



## **Integrated Acquisition Environment (IAE)**

# **2010 STRATEGIC PLAN**

**Submitted by:  
IAE Program Management Office  
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# The 2010 Strategic Direction of the Integrated Acquisition Environment (IAE)

## Purpose of this Document

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In 2010, the Acquisition Committee for E-Government (ACE), Integrated Acquisition Environment's (IAE) governing body, reviewed and updated the IAE 2007 Strategic Plan. Using the 2007 IAE Strategic Plan as its baseline, the ACE met for a series of facilitated strategy workshops which required consensus and buy-in for each step in the process. Through guidance, brainstorming sessions, review, and validation techniques, the ACE defined a new mission and vision and identified new goals to meet the changing environment for the next five years. The ACE also restructured some of the 2007 goals and strategies that were still in alignment with the new mission and goals. Environmental challenges to accomplishing the goals were identified. The ACE established defined strategies with actions of varying scope, size, and timeframe to meet the challenges. In addition, the ACE reviewed the status of the items originally planned in the 2007 document. The review closed a large number of actions and or initiatives that are complete. These items were removed and refreshed with new action items. The members responsible for updates to the strategic plan are in Addendum F.

The 2010 strategic plan outlines IAE's mission which defines what IAE does, why it does it, for whom it does it, and the benefits. The vision defines IAE's desired end-state over the five-year scope of the plan. The goals are long-term aims that define the accomplishment of IAE's mission. Each goal is presented in table format with associated:

- Objectives - quantifiable targets to measure IAE's progress
- Strategies - how IAE will get there
- Actionable Initiatives - specific actions, by whom and by when

## Future Steps

The ACE will revisit the 2010 IAE strategic plan with each future decision to ensure it is aligned with the mission, vision, and goals identified for the next five years.

A minimum review of the strategic plan is to be conducted each year and updated as needed.

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**ACQUISITION COMMITTEE FOR E-GOV'S (ACE)  
INTEGRATED ACQUISITION ENVIRONMENT (IAE) - STRATEGIC PLAN**

**EXECUTIVE SUMMARY**

**Strategic Plan's Scope:** *Defines the plan's coverage, including its period, customers, stakeholders, domain, etc.*

The Scope of the IAE Strategic Plan is as follows:

- A) Plan covers a five-year period (through 2015)
- B) Primarily defined by the IAE Domain (defined below)
- C) Governed, bounded and provided by Federal Government; chartered by Chief Acquisition Officers Council (CAOC)
- D) Involves selected federal electronic acquisition business services
- E) On a collaborative and resourced basis, provides services to other business partners to support their practices
- F) User community includes Federal Acquisition and Assistance (e.g., Grants, Loans and Cooperative Agreements) Workforces, Federal Business and Assistance partners, other Federal Governmental entities, and non-Federal stakeholders (e.g., the general public).

**Domain:** *Defines the Application of IAE in the federal arena*

IAE Domain: The activity that takes place in the intersection and the interaction among common procurement practices and the Federal Acquisition marketplace.

**Mission:** *Defines WHAT we do, WHY we do it, for WHOM we do it, and WHAT the benefit is*

IAE Mission: "We standardize, integrate and streamline the Federal procurement process, through electronic means, for the acquisition workforce and business partners, while increasing transparency."

**Vision:** *Defines the future, desired end-state or result, over the 5-year scope of the plan*

IAE Vision: "To provide the environment where the power of Federal procurement standards is realized."

**Goals:** *Defines broad, long-term aims while accomplishing the mission, and progressing towards the Vision*

IAE Strategic Goals:

- A) Integrate Business Processes – To create and sustain a streamlined, common integrated business process for business partners
- B) Enhance Data Quality, Data Sharing, and Transparency – To enhance the utility of data through increased data quality, integrity and reliability to achieve a standards-based system, data sharing and increased transparency
- C) Provide Secure Technology Platforms – To create a secure and evolving business environment for all platforms
- D) Maximize the Benefit – To obtain the necessary workforce and funding to maximize the benefit of the IAE investment
- E) Empower Efficient Acquisition – To ensure that the IAE technology platform facilitates transformation and enables efficient acquisition of goods and services in support of mission performance

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# IAE Goals, Strategies, and Actions

