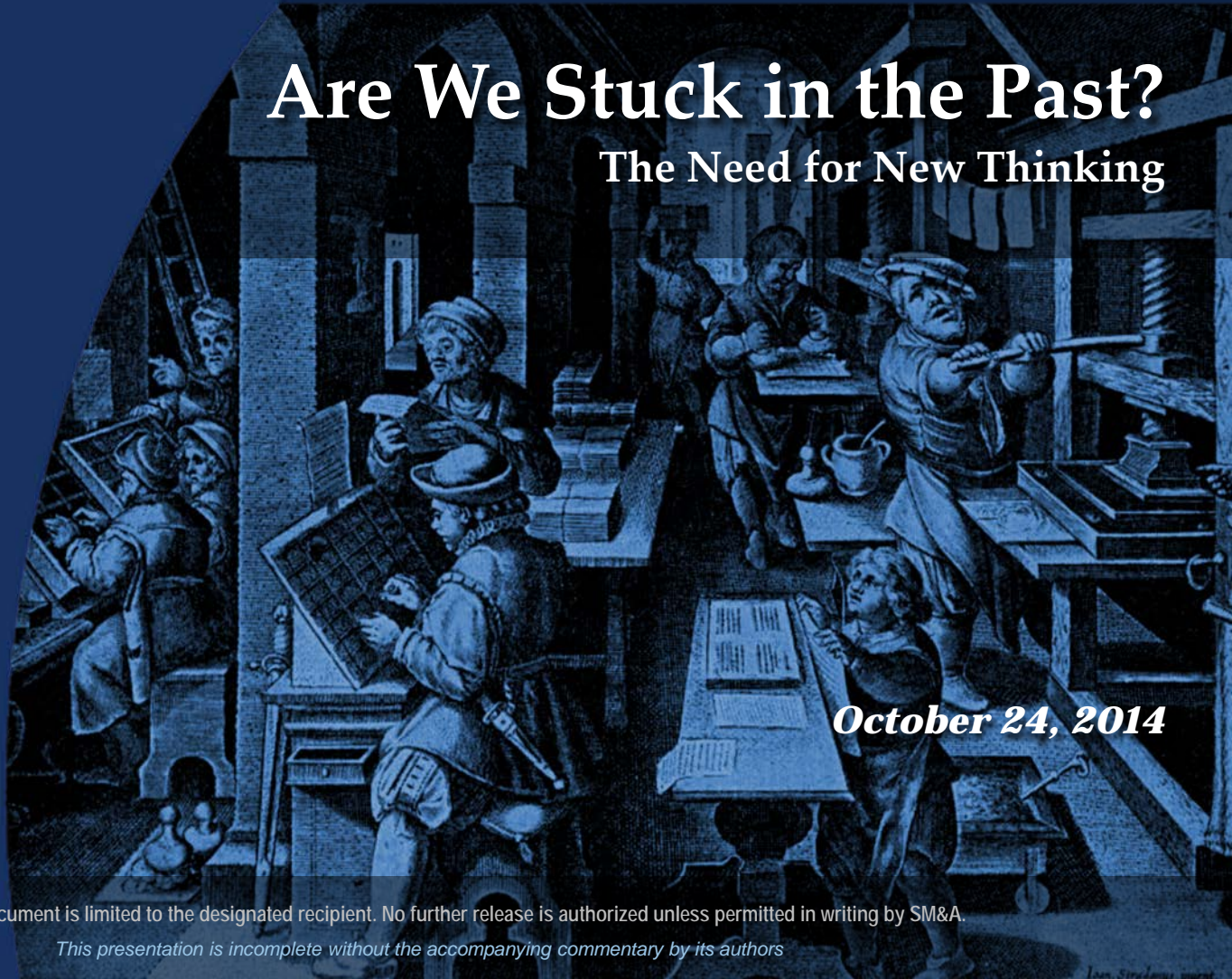




Are We Stuck in the Past?

The Need for New Thinking



October 24, 2014

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This presentation is incomplete without the accompanying commentary by its authors

DIFFERING LEVELS OF MATURITY ACROSS BIDDERS

3 responses to the same requirements, Florida eProcurement, 2001...

Bidder A

State of Florida Department of Management Services
Web-Based Electronic Procurement System
DMS 00/01-015
April 18, 2001

has helped a variety of institutions, such as the State of California and Purdue University, transform the way they do business with their vendors. These agencies are now realizing the benefits of having installed web-based procurement systems.

Shantini, Bhaskar & Ramprasad, P.A. and VPI Group & Team, Inc. are described in more detail in Section 2.07 One Florida Considerations.

2.05.1 Business Process Re-engineering Services

To help the State of Florida achieve business process re-engineering, we organized along four key success areas: strategy, people, business processes, and technology (Figure 2.05-5). We organize around business issues, not just technology issues, and we consider all of these dimensions.

Strategy—Strategy provides the basis for a common understanding of an organization's vision. Our strategic services professionals will help Florida develop a customer-driven strategy that is aligned with established processes to deliver value to its customers. These professionals provide expertise in information technology strategy, business operations strategy, and organization and change strategy.

People—Successful organizations recognize that Florida's greatest assets and the keys to the government's ultimate success are people. Adapting to a changing environment is often the most difficult component of a project. Successful organizations and human performance professionals are committed to helping clients successfully manage change and to empowering organizations through the use of new technologies, systems processes, and policies.

Technology—Information technology enables our clients to change the way they do business to better support their organization's strategy. Successful technology professionals are experienced in areas such as network design, database administration, web architectures, interface architectures, operations, reporting and warehouse architectures, performance tuning, client/server computing, and technical infrastructures.

Technical Solution
The information on this page is proprietary to Bidder A.

Figure 2.05-5 Bidder A's Core Competencies. Our vision guides our people to choose the proper technology and process re-engineering to enable business integration.

2.05-4

Rank 1/16 Score 94.80

Bidder B

Exhibit - Bidder B's Response

Strategic sourcing, organizational alignment and skill enhancement leading to \$175 million in annualized cost reduction. Facilitated transformation of procurement from a back-end operation to proactive, supply chain oriented partner within the corporation.

