



***WELCOME!***

***from***

***Colonel Scott “Nova” Cain  
Commander, AEDC***

# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

***Facility Support Services II***

***Industry Day No. 2***

***22-23 May 2018***

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***Integrity - Service - Excellence***



## ***FSS Industry Day No. 2***



**Information provided and discussed is for planning purposes only and DOES NOT constitute a commitment, implied or otherwise, that a procurement action will be issued.**

**All information provided and discussed is pre-decisional.**



# ***FSS II Multifunctional Team***



**AFMC**

<b>Title</b>	<b>Name</b>
<b>Services Designated Official (SDO)</b>	<b>Mr. Clark Brandon</b>
<b>Program Manager</b>	<b>Mr. Charlie Jenkins</b>
<b>Dep. Program Manager / Technical Lead</b>	<b>Ms. Nikki Tracey</b>
<b>Procuring Contracting Officer (PCO)</b>	<b>Mr. John Lominac</b>
<b>Contract Specialist</b>	<b>Ms. Tyler Payne</b>
<b>Small Business Specialist</b>	<b>Ms. Stacey Lamb</b>
<b>Cost / Price Lead</b>	<b>Mr. Josh Johns</b>
<b>Source Selection Advisor</b>	<b>Ms. Kathy Swanson</b>
<b>Technical Lead – Big3</b>	<b>Mr. Clyde Young</b>
<b>Past Performance Team Lead</b>	<b>Mr. Beau Campbell</b>
<b>Legal Advisor</b>	<b>Mr. Greg Porter</b>
<b>Public Affairs</b>	<b>Mr. Jason Austin</b>
<b>Source Selection Coordinator</b>	<b>Ms. Jessica Means</b>



# ***FSS Industry Day No. 2 Agenda***

## ***DAY 1***



**0800 – 0810 Welcome, AEDC/CC**

**0810 – 0930 Opening Remarks / Contracting History**

**0930 – 0945 BREAK**

**0945 – 1010 Program Management**

- Industry Day No. 1 Recap
- Acquisition Schedule
- Early Strategy and Issues Session (ESIS) Overview
- Government-furnished property (GFP) Strategy Status
- Facility Clearance Level

**1010 – 1030 Technical Management**

- Performance work statement (PWS) Status
- Interface Management
- Geographically separated units (GSUs) Overview



# ***FSS Industry Day No. 2 Agenda***

## ***DAY 1***



**AFMC**

<b>1030 – 1045</b>	<b>BREAK</b>
<b>1045 – 1055</b>	<b>Quality Management / Contract Surveillance</b>
<b>1055 – 1110</b>	<b>Procuring Contracting Officer (PCO)</b> <ul style="list-style-type: none"><li><b>- Organizational conflict of interest (OCI) / Cross-teaming</b></li><li><b>- Associate contractor agreements (ACAs)</b></li><li><b>- Request for Information (RFI) No. 1</b></li><li><b>- Recap, tour information, Day No. 2 agenda</b></li></ul>
<b>1110 – 1230</b>	<b>LUNCH</b>
<b>1230 – 1430</b>	<b>TOUR A</b>
<b>1430 – 1630</b>	<b>TOUR B</b>





# ***FSS Industry Day No. 2 Agenda***

## ***DAY 2***



**AFMC**

<b>0730 – 0800</b>	<b>Day 2 check-in begins at GLC</b>
<b>0800 – 1100</b>	<b>Pre-scheduled one-on-ones (morning)</b>
<b>1110 – 1200</b>	<b>LUNCH</b>
<b>1200 – 1700</b>	<b>Pre-scheduled one-on-ones (afternoon)</b>



# ***Administrative Remarks***



- **Restrooms located near entrance**
- **Snacks on back table (honor system)**
- **Lunch**
  - **Available Tuesday for those who signed up**
  - **Wednesday is on your own**
- **GLC Emergency Response**
  - **Fire gathering point is far side of front parking lot**
  - **Severe weather - restrooms**





# ***Question and Answer (Q&A) Process***



**AFMC**

- All questions asked of the Source Selection Office (SSO) will be shared, **ONLY** the question and Government answer will be posted, **NOT** the asking party
- Ways to ask questions: preference is to have all questions in writing
  - Industry Days: index cards
  - Email to
  - Phone call, followed by email
- **Q&A Process**
  - Receive question
  - Assign Government point of contact (POC)
  - Answer is boarded with Government multifunctional team (MFT)
  - Question and Government answer is posted to Federal Business Opportunities (FBO)

**IMPORTANT:  
note if you  
consider your  
question company  
proprietary**



**AFMC**

***From the office  
of the  
Services Designated Official (SDO)***

***Mr. Clark Brandon  
AEDC/TSD***

# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

## ***Arnold AFB Contracts Orientation***

### ***Facility Support Services II Industry Day***

**Ms. Amy Foster  
Director of Contracting  
AFTC/PZ (Arnold)  
May 2018**

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***Integrity - Service - Excellence***



# ***Points We'll Cover***



- **Why AEDC?**
- **Our People**
- **Evolution of Operating Model**
- **Arnold AFB Unique Contracting Aspects**
- **Test Operations and Sustainment (TOS) Overview**
- **Facility Support Services (FSS) I Overview**
- **Base Communications and Information Technology Services (BCITS) Overview**
- **Technical and Management Advisory Services (TMAS) I Overview**
- **Summary**





# Why AEDC?



**AFMC**

- Before WW II, military technology took second place to pure science / civil research
- Japan / Germany surged tech developments
  - Became acknowledged leaders in aviation
- In 1944, Gen Hap Arnold formed a team to establish military air and space technology development facilities
  - Theodore Vón Karman's report "*Toward New Horizons*" developed the blueprint for AF R&D
  - Identified the need for dedicated facilities
  - Goal: US dominance in aerospace development
- President Truman dedicated Arnold AFB on 25 June 1951



***AEDC is the realization of Gen Arnold's vision***







# Arnold Engineering Development Complex (AEDC) Today



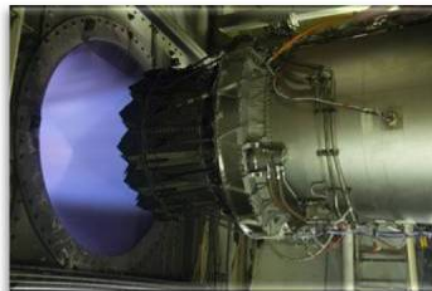
AFMCC



**Conduct developmental test and evaluation for the Nation through modeling, simulation, ground and flight test.**

## 66 Test Cells

- 55 cells Active
- 20+ cells US Unique
- 12+ cells World Unique
- 6 Aircraft
  - 4 T-38C
  - 1 C-12J
  - 1 C-12F







