

Headquarters Air Combat Command

Welcome to the Acquisition Management and Integration Center Industry Day



***Mr. Randall J. McFadden
Director
11 Feb 2016***



Overview



- **Background**
- **Mission/Vision**
- **Portfolio**
- **AMIC Managed and Other Procured Programs**
- **Organizational Structure & Footprint**
- **Integrated Acquisition Approach**
 - **Program Benefits utilizing an Integrated Approach**
 - **Project Phases & Processes**
 - **Future of DoD Services Acquisition**
 - **ACC FY2015 Spend Analysis**
- **Successes**
- **Topics – My Philosophy**
- **Summary**



Background



- **2007 - HQ ACC Contracting & Program Management Squadrons combined into a HQ Field Operating Agency (FOA) creating an integrated service acquisition center**
- **2013 - AMIC realigns as a DRU under HQ ACC/CV**
- **AMIC represents a pioneering “SPO type” organization for services acquisition**
 - Provides cross-functional/cross-directorate enabling capability



Mission

Produce responsive, cost effective, mission-focused acquisition solutions to maximize operational capabilities

Vision

Be the most successful and respected provider of acquisition solutions in the Department of Defense



Portfolio



- **Support Department of Homeland Security, DASD-CNGT, Host Nations, FMS, COCOMS, MAJCOMs, ACC Directorates, ACC Tenants, and ACC Wings**
- **AMIC contract portfolio exceeds \$15B**
- **Provide acquisition pre-award/post award management for multi-location/multi-national, “umbrella type” requirements**
- **ACC execution organization for Strategic Acquisition initiatives**
- **Execute ACC Services Advocate responsibilities for ACC/CV**



AMIC Managed OSD/AF-level Support

Program	Sponsor	Value	Requirement Owner/Users
AMIC Managed Programs			
Air Force Enterprise Contracted Precision Measurement Equipment Laboratory (AFEC PMEL) *	HAF/A4LX	\$250M	All MAJCOMS
Contract Advisory & Assistance Services (CAAS IV) *	A1-A9	\$4.7B	ACC and HAF Directorates, Tenants, and Attached Units, NAF's, and Wing's
Counter Narco-Terrorism Program Office (CN&GT)	DASD CN> and HAF A3/5	\$1B	OSD, NORTHCOM, SOUTHCOM, CENTCOM, AFRICOM, EUCOM, PACOM, SOCOM
Financial Improvement & Audit Readiness (FIAR)	SAF/FMP	\$300M	SAF/FMP
AMIC Procured Programs			
Joint Warfare Analysis Center (JWAC)	Joint Program	\$60M	STRATCOM

****AF Enterprise/Strategic Acquisition***



AMIC-Managed ACC Programs



Program	Sponsor	Value	Requirement Owner/Users
Air Force Program Executive Office for Combat and Mission Support (AF PEO/CM) Level Programs			
Forward Operating Location - Base Operating Support (FOL-BOS)	A3	\$176M	USSOUTHCOM, ACC, AFSOUTH, USN, Partner Nations
North Warning System (NWS)	A3	\$175M	NORAD, Transport Canada, and National Defense HQ (Canada), ACC
Remotely Piloted Aircraft (RPA) (MQ-1 Predator/MQ-9 Reaper)	A5/8/9	\$182M (\$950M Ceiling)	USCENTCOM, AFCENT, EUCOM, USAFE, AFSOC, ACC A5/8/9, ACC A4, 432 WG
Unmanned Aerial System Operations Center Support (UASOCS)	A5/8/9	\$125M	USCENTCOM, AFCENT, ACC A5/8/9, 432 WG, 3 SOS, ANG
War Reserve Materiel (WRM)	A4	\$517.8M	AFCENT, ACC
Nellis Backshop	A4	\$304M	57 WG, ACC



AMIC-Managed ACC Programs



Program	Sponsor	Value	Requirement Owner/Users
Non – AFPEO/CM Programs			
Aerial Targets Operations & Maintenance	A3, A4, A5/8/9	\$87M	DoD, ACC, AFMC, AFOTEC, USN, USA, DoD, FMS, AAC
Mobile Air Surveillance System (MASS)	A3	\$64M	Partner Nations, AFSOUTH, USSOUTHCOM, ACC
T-38 Companion Trainer Program (T-38 CTP)	A3	\$93M	ACC, AFGSC, AFMC, Holloman, Whiteman, Langley, Tyndall, and Beale AFB's
Air Traffic Control & Landing Systems (ATCALs)	AFCENT	\$330M Ceiling	CENTCOM



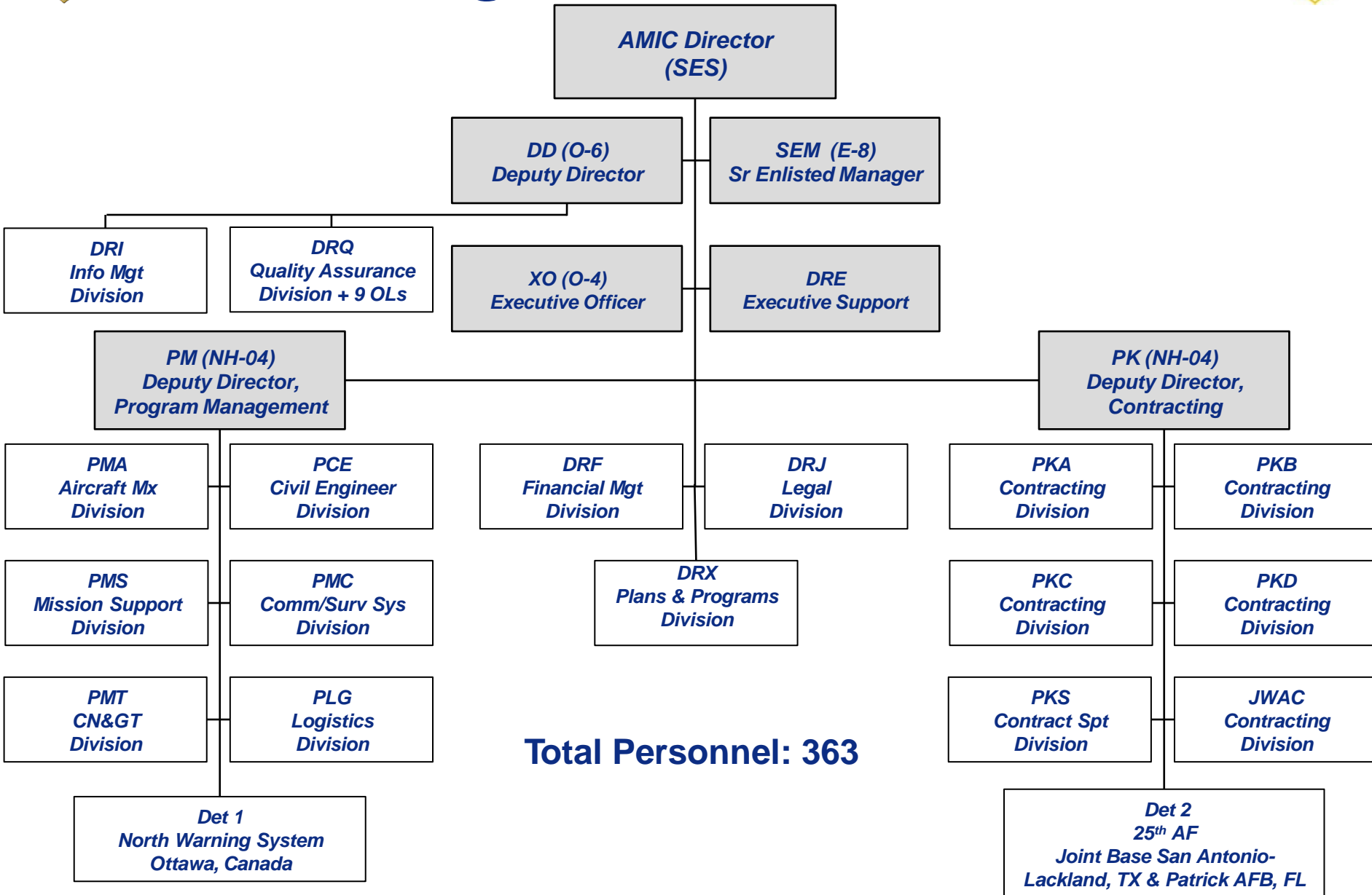
Other AMIC Procured Programs



Contract	Sponsor	Value	Requirement Owner/Users
Sample of Other Contracts Administered Within AMIC			
Human Resources/Multiple Personnel Function Services	A1	\$36M	ACC
B-1/52 Aircrew Training and Courseware Development	A3 / TRSS	\$36M	ACC
F-15/16/22 Aircrew Training and Courseware Development	A3 / TRSS	\$52M	ACC
ACC Primary Training Ranges	A3	\$69M	ACC, AFSOC
MQ-1/MQ-9 Aircrew Training and Courseware Development	A3 / TRSS	\$99M	ACC, AFSOC
RC-135 Aircrew Training and Courseware Development	A3 / TRSS	\$25M	ACC

