



I/ITSEC 2025



NTSA

From Red Tape to Red Bows

Urgent Defense Acquisition Transformation

Accelerating capability delivery using the tools we already have

December 3, 2025 @ 2:00 PM

Room 320D



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NTSA

Agenda



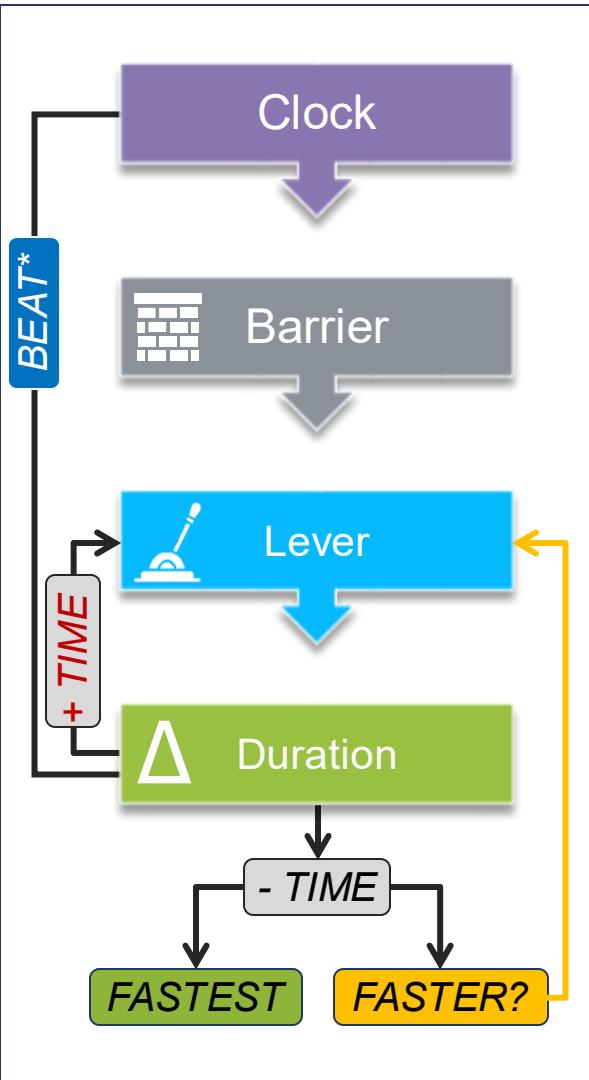
Purpose: I developed the Barrier, Evidence, and Action Timebox, or BEAT—a dual-clock, evidence-driven framework designed to give contracting and program teams a structured way to identify and address delays during the Procurement Administrative Lead Time (PALT) and time to First Delivery (FD).

Discussion Points:

1. How Operating BEAT Emerged
2. Why Speed, Why Now
3. Inside Operating BEAT
4. What this looks like in Practice
5. Plugging Into What you Already Have
6. How to Start your First BEAT



Introduction: Operating BEAT



Barrier, Evidence, & Action Timebox (BEAT) is a dual-Clock evidence driven framework for contracting and program offices to reduce Procurement Administrative Lead Time (PALT) and time to First Delivery (FD).

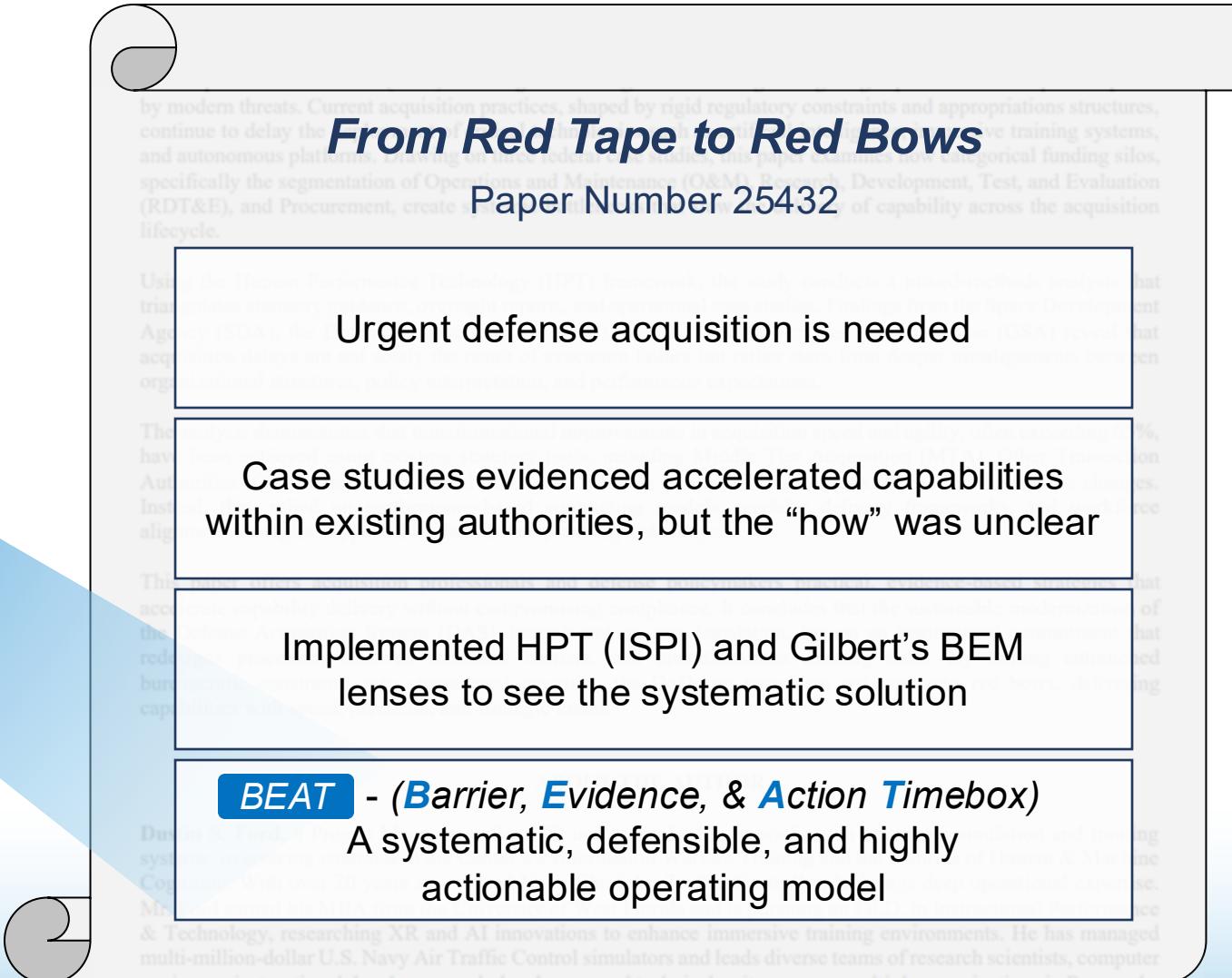
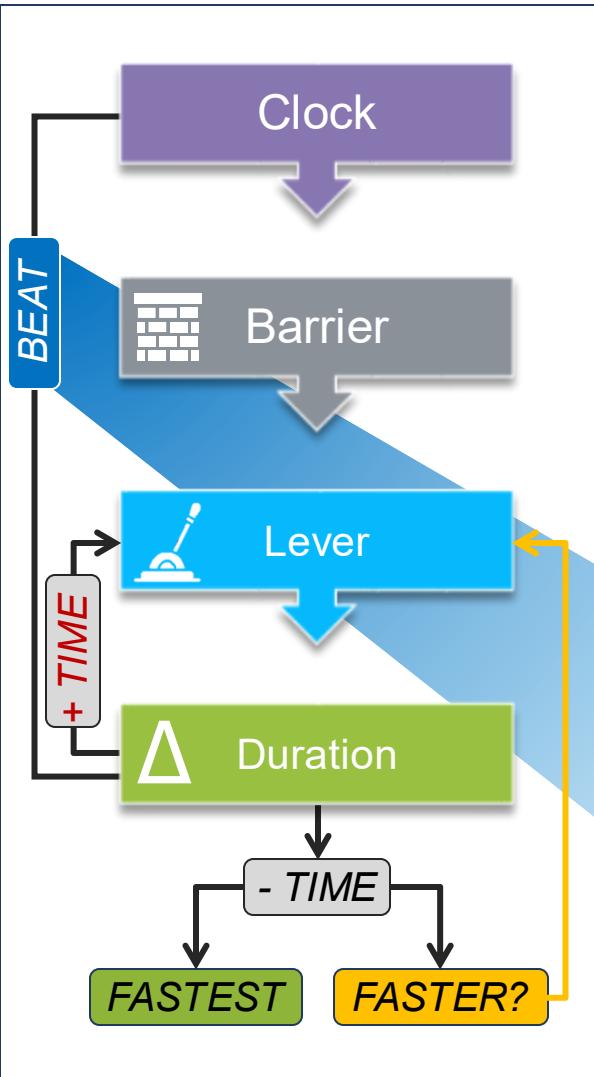
	Separates Clocks	=	Enhanced Accountability
	Anchored Artifacts	=	Risk Mitigation
	Diagnose Barriers	=	Categorize Delays
	Leverage Existing Authorities	=	Same Laws, New Speed
	Iterative Review	=	Agile Structure

