



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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Agenda



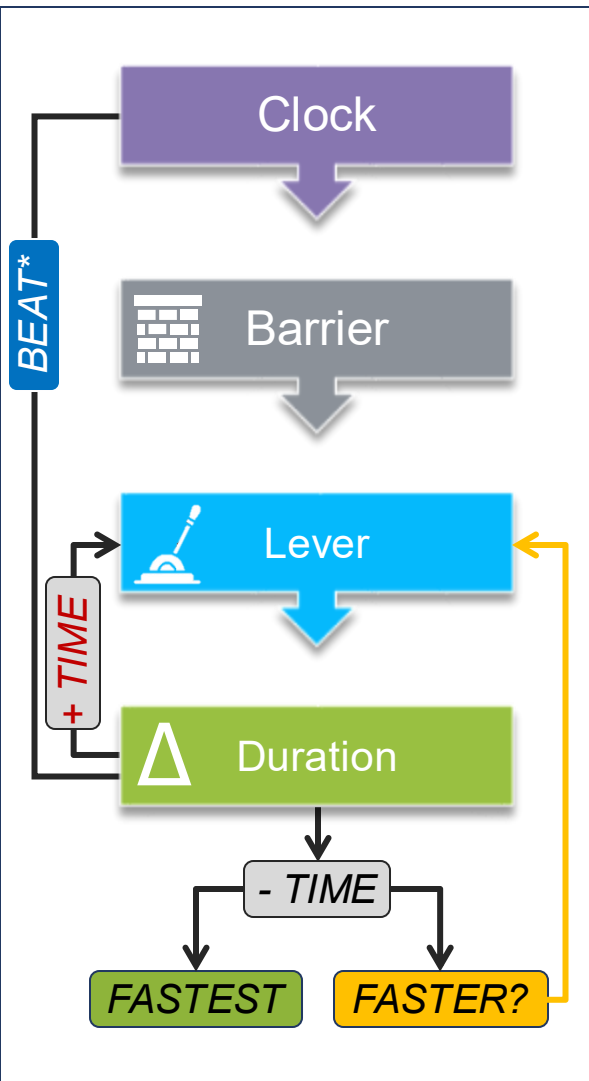
Purpose: I developed the Barrier, Evidence, and Action Timebox, or BEAT—a dual-clock, evidence-driven framework designed to give contracting and program teams a structured way to identify and address delays during the Procurement Administrative Lead Time (PALT) and time to First Delivery (FD).

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).

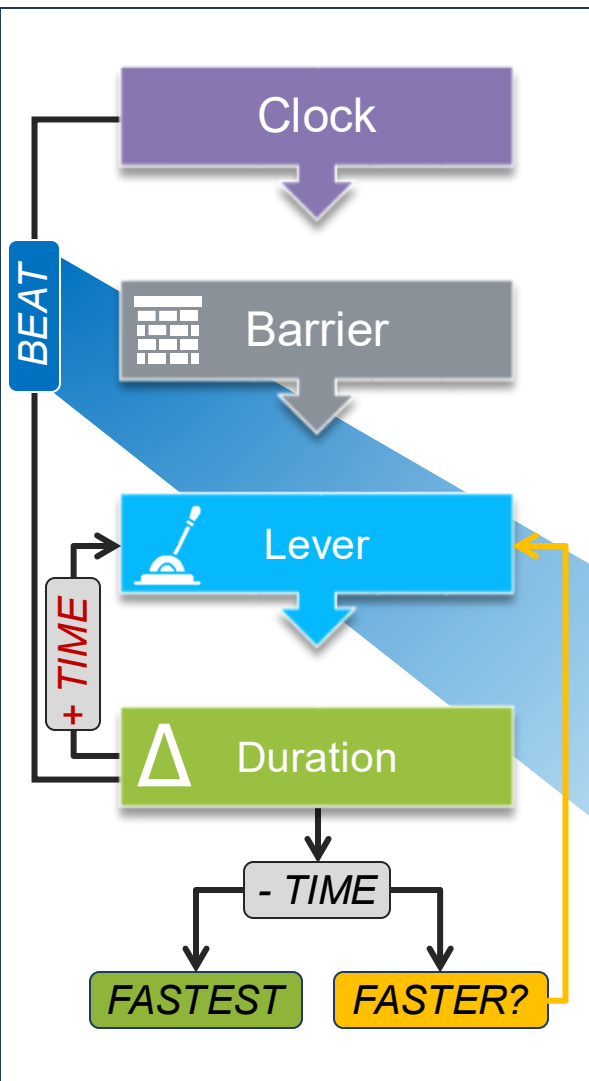
	Separates Clocks	=	Enhanced Accountability
	Anchored Artifacts	=	Risk Mitigation
	Diagnose Barriers	=	Categorize Delays
	Leverage Existing Authorities	=	Same Laws, New Speed
	Iterative Review	=	Agile Structure

* **BEAT** = one iteration of this framework (**B**arrier, **E**vidence, & **A**ction **T**imebox)

EXECUTIVE TAKEAWAY

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

Operating BEAT: Origination



From Red Tape to Red Bows

Paper Number 25432

Urgent defense acquisition is needed

Case studies evidenced accelerated capabilities within existing authorities, but the “how” was unclear