Tasks and Objectives	Approach
<ul style="list-style-type: none"> Deliver bottom line value by strategic sourcing, organizational alignment and skill enhancement in procurement Specific tasks include procurement and organizational analysis, leading and supporting design, change management, training and skill development, systems strategy, and executive coaching 	<ul style="list-style-type: none"> Conduct baseline analysis of needs, gaps and opportunities Developed multi-year improvement program to execute strategies and tactics identified during first phase of work Implement a comprehensive change program across all levels of the organization with systematic overhaul of processes, systems, performance measures and work environment Form a Purchasing Council of key users to help guide transformation efforts Engage client personnel in highly interactive, joint team environment on a long-term basis

Results

- Achieved over \$175 million in annual sustainable cost reductions and supply chain improvements
- Full transformation of the procurement function from a back-end tactical operation to transaction-oriented unit price buyers to a proactive, supply chain oriented strategic sourcing partner within the corporation
- Client was recently ranked as one of Purchasing Magazine's "Best Places to Work" and scored in top quartile of purchasing best practices in ranking of over 150 organizations worldwide

Confidential Page 4

Rank 4/16 Score 78.60

Bidder C

include also has major alliances and partnerships with key industry companies outside of the United States. These include:

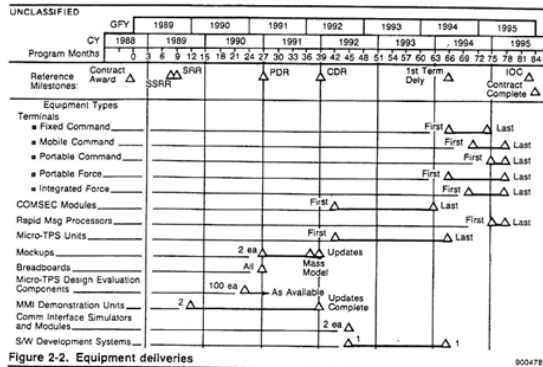
- IBM
- Microsoft (we are the largest worldwide reseller of IBM platform solutions and the only supplier besides IBM authorized to field service support their mission critical data center ETOE platform solutions)
- Oracle (we are one of Oracle's largest worldwide resellers and systems integrators of their e-business solutions)
- Novell (we are the primary strategic data center outsourcing partner for Novell's Application Service Provider (ASP) offerings worldwide)
- Veritas (we are one of Veritas' largest worldwide resellers and systems integrators of their e-business solutions)
- EMC (we are one of the largest worldwide resellers of their storage management solutions)

IT Service Provider Ranking

Confidential Page 7 4/17/01

Rank 13/16 Score 49.25

THE 1980s



levels of security. Table 2-2 depicts the facilities committed to performance of the AEPDS program. The team has existing facilities near ██████████. Upon contract award a facility specifically devoted to the AEPDS program will be obtained. The combined value of the team's committed facilities is more than \$130 million.

B. The program management office and the primary engineering offices for system design and development are located at ██████████ in ██████████, ██████████. The COMSEC system development and test facilities are located at ██████████ in ██████████, ██████████, ██████████. CMOS-SOS LSI integrated circuit production takes place at ██████████ in ██████████, ██████████, with bulk CMOS LSI integrated circuit production at

Table 2-2. Appropriate facilities exist

Location	Activity	Level of security	Size (ft ²)	Available date
██████████	Fabrication and terminal assembly	Secret	46,700	Exists
██████████	Engineering and software development	SCIF*	20,000	Exists
██████████	Final assembly and systems integration laboratory	SCIF	15,000	Exists
██████████	Customer interface	SCIF	4,000	Lease existing space
██████████	COMSEC system development/test	Secret/ Crypto	2,500	Exists
██████████	Bulk CMOS LSI IC production	Secret/ COMSEC		Exists
██████████	CMOS-SOS LSI IC production	Secret/ COMSEC		Exists
██████████	S/W development	NSA/DIS approved	10,000	Exists

*Secure Compartmented Information Facility

██████████ in ██████████, ██████████. The ██████████ software development activities

- Some double column formats
- Foldouts
- Word processor-based revisions, e.g. WordStar, WordPerfect, Word
- Tables made with IBM character set special characters
- Laser printers with monospaced fonts
- Simple vector graphic programs, e.g. GEM Draw Plus
- Desktop publishing using mainframes and workstations, e.g. LaTeX, Interleaf
- Color covers using photographic montages

THE 1990s

██████████

██████████ Team

1.0 INTRODUCTION

The ██████████ Team offers a highly-commercial leveraged solution to Phillips Lab's ██████████ program that meets all, and exceeds many requirements of the Statement of Objectives (SOO) and the System Requirements Document (SRD).

System Approach – Our team brings the best mix of commercial space technology and industry practices to ██████████ resulting in a ██████████ program with manageable risk. We qualify an existing ██████████ camera and integrate it with a proven telescope.

Our Best Value ██████████ approach allocates a significant portion of available funds to the payload because we have reduced the funding needed for non-developmental items.

- 1) Modifying a production line ██████████ bus provides reliability at low cost;
- 2) Using a scheduled ██████████ replenishment launch for ██████████ on the reliable Delta II (along with two replenishment ██████████ satellites) saving over \$15M in launch costs;

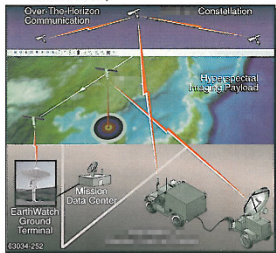


Figure 1-1. ██████████ System – On-board processing for real time target detection

IRIDIUM is a registered trademark and service mark of Iridium LLC.

Our Team has a long history in remote imaging, space, and ground-based systems

- Systems Contractor
- Ground Segment
- Bus Provider

- 30 years space and ground comm systems—classified and unclassified
- S4B ██████████ commercial system
- ██████████ Common Ground Station
- Provided TT&C transponder and P/L systems on most DoD programs
- Premier supplier of US COMSEC/TRANSEC systems—over 25 years

- Algorithms
- User Utility

- Nationally recognized imaging for Government—classified and unclassified
- Broad experience in designing imagery algorithms and software

- Optical Design, Fish Align, Test and Calibrate
- Optical Science Center—30 years of optical system design, dev, and test
- Terrestrial optical calibration range and Image Anal. Lab-DIAL

- Payload Electronics Design
- Real-Time Processing
- Patented approach to focal plane electronics design and fabrication
- Operational HSI imaging mobile platform test beds

- BEAT Support
- Data Entry & Dissemination

- Direct experience with integration of commercial imaging payloads
- Distributes and markets commercial imaging data and products

6114-451

- 3) Modifying our ██████████ ██████████ meets ██████████ requirements at reduced cost while providing proven tactical equipment;
- 4) Our existing ██████████ facility provides low-cost satellite control.

On-board data processing ensures timely information to warfighters (Figure 1-1). Target location, identification, and terrain typing, *in addition to hyperspectral data*, is downloaded to the ██████████ ██████████ ██████████ and to the Mission Data Center. We transmit encrypted target data worldwide from ██████████ via the ██████████ constellation.

██████████'s world-wide ground network receives, markets and distributes our commercial image products, leveraging their marketing infrastructure to ensure viable commercial imaging sales.

- *Color!*
- *Cover tells the story*
- *Text “illustrates the graphics”*
- *Emphasis on graphical elements for ease of understanding*
- *Consistent use of themes*
- *Focus boxes for the hard sell*
- *Templates custom to the proposal*
- *Mandatory use of foldouts to tell the entire story*
- *Strategically-planned proposal widespread*

THE 2000s



PART A: SYSTEM DESIGN AND DEVELOPMENT APPROACH

Our Hardware Modernization Kit solution, leverages our proven history and in-depth knowledge of the TOC Program, is low risk, best-value solution for attaining 100% TOC compliance and modernization of the TOCs, today and into the future.

