 November 2010 (UTC)
- Add a brief Summary in the summary box (the summary appears on the "[Page history](#)")
- Click the "Show preview" button to preview your changes
- Click "Save page"

If you want more guidance on formatting, see this site's [Help](#) file (near top right) for pointers to guidance on formatting text using MediaWiki's markup language. Or if you want to copy formatting you see on any page, click the "Edit this page" link in the left nav bar to see the marked up text, then click the "Cancel" link so you don't make any changes.

Q: What is the deal with my carriage returns not showing up? Do I have to use fancy HTML codes just to make an extra line?

A: No. MediaWiki ignores single line breaks. To start a new paragraph, add an extra line break. To start a new paragraph with a blank line between the two, add two extra line breaks. Wikipedia frowns on forcing line breaks with `
` or `
` for reasons listed [here](#). Basically it's easier for anyone to rearrange text or turn it into lists if there aren't a whole bunch of forced line breaks in it.

Q: Is it possible I'm going to make a mistake by editing something and accidentally make a mess that can't be cleaned up?

A: Probably not. That's the upside of having a "[Page history](#)". Whatever you do can be undone.

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This special page shows all uploaded files. By default the last uploaded files are shown at top of the list.

A click on a column header changes the sorting.

File list Show items per page

Search for media name:

▲ Date	Name	User	Size	Description	Versions
20:04, 9 May 2011	CG-LIMS_PLM_White_Paper.docx (file)	Daniel.p.taylor	262 KB		1
12:21, 28 April 2011	20110427_CG-LIMS_ORD_VCG_approved.pdf (file)	Daniel.p.taylor	1.66 MB		1
15:36, 25 April 2011	PLM_for_Sustainment.docx (file)	Daniel.p.taylor	1.61 MB		1
13:56, 13 April 2011	Agile_CGLIMS.pdf (file)	Logistics	530 KB	<i>(This is in response to CGLIMS Program Office question, "Is there an Agile way to implement a COTS/ EAM tool"? Thanks for your consideration.)</i>	1
20:11, 12 April 2011	L-3_White_Paper_on_PLM_&_CG-LIMS.pdf (file)	Daniel.p.taylor	556 KB		1
19:00, 8 April 2011	Effective_configuration_management_for_complex_assets_27Mar2010.pdf (file)	DaveTurner	822 KB	<i>(Effective configuration management for complex assets, IBM White Paper dated March 2010.)</i>	1
19:53, 30 March 2011	CG-LIMS-White_Paper..COTS_Domains.pdf (file)	Daniel.p.taylor	164 KB		1
22:16, 29 March 2011	Planning_a_Project_Using_the_Oracle_Unified_Method.pdf (file)	Daniel.p.taylor	281 KB	<i>(Planning a Project Using the Oracle Unified Method (OUM) – An Iterative and Incremental Approach)</i>	1

22:15, 29 March 2011	MANAGING AN OUM PROJECT USING SCRUM.PDF (file)	Daniel.p.taylor	1.11 MB		1
13:35, 21 February 2011	Alternativesv6.ppt (file)	Mary Ann Myers	338 KB	<i>(Updated powerpoint file depicting various alternatives)</i>	1
10:19, 15 February 2011	AHP.pairwise.example.png (file)	Daniel.p.taylor	53 KB		1
20:41, 12 February 2011	SurveyDetail_20110212.xls (file)	Daniel.p.taylor	30 KB		1
20:40, 12 February 2011	SurveySummary_02122011.pdf (file)	Daniel.p.taylor	56 KB		1
02:35, 11 February 2011	20110210_Survey_pg15.png (file)	Daniel.p.taylor	141 KB		1
02:35, 11 February 2011	20110210_Survey_pg14.png (file)	Daniel.p.taylor	194 KB		1
02:34, 11 February 2011	20110210_Survey_pg13.png (file)	Daniel.p.taylor	170 KB		1
02:33, 11 February 2011	20110210_Survey_pg12.png (file)	Daniel.p.taylor	190 KB		1
02:33, 11 February 2011	20110210_Survey_pg11.png (file)	Daniel.p.taylor	241 KB		1
02:33, 11 February 2011	20110210_Survey_pg10.png (file)	Daniel.p.taylor	200 KB		1
02:33, 11 February 2011	20110210_Survey_pg09.png (file)	Daniel.p.taylor	215 KB		1
02:32, 11 February 2011	20110210_Survey_pg08.png (file)	Daniel.p.taylor	167 KB		1
02:32, 11 February 2011	20110210_Survey_pg07.png (file)	Daniel.p.taylor	137 KB		1
02:31, 11 February 2011	20110210_Survey_pg06.png (file)	Daniel.p.taylor	201 KB		1
02:31, 11 February 2011	20110210_Survey_pg05.png (file)	Daniel.p.taylor	212 KB		1
02:31, 11 February 2011	20110210_Survey_pg04.png (file)	Daniel.p.taylor	166 KB		1
02:30, 11 February 2011	20110210_Survey_pg03.png (file)	Daniel.p.taylor	152 KB		1
02:30, 11 February 2011	20110210_Survey_pg02.png (file)	Daniel.p.taylor	142 KB		1
02:30, 11 February 2011	20110210_Survey_pg01.png (file)	Daniel.p.taylor	122 KB		1
14:37, 10 February 2011	Two_Phase_Tool_4b.png (file)	Mary Ann Myers	21 KB	<i>(Updated graphic showing 4 tool TDs)</i>	1