# ***Points We'll Cover***

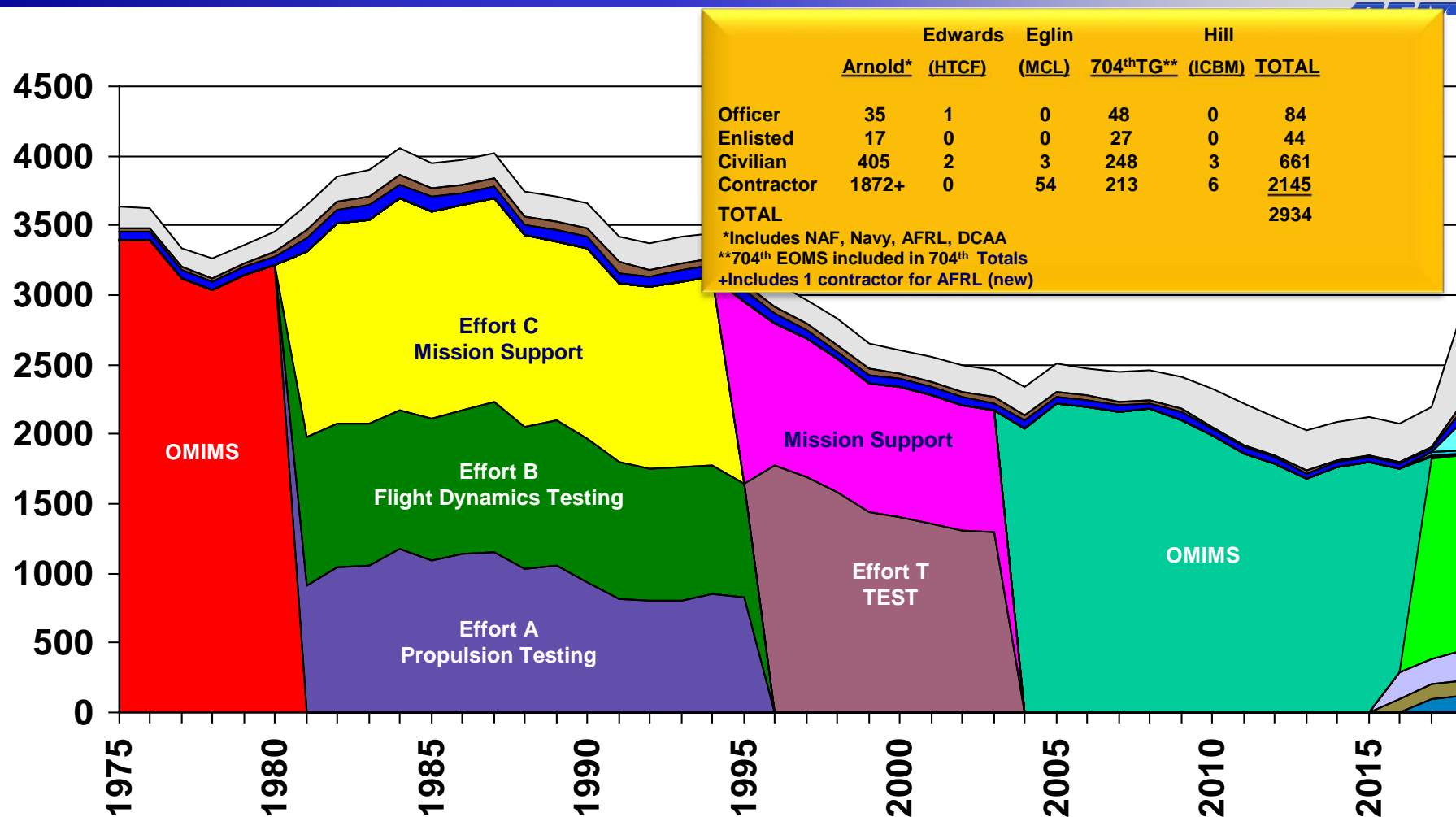


**AFMC**

## ***Our People***



# TOTAL AEDC Personnel 1975 to Present



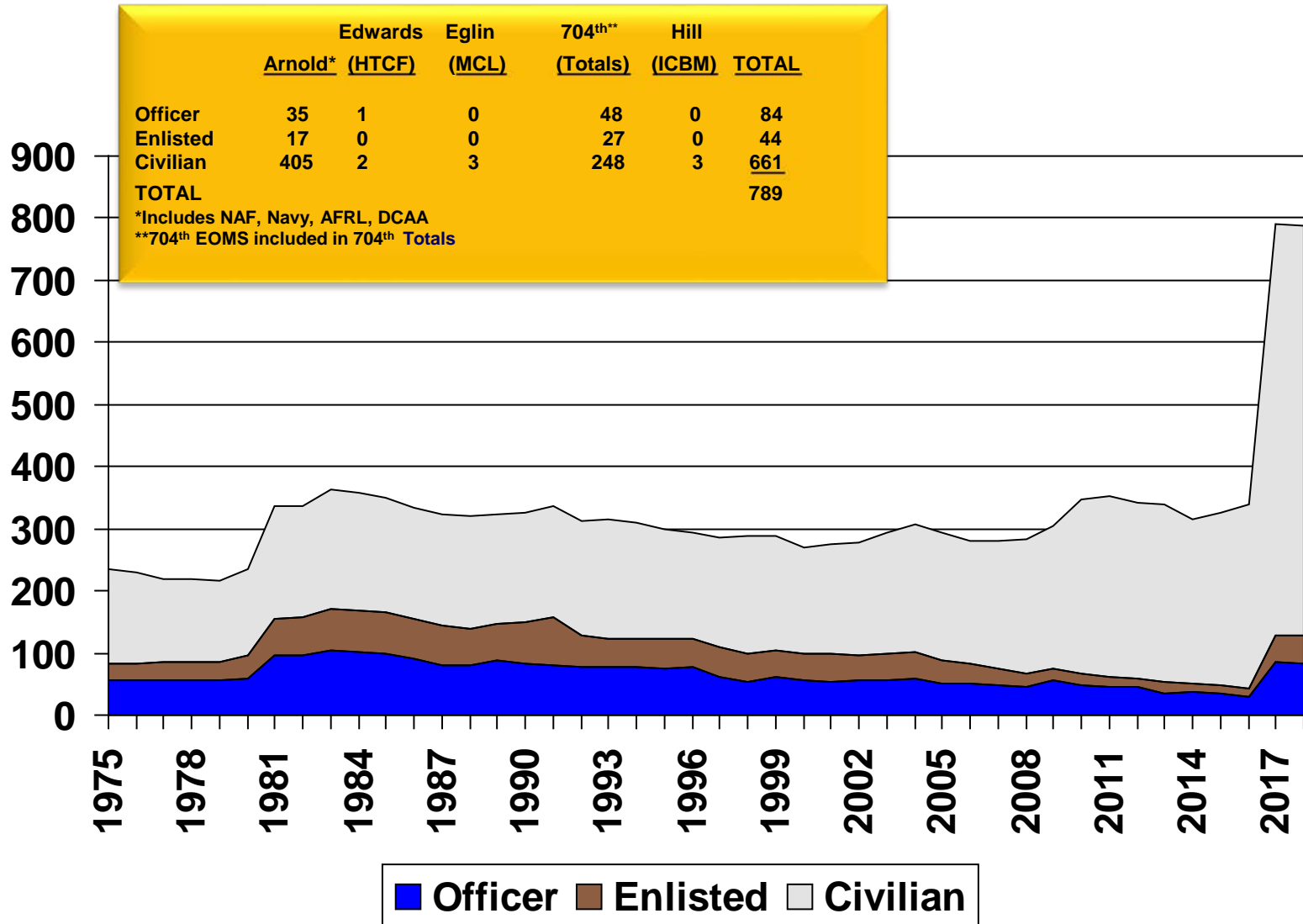
■ A&AS ■ Base Info Tech ■ Facility Support ■ Test Ops & Sust ■ PBR ■ PMEL ■ 704th Ktrs ■ Officer ■ Enlisted ■ Civilian