A.1 Heading 2

The Tactical Operations Center (TOC) Program challenges faced by the USMC are many 208 fielded BBD systems, continued technology obsolescence, emerging threats, and constantly evolving capability needs—all within the era of a diminishing defense budget.

Our TOC hardware modernization approach directly addresses these challenges by using our understanding of all 17 fielded TOC variants from our TOC production experience, our industry-leading Team of Lockheed Martin, Northrop Grumman, General Dynamics, Raytheon and Boeing, and our experience with Marine Corps Systems Command's (MCSC) ECP processes during the successful delivery of TOC ECP kits on TOC.

Our common, modular hardware modernization approach and proven execution processes ensure low risk modernization of fielded TOCs

- Complete TOC PMO and Atlantic visibility and control throughout ECP execution
- Detailed analysis addresses all SSS requirements against capabilities of 100% TOC variants and models
- We meet 100% threshold requirements at low cost
- Common, modular ECP design minimizes impact to fielded systems and Marines in the field
- Maximimized reuse of components proven in today's fielded TOCs, aligning with existing TOC training, sparring, and supportability
- Our pre-contract benchmarking activities and capital investment Operational Trailer (OT) enable low-risk ECP and kit deliveries 5 months after contract award
- Our kit design is open, enabling insertion of future ECP candidates at low risk and cost

Our common, modular hardware modernization kit, installable in the field, brings all fielded TOCs up to 100% threshold requirements compliance to the 28 April 2009 SSS via a low-risk execution approach. We use common modules, all the same form factor, that apply across all fielded TOCs to minimize cost and lower execution risk. To reduce performance risk, we retain 18 of the same personnel from our previous TOC programs, named later in the management section of this proposal.

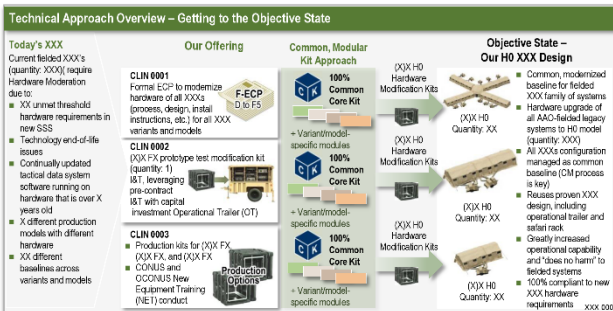


Figure A-1. Low-Risk, Low Life Cycle Cost Approach to TOC Hardware Modernization
Our technical approach is based on common, modular hardware kits that meet requirements for all TOC variants and models resulting in a common baseline

Volume IV: Technical – A-1

Use or disclosure of data contained on this sheet is subject to the restrictions on the 580 page of this proposal or quotation.

- *Consistent application of themes*
- *Improved crosswise integration of win themes through graphics, text and cost*
- *Big improvement in cost volumes*
- *Big improvement in IMP/IMS*
- *Visually, not much changed from the 1990s*
- *Use of the same tools (Word, PowerPoint, Illustrator) – just on faster PCs with different aesthetics*

WHEN DID WE START DOING PROPOSALS THIS WAY?

Ideas we accept as Best Practice have early origins:

Thesis sentences

'Writing the Technical Report,' Nelson, 1940



Modular proposals

'Sequential Topical Organization
of Proposals (STOP),' Tracey,
Rugh & Starkey, 1962



Text and graphics

Thematic unity within modules

Page allocations

Storyboards

Wall-based storyboard reviews

Proposal theme

1st person, active voice

'The Anatomy of a Win,' Beveridge, 1964



No superfluous words

Discriminators, Aha's, Ghosts

Benefits, not just features

'Creating Superior Proposals,'

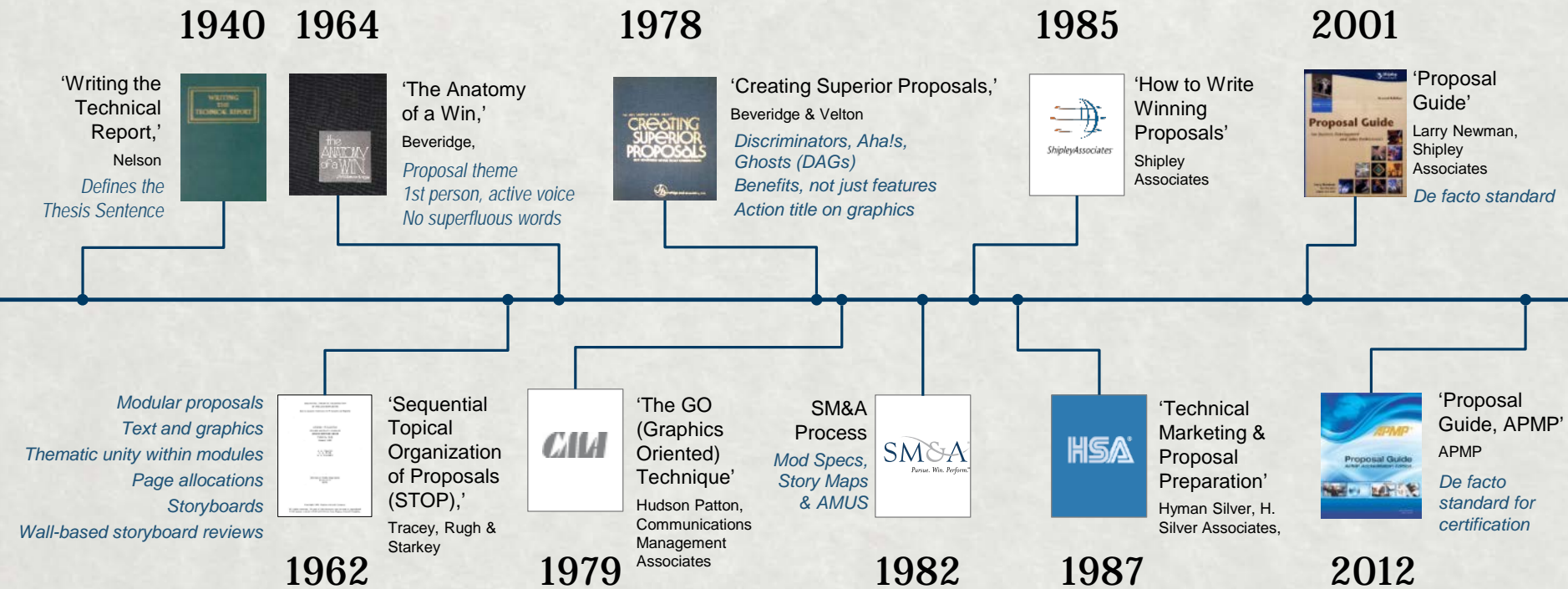
Beveridge & Velton, 1978



Action titles on graphics

IDEAS WE ACCEPT AS BEST PRACTICE HAVE EARLY ORIGINS

...and have since become codified into command media



A slow evolution over 40 years...