Implemented HPT (ISPI) and Gilbert’s BEM lenses to see the systematic solution

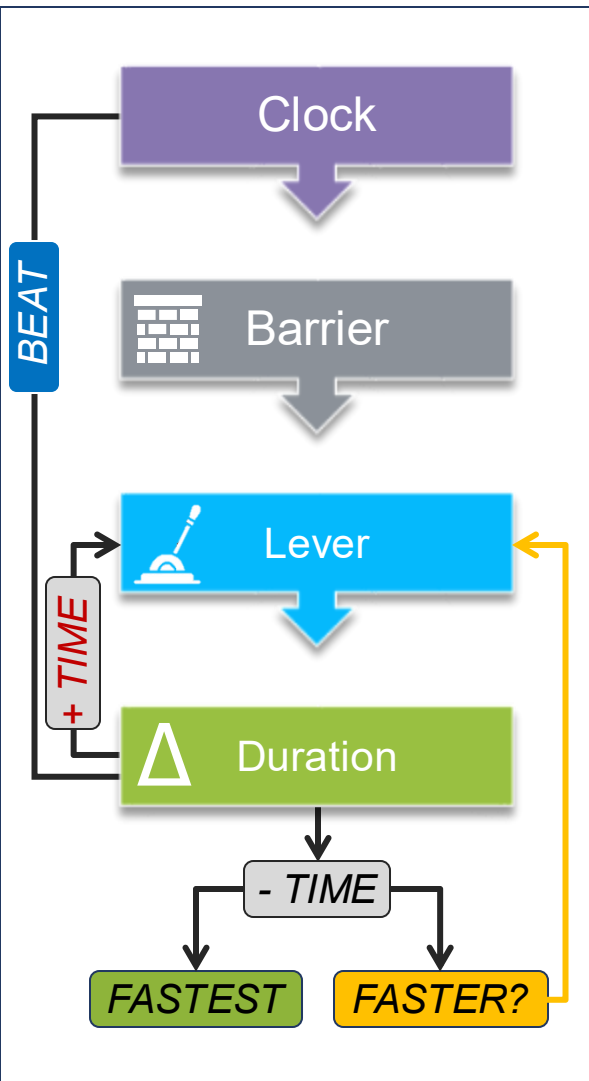
BEAT - (**B**arrier, **E**vidence, & **A**ction **T**imebox)
A systematic, defensible, and highly actionable operating model

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

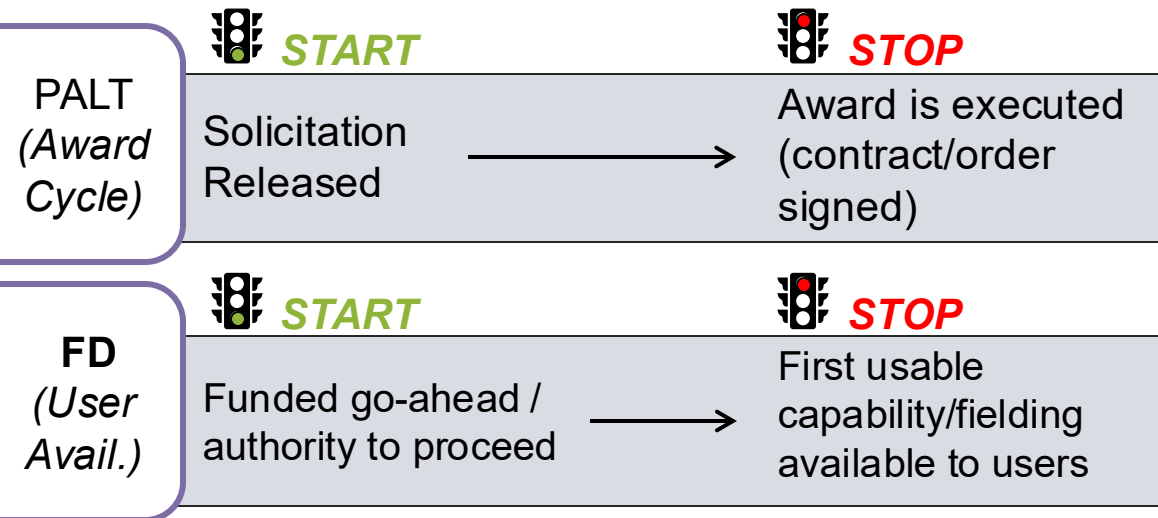
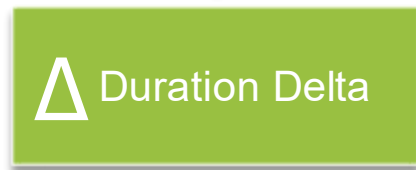
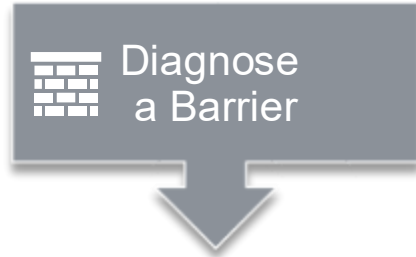
PROTECTION is having defensible evidence

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



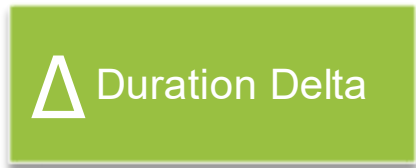
WHY KEEP CLOCKS SEPARATE

- Transparency (declare which clock in writing)
- Accountability (different owners, Contracting/Program)
- Masking (e.g., PALT reduces but First Delivery slips)
- Evidence (auditable start & stop artifacts/metrics)

EXECUTIVE TAKEAWAY

Dual clocks assign ownership, enabling targeted, evidence-backed changes in schedule timing

Diagnose the Barrier



STRUCTURAL (S)

Governance, regulations, pathways, vehicles, funding seams

How we're allowed to buy



ORGANIZATIONAL (O)

Workforce gaps, unclear decision rights, risk-averse incentives, and decision latency

Who decides and how fast



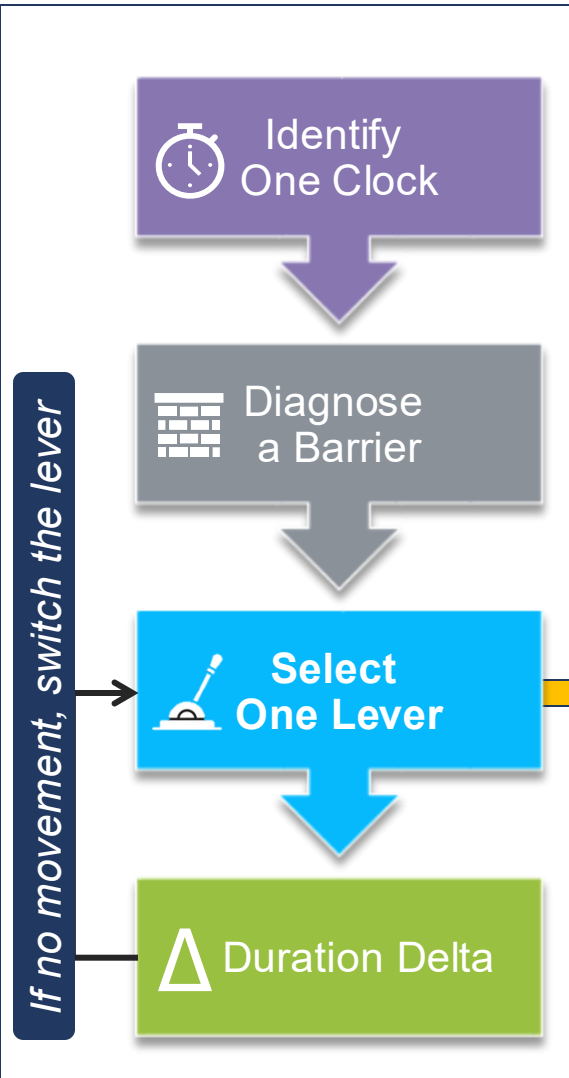
INTEGRATION (I)