	A	B	C	D	E	F	
1	IAE Goals	Strategies	Actions	Ranking	Primary Office	Status	
2	Integrate Business Processes	Define the business process to identify and track the baseline (S-A1)	Document current 'as-is' processes of IAE systems.	NEW	GSA/ACE membership	In process as part of AOCS	
3		Define Count and reduce duplicative processes (S-A2)	Consolidate performance feeder systems (222)	2204		In process - decision made by ACE; need to complete transition strategy	
4			Create single submission repository for vendor invoices for agency retrieval and processing (223)	2198		DoD has provided potential pilot organizations on WAWF	
5			Reduce the duplication and overhead on all government-owned catalogs to include: DoD E-Mall, GSA Advantage, VA's contracts, NASA SEWP, and others performing identical or largely similar functions (216)	1926		TBD	
6			Streamline, improve and expand the types of performance data collected during normal contract administration to share more performance trends, to promote better decision-making. Provide government wide functionality for all end-users in remote locations. (202)	1662		In process as consolidation of feeder systems occurs. Also opportunities through FAPIIS being identified.	
7			Identify and prioritize process improvement targets for AOCS	NEW	GSA/ACE membership	In process	
8			Identify and prioritize future process improvement targets	NEW	GSA/ACE membership	TBD	
9			Require all outcomes be mapped to the new IAE Strategic Plan (S-A3)	Document prioritized actions with desired outcomes, aligning to the plan	NEW	GSA	Ongoing
10			Make the use of Open Architecture a CCB Standard EVA factor for all CRs(S-A4)	GSA to ensure CRs are ranked and rated making open architecture a priority	Ongoing	GSA/ACE membership	GSA establishing CCB process including requirement of AOCS Award
11		Obtain ACE approval/disapproval for all non-Open architecture recommendations by the CCB to act as a check and balance in the Open Architecture strategy (S-A5)	GSA to ensure ACE approval/obtained as appropriate	NEW	GSA	GSA establishing CCB process including requirement of AOCS Award	

# IAE Goals, Strategies, and Actions

	A	B	C	D	E	F
1	IAE Goals	Strategies	Actions	Ranking	Primary Office	Status
12	Enhance Data Quality, Data Sharing and Transparency	Create the IAE data model (S-B1)	Normalize data (breaks data down into individual elements)/look at how current data are indexed, and update current IAE data dictionary. (191)	2444	GSA	In process as part of AOCs
13			Define portal user data requirements (214)	2106	GSA/ACE membership	In process as part of AOCs
14			Enhance FPDS to collect data to provide reports that assist in strategic sourcing (187)	1776		TBD
15		Identify critical data elements and apply robust edits against them while adopting standard transactions (S-B2)	Identify which data elements in each IAE capability needs data validation or format rules and incorporate them now or in AOCs	NEW	GSA / ACE membership	In process as part of AOCs
16		Ensure data integrity between IAE systems and the systems that use IAE data (S-B3)	IAE publish data validation rules for all capabilities	NEW	GSA/IAE PM System Owners	FPDS is doing; expand to other systems
17		Get OMB to declare IAE systems to be the authoritative source of master data	Ensure IAE authoritative sources are identified in the FAR by opening cases	Ongoing	ACE OFPP membership sponsor/ACE membership	Ongoing
18			Ensure major ACE decisions regarding process improvements or declarations of authoritative sources are captured in OMB policy letters	NEW	ACE membership	Ongoing as necessary
19		Eliminate the public access to the FPDS reports as USASpending.gov matures (S-B5)	Develop a joint plan of action and milestones with the ACE and USASpending to address data discrepancies	NEW	OMB/ACE	Meetings concluded. Assess the outcome of improvements. Target date of September, a long term corrective action plan
20		Identify and adopt standard transactions to enable transparency and interoperability (S-B6)	Develop the capability within the IAE suite of systems that mimics the functionality of Amazon.com or other search engine for common products and services (establish common product descriptions) (208)	1830		In process as part of PSC Manual update
21			Continue to identify opportunities to drive standard transactions.	Ongoing	GSA / ACE membership	In process as part of AOCs