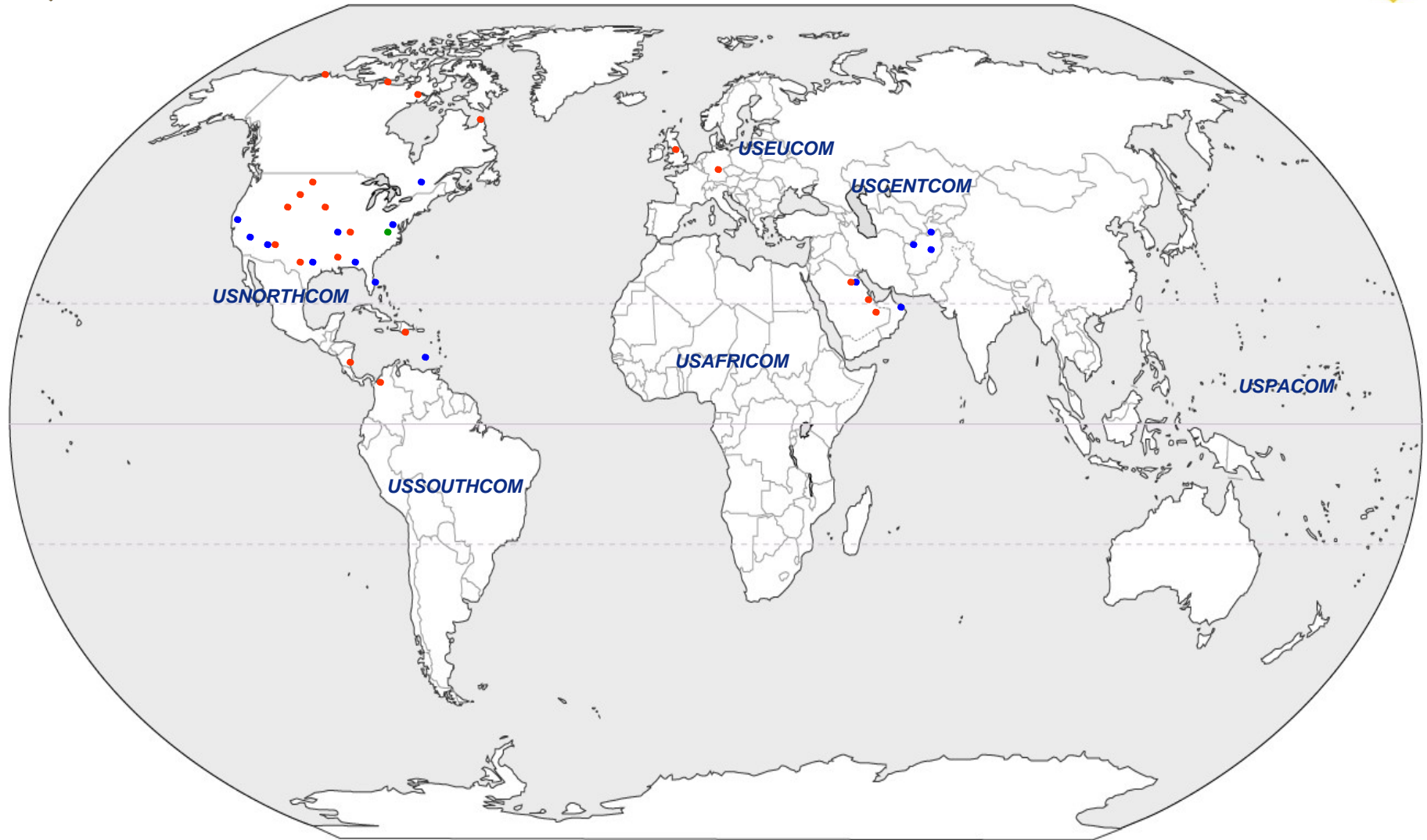


AMIC Organizational Structure





AMIC Global Footprint



- **AMIC HQ**
- **AMIC Personnel and/or Major Program Site**
- **Major Program Site**

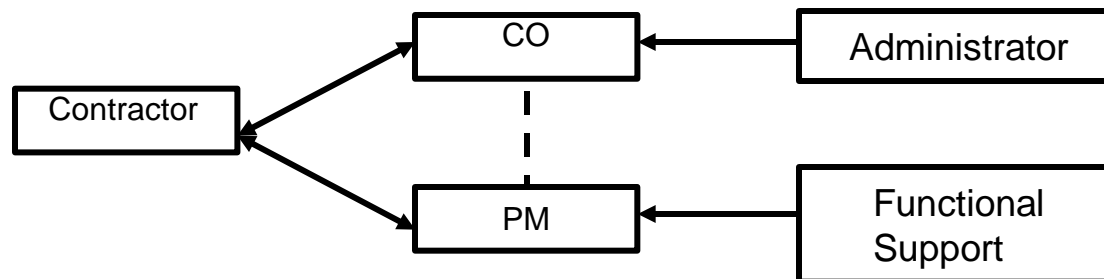


Integrated Acquisition Approach



- **Integrated Culture**

- Contracting Officers (CO) & Program Managers (PM) work side-by-side, speak same language, understand each others' constraints
 - CO – Contract regulation responsibilities
 - PM – Mission and Technical responsibilities
- Project Leads for new acquisitions & re-competitions facilitate acquisition and provide project management discipline to process
- Functional expertise located within the Center; i.e. Logistics, Quality Assurance, Civil Engineer, Surveillance/Communications
- Partnership includes the contractor creating business-like environment conducive to meeting mission needs



Mission focused acquisitions



Program Benefits with an Integrated Approach



- **Process oriented rather than functional task oriented**
 - Mission goals supersede functional goals
 - Creates program management trade space
- **Maximizes resource availability**
 - Reduces functional competition for resources
 - Allows for cost and spend-rate control across functions
- **Increases responsiveness**
 - Reduces coordination cycle-time
 - Reduces decision cycle-time
- **Maximizes training effectiveness**
 - Common skill set and language across functions
 - Builds team pride yet respects functional expertise
- **Improves communication**
 - Interaction with COCOM, MAJCOM, Wing, and NAF functionals on requirements
 - Coordination of requirements/policy with HQ staffs



Project Phases and Processes

Planning

Execution/Control

Closeout

Project
Planning

Requirements
Development

Acquisition Strategy
Development

Source Selection

Award/Post-Award

Closeout

Project Management

- | | | | | | |
|---|--|--|--|--|--|
| <ul style="list-style-type: none">Business Case Analysis Project Plan (PRD) Kickoff | <ul style="list-style-type: none">Job AnalysisRisk Analysis<ul style="list-style-type: none">- Risk Mgmt PlanMarket Research<ul style="list-style-type: none">- Industry Analysis- Questionnaires- Industry DaySmall Business Set-Aside DeterminationConsolidation &/or Bundling AnalysisConcept of OperationsPWS/AppendicesPerformance PlanIGCE | <ul style="list-style-type: none">Acquisition PlanSource Selection PlanRFP (Solicitation)<ul style="list-style-type: none">- Sections A –MAcq. Strategy ReviewAcq. Strategy PanelContract File PrepLegal / Committee ReviewsMIRT ReviewsBusiness Clearance | <ul style="list-style-type: none">Source Selection Administration/Training<ul style="list-style-type: none">- Facility/Tool Set-upSource Selection<ul style="list-style-type: none">- Initial Evaluations- IEB- Discussions- Interim Evaluations<ul style="list-style-type: none">- Pre-FPRB- Final Evaluations<ul style="list-style-type: none">- SSDB- PAR- SSDDLegal / Committee ReviewsMIRT ReviewsContract Clearances | <ul style="list-style-type: none">Contract AwardPost-Award ConferenceTransitionProgram Execution<ul style="list-style-type: none">- Mission Metrics- Spend Rates- Perf Monitoring & Measurement- Incentive & Award FeeQuality AssuranceProperty AdministrationLife-cycle Asset Management | <ul style="list-style-type: none">Source Selection Facility/Documentation Clean-upPost-Project Review & Report/BriefProperty Disposition |
|---|--|--|--|--|--|