PERSUASION ON THE CHEAP

Conventional wisdom now widely adopted in our profession as a best practice is that “a picture is worth a thousand words”¹, yet there is a visual persuasion gap

*What We are Taught in School
(K-to PostDoc)*



Since the advent of Gutenberg’s printing press, our culture of learning is about reading and writing

We are discouraged to learn how to read pictures (comics) in school

Where the World is Heading



Five exabytes (one billion gigabytes) of content were created between the birth of the world and 2003. In 2013, 5 exabytes of content were created each day², the vast majority of this as a visual representation of information

What We Need is Visual Literacy



We are flooded by information in images, from photographs to illustrations to flow charts to tables and information graphics, yet we were never taught how to read a picture in school

Is this skill so innate in our genetic makeup that it does not need to be taught?

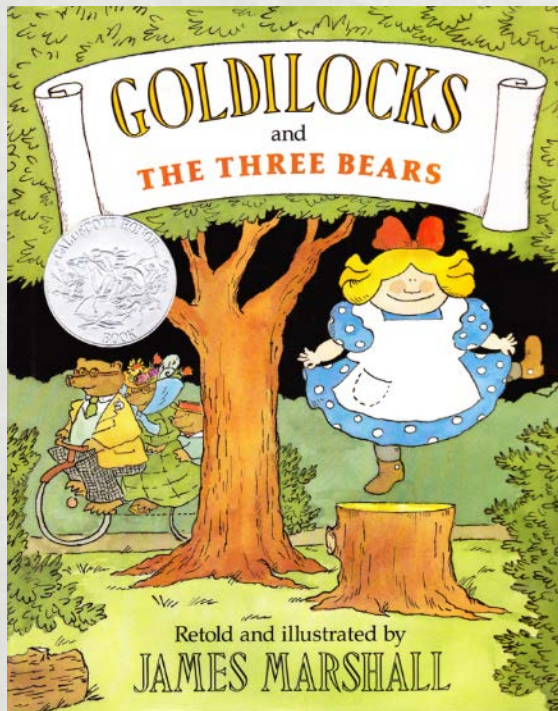
Sources: 1) Arthur Brisbane, 1911 (exact reference cannot be cited with certainty) 2) Newstex, *The Data Explosion in 2014 Minute by Minute – Infographic*, October 21, 2014

WHAT IS THIS?

<i>Trade Study</i>				
Product Feature		Defining Trait		
A			Temperature	
B			Width	
C			Length	
Company	Defining Characteristic	Product Maturity	Confidence	Cost
Company Alpha	Light	8	High	Low
Company Beta	Dark	12	High	High
Company Gamma	Medium	11	Moderate	Medium
Company Delta	Exotic	3	Low	Medium-Low

USE OF NARRATIVE TO COMMUNICATE COMPLEXITY

Reference



Memorable

Once upon a time, there was a little girl named Goldilocks. She went for a walk in the forest. Pretty soon, she came upon a house. She knocked and, when no one answered, she walked right in. At the table in the kitchen, there were three bowls of porridge. Goldilocks was hungry. She tasted the porridge from the first bowl.

“This porridge is too hot!” she exclaimed...

Not Memorable

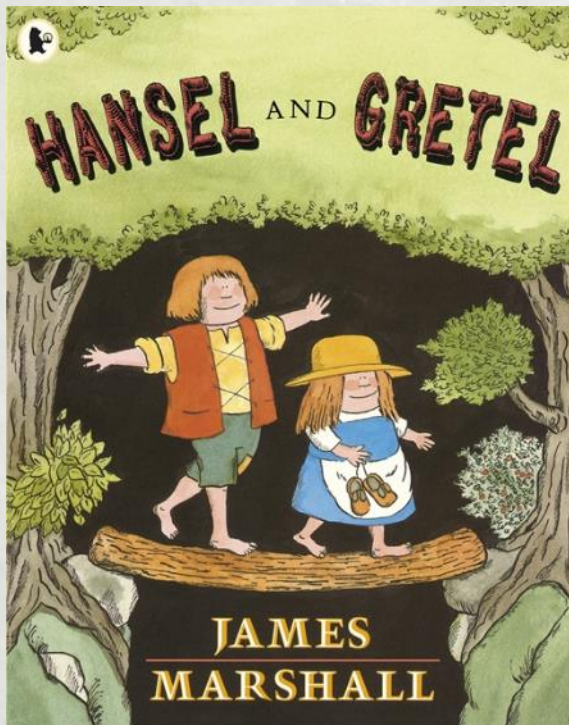
Trade Study				
Product Feature		Defining Trait		
Porridge		T°		
Chair		Width		
Bed		Length		
Character	Traits	Age	Hunger	Size
Goldilocks	Blonde	8	High	Petite
Papa	Brown	12	High	Big
Mama	Tawny	11	Moderate	Medium
Baby	Red-Brown	3	Low	Small

WHAT IS THIS?

<i>Supply Strategies</i>		
Strategy	Competitor	Critical Competency
Monopolize supply	Company Alpha	Profitability
Find adjacent sources	Company Beta	Reliability
Eliminate competitors	Company Gamma	Innovation
Find new sources	Company Delta	Past Performance

USE OF NARRATIVE TO COMMUNICATE COMPLEXITY

Reference



Memorable

Once upon a time, there lived a poor woodcutter with his wife and two children. The little boy called Hansel, and the girl named Gretel. There was never much to eat in their home...

“At the crack of dawn, let’s take the children down into the deepest part of the forest. We’ll make a fire for them out there and give them each a crust of bread...they’ll never find their way back home, and we’ll be rid of them...”

Not Memorable

Supply Strategies		
Strategy	Character	Critical Competency
Monopolize supply	Stepmother	Greed
Find adjacent sources	Hansel	Faith
Eliminate competitors	Gretel	Cleverness
Find new sources	Witch	Duplicity

WHAT IS THIS?

Evaluation of Competing Approaches			
Main Choice	Company	Traits	Outcome
Bid at threshold KPPs	Company Alpha	Poor past performance	Lose
Bid above objective KPPs	Company Beta	Overpromising	Lose
Bid at threshold with credible plan for objective	Us	Practical & clever	Win
Bid below threshold KPPs	New Entrant	Overconfident	Embarrassed

USE OF NARRATIVE TO COMMUNICATE COMPLEXITY

Reference

THE STORY OF THE THREE LITTLE PIGS



GOOD READINGS

Memorable

... Presently came along a wolf, and knocked at the door, and said, “Little pig, little pig, let me come in.”

To which the pig answered, “No, no, by the hair on my chiny chin .”

The wolf then answered to that, “Then I’ll huff, and I’ll puff, and I’ll blow your house in.” So he huffed, and he puffed, and he blew his house in and ate up the little pig.