Legacy dependencies, interoperability constraints, and testing that starts too far right ("test left" underused)

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



Lever: a practical change, inside current authority, to move one clock, measured

Feedback	<i>Review rhythm, trend visibility, metric delta</i>
Incentives	<i>Consequences & reinforcement tied to the clock</i>
People	<i>Ownership & delegation, cross-functional coverage, capacity</i>
Processes	<i>Routing, entry/exit criteria</i>
Environment	<i>Pathway/vehicle fit, interfaces, dev=test=prod</i>
Resources	<i>Funding timing, long-leads, access</i>

AGAs (compliance)
Competition Plan, IP/Data-Rights Note, Legal Review, ADM

EXECUTIVE TAKEAWAY
<i>FIPPER turns HPT/BEM levers into practical, clock-focused choices inside authority</i>



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

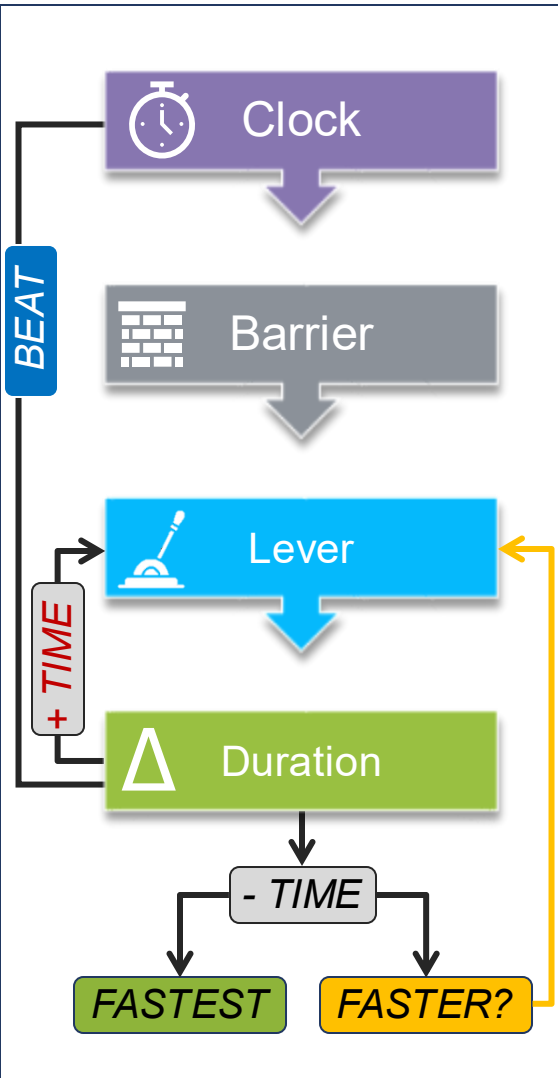
$\Delta D(\text{PALT}) = \text{BEAT duration (posting} \rightarrow \text{award) minus (-) baseline}$

FD

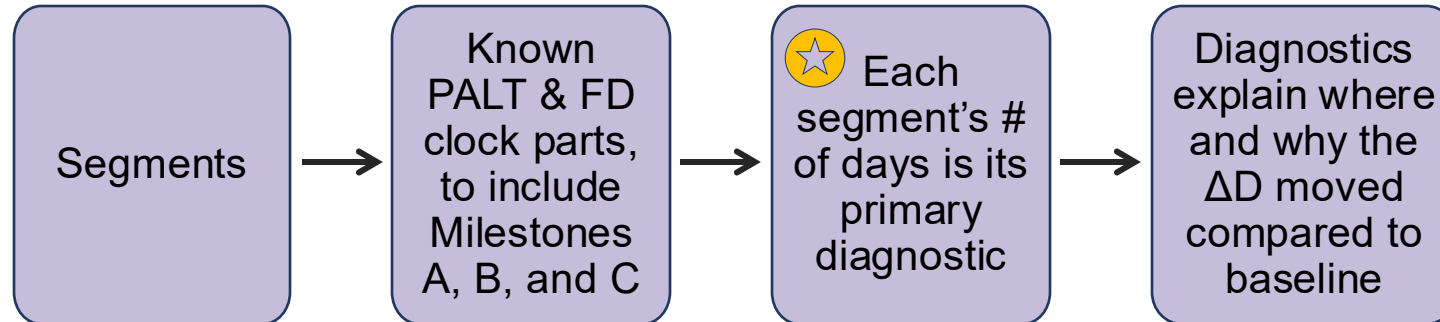
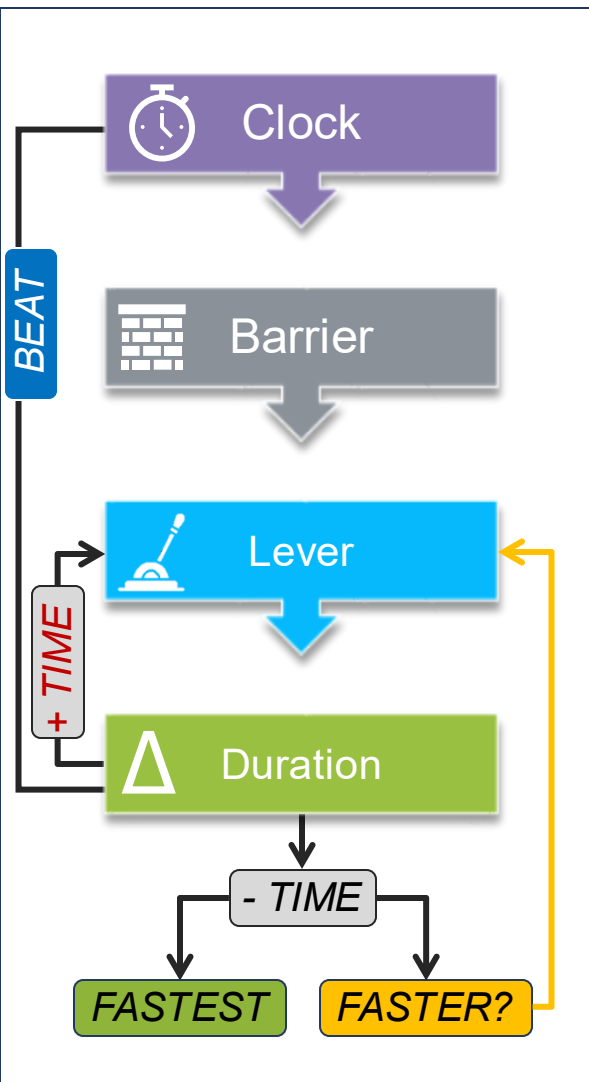
$\Delta D(\text{FD}) = \text{BEAT duration (funded go-ahead} \rightarrow \text{first user-available fielding) minus (-) baseline}$

