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U.S. ARMY COMMUNICATIONS - ELECTRONICS COMMAND

FORT MONMOUTH, NEW JERSEY

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BEST VALUE ACQUISITION SYMPOSIUM AND CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALC) UPDATE

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**SHERATON EATONTOWN HOTEL
AND CONFERENCE CENTER**

NOVEMBER 17-18, 1993



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We hope that the above publication proves beneficial to your long-range planning efforts. If you have any additional questions and/or suggestions, please contact the Program Analysis and Evaluation Directorate, AMSEL-PE-OD, ATTN: Mari Aufseeser, (908) 532-5054.

ADVANCE PLANNING BRIEFING FOR INDUSTRY
BEST VALUE ACQUISITION SYMPOSIUM
AND
CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALS)
UPDATE

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ADVANCE PLANNING BRIEFING FOR INDUSTRY
BEST VALUE ACQUISITION SYMPOSIUM
AND
CONTINUOUS ACQUISITION AND LIFE CYCLE SUPPORT (CALS)
UPDATE

MEETING CHAIRMAN
MR. EDWARD G. ELGART
DIRECTOR, C3I ACQUISITION CENTER

AGENDA

WEDNESDAY, NOVEMBER 17, 1993

- 0700 REGISTRATION
- 0930 ADMINISTRATIVE REMARKS
Mr. John J. Goodbody
C3I Acquisition Center, CECOM
- 0940 WELCOMING REMARKS/CECOM ACQUISITION INITIATIVES
Mr. Edward G. Elgart
Director, C3I Acquisition Center, CECOM
- 0950 WHAT IS BEST VALUE
Mr. Thomas D. Carroll
Legal Office, CECOM
- 1010 BEST VALUE FROM THE PEO'S PERSPECTIVE
BG David R. Gust
Program Executive Officer, Communications Systems
- 1030 CONCURRENT ENGINEERING IN CECOM/REQUEST FOR PROPOSALS
Mr. Gerald O. Stoops
Product Integrity and Production Engineering Directorate, CECOM
- 1050 RISK IDENTIFICATION & ABATEMENT
Mr. Dennis J. Turner
Software Engineering Directorate, CECOM
Mr. Robert A. Hofmann
Test & Evaluation Directorate, CECOM
- 1115 QUESTION AND ANSWER PERIOD
- 1130 LUNCH

- 1245 COST/SCHEDULE CONTROL SYSTEMS CRITERIA (C/SCSC) IN BEST VALUE CONTRACTING
Mr. Jeffery Bongard
Directorate for Resource Management, CECOM
- 1305 PERFORMANCE RISK ANALYSIS GROUPS
Ms. Wendy J. McCutcheon and Mr. Dennis J. Bradley
C3I Acquisition Center, CECOM
- 1340 SOURCE SELECTION
Mr. John J. Goodbody
C3I Acquisition Center, CECOM
- 1400 QUESTION AND ANSWER PERIOD
- 1410 BREAK
- 1430 MOCK SOURCE SELECTION: COMPARING THE PROPOSALS AND SELECTING THE WINNER

Mr. Larry A. Asch
C3I Acquisition Center, CECOM

Mr. Mark A. Sagan
Legal Office, CECOM

Mr. Mack R. Farr
PM, Night Vision and Electro Optics

Mr. John E. Gault
Product Integrity and Production Engineering Directorate,
CECOM

Ms. Yvonne H. Bova
C3I Acquisition Center, CECOM
- 1530 BALLOT COLLECTION AND TABULATION
- 1545 CONCLUSION OF MOCK SOURCE SELECTION
MG Otto J. Guenther
Commanding General, CECOM

1600 EXECUTIVE PANEL

MG Otto J. Guenther
Commanding General, CECOM

BG David R. Gust
Program Executive Officer, Communications Systems

Mr. Edward G. Elgart
Director, C3I Acquisition Center, CECOM

Mr. Colin F. MacDonnell, Jr.
Director, C3I Logistics & Readiness Center, CECOM

Mr. Robert B. Saphro
Chief Counsel, Legal Office, CECOM

1645 CLOSING REMARKS

MG Otto J. Guenther
Commanding General, CECOM

1715 RECEPTION

THURSDAY, NOVEMBER 18, 1993

0800 OPENING REMARKS

Mr. Edward G. Elgart
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0810 INTRODUCTION TO CONTINUOUS ACQUISITION & LIFE
CYCLE SUPPORT (CALS)

Mr. James J. Barbarello
CALS Executive, Product Integrity and Production Engineering
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0815 STRATEGIC VISION FOR CALS AT CECOM

Mr. Richard L. Uldrich
CECOM CALS SUPPORT OFFICE

0830 INTEGRATED WEAPON SYSTEM DATABASE AND DATA STANDARDS APPLICATION

Ms. Patricia Silver
CECOM CALS SUPPORT OFFICE

0845 CECOM INFRASTRUCTURE
Mr. Raymond R. Russomano
Directorate for Corporate Information, CECOM

0905 TECHNICAL MANUALS
Mr. Frederick L. Loeser
Logistics and Maintenance Directorate, CECOM

0925 LOGISTICS SUPPORT ANALYSIS
Mr. George P. Welsch
Logistics and Maintenance Directorate, CECOM

0945 QUESTION AND ANSWER PERIOD

0955 BREAK

1015 DRAWINGS
Mr. Richard Scarinzi
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1035 DIGITAL MASTER PATTERNS
Mr. John P. Myer
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1050 FLEXIBLE COMPUTER INTEGRATED MANUFACTURING
Mr. Gary H. Salomon
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1110 ELECTRONIC BULLETIN BOARD SYSTEM
Mr. Roger S. Berger
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1130 AN/VRC-12 SPARES BUY LESSONS LEARNED
Mr. James J. Barbarello
CALs Executive, Product Integrity and Production Engineering
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1145 QUESTION AND ANSWER PERIOD

1200 CLOSING REMARKS
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• WHAT IS BEST VALUE? •

THOMAS D. CARROLL
LEGAL OFFICE

UNCLASSIFIED

ACQUISITION UNIVERSE

FAR PART 6

COMPETITIVE PROCEDURES

SEALED BIDDING

1. CONVENTIONAL

2. TWO-STEP

NEGOTIATION

1. CONVENTIONAL

2. TWO-STEP

3. FOUR-STEP

OTHER THAN COMPETITIVE PROCEDURES

1. ONE/LIMITED SOURCE

2. URGENCY

3. MOBILIZATION

4. INT'L AGREEMENT

5. REQUIRED BY STATUTE

6. NATIONAL SECURITY

7. PUBLIC INTEREST

- **EVERY COMPETITIVE SOLICITATION HAS A "BASIS FOR AWARD"**

- * **THE BASIC RULE USED TO DETERMINE THE WINNER**

- **THREE COMMON TYPES:**

- * **LOWEST RESPONSIVE RESPONSIBLE BID**

- * **LOWEST COST/PRICE ACCEPTABLE PROPOSAL**

- * **"BEST VALUE"**



DEFINITION

BEST VALUE

- ANY BASIS FOR AWARD WHICH STATES THAT FACTORS IN ADDITION TO COST/PRICE WILL BE CONSIDERED IN SOME RELATIVE ORDER OF IMPORTANCE TO DETERMINE THE WINNING PROPOSAL

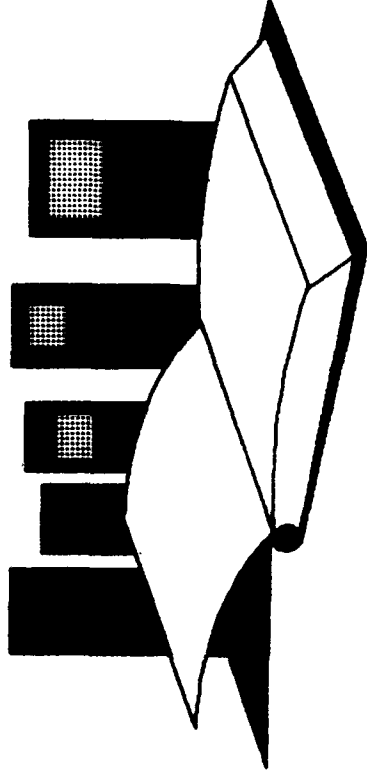
BEST VALUE

ANY BASIS FOR AWARD WHICH STATES THAT FACTORS IN ADDITION TO COST/PRICE WILL BE CONSIDERED IN SOME RELATIVE ORDER OF IMPORTANCE TO DETERMINE THE WINNING PROPOSAL

EFFECT ON ACQUISITION

ALLOWS THE GOVERNMENT THE DISCRETION TO DETERMINE WHICH PROPOSAL OFFERS THE BEST CHANCE OF SUCCESSFULLY MEETING THE SOLICITATION'S REQUIREMENTS

- LOWEST COST/PRICE PROPOSAL DOES NOT NECESSARILY WIN
- THE GOVERNMENT MAY DECIDE THAT ADVANTAGEOUS ASPECTS OF A PARTICULAR PROPOSAL ARE WORTH THE EXTRA MONEY IT WILL COST



● ● FRAMEWORK

- CONVENTIONAL NEGOTIATION PROCESS
- PROPOSAL EVALUATION vs. SOURCE SELECTION
 - SOURCE SELECTION PLAN
 - SOURCE SELECTION ORGANIZATION

● ● CONVENTIONAL NEGOTIATION PROCESS

- ESTABLISH THE REQUIREMENT
- PREPARE THE ACQUISITION PLAN
- PREPARE THE SOURCE SELECTION PLAN
- PREPARE AND ISSUE THE SOLICITATION
- RECEIVE PROPOSALS - TECHNICAL, PERFORMANCE RISK, COST AND ANY OTHER FACTORS THAT ARE BEING EVALUATED
- CONDUCT INITIAL PROPOSAL EVALUATION - ALL FACTORS
- ESTABLISH COMPETITIVE RANGE (ELIMINATE NON-COMPETITIVE PROPOSALS FROM FURTHER CONSIDERATION)

● ● CONVENTIONAL NEGOTIATION PROCESS

- CONDUCT "MEANINGFUL" DISCUSSIONS - ALL FACTORS
- CONDUCT INTERIM PROPOSAL EVALUATION(S)
- RE-ASSESS COMPETITIVE RANGE
- REQUEST BEST AND FINAL OFFER
- CONDUCT FINAL PROPOSAL EVALUATION
- SOURCE SELECTION
- AWARD
- DEBRIEF UNSUCCESSFUL OFFERORS

DEFINITIONS

PROPOSAL EVALUATION -

- EXAMINATION OF THE MERITS OF EACH PROPOSAL AGAINST THE REQUIREMENTS OF THE SOLICITATION AND RATING THE FACTORS AND SUBFACTORS

SOURCE SELECTION -

- COMPARING THE EVALUATED MERITS OF EACH PROPOSAL AGAINST THOSE OF THE OTHER PROPOSALS, USING THE ESTABLISHED WEIGHTS OF THE FACTORS AND SUBFACTORS, AND SELECTING THE PROPOSAL JUDGED TO REPRESENT THE "BEST VALUE" TO THE GOVERNMENT

• SOURCE SELECTION PLAN •

- FACTORS

- WEIGHTS

- CRITERIA

- RATING SCHEME

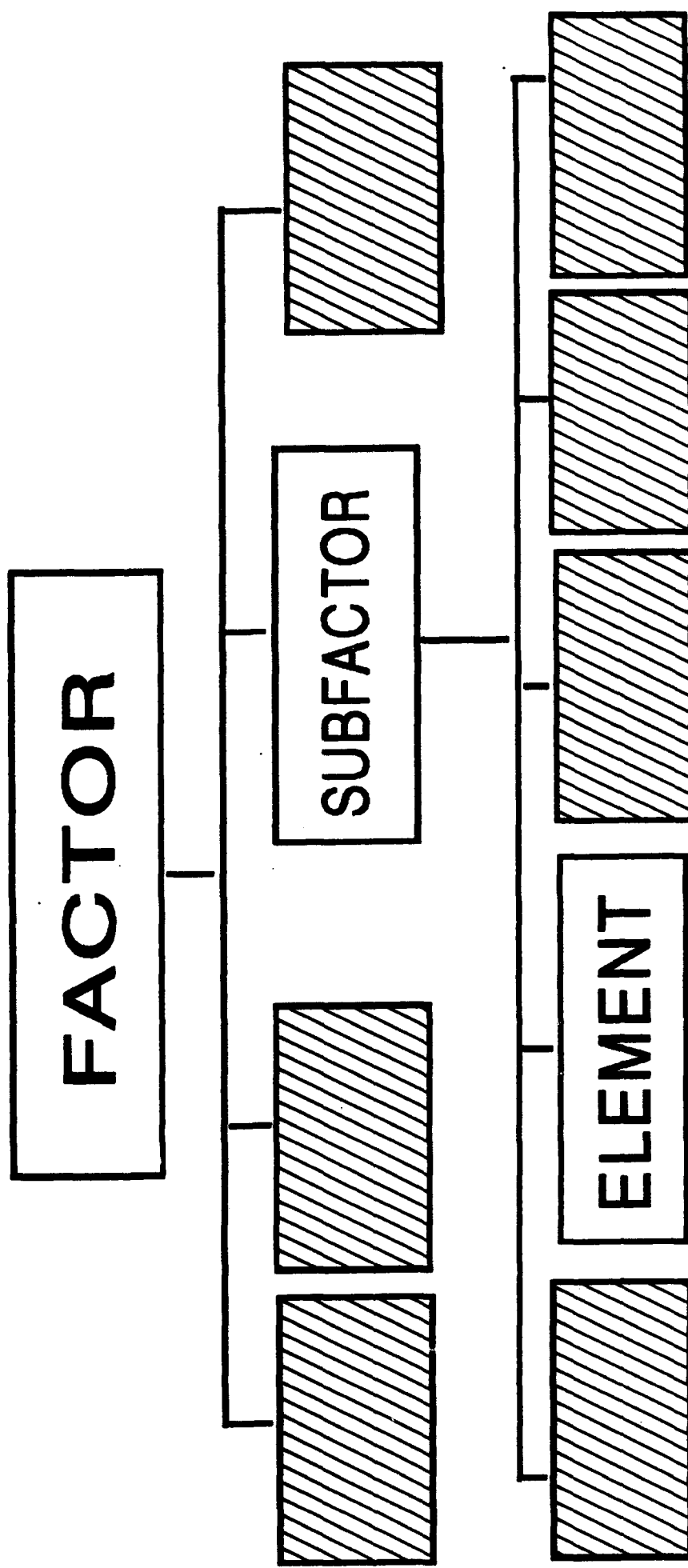
- PROPOSAL INSTRUCTIONS

FACTORS

- AREAS THAT WILL BE EVALUATED
- RELATE TO THE REQUIREMENT
- VARY FROM PROCUREMENT TO PROCUREMENT
- ONLY CHOOSE "DISCRIMINATORS"