The second little pig met a man with a bundle of furze, and said, “Please...

Not Memorable

Evaluation of Competing Approaches

Main Choice	Name	Key Traits	Outcome
Mud (straw)	Brownny	Wallowing, but disobedient	Rescued from imprisonment
Cabbage (Sticks)	Whitey	Greedy & insatiable	Rescued from imprisonment
Brick	Blacky	Practical & clever	Savior
Deceit, Huff and Puff	Wolf	Deceptive beyond own good	Scalded to death

USE OF NARRATIVE TO COMMUNICATE COMPLEXITY

Narratives are Second Only to First-Hand Experience

Direct experience produces “experiential knowledge”

Analysis produces “evidentiary knowledge”

Narratives bring both alive for readers not at the creation

Captures complexity while communicating insights clearly

Moves others to understanding and motivates behavior

Provides the arc from mystery to discomfort to curiosity to credibility to empathy to solace to inspiration

Raison d'être for graphics to convey facts, data and evidence, processes and frameworks and abstract concepts

***REASONED,
COMPELLING
AND MEMORABLE***

FACTS AND REASONING = UNDERSTANDING AND PERSUASION

We have a very hard job to perform

Our Audience	What We Want of the Audience	What Gets in Our Way
Mental capacity for processing information for most of us is 7, plus or minus 2 (2.5 bits)	Greater Knowledge transfer	Overly specified structure and other constraints imposed by the customer
Most evaluators have a day job with more things to do than time	Higher level of understanding	Complexity of subject and numerous subtleties
All proposals are greeted with skepticism, cynicism, lassitude, or derision (pick one)	Relief from boredom	Unclear burden of proof in sufficiency of data
	Longer retention	Conventional wisdom and over-reliance on best practices
	Fewer interpretative errors	

ROLE REVERSAL

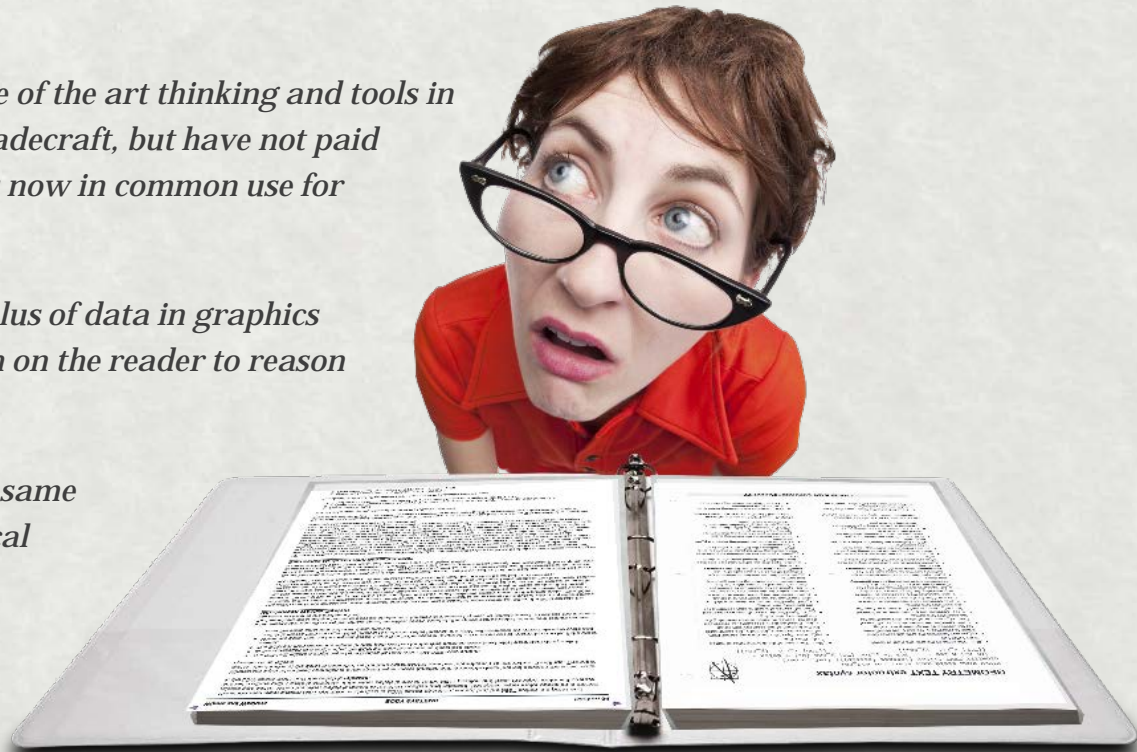
Time to re-examine the role of text in proposals, and incorporate new methods of the “art of narrative”

For the past 20 years we’ve incorporated state of the art thinking and tools in the creative act of graphics in our proposal tradecraft, but have not paid much attention to new methods for narratives now in common use for other purposes

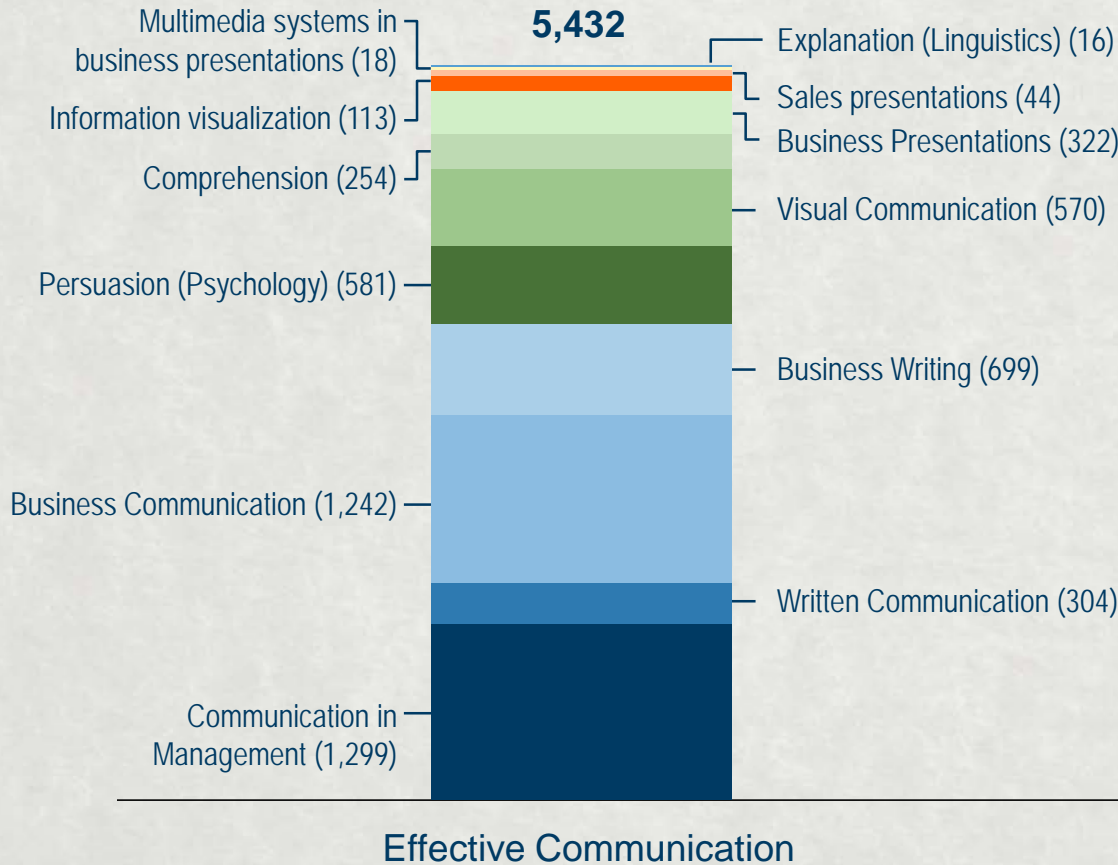
Lacking visual literacy as an innate skill, surplus of data in graphics and proliferation of meaning creates a burden on the reader to reason for him/herself.

