



# Joint Task Force National Capital Region Medical **INSTRUCTION**

NUMBER 8130.02  
AUG 20 2012

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J-6

SUBJECT: Information Technology Lifecycle Acquisition

References: See Enclosure 1

1. PURPOSE. This Instruction, in accordance with the authority in References (a) through (d):

a. Communicates, educates, and ensures compliance with DoD Information Technology (IT) acquisition policies, procedures, processes, and best practices in order to drive timely, fiscally responsible, and successful solutions delivery for our Joint Task Force National Capital Region Medical (JTF CapMed) customers while aligning efforts to DoD, Military Health System (MHS), and JTF CapMed enterprise solutions.

b. Defines JTF CapMed business processes and procedures through the use of supporting JTF CapMed documents supporting the lifecycle management of IT acquisition.

c. Establishes the scope, relationships, and interdependencies of the JTF CapMed IT Strategic Acquisition Process.

d. Outlines and clarifies JTF CapMed roles and responsibilities for IT acquisitions across the JTF CapMed.

2. APPLICABILITY

a. This Instruction applies to JTF CapMed and all Joint Medical Treatment Facilities (MTFs) and Centers in the National Capital Region (i.e., Fort Belvoir Community Hospital, Walter Reed National Military Medical Center, and the Joint Pathology Center).

b. This Instruction does not apply to IT that is managed outside the JTF CapMed and Joint MTFs and Centers or those IT systems subject to Chapter 144A of title 10, United States Code (Reference (e)), which defines major IT acquisition oversight and reporting responsibilities.

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3. POLICY. It is JTF CapMed policy that:

a. The primary objective of the lifecycle management of JTF CapMed IT acquisition is to provide quality capabilities that satisfy user needs aligned to the JTF CapMed mission, measurable improvements to mission capability and operational support, solutions in a timely manner, and a fair and reasonable price.

b. The JTF CapMed Chief Information Officer (CIO) is the centralized IT lifecycle manager for JTF CapMed and Joint MTFs and Centers. The JTF CapMed CIO manages the oversight, governance, portfolio management, and IT acquisition frameworks for effective investment decision-making, fiscal responsibility, to ensure the alignment to DoD, MHS, and JTF CapMed enterprise capabilities and Common IT Enterprise solution standards. Strategic lifecycle management of IT acquisition encompasses the full range of activities from the start of requirements identification, through conceptualization, initiation, portfolio management, contracting, development, testing, integrating, inventory, operations, maintenance, modification, to the eventual decommissioning of systems and/or products, in support of the JTF CapMed missions. The Defense Acquisition Management Framework provides an event-based process where acquisition programs precede through a series of milestones associated with significant program phases (Enclosure 2).

c. The following policies align with the DoD Defense Acquisition System (Reference (f)) and shall govern the JTF CapMed lifecycle management of IT acquisition and the associated business processes that support it:

(1) Flexibility. Decision makers and managers shall tailor acquisition strategies and oversight, including documentation of acquisition-specific information, acquisition phases, the timing and scope of decision reviews, and decision levels, to fit the particular conditions of that acquisition, consistent with applicable laws and regulations and the time-sensitivity of the capability need.

(2) Responsiveness. IT shall be integrated into acquired solutions and deployed in the shortest time practicable. Approved, time-phased capability needs to be matched with available technology and resources, which enable significant change. A carefully devised plan following set business processes is the preferred approach to satisfying operational needs. Incremental development is the preferred process for executing such plans.

(3) Innovation. Throughout the JTF CapMed, acquisition IT professionals shall continuously develop and implement initiatives to streamline and improve the lifecycle management of lifecycle IT acquisition business processes and procedures. JTF CapMed leadership shall examine and, as appropriate, adopt innovative practices (including best commercial practices and electronic business solutions) that reduce cycle time and cost, and encourage teamwork.