* DETERMINANT vs IMPORTANT

EXAMPLE



WEIGHTS

• THE MEANS USED TO GAUGE THE IMPORTANCE OF
THE FACTORS AND SUBFACTORS RELATIVE TO EACH
OTHER

* WORDS RATHER THAN PERCENTAGES

• FACTORS AND SUBFACTORS REPRESENTING
THE PRIMARY OBJECTIVES OF THE
PROCUREMENT WILL CARRY THE MOST
WEIGHT

* WILL "DRIVE" THE SOURCE SELECTION

CRITERIA

- "YARDSTICKS" OR "STANDARDS" FOR EACH FACTOR AND SUBFACTOR
- USED AS A MEASUREMENT GUIDE FOR PROPOSAL EVALUATION
- MAY BE QUALITATIVE OR QUANTITATIVE BY EVALUATOR
- EVERY CRITERION REQUIRES A SUBJECTIVE JUDGEMENT

RATINGS

END RESULT OF PROPOSAL EVALUATION

- **EACH FACTOR AND SUBFACTOR IS "RATED"**
- **INDICATES MERITS OF PROPOSAL**

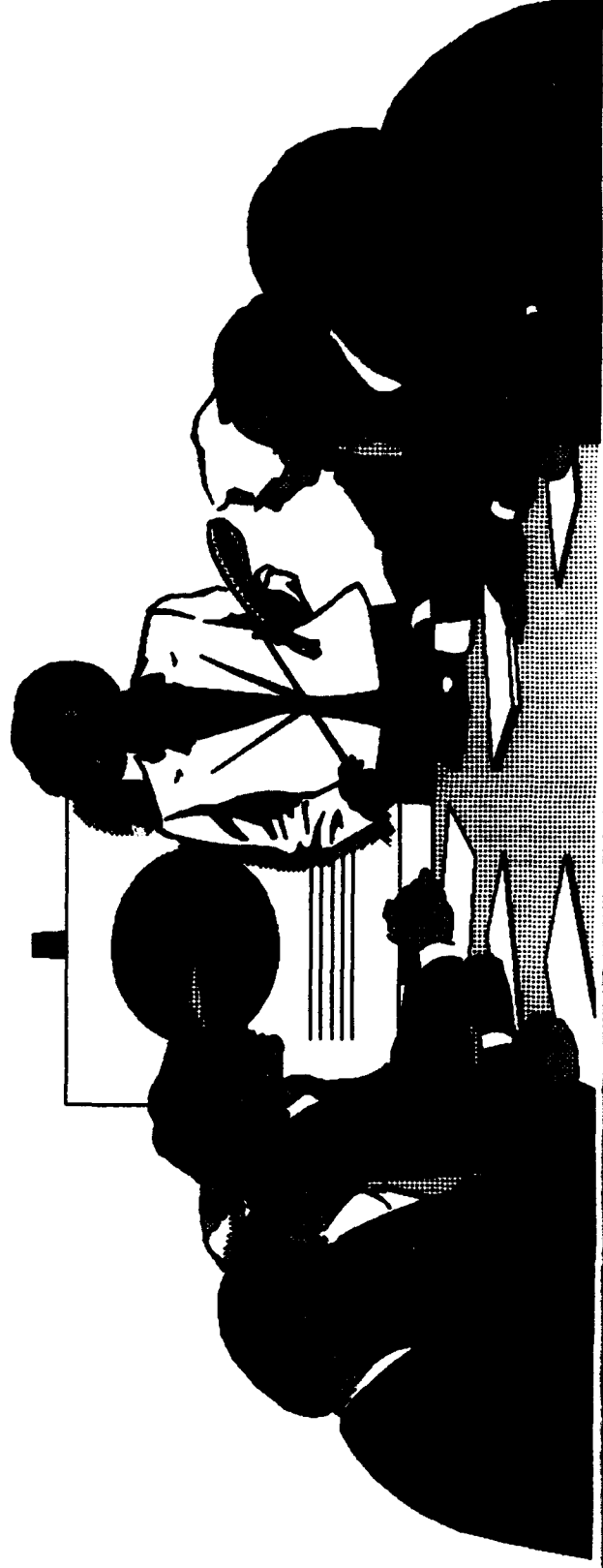
COMMON METHODS:

- **ADJECTIVAL RATINGS**
- **NARRATIVE STATEMENTS**
- **COLOR CODING**
- **NUMERICAL SCORING**

• • PROPOSAL INSTRUCTIONS •

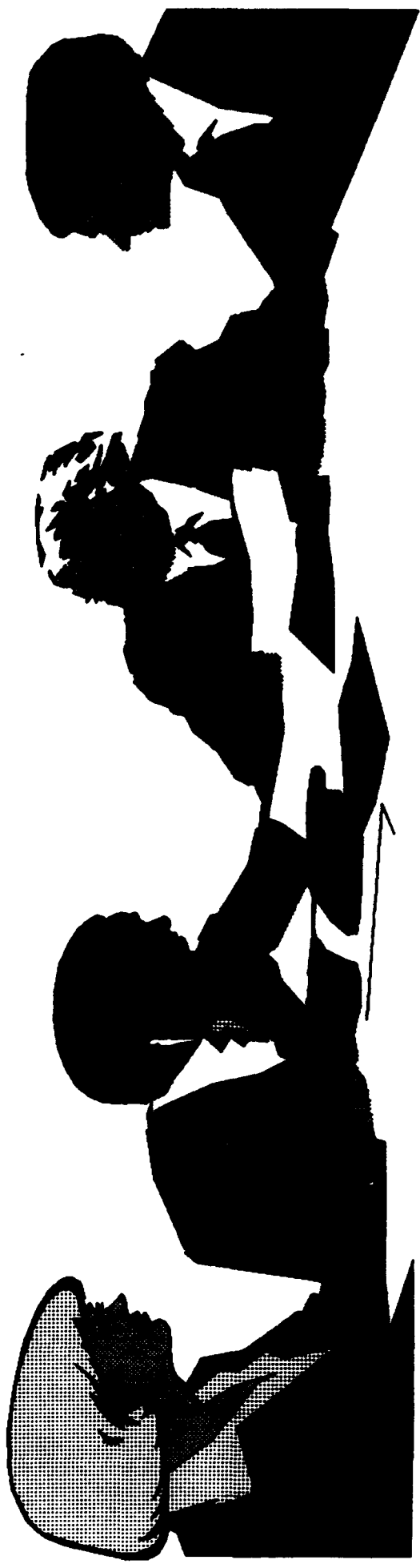
TELLS OFFERORS:

- WHAT INFORMATION TO SUBMIT IN THEIR PROPOSALS
- WHAT FORMAT TO SUBMIT THE INFORMATION IN



THE ORGANIZATION

- SOURCE SELECTION AUTHORITY (SSA)
- SOURCE SELECTION ADVISORY COUNCIL (SSAC)
- SOURCE SELECTION EVALUATION BOARD (SSEB)



ROLES

SSEB - EVALUATES

SSAC - COMPARES

SSA - DECIDES



● ● BOTTOM LINE ●

● THE "BEST VALUE" DECISION IS JUDGEMENTAL

- * SSA HAS BROAD DISCRETION IN MAKING THE JUDGEMENT
- * THE JUDGEMENT MUST HAVE A RATIONAL BASIS
- * "GOOD JUDGEMENT" RATHER THAN THE "PERFECT DECISION" IS THE KEY
- * DECISION MUST BE CONSISTENT WITH THE SOLICITATION
 - ▶ FACTORS AND SUBFACTORS SPECIFIED IN THE SOLICITATION
 - ▶ RELATIVE WEIGHTS AS EXPRESSED IN THE SOLICITATION

● ● THOUGHT PROCESS ●

- FOR EACH PROPOSAL, ESTABLISH A CLEAR UNDERSTANDING OF:
 - * WHAT THE FACTOR AND SUBFACTOR RATINGS ARE AND WHY
 - * WHAT THE REALISTIC COST FIGURES ARE AND WHY
- COMPARE THE MERITS (ADVANTAGES AND DISADVANTAGES) AND THE COSTS OF THE COMPETING PROPOSALS
- APPLY THE RELATIVE WEIGHTS OF THE FACTORS AND SUBFACTORS AS EXPRESSED IN THE SOLICITATION
- MAKE THE "BEST VALUE" DECISION

NOTES

●
●
**CONCURRENT ENGINEERING (CE)
IN CECOM
REQUEST FOR PROPOSALS (RFPS)**

**GERALD O. STOOPS
DIRECTOR**

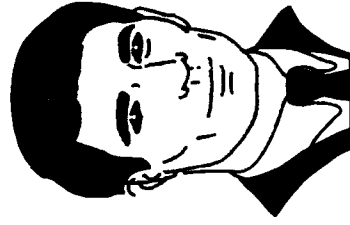
PRODUCT INTEGRITY & PRODUCTION ENGINEERING

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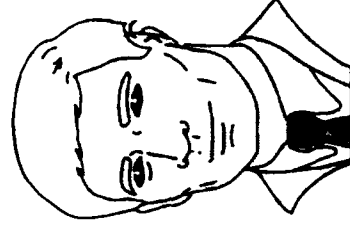


AT CECOM, CE IS

- **CONSIDERED FOR USE IN ALL MAJOR RFPS**
- **A SIGNIFICANT SOURCE SELECTION CONSIDERATION**
- **A BENEFICIAL WAY OF DOING BUSINESS:**
 - **"WHAT", NOT "HOW TO"**
 - **POSSIBLE ALTERNATIVE BUSINESS METHODS**
 - **REDUCED CECOM RESOURCE REQUIREMENTS**