# AEDC Military / Civilian Personnel 1975 to Present



AFMCG





# ***Points We'll Cover***



**AFRL**

## ***Evolution of Operating Model***



# ***AAFB – Outsourced Since Inception***



- **AAFB concept of operation**
  - **Unitary Wind Tunnel Act established AAFB in 1949**
    - **Scientific Advisory Board studied operation concepts**
      - **Ridenour Report – Outsource to obtain technical expertise**
      - **Secretary of the AF – outsource to for-profit corporation (original AE firm designing AEDC asked to operate facilities)**
  - **Historic Operating Model (until 2015)**
    - **Govt management & direction (10% of manpower)**
    - **Contractor testing & support operations (90% of manpower)**
  - **New Operating Model (beginning in 2015)**
    - **Govt management & direction & ownership of the test process**
    - **Multiple contractor testing & support operations & advisory and assistance services**
  - **AFTC Unit Realignment from 96 TW to AEDC Wing-like Standup 2016**
    - **Redefines what is AEDC and what is Arnold AFB**

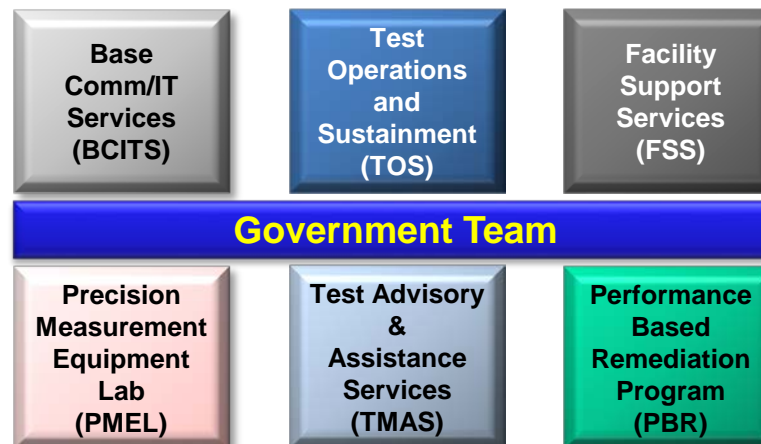


# ***AAAFB – Outsourced Since Inception***



- **Contract History**

- 1950-1977 – Sole Source to ARO, Inc. (CPFF, CPIF, CPAF)
- 1977-1980 – Competitive selection of a single contractor (CPAF)
- 1980-1990 – Competitive selection of three contractors (CPAF)
- 1995-2003 – Competitive selection of two contractors (CPAF)
- 2003-2015 – Competitive selection single contractor (CPAF)
  - ATA (Joint Venture of Jacobs, GP Strategies, and PAE)
  - Full and Open Competition
    - 12 year period of performance – Expired 30 Sep 15
- 2015/6 – Competitive selection of six contractors (FFP – CPAF)





# ***AAFB – Outsourced Since Inception***



## **Contract History (2015-17): Six Competitive Source Selections**

### **– Test Operations and Sustainment (TOS)**

- Transition began 1 Apr 16; performance began 1 Jul 16
- CPAF – Full & Open Competition – 8 year performance period (incl. options)
- Awarded to National Aerospace Solutions (NAS)
  - Joint Venture of Bechtel National, Sierra Lobo, and GP Strategies Corp.

### **– Facility Support Services (FSS)**

- Small Business Set-aside – 4 year performance period – Perf began 1 Dec 15
- FFP with cost reimbursement CLIN for Contractor pension and surge
- Awarded to Akima Support Operations (ASO) Native Alaskan, small disadvantaged business.  
Subcontractors: AECOM/URS Federal Services, Protection Strategies

### **– Base Communications and Information Technology Services (BCITS)**

- Service Disabled Veteran Owned Small Business Set-aside
- 5 year performance period – Performance began 1 Feb 16
- FFP
- Awarded to OBXtek
  - Subcontractors: Abacus Technology, DKW Communications, and Sedona Technologies





# ***AAFB – Outsourced Since Inception***



**AFMC**

## **Contract History (2015-17): Six Competitive Source Selections**

### **– Technical and Management Advisory Services (TMAS)**

- Centralized Task Order Source Selection through Air Force Test Center – Eglin
- Small Business Set-aside
- CPFF “Range Task Order” – 5 year performance period – Perf began 1 Jul 16
- Awarded to QuantiTech

### **– Precision Measurement Equipment Laboratory (PMEL)**

- Centralized Task Order Source Selection through ACC Acquisition Management & Integration Center
- FPIF Task Order – 5 year performance period – performance began 1 Oct 14
- Awarded to APRO

### **– Performance Based Remediation (PBR)**

- Centralized Task Order through Air Force Civil Engineer Center and Army Corp of Engineers  
FFP Task Order – 4 year performance period – performance began 1 Oct 15
- Awarded to Bhate Environmental



# ***Why Change in 2014?***



- **To implement new Gov't operating model**
- **To segregate requirements generation from requirements execution**
- **To comply with Air Force Audit Agency Report F2013-0002-L10000 23 Oct 12**
  - **Pursue fixed pricing for BOS requirements resulted in Facility Support Services**
- **To leverage enterprise level contracts**
  - **Mandatory strategic sourcing**
    - **Precision Measurement Equipment Laboratory (PMEL)**
    - **Base Communications and Information Technology (BCITS)**
    - **Technical Management and Advisory Services (TMAS)**
    - **Performance Based Remediation (PBR)**



# ***Points We'll Cover***



**AFMC**

## ***Unique Contracting Aspects***



# ***Unique Contracting Aspects***



- **2014 carryover of Govt-funded contractor employee benefits**
  - **2014 competition first-time Govt was silent on requirement to carryover accrued vacation and sick leave benefits on all operating contracts**
  - **Defined Benefit Pension Plan only employee benefit required to carryover and only on TOS and FSS contracts**
    - **Now soft frozen to new wage and salary entrants**
    - **855 total active participants (10/01/17)**
      - **Valued at \$233M – annual CAS estimated cost is \$13.2M**
    - **Estimated cost to hard freeze**
      - **2012 approx. \$165M**
      - **2018 approx. \$78M - \$116M**
    - **Only known Defined Benefit Plan in DoD**
    - **Way ahead for FSS II – TBD**



# ***Unique Contracting Aspects***



**AFMC**

- **Active contractor union workforce with AFL-CIO union support - Govt neutrality paramount**
  - **Air Engineering Metal Trades Council (AEMTC) represents 11 unions and negotiates separate Collective Bargaining Agreement (CBA) for each contractor.**
  - **Security Guards covered under separate CBA with International Guards Union of America (IGUA)**
  - **Negotiations complete for BCITS**
    - **4-year agreement through 2021**
  - **Negotiations complete for FSS**
    - **3-year agreement through 2019**
  - **Negotiations complete for TOS**
    - **3-year agreement through 2020**