(4) Discipline. IT acquisition management shall be consistent and compliant with statute, regulatory, and policy requirements. Each lifecycle IT acquisition shall have established

requirements, milestone schedule, exit criteria, cost, and performance parameters that describe the acquisition over its lifecycle.

(5) Streamlined and Effective Management. Business processes and procedures shall be established to accomplish approved IT acquisition objectives for the development, production, procurement, deployment, sustainment, and retirement. There shall be accountability through maximized credibility in transparent cost, schedule, and performance reporting.

(6) Collaboration. Continuous and effective communications with key stakeholders including requirement owners, contracting authority, users, developers, testers, sustainers, and financial supporters is critical. The establishment of integrated project teams in these areas shall begin during the onset of requirement definition.

(7) Total Systems Approach. A designated Project Manager (PM) shall be the single point of accountability for successfully accomplishing project objectives while managing cost, schedule, and performance in a fiscally responsible manner, managing associated risk, while ensuring successful solutions delivery to JTF CapMed customers. The PM will be supported by the JTF CapMed MTF Commanders and Center Directors, JTF CapMed CIO, JTF CapMed Comptroller, and JTF CapMed Information Assurance Manager who will provide input related to their business areas in regards to requirements, engineering, solution development, information assurance (IA), security, contracts, finance, testing, integration, implementation, and acceptance. The PM shall apply human systems integration to optimize total IT solution performance (hardware, software, and human), operational effectiveness, and suitability, survivability, safety, and affordability.

(8) Solutions Engineering. IT acquisitions shall be managed through the application of a solutions engineering approach that optimizes total solution performance and minimizes total ownership costs. A modular, open-systems approach shall be employed to the greatest extent possible.

(9) Streamlined Organizations. The JTF CapMed shall use a streamlined management structure in the lifecycle management of IT acquisitions, characterized by short, clearly defined lines of responsibility, authority, and accountability.

(10) Software Intensive Systems. Acquisition of software intensive systems shall use process improvement and performance measures. Selection of sources shall include consideration of product maturity and past performance.

(11) IT Acquisition Stability. The JTF CapMed shall develop realistic project schedules, long-range investment plans, and affordability assessments, and shall strive to ensure stable IT acquisition funding.

(12) IT Acquisition Information. Complete and current information is paramount to the IT acquisition process. PMs and other participants in the IT acquisition process shall present essential information necessary to establish the solution baseline, describe plans, understand solution status, and make informed decisions.

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(13) Professional Workforce. The JTF CapMed will strive to maintain a fully proficient IT acquisition workforce that is flexible and highly skilled across a range of management, technical, and business disciplines.

(14) Products, Services, and Technologies. The JTF CapMed shall consider multiple concepts and analyze possible alternatives to satisfy the user need. Solution concepts shall be founded in an operational context and align to the defined architectures of "Department of Defense Global Information Grid Architectural Vision: Vision for a Net-Centric, Service-Oriented DoD Enterprise," and DoD Instruction 8510.01 (References (g) and (h)), technical standards, and standard solutions or initiatives. Existing solutions and commercial off-the-shelf solutions shall be considered first. Market research and analysis shall be conducted to determine the availability, suitability, operational supportability, interoperability, safety, and ease of integration.

(15) Interoperability. PMs shall ensure that their systems are compliant with the net-ready key performance parameters as defined in References (g) and (h), DoD Directive 8100.1 (Reference (i)), DoD Directive 7045.20 (Reference (j)), and policies, interoperable with other DoD systems, and implement the DoD Net-Centric Data and Net-Centric Services Strategies.

(16) Performance-Based Logistics. PMs shall develop and implement performance-based logistics strategies that optimize total solution availability while minimizing cost and logistics footprint. Trade-off decisions involving cost, useful service, and effectiveness shall be considered.

(17) Performance-Based Acquisition. To maximize competition, innovation, and interoperability, and to enable greater flexibility in capitalizing on commercial technologies to reduce costs, JTF CapMed IT acquisition managers shall consider and use performance-based strategies for acquiring and sustaining products and services whenever feasible.