* **BEAT** = one iteration of this framework (Barrier, Evidence, & Action Timebox)

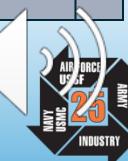
EXECUTIVE TAKEAWAY

Dual-clock framework using existing authorities to measurably improve acquisition schedule performance

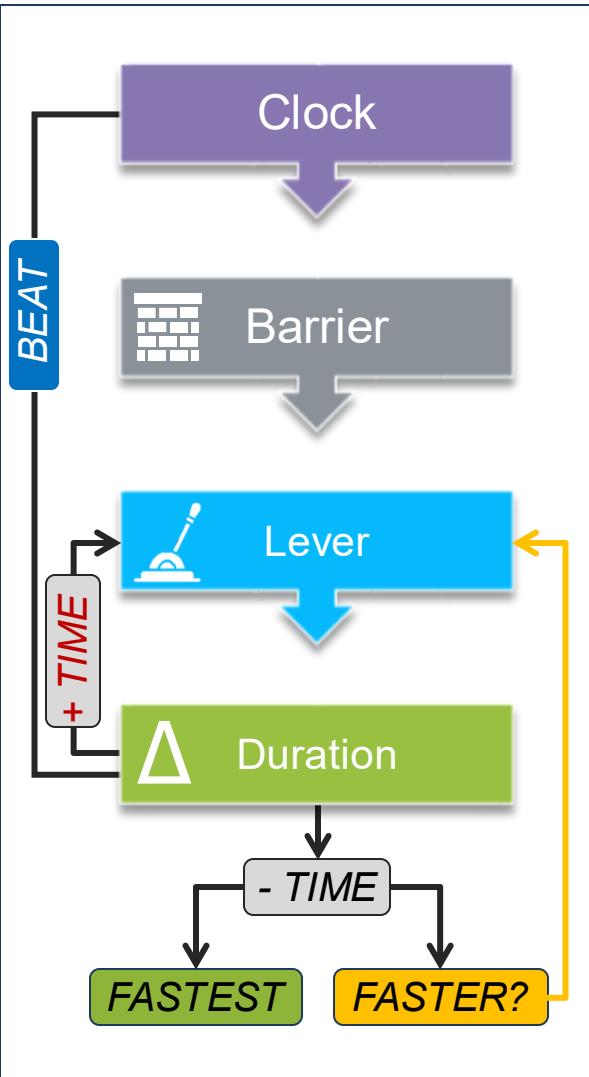
Operating BEAT: Origination



EXECUTIVE TAKEAWAY
BEAT from HPT/BEM, to triangulate law, oversight reports, and operational case evidence



Executive Signal: Use What Exists



PERMISSION ≠ PROTECTION

RECENT DIRECTION EMPHASIZES

Commercial use, streamlining, reduced compliance friction (e.g., SAM continuous registration)

AUTHORITY REMAINS WITHIN

U.S.C. Title 10, DoDI 5000 series (.80/.85/.87), FAR/DFAR, Agency Supplements

AUTHORITATIVE GUARDRAIL ARTIFACTS (AGAS)

- Competition Plan
- IP/Data Rights
- Legal Reviews
- Protest Posture
- Tailoring Memos
- ADM, D&F, J&A

AAF: "Broad Authority"
SWP: "Tailor-in"
MTA: "Customize strategy"
MCA: "Tailor-in" via ADM

PERMISSION is having legal allowance

PROTECTION is having defensible evidence

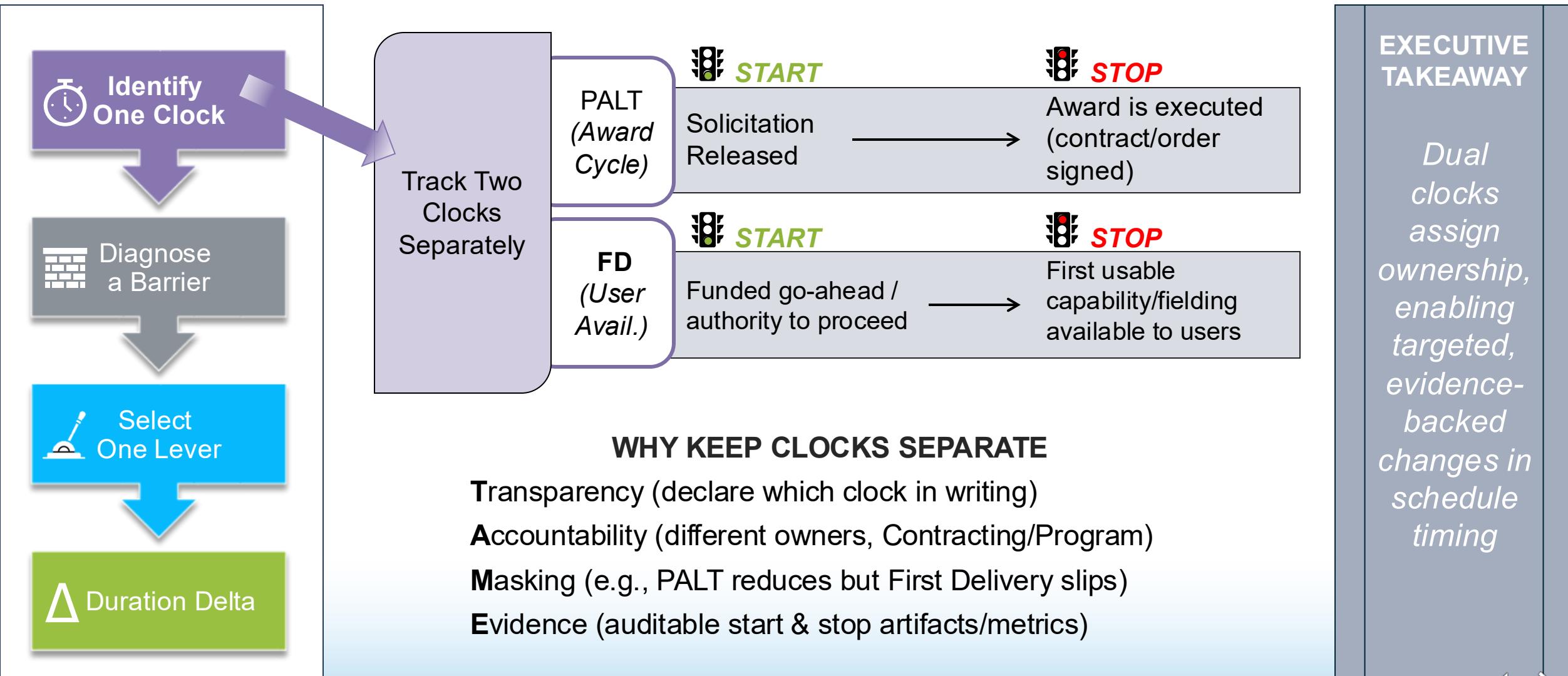
DOCUMENTATION turns authority into protection