# ***Unique Contracting Aspects***



- **First-time use of separate advisory and assistance services (A&AS) contract vehicle**
  - Historically included in test operations and maintenance contracts
  - Still experiencing challenges in segregating scope from TOS
- **First-time use of strategic contracts (BCITS, TMAS, PMEL, PBR)**
- **Air Force Test Center (AFTC) unit realignment from 96th Test Wing (TW) to AEDC**
- **Associate contractor agreements**
  - Effective tool for communication between contractors



# Contracts Structure



**AFMGC**

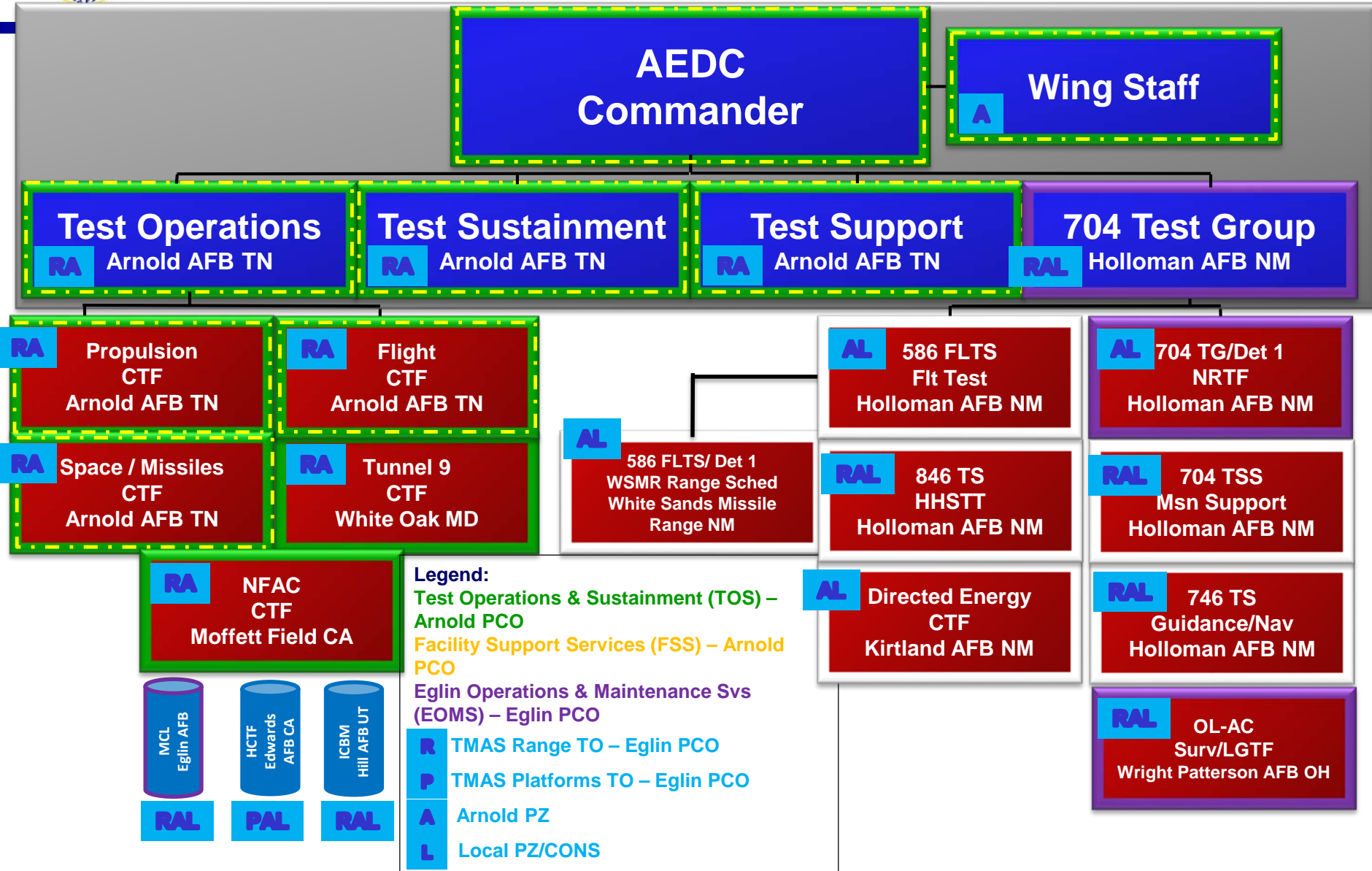
**Contract:** Government Owned, Led, Managed & Ownership of Test  
**Process:** Contractor(s) Supported, Operated & Maintained

<b>Test Operations and Sustainment</b>  (TOS)	<b>A&amp;AS</b>  (TMAS)	<b>Facility Support Services</b>  (FSS)	<b>Performance Based Remediation Program</b>  (PBR)	<b>Base Communications and Information Technology Services</b>  (BCITS)	<b>Precision Measurement Equipment Lab</b>  (PMEL)
<b>TOS</b>  8 yr CPAF  Awarded Jun 15 Ends 30 Jun 24  <b>NAS</b>  Performance 1 Jul 16	<b>TMAS – Range</b>  55 mo CPFF  Awarded Mar 16 Ends 30 Sep 20  <b>QuantiTech</b>  Performance 1 Jul 16	<b>FSS</b>  4 yr FFP + CR  Awarded Jun 15 Ends 30 Nov 19  <b>ASO</b>  Performance 1 Dec 15	<b>AFCEC PBR</b>  9 yr FFP  Awarded Aug 14 Ends 31 Dec 23  <b>Bhate Environmental</b>  Performance 1 Oct 15 (Arnold & Maxwell)	<b>GSA Alliant</b>  5 yr FFP  Awarded Jun 15 Ends 31 Jan 21  <b>OBX Tek</b>  Performance 1 Feb 16	<b>AMIC PMEL</b>  5 yr FFP  Awarded Aug 14 Ends 30 Sep 19  <b>APRO</b>  Performance 1 Oct 14





# AEDC Wing Contract Support





## ***Points We'll Cover***



**AFMRC**

# ***Test Operations and Sustainment (TOS) Overview***



# ***TOS Contract Snapshot***



**AFMC**

## **Requirement**

Test operations, maintenance, information management, and support of AEDC incl. geographically separated units at White Oak MD and Mountain View CA

## **Facility Using Organizations**

DoD program offices, DoD contractors, NASA, other Government agencies, and commercial customers

## **Prime Contractor**

National Aerospace Solutions  
(Joint Venture of Bechtel National, Inc., Sierra Lobo, Inc., and GP Strategies Corporation)

## **Major Subcontractors**

Chugach Federal Solutions, Inc. and nLogic, Inc.