Acquisition Approval/Bus. Clearance
RFP Release
Pre-Proposal Conference

Lessons Learned Collection



Future of DoD Services Acquisition



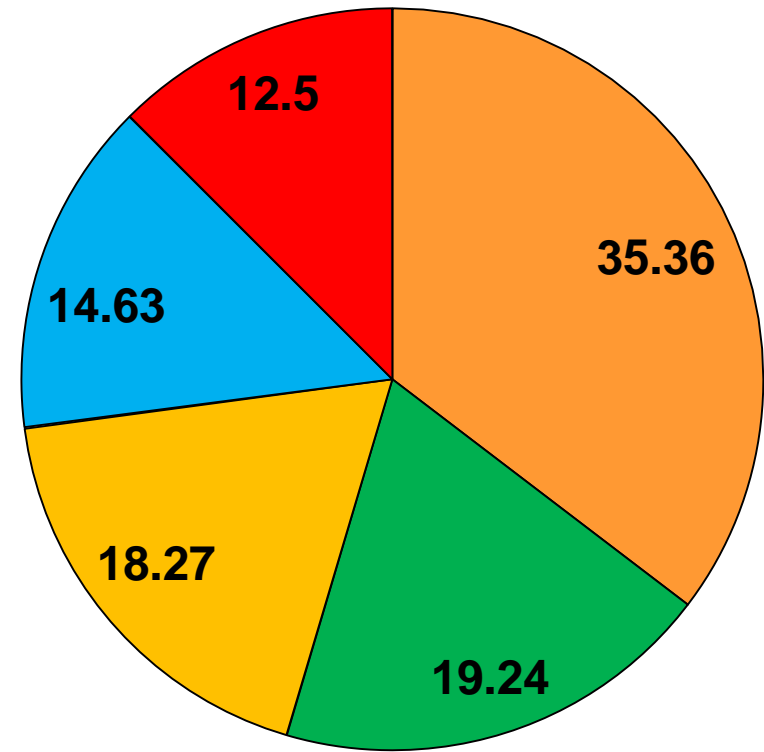
- **DoDI 5000.74, Defense Acquisition of Services**
 - Issued 5 Jan 16
- **Major points**
 - Implementation through revision of AFI 63-138
 - Portfolio & Category Management
 - Acquisition Requirements Development
 - **Services Requirements Review Board (SRRB)**
 - **Functional Domain Experts (FDE)**
 - Component Level Leads (CLL)
 - Senior Services Manager (SSM)
 - **Functional Services Manager (FSM)**



ACC FY2015 Spend Analysis

- FY 15 Total Dollar Value/Total Actions:
>\$5.03B for 34,235 Across 13 Product Service Codes (PSCs)
- Top 5 PSCs:
 - 1 ■ R = Professional, Administrative & Mgt Support Services
 - 2 ■ Z = Maintenance, Repair or Alteration of Real Property
 - 3 ■ J = Maintenance, Repair and Rebuilding of Equipment
 - 4 ■ D = Automatic Data Processing & Telecommunications
 - 5 ■ M = Operation of Government Owned Facility
- These account for 20,028 Actions valued at > \$3.71B

% OF TOTAL (TOP 5)





Successes



- **Integrated approach to services acquisitions**

- For FY15, seven major procurements totaling at \$2.35B; savings to AF/ACC of \$74M
- All operational metrics on every contract exceed command mission standards and averages and remain within program budget
- In last four years, led over **22** major program service acquisitions totaling over \$4.2B.
 - Generated savings of over \$1.47B from historical and budgeted government cost.
 - Averaging >35% program cost reduction for AF and ACC

- **Contract incentives**

- Documented \$13.8M in program cost avoidance/savings against \$4.7M in award fees paid.....272% **FY15** return on investment

- **Advisory and Assistance Services Division**

- Enhanced small business participation with over 90% of eligible dollars received by small business
- Enhanced oversight & effective competition achieved \$18.5M in cost savings



Topics – My Philosophy



- **Your Questions**
- **LPTA**
- **Award vs. Incentive Fee**
- **Bid development vs. Operational team developing proposals**



Summary



- **AMIC provides single point control, integrated management, and a unique cradle-to-grave sustainment capability for major service acquisitions that is cost effective and responsive to the mission**
- **Our pioneering integrated program management approach to O&M services acquisitions provides corporate insight/oversight, superior acquisitions, better program management, unprecedented quality assurance, and reduced total life cycle contract costs**
- **Successfully executing a benchmark concept for mission-focused service acquisitions**



Questions?



BREAK

Headquarters Air Combat Command

Requirements Definition and Contract Oversight



Mr. Scott Shelton
Chief, Quality Assurance Division
ACC AMIC/DRQ



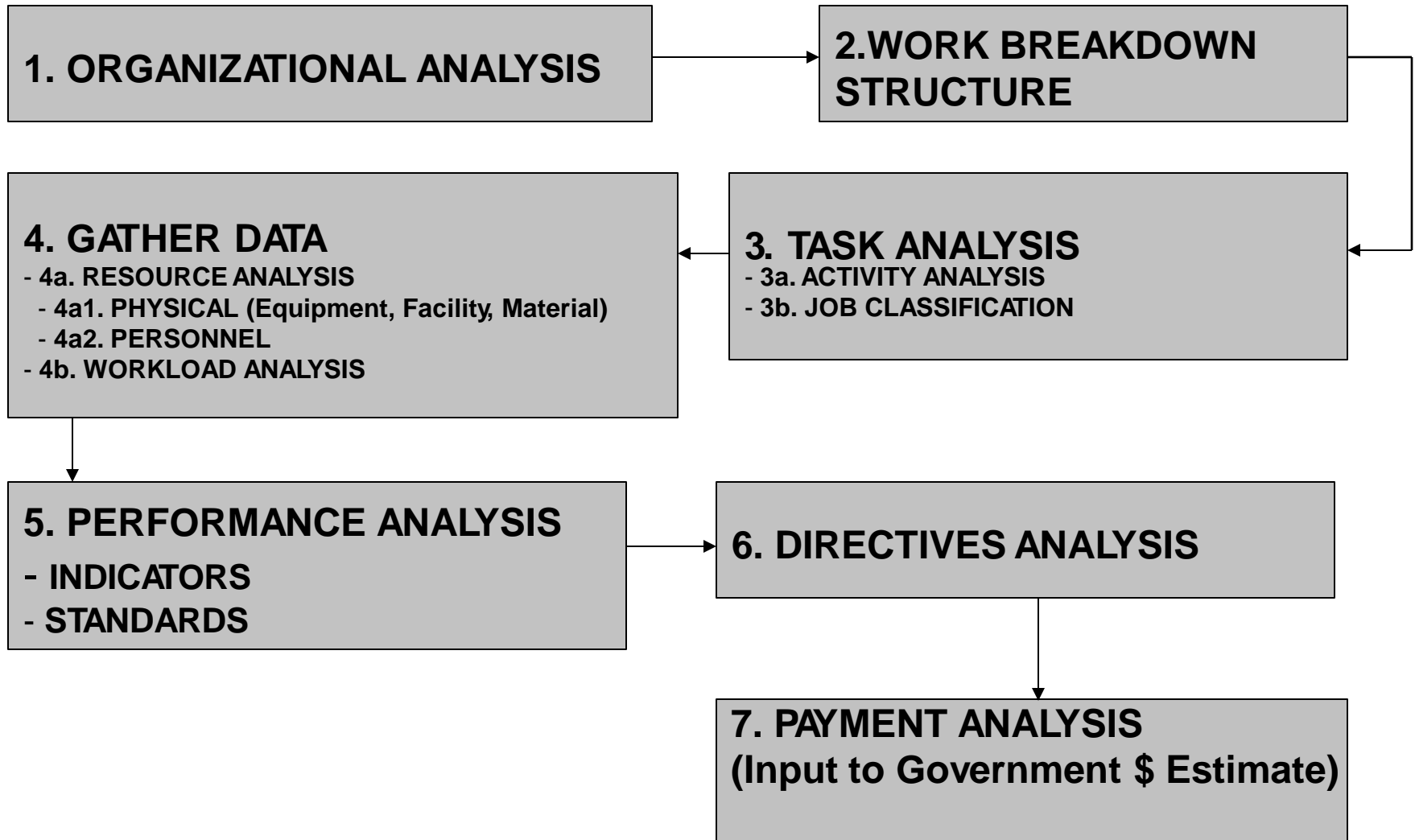
Overview



- **Requirements Definition**
 - Job Analysis
 - Risk Analysis
- **Contract Oversight**
 - Overarching Responsibilities
 - Initial Contract Performance Review
 - Surveillance
 - Non-conformances
- **Quality**
 - Higher-level Quality expectations
 - Quality Delivery Steps Taken
 - Quality/Performance Incentive