EXECUTIVE TAKEAWAY

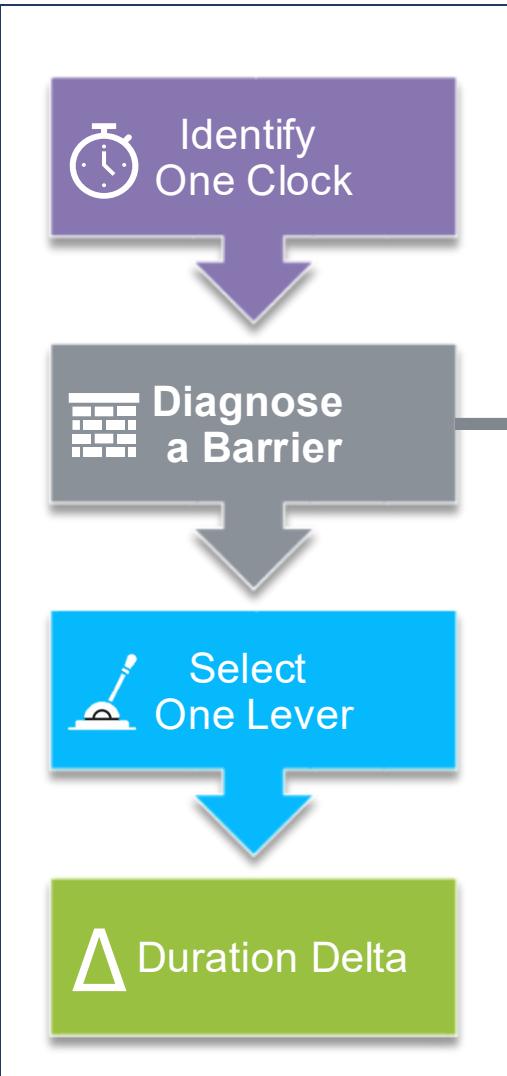
Policy demands faster outcomes; BEAT provides traceable, defensible speed within authority



Purpose of the Framework: TAME a Clock



Diagnose the Barrier



How we're allowed to buy

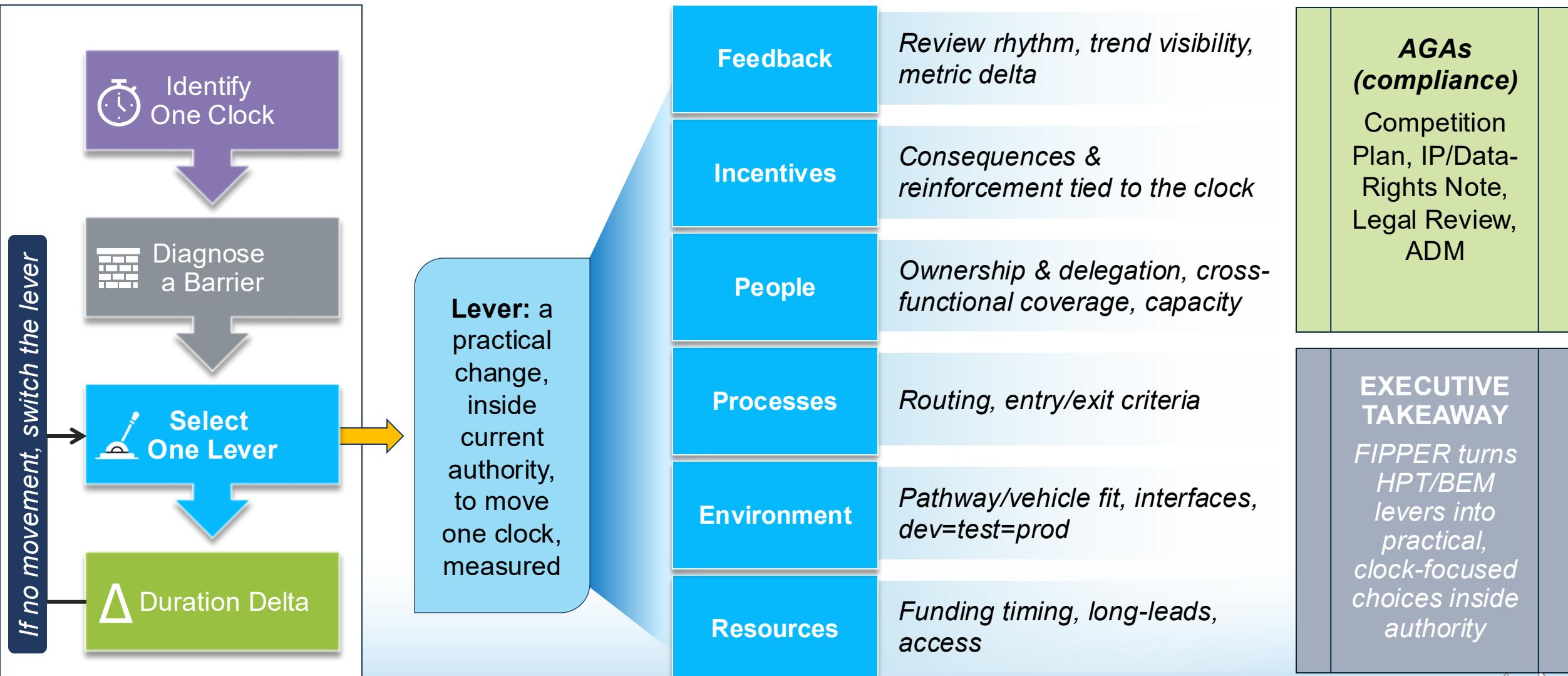
Who decides and how fast

How hard it is to make the parts work together

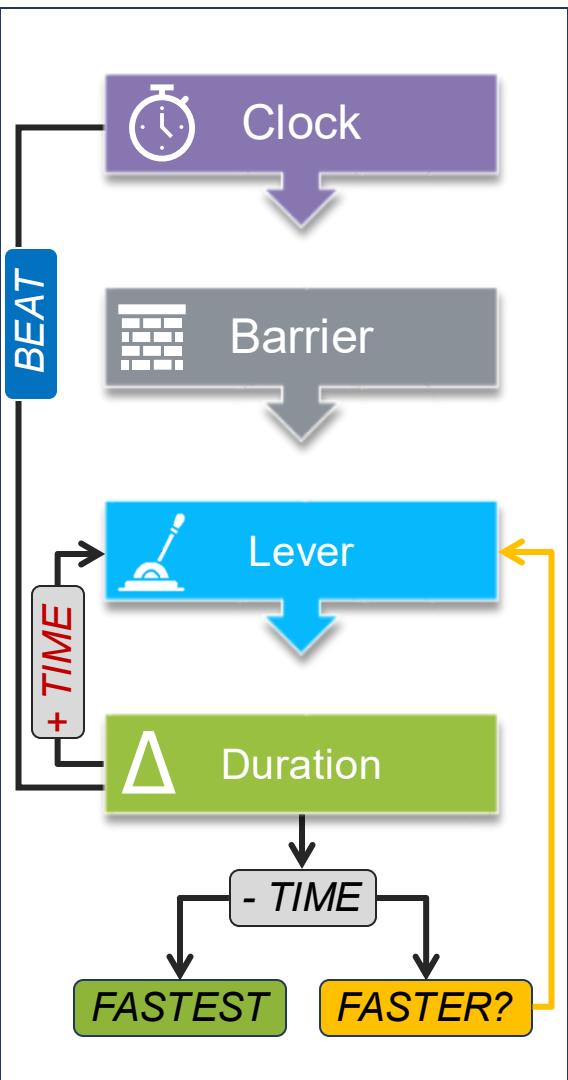
Signal	Barrier	Clock
Wrong vehicle/serial approvals	S	PALT
Clearance rework/late reviews	S	PALT
Market research & Q&A churn	S, O (2nd)	PALT
Vague eval factors/criteria drift	S, O (2nd)	PALT
Unowned routing/who signs?	O	PALT
Decision latency	O	PALT/FD
Late interface freeze	I	FD
Environment parity drift (dev≠prod)	I	FD
Data rights block integration	I	FD
ATO evidence built at the end	I	FD
Cert queue backlog	I	FD
Release train idle/no calendar	I	FD
Incentives favor doc over release	O, I (2nd)	FD
Long-lead not time-phased	S, O (2nd)	PALT/FD



Select a Lever



Duration Delta



What is your median?