## **Acquisition**

Contract Type: Cost Plus Award Fee

Contract PoP: 10 Jun 2015 – 30 Jun 2024

Contract No.: FA9101-15-C-0500

SDO: Ms. Nancy Andrews, SES, AFPEO/CM

PM: Col Tim West, AEDC/TST

***TOS helps AEDC conduct developmental test and evaluation (DT&E) for the Nation through modeling, simulation, and ground testing of leading-edge air and space technologies***



# ***TOS Scope of Work***



**AFMC**

- **Test Operations and Sustainment (TOS) provides**
  - Test operations
  - Technology development
  - Equipment
  - Facility sustainment
  - Capital improvements
- **Place of performance**
  - Arnold AFB
  - Two geographically separated units (GSUs)
    - Tunnel 9, White Oak, MD
    - National Full-Scale Aerodynamic Complex (NFAC) Moffett Field, CA
      - McKinley Climatic Lab covered under Eglin Operation and Maintenance Services (E-OMS) via Eglin PZ due to reorg



# ***Points We'll Cover***



**AFMRC**

## ***Facility Support Services (FSS)***



# ***Facility Support Services (FSS) Contract Snapshot***



**AFMCG**

## **Requirement**

**Supply; Vehicle Maintenance; Industrial and Test Security; Protective Services; Freight; Fire / Emergency Services; Safety, Environmental / Occupational Health programs; Grounds Maintenance; Solid Waste Management and Custodial Services.**

## **Prime Contractor**

**Akima Support Operations, LLC**

## **Major Subcontractors**

**AECOM**

**Protection Strategies, Inc.**

## **Acquisition**

**Contract Type: Firm Fixed-Priced (FFP)**

**Contract PoP: 01 Jul 2015 – 30 Sep 2019**

**Contract No.: FA9101-15-C-1000**

**SDO: Mr. Clark Brandon, AEDC/TSD**

**PM: Mr. Charlie Jenkins, AEDC/TSD**

## **Follow-on Source Selection Primary Changes**

- **First-time use of AbilityOne for Custodial, Grounds Maintenance, and Refuse Collection**
- **Carryover of Defined Benefit Pension under consideration**

***FSS provides AEDC's test mission with multiple aspects of base operating support functions.***



# ***Current FSS Scope of Work***



**AFMC**

- **Facility Support Services (FSS) contract provides**
  - **Supply**
  - **Vehicle maintenance**
  - **Freight**
  - **Operations center & command and control functions**
  - **Industrial and test security, protective services**
  - **Fire and emergency services**
  - **Safety, Environmental, and Occupational Health programs**
  - **Grounds maintenance**
  - **Solid waste management**
  - **Custodial services**





## *Points We'll Cover*



**AFMC**

# ***Base Communication and Information Technology (BCITS)***



# **Base Communication Information Technology Services (BCITS) Contract Snapshot**



**AFMC**

## **Requirement**

Standard Base Communication Support; Network Ops; Network Engineering; Information Assurance; IT Asset Management; Technical library and Information Management Support, Portfolio Management.

## **Prime Contractor**

OBXTEK, Inc.

## **Major Subcontractors**

Sedona Technology

Abacus Technology

DKW Communications

## **Acquisition**

Contract Type: Firm Fixed-Priced (FFP)

Contract PoP: 01 Feb 2016 – 31 Jan 2021

Contract No.: FA9101-15-F-0001

SDO: Mr. Clark Brandon, AEDC/TSD

PM: Mr. Charlie Jenkins, AEDC/TSD

***BCITS provides AEDC support through the development, acquisition, integration, test, deployment and sustainment of all infrastructure and network operations, production, and research and development mission capabilities.***



# ***BCITS Scope of Work***



- **Base Communications and Information Technology Services (BCITS) provides**
  - **Standard base communication support**
    - **Telephone, radio, personal wireless services**
  - **Network operations**
    - **Network directory services, server admin**
  - **Network engineering**
  - **Information assurance**
  - **IT asset management**
  - **Technical library and information management support**



## *Points We'll Cover*



**AFMC**

# ***Technical Management and Advisory Services (TMAS) Range Task Order***



# ***Technical Management and Advisory Services (TMAS) Range Task Order Snapshot***



**AFMAG**

## **Requirement**

Provide advice & assistance in the research, development, testing, acquisition, and sustainment of integrated flight test, air-delivered munitions, range support, and other areas as needed.

## **Prime Contractor**

QuantiTech

## **Acquisition**

Contract Type: Cost Plus Fixed Fee

Contract PoP: 01 July 2016 – 30 September 2020

COR Supervisors: Lt Col Armstrong, Col West, Lt Col Ware

COR: Maj Brunelle

Awarded and administered by AFTC Eglin



# Summary



**AEDC Mission: Conduct developmental test and evaluation for the Nation through modeling, simulation, ground and flight test.**

**AEDC Vision: Be the Nation's best value test and analysis source for aerospace and defense systems.**

***Facility Support Services are key in supporting AEDC Mission and Vision***

# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

## Program Management

- Industry Day No. 1 Recap
- Acquisition Schedule
- ESIS Overview
- GFP Strategy Status
- Facility Clearance Level

**Mr. Charlie Jenkins**  
**Program Manager**  
**AEDC/SSO**

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# ***Industry Day No. 1 Recap***



- **Market research initiative. Find out who is interested.**
- **Introduction to AEDC's history, mission, locations, Arnold AFB**
- **Provide information related to the current contract and the acquisition**
- **Provide an opportunity for industry to meet each other, early teaming**
- **Provide a notional schedule, key milestones to allow industry to plan**
- **Provide eyes on to our mission area via a window tour**
- **Take questions to determine industry's concerns, lessons learned, etc.**

## **Market Research**





# ***Industry Day No. 1 Recap***



**Held at Gossick Leadership Center (GLC)  
Started at 0800 -- Ended at 1500  
March 20 & 21, 2018**

## **Welcome**

### **Opening Remarks / AEDC Overview**

#### **Topics of interest**

- **Current operating contract**
- **Notional acquisition schedule**
- **Source Selection Office team**
- **FBO**
- **Competition library**
- **Request for Information**
- **Collective Bargaining Agreements (CBA)**
- **Government-furnished property (GFP)**
- **Big3 (AbilityOne Program)**

## **Requirements review**

- **Performance work statement (PWS)**
- **Technical team introduction**
- **Industrial security**
- **Protective services**
- **Command & Control**
- **Fire and emergency services**
- **Environmental management**
- **Safety**
- **Occupational health**
- **Base supply**
- **Cargo movement**
- **Transportation & vehicle maintenance**

**Bus tour (window tour only)**



# Industry Day No. 1 Recap



**AFMRC**

- **29 Companies**
- **38 Attendees**



Company
AECOM
Akima, LLC
ALIDA Solutions, LLC.
AllSource Global Management
ASRC Federal Holding Company
Avion Solutions Inc.
Bacik Group
Championship Enterprises Inc
Chenega Corporation
Chugach Government Solutions
CSS
Delta Solutions & Strategies, LLC
EnSafe Inc.
Fiore Industries Inc.
Fire & Life Safety America
Geocent
HME, Inc
NIKA
Polk & Associates LLC.
Protection Strategies Incorporated
SourceAmerica
STIMULUS Engineering Services Inc.
T&W Operations, Inc.
Tec-Masters Inc.
Teledyne Brown Engineering, Inc.
TFE, Inc.
The Alutiiq, LLC Family of
The Tatitlek Corporation
Venturi