Job Analysis Overview



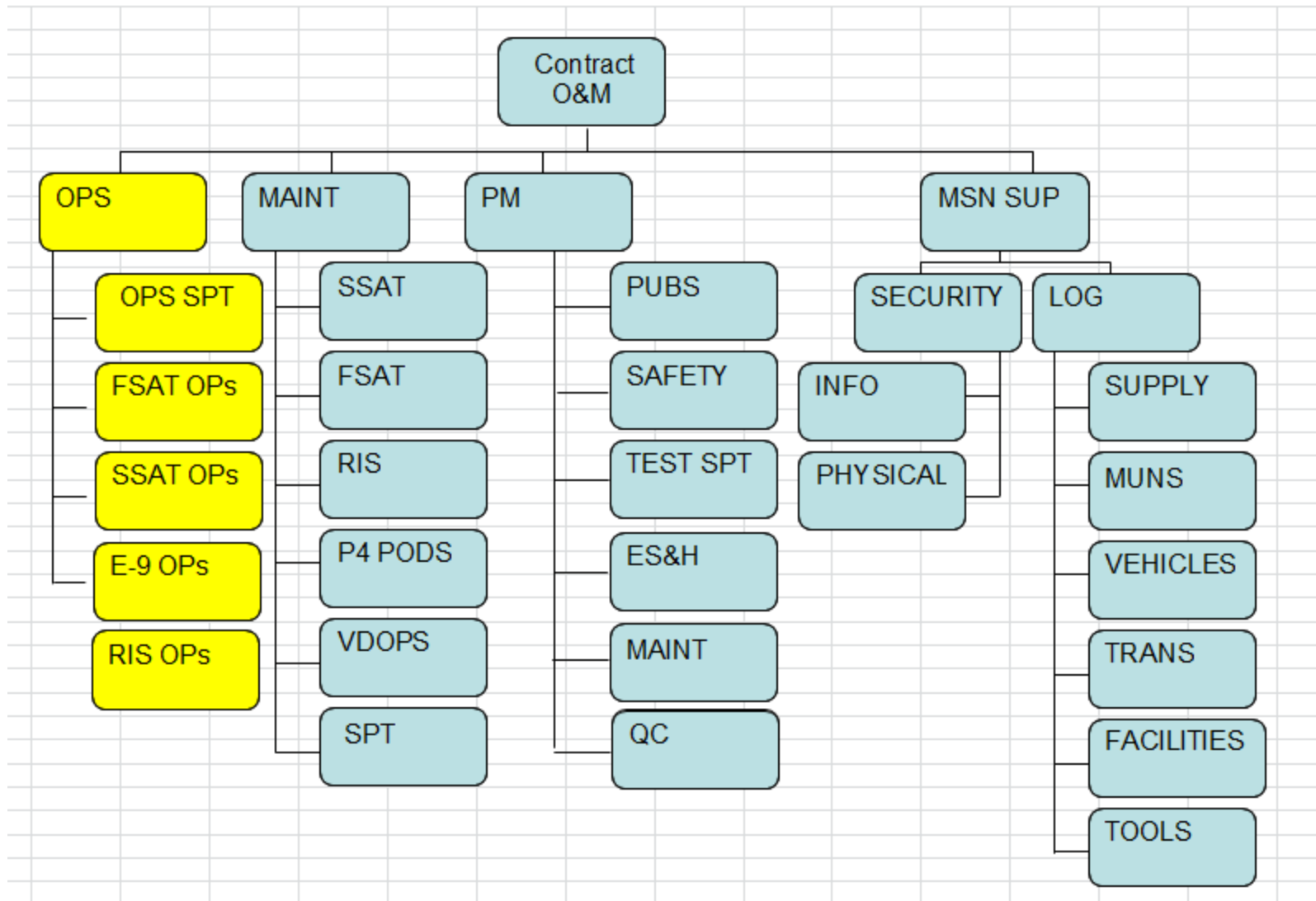


Requirements Definition

- **Job Analysis**
 - **Participants:**
 - **Requirements Owner**
 - **End User**
 - **Subject Matter Experts**
 - **Contracting Officer**
 - **Program Manager**
 - **Quality Assurance Program Coordinator**
 - **First Step: Understand the mission supported, and the vision for how this acquisition will support that mission**
 - **Identify Higher Level Objectives that need to be achieved in order to meet the mission, identify necessary tasks and subtasks in a Work Breakdown Structure (WBS)**



Work Breakdown Structure





Requirements Definition

- **Every subtask is a placeholder for analysis:**
 - What does the Government need to provide?
 - What are the critical performance areas?
 - How good does it need to be?
 - What directives/standards apply?
 - Any special training/certification required?
 - How much workload?
 - How many people would it take?
- **WBS provides logical framework for PWS**
- **Results of analysis determine/influence:**
 - PWS language
 - Contract type
 - Contract quality requirements
 - Services Summary metrics/performance incentives
 - IGCE



Requirements Definition

- **Risk Analysis**
 - Every issue to date
 - Those things that get you a phone call in the night
 - Everything we can think of that can adversely impact cost, schedule, performance
 - Risk associated with tech requirements drives contract quality type
- **Each risk event is:**
 - Written into “If, then” format
 - Assessed for likelihood and severity
 - Mitigation strategy developed
 - Documented into Risk Management Plan
- **Results of analysis determine/influence:**
 - Acquisition strategy
 - What is evaluated in Source Selection
 - What is surveilled post-award



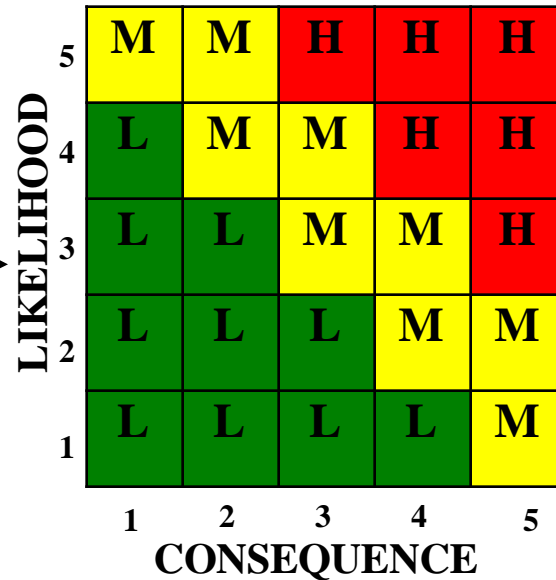
Risk Assessment

RISK LEVEL

HIGH – A failure or nonconformance is likely to result in a hazardous or unsafe condition for individuals using, maintaining, or depending on end item, subassembly, material, or process performance, and is not under control; likely to result in mission failure or prevent the proper performance of the tactical function of a major end item such as an aircraft, weapon or space system, or the process is out of control or performance data casts significant doubt on the capability of the system or key process to meet requirements, or a major disruption is highly probable and the likelihood is the contractor will not meet the performance, schedule, or cost objectives.

MODERATE – Failures could result in a hazardous or unsafe condition, or adversely affect mission performance; proper performance of end items, subassemblies, or key processes is doubtful, or there is moderate process variance and the trend is adverse. Performance data casts doubt on the ability of the system or key process to consistently meet requirements, or not only is it probable the contractor will encounter delays in meeting the performance, schedule, or cost objectives, but if concerns are not addressed, the process may progress to high risk.

LOW – Failures are unlikely to present serious problems for users/customers, or performance data provides confidence in the capability of the system or key process to meet requirements, or minimal or no impact will occur in meeting performance, schedule, or cost objectives.