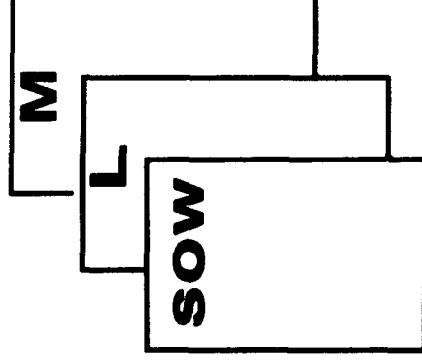


UNDERSTANDING

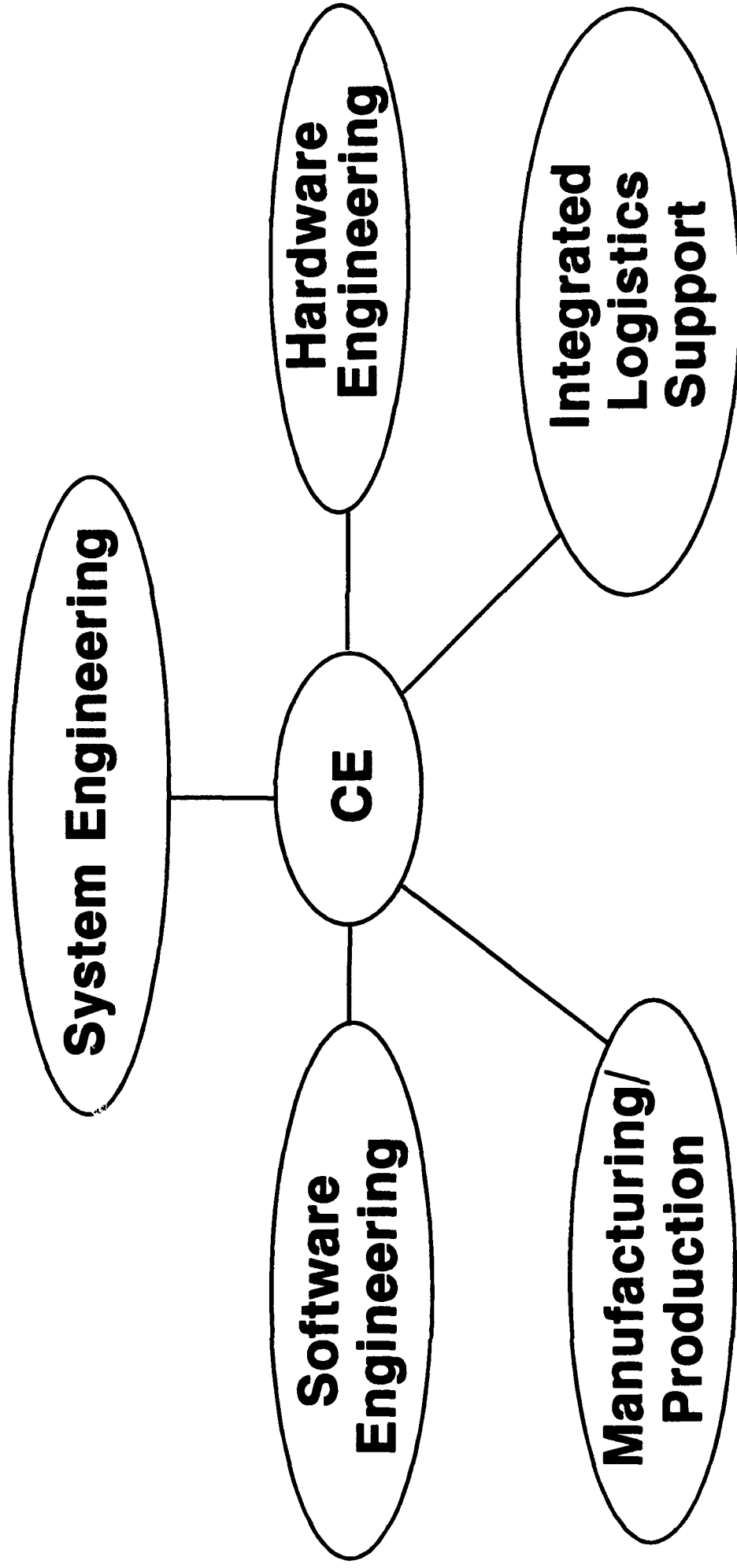


THE THREE RFP COMPONENTS

- **TECHNICAL REQUIREMENTS**
The Statement of Work (SOW)
- **PROPOSAL REQUIREMENTS**
Section L
- **EVALUATION CRITERIA**
Section M

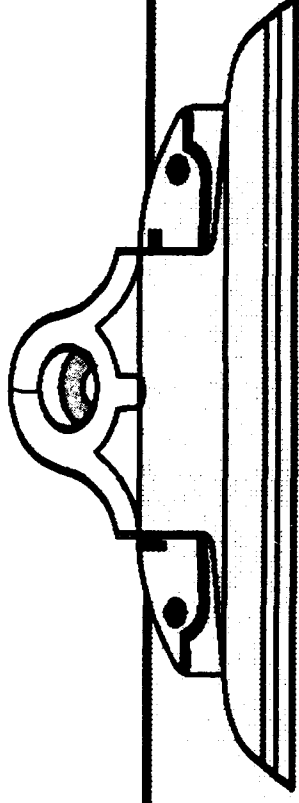


THE SOW



**PROCESSES VALIDATED
CONCURRENT WITH DESIGN**

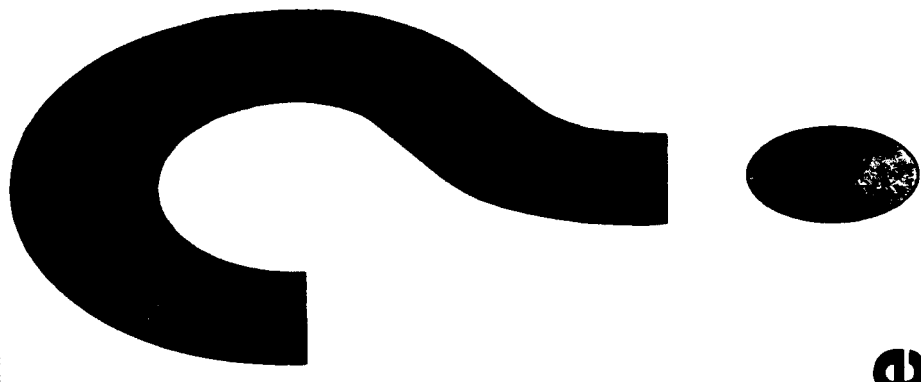
THE SOW (continued)



Program Plan

- ALL PROGRAM DISCIPLINES INTERACT
- PROCESSES COMPATIBLE, AVAILABLE, VALIDATED AND DOCUMENTED
- CRITICAL EVENTS IDENTIFIED
- PROGRAM STATUS VISIBILITY ENSURED
- GOVERNMENT OVERVIEW FACILITATED

• SECTION L •



WHAT will be done

WHO will do it

HOW will it be done

HOW will it be managed

WHAT will be the schedule

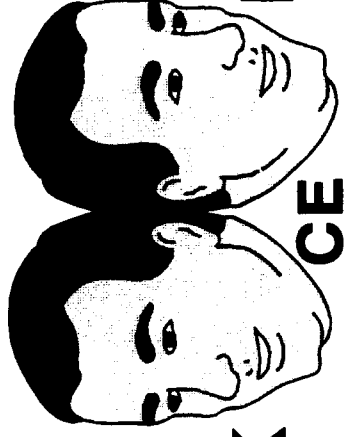
APPROACH NOT MANDATED

SECTION M

- EVALUATION CONSIDERATIONS:
 - CORPORATE STRUCTURE & COMMITMENT
 - AVAILABLE & PLANNED TRAINING
 - USE OF CE TOOLS
 - CURRENT & PLANNED TEAMING MECHANISMS
 - CURRENT & PLANNED INFORMATION SHARING MECHANISMS

● SECTION M (Continued) ●

- EXAMPLES OF PAST, SUCCESSFUL CE APPLICATION WILL BE ASSESSED BY THE PERFORMANCE RISK ANALYSIS GROUP (PRAG)



PROPOSAL RISK

PERFORMANCE RISK

WHAT WE LOOK FOR

**TEAMING
MECHANISMS**

**TEAM
TRAINING**

**MANAGEMENT
COMMITMENT**

**CE
TOOLS**

**CONCURRENT PRODUCT
and PROCESS DESIGN**

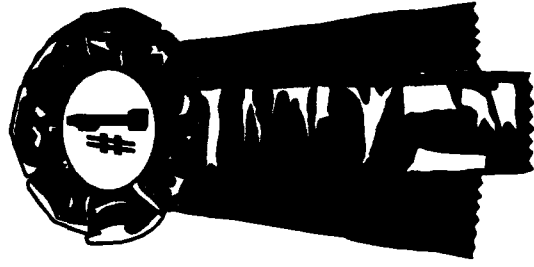
**CRITICAL EVENT
IDENTIFICATION
PROCESS**

**CUSTOMER/SUPPLIER
INTERACTION**

**GOVERNMENT/
CONTRACTOR
INTERACTION**

• WHAT YOU NEED TO DO •

- UNDERSTAND THE CE SOW
- IMPLEMENT CE IN YOUR NORMAL BUSINESS PROCESS
- ADDRESS CE REQUIREMENTS SPECIFICALLY
- USE CE TO BE MORE COMPETITIVE IN TODAY'S BEST VALUE ENVIRONMENT



NOTES

RISK IDENTIFICATION & ABATEMENT

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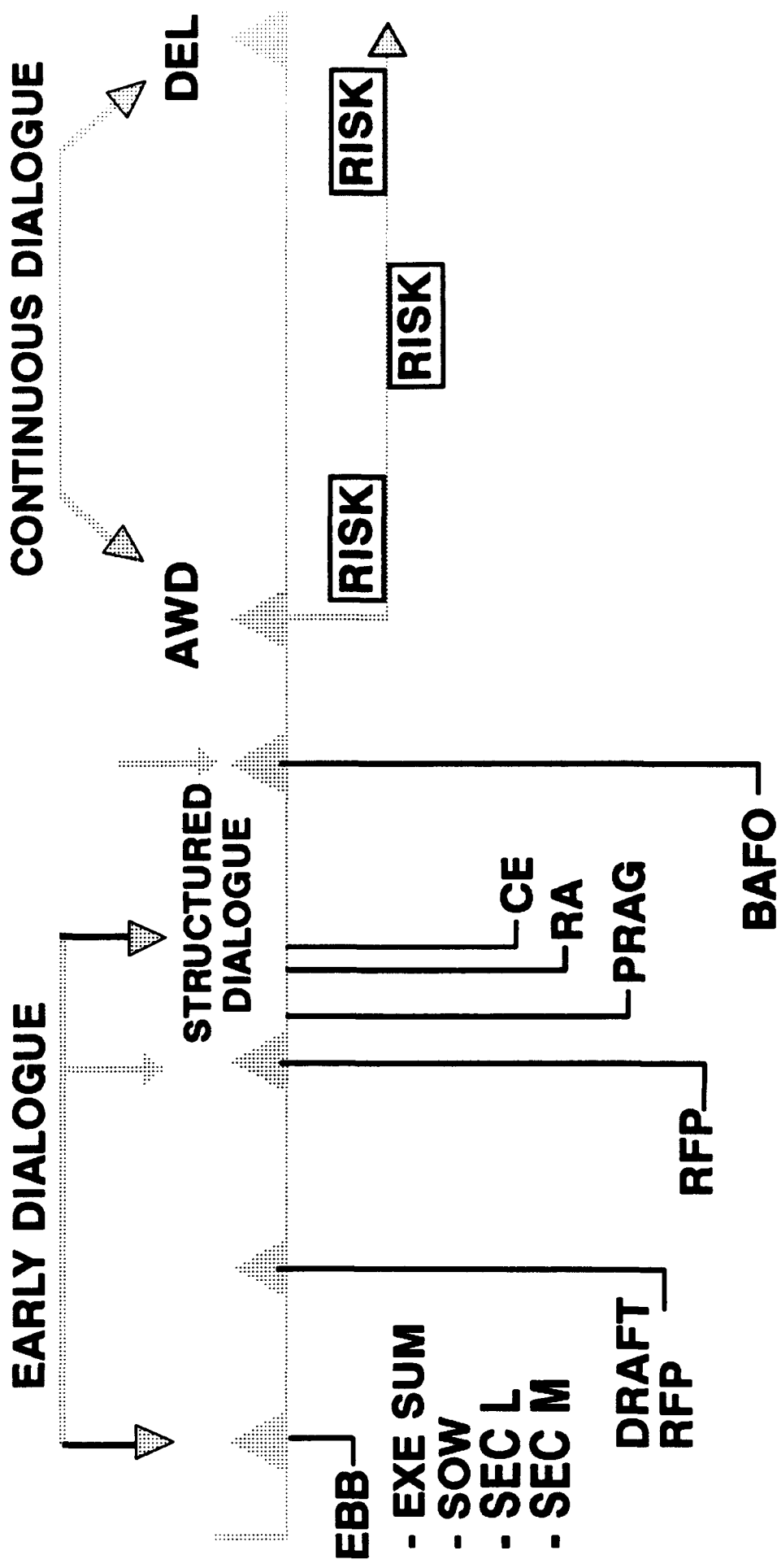
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EMPHASIZING RISK IDENTIFICATION AND ABATEMENT

- **MOTIVATION:**
 - EXPERIENCE HAS SHOWN THAT MOST OF OUR "HORROR STORIES" COULD HAVE BEEN AVOIDED HAD MORE EFFECTIVE RISK MANAGEMENT BEEN EMPLOYED
 - CONSERVATION OF (SCARCE) RESOURCES SUGGESTS AN EMPHASIS ON "RISK AREAS" NOT "SAFE ZONES"
- **SOLUTION:**
 - IN SOURCE SELECTION:
 - ASK OFFERORS TO IDENTIFY RISKS (PRODUCT AND PROCESS) AND THEIR PLANS TO MANAGE THEM
 - EVALUATE PROPOSALS BASED ON THE THOROUGHNESS AND ACCURACY OF THE INFORMATION PROVIDED
 - TAKE INTO ACCOUNT IN THE SOURCE SELECTION DECISION
 - INCLUDE RISK ABATEMENT PLAN IN THE RESULTANT CONTRACT
 - IN CONTRACT MANAGEMENT:
 - PROVIDE FINANCIAL REWARD FOR SUCCESSFUL RISK ABATEMENT