EXECUTIVE TAKEAWAY

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



Clock Segments and Diagnostics



PALT Segments

Solicitation → Award



FD Segments



Funded Go-Ahead → First-User Available Capability

NOTE

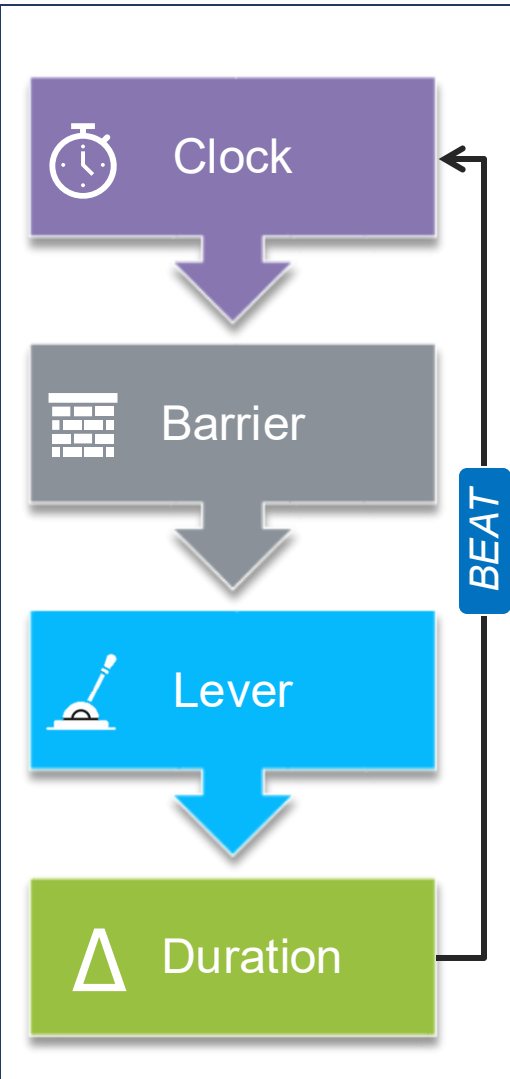
Vehicles w/ fixed # of days rules (e.g. fixed-day floors) will be identified as Uncontrollable in a segment

EXECUTIVE TAKEAWAY

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



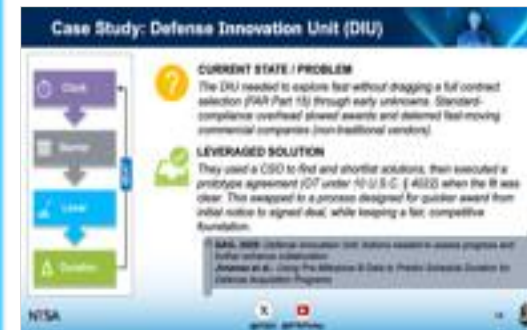
Case Studies & BEATs



Slides 11–12 SDA



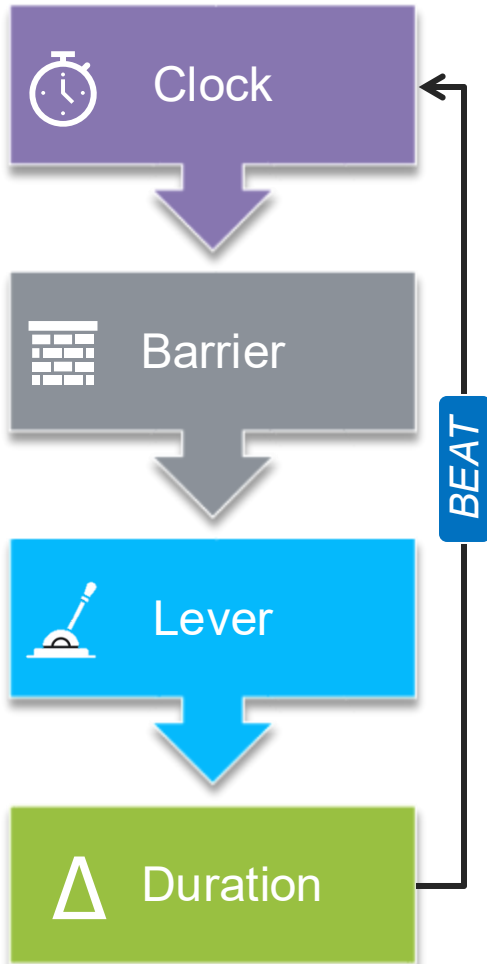
Slides 13–14 DIU



Slides 15–16 GSA



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.