# ***FSS II Notional Acquisition Schedule***



**AFMC**

- ~~• Industry Days No. 1 20 Mar 18~~
- ~~• Sources Sought Due 30 Mar 18~~
- ~~• Early Strategies and Issues 19 Apr 18~~
- ~~• RFI No. 1 Released 09 May 18~~
- Industry Days No. 2 22 May 18
- RFI No. 1 responses due 7 Jun 18
- Draft RFP release 17 Aug 18
- Industry Days No. 3 23 Oct 18
- Final RFP release 16 Nov 18
- Proposals due TBD (Happy Holidays!)
- Contract award Jul 19
- Contract start 1 Dec 19



# ***Early Strategies and Issues Session***



- ESIS held on 19 April 2018
- Simplify the Acquisition Strategy Panel (ASP)
- *Recommended* for services acquisition below \$100M
- Informal, open discussion
- Share top level ideas, trends, and best practices
- ESIS does not establish the acquisition strategy
- ESIS is non-decisional, ASP is decisional

**ESIS ensures no surprises at ASP**



# ***Early Strategies and Issues Session***



- **Program scope**

**Security, Environmental, Safety, Occupational Health, Fire & Emergency Services, and Logistics for Arnold AFB including two GSUs in White Oak, MD and Mountain View, CA**

- **Where we are headed**

- **NAICS: 561210, Facility Support Services**
- **Firm-fixed price (FFP) with some cost contract line item numbers (CLINs)**
- **Minimize GFP offered**
- **Small business set-aside**
- **Performance-price tradeoff; technically acceptable**
- **Period of performance – UNDER REVIEW**



# ***Early Strategies and Issues Session***



- **Issues / Concerns**
  - **Defined Benefit Pension Plan (Pension)**
  - **Period of performance (PoP)**
  - **Organizational conflict of interest (OCI)**
  - **Government-furnished property (GFP)**
  - **Proposals due around the holidays**



# ***FSS II GFP***



**AFMCG**

## **STRATEGY**

- Meet FAR 45.102 and PGI 245.103-70
- Minimize GFP
- Focus on best value to Government
- Provide GFP as applicable to mitigate safety, compliance, transition, and cost risks.



## **WHAT WE ARE DOING NOW?**

- Technical team assessing current government property based on strategy



## **WHAT WE PLAN TO DO?**

- Provide the full GFP list from current contract - competition library
- Provide the draft-GFP list for FSS II – FBO – July 2018
- Offer an Industry Day to review GFP - 23 October 18 (tentative)



# ***Facility Clearance Level***



**AFMC**

**Offeror and their team members / partners (e.g., joint ventures) will be required to possess a Top Secret-Facility Clearance (TS-FCL)**

- **Subcontractors must possess the level of FCL required by their PWS related requirements**
- **Where we are headed: TS-FCL due at time of initial proposal submission**
- **Evaluated by Offeror's Commercial and Government Entity (CAGE) Code**



U.S. Department of Defense  
**DEFENSE SECURITY SERVICE**



# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

## Technical Team Discussions

- Performance Work Statement
- Interface Management
- Geographically Separated Units

**Ms. Nikki Tracey**  
**Deputy PM/Technical Lead**  
**AEDC/TSDCI**

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# ***Performance Work Statement (PWS)***



# ***Performance Work Statement***



- **Draft PWS posted to FBO on 13 April 2018**
  - **To furthest extent possible, requirements described in terms of “what” the Government needs as opposed to “how” the work should be accomplished**
    - **Applicable mandatory directives identified by PWS requirement**
    - **Government seeks to encourage use of innovative and cost-effective methods of service delivery**
  - **Intent is to gain Industry feedback to mitigate any ambiguous or overly prescriptive requirements**
- **What was included in draft PWS?**
  - **Specific requirements by functional area, as well as overarching requirements across all contract activities**
  - **Deliverables identified with corresponding requirement**
  - **Multiple appendices to provide insight into scope of effort related to PWS requirements**



# ***Performance Work Statement***



**AFMC**

- **Significant changes from current FSS PWS**
  - **Removal of Big 3**
  - **Addition of Industrial Security position at AEDC Moffett Field**
  - **Realignment of Base Defense Operations Center (BDOC) and Fire Dispatch to consolidate under C2 element**
  - **Various efforts to clarify existing requirements and define FIAR responsibilities**



# ***Performance Work Statement***



- **Plans for next draft PWS post**
  - **Updates to Section 3 requirements as required**
    - **Removal of Airfield Manager requirement**
    - **Removal of Moffett Field from Antiterrorism Representative requirement**
  - **Applicable Directives in Section 4 defined**
  - **Data Item Deliverables (DIDs) and Contract Data Requirements Lists (CDRLs)**
  - **Performance Requirements Summary (PRS) – tentative**
  - **Targeting late June / early July post to FBO**
- **PWS included in Draft RFP (Aug 18) will be in near-final state**
  - **Offerors should not expect to see significant changes in Final RFP PWS**