(18) Knowledge-Based Acquisition. PMs shall provide knowledge about key aspects of a system at key points in the IT acquisition process. PMs shall reduce technology risk, demonstrate technologies in a relevant environment, and identify technology alternatives, prior to IT acquisition initiation. They shall reduce integration risk and demonstrate product design prior to the design readiness review. They shall reduce risk and demonstrate functionality and integration prior to deployment.

(19) Integrated Test and Evaluation. Test and evaluation shall be integrated throughout the IT acquisition process and evaluation shall be structured to provide essential information to decision-makers, assessing attainment of technical performance parameters, and determining whether solutions are operationally effective, suitable, and survivable for intended use. The conduct of test and evaluation shall facilitate learning, assess technology maturity and interoperability, facilitate integration into deployed environments, and confirm performance and assessment against documented requirements and capability needs.

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(20) IA. IT acquisition managers shall address IA requirements for all IT solutions and determine applicable IA criteria and compliance requirements applicable to each specific IT acquisition baseline. To ensure the confidentiality, integrity, and availability of JTF CapMed Information, IA shall be considered throughout the acquisition lifecycle, cradle to grave.

(21) Cost and Affordability. All participants in the IT acquisition process shall recognize the reality of fiscal constraints. Cost shall be viewed as an independent variable, and the JTF CapMed shall plan IT acquisition based on realistic projections of the dollars and labor likely to be available. Total cost of ownership shall be identified as well as transparent. JTF CapMed customers shall consider affordability in establishing requirements and capability needs, which shall be based on mission need.

4. RESPONSIBILITIES. See Enclosure 3

5. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the JTF CapMed Web Site at: [www.capmed.mil](http://www.capmed.mil).

6. EFFECTIVE DATE. This Instruction is effective immediately.



SCOTT WARDELL

Executive Director for Healthcare Operations  
By direction of the Commander

Enclosures

1. References
2. Lifecycle Framework
3. Responsibilities

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ENCLOSURE 1REFERENCES

- a. Deputy Secretary of Defense Memorandum, "Establishing Authority for Joint Task Force – National Capital Region/Medical (JTF CapMed) and JTF CapMed Transition Team (Unclassified)," September 12, 2007
- b. Deputy Secretary of Defense Action Memorandum, "Civilian and Military Personnel Management Structures for the Joint Task Force National Capital Region – Medical," January 15, 2009
- c. Comprehensive Master Plan for the National Capital Region Medical, April 23, 2010
- d. Supplement to the Comprehensive Master Plan for the National Capital Region Medical, August 31, 2010
- e. Chapter 144A of title 10, United States Code
- f. DoD Directive 4630.5, "Interoperability and Supportability of Information Technology (IT) and National Security Systems (NSS)," May 5, 2004
- g. John G. Grimes, "Department of Defense Global Information Grid Architectural Vision: Vision for a Net-Centric, Service-Oriented DOD Enterprise," The United States Department of Defense Assistant Secretary of Defense (Networks & Information Integration DoD Chief Information Officer, June 2007<sup>1</sup>
- h. DoD Instruction 8510.01, "DoD Information Assurance Certification and Accreditation Process (DIACAP)," November 28, 2007
- i. DoD Directive 8100.1, "Global Information Grid (GIG) Overarching Policy," September 19, 2002
- j. DoD Directive 7045.20, "Capability Portfolio Management," September 25, 2008
- k. DoD Instruction 8580.1, "Information Assurance (IA) in Defense Acquisition System," July 9, 2004
- l. JTF CapMed Directive 8115.01, "Information Technology Portfolio Management," August 15, 2011
- m. JTF CapMed Instruction 8115.02, "Information Technology Portfolio Management Implementation," August 20, 2011

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<sup>1</sup> Available at: <http://jcio-nii.defense.gov/docs/GIGArchVision.pdf>