**WE WILL INCREASE OUR EMPHASIS ON RISK MANAGEMENT
AND REWARD SUCCESSFUL RISK MITIGATION**

CONCEPTS

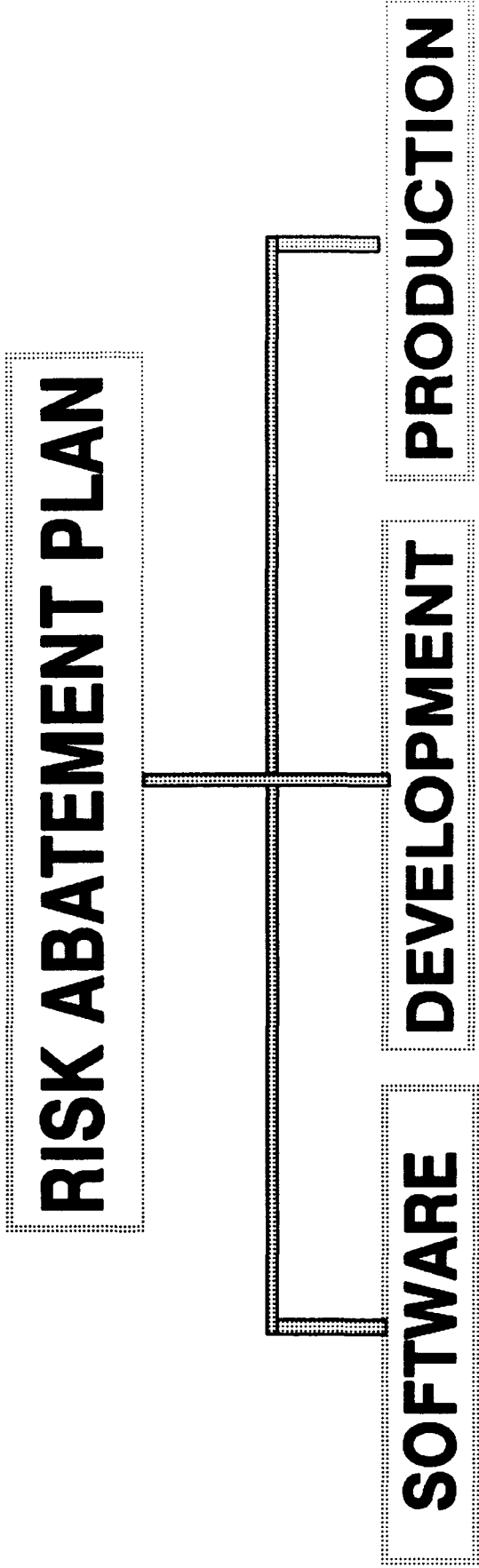


MANAGE RISK AGAINST KR'S PLAN



RISK ABATEMENT PROGRAM PLAN

****SAMPLE PLAN****

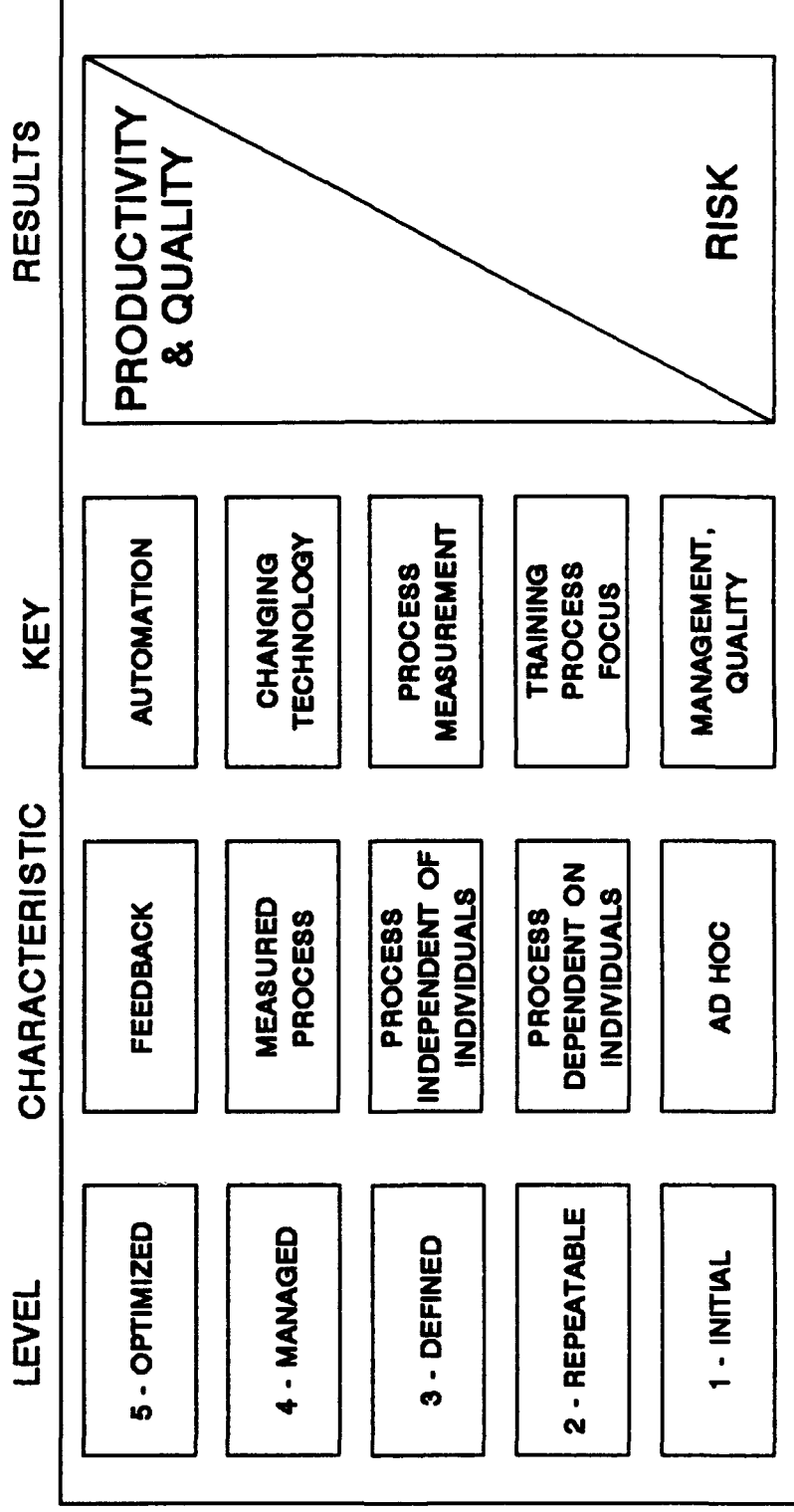


SOME SOFTWARE RISK ABATEMENT OPPORTUNITIES

- **PROCESS MATURITY**
- **ARCHITECTURE**
- **DOCUMENTATION**
- **TAILORING CONTRACT TYPES**

**BOTH GOVERNMENT AND INDUSTRY
MUST PLAY A ROLE**

SOFTWARE PROCESS MATURITY (SEI FRAMEWORK)



**INDUSTRY MUST UNDERSTAND THAT PROCESS MATURITY
AND PROCESS IMPROVEMENT ARE IMPORTANT TO US!**

SOFTWARE PROCESS MATURITY

(Continued)

- **IN SOURCE SELECTION:**
 - **EVALUATE PROCESS RISK OF OFFERORS**
 - **TIE PROCESS RISK EVALUATION TO SOURCE SELECTION DECISION**
- **DURING CONTRACT EXECUTION:**
 - **MONITOR IMPLEMENTATION OF RISK ABATEMENT PLANS**
 - **REWARD SUCCESSFUL RISK MITIGATION**

SOFTWARE ARCHITECTURE

PROVIDES THE BASIS FOR:

- EVOLUTION (OVER A LONG PERIOD OF TIME)**
 - REUSE**
 - CAPTURE OF EXISTING SOFTWARE**
 - DEVELOPMENT OF NEW SOFTWARE**
- TO ACCOMMODATE THE NEEDS OF A "FAMILY"**

**ROBUST/FLEXIBLE ARCHITECTURES
ARE NEEDED FOR THE FUTURE**

SOFTWARE ARCHITECTURE

(Continued)

WE WILL:

- **FOCUS ON DOMAIN ARCHITECTURES**
- **EMPHASIZE SOFTWARE ARCHITECTURE IN SOURCE SELECTION AND CONSIDER THE EXTENT TO WHICH PROPOSED APPROACHES ACCOMMODATE OUR CONCERNS FOR REUSE AND EVOLUTION**

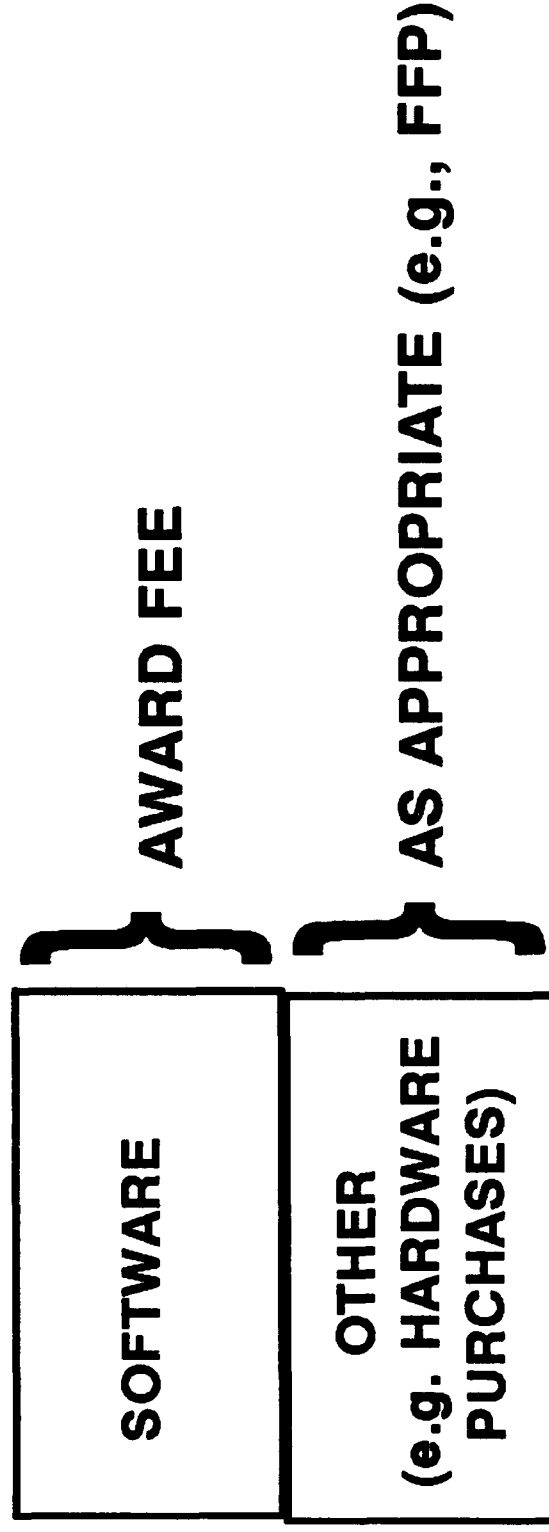
**ARCHITECTURE MUST BE
ADDRESSED IN PROPOSALS**

● ●

TAILORING CONTRACT TYPES: HYBRID CONTRACTS

- IN SITUATIONS WHERE WE NEED A CONTRACT FOR SOFTWARE DEVELOPMENT AND OTHER PRODUCTS/SERVICES, A "HYBRID" CONTRACT TYPE MAY HAVE CONSIDERABLE MERIT:

CONTRACT



EXPECT TO SEE HYBRID CONTRACTS
(WHEN SITUATIONS WARRANT THEM)

SOFTWARE DOCUMENTATION

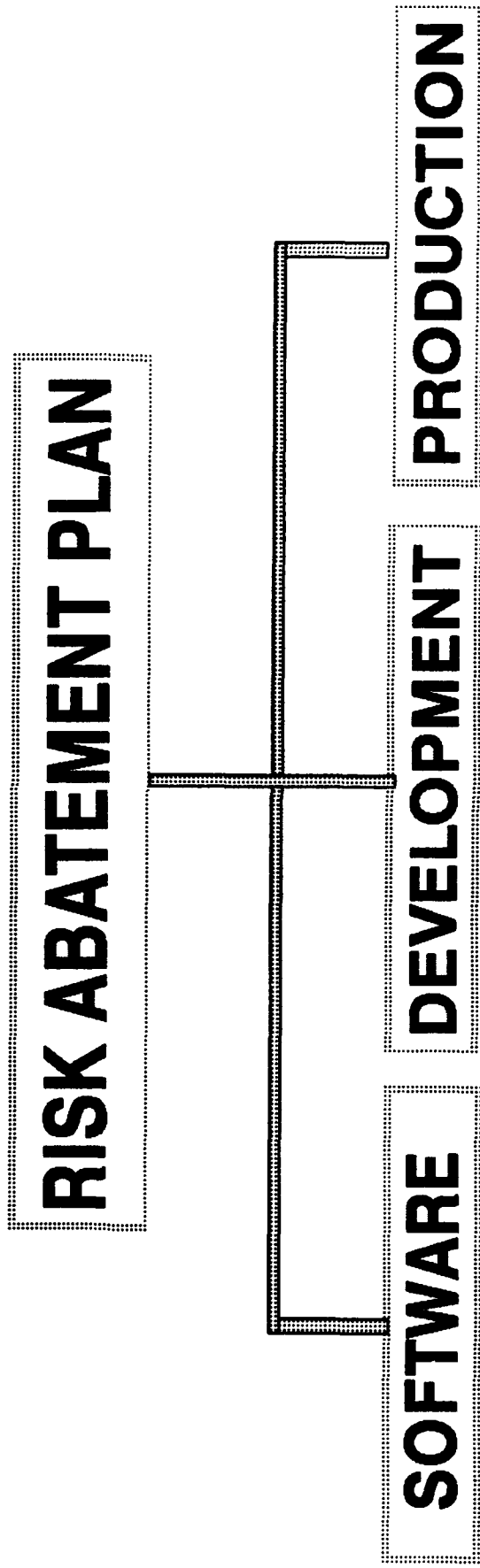
- **OBJECTIVE:**
 - **ELIMINATE UNNECESSARY COST, TIME**
 - **IMPROVE QUALITY, SUBSTANCE**
- **APPROACH:**
 - **ENCOURAGE INDUSTRY TO PROPOSE THEIR
INTERNAL DOCUMENTATION METHODS
WHENEVER POSSIBLE**
 - **FOCUS ON "ESSENTIAL DOCUMENTATION"**
 - **EMPLOY MACHINE-READABLE DOCUMENTATION**