Tracey and others in 1965 set out to solve this same problem with STOP to shift the burden of logical coherence back to the author.

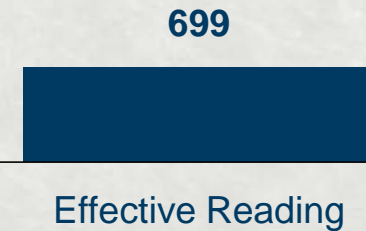
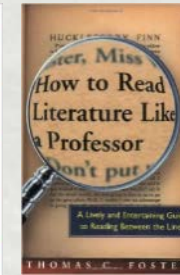
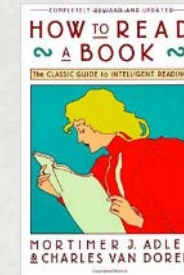
Have We Come Full Circle?



BOOKS BY SUBJECT (LIBRARY OF CONGRESS)



Formative Literature
4 Levels of Reading
Elementary
Inspectional
Analytical
Synoptical

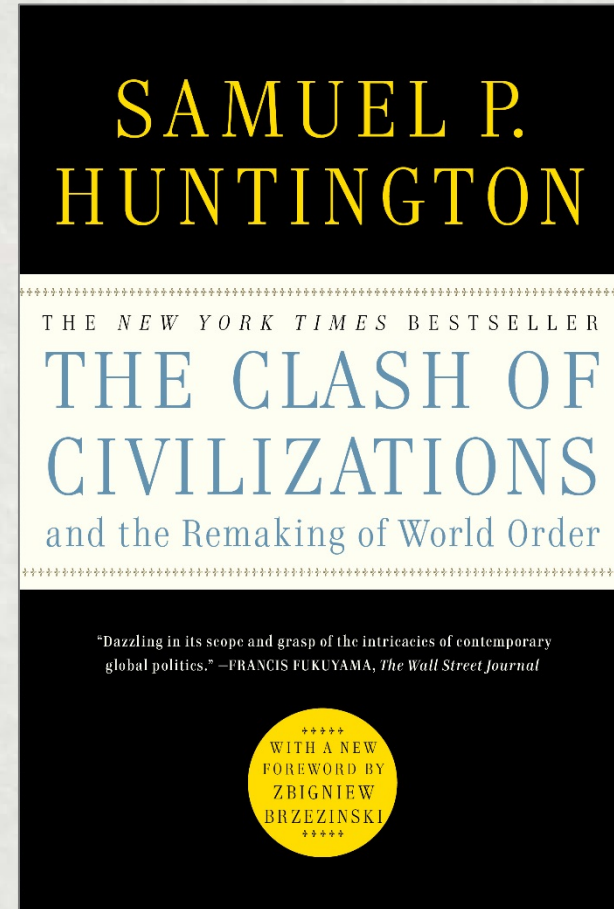


Five Models of Non-Fiction Storytelling

Think of these as models for: Communication, Persuasion, Engagement and of course... information sharing (but in many cases, that's not really the most important function)

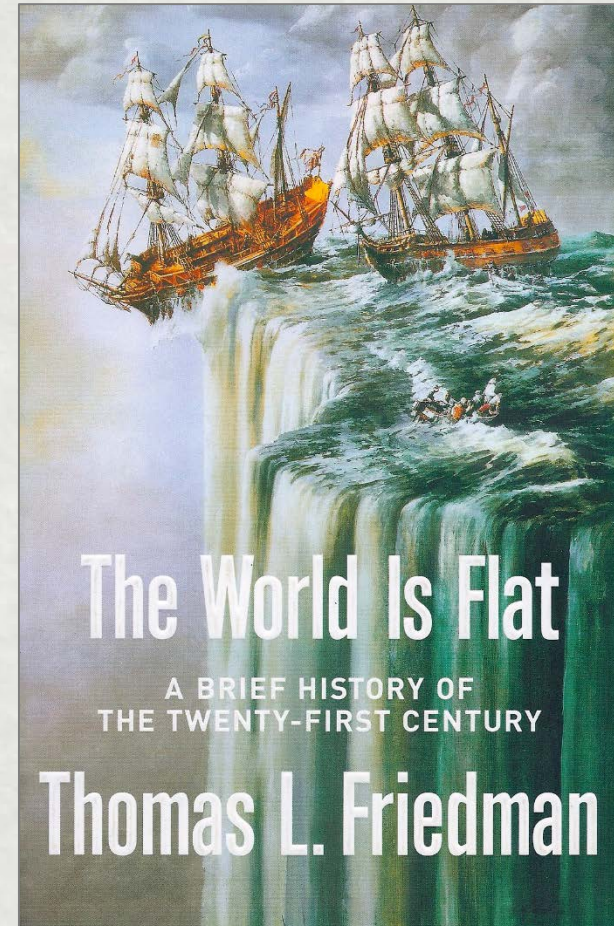
THE ICONIC SOCIAL SCIENCE ARGUMENT TRAJECTORY

- *What's the question/problem?*
- *Where does the question come from?*
- *What's the (hypothesized) answer?*
- *How did we arrive at that 'answer'?*
- *So what? If our answer is correct, what else of interest happens?*