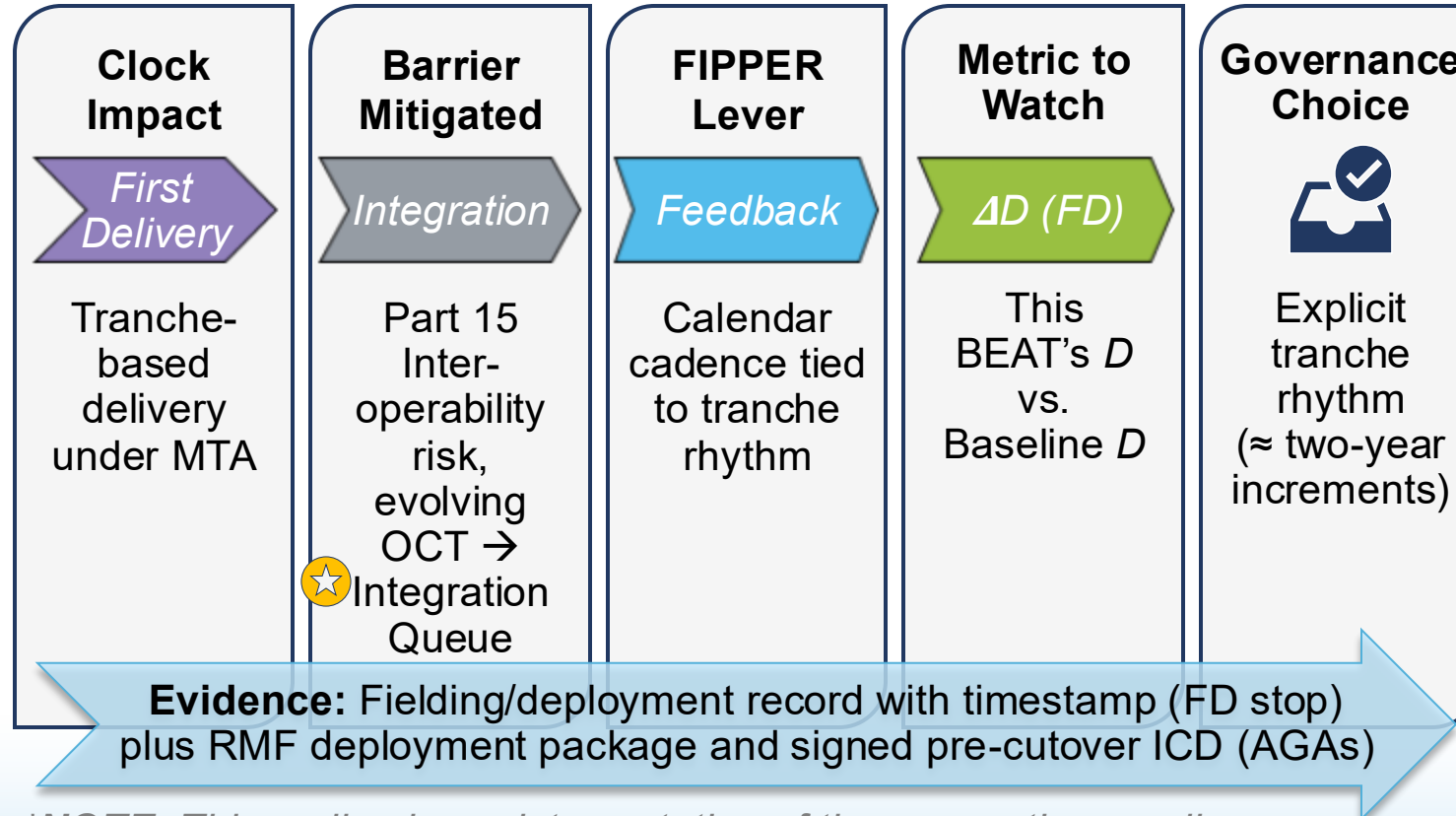
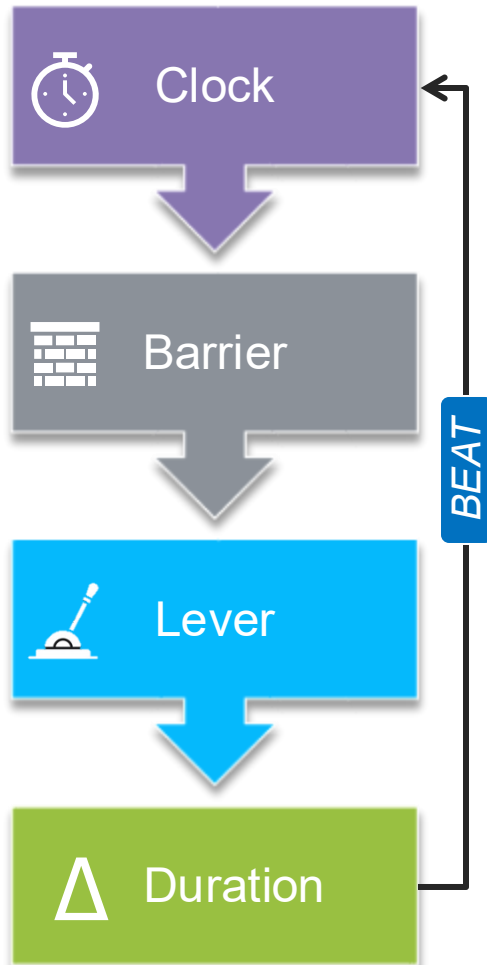
Defense News, 2025: *Space Development Agency demos key space-to-air communications link*

GAO, 2025: *Laser Communications: Space Development Agency Should Create Links Between Development Phases*

BEAT: Space Development Agency (SDA)



TRANCHE-BASED DELIVERY UNDER MTA

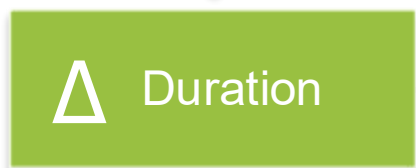
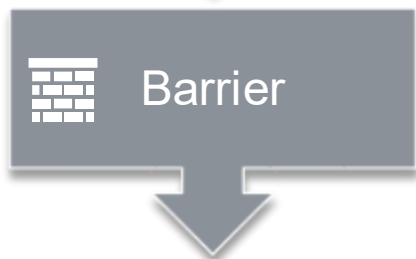
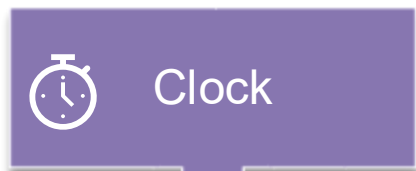


**NOTE. This coding is my interpretation of the case; other readings are possible if they stay within the same boundaries and evidence.*

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.