PRIOR BEAT

Last median (this metric is created after a BEAT)

NO PRIOR BEAT

Median of last 2–4 like projects

NEW PATHWAY

Use project target → replace with first median duration for next BEAT

Baseline median of prior BEAT durations; (no BEAT) 2-4 comparables; (new pathway) provisional target

Decision rule for next BEAT



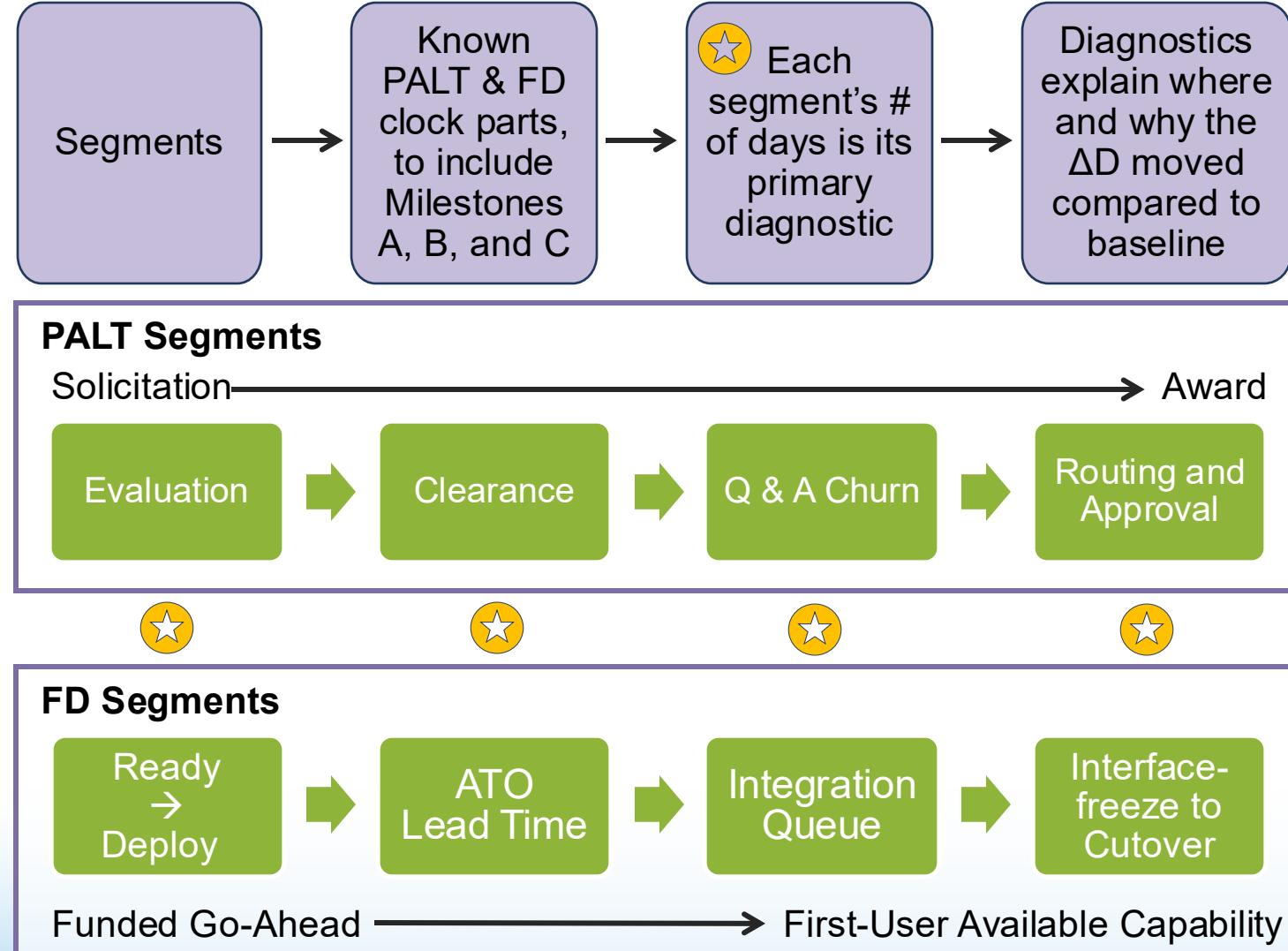
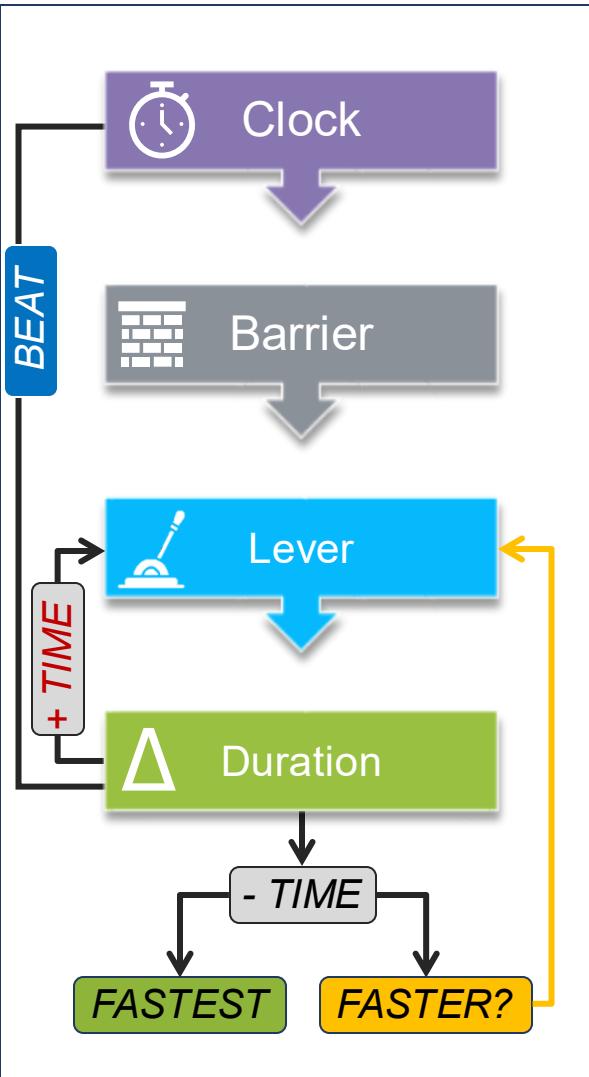
$\Delta D < \text{baseline}$ then **Persist** = reuse this lever
 $\Delta D = \text{baseline}$ then **Switch** = new lever, same barrier
 $\Delta D > \text{baseline}$ then **Re-diagnose** = new barrier and lever

PALT
 $\Delta D(PALT) = \text{BEAT duration (posting award)} - \text{(-) baseline}$

FD
 $\Delta D(FD) = \text{BEAT duration (funded go-ahead)} - \text{(-) baseline}$

EXECUTIVE TAKEAWAY
Duration Delta compares this BEAT's duration (D) against baseline to persist, switch, re-diagnose

Clock Segments and Diagnostics

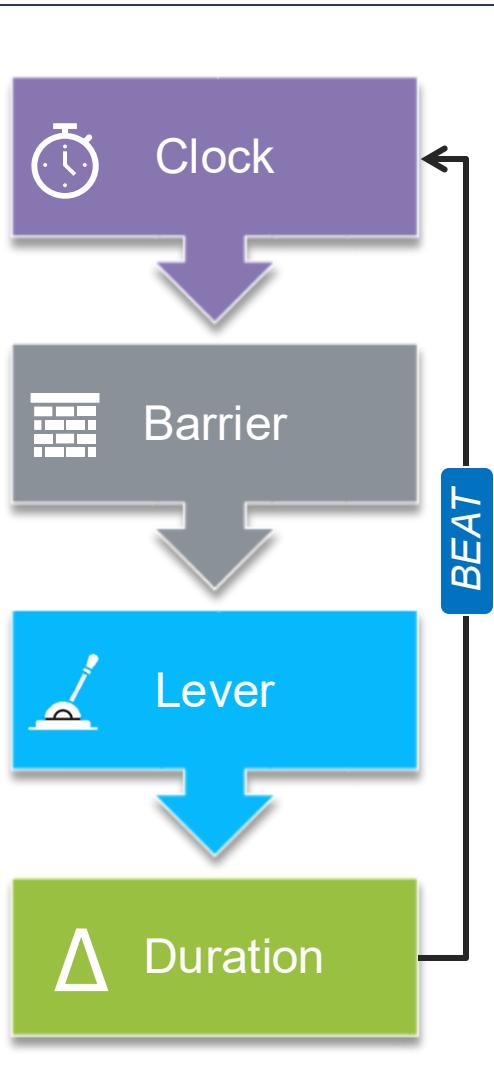


NOTE
Vehicles w/
fixed # of days
rules (e.g.
fixed-day
floors) will be
identified as
Uncontrollable
in a segment

EXECUTIVE TAKEAWAY

Segments create named clock parts; their days are diagnostics that explain the clock's ΔD

Case Studies & BEATs



Slides 11–12 SDA

Case Study: Space Development Agency (SDA)

CURRENT STATE / PROBLEM
SDA was delivering capability in time-based tranches while the optical communications standard kept evolving, driving integration risk and late rework.