# IAE Goals, Strategies, and Actions

	A	B	C	D	E	F
1	IAE Goals	Strategies	Actions	Ranking	Primary Office	Status
22		Establish joint governance of USASpending.gov with functional community (S-B7)	Work with OMB for E-Gov, OFPP, and OFFM to assist in establishing joint governance of USASpending.gov with functional community	Awaiting OMB guidance	OMB/GSA and ACE and Grants membership	Two meetings held with OMB
23		Protect critical data elements with appropriate security controls (S-C1)	Ensure existing systems and AOCS technology platform are formally certified and accredited	Mandatory	GSA/Security	In process discussions with Security/Requirement prior to any production decision
24	Provide Secure Technology Platform	Provide an environment compliant with HSPD-12 and cyber security requirements, adopt PKIs as appropriate (S-C2)	Incorporate the e-Authentication standards in the portal and other applications where access and identification validation are essential (221)	1572	GSA	In process with AOCS
25		Implement digital signature technology with user authentication protocols as appropriate (S-C3)	AOCS to implement digital signature technology with user authentication protocols as appropriate	Future Discussion	GSA	TBD Unknown requirements
26	Maximize the Benefit	Form a industry association-advisory working group to receive input from external stakeholders (S-D1)	Expand AIA/CCR Working Group to cover vendor facing capabilities as part of AOCS	Ongoing	GSA/DoD/AIA	Ongoing since 2008, Will incorporate AOCS vendor facing capabilities
27			Work with SBA and PTACS to establish small business outreach	NEW	GSA/SBA	TBD Need stakeholders, industry meetings
28		CCBs and ACE gather inputs from internal stakeholders (S-D2)	CCBs established for all existing ACE applications	Part of Sustainment of IAE	GSA, ACE members; grants community as required	Established. Need to ensure grants community invited, as appropriate.
29			Establish CCB for AOCS capability once target architecture is defined	NEW	GSA / ACE membership	TBD AOCS developing process, include grants community as appropriate
30	Develop outreach and communication strategies to promote IAE (S-D3)	Develop an ongoing outreach and communication marketing plan, communication plan, a major political three-chart slide deck on what is IAE	NEW	GSA/AOCS	Strawman by July meeting	

# IAE Goals, Strategies, and Actions

	A	B	C	D	E	F	
1	IAE Goals	Strategies	Actions	Ranking	Primary Office	Status	
31	Empower Efficient Acquisition	Complete execution of AOCS strategy (S-E1)	Develop single sign-on authentication for IAE suite of systems (211)	2644	GSA and ACE members	In process with AOCS, Contract Award 2010	
32			Establish the IAE portal back-end (219)	2422		In process with AOCS	
33			Establish the IAE portal front end. (218)	2330		In process with AOCS	
34			Standardize the hierarchy for user profiles in systems (186)	2182	GSA/AOCS	In process with AOCS	
35			Consolidate Hosting facilities (205)	1894		Pending, competition underway	
36			Standardize the interface requirements for vendor-facing contracting systems (213)	1474	GSA/AOCS	In process with AOCS	
37			Require configurable options in software development and implement modular processes (S-E2)		Part of AOCS	GSA and ACE members	In process with AOCS, Condition of AOCS contract
38			Establish regular end user feedback and training to improve usability and functionality of IAE tools (S-E3)	Conduct periodic usability tests with primary audiences on IAE systems/capabilities	Establish regular schedule	GSA and ACE members	Ongoing
39				Create library of usable elements	NEW	GSA	TBD with planned 3rd party developers
40				Develop and execute a transition plan to include modernization and monitor strategy implementation IAW 5 year plan (S-E4)	ACE needs to approve AOCS master plan	Establish regular review schedule	GSA and ACE members