**SIGNIFICANT OPPORTUNITIES
TO REDUCE COST RISK**



RISK ABATEMENT PROGRAM PLAN

****SAMPLE PLAN****



RISK ABATEMENT PROPOSALS SHOULD



- IDENTIFY HIGH RISK
- EXPLAIN HOW RISK IS MANAGED AND MITIGATED



EVALUATION WILL BE BASED ON YOUR RECOGNITION OF
YOUR OWN RISK

NOTES

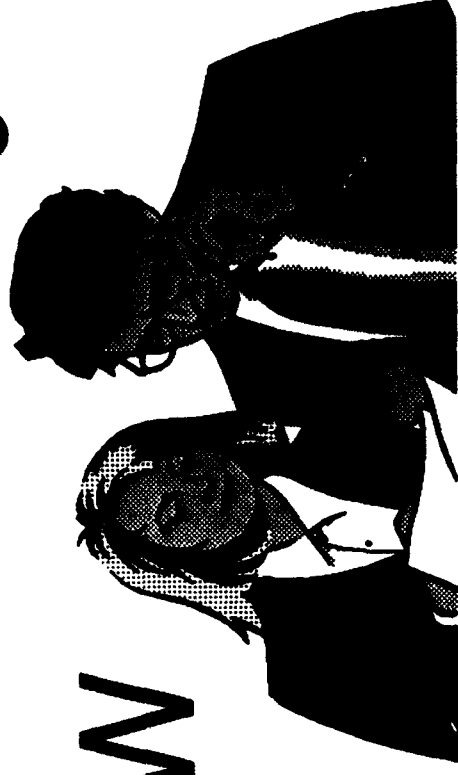
● ●

**COST/SCHEDULE CONTROL SYSTEMS
CRITERIA (C/SCSC) IN
BEST VALUE CONTRACTING**

**JEFFERY BONGARD
CHIEF, SAIMS BRANCH
DIRECTORATE FOR RESOURCE MANAGEMENT**

UNCLASSIFIED

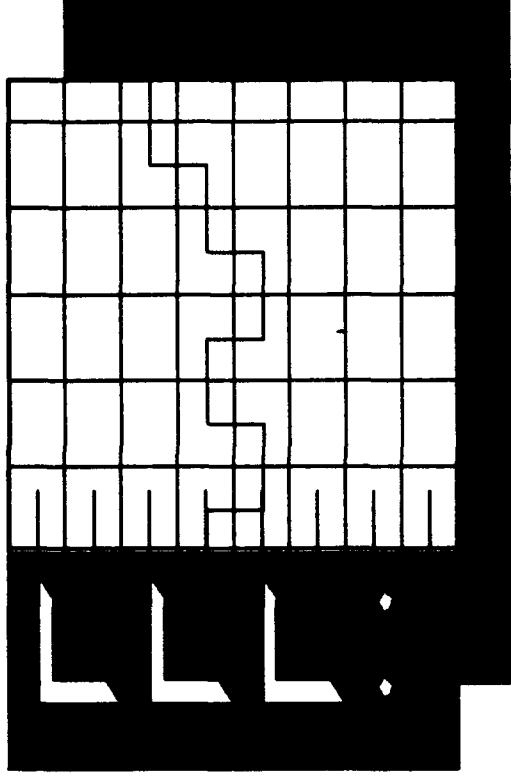
C/SCSC REVIEW



- WHAT IS C/SCSC?
- WHY USE C/SCSC?
 - ▶ LESSONS LEARNED
 - ▶ GOVERNMENT INITIATIVES
- WHAT WILL THE GOVERNMENT EVALUATE?
- WHAT SHOULD THE MANAGEMENT PROPOSAL CONTAIN?
- THE CHALLENGE

• • WHAT IS C/SCSC?

- A STANDARD FOR EVALUATING CONTRACTOR MANAGEMENT CONTROL SYSTEMS
- BASIC PURPOSE "TO MANAGE RISK THROUGH DATA COLLECTION AND ANALYSIS VIA THE WORK BREAKDOWN STRUCTURE (WBS)"





WHY USE C/SCSC?

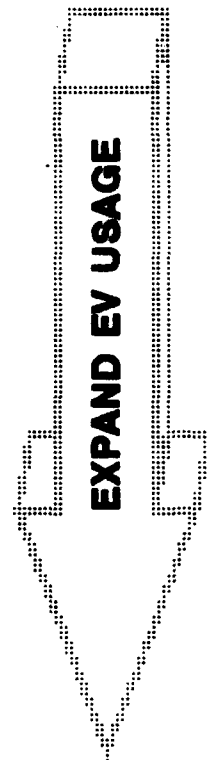
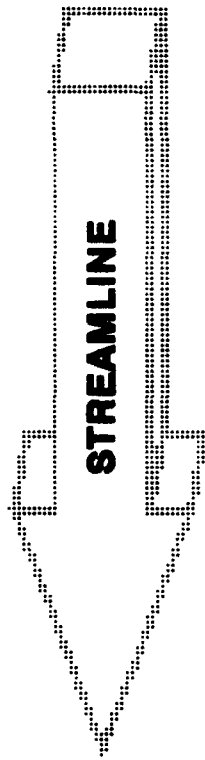
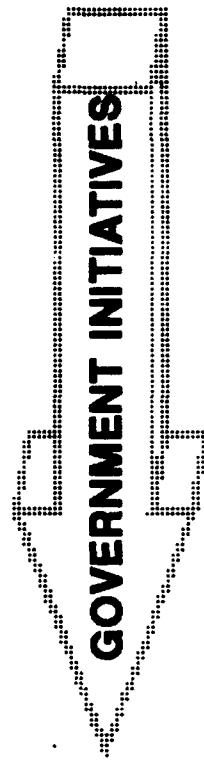
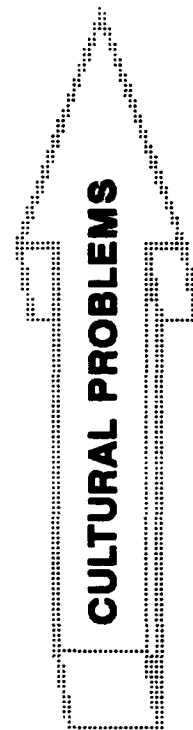
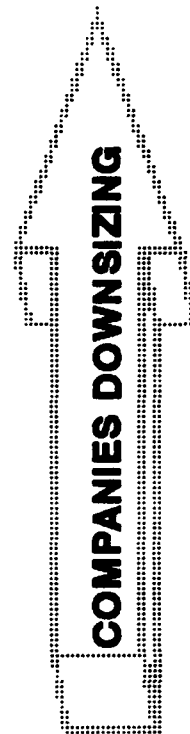
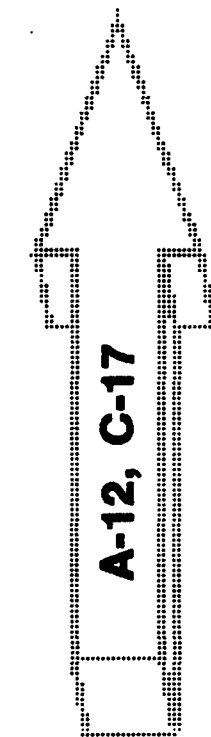
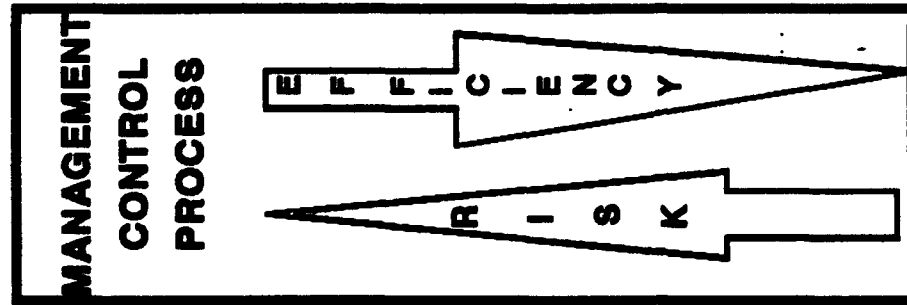
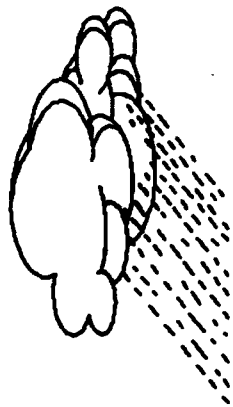
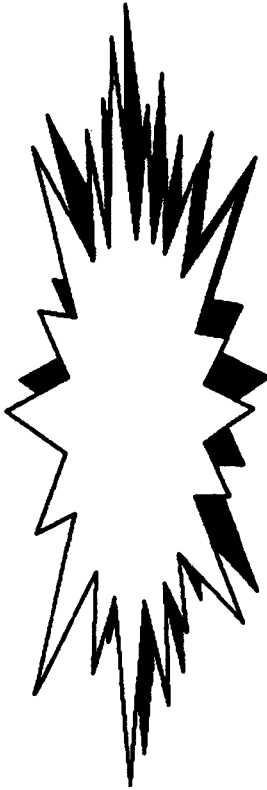
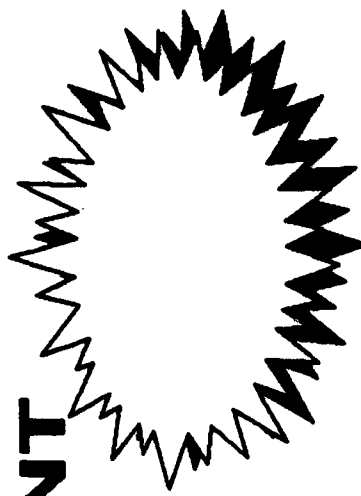


- FOUNDATION: CONTRACTOR MANAGEMENT INFORMATION AND PROGRAM CONTROL SYSTEMS SHALL BE USED TO THE MAXIMUM EXTENT POSSIBLE
- MANAGEMENT INFORMATION COLLECTED THROUGH A PRODUCT-ORIENTED WBS FOR THE CUSTOMER
- PROVIDES PROGRAM MANAGEMENT EARLY WARNING FOR RISK MITIGATION

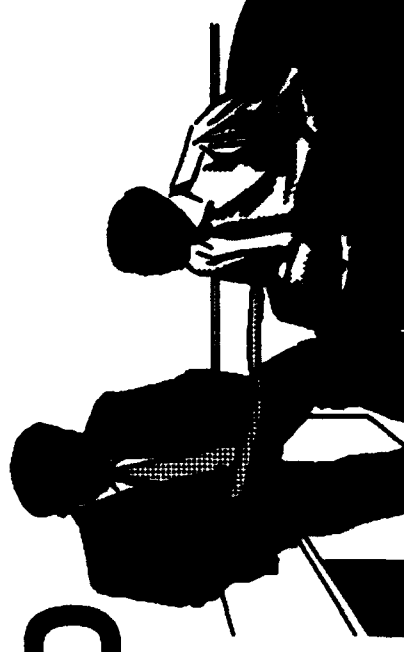
**GOAL - SINGLE, FLEXIBLE, MANAGEMENT
CONTROL SYSTEM**

C/SCSC

CHANGING ENVIRONMENT



● ● **CHANGING ENVIRONMENT LESSONS LEARNED**



● A-12

*** ADEQUATE EXISTING CONTROL MECHANISMS**

*** PERCEPTION THAT EARNED VALUE IS THE
SOLE PROVINCE OF THE PROGRAM CONTROL
STAFF**

● CULTURAL CHANGE

*** PERFORMING DESIGN AND MANUFACTURING
ORGANIZATION BECOME EARNED VALUE
PROCESS OWNERS**

*** PROGRAM TECHNICAL STAFFS PERFORM
EARNED VALUE ANALYSIS**

● ● **CHANGING ENVIRONMENT GOVERNMENT INITIATIVES**

- **STREAMLINE EVALUATION OF BUSINESS PRACTICES**
- **EMPHASIZE EARLY C/SCSC PLANNING**
- **EVALUATE CORPORATE COMMITMENT**
- **EVALUATE BUSINESS MANAGEMENT PAST PERFORMANCE**

**IMPROVE MANAGEMENT EVALUATION
CRITERIA**

WHAT WILL THE GOVERNMENT EVALUATE?