LEVERAGED SOLUTION
They looked to the published optical communications standard and a fixed tranche cadence, with calendar-based reviews and visible decision logic, as issues surfaced earlier and large, late slips ("test-to-the-right") were reduced.

Defense News, 2020: Space Development Agency demos key space-in-air communications test; GAO, 2020: Laser Communications: Space Development Agency Should Create Long-Range Development Phases

BEAT: Space Development Agency (SDA)

TRANCHE-BASED DELIVERY UNDER MTA

Timeline: Periodic reviews and updates with milestones (MT) plus MTF deployment coverage and regular performance (RCP) reviews. This is a good fit for the space environment, as it allows for continuous integration and deployment.

ACCELERATING MODULAR AI ACQUISITION

Timeline: Periodic reviews and updates with milestones (MT) plus MTF deployment coverage and regular performance (RCP) reviews. This is a good fit for the space environment, as it allows for continuous integration and deployment.

Defense News, 2020: Space Development Agency demos key space-in-air communications test; GAO, 2020: Laser Communications: Space Development Agency Should Create Long-Range Development Phases

Slides 13–14 DIU

Case Study: Defense Innovation Unit (DIU)

CURRENT STATE / PROBLEM
The DIU needed to acquire fast without dragging a full contract selection (FAR Part 15) through early unknowns. Standard-compliance overhead slowed awards and delayed fast-moving commercial companies (non-traditional vendors).

LEVERAGED SOLUTION
They used a CBO to find short-term solutions, then executed a prototype agreement (POT) under FAR U.S.C. § 4010, when the RFP was clear. This averaged a 12-month timeline for quicker award from initial notice to signed deal, while keeping a fast, competitive acquisition.

DOD, 2019: Defense Innovation Unit: DIU: DIU uses a CBO to award contracts and reduce acquisition risk; Defense News, 2020: Space Development Agency demos key space-in-air communications test; GAO, 2020: Laser Communications: Space Development Agency Should Create Long-Range Development Phases

BEAT: Defense Innovation Unit (DIU)

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Slides 15–16 GSA

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BEAT: Space Development Agency (SDA)

TRANCHE-BASED DELIVERY UNDER MTA

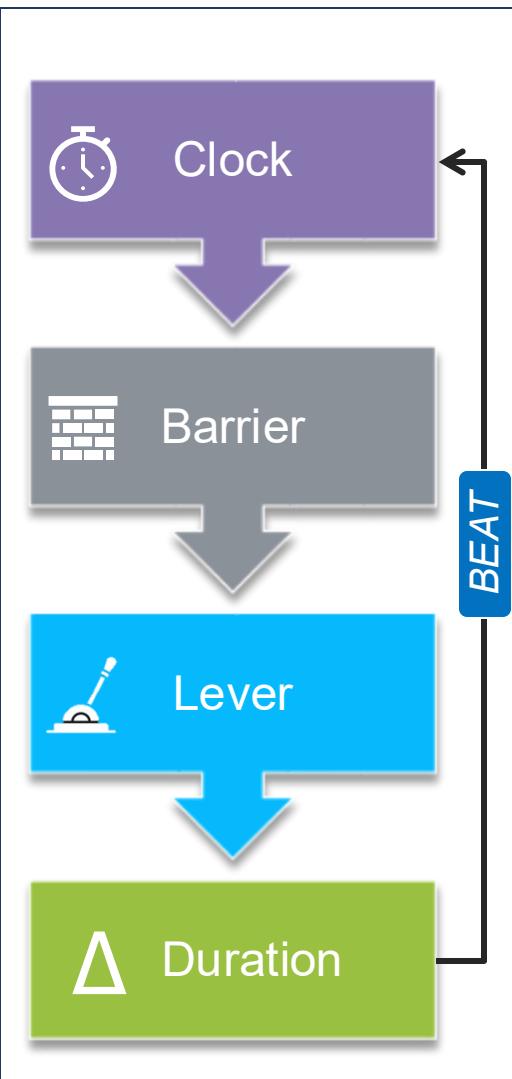
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Case Study: Space Development Agency (SDA)



CURRENT STATE / PROBLEM

SDA was delivering capability in time-boxed tranches while the optical communications standard kept evolving, driving integration risk and late rework.

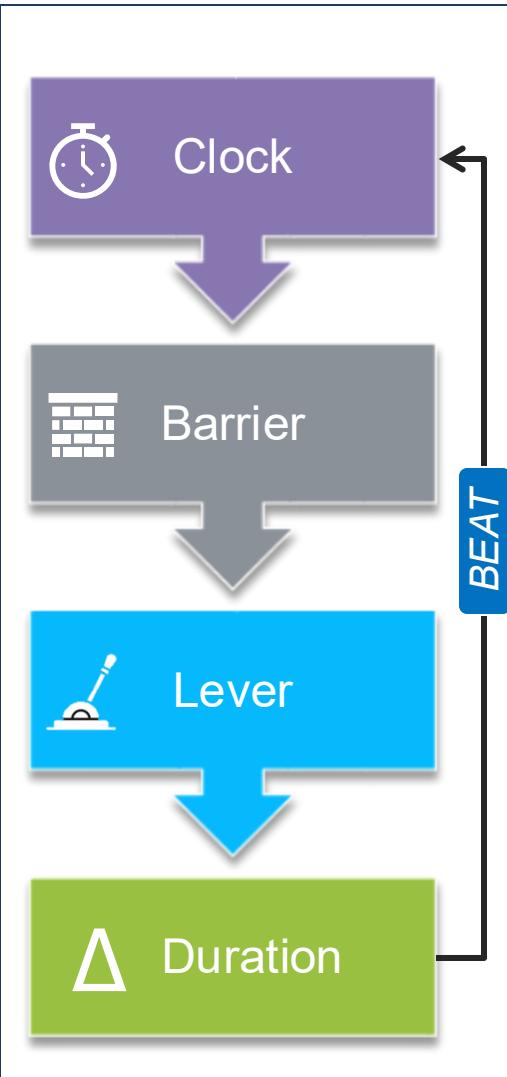


LEVERAGED SOLUTION

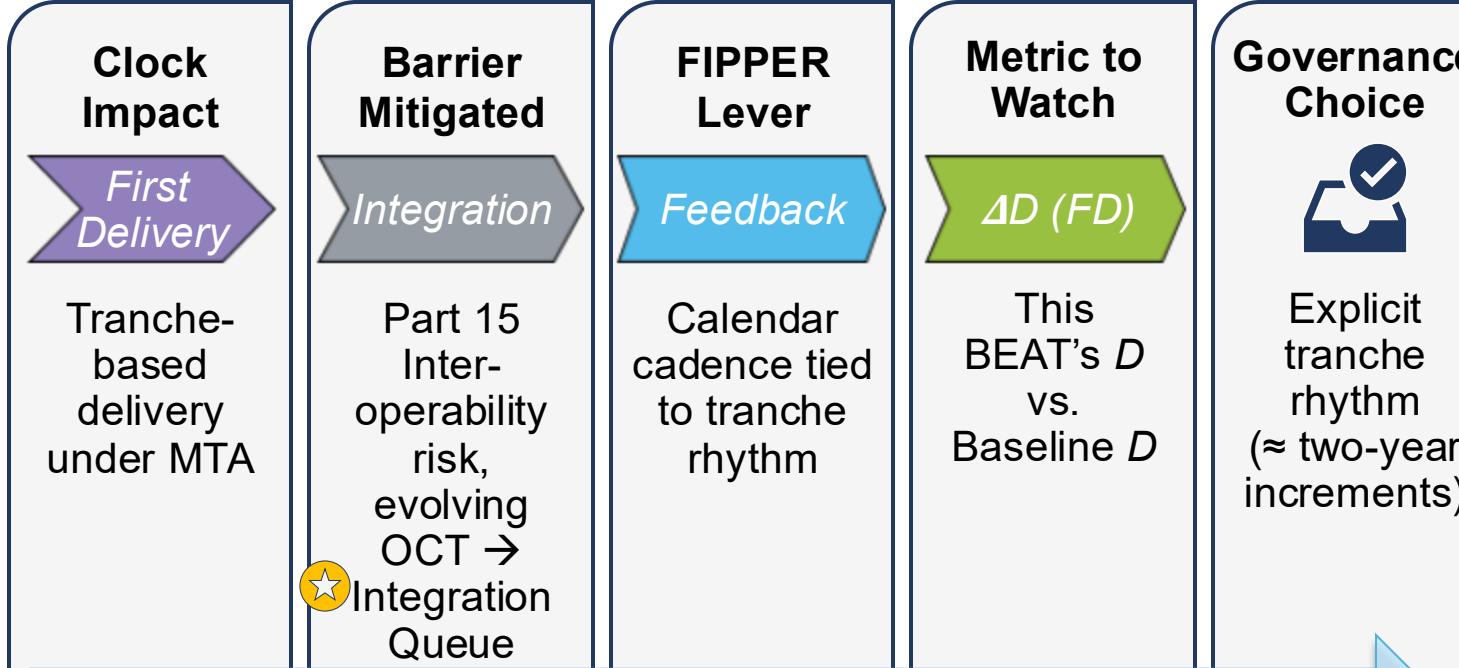
They locked to the published optical-comms standard and a fixed tranche cadence, with calendar-based reviews and visible decision logs, so issues surfaced earlier and large, late slips (“test-to-the-right”) were reduced.