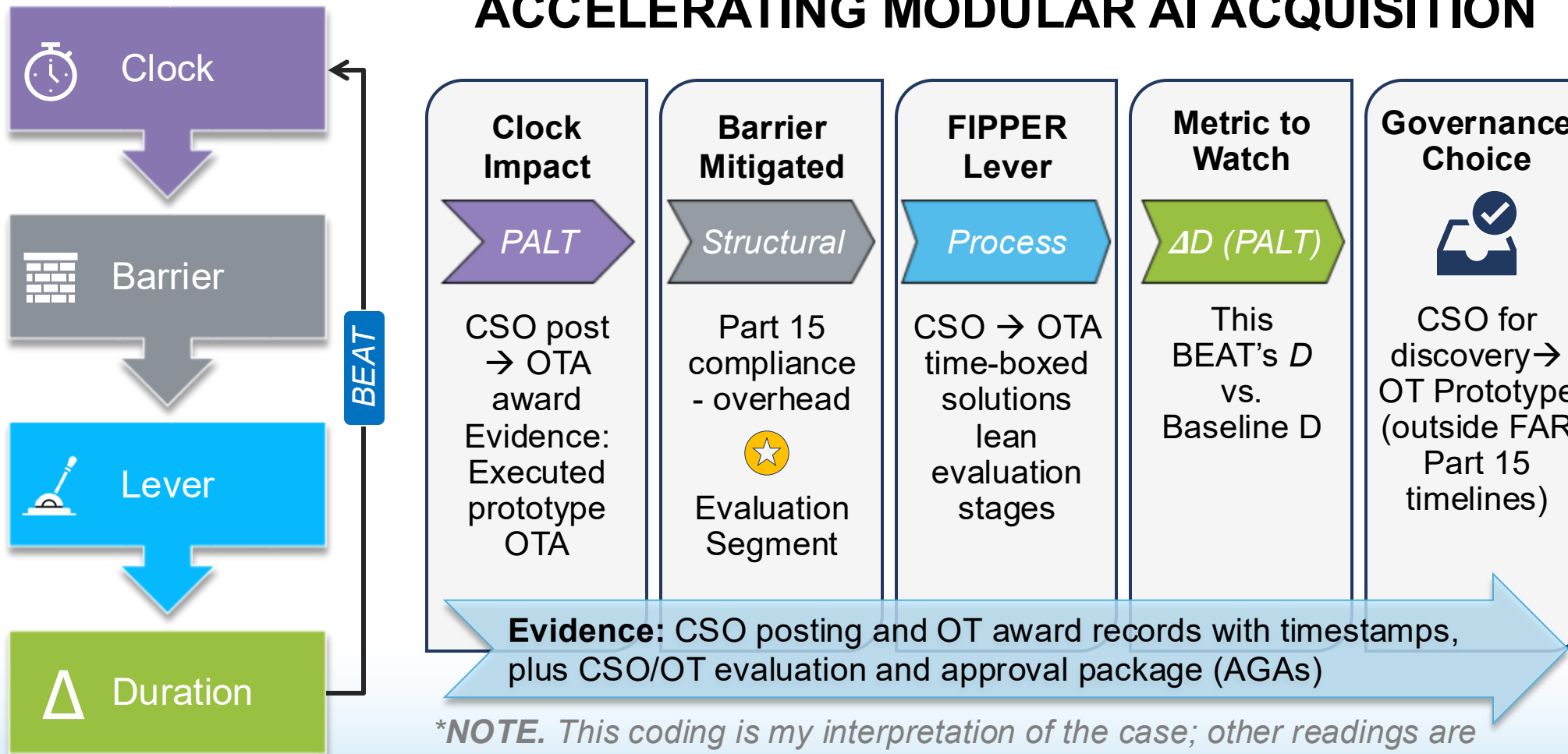
GAO, 2025: *Defense Innovation Unit: Actions needed to assess progress and further enhance collaboration*

Jimenez et al.: *Using Pre-Milestone B Data to Predict Schedule Duration for Defense Acquisition Programs*

BEAT: Defense Innovation Unit (DIU)



ACCELERATING MODULAR AI ACQUISITION

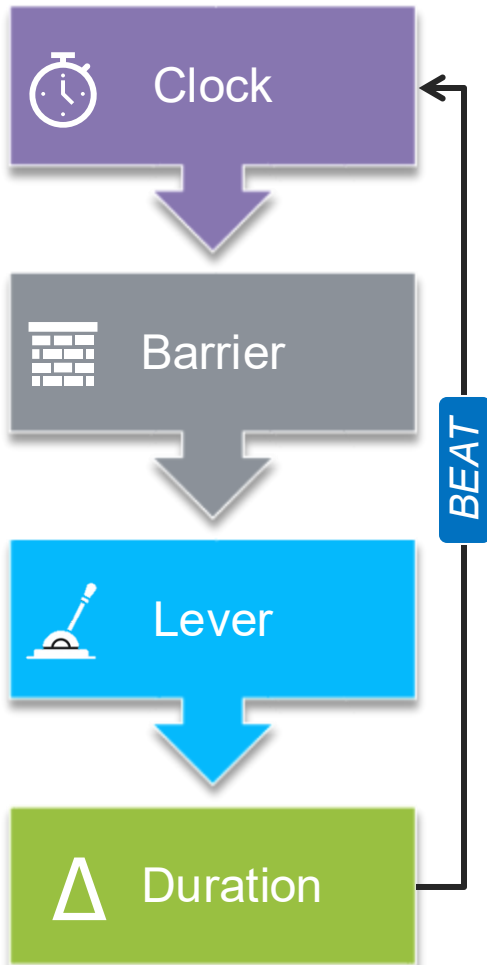


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EXECUTIVE TAKEAWAY

DIU reduced PALT by using a commercial-first workflow (CSO → OTA) and lean evaluations