- **ADEQUACY OF CORPORATE MANAGEMENT**
 - ▶ **C/SCSC VALIDATION**
- **ADEQUACY OF THE PROGRAM MANAGEMENT PLAN**
 - ▶ **WORK BREAKDOWN STRUCTURE**
- **PAST PERFORMANCE/PERFORMANCE RISK**
 - ▶ **TIMELY C/SCSC IMPLEMENTATION**

**APPLICATION OF CORPORATE
MANAGEMENT TOOLS TO THE SOLUTION**

-
-
- CORPORATE MANAGEMENT
EVALUATION**

- **C/SCSC VALIDATION**
 - ▶ **IF VALIDATED PROVIDE PROOF**
 - ▶ **IF NOT FOLLOW THE C/SCSC FAR
SOLICITATION CLAUSE**

**STREAMLINE CORPORATE EVALUATION
PROCESS**

PROGRAM MANAGEMENT EVALUATION

- FOCUS ON THE WORK BREAKDOWN
STRUCTURE (WBS)

EVALUATE FRAMEWORK FOR
PERFORMANCE MEASUREMENT

- 



-
- # **WORK BREAKDOWN STRUCTURE(WBS)**

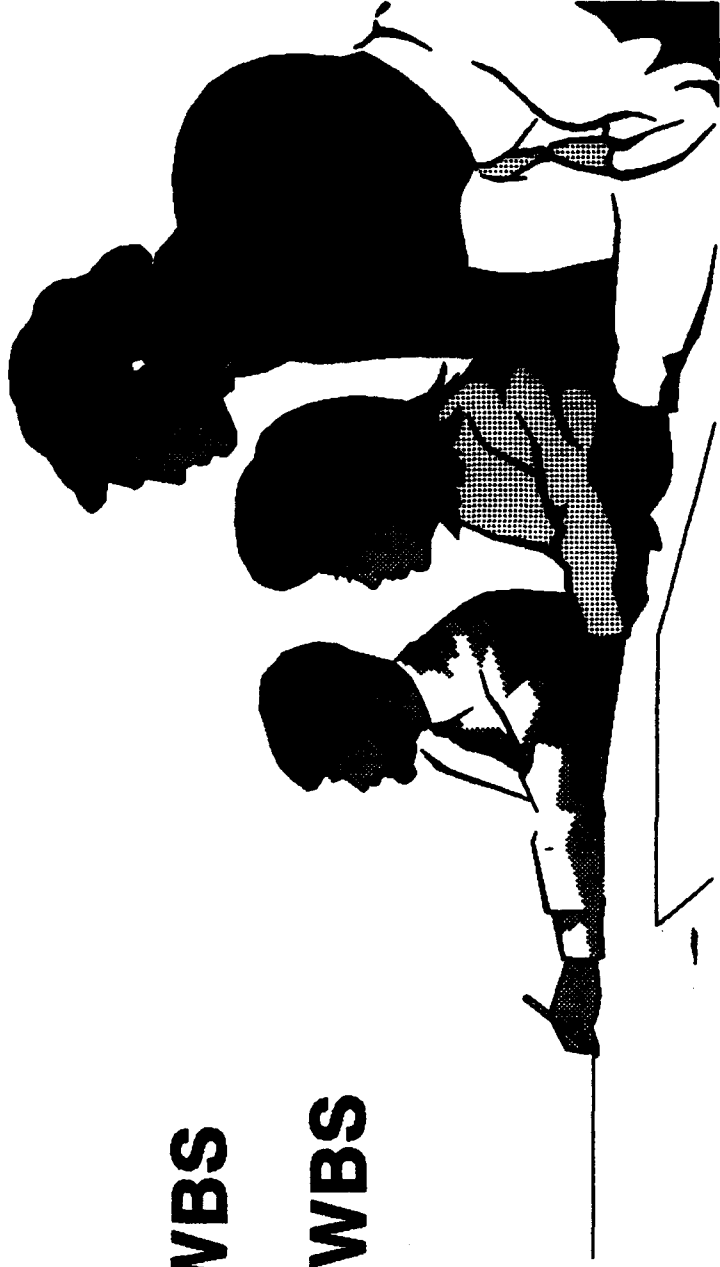
(CONT)

- **DEFINITION - A PRODUCT ORIENTED FAMILY TREE, COMPOSED OF HARDWARE, SOFTWARE, SERVICES, DATA AND FACILITIES**

- **TWO TYPES**

- ▶ **PROGRAM WBS**

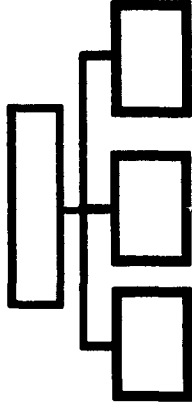
- ▶ **CONTRACT WBS**



WORK BREAKDOWN STRUCTURE USES

- TECHNICAL MANAGEMENT

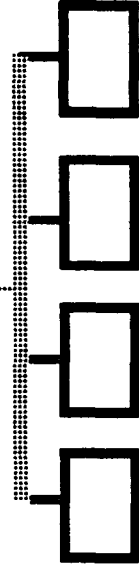
LEVEL I



LEVEL II

- SOLICITATION PLANNING

LEVEL III



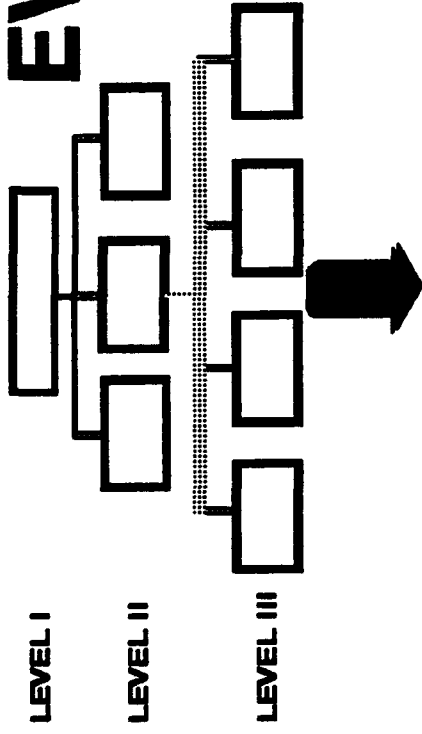
- CONFIGURATION MANAGEMENT

- FINANCIAL MANAGEMENT

- COST ESTIMATING

FRAMEWORK FOR GOVERNMENT AND CONTRACTOR
PLANNING

● ● WORK BREAKDOWN STRUCTURE EVALUATION



- EXTEND CONTRACT WBS TO PERFORMING ORGANIZATIONS

*** EXTENSION OF WBS MUST BE
TIED TO PROGRAM RISK AREAS**

**BECOMES FRAMEWORK FOR COST, SCHEDULE AND TECHNICAL
PERFORMANCE MEASUREMENT**

PAST PERFORMANCE/PERFORMANCE RISK EVALUATION

- **TIMELY C/SCSC IMPLEMENTATION**
 - ▶ **EVALUATE CORPORATE TRACK RECORD**
 - ▶ **EFFECTIVE TOOL WHEN IMPLEMENTED**

**ASSESS PROBABILITY OF SUCCESSFUL
IMPLEMENTATION**

● ● WHAT SHOULD THE MANAGEMENT PROPOSAL CONTAIN?

- CORPORATE ENVIRONMENT
 - ▶ C/SCSC VALIDATION OR PLAN
 - ▶ LESSONS LEARNED FROM PAST PERFORMANCE
- PROGRAM MANAGEMENT PLAN
 - ▶ DEMONSTRATE INTEGRATION OF WBS EXTENSION TO RISK ABATEMENT PLANS
- PAST PERFORMANCE/PERFORMANCE RISK
 - ▶ PROVIDE RELEVANT VERIFIABLE DATA

▶ HOW DOES YOUR COMPANY MANAGE RISK?

● ● **GOVERNMENT AND INDUSTRY**

THE CHALLENGE

#

1

- **RETHINK MANAGEMENT CONTROL OBJECTIVES FROM A CUSTOMER PERSPECTIVE**
- **ESTABLISH CUSTOMER FOCUSED CORPORATE METRICS TO TRACK C/SCSC IMPLEMENTATION**
- **USE THE CORPORATE METRICS TO MEASURE PERFORMANCE**

**MAINTAIN AN EFFECTIVE MANAGEMENT
CONTROL PROCESS**

NOTES

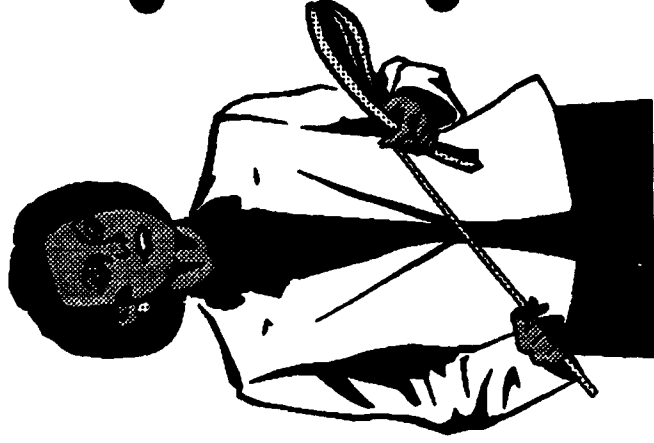
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•
**PERFORMANCE RISK
ANALYSIS GROUPS
(PRAG)**

**WENDY MCCUTCHEON
DENNIS BRADLEY
C3I ACQUISITION CENTER**

UNCLASSIFIED

• • **AGENDA**

- **BACKGROUND**
- **DEFINITIONS**
- **PRAG OPERATION**
- **HOW IS A PRAG
CONDUCTED?**
- **BENEFITS/SUMMARY**



BACKGROUND

- ✓ **POOR CONTRACTOR PERFORMANCE**
- ✓ **BAD PERFORMERS NOT HELD ACCOUNTABLE**
- ✓ **GOOD PERFORMERS NOT REWARDED**
- ✓ **GOVERNMENT AT THE MERCY OF INCUMBENT CONTRACTORS**
- ✓ **PREMIUM ON GOOD PROPOSAL WRITING AND NOT ON GOOD PERFORMANCE**
- ✓ **PAST PERFORMANCE EVALUATIONS RELIED EXCLUSIVELY ON CONTRACTOR SUPPLIED INFORMATION**

BACKGROUND (CONT)

- * PREVIOUS ATTEMPTS TO FIX THIS SITUATION
FAILED BECAUSE:**
 - "REPORT CARD" DATABASES WERE UNRELIABLE**
 - NO CLEAR GUIDANCE**
 - OUTDATED INFORMATION WAS USED**
- * CURRENT PRAG METHODOLOGY:**
 - USES A NETWORK DATABASE TO IDENTIFY CONTRACTOR
AND CONTRACTS**
 - PROVIDES CLEAR GUIDANCE IN AMC PAMPHLET
715-3**
 - FUNDAMENTALLY FAIR TO ALL OFFERORS**

BACKGROUN (CONT)

- * PERFORMANCE EVALUATION**
- * • OFFEROR'S PROPOSAL**
- * • PREVIOUS GOVERNMENT CUSTOMERS**
- * • PREVIOUS GOVERNMENT CONTRACTS**

BACKGROUND (CONT)

- * AMC PROJECT WAS COMMENCED IN JANUARY
1988**
- * AIR FORCE AND NASA HAVE SIMILAR PROGRAMS**
- * PHASE I PILOT AT FORT MONMOUTH AND VINT
HILL FARMS STATION DURING FY89**
- * PHASE II TEST AT ALL MAJOR SUBORDINATE
COMMANDS DURING FY90**

BACKGROUND (CONT)

- **● PHASE III IMPLEMENTATION THROUGHOUT AMC
FROM FY 1991 TO THE PRESENT**
- **CURRENT STATUS:**
 - ▶ **AMC PAMPHLET 715--3 BEING UPDATED**
 - ▶ **OFFICE OF FEDERAL PROCUREMENT POLICY
LETTER 92-5, PAST PERFORMANCE INFORMATION,
PUBLISHED ON 11 JANUARY 1993**

DEFINITIONS

PERFORMANCE RISK ANALYSIS GROUP (PRAG)

A GROUP OF EXPERIENCED GOVERNMENT PERSONNEL APPOINTED TO ASSESS PERFORMANCE RISK. AT CECOM THE PRAG OPERATES AS A GROUP WITHIN THE SSEB AND REPORTS THROUGH THE SSEB CHAIRPERSON TO THE SSAC. EACH AMC CONTRACTING ACTIVITY IS RESPONSIBLE FOR DETERMINING THE APPROPRIATE COMPOSITION AND STRUCTURE OF ITS PRAG, RELATIVE TO THE SIZE, NATURE, AND COMPLEXITY OF A PARTICULAR ACQUISITION.

DEFINITIONS

(CONT)

PERFORMANCE RISK –

A CONFIDENCE MEASURE THAT ASSESSES AN OFFEROR'S RECORD OF PAST AND CURRENT PERFORMANCE IN ORDER TO DETERMINE THE OFFEROR'S ABILITY TO PERFORM THE SOLICITATION'S REQUIREMENTS. PERFORMANCE RISK IS ASSESSED BY THE PRAG.

DEFINITIONS

(CONT)

PROPOSAL RISK –

THE RISKS ASSOCIATED WITH AN OFFEROR'S PROPOSED APPROACH IN MEETING THE GOVERNMENT'S REQUIREMENTS. THE PROPOSAL RISK ASSESSMENT IS PERFORMED BY THE SSEB.