Level	Process Variance/ Probability of Occurrence
1	<i>Not Likely</i> (1-10%)
2	<i>Low Likelihood</i> (11-30%)
3	<i>Likely</i> (31-50%)
4	<i>Highly Likely</i> (51-70%)
5	<i>Near Certainty</i> (71-100%)

Level	Technical Performance	Schedule	Cost
1	Minimal or no consequence to technical performance	Minimal or no impact	Minimal or no impact
2	Minor reduction in technical performance or supportability, can be tolerated with little or no impact on program	Able to meet key dates Slip <_* months(s)	Budget increase or unit production cost increase <_*(1% of Budget)
3	Moderate reduction in technical performance or supportability with limited impact on program objectives	Minor schedule slip. Able to meet key milestones with no schedule float Slip <_* month(s) Sub-system slip >_* month(s) plus available float	Budget increase or unit production cost increase <_*(5% of Budget)
4	Significant degradation in technical performance or major shortfall in supportability; may jeopardize program success	Program critical path affected Slip <_* months	Budget increase or unit production cost increase <_*(10% of Budget)
5	Severe degradation in technical performance; Can't meet key performance parameter or key technical/supportability threshold; will jeopardize prg. success	Cannot meet key program milestones Slip >_* months	Exceeds threshold >_*(10% of Budget)



Risk Analysis

REF	RISK	FACTOR	LIKELIHOOD - PROBABILITY	CONSEQUENCE - IMPACT	RISK	OVERALL WBS RISK RATING	RANK/PRIORITY	STRATEGY	MANAGEMENT ACTIONS/RESPONSE CONTROL
PWS 1.7.7.2.2	If the outgoing contractor doesn't fails to conduct adequate initial cadre training, then instructor performance could be less effective.	Performance	2	4	M	M	1	Mitigate - CORs evaluate qualification training	Include into QA plan to evaluate qualification training as part of the initial contract performance review to be conducted 30 days after contract performance begins
		Schedule	2	4	M				
		Cost			NA				
DRQ	If the PWS specifies plans and performance that are important to the Government, then the contractor's QC plan should also address.	Performance	2	3	L	L	5	Mitigate - Include into PWS	Add to PWS a section describing where the Government wants the contractor to focus its QC efforts
		Schedule	1	2	L				
		Cost	1	2	L				



Contract Oversight

- **Overarching Responsibilities**
 - **Contractor:** Quality of goods/services submitted to Government
 - **Government:** Inspecting goods/services prior to acceptance
- **Initial Contract Performance Review (ICPR)**
 - **MFT determination that contractor has successfully started performance IAW w/ contract per AFI 63-138; conducted within 30 of full performance start**
 - **Negative variations in cost, schedule, staffing, and/or performance require a Corrective Action Plan**
- **Cost Assessment**
 - **Any unforeseen/unplanned costs**
- **Schedule Assessment**
 - **Meeting/completing transition milestones**
 - **Timeliness of initial set of deliverables**



ICPR (cont)

- **Staffing Assessment**
 - Proposed manpower number and skillsets
 - Contractor validation of new hires' qualifications
- **Performance Assessment**
 - Delivering Strengths identified in proposal
 - Performance against SS metrics
 - Accuracy/completeness of deliverables
 - Government and Contractor identified non-conformances
 - Quality/Performance Incentive points earned (if applicable)



Surveillance

- **Always evaluated:**
 - **Services Summary metrics**
 - **Deliverables**
 - **Cost Reimbursable CLINs**
 - **Care and accountability of GFE/F/P**
 - **Invoices**
 - **Implementation and effectiveness of contractor's QMS**
 - **QPI points earned (if applicable)**
- **From there, Risk drives surveillance**
 - **What is assessed, how often, to what degree, & method used**



Non-conformances

- **Any failure to comply with a contract requirement is a non-conformance (NC)**
- **NCs are risk assessed and characterized as:**
 - **Major – Moderate or high risk**
 - **Minor – Low risk**
- **Minor NCs communicated via 1st or 2nd Notice**
 - **No formal response required for 1st and 2nd Notices**
 - **Still an input into contractor's Corrective Action process**
- **Major NCs issued by CO via Corrective Action Request (CAR)**



Non-conformances (cont)



- **CARs**
 - **Contractor is suspended to provide corrective action plan**
 - **CAP includes correction, Root Cause Analysis, Corrective Action, and follow-up**
 - **Response must include any updated documents required through the Corrective Action process (Quality Manual/Plan, Operating Instructions, Standard Operating Procedures)**
 - **MFT evaluates; recommends accept, partial accept, or reject**
 - **Once accepted, CAR closed**
- **Subsequent NC for same issue indicates a failure in Contractor's Corrective Action process**



Higher Quality Expectations



- **FAR Part 46 specifies compliance with higher level quality standards as appropriate for contracts for complex and/or critical items**
 - **Complexity:** Quality of the product or service can't be wholly determined without checking along the way
 - **Criticality:** People could be injured or vital agency mission jeopardized if product/service doesn't meet specifications
- **ISO 9001 *Quality Management System Requirements* for general business, vertical standards (AS 9110) for specific industry segments**
- **Companies typically struggle with delivering an acceptable QMS for anywhere from 6 months to 3 years**



Higher Quality Expectations



- **Main outputs of QMS:**
 - Performance that meets SS metrics
 - System for Finding issues:
 - Risk Management Plan that informs internal inspection, evaluation, and audit efforts
 - Inspection system that incorporates all contract requirements
 - System for reviewing/validating processes, OIs/SOPs
 - System for Fixing issues:
 - Good at Corrective Action (CA)
 - For all NCs, whether Government or Contractor
 - Root cause analysis (RCA) and CA follow-up are key
- **Quality program is foundation for post-award success**
 - Contractor quality lead will design and deploy QMS; importance of this position rivals the PM



Quality Delivery Steps Taken

- **Require offeror's to be certified in applicable quality standard in order to bid**
 - **Capitalize on existing certified QMS; adapt proven processes, operating instructions, standard operating procedures**
- **Require offeror's Quality person to be Lead Auditor certified in applicable quality standard**
- **Require offeror's to provide QC/QA manpower, their skill sets, org and reporting structure**
 - **Evaluate in Source Selection**
- **Require contractor's quality manual within 30 days of award**
 - **Evaluate as part of transition and ICPR**
- **Developed Quality/Performance Incentive**
 - **Results tabulate monthly vice 6 months in Award Fee**



Quality/Performance Incentive

- **Objective portion of Award Fee/Incentive Fee**
- **Performance focuses on contractor's ability to meet or exceed SS metrics**
 - **6 possible points for 6-month period:**
 - **-1 if Government IDs Major NC**
 - **0 if Government does not identify any NCs**
 - **+1 if Contractor exceeds critical SS metrics by specified amount**
- **Quality focuses on contractor's ability to Find and Fix own problems**
 - **6 possible points for 6-month period:**
 - **-1 if Government identifies Major NC**
 - **0 if no Major NCs, but were Minor NCs**
 - **+1 if Government does not identify any NCs**



Quality/Performance Incentive



- **Formula: $(\text{Points Awarded} / \text{Total Points Available}) \times \text{Available Pool} = \text{Quality/Performance Incentive Earned}$**
 - **Sample Calculation**
 - **Assumption: QPI pool = \$120K**
 - **Contractor earns 8 of 12 available points**
 - **$(8/12) \times \$120K = \$80K$**



Headquarters Air Combat Command

Source Selection Decoded



**Ms. Katharine Weimer
Chief, Plans and Programs Division
ACC AMIC/DRX**



Items of Discussion

- **Overview of the Process and *Why It Can Take So Long from Sources Sought to Award Decision Announcement...***
- **Explanation of Trade-off and LPTA Criteria for Use and Methods**
- **Advice on Improving Proposal Quality from an Evaluator's Perspective**



Phases of Evaluation

...Applies to all FAR Part 15 regardless of type

INITIAL EVALUATION

Read and evaluate
offeror's proposals

Document indiv. analysis
Reach Consensus
Finalize ENs

Establish
initial ratings
– Competitive Range
Reviews (4)

**** IEB ****

Award w/o Discussions or
Release ENs
upon SSA approval;
Discussions Started

INTERIM EVALUATION

Evaluate
EN responses

Prepare follow-up ENs
Goal: Meaningful Discussions

Adjust ratings -
Competitive Range
based on EN responses

Reviews (4)
Receive Clearance
**** Pre-FPRB ****
Issue Request for FPRs
upon SSA approval
Discussions Closed

FINAL EVALUATION

Receive FPRs
from offerors

Evaluate final
proposal revisions
Should just be Price Vol.