**ACQUISITION COMMITTEE FOR E-GOV'S (ACE)  
INTEGRATED ACQUISITION ENVIRONMENT (IAE) - STRATEGIC PLAN**

**ADDENDUM A – Strategies**

<b>STRATEGIES (ALL)</b>
S-A1. Define the business process to identify and track the baseline
S-A2. Define, count, and reduce duplicative processes.
S-A3. Require all outcomes to be mapped to the new IAE Strategic Plan.
S-A4. Make the use of Open Architecture a CCB standard EVA factor for all SRs.
S-A5. Obtain ACE approval / disapproval for all non-Open architecture recommendations by the CCB to act as a check and balance in the Open Architecture strategy.
S-B1. Create the IAE data model.
S-B2. Identify critical data elements and apply robust edits against them while adopting standard transactions.
S-B3. Ensure data integrity between IAE systems and the systems that use IAE data.
S-B4: Get OMB to declare IAE systems to be the authoritative source of master data.
S-B5. Eliminate the public access to the FPDS reports, as USASpending.gov matures.
S-B6. Identify and adopt standard transactions to enable transparency and interoperability.
S-B7. Establish joint governance of USASpending.gov with functional community.
S-C1. Protect critical data elements with appropriate security standards
S-C2. Provide an environment compliant with HSPD12 and cyber security requirements, adopt PKIs as appropriate.
S-C3. Implement digital signature technology with user authentication protocols as appropriate.
S-D1. Form an advisory board to receive inputs from external stakeholders.
S-D2. CCBs and ACE gather inputs from internal stakeholders
S-D3. Develop outreach and communication strategies to promote IAE (eg. stronger writing and vetting of OMB 300 for IAE.)
S-E1. Complete execution of AOCS strategy, e.g., eight (8) architectures to one within contractual timeframe.
S-E2. Require configurable options in software development and implement modular processes.
S-E3. Establish regular end user feedback and training to improve usability and functionality of IAE tools.
S-E4. Develop and execute a transition plan to include modernization and monitor strategy implementation IAW with 5 year plan.

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**ADDENDUM B – Strengths, Weaknesses, Opportunities, Threats (SWOT)**

**SWOT+:** **Strengths** *are current, internal advantages of the integrated federal acquisition environment (helpful in achieving the objectives).*

Most Important Strengths (no order)

- A. Common governance structure, risk assessments, control activities, communication strategy, and monitoring program for the IAE
- B. Meet customer needs
- C. System reliability has remained high
- D. Efficient - Do more with less
- E. Provides one space for vendors to go, e.g., Central Contractor Registry (CCR) and Federal Business Opportunities (FBO)
- F. IAE Staff/centralized program execution

Other strengths

- FBO and Wage Determination On-Line (WDOL) – Making procurement opportunities and information available, quick easy search capability
- Frank and thorough discussions of issues
- Broaden availability of automation
- Responding fairly rapidly to emergency situations (e.g., codes for reporting national emergencies)
- Standardizing reporting elements
- Strong knowledge in both procurement & technology
- Optimize Transparency
- Understand our data needs
- Understand political changing environment
- Willingness to change
- Provides reason for individual departments/agencies to reduce/stop new efforts to create duplication
- Unintended benefits for other stakeholders
- Good model for other disciplines
- Benefits mobility of acquisition workforce
- National Readiness/Continuity of Operations Plan (COOP)/COB
- GSA Support for IAE
- People on the ACE have the requisite acquisition knowledge and governmentwide perspective (macro v. micro)

NOTE: Possible strategies to maintain these strengths are listed in ADDENDUM D.

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**ADDENDUM B, Cont.**

**SWOT+: Weaknesses** are current, internal shortcomings that hinder our success.

Most Important Weaknesses (no order)

- A. Resources & funding
- B. Implementing system(s) change takes too long
- C. Quality control and accurate reporting under FPDS-NG. There should be some edits built into the system and clearer data definitions
- D. Statutory requirements come along that cross procurement and other domains/disciplines without resources
- E. No functional knowledge across the total IAE systems

Other Weaknesses

- New requirements divert focus from our long term goals - e.g. Public Law 111-5, American Recovery and reinvestment Act of 2009 (e.g., Recovery Act)
- Multiple systems/Multiple sign-ons
- Linkages between policy, systems and training - e.g., people take training about a topic like competition that hasn't always linked back to the way the system requests information
- Reliability
- Ease of use
- IAE is really not empowered
- Lack of integrated leader at OMB
- Policy to support the IAE is not always mature
- Support for contingency contracting not available
- Perception that IAE has sufficient resources to fund requirements outside procurement
- Really not "Integrated" – user perspective
- Perception that IAE has "room to maneuver" to support
- CCR inefficiencies D&B® D-U-N-S® Number (DUNS)
- CCBs are very stovepiped
- We provide support to disciplines without representation
- Interests of agencies and their representatives do not always align with the good of the government as a whole
- IAE systems not always flexible enough to meet real, unique needs of some of the agencies