DEFINITIONS OF PERFORMANCE RISK

LOW RISK

**LITTLE DOUBT EXISTS, BASED ON THE
OFFEROR'S PERFORMANCE RECORD, THAT
THE OFFEROR CAN PERFORM THE PROPOSED
EFFORT.**

MODERATE RISK

**SOME DOUBT EXISTS, BASED ON THE
OFFEROR'S PERFORMANCE RECORD, THAT THE
OFFEROR CAN PERFORM THE PROPOSED EFFORT.**

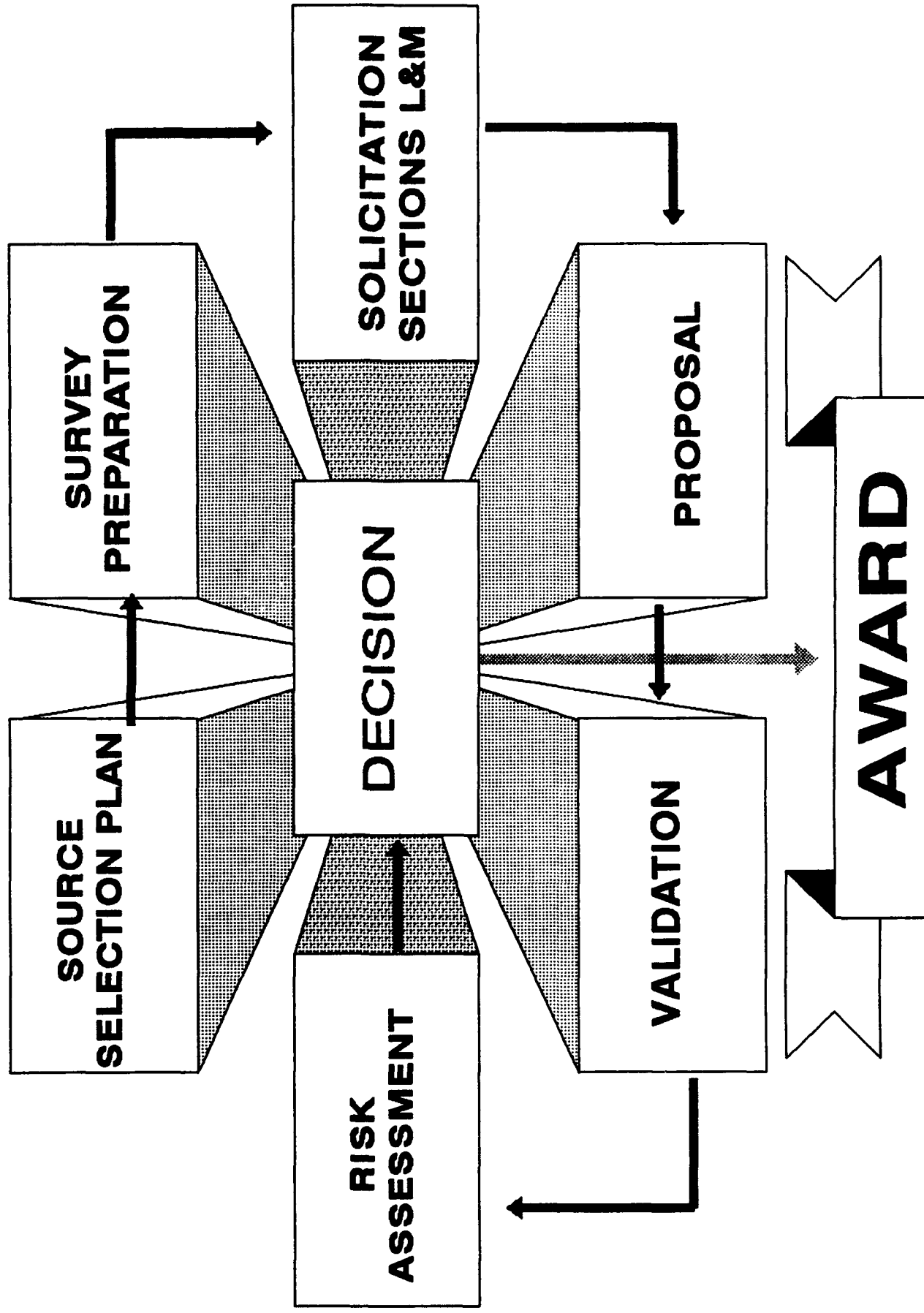
DEFINITIONS OF PERFORMANCE RISK

HIGH RISK

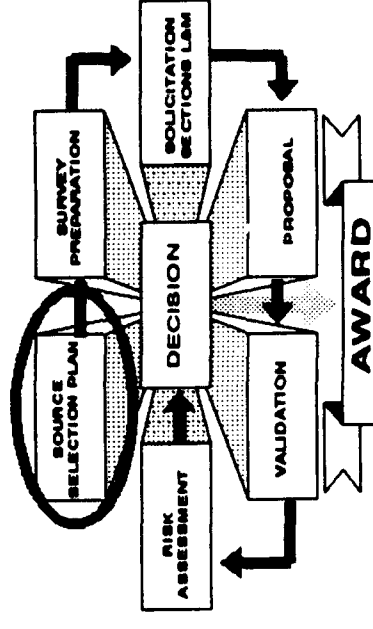
SIGNIFICANT DOUBT EXISTS, BASED ON
THE OFFEROR'S PERFORMANCE RECORD, THAT
THE OFFEROR CAN PERFORM THE PROPOSED
EFFORT.



PRAG OPERATION

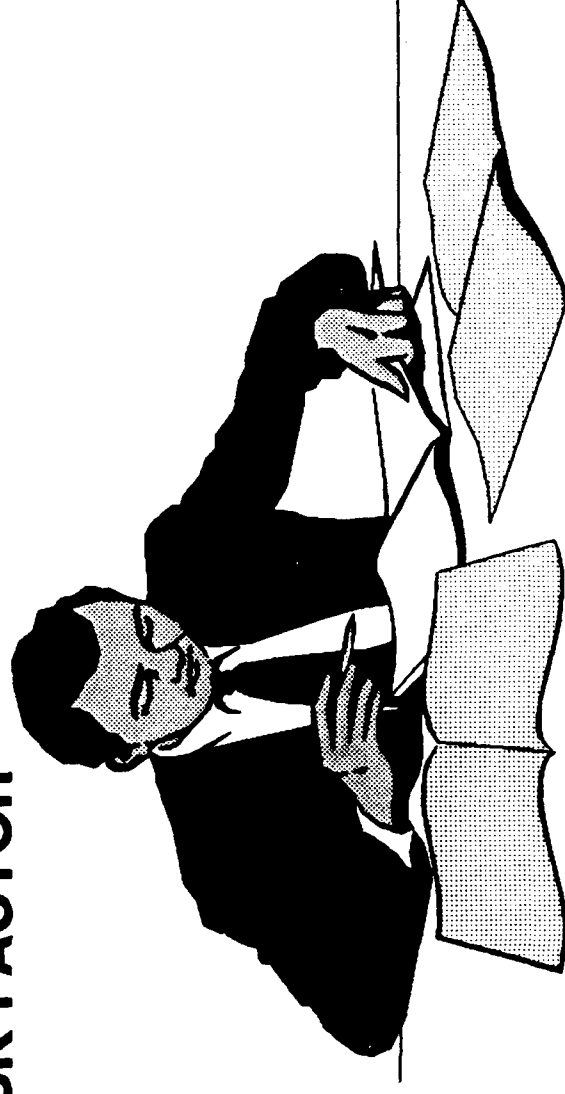


HOW IS PRAG CONDUCTED?



* SOURCE SELECTION PLAN

- ▶ GOVERNMENT DECISION TO EVALUATE PERFORMANCE RISK
- ▶ GOVERNMENT ASSIGNS WEIGHT TO PERFORMANCE RISK FACTOR



The flowchart illustrates the decision process for selecting a contracting method. It begins with 'SOURCE SELECTION PLAN' and 'RISK ASSESSMENT' on the left, both pointing to a central 'DECISION' box. From 'DECISION', arrows point to 'SURVEY PREPARATION' (top left), 'SOLICITATION SECTIONS LAM' (top center), 'PROPOSAL' (top right), 'VALIDATION' (bottom right), and 'AWARD' (bottom center). A feedback loop is shown with an arrow from 'AWARD' back to 'SOURCE SELECTION PLAN'.

```

graph TD
    SSP[SOURCE SELECTION PLAN] --> DEC[DECISION]
    RA[RISK ASSESSMENT] --> DEC
    DEC --> SP[SURVEY PREPARATION]
    DEC --> SSL[SOLICITATION SECTIONS LAM]
    DEC --> P[PROPOSAL]
    DEC --> V[VALIDATION]
    DEC --> A[AWARD]
    A --> SSP
  
```

- **PROCURING CONTRACTING OFFICER**
- **ADMINISTRATIVE CONTRACTING OFFICER**
- **CONTRACTING OFFICERS REPRESENTATIVE**
- **PRODUCT ASSURANCE**
- **PROJECT MANAGER**
- **GOVERNMENT ENGINEER**
- **AUDITOR**

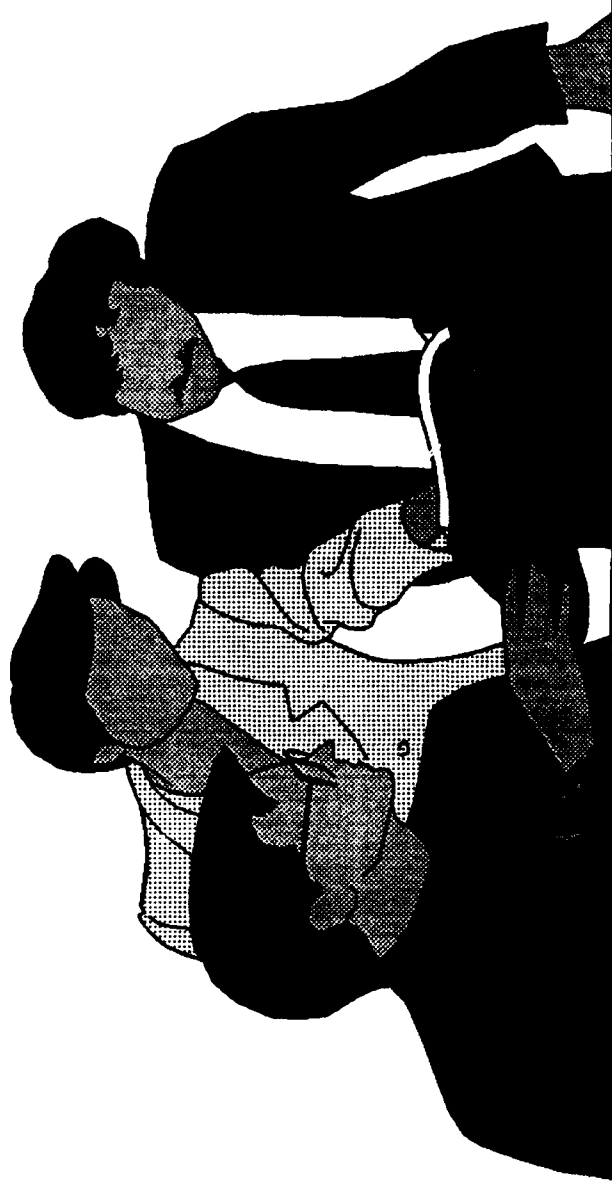
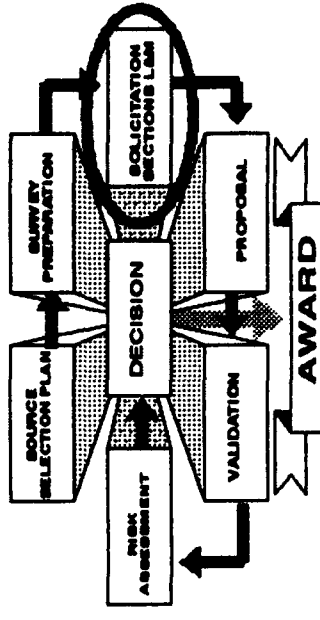
HOW IS PRAG CONDUCTED?

* SOLICITATION

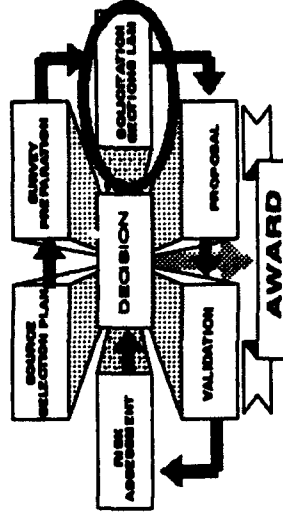
► SECTION L

► SECTION M

SEE APPENDIX



● ● INFORMATION TO BE PROVIDED BY THE OFFERORS



1. CONTRACTOR'S CAGE OR DUNS NUMBER

2. GOVERNMENT CONTRACTING ACTIVITY, ADDRESS,
AND TELEPHONE NUMBER

3. PROCURING CONTRACTING OFFICER'S NAME AND
TELEPHONE NUMBER

**INFORMATION TO BE
PROVIDED BY THE OFFERORS
(CONT)**

- 4. GOVERNMENT CONTRACTING ACTIVITY TECHNICAL
REPRESENTATIVE/COR AND TELEPHONE NUMBER**
- 5. GOVERNMENT CONTRACT ADMINISTRATION ACTIVITY,
AND THE NAME AND TELEPHONE NUMBER OF THE
ADMINISTRATIVE CONTRACTING OFFICER**
- 6. CONTRACT NUMBER**

● ●

**INFORMATION TO BE PROVIDED
BY THE OFFERORS
(CONT)**

7. CONTRACT TYPE

8. AWARDED PRICE/COST

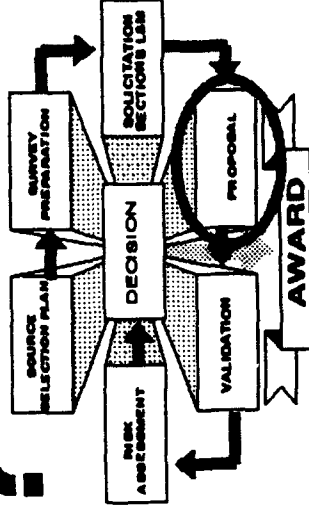
9. FINAL OR PROJECTED FINAL, PRICE/COST

10. ORIGINAL DELIVERY SCHEDULE

**INFORMATION TO BE PROVIDED
BY THE OFFERORS
(CONT)**

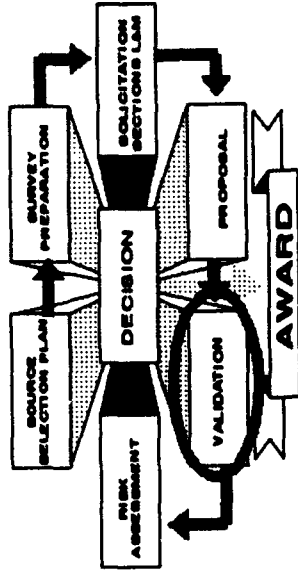
- 11. FINAL OR PROJECTED FINAL, DELIVERY SCHEDULE**
- 12. NARRATIVE EXPLANATION OF EACH CONTRACT**
- 13. LIST OF ALL TERMINATED CONTRACTS WITHIN THE
LAST 3-5 YEARS**
- 14. INFORMATION REQUESTED IN PARAGRAPHS
1-13, ABOVE FOR TEAM MEMBERS/MAJOR
SUBCONTRACTORS**

HOW IS PRAG CONDUCTED?