Establish Final ratings
Finalize PAR/SSDD

Reviews (4)
Receive Clearance
**** SSDB ****
SSA makes Award decision
PAR/SSDD signed



High-Level Project Milestones

(>\$50M, FAR Part 15 - Non-Commercial)

TASK	MILESTONE
Project Kick-Off	1 day
Job Analysis/Risk Analysis/Market Research	2 - 8 weeks (includes pre-work)
Early Issues and Strategy Session (ESIS)	At least 1 mo. prior to ASP, if requested by AFPEO/CM (≥\$100M)
Draft PWS/Appendices, Performance Plan	4 - 6 weeks after Job Analysis
Draft RFP, Acq. Plan, SSP	6 - 8 weeks after Job Analysis
Industry Day/One-on-Ones	2 - 5 days (occurs after release of draft PWS)
Acquisition Strategy Panel (ASP)	1 day (Goal: 18 months prior to award)
Acquisition Strategy Approval	1 – 3 months after ASP
Issue Final RFP (RFP)	1 day (1 – 5 days after approval)
Pre-Proposal Conference/Site Visit	3 – 5 days (2 weeks after release of RFP)
Receive Proposals	30 - 60 days after release of RFP
Contract Source Selection	6 - 9 months
Contract Award	1 – 2 weeks after SSA approval
Transition	30 – 90 days
Contract Start	Customer Need Date



What method should be used...



- **How well can the Government define the requirement?**
 - New or Recompensation
 - Complexity (Ability to define minimum acceptable stds.)
 - Availability of workload data & its quality
 - Degree of required use of tech orders, instructions, agreements, etc.
- **What does the Market Research Reveal?**
 - Areas for innovation (i.e., technical approach and oversight)
 - Areas for Government to discriminate between approaches and assess levels of goodness
 - Condition of labor market (i.e., lack of qualified labor pool, competitive labor area, saturated market)
- **What are the results of the Risk Assessment?**
 - High or low requirements risk; effect of performance failure
 - Use results to develop evaluation criteria



Tradeoff Criteria & Method

- **Tradeoff (Full)**

- Requirement is less definitive
- Acquisition has greater performance risk
- Government can benefit from paying more for approaches that exceed the stated minimum requirement and provide defensible value

- **Non-cost and Price factors are weighted by importance**

...evaluation factors other than cost or price, when combined, are significantly more important, approximately equal to, or significantly less important than cost or price.

Technical/Risk can be equal to or more important than Past Performance, etc.

- **Technical/Risk:** Looking for “strengths” in an offeror’s approach and acceptable levels of mitigated risk
- **Past Performance:** Assessing how recent and relevant past work is and quality of it to determine degree of “Confidence” offeror can successfully perform the work as proposed. Try to rely primarily on CPARS, but will use questionnaires to drill down.
- **Price:** Dependent on contract type, but always assess whether or not price is reasonable and balanced. Prices must reflect technical understanding (Realistic)



In Tradeoff looking for this...

Terms	Evaluation Write-up Descriptions
Strength	Aspect of an offeror's proposal that <u>has merit or exceeds</u> specified performance or capability requirements in a way that will be <u>advantageous to the Government</u> during contract performance.
Deficiency	A <u>material failure</u> of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.
Weakness	<u>Flaw</u> in the proposal that <u>increases the risk</u> of unsuccessful contract performance.
Significant Weakness	Flaw in the proposal that <u>appreciably</u> increases risk of unsuccessful contract perf.

Table 1. Combined Technical/Risk Ratings

Color	Rating	Description
Blue	Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. Strengths far outweigh any weaknesses . Risk of unsuccessful performance is very low.
Purple	Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains strengths which outweigh any weaknesses . Risk of unsuccessful performance is low.
Green	Acceptable	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance . Risk of unsuccessful performance is no worse than moderate.



In Tradeoff looking for this, cont

Table 4. Past Performance Relevancy Ratings

Rating	Definition
Very Relevant	Present/past performance effort involved <u>essentially the same scope and magnitude</u> of effort and complexities this solicitation requires.
Relevant	Present/past performance effort involved <u>similar scope and magnitude</u> of effort and complexities this solicitation requires.

Table 5. Performance Confidence Assessments

Rating	Description
Substantial Confidence	Based on the offeror's recent/relevant performance record, the Government has a high expectation that the offeror will successfully perform the required effort.
Satisfactory Confidence	Based on the offeror's recent/relevant performance record , the Government has a reasonable expectation that the offeror will successfully perform the required effort.



What we are seeing is this...

One offeror complies with RFP and provides over and above approaches/higher degrees of past performance, others provide approaches that merely meet or restate the requirements, limiting the Government's ability to make tradeoff determinations across all offerors

	Offeror A	Offeror B	Offeror C
Subfactor A Program Management	Outstanding	Acceptable	Acceptable
Subfactor A Risk Rating	Low	Low	Moderate
Subfactor B Operations and Maintenance	Outstanding	Acceptable	Acceptable
Subfactor B Risk Rating	Low	Low	Low
Subfactor C Transition	Acceptable	Acceptable	Acceptable
Subfactor C Risk Rating	Low	Low	Moderate
Past Performance	Substantial Confidence	Satisfactory Confidence	Satisfactory Confidence
Proposed Price/Cost	\$208,483,777	\$200,328,000	\$180,616,500
FTEs	365	314	298



LPTA Criteria & Method

- **LPTA**

- Requirement is well defined...Government knows minimal acceptable levels of performance
- Risk of unsuccessful performance is minimal
- There is neither value, need, nor willingness to pay for higher performance
- This type is being used for complex requirements that are well defined

- **Factors**

- **Technical:** Looking for details in offeror's approach that demonstrate can meet the minimum requirements
- **Past Performance:** Assessing how recent and relevant past work is and quality of it to determine whether or not the offeror can successfully perform the work as proposed. Try to rely primarily on CPARS.
- **Price:** Assess whether or not price is reasonable and balanced. For more complex requirements, assess whether price reflects technical understanding (Realistic)



In LPTA looking for this...

Terms	Evaluation Write-up Descriptions
Deficiency	A <u>material failure</u> of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.
Weakness	<u>Flaw</u> in the proposal that <u>increases the risk</u> of unsuccessful contract performance.

Table A-1. Technical Evaluation Ratings

Rating	Definition
Acceptable	Proposal clearly meets the minimum requirements of the solicitation.
Unacceptable	Proposal does not clearly meet the minimum requirements of the solicitation.



In LPTA looking for this, cont...

Table 4. Past Performance Relevancy Ratings

Rating	Definition
Very Relevant	Present/past performance effort involved <u>essentially the same scope and magnitude</u> of effort and complexities this solicitation requires.
Relevant	Present/past performance effort involved <u>similar scope and magnitude</u> of effort and complexities this solicitation requires.

Table A-2. Past Performance Evaluation Ratings

Rating	Description
Acceptable	Based on the offeror's performance record, the Government has a reasonable expectation that the offeror will successfully perform the required effort, or the offeror's performance record is unknown.
Unacceptable	Based on the offeror's performance record, the Government has no reasonable expectation that the offeror will be able to successfully perform the required effort.



What we are seeing is this...



- #1 Compliant: Not providing enough details about the approach to determine technical acceptability or merely restating the PWS requirements
- Incumbents reference the current contract performance in proposal, i.e., “We will do it the same as we are doing now” or provide generic statements “We have a qualified staff” vs. providing the specific approach as required by the RFP
- Narrative explanations don’t match charts or graphics provided; i.e., management approach & organizational chart
- Include too many assumptions in the proposal submission vs. asking questions during Q&A period opportunities, i.e., Industry Days, draft RFP posting, etc.
- Not providing enough price detail when required by the RFP
 - Important so we can determine if offeror is trying to buy-in or price is realistic in terms of technical understanding



How to Improve Proposal Quality from an Evaluator's Perspective, cont.