# ***Interface Management***

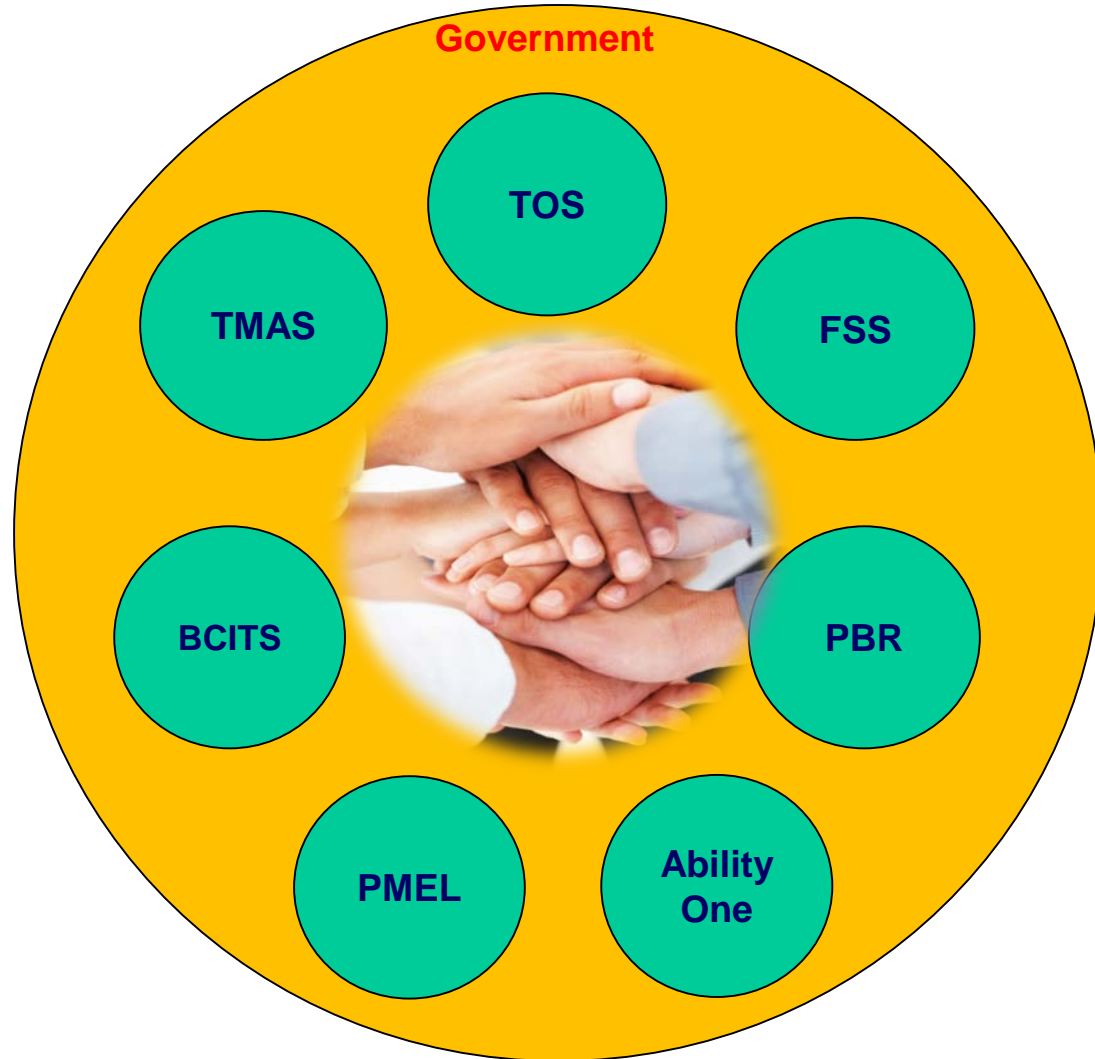


# Interface Management



AFMCG

- **Contract Interfaces**
  - Seams
  - Hooks
  - Gaps
  - Areas of contract interfaces where the contractors will have to work together to achieve the objective
  - Interface Management is identified as a critical aspect of Arnold AFB support contracts







# ***Interface Management***



## **Some examples between TOS and FSS:**

**FSS: Overall Safety Program**

**TOS: “Shall support the FSS safety office.....”**

**FSS: AEDC Environmental Management Program**

**TOS: “Shall have a spill control plan”, “Shall comply with Environmental Management System Requirements”**

**FSS: Fire Protection and Prevention Program**

**TOS: “Operate and Sustain Facilities in accordance with local, state, federal, and AF regulations”...this includes fire codes !**

**FSS: Test Security Program: Establish and manage test area security**

**TOS: Work within the secured test area**



# ***Interface Management***



- **Interface Identification**
  - **How have we attempted to identify interfaces?**
    - **Known seams learned from past and current contract efforts**
    - **PWS development process – internal cross-functional review teams (blue team, red team, legal, headquarters = lots of eyes)**
    - **Industry feedback – questions, meetings, industry days**
    - **Mission Simulation (MSIM) Workshops**



# ***Interface Management***



- **What are mission simulations?**
  - “Test before flight” principle
  - Mission simulation is a set of “real world” AEDC activities
  - AEDC mission scenarios are written and evaluated by Government subject matter experts (SMEs) in a workshop environment
- **Why?**
  - We needed a tool to allow us to test our work statements
  - Allows the “requirement writers” a chance to see how the various contractors will work together to achieve mission objectives (includes the test mission, test support, and base support)
  - Identify the interfaces between the various contracts



# *Interface Management*



**AFMC**

## **Simulation Process**

- 1. Identify a mission scenario**
- 2. Team of SMEs meet weekly to break scenario into actual activities**
- 3. Identifies which contract is responsible or provides support to that activity**
- 4. PWS evaluations (i.e., test our PWS language)**
- 5. Make enhancements to work statements as necessary to mitigate gap**





# ***Interface Management***



- **Conclusion**

- **The current Arnold AFB operational construct creates many contract interfaces that will need to be identified, managed, and continuously evaluated**
- **We have identified many interfaces already, but many will be identified later, some even after the contract start date**
- **The contractors must enter into a strong relationship with each other, starting with comprehensive Associate Contractor Agreements (ACAs)**



**AFMC**

# ***Geographically Separated Units (GSUs)***



# ***Geographically Separated Units***



**AFMC**

- **AEDC units include Arnold AFB and four primary GSUs**
- **FSS efforts primarily executed at Arnold AFB; GSU requirements identified specifically by PWS requirement**
  - **AEDC Moffett Field in Mountain View, CA**
    - **National Full-Scale Aerodynamic Complex (NFAC)**
      - **Two of the world's largest wind tunnels**
      - **Parachute and rotorcraft testing, slow-speed fixed-wing aerodynamics, Dept of Energy testing**
  - **AEDC White Oak in Silver Springs, MD**
    - **Tunnel 9 aerodynamic and aerothermal wind tunnel**
      - **High-altitude, high-temperature, high-speed**
      - **Shroud separation testing, space system crew vehicle testing**





# ***Geographically Separated Units***



**AFMC**

- **FSS requirements at AEDC Moffett Field**
  - Industrial security support (including full-time security representative)
  - Operations center (reporting tests and checkouts)
  - Environmental compliance (hazardous and other regulated waste disposal)
  - Safety program (establish program and annual inspections, mishap investigations)
- **FSS requirements at AEDC White Oak**
  - Operations center (reporting tests and checkouts)
  - Environmental compliance (hazardous and other regulated waste disposal)
  - Safety program (establish standardized program, annual inspections, mishap investigations)



**-- Break --**

***Will Start back at ??***

# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

## Quality Management and Contract Surveillance

**Mr. Charlie Jenkins  
Program Manager  
AEDC/SSO**

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*Integrity - Service - Excellence*



# ***Quality Management and Contract Surveillance***



**AFMC**

## **Air Force Instruction 63-138, 11 MAY 2017, Acquisition of Services, Chapter 6 “Services Contracts Quality Management Oversight”**

- Ensuring the quality of services is the responsibility of the contractor, *not the Government*
- The Government’s role is to ensure it receives the services contracted
- The contractor’s proposed quality management system may be evaluated as part of the source selection process



# Quality Management and Contract Surveillance



AFMPC

**PWS:** **3.12.1 The Contractor shall plan, implement, and maintain a documented Quality Management System (QMS) to ensure adherence to all contract requirements with respect to cost, schedule, and performance.**

Ensuring the quality of services provided by the Contractor via a Contractor QMS is the sole responsibility of the Contractor. The Contractor shall plan, implement, and maintain a documented QMS with respect to industry best practices and AFI 63-138, Chapter 6. The Contractor's QMS shall be robust enough to execute four key quality functions: (1) Detection of Contractor performance problems and defects; (2) root cause analysis; (3) corrective action processes; and (4) follow-up, measurement, and continuous improvement. The Contractor shall be the proactive participant in overall program quality, not the Government COR. The goal of the Contractor's QMS shall be to obtain satisfactory performance or greater across all contract requirements, reflective of continuous improvement with no reliance on COR's surveillance.

**3.12.1.1 The Contractor shall plan, write, and provide a monthly Executive Program and Quality Review report and brief to Government program management and leadership.**

The report and brief shall be presented by appropriate Contractor management and leadership. The briefing shall be coordinated with the Government to select time, place, and audience each month. The Executive Program and Quality Review report shall be provided at the time of the brief. If scheduling circumstances prevent the brief, the written report shall be provided in lieu of the brief.



