



Department of Commerce

Office of Acquisition Management
Project Charter: Acquisition Innovation Lab
Dated: June 2022



Project Name	Prepared By	Date Prepared
Acquisition Innovation Lab ("The Lab")	[REDACTED]	05/03/2022
Sponsoring Organization	Project Executive and Champion	Contact Email
Department of Commerce, Office of Acquisition Management	Olivia J. Bradley Senior Procurement Executive and Director of Acquisition Management The Lab Executive	obradley@doc.gov
	Virna L. Winters (Acting) Deputy Senior Procurement Executive. The Lab Champion	vwinters@doc.gov

Project Purpose

The purpose of this project is to create an Acquisition Innovation Lab ("The Lab"), a forum that integrates all members of the acquisition team, early and throughout the acquisition and program lifecycle, to facilitate the use of innovative and underutilized acquisition techniques and smart program management tools in order to improve mission outcomes, accelerate delivery, and reduce administrative burden. The Lab is intended to provide a catalyst for institutionalizing changes that promote innovation and managed risk-taking through iterative review, analysis, and refinement of techniques.

Vision: An Acquisition workforce empowered to meet mission needs through innovation, creative collaboration, and smart risk-taking.

Mission: To inspire, connect, and empower the acquisition workforce to improve mission outcomes by applying innovative techniques.

Value Proposition: A catalyst for accelerating and enhancing mission delivery, decreasing barriers, and providing an environment for creative collaboration.

Project Background

On March 9, 2016, the Office of Federal Procurement Policy issued a memorandum entitled *Acquisition Innovation Labs & Pilot for Digital Acquisition Innovation Lab*, which directed each Chief Financial Officer Act agency to have an acquisition innovation lab, or similar mechanism, in place to help agency programs and their integrated project teams achieve better results. Although the Department of Commerce (DOC) did not establish a lab due to funding and resource constraints, we collaborated with innovation labs from other agencies for training and technical assistance. In 2021, the Office of Management and Budget provided funding to enable DOC to take initial steps for the successful launch of a lab with a focus on both program management and federal contracting. Initial activities were envisioned



to include activities such as reducing reliance of high-risk contract vehicles, collecting artifacts and best practices, quick hit webinars and deep dive workshops on program management and acquisition topics, and facilitating requirements development workshops. As a result, the Department began to execute initial activities to create a lab.

Business Value

The greater acquisition community will have access to a collaborative, safe environment to experiment with new and underutilized techniques, share experiences and ideas, document case studies, and receive coaching and assistance. In addition, through collaboration, The Lab will highlight project successes and effective techniques used and will identify and share best practices for innovative techniques. This community of practice is expected to actively manage risk (cost, schedule, and performance), reduce barriers of entry for small businesses, improve lifecycle management, empower acquisition team members to take smart risks for better outcomes, and encourage greater knowledge sharing to achieve better results for the taxpayer. In addition, The Lab is refreshing templates and resources to optimize acquisition of emerging technologies.

High-Level Objectives

The Lab's strategic objectives aspire to create greater efficiencies and improve effectiveness across the Department's acquisition system and foster an environment and culture conducive to smart, innovative risk taking. The Goal of The Lab is to promote and support the Big "A" concept by educating, inspiring, supporting, and fostering collaboration among the acquisition team to achieve mission success. Specific activities will include:

1. Establishing a training program to prepare DOC acquisition workforce for the challenges of the future.
2. Creating a badging program for innovators, coaches, inventors to track and recognize our evolution through the acquisition innovation journey.
3. Developing resource materials such as templates and tip sheets to assist the workforce in implementing innovative techniques.
4. Documenting case studies to share lessons learned and best practices.
5. Creating a resource library to promote innovative techniques and to improve the way we buy emerging technologies.
6. Crowd sourcing new techniques and success stories.

Major Deliverables

The following are the major deliverables that must be met for the project objectives to be satisfied.

1. Create, maintain, and provide resources for public-facing and internal-facing websites for The Lab.
2. Develop and implement a training and badging program.
3. Form an Innovation Council with representation from Bureaus and communities.
4. Establish a process to evaluate new ideas and proposals.
5. Measure innovation impact as much as practical.
6. Share stories, case studies and lessons learned with appropriate internal and external stakeholders.



Key Stakeholders Strategy

The Lab will establish a communication plan to collaborate with Acquisition Council Members, Innovation Council Members, and the DOC acquisition community at large. The Lab webpages and mailbox, TheLab@doc.gov, will be the primary communication tools with stakeholders, in addition to responding to individual requests and questions.