- **Help us shape the acquisition strategy**
 - Address perceived flaws in the strategy or solicitation prior to the final RFP posting or proposal due date
 - If you think source selection should be a trade off, tell us where the innovation, discrimination, performance risk areas are so we can defend potentially paying more to the Acquisition Approval Authority
- **Follow the RFP and answer it as a whole:**
 - If we ask for a tradeoff proposal, that's what we are looking for and must evaluate to
 - Pay attention to proposal volume instructions/plain language (i.e., page numbers, level of detail requested, etc.)
 - Don't leave out critical sections. If we asked for it, we have to evaluate it
 - Make sure proposals are clearly organized and information correlates to RFP and your proposed approach
- **Only provide information pertinent to the evaluation criteria**
 - Don't need names/ranks of people, looking for qualifications
 - Marketing or generic statements are non-value added and take of proposal space that should provide specifics on proposed approach



How to Improve Proposal Quality from an Evaluator's Perspective



- **Don't restate/paraphrase the PWS requirements/language vs. providing approach specifics**
 - Degree of rewrite relates to degree of rewrite required (i.e., significant)
 - Reflects lack of technical understanding & RFP non-compliance
 - Usually results in elimination for competitive range...it happens to incumbents too
- **Price analysis is being expanded to include Price Realism when requirement is complex**
 - Provide cost structure detail (direct/indirect/profit/productive vs. nonproductive hours per FTE) so evaluators can determine understanding or level of risk is tolerable (i.e., turnover, less experienced personnel)
- **Don't expect to "get-well" post-award by add-ons, special projects, submitting requests for equitable adjustments**
 - Bid a reasonable and realistic price to accomplish the requirement
- **Submit your best proposal up front. Do not expect to *get well* through the Discussion phase.**



Headquarters Air Combat Command

AMIC Contracted Advisory & Assistance Services (CAAS)



**Mr. Sam Wagner
CAAS Program Manager
ACC AMIC/PKA**

**This Briefing is:
UNCLASSIFIED**



Overview



- **ACC Core Functions & CAAS**
- **CAAS Portfolio (*Award Value*)**
- **Example Task Order Work**
- **CAAS Acquisition Strategy**
- **CAAS Transition to GSA OASIS**
- **Takeaways**



ACC Core Functions & CAAS



***** Air Superiority *****

***** Global Precision Attack *****

***** Global Integrated Intel, Surveillance & Recon (ISR) *****

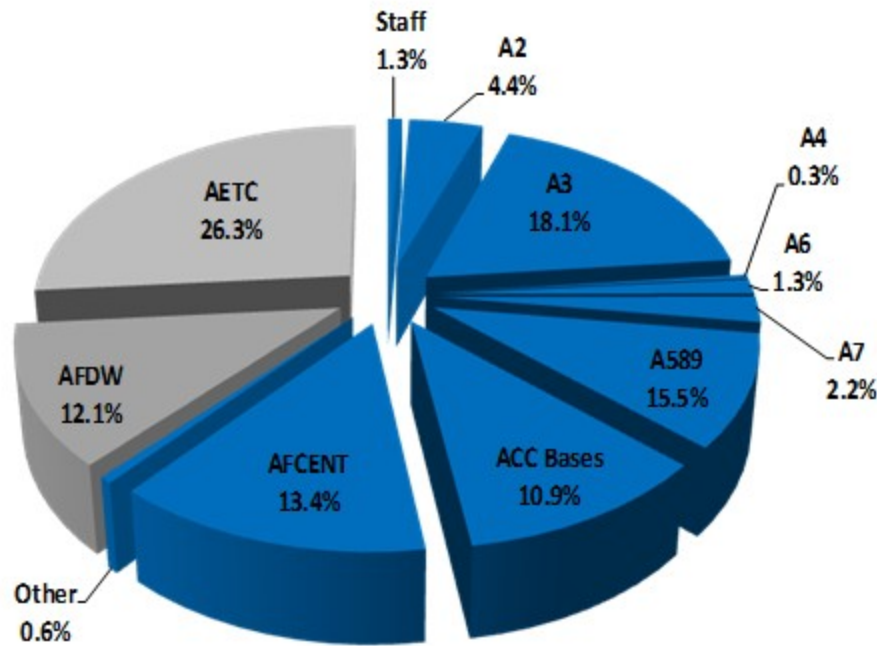
***** Personnel Recovery *****

***** Command and Control (C2) *****

- ***ACC CAAS TOs Provide Direct Support to ACC Core Functions***
 - ***>75% of CAAS Task Orders***
 - ***>85% of CAAS Award Value***



CAAS Portfolio



TOs Issued		
User	Total #	Total Value
ACC	88	\$325.6M
Staff	4	\$4.6M
A2	3	\$23.5M
A3	24	\$95.5M
A4	2	\$1.7M
A5/8/9	12	\$50.9M
A6	9	\$6.7M
A7	5	\$11.6M
AFCENT	6	\$70.6M
Bases	21	\$57.5M
Other	2	\$3.0M
AFDW	28	\$63.7M
AETC	4	\$138.3M
TOTAL	120	\$527.5M



Sample A&AS in ACC Portfolio



- ***USAFCENT Program Mgmt Support - \$28.3M***
- ***Intel Analysis, Engineering Support - \$19.8M***
- ***Terrorism Analyst Support - \$16.8M***
- ***CAF Unit Level/Unit C2 Support - \$10.4M***
- ***Low Observable ISR Support - \$11M***
- ***AOC, High Alt. Support - \$10.9M***
- ***MIL SATCOM Support - \$418K***
- ***F-35 Sustainment Wargame Support - \$244K***
- ***UDOP Program Mgmt Support - \$171K***
- ***HFGCS Support - \$148K***



CAAS Acquisition Strategy

- ***Contract/TO Award Values & FTEs Vary***
 - *TO sizes ranged from 1 - 96 FTEs*
 - *Average ~10 FTEs per TO*
 - *Attempt to consolidate small TOs when feasible*
- ***Acquisition Strategy Varies by Requirement***
 - *No one-size-fits-all strategy (no “most-likely” strategy)*
 - *OASIS Pool use will vary depending on acquisition planning/market research*
 - *Socio-economic factors part of acquisition development*
- ***ACC CAAS Pipeline***
 - *Posted on FBO*
 - *More detailed information released via draft RFPs*



Transition to OASIS

- ***CAAS IV Period of Performance***
 - *ID/IQ – Performance through 14 Oct 2016*
 - *Task Orders – Performance through 14 Oct 2019*
- ***ACC currently using CAAS IV and OASIS***
- ***CAAS IV will continue to be used thru ID/IQ PoP (though not exclusively)***
- ***CAAS Best Practices & Processes***
 - *Continue under CAAS IV*
 - *Incorporate CAAS success utilizing OASIS*
 - *Standardized processes & templates*



Takeaway

- ***If not an OASIS Prime...***
 - ***Watch for PMO Program Announcements for On-Ramping Opportunities***
 - ***FedBizOpps - <https://www.fbo.gov/>***
 - ***OASIS Portal - <http://www.gsa.gov/portal/content/161379>***
 - ***Consider partnering with existing OASIS Primes***





U.S. General Services Administration

Federal Acquisition Service

OASIS

One Acquisition Solution for Integrated Services

Danno Svaranowic

GSA Customer Service Director



What is OASIS?

U.S. General Services Administration

Federal Acquisition Service

- What is OASIS?
- Family Tree
- Scope
- Pools
- Website



What is OASIS?

U.S. General Services Administration

Federal Acquisition Service

- OASIS is a family of Government-wide, Multiple-award, IDIQ Contracts for professional service-based requirements.
- OASIS was designed to:
 - Allow maximum flexibility at the task order level
 - Allow agencies to have complete control over their task orders
 - Relieve agencies from needing to establish their own IDIQ contracts
 - Increase efficiency and speed to award
 - Maximize Small Business utilization



Family Tree

U.S. General Services Administration

Federal Acquisition Service

- 2 Primary Groups – OASIS and OASIS SB
 - OASIS was competed on a full and open basis and supports requirements that *will not* be set aside for small business
 - OASIS SB is a 100% small business set-aside contract and supports requirements that *will* be set aside for small business
- Each group has 7 Pools (separate multiple-award contracts) based on NAICS codes and associated small business size standards



What is the scope of OASIS?

U.S. General Services Administration

Federal Acquisition Service

- Almost any work performed by Professional Labor
- Primarily, Scope is represented by the following Core Disciplines
 - Program Management Services
 - Business / Management Consulting Services
 - Scientific Services
 - Financial Services
 - Logistics Services
 - Engineering, including Systems Engineering (DoD)
- Ancillary Products and Services allowed



Pool 1 NAICS Codes: Engineering, Environmental, and Other

U.S. General Services Administration

Federal Acquisition Service

POOL 1 (\$15M Business Size Standard)	
NAICS CODE	NAICS TITLE
541330	Engineering Services
541360	Geophysical Surveying and Mapping Services
541370	Surveying And Mapping (Except Geophysical) Services
541380	Testing Laboratories
541611	Administrative Management and General Management Consulting Services
541612	Human Resources Consulting Services (2007), Human Resources and Executive Search Consulting Services (2002)
541613	Marketing Consulting Services
541614	Process, Physical Distribution, and Logistics Consulting Services
541618	Other Management Consulting Services
541620	Environmental Consulting Services
541690	Other Scientific and Technical Consulting Services
541810	Advertising Agencies
541820	Public Relations Agencies
541830	Media Buying Agencies
541840	Media Representatives
541850	Outdoor Advertising
541860	Direct Mail Advertising
541870	Advertising Material Distribution Services
541890	Other Services Related to Advertising
541910	Marketing Research and Public Opinion Polling
541990	All Other Professional, Scientific, and Technical Services