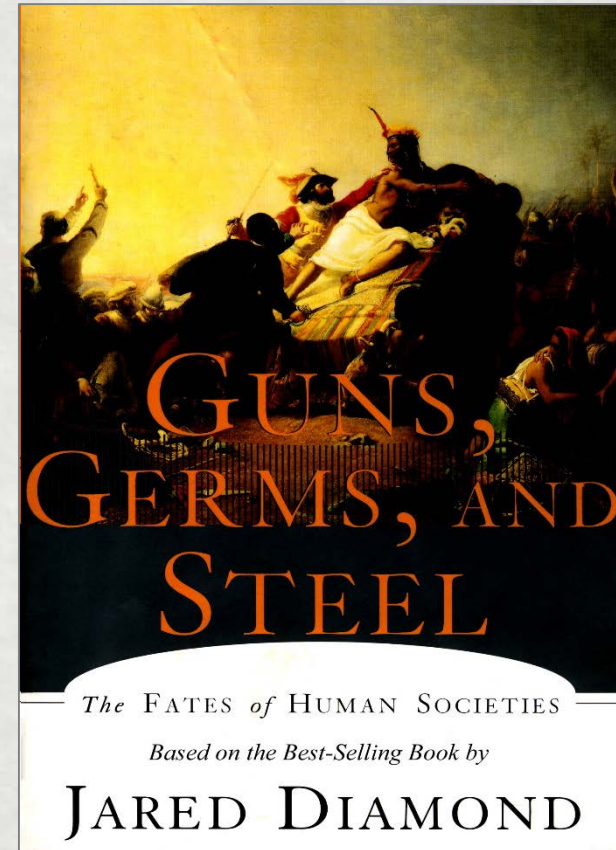
MEDICAL ROUNDS

- *Presenting Snapshot, then SOAP*
- *Subjective*
- *Objective*
- *Assessment*
- *Plan*



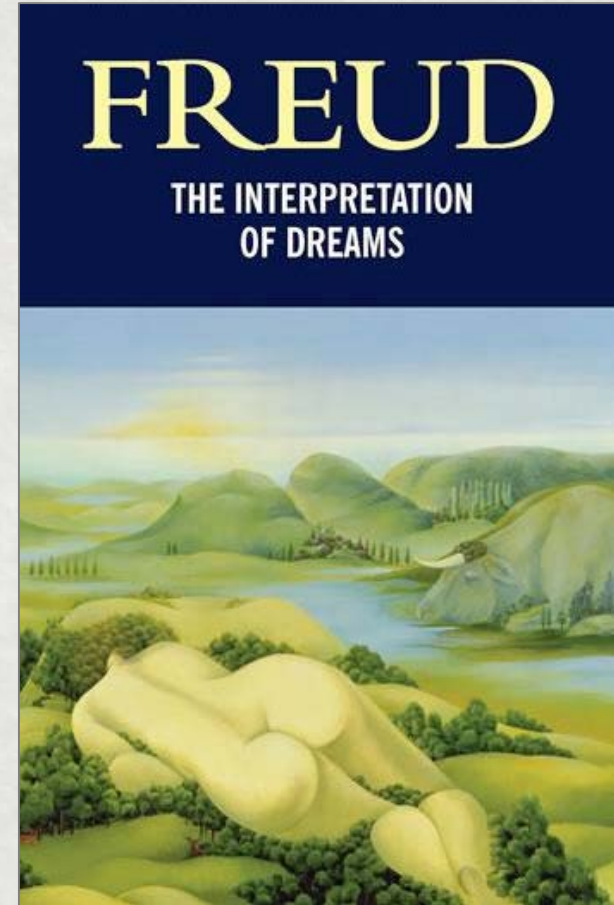
ICONIC INDUCTIVE REASONING PATH

- *From Data Points, to Generalizations*
- *No 'theory' per se, at least not as guiding principle for the story*
- *The story emerges from the details*
- *The more data, the better*



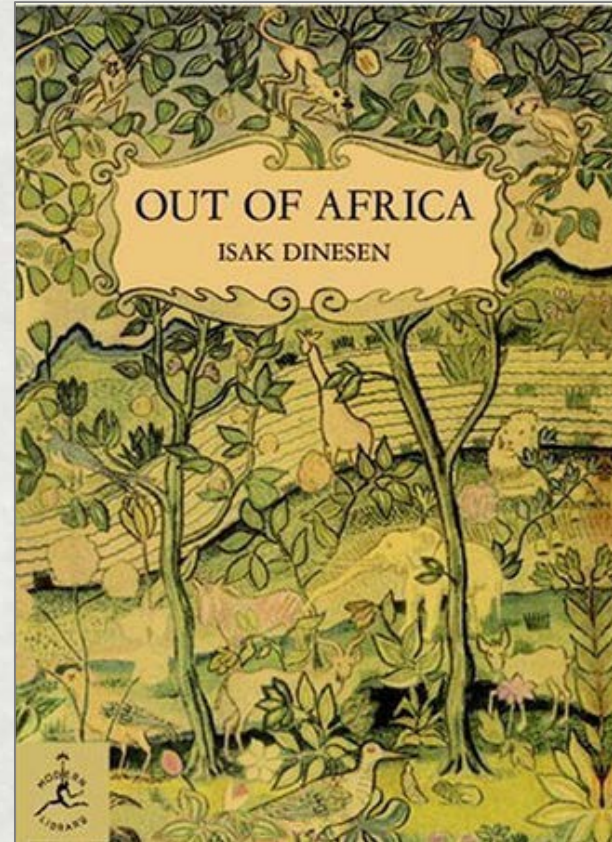
ICONIC DEDUCTIVE REASONING PATH

- *From Theory to Hypotheses*
- *A big 'story' generates expectations about what you will see in the world*
- *The details follow from the theory*
- *The more generative and precise the theory, the better*



ETHNOGRAPHY

- *'Deep' narrative*
- *'Embedded' storytelling — the story teller puts herself in the position of the subject*
- *Capturing 'Culture' is more important than explicating causality*



SOME BASIC COMPARISONS

Model	Optimized For	Weakness	Exec Sum	Technical	Mgmt & PP	Cost
Social Science Argument	big claims	Overly reliant on systemic arguments	✓			
Medical Rounds	specific cases	hard to learn from comparative cases		✓	✓	✓
Induction	data mining	garbage in, garbage out, plus over fitting of data		✓		✓
Deduction	prediction	taking weak theories far too seriously		✓		✓
Ethnography	gestalt	unfalsifiable mush			✓	

HOW COMMUNICATION AND PERSUASION HAS CHANGED



Memorable and Compelling

HUNTING AMAZON SURVIVAL **USA MADE** **BLOW-GUN** UNAVAILABLE ELSEWHERE

100 FREE REUSABLE STEEL DARTS

SPECIAL BUY 2 GET 600 FREE DARTS

EXTRA DARTS ONLY \$3.50 per 100

1/2 OFF NOW ONLY \$9.97

FREE poison dart info with ALL ORDERS!

NEW!

GUARANTEED 10 YEARS!

USE 30 DAYS AT OUR RISK!

35 lb. Anteater killed without poison.