ENCLOSURE 2

LIFECYCLE FRAMEWORK

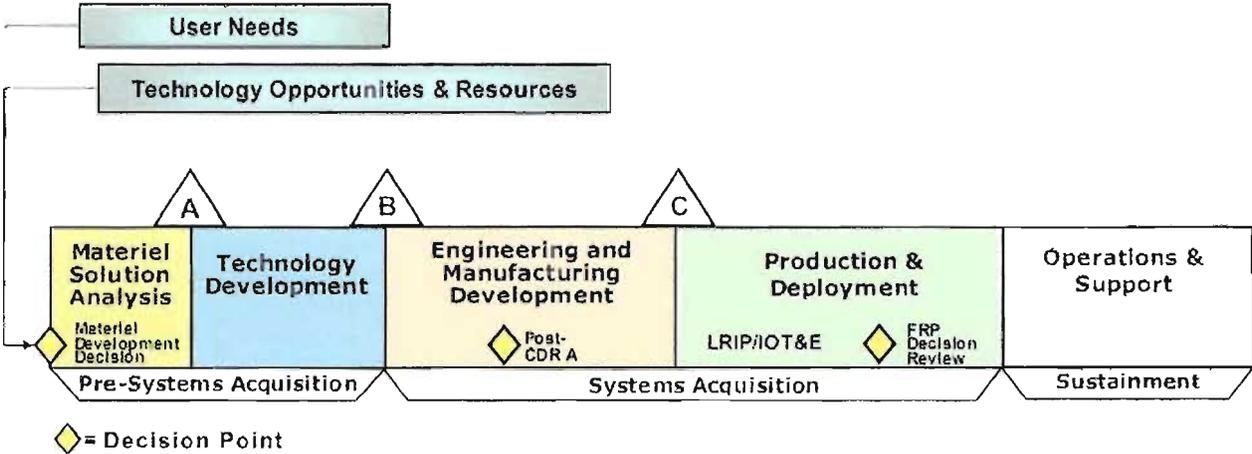


Figure 1. Lifecycle Framework View

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ENCLOSURE 3RESPONSIBILITIES

1. JTF CAPMED CIO. The JTF CapMed CIO shall ensure successful, timely, fiscally responsible, and compliant IT solutions delivery for the JTF CapMed, in a well-managed, well-organized, transparent environment. To this end, the JTF Cap Med CIO shall be responsible for:

a. Requirements Management (RM). Ensure the IT RM process is a structured approach that allows for the capture, organization, and management of solutions, products, or services for all internal requirements that have been validated and approved. The RM process shall be robust enough to ensure objectives and needed capabilities are traceable and have been translated into the detailed requirements necessary for solution development and implementation.

(1) Ensure new, validated IT requirements to include equipment, software, services, and other IT acquisitions are in compliance with DoD, MHS, and JTF CapMed policies and issuances.

(2) Ensure IT requirements are tailored or modified on a case-by-case basis based on the scope and magnitude of the project, potential delivery risks, fiscal soundness, and to ensure alignment to DoD, MHS, and JTF CapMed Enterprise solutions, visions, and strategies.

(3) Ensure JTF CapMed requirements are prioritized and capability gaps identified based on DoD, MHS, and JTF CapMed overarching strategic goals, objectives. Logistics and supportability shall also be consistently incorporated into the development process.

b. Project Management. Perform end-to-end project management responsibilities for the planning, acquisition, design, development, and deployment of solutions, products or services associated with IT acquisitions in response to validated JTF CapMed requirements in order to effectively manage project cost, schedule, and performance. Strive to incorporate earned value management principles and best practices into JTF CapMed processes. Ensure alignment to JTF CapMed, MHS, and DoD transformation efforts, and related business processes. Incorporate IA requirements throughout the acquisition lifecycle of the project. The PM shall be accountable for credible cost, schedule, and performance reporting to the JTF CapMed senior leadership.