Pool 2 NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 2 (\$19M Business Size Standard)	
NAICS CODE	NAICS TITLE
541211	Offices of Certified Public Accountants
541213	Tax Preparation Services
541214	Payroll Services
541219	Other Accounting Services
541720	Research and Development in the Social Sciences and Humanities



Pool 3 NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 3 (\$35.5M Business Size Standard)	
NAICS CODE	NAICS TITLE
541330 Exception A	Engineering for Military and Aerospace Equipment and Military Weapons
541330 Exception B	Engineering for Contracts and Subcontracts for Engineering Services Awarded Under the National Energy Policy Act of 1992
541330 Exception C	Engineering for Marine Engineering and Naval Architecture



Pool 4 NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 4 (500 Employees Business Size Standard)	
NAICS CODE	NAICS TITLE
541711	Research and Development in Biotechnology
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)



Pool 5A NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 5A (1,000 Employees Business Size Standard)	
NAICS CODE	NAICS TITLE
541712 Exception B	Research and Development in Aircraft Parts, and Auxiliary Equipment, and Aircraft Engine Parts



Pool 5B NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 5B (1,000 Employees Business Size Standard)	
NAICS CODE	NAICS TITLE
541712 Exception C	Research and Development in Space Vehicles and Guided Missiles, their Propulsion Units, their Propulsion Units Parts, and their Auxiliary Equipment and Parts



Pool 6 NAICS Codes:

U.S. General Services Administration

Federal Acquisition Service

POOL 6 (1,500 Employees Business Size Standard)	
NAICS CODE	NAICS TITLE
541712 Exception A	Research and Development in Aircraft



For more information

U.S. General Services Administration

Federal Acquisition Service

www.gsa.gov/oasis



Headquarters Air Combat Command

Acquisition Management and Integration Center (AMIC) Small Business Program



**Ms Lorie Henderson
Small Business Specialist
ACC AMIC/PKS**

**This Briefing is:
UNCLASSIFIED**



Overview



- **AMICs Small Business (SB) Program**
- **FY 15 SB Accomplishments/Goals**
- **Total Spend by Top 10 NAICS**
- **AF Small Business website**
- **Responses to questions**
- **SB Contact Information**



AMIC's SB Program



- **AMIC's SB Program**
 - Review profiles in SBA's DSBS
 - Provide company capability statements/info
 - HQ Functionals/Program Managers(PMs)/Div Chfs/COs
 - Local SBS contacts in the area – 633rd Cons/Army/Navy
 - Maintain internal database
 - Monitoring Sources Sought/RFIs
 - Provide/Facilitate training on SB topics
- **The Role of AMICs SBS**
 - Assists SBs, Contracting personnel, PM's, Requirement Owners (RO)
 - Reviews
 - DD Form 2579
 - Market Research Reports
 - Acq Plans/Strategies
 - Subcontracting Plans - eSRS



AMIC's SB Program (cont'd)



- **Monitors SB performance**
 - **Metrics:**
 - **DR – Qtrly**
 - **PK/Division Chiefs – Monthly**
- **Outreach**
 - **SBA Match-Making events**
 - **Tech Expos**
 - **AFCEA luncheons/trainings**
 - **Office calls**
 - **Teleconferences**
 - **Emails**



FY 15 SB Achievements



Type	FY 15 Goals %	FY 15 Ach. %	Total \$'s in Mil
Small Business	47.13	58.06	\$224,327
SDB	18.36	32.64	\$126,111
SDVOSB	16.12	19.34	\$74,717
WOSB	5.41	7.79	\$30,080
HubZone	0.23	0.31	\$1,227
8(a)	N/A	13.73	\$53,033
VOSB	N/A	27.94	\$107,962



Top 10 Spend by NAICS

NAICS	Description	Dollars
561210	FACILITIES SUPPORT SERVICES	\$110,546,671.48
611512	FLIGHT TRAINING	\$81,611,709.62
541611	ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES	\$70,801,423.78
488190	OTHER SUPPORT ACTIVITIES FOR AIR TRANSPORTATION	\$61,468,848.29
541330	ENGINEERING SERVICES	\$44,981,904.78
811219	OTHER ELECTRONIC AND PRECISION EQUIPMENT REPAIR AND MAINTENANCE	\$25,664,244.09
541211	OFFICES OF CERTIFIED PUBLIC ACCOUNTANTS	\$25,553,055.08
541513	COMPUTER FACILITIES MANAGEMENT SERVICES	\$15,560,111.96
481211	NONSCHEDULED CHARTERED PASSENGER AIR TRANSPORTATION	\$13,721,791.78
334210	TELEPHONE APPARATUS MANUFACTURING	\$9,215,829.80
Total Spend		\$459,125,590.66



AF SB Website



- URL: www.airforcesmallbiz.org

INFOCON 3 UNCLASSIFIED FPCON Bravo


http://www.airforcesmallbiz.org/ Home - HQ ACC AMIC U.S. Air Force Small Business

U.S. AIR FORCE SMALL BUSINESS

INNOVATION. EFFICIENCY. RESULTS.


HOME DOING BUSINESS WITH THE AIR FORCE ABOUT AIR FORCE SMALL BUSINESS
SMALL BUSINESS PROGRAM OVERVIEW SUPPORT FOR SMALL BUSINESS RESOURCES NEWSROOM CONTACT US

To improve the efficiency and effectiveness of our industry outreach, we have implemented a new integrated communications capability using four mediums; phone, email, social media and an enhanced website.




February 2016

SU	MO	TU	WE	TH	FR	SA
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					



 **EMAIL RESPONSE SYSTEM**

This system is an automated email system that will allow us to efficiently and effectively answer questions you may have. Inquiries can be sent to answerdesk@airforcesmallbiz.org

 **INTERACTED FROM PHONE**

This system is an automated phone system that is a single point of contact for Air Force Small Business inquiries. Automated messages can be heard by calling 1-855-225-0445

Locate a small business specialist



THE AIR FORCE OFFICE OF SMALL BUSINESS PROGRAMS IS ATTACHED TO SMALL BUSINESS NEEDS. WE'RE ORGANIZED TO USE POLICY, PROGRAMS, STRATEGY, ASSISTANCE AND OPERATIONS TO ENSURE THE AIR FORCE BENEFITS FROM ALL THAT SMALL BUSINESS HAS TO OFFER TO MEET MISSION REQUIREMENTS.

DIRECTOR MR. MARK TERRY

These systems, along with our social media sites listed below, work together to provide consistent messaging of how to do business with the Air Force and the maximum practicable opportunities to small businesses.

9:04 AM 2/3/2016



AF SB Website (cont'd)



- **New site with changed functions:**
 - **Locate a SB Professional**
 - On the site but with limited functions
 - Select from Map/Menu
 - Names removed - phone numbers only
- **Long Range Acquisition Estimates (LRAE)**
 - Replaced with DoD OSBP - Long Range Acquisition Forecasts (LRAF)
- **MAJCOMS and what they buy**
 - List of the bases
 - Top 10 NAICS for FY 15
- ***!!!AMIC SB Facebook page – coming soon!!!***



Responses to Questions

- **Why are there not more 8(a), SDVOSB, WOSB for more complex acquisitions such as Aircrew Training (CAT/CWD)?**
 - AMICs Standard business practice
 - Future Market Research
- **Several 8(a) and SDVOSBs have responded to various AMIC sources sought. How does AMIC interpret Subpart 19.5; Set-Aside for Small Business?**
 - Large awards FY 15
 - OTSB – Subcontracting Plans
 - Evaluation/Compliance
- **** Detailed responses provided in the Q&A handout.***



Other SB Contact Information



Air Force:

ACC Director of SB: Mr Tonney T. Kaw-uh - 757-764-1621

633rd CONS: Maj Cindy Baker (Acting) – 757-764-2544

SBS DET-2: Ms Chiretta Bocclair – JBSA – 210-977-6145

Navy:

Dep Dir SB NAVFAC: Mr Joseph McGrenra – 757-322-4430

NASA:

Mr Randy Manning – 757-864-6074

SBA:

PCR (NASA): Ms Martha V. Hooks – 757-864-5483

Lead PTAP & Vet. Cert. Counselor (GMU): Ms Cecelia F. Cotton - 757.325.6798

PTAP is a non-profit org that provides info & certification guidelines for businesses wanting to contract with federal, state & local govts.



Thank you for attending!!!