



## NCOIC VALUE

The cornerstones of the Network Centric Operations Industry Consortium's value to its members and customers are:

- The participation of, and access to, government and industry leaders
- A legal and neutral environment that follows OMB A119 philosophy and directives
- Its unique focus on the implementation of interoperability, which includes an industry review
- Its intellectual capital: proven products and services that enable interoperable systems, with the ability to get on contract quickly.

### Expertise and Uniqueness

#### *NCOIC Advisory Council*

The international Advisory Council consists of senior government leaders and strategists with expertise in cross-domain interoperability. Members of the Advisory Council provide insight on interoperability issues, specific needs and procurement trends. They enhance the consortium's knowledge of customer requirements, provide access to key thought leaders, and create reach into the NCO community. The NCOIC Advisory Council is unique among consortia for the breadth and depth of its membership. This team of senior government officials represents the United States, Canada, Europe, Australia and NATO.

#### *Legal Environment*

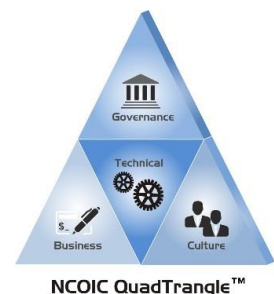
NCOIC offers a legal and informal venue where members and government customers can overcome many of the business, political and national barriers that inhibit collaboration. To provide a framework for this global collaboration, NCOIC uses a set of carefully crafted processes and procedures that meet the intent of the U.S. Office of Management and Budget (OMB) A119 directive. OMB A119 allows and directs U.S. agencies to solicit industry comments about the development and use of standards.

NCOIC was formed in accordance with the National Cooperative Research and Production Act. Through the years, the consortium has remained in compliance and each quarter fulfills the rigorous filing and reporting requirements. This gives NCOIC a unique organizational standing in the research and development arena.

NCOIC's neutral working environment enables an open and ongoing dialog without conflict-of-interest and ITAR issues. Its allows technical and business teams to discuss and explore interoperability concepts and approaches as well as develop technical tools and processes for use within different markets and domains. By creating and fostering an open environment, NCOIC helps its members and customers share knowledge and address challenges so that, individually and collectively, they can operate more effectively.

#### *Implementation Philosophy*

The NCOIC QuadTrangle™ underscores the consortium's philosophy to developing and implementing successful interoperable systems. NCOIC experts understand the technical issues involved in implementing interoperable systems — and they are experienced in identifying and





addressing the non-technical factors that must also be considered: business value, governance and culture.

Collectively, the applicable laws, regulations, industry practices, organizational culture, objectives, budgets and resources have a far greater impact than the technology in creating and maintaining a trusted and reliable environment. This unique implementation philosophy is reflected in NCOIC products and services.

#### *Voice of Industry Review*

With each project, NCOIC provides a Voice of Industry review that enables all consortium members to comment on the contract deliverable. These comments are integrated into a document that is presented along with the final report. The review allows the customer to view all industry inputs — positive and negative — regarding the proposed solution. These candid reviews, which can be pivotal to product neutrality, are not utilized by any other for-profit or non-profit organization.

### **Products and Services**

#### *Technical Resources*

NCOIC offers a broad range of technical products that are publically available for use by business, government and non-governmental organizations. Valued conservatively at more than \$100 million, these cross-domain interoperability resources help developers explore customer needs, propose reusable designs and test them more effectively. This results in lower engineering costs, quicker program implementation, increased capability and reduced risk.

The NCOIC Technical Council, its Work Groups and Integrated Product Teams develop the consortium's resources — including tools, processes, procedures, frameworks, patterns and other technical artifacts — and revise them to stay up to date.

#### *Interoperability Services*

NCOIC offers a growing range of services to assist its customers in meeting their goals for interoperability. These include:

- An online interoperability incubation and test environment for use in demonstrating and proving technical concepts and solutions, known as the Rapid Response Incubator
- An Interoperability Implementation Evaluation of the “technical capability” and “implementation complexity” of a proposed system, resulting in an overall interoperability valuation that customers can use in their decision making
- The development of an implementation plan or interoperability roadmap that details the pathway from the current (as-is) to the future (to-be) environment and includes both technical and non-technical considerations
- The development of an acquisition strategy that ensures systems being purchased can be successfully implemented and will have a long lifecycle — so the organization can buy a capability and add capability, without it being dead-ended by technology, regulations or other factors
- The development, management and evaluation of Requests for Proposals for interoperable systems and products
- Concept development analyses or position papers that describe the capabilities interoperability can achieve, along with a description of interoperability tools
- Education contracts to provide training and assistance with implementing and using the consortium's processes, frameworks and tools.



## **Markets & Customers**

### *Expanding Market Focus*

The consortium initially focused on the interoperability needs of the Department of Defense. Over the past few years, interest has expanded to include the interoperability needs of the international defense community, healthcare, crisis response, and first responder communities of interest.

The consortium has achieved a unique presence as there have been, and continue to be, barriers to competitors seeking market entry. NCOIC's achievements — its 12-year experience in a not-for-profit environment, remaining ITAR free and maintaining independent neutrality (OMB A119) — are noteworthy and position the consortium for future success.

### *Customers*

NCOIC is a catalyst for its customers -- its products and services help improve their technical environments and ability to meet mission and organizational goals. Past customers of NCOIC include the NATO Communication and Information Agency, Federal Aviation Administration, National Geospatial-Intelligence Agency and Royal Australian Air Force.

## **Operational Strengths**

### *Ethics and Customer Satisfaction*

NCOIC adheres to the ethical standards reflected in OMB A119 and other government documents, and it complies with the contracting requirements of customer organizations like NATO. All NCOIC resources and services have been developed for, and used by, its customers -- and the U.S. General Services Administration has conducted performance evaluations based on customer surveys of each of its contract projects and given an "outstanding" rating to the consortium's product delivery and quality.

### *Governance and Oversight*

NCOIC has carefully crafted and put in place not-for-profit governance policies, procedures and processes designed to maintain its neutrality while addressing all aspects of its operations. This documentation is available to consortium members and customers. The organizational design was also developed to help ensure neutrality and ethical behavior.

### *NCOIC Leaders and Experts*

The NCOIC Board of Directors, comprised of respected leaders from industry and academia, provides strategic direction and guidance on operational and financial activities for the consortium. Daily operations are managed by an Executive Staff of technical and business experts. These individuals reflect a diverse range of background and experience in military, government and industry environments. The consortium has prepared detailed job descriptions and hired qualified individuals to perform the range of responsibilities required to maintain and grow the organization. In addition, for any project, NCOIC can draw from the personnel of its members and affiliates to create a team of scientists, engineers, technical and other appropriate personnel, all under the direction of the consortium's Executive Staff.

### *Fiscal Responsibility*

Since its founding in 2004, NCOIC has a track record of financial responsibility. The non-for-profit consortium generates revenue through membership dues and contract activities. It makes no capital investment and must maintain a positive cash balance. As a virtual organization, NCOIC keeps



overhead to a minimum by contracting for facilities and resources as needed for each project. Its policies and its accounting firm require that two executives are involved in all financial transactions.

NCOIC board members, advisors and key customers are involved in the development of business plans and contract processes to help ensure they are fair, balanced and open. In addition contract development is extremely fast so NCOIC can get to the needed work of demonstrating concepts, developing acquisition strategies and performing product evaluations.

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