(1) Planning for operation and support and the estimation of total ownership costs shall begin as early as possible. Supportability shall be considered throughout the system life cycle of the IT acquisition.

(2) PMs shall be responsible for all aspects of the project, making decisions and leading execution of their projects, and are accountable for results. All appropriate documentation shall be transparent and maintained for historical and auditable purposes.

c. Capital Planning and Investment Control (CPIC). CPIC provides a vehicle for decision makers to select, evaluate, maintain, monitor, and provide funding for sound IT investments

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while managing financial risk. The CPIC process is a driver of investment management ensuring effective IT portfolio management functions are executed in accordance with JTF CapMed Directive 8115.01 (Reference (1)). The JTF CapMed IT portfolio management functions include the use of performance measures to evaluate performance and health of IT investments over time to achieve outcomes that contribute to JTF CapMed mission effectiveness.

- (1) Maximize value and manage risk of IT investments.
- (2) Support a full, accurate, and transparent planning, accounting, and tracking of all JTF CapMed IT expenditures.
- (3) Identify a current and complete JTF CapMed IT portfolio in alignment with the JTF CapMed mission.
- (4) Assess the IT portfolio of projects, initiatives, and capabilities in terms of business value to the mission, as well as management and mitigation of risk to achieve a well-balanced set of IT investments. To align with DoD CIO and MHS portfolio management guidance, the JTF CapMed portfolio management process shall contain the core functions of analysis, selection, control, and evaluation to ensure IT investments are governed with shared oversight based on compliance with the Enterprise Architecture, mission-area goals, risk tolerance levels, potential returns, and performance.
- (5) Provide information for the JTF CapMed regarding CPIC and portfolio management responsibilities.
- (6) Register JTF CapMed IT systems in the DoD IT Portfolio Repository to certify an accurate capture of IT systems in the DoD systems inventory. The planning and budgeting for JTF CapMed IT systems in the portfolio is further supported by ensuring the Select & Native Programming Data Input System - IT (SNaP-IT) - the DoD tool for Planning, Programming, Budgeting, and Execution process. SNaP-IT processes for budget justification of IT supports and aligns to the Comptroller capture of IT system fiscal records, and enables resource allocation in support of IT acquisition lifecycle management requirements.

d. Strategic Planning. Coordinates and is responsible for JTF CapMed IT plans, strategies, architectures, knowledge management methodologies and guidance, and fostering collaborative, information-sharing solutions consistent with DoD net-centric goals, streamlined IT acquisition, and procurement of services-based capabilities to support mission goals.

e. Enterprise Architecture. Ensures current and future IT acquisitions align to the JTF CapMed blueprint for future IT capabilities as defined in the JTF CapMed Enterprise Architecture. The JTF CapMed Enterprise Architecture blueprint ensures the required IT services, solutions, and capabilities support JTF CapMed operational activities, are compliant with IT policy, enterprise guidance and standards, and acquisition planning for the JTF CapMed enterprise. The JTF CapMed Enterprise Architecture further serves as a mechanism for communicating and enabling JTF CapMed information sharing, enabling visibility, accessibility and understandability of trusted/assured and interoperable data. Transition planning supports IT

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lifecycle management by identifying enterprise solutions and standards, and ensuring the JTF CapMed transformation strategy is properly aligned with the DoD, MHS, and JTF CapMed mission.

f. Oversight and Administration. Executes daily oversight and administration for IT Strategic Acquisition across the JTF CapMed.

(1) Provides key IT acquisition-related metrics to the JTF CapMed senior leadership on a reoccurring basis, no less than quarterly, which demonstrates timeliness, performance, and fiscal responsibility.

(2) Ensures streamlined and effective management of all IT acquisitions through the implementation, documentation, and oversight of effective and efficient business processes and procedures for the development, production, procurement, deployment, sustainment, and retirement of JTF CapMed IT. Ensures clear delineation of each related process to include stakeholder roles and responsibilities.