SILENT, POWERFUL, ACCURATE, hits the bullet! Kills varmints, pests, Target, plinking, thrilling sport! Astound friends! Compressed breath gives amazing power! Pierces 1/2" plywood! 200 ft. range! Rugged .38 cal. aluminum, 100 steel darts, carry case, instructions. 4 1/2' model \$9.97! 5 1/2' \$10.97! Magnum 6' \$11.97! Extra darts \$3.50/100! \$5.95/200! \$14/500! \$26/M! Bonus buy 2 guns get 600 darts! sling! quiver! patches! camou! targets! (\$22 free stuff) Buy 3 same+ 900! cleaning rod! (\$32 free) Buy 4 same+ 1100+ mini-blowgun! 5 same+ 1300 + free 7th gun! 6 same+ 1600! Add \$1.95 postage EACH gun. 30-day moneyback guar. If broken in 15 yrs. we'll replace! **HOUSE OF WEAPONS, INC. Box 794-R Provo, Utah 84601. VISA/Master Charge orders only CALL TOLL FREE NOW 24 hrs 800-824-7888: AK/HI.800-824-7919 Ask for operator 720. Buy 17-4 1/2 only \$133 Postpaid**



WHAT'S NEXT FOR OUR PROFESSIONAL COMMUNITY?

Typical proposal for the last 10+ years

Tomorrow's proposal

3.0 SYSTEMS ENGINEERING APPROACH [SOW 3.3]

We tailored our proven, comprehensive engineering process to directly align with the established USMC Program Office's processes. We provide a low-risk path to a successful CDR, DT events, and resulting Milestone C decision.

Our CMMI[®] qualified engineering processes are tailored using the Systems Engineering Plan to cover all facets of the program. In addition, this same approach is flowed to all subcontractors to ensure a unified and collaborative process.

During the , we streamlined and tailored these processes to produce the tested configuration, the transportability study and the architecture study, all in a rapid development cycle.

Our system capitalizes on maximum reuse of Configuration Items (CIs) from Phase 1. These CIs include the Track Manager, the Display, and the data link manager.

To these, we add our Software and Component Products, as described in Section 5.0, Figure 5-5, our Transportability Package (or), as described in Section 6, elements from the

Our systems engineering capability ensures a design that leads to a successful Milestone C decision and Limited Rate Initial Production

- continue their successful Phase 1 intercompany teamwork into Phase 2
- successes on the Risk Reduction Effort continue into Phase 2
- Our tailored systems and specialty engineering processes provide continuous collaboration with the customer to drive out risk
- Our specialty engineering disciplines are integrated throughout the development cycle to ensure a holistic solution that meets all threshold requirements and provides customer satisfaction
- Our IA approach is tailored, based upon customer feedback, to reduce IA risk and ensure 100% compliance

such as the product, and improvements based upon the Government response to our studies and onsite testing (see Figure 3-1). Our pre-proposal efforts combined these various inputs into the solution provided in this proposal.

Consistent and rigorous application of these principles ensures a successful Milestone C for the proposed system.

Our Systems Engineering (SE) approach, described in the SE Management Plan (SEMP) in Appendix 3-1, covers the entire

Technical Approach Overview

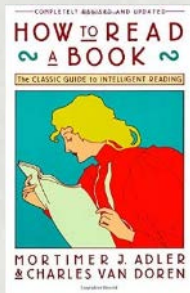
<p>Challenges with Fielded</p> <ul style="list-style-type: none"> Large SWaP, limiting deployment and support of USMC expeditionary doctrine High sustainment costs driven by unique hardware and software across the agencies High cost to update for changing operational needs No modularity prevents flexible deployments of agencies 	<p>Phase 2 Starting Point</p> <ul style="list-style-type: none"> Phase 1 Reuse Tracker Data Links Display Simulation Network Architecture Government Comments to Our Risk Reduction Products 	<p>Our Modular Approach</p> <p>Our Modular Building Blocks... Together Form Scalable Agencies</p> <p>Identical per Agency</p> <p>Sized per Agency</p> <p>Upgrade Kit</p>	<p>Key Benefits of Our Offering</p> <ul style="list-style-type: none"> Modularity: Modular design directly supports the three agencies with growth Low-Risk Design: Uses proven Phase 1 products resulting in 100% threshold and 30% objective SSS compliance Reduced SWaP: Innovative coupled with virtualized servers reduces directly supporting expeditionary operations Open Architecture: Open interfaces used throughout allow easy expansion to changing operational needs Commonality: Reduces sustainment costs
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Figure 3-1. Low-Risk, Low-Cost Approach to Phase 2
Our modular approach builds upon the key configuration items of the Government's Phase 1 design to meet 100% of the threshold SSS requirements



INTERESTING BOOKS

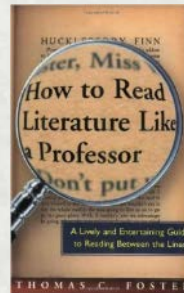
(Not a comprehensive catalog of worthwhile reading)



Adler, Mortimer J. and Charles Van Doren.

How to Read a Book: The Classic Guide to Intelligent Reading.

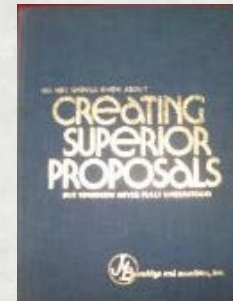
Touchstone, 1972.



Foster, Thomas C.

How to Read Literature Like a Professor: A Lively and Entertaining Guide to Reading Between the Lines.

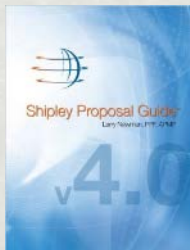
Harper Perennial, 2003.



Beveridge, James M and Edward J Velton.

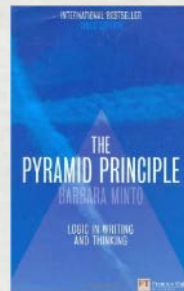
All you should know about creating superior proposals, but somehow never fully understood.

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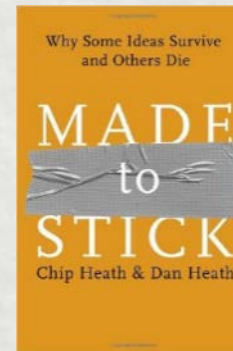
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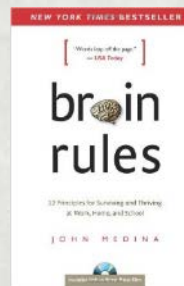
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- *Fryer, Bronwyn. "Storytelling That Moves People: A Conversation with Screenwriting Coach Robert McKee." Harvard Business Review, June 2003.*
- *Gurri, Martin, Craig Denny, and Aaron Harms. "Our Visual Persuasion Gap." Parameters. Spring 2010 (2010): 101-109*
- *Miller, George A. "The Magical Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information." The Psychological Review. Vol. 63 (1956): 81-97*
- *Randall, Doug and Aaron Harms. "Using Stories for Advantage." Strategy and Leadership. Vol. 40-1 (2012): 21-26*
- *Tracey, J.R., D.E. Rugh and W.S. Starkey. "Sequential Thematic Organization Of Publications (STOP): How to Achieve Coherence in Proposals and Reports." Journal of Computer Documentation. Vol. 23-3 (1965): 4-68*