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**ADDENDUM B, Cont.**

**SWOT+: Opportunities** are defined as external, now or in the future, that could accelerate our success.

**Most Important Opportunities (no order)**

- A. Consolidation – grants (to include loans and cooperative agreements) into IAE , common contract writing system (CWS), electronic small business review process
- B. Establish governance for USASpending
- C. Promote ourselves
- D. Provide functional expertise to USASpending.gov/Recovery Accountability and Transparency Board (RATB)
- E. Establish a standard, common procurement schema and federal procurement data dictionary and Federal Assistance Data Dictionary
- F. Finish what we started and make it work

**Other Opportunities**

- Acquisition planning and contract management module
- Funding: Widespread understanding of the need for additional, proper and/or stable funding (4)
- Automation total procurement process
- New FPDS-NG delivery model built on open source code and a more responsive platform
- New generation of skilled technology personnel in the federal government
- New Administration
- Shorten time to implement system changes
- Ensure systems are user friendly

**ACQUISITION COMMITTEE FOR E-Gov's (ACE)  
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**ADDENDUM B, Cont.**

**SWOT+: Threats** *are current or future, external to IAE, and may hinder our progress.*

**Most Important Threats (no order)**

- A. Budgets, funding & insufficient resources
- B. Increased pressure for "transparency"
- C. Attrition in the federal workforce and the resulting loss of experienced leadership and workforce
- D. Fragmentation of the IAE mission by new start-ups such as USA Spending, the Recovery Board and DATA.gov

**Other Threats**

- New Administration setting new priorities with lack of knowledge
- System and data security, e.g., cybersecurity
- Increased transparency about contractors will require use of systems, e.g., Online Representations and Certification Application (ORCA), Past Performance Information Retrieval System (PPIRS), Central Contractor Registration (CCR), Excluded Parties List System (EPLS) and Federal Awardee Performance and Integrity Information System (FAPIIS)
- Duplication of efforts
- ARRA and its explosion in the number of grantees using systems like CCR
- Lack of governance for USA spending
- Obsolescence
- No overall federal vision articulated for systems like USASpending.gov, IAE, Federalreporting.gov, DATA.gov, etc.
- Data integrity may be compromised by outside/inside cyber attacks
- Legislation that negatively impacts current regulations
- Data integrity - Q&A level
- Acquisition workforce no longer had the knowledge
- Lack of integrated functional talent shaping federal vision

NOTE: Possible strategies to manage or mitigate these threats are listed in ADDENDUM D.

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**ADDENDUM C: Items to Include in Strategic Plan**

**Priority A**

- Better integration between the various IAE systems
  - Increase emphasis of system amalgamation to reduce data entry duplication.
- Better ways to collect information that reduce the burden on users
- Eliminate duplicative systems in IAE
- Ensure contract number standard is globally unique in Federal Government
- Improve online guidance for system fields that is embedded in plain language
- Installation of automated password resets for all systems
- Have a single, official and authoritative data source for procurement
- Build user-friendly tools
- Ensure data transparency is thoughtful and sensible
- Update Product Service codes and Standardize contract data elements for use across all contract writing systems
- Key milestones we must accomplish in the next 12 months: (from "Objectives" needed)
  - Consolidate systems to lower costs.
    - ✧ Shutdown of duplicate systems.
    - ✧ Movement of several applications to the common platform
  - Establish the new target architecture; data dictionary, and identify next generation initiatives
  - Identify FAPIIS owner; USASpending.gov owner (reconcile USASpending.gov - FPDS), and Continue to improve FPDS edits
  - Milestones related to AOCS.
  - Requirements definition - let's make sure we get it right
  - Implement stated goals and objectives
  - Adding the TurboTax-like help.
  - Look at the systems to see if they can generate some key data automatically.