Defense News, 2025: Space Development Agency demos key space-to-air communications link
GAO, 2025: Laser Communications: Space Development Agency Should Create Links Between Development Phases





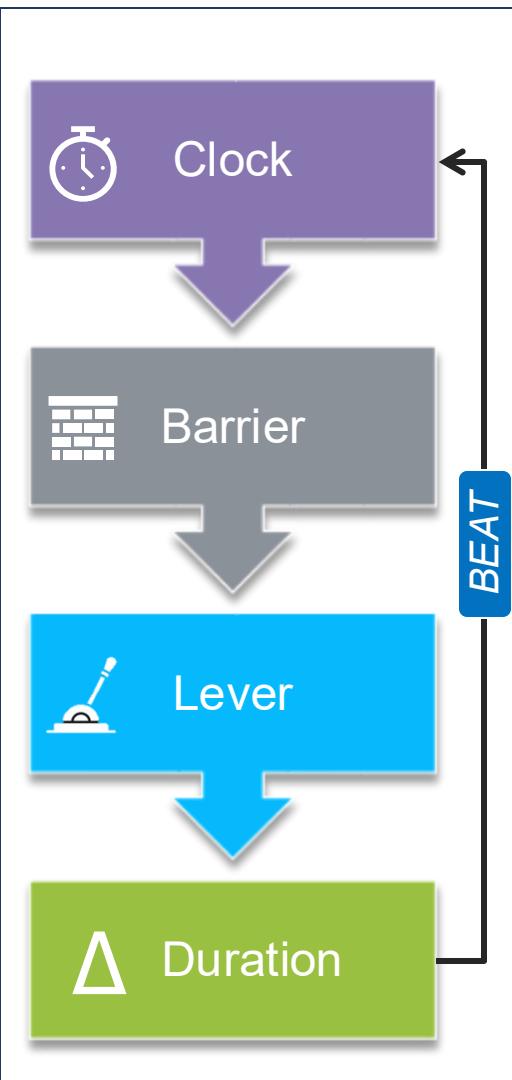
TRANCHE-BASED DELIVERY UNDER MTA



EXECUTIVE TAKEAWAY

SDA demonstrates that time-boxed tranches plus clear decision rights creates predictable delivery cadence without new law.

Case Study: Defense Innovation Unit (DIU)



CURRENT STATE / PROBLEM

The DIU needed to explore fast without dragging a full contract selection (FAR Part 15) through early unknowns. Standard-compliance overhead slowed awards and deterred fast-moving commercial companies (non-traditional vendors).



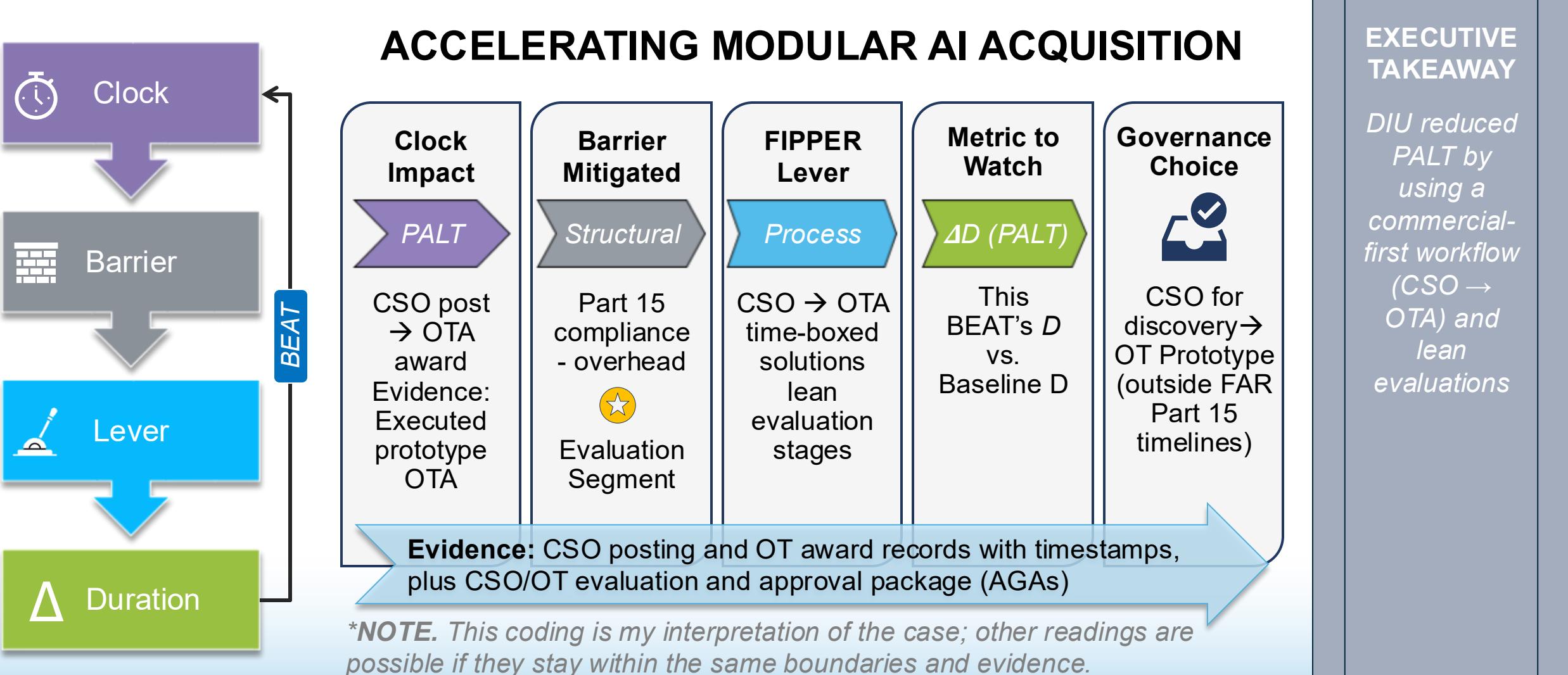
LEVERAGED SOLUTION

They used a CSO to find and shortlist solutions, then executed a prototype agreement (OT under 10 U.S.C. § 4022) when the fit was clear. This swapped to a process designed for quicker award from initial notice to signed deal, while keeping a fair, competitive foundation.