(3) Gains visibility into respective JTF CapMed business processes that require IT solutions and initiatives across the JTF CapMed area of responsibility.

2. JTF CAPMED COMPTROLLER. The JTF CapMed Comptroller is responsible for funding approved programs and shall:

a. Ensure all acquisitions meet the Federal Acquisition Regulation requirements.

b. Support efforts to provide key IT acquisition metrics to the CIO and the JTF CapMed senior leadership on a re-occurring basis.

c. Establish and maintain the required contract management process, and skilled/trained personnel, to ensure IT capabilities and services are delivered on time, services meet customer expectations, and contractors' performance is appropriately monitored, evaluated, and reported.

(1) All contracts shall be managed systematically and efficiently from solicitation, creation, execution, and analysis for the purposes of maximizing financial and operational performance and minimizing risk.

(2) Open competition shall serve as the basis for all JTF CapMed IT acquisition strategies where feasible. All new contract transitions shall ensure sufficient turnover time between the current incumbent and the source selected.

(3) RM shall be optimized to keep relations between the two parties open and constructive, aiming to resolve or ease tensions and identify problems early.

(4) All required contract documentation as outlined in JTF CapMed Instruction 8115.02 (Reference (m)) shall be properly maintained, be kept current, transparent, and be able to

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withstand an independent audit to include investigations and/or site visits from the Government Accountability Office, DoD Inspector General, and the Defense Contract Audit Agency.

d. Ensures the IT Financial Management business process is efficiently executed to ensure sufficient funding for IT acquisition life cycle management for the JTF CapMed while complying with fiscal laws, related policies, and Comptroller guidance. The IT Financial Management business process shall contain the core activities required DoD, MHS, and JTF CapMed guidance and demonstrate financial accountability and transparency of all IT funds assigned.

3. JTF CAPMED IA MANAGER. The JTF CapMed IA Manager shall:

a. Ensure accreditation and operation of IT Solutions and systems at an acceptable level of risk.

b. Support JTF CapMed business processes and procedures required for lifecycle management of IT acquisition.

c. Establish policies and procedures required for IA to support JTF CapMed lifecycle management of IT acquisition.

d. Support efforts to provide key IT acquisition metrics to the CIO and JTF CapMed senior leadership on a re-occurring basis.

4. JOINT MTF COMMANDERS AND CENTER DIRECTORS. Joint MTF Commanders and Center Directors shall:

a. Submit IT requirements in accordance with References (l) and (m). The intent is for JTF CapMed customers to provide a justification for requests for expenditures of new hardware and software items. The IT requirements shall be mission-driven and defined as a required capability versus a particular technical solution.

b. Appoint a validation authority, as well as a minimum of one alternate who shall be responsible for validation and approval of IT requirements prior to submission to the JTF CapMed Clinical and Business Informatics Advisory Group (CBIAG). Rotation dates shall be considered when appointing individuals so as to maintain stability and continuity. Names shall be provided to the JTF CapMed CIO in writing and kept current.

c. Designate action officer(s) who shall be responsible for participating in JTF CapMed Program Financial Management governance process, JTF CapMed IA process, the CBIAG, JTF CapMed IT acquisition management, JTF CapMed IT planning, IT-related Integrated Product Teams, IT-related workgroups and other acquisition-related business processes.

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- d. Appoint a government PM in writing for each application under their control and ensure the PM is held accountable for cost, schedule, and performance.
- e. Work with and be available to the JTF CapMed CIO, JTF Comptroller, CBIAG, and the JTF CapMed Executive Council throughout the IT acquisition processes to ensure final customer approval and to document acceptance of the provided solution as meeting requirements.
- f. Provide visibility into specific business processes that develop IT solutions and initiatives.
- g. Ensure IT needs and solutions are integrated into all JTF CapMed continuity of operations plans through continual coordination with the JTF CapMed CIO.