**ACQUISITION COMMITTEE FOR E-Gov's (ACE)  
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**ADDENDUM D - Possible Strategies:**

**Possible Strategies for SWOT:** *Strategies define HOW we get there, and were based on referenced Strengths, Weaknesses, Opportunities and Threats listed in ADDENDUM B.*

1. Continue to provide strong governance to ACE  
Strength A. Common governance of IAE
2. Continue to meet or exceed customer needs while implementing new contract structures  
Strength B. Meet customers' needs  
C. System reliability has remained high
3. Maintain system reliability at current levels or higher  
Strength C. System reliability has remained high
4. Continue to provide integrated and standard systems for users  
Strength D. Efficiency – Do more with less  
E. Provides one space for vendors to go – e.g. CCR and FBO
5. OMB leadership to integrate programs and priorities  
Weak A. Resources and Funding
6. ACE to improve execution challenges  
Weak B. Implementing system(s) change takes too long
7. Train acquisition workforce and establish policies that clear up ambiguities  
Weak C. Quality control and accurate reporting under FPDS
8. “Drift” or “slow roll” unfunded mandates  
Weak D. Statutory requirements come along that cross procurement and other domains / disciplines without resources
9. Manage government wide workforce w/ procurement knowledge/experience  
Weak E. No functional knowledge across the total IAE systems
10. Develop strategy to consolidate  
Opport A. Consolidate grants into IAE, common CWS, electronic small business review process
11. Consolidate small business review process to improve small business goaling via centralized portal  
Opport A. Consolidate grants into IAE, common CWS, electronic small business review process
12. Provide functional expertise to USASpending / Recovery Accountability & Transparency Board (RATB)  
Opport D. Provide functional expertise to USASpending.gov/RATB Board
13. Establish and finalize Federal Procurement Data Standard  
Opport E. Establish standard, common procurement schema & federal procurement data dictionary
14. Articulate strategy for benefits of IAE  
Threat A. Budgets, funding and insufficient resources
15. Move some systems to appropriated funds stream  
Threat A. Budgets, funding and insufficient resources
16. Improve communications between OMB and ACE/IAE to increase understanding of what is possible  
Threat B. Increased pressure for “transparency”
17. Expand acquisition training and intern programs  
Threat C. Federal workforce attrition's resulting loss of experienced leadership and workforce
18. Support incentive program for retention  
Threat C. Federal workforce attrition's resulting loss of experienced leadership and workforce
19. Create mentoring program  
Threat C. Federal workforce attrition's resulting loss of experienced leadership and workforce
20. Articulate strategic vision for related systems  
Threat D. Fragmentation of the IAE mission by new start-ups such as USA Spending, the Recovery Board and DATA.gov

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**ADDENDUM D - Possible Strategies, cont':**

**Possible strategies from Changes in federal acquisition since 2007:**

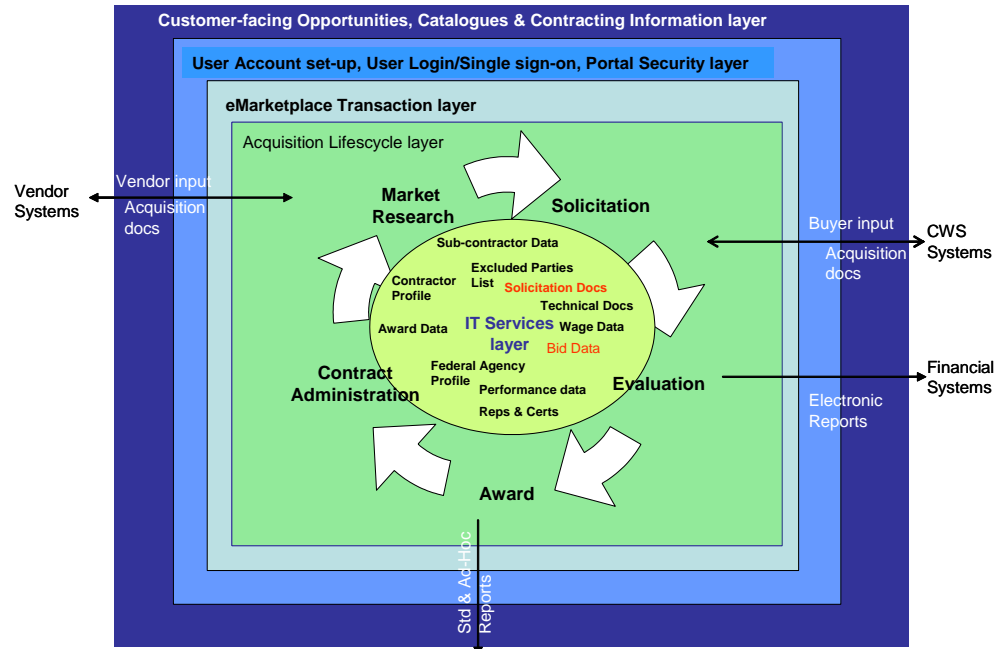
**NOTE:** *Possible strategies will need to be considered for these noted changes.*