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

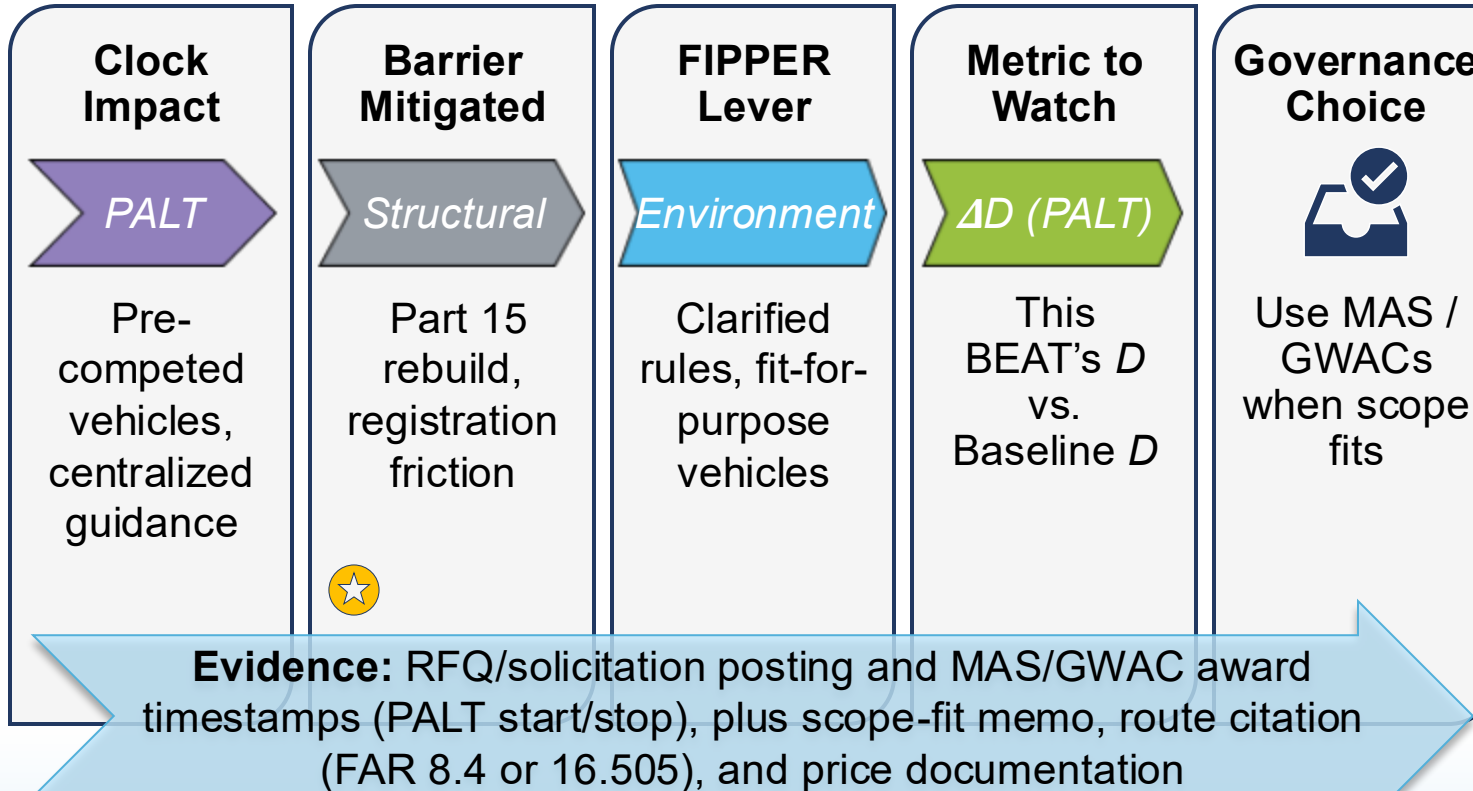
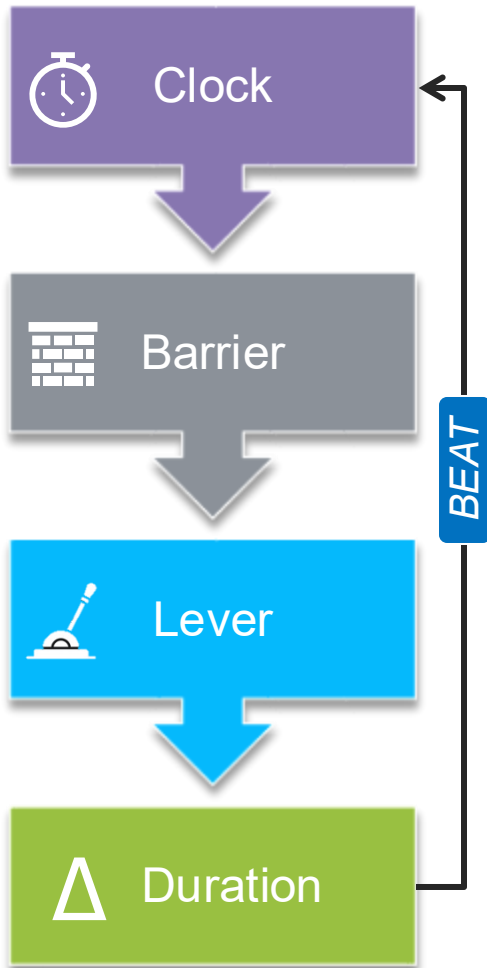
GSA, 2025d: GSA to rightsize multiple award schedule program

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

BEAT: General Services Administration (GSA)



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.