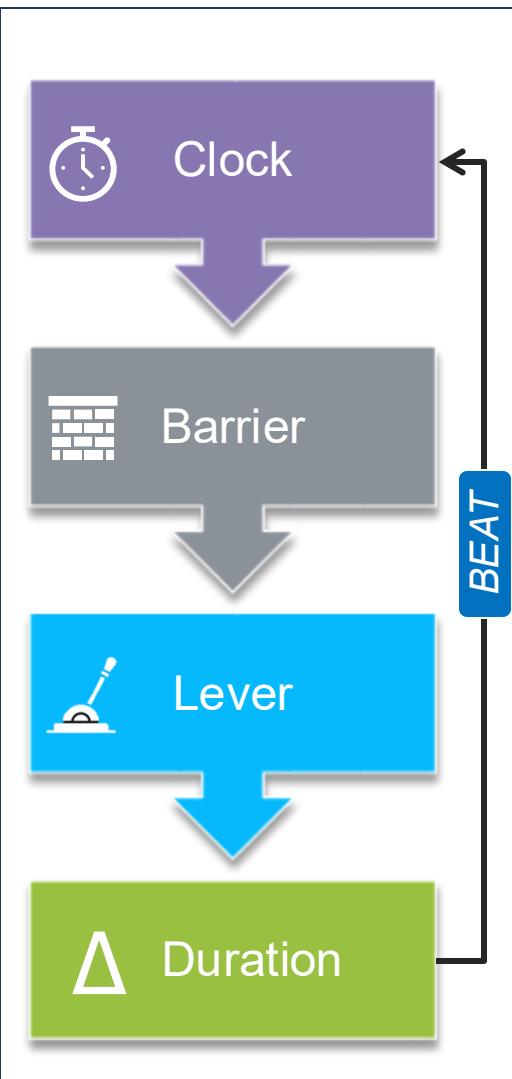
GAO, 2025: Defense Innovation Unit: Actions needed to assess progress and further enhance collaboration
Jimenez et al.: Using Pre-Milestone B Data to Predict Schedule Duration for Defense Acquisition Programs



BEAT: Defense Innovation Unit (DIU)



Case Study: General Services Administration (GSA)



CURRENT STATE / PROBLEM

Many offices were running stand-alone competitions even when the scope already fit an existing vehicles, which meant rebuilding solicitations, repeating registration steps, and carrying more PALT and administrative friction than necessary.



LEVERAGED SOLUTION

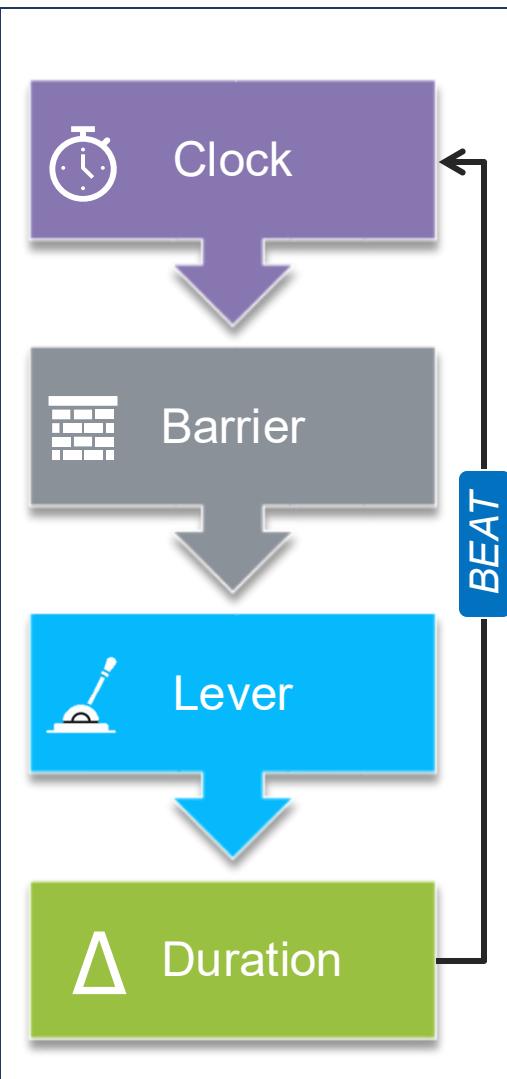
Pick the fit-for-purpose vehicle and order under the correct route: MAS under FAR 8.4 or GWAC/IDIQ under FAR 16.505. Use standard RFQ templates and aligned factors so the order rides existing scaffolding and PALT compresses.

Bacon, 2025: FAR council clarifies SAM registration rule

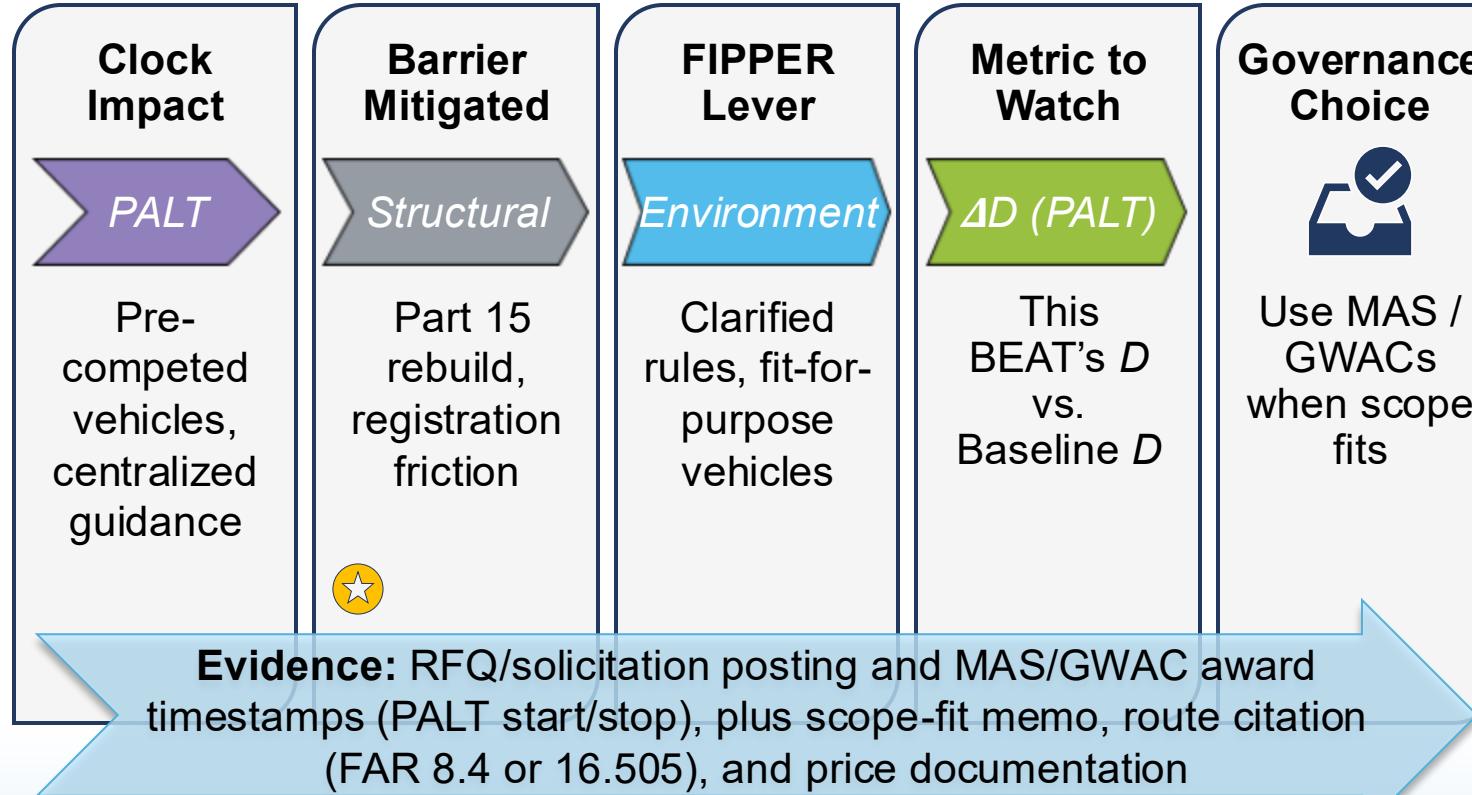
GSA, 2025d: GSA to rightsize multiple award schedule program

GSA, 2025e: Salesforce Collaboration Cuts Costs for Government, Slack to Provide Real-Time, AI-Powered Efficiency





CENTRALIZATION AND FRICTION REDUCTION



**NOTE. This coding is my interpretation of the case; other readings are possible if they stay within the same boundaries and evidence.*