01:28, 9 February 2011	DSB_Chapter6_modified.png (file)	Daniel.p.taylor	153 KB		1
01:18, 9 February 2011	20110131.ACT.png (file)	Daniel.p.taylor	97 KB		2
01:18, 9 February 2011	20110131.ACT.ppt (file)	Daniel.p.taylor	106 KB		2
00:20, 9 February 2011	20110208_Survey_pg14.png (file)	Daniel.p.taylor	123 KB		1
00:20, 9 February 2011	20110208_Survey_pg13.png (file)	Daniel.p.taylor	168 KB		1
00:20, 9 February 2011	20110208_Survey_pg12.png (file)	Daniel.p.taylor	177 KB		1
00:20, 9 February 2011	20110208_Survey_pg11.png (file)	Daniel.p.taylor	209 KB		1
00:19, 9 February 2011	20110208_Survey_pg10.png (file)	Daniel.p.taylor	235 KB		1
00:18, 9 February 2011	20110208_Survey_pg09.png (file)	Daniel.p.taylor	208 KB		1
00:18, 9 February 2011	20110208_Survey_pg08.png (file)	Daniel.p.taylor	217 KB		1
00:17, 9 February 2011	20110208_Survey_pg07.png (file)	Daniel.p.taylor	160 KB		1
23:36, 8 February 2011	20110208_Survey_pg06.png (file)	Daniel.p.taylor	185 KB		1
23:36, 8 February 2011	20110208_Survey_pg05.png (file)	Daniel.p.taylor	188 KB		1
23:35, 8 February 2011	20110208_Survey_pg04.png (file)	Daniel.p.taylor	159 KB		1
23:35, 8 February 2011	20110208_Survey_pg03.png (file)	Daniel.p.taylor	138 KB		1
23:35, 8 February 2011	20110208_Survey_pg02.png (file)	Daniel.p.taylor	130 KB		1
23:34, 8 February 2011	20110208_Survey_pg01.png (file)	Daniel.p.taylor	116 KB		1
12:47, 8 February 2011	Single_Implementer_4b.png (file)	Mary Ann Myers	17 KB		1
12:46, 8 February 2011	Single_Implementer_4a.png (file)	Mary Ann Myers	17 KB		2
23:07, 7 February 2011	20110207_Survey_pg12.png (file)	Daniel.p.taylor	136 KB		1
23:07, 7 February 2011	20110207_Survey_pg11.png (file)	Daniel.p.taylor	156 KB		1



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Page statistics	
Content pages	183
Pages (All pages in the wiki, including talk pages, redirects, etc.)	524
Uploaded files	138
Edit statistics	
Page edits since CGLIMS was set up	4,430
Average edits per page	8.45
Job queue length	0
User statistics	
Registered users	6,482
Active users (Users who have performed an action in the last 7 days)	16

Bots (list of members)	0
Administrators (list of members)	2
Bureaucrats (list of members)	2
View statistics	
Views total	212,814
Views per edit	48.04
Most viewed pages	
Main Page	37,370
Strategy Alternatives	25,032
Strategy Brainstorming	22,592
Whiteboard	15,901
Questions and Answers	8,537
REBOOT Final Report	6,037
Talk:Strategy Brainstorming	5,443
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