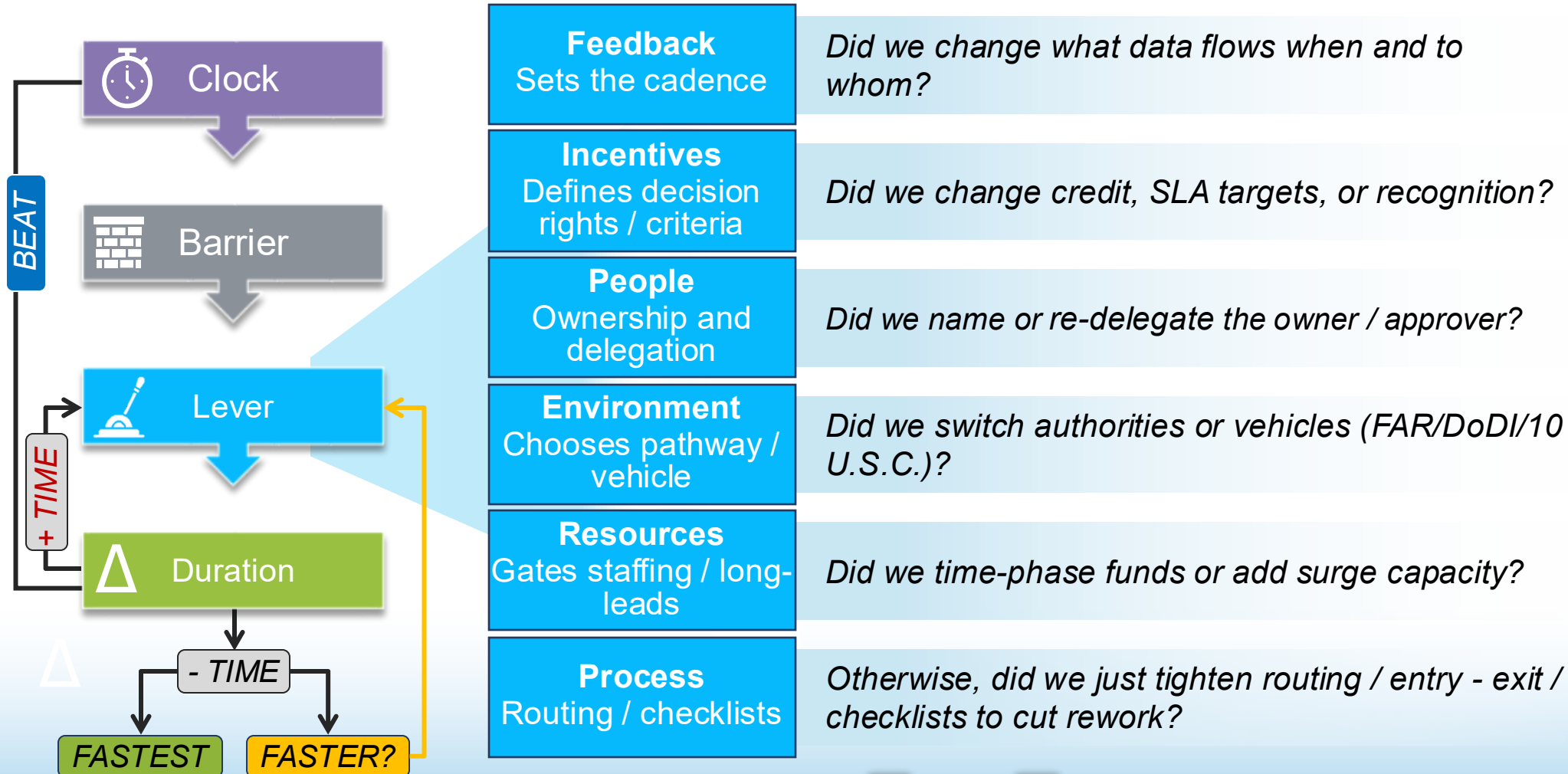
EXECUTIVE TAKEAWAY

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

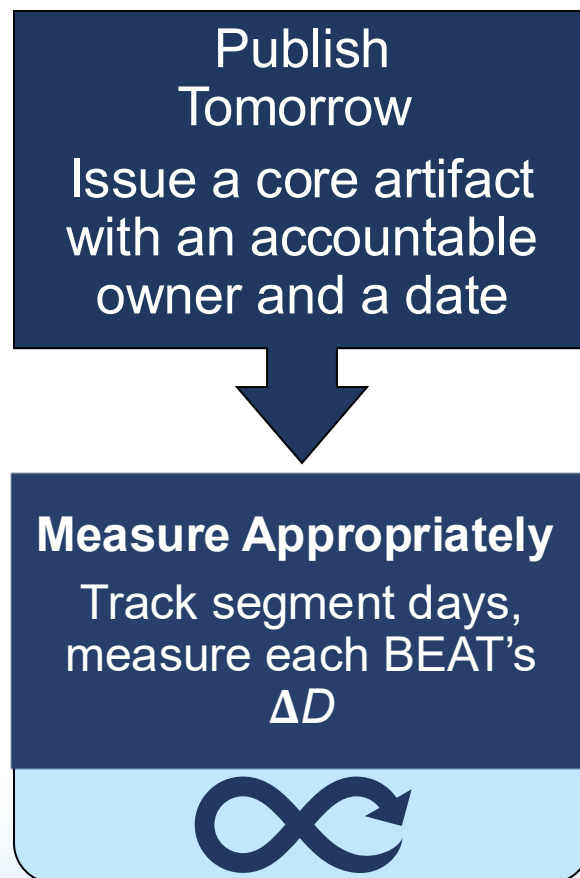
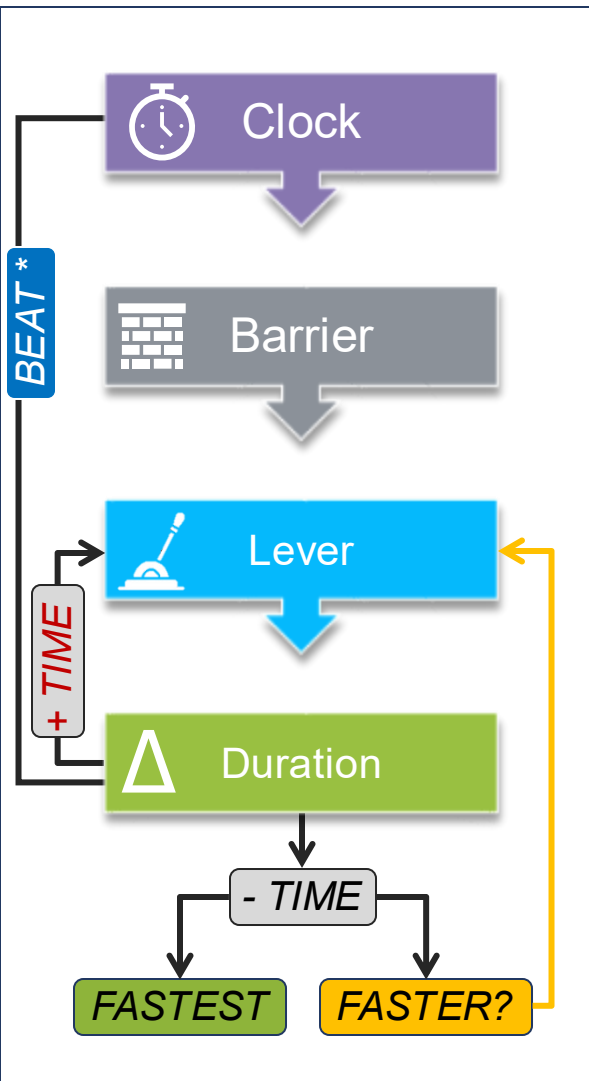


Resource or Framework	Clock Focus	Use with BEAT	Lever (what it changes)	Segment(s)
DoDI 5000.74 + 7-Step + Acquisitions Requirements Roadmap (ARRT)	PALT (carry to FD)	Build clear PWS/QASP and acceptance criteria	Process & Feedback	Market research, PWS, QASP, solicitation prep, acceptance, verification
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

Closing



ACT INSIDE AUTHORITY, IMPROVE YOUR CLOCK



Barrier, Evidence & Action Timebox (BEAT) Plan

Clock (check one): ☐ PALT ☐ First Delivery (FD)

Start / Stop Evidence

- Start artifact and system of record: _____
- Stop artifact and system of record: _____

Review Window (calendar)

- Dates covered: _____ to _____
- Items in window (action IDs / awards / task orders): _____
- Durations (days) for items in window: _____
- Window median (current): _____ days

* **BEAT** = one iteration of this framework (**B**arrier, **E**vidence, & **A**ction Timebox)



QUESTIONS?

Thank you for your time.



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