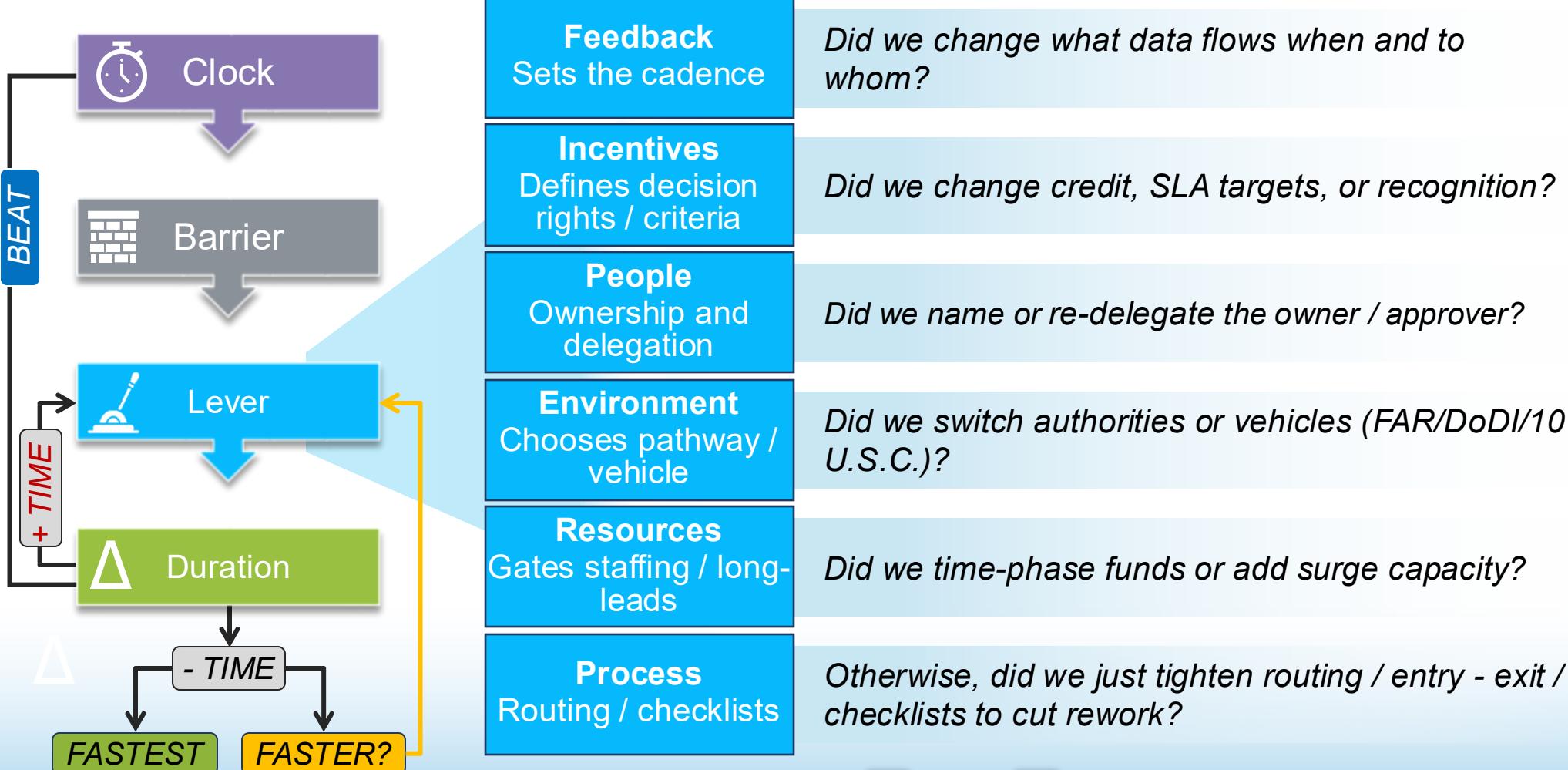
EXECUTIVE TAKEAWAY

Pre-
competed
MAS and
GWACs
remove
structural
barriers and
measurably
compress
PALT

Why Many Real 'Wins' Look Like Process



PROCESS CHANGES WILL OPERATIONALIZE OTHER LEVERS



EXECUTIVE TAKEAWAY

Efficient, repeatable processes, remove friction, stabilize cadence, and turn discipline into measurable delivery



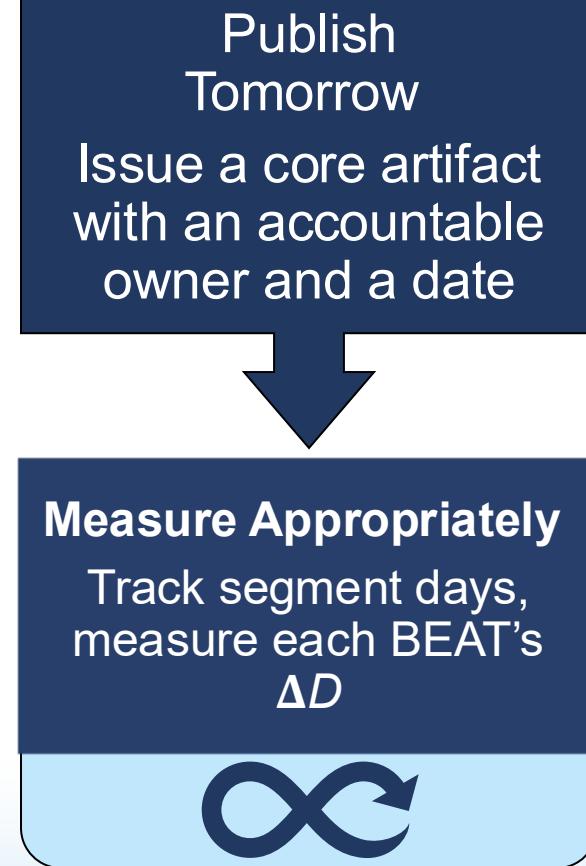
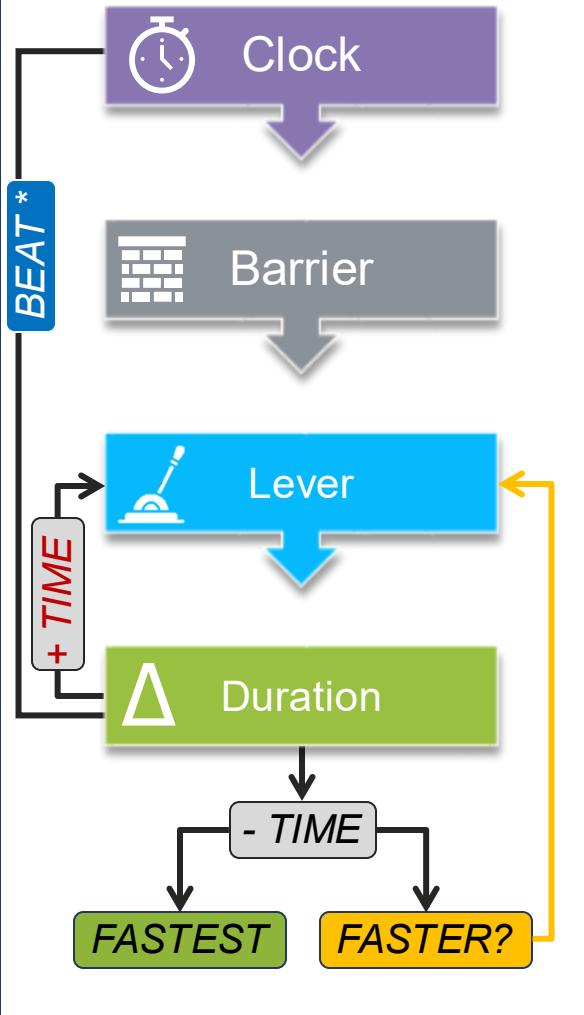
Using Existing Frameworks Inside Operating BEAT



Resource or Framework	Clock Focus	Use with BEAT	Lever (what it changes)	Segment(s)
DoDI 5000.74 + 7-Step + Acquisitions Requirements Roadmap (ARRT)	PALT (carry to FD)	Build clear PWS/QASP and acceptance criteria	Process & Feedback	Market research, PWS, QASP, solicitation prep, acceptance, verification
GSA FAI PTAI	PALT	Samples and tactics to reduce Q&A and amendments	Feedback	Market research, solicitation drafting, Q&A/amendments
Software Acquisition Pathway + kits (DoDI 5000.87)	FD	MVCR, release trains, iterative delivery governance	Process	Build, test, and release increments to first availability
GAO Schedule/Agile Guides	FD plan	Diagnose schedule quality and hidden queues	Feedback	Planning
TechFAR + DITAP + USDS Digital Services Playbook	Dual (IT)	Modular, agile IT contracting within FAR	Environment	Strategy, solicitation, evaluation, and modular release structure
DIU/CSO practices (Title 10 U.S.C. 4022/4023)	Dual	Compressed solicitations and small-lot pilots	Environment	Acquisition strategy, vehicle choice, and pilot or prove-out to fielding



ACT INSIDE AUTHORITY, IMPROVE YOUR CLOCK



* **BEAT** = one iteration of this framework (**Barrier, Evidence, & Action Timebox**)





QUESTIONS?

Thank you for your time.



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