# Quality Management and Contract Surveillance



**AFMC**

## Government Contracting Officer Representative (COR) Responsibilities

- Currently have over 20 CORs surveilling FSS contract
- Monthly contractor surveillance
- Quality Assurance Surveillance Plan (QASP) – checklist
- Inspect and validate contractor's QMS
- Any PWS element at any time
- No notice, random, 100%, statistical sampling, etc.
- Inspections usually pre-coordinated ahead of time with contractor – partnership
- Monthly reporting – Performance Assessment Report (PAR)
- Contracting Officer Representative Tracking (CORT) tool





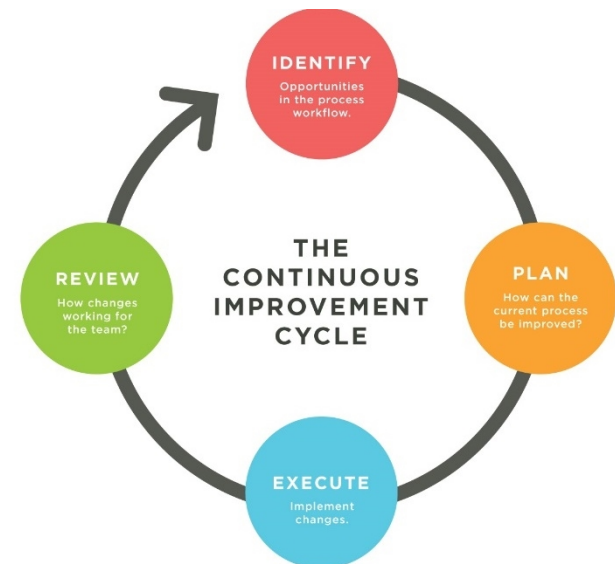
# Quality Management and Contract Surveillance



AFMCG

## Contractor's Responsibilities (not all inclusive)

- Quality and timeliness of services contracted
- Customer awareness and customer satisfaction
- Quality inspection and measurement program
- Self identify
- Root cause analysis
- Correction action planning and execution
- Measure / monitor effectiveness
- Continuous improvement
- Transparency





# ***Quality Management and Contract Surveillance***



**AFMCG**

**The contractor's proposed quality management system may be evaluated as part of the source selection process.**

- Provide a quality management plan, to include:**
  - Continuous process improvement**
  - Detection**
  - Root cause analysis**
  - Quality standards**
  - Customer satisfaction**
  - Quality control and quality inspection program**
  - Management processes**
  - Deliverables**





**We need  
YOU  
to own  
QUALITY**

# Arnold Engineering Development Complex

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**U.S. AIR FORCE**

## Procuring Contracting Officer

- OCI / Cross-Teaming
- RFI No. 1
- ACA
- Recap, Tour Info, Day 2

**Mr. John Lominac**  
**Procuring Contracting Officer**  
**AFTC/PZZ (Arnold)**

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*Integrity - Service - Excellence*



# ***Organizational Conflicts of Interest (OCI)***



- **Business structure relevance**
  - Contractors and subcontractors
  - Team arrangements (FAR 9.6)
- **FAR language**
  - FAR 2.101

**“Organizational conflict of interest” means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.”**

- FAR 9.505, DFARS 209.5, and AFFARS 5309.5
- Examples of situations at FAR 9.508



# ***Organizational Conflicts of Interest (OCI)***



- **FSS I Contract FA9101-15-C-1000**
  - **Clause H110, Para (j)**

**“For all other AEDC support contracts, the Government realizes the potential exists for actual or perceived OCIs to develop if the same Contractor performs work on both the FSS contract and another AEDC contract. To alleviate these concerns, a Contractor performing work in any role on the FSS contract must have an approved mitigation plan prior to performing any work on any other AEDC contract.”**

- **Special Requirements – PWS**



# ***Organizational Conflicts of Interest (OCI)***



- **Multi-contractor environment**
  - Six operating contracts (TOS, FSS, BCITS, TMAS, PMEL, PBR)
  - Multiple other contractors and subcontractors
  - Several contract interface points
- **Protects interest of Government and contractor**
- **Mitigation plans will be required**
  - Multi-step process (FAR 15.202)
  - Prior to final **draft** Request for Proposal release
  - Review and approval

***Early identification of potential OCI concerns is critical***



# ***Associate Contractor Agreements (ACAs)***



**AFMC**

- **Agreements between contractors that require sharing information, data, technical knowledge, expertise, or resources**
- **Applicability**
  - Not required for prime to subcontractor relationship
  - Required for cooperation, sharing resources, jointly working contracts or projects
- **Special Requirements – PWS**
  - Associate contractors and their relationship
  - Program involved and the relevant Government contracts of the associated contractors
  - Associate contractor interfaces by general subject matter
  - Categories of information to be exchanged
  - Expiration date (or event)



# ***Associate Contractor Agreements (ACAs)***



**AFMC**

- **Negotiation and administration - Lead**
  - TOS contractor
- **Summary**
  - Contractors will need to work together to achieve successful performance of their individual contracts and ensure the success of the mission
  - ACAs are the platform for that cooperation, communication, and sharing of resources



# ***Request for Information (RFI) No. 1***



- **Informational and planning purposes**
- **Not a Request for Proposal**
- **Content**
  - **Period of performance**
  - **Contract type**
  - **Incentives**
  - **Discussion topics**
  - **General feedback**
- **Posted on FBO – Solicitation No. FA9101-18-R-1000**
- **Responses due June 7, 2018 2:00 p.m. CDT**

***We Need to Hear from YOU!***





# ***RECAP***

## ***BUS TOURS***

### ***DAY 2 AGENDA***



# Recap



- This contract very important to the Air Force, high leadership visibility at AEDC, AFTC, AFMC
- Market research phase going well
- We are on schedule, targeting draft-RFP August 17<sup>th</sup>
- Pension information release coming soon
- Strategy is to minimize GFP but not eliminate
- Look for announcement concerning OCI mitigation plans (multi-step process)
- We are ramping up the speed of our Q&A process
- Next PWS release late June / early July
- Let us hear from you

***We Value Industry Feedback***



# ***AFTERNOON SCHEDULE***



**AFMGC**

<b>Now – 1230</b>	<b>Lunch</b>
<b>12:30 – 2:30</b>	<b>Tour A</b>
<b>2:30 – 4:30</b>	<b>Tour B</b>



# ***Bus Tour***



- **Must be US Citizens**
- **Tours will depart and return to the GLC**
- **Take index cards to write questions on during the tours; drop in trays at GLC**
- **We will be departing the bus and walking through facilities**
- **Stay with the group – Avoid sidebar conversations with the workforce**
- **Tour will take approximately 2 hours**



1. Mark I
2. Warehouse 6
3. Transportation
4. Warehouse 2
5. Warehouse 1
6. Fire / EMS Services
7. Security Services
8. Environmental Management  
(Retention Reservoir)



# Day 2 Schedule



- 0730 – 0800** Day 2 check-in begins
- 0800 – 1100** Pre-scheduled one-on-ones (morning)
- 1110 – 1200** LUNCH (on your own)
- 1200 – 1700** Pre-scheduled one-on-ones (afternoon)

## One-on-Ones

- Use your time wisely
- This is your time to ask questions and share your concerns
- The Government will share only information that has already been shared

**Be sure to  
grab your  
one-on-one  
schedule**



***See Tour Group A***  
***at***  
***12:30 !***