- Demand for more data collection, data integrity of existing data and system improvements to remove opportunities for data errors, improved customer friendliness of systems, and more data integration
  - Data quality management.
  - Poor economic situation has increased interest in federal opportunities. This drives more use of our systems and more demand for detail in information.
  - Challenge is the public doesn't really understand federal acquisition but can be critical based on having instant access to more and more information.
  - Need for Strategic Sourcing to meet savings demands
- More transparency and open government with the current administration.
  - The desire for transparency since this leads to the collecting and providing more and more detailed information that hasn't been collected. The source of this procurement data is often the Contract Specialist. This results in an increasing workload that often isn't recognized outside of the agencies.
  - Change in political leadership has changed the climate, particularly in the attitude toward contractors and their need to be pure if they are going to perform government contracts
- Increased risk for cybersecurity breaches. More information online makes it harder to hide what should be hidden; Increased access of foreign firms to U.S. procurements due to trade agreements.
  - Origins of electronic threats have changed (It was individual, and is now much more organized. Many more cyber gangs, possibly with host nation support or more);
- IAE infrastructure is somewhat old now and new initiatives like DATA.gov are being stood up as new platforms divorced from the IAE mission instead of being blended into it
- More and more Federal Funding Accountability and Transparency Act (FFATA) requirements (e.g. ARRA reporting) have put increasing pressure on the acquisition system and its workforce.
- Significant emphasis to outsourcing with a much reduced and young acquisition workforce. We have not done a good job in knowledge transfer for the younger workforce as the more senior folks keep leaving and retiring. To that add two wars that require significant contracting effort.

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**ADDENDUM E - Target CONOPS**

**IAE Target ConOps:** "IAE envisions the future functionality of its domain with a transactional portal to more closely integrate the business processes of acquisition. This portal will enable users to browse their needs via an online contracting catalogue, while accessing contracting information in a customer-facing portal layer. Both vendors and buyers will enter the acquisition process via secure logins. Once inside the eMarketplace, relevant IAE related automated processes will be available to the user, based on acquisition needs. Additionally, standard and adhoc reporting capability will enable greater transparency to other stakeholders, including Congress, OMB, and taxpayers."



Note: Red denotes data not currently collected at IAE level  
Public, Congress, Other Interested Parties (State/Local, Universities, Fed Agencies, Non-profit Orgs, etc)

Using a scale of 1 = Strongly disagree to 5 = Strongly agree

- ConOps remains a relevant part of our vision: 70% mostly agree, average = 4.1
- ConOps is adequately and clearly defined: 50% mostly agree, average = 3.6
- ConOps is adequately understood: 40% mostly disagree, average = 2.9
- We have adequate progress in achieving ConOps. 40% neutral, average = 3.0

What's missing? What needs to be changed to the vision of the IAE Target ConOps?

- Recognition of the unfunded mandate to support grants community
- Too many gods pulling in different directions
- Since this ConOps is for systems and processes, we should refer to the operations and maintenance phase in addition to the contract administration phase.
- We know what it is and think it will work for us, but outside perception still believes our stuff doesn't work. It needs an external goal to improve the acquisition community's reputation.
- ConOps appears to only deal with fairly simple procurements. ConOps needs to cover the complex ones as well.

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ADDENDUM F - Contributors:**

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Randy Johnson	Small Business Administration
Diane Rose	Social Security Administration
Daniel Walt	Department of State
Thomas Sharpe	Department of Treasury
Ruby Harvey	Department of Veterans Affairs
Christopher Fornecker	General Services Administration, Acquisition Systems Division Director
Pat Brooks	General Services Administration, Acquisition Systems Division, IAE Program Director

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