Stakeholders	Strategy
The Lab Champion	Weekly meetings
Advisor Group	Regular recurring meetings (e.g., monthly, bi-monthly); SharePoint, emails
Innovation Council	Regular recurring meetings (e.g., monthly)
Acquisition Council	Scheduled appearance at regular recurring meetings (e.g., as scheduled)
DOC Acquisition Community	Email blasts; newsletters; bureau-specific information sharing events; internal website;
Government-wide Acquisition Community	External Website

Potential Risks

Risk Name	Category	Likelihood	Impact
Decision delays (via Innovation or Acquisition Council)	Schedule	High	High
Stakeholder workload	Performance	Medium	High
Trainer availability for classes	Schedule	Low	Low
Technology changes or availability (software, training database, Drupal updates)	Performance	Low	Low
Scope creep	Schedule	Low	Medium
Stakeholder turnover	Schedule	Low	Medium
Project team authority	Schedule	Low	Medium
User engagement	Schedule	Medium	High



Assumptions and Constraints

The assumptions made regarding the project are:

- Existing technology will be used (e.g., Microsoft Suite, Drupal, etc.).
- Leadership changes will not affect scope.

Constraints around this project are:

- Funding limitations
- Resource limitations (i.e., workforce)

Estimated Project Budget

Project Team Members

This project team is composed of representatives from across the organization. The team members are listed below with any team-specific roles noted:

Position / Role	Name	Email
Project Executive / Champion	Olivia Bradley	obradley@doc.gov
Project Champion	Virna Winters	vwinters@doc.gov
Acquisition Council	BPO and other AC voting members	
Innovation Council	Acquisition Community representing each Bureau	
Program Manager		
Acquisition Advisor	Mark Daley	mdaley@doc.gov
Acquisition Advisor	Virna Winters	vwinters@doc.gov
Acquisition Advisor	Marcelle Loveday	mloveday@doc.gov
Acquisition Advisor	Tom Cochran	tcochran@doc.gov
Acquisition Advisor		
Acquisition Advisor		
Legal Advisor		



Roles and Responsibilities

Project Role	Project Responsibilities
Project Executive	Establishes vision and priorities for The Lab. Communicates vision, goals, and priorities for The Lab with BPOs and DOC executive team.
Project Champion	Provides direction and support. In the context of this document, this person approves the project scope represented in this document and sets the priorities of the project. Final decisions on financial investments and direction of The Lab.
Program Manager	Performs oversight of the project and has specific accountability for managing the project within the approved constraints of scope, quality, time, and cost, to deliver the specified requirements and deliverables.
Acquisition Council	Provides feedback, advice, input and makes decisions on critical program milestones. Votes on program actions that can affect their workforce and/resources. Represents each Bureau on acquisition and innovation needs and wants. Provides input on potential collaborative efforts.
Advisors	Review and offer feedback, attend meetings, and advise on priorities.
Innovation Council	Provides directional input and feedback on initiatives. Communicates with Bureau community about The Lab's initiatives and brings Bureau feedback to The Lab team. Votes on non-resource or workforce matters.

Decision-Making

Both Innovation and Acquisition Council Members provide valuable input, which will be incorporated into the decision-making process. To ensure a smooth and collaborative process, all discussions will aim for open engagement and input from participants striving for consensus. All major decisions will follow the process as noted:

- First, the Innovation Council will review items and strive for a consensus. Innovation Council members will vote, recording one vote per Bureau.
- Matters requiring resources from Bureaus, or a financial investment will progress to the Acquisition Council for discussion and consensus decision. Comments and vote outcome from the Innovation Council will be included for review by Acquisition Council members.
- If the Acquisition Council cannot come to a consensus, the matter will be referred to Project Executive to facilitate a decision.



Approvals and Concurrences

This project is hereby authorized to begin planning and execution in accordance with this project charter, per the attached individual signature pages, and is funded up to the amount listed in the Project Budget section above.

Approvals Redacted

The remaining pages of the original charter including signatures from each Senior Bureau Procurement Official including: Enterprise Services, NOAA, NIST, FirstNet, Census, and USPTO. It also includes signatures from the Office of General Counsel, the Office of Acquisition Management, and the Department's Senior Procurement Executive as Project Executive/Champion. The names and signatuers have been redacted for public posting.

Please contact TheLab@doc.gov with any further questions.