- REVIEW EACH OFFEROR'S PAST PERFORMANCE VOLUME
- CONTACT AMC'S CENTRAL DATABASE FOR OTHER POSSIBLE GOVERNMENT CONTACTS
- REVIEW OTHER RELEVANT CONTRACTS

HOW IS PRAG CONDUCTED? (CONT)



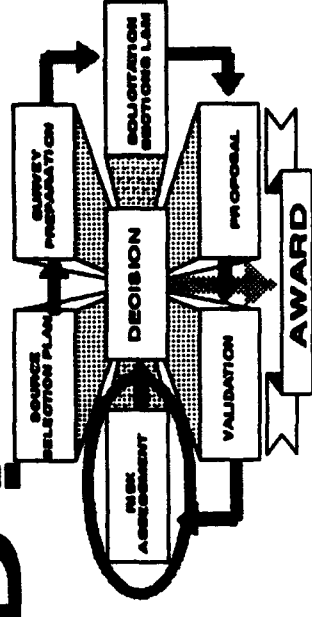
- **CONTACT GOVERNMENT PERSONNEL AND INTERVIEW THEM TELEPHONICALLY OR IN WRITING REGARDING THE CONTRACTS UNDER THEIR COGNIZANCE.**
- **ITEMS FOR NEGOTIATION (IFNs) WILL BE ISSUED TO THE OFFERORS REGARDING ANY NEGATIVE, UNCLEAR, OR INCOMPLETE INFORMATION DISCOVERED DURING THE PRAG EVALUATION.**

```

graph TD
    SSP[SOURCE SELECTION PLAN] --> SP[SURVEY PREPARATION]
    SP --> SSL[SOLICITATION SECTIONS LISTS]
    SSL --> P[PROPOSAL]
    P --> V[VALIDATION]
    V --> RA[RISK ASSESSMENT]
    RA --> SSP
    RA --> A[AWARD]
    
```

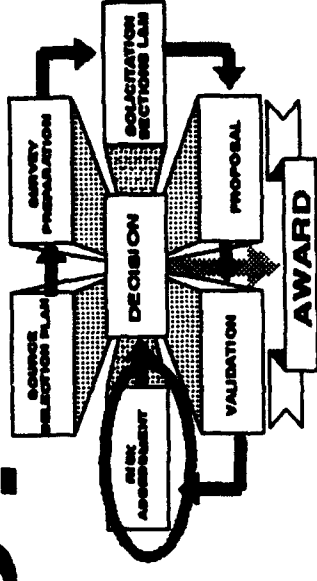
- **THE PRAG EVALUATION SHOULD INCLUDE:**

HOW IS PRAG CONDUCTED? (CONT)



- ▶ SUPPORTING RATIONALE FOR EACH PERFORMANCE RISK ASSESSMENT
 - ▶ ADVANTAGES AND DISADVANTAGES FOR EACH OFFEROR
 - ▶ ANY OTHER MATTERS DEEMED RELEVANT
- THE PRAG REPORT IS PROVIDED TO THE SSEB CHAIRMAN

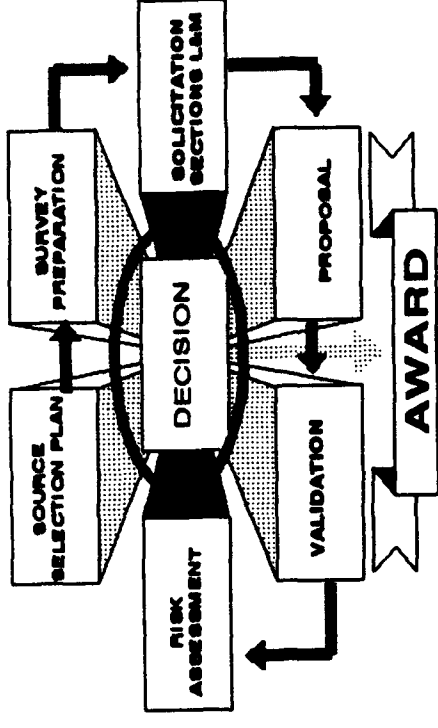
HOW IS PRAG CONDUCTED? (CONT)



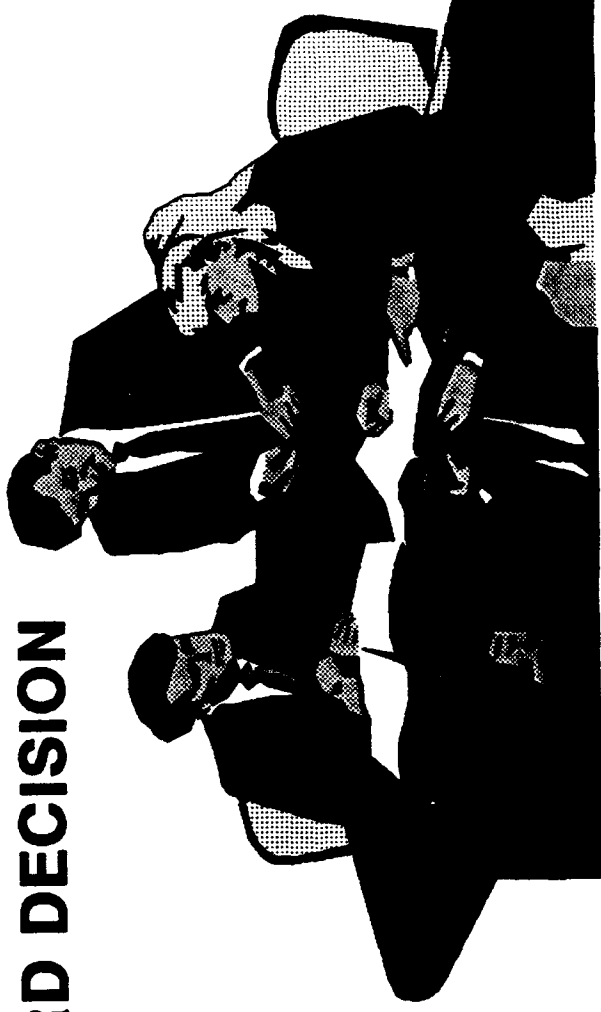
- EACH PERFORMANCE RISK ASSESSMENT
WILL CONSIDER:
 - ▶ POSITIVE PAST AND CURRENT
PERFORMANCE
 - ▶ NEGATIVE PAST AND CURRENT
PERFORMANCE

HOW IS PRAG CONDUCTED? (CONT)

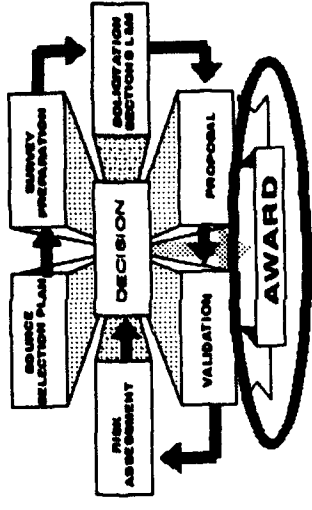
DECISION



SSA CONSIDERS THE PERFORMANCE RISK FACTOR IN
CONJUNCTION WITH ALL EVALUATION FACTORS IN
MAKING THE AWARD DECISION



PRAG REPORTING



- **CONTRACTOR INFORMATION REPORT (CIR)**
 - ▶ **REQUIRED FOR AWARDS OVER \$500,000**
 - ▶ **PREPARED BY CONTRACTING ACTIVITY DURING CONTRACT PERFORMANCE**
 - ▶ **BASIC CONTRACT INFORMATION**
 - ▶ **POC NAMES AND PHONE NUMBERS**
- **CONTRACTOR INFORMATION SYSTEMS (CIS)**
 - ▶ **AMC MAINTAINS CIS**
 - ▶ **ADD OTHER SOURCES FOR PERFORMANCE INFORMATION**

AMC DATA BASE CONTAINS

- GOVERNMENT POINTS OF CONTACT**
- CONTRACTOR NAME**
- CONTRACTOR ADDRESS**
- CONTRACTOR CAGE**
- CONTRACTOR DUNS**
- CONTRACT NUMBER**
- PLACE OF PERFORMANCE**
- PROGRAM TITLE**
- LIFE CYCLE PHASE**

-

-

PBRAG BENEFITS/ SUMMARY

- **BETTER AWARD DECISIONS**
- **ENHANCE NEGOTIATIONS AND CONTRACT ADMINISTRATION**
- **INCENTIVIZE THE CONTRACTOR TO BETTER PERFORMANCE NOW**
- **BUILDING GOVERNMENT NETWORKING CAPABILITY**
- **BETTER CONTRACT DELIVERABLES RESULTING IN INCREASED CUSTOMER SATISFACTION**

SAMPLE SECTION L SOLICITATION PROVISION

PERFORMANCE RISK -

**THE OFFEROR SHALL SUBMIT A DESCRIPTION OF ITS
GOVERNMENT CONTRACTS (ALL PRIME AND MAJOR
SUBCONTRACTS RECEIVED DURING THE PAST 3-5 YEARS)
WHICH ARE IN ANY WAY SIMILAR TO THE EFFORTS
REQUIRED BY THE SOLICITATION.**

APPENDIX

SAMPLE SECTION M SOLICITATION PROVISION

• PERFORMANCE RISK FACTOR -

DURING THE SOURCE SELECTION PROCESS, THE GOVERNMENT WILL ASSESS THE RELATIVE RISKS ASSOCIATED WITH EACH OFFEROR'S PROPOSAL. IT IS IMPORTANT TO NOTE THE DISTINCTION BETWEEN PROPOSAL RISK AND PERFORMANCE RISK.

SAMPLE SECTION M SOLICITATION PROVISION (CONT)

• PERFORMANCE RISKS -

**ARE THOSE ASSOCIATED WITH AN OFFEROR'S
ABILITY TO PERFORM THE SOLICITATION'S
REQUIREMENTS AS INDICATED BY THE OFFEROR'S
(INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS)
RECORD OF PAST AND CURRENT PERFORMANCE.
RISK IS ASSESSED BY THE PRAG.**

APPENDIX

● ●

SAMPLE SECTION M SOLICITATION PROVISION (CONT)

● **PROPOSAL RISKS -**

**ARE THOSE ASSOCIATED WITH AN OFFEROR'S
PROPOSED APPROACH IN MEETING THE
GOVERNMENT'S REQUIREMENTS. PROPOSAL
RISK IS ASSESSED BY THE TECHNICAL
EVALUATION AND IS INTEGRATED INTO THE
RATING OF THE TECHNICAL FACTOR.**

SAMPLE SECTION M SOLICITATION PROVISION (CONT)

THE GOVERNMENT WILL CONDUCT A PERFORMANCE RISK ASSESSMENT BASED UPON THE OFFEROR'S (INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS) CURRENT AND PAST RECORD OF PERFORMANCE AS IT RELATES TO THE PROBABILITY OF SUCCESSFUL ACCOMPLISHMENT OF THE REQUIRED EFFORT.

SAMPLE SECTION M SOLICITATION PROVISION (CONT)

**WHEN ASSESSING PERFORMANCE RISK, THE
GOVERNMENT WILL FOCUS ITS INQUIRY INTO THE
OFFEROR'S RECORD OF PERFORMANCE AS IT
RELATES TO ALL SOLICITATION REQUIREMENTS,
INCLUDING COST, SCHEDULE, AND PERFORMANCE.**

APPENDIX

SAMPLE SECTION M SOLICITATION PROVISION (CONT)

A SIGNIFICANT ACHIEVEMENT, PROBLEM, OR LACK OF RELEVANT DATA IN ANY ELEMENT OF THE WORK CAN BECOME AN IMPORTANT CONSIDERATION IN THE SOURCE SELECTION PROCESS. THEREFORE, OFFERORS ARE REMINDED TO INCLUDE ALL RELEVANT PAST EFFORTS IN THEIR PROPOSAL.

OFFERORS ARE CAUTIONED THAT IN CONDUCTING THE PERFORMANCE RISK ASSESSMENT, THE GOVERNMENT MAY USE DATA PROVIDED BY THE OFFEROR IN ITS PROPOSAL AND DATA OBTAINED FROM OTHER SOURCES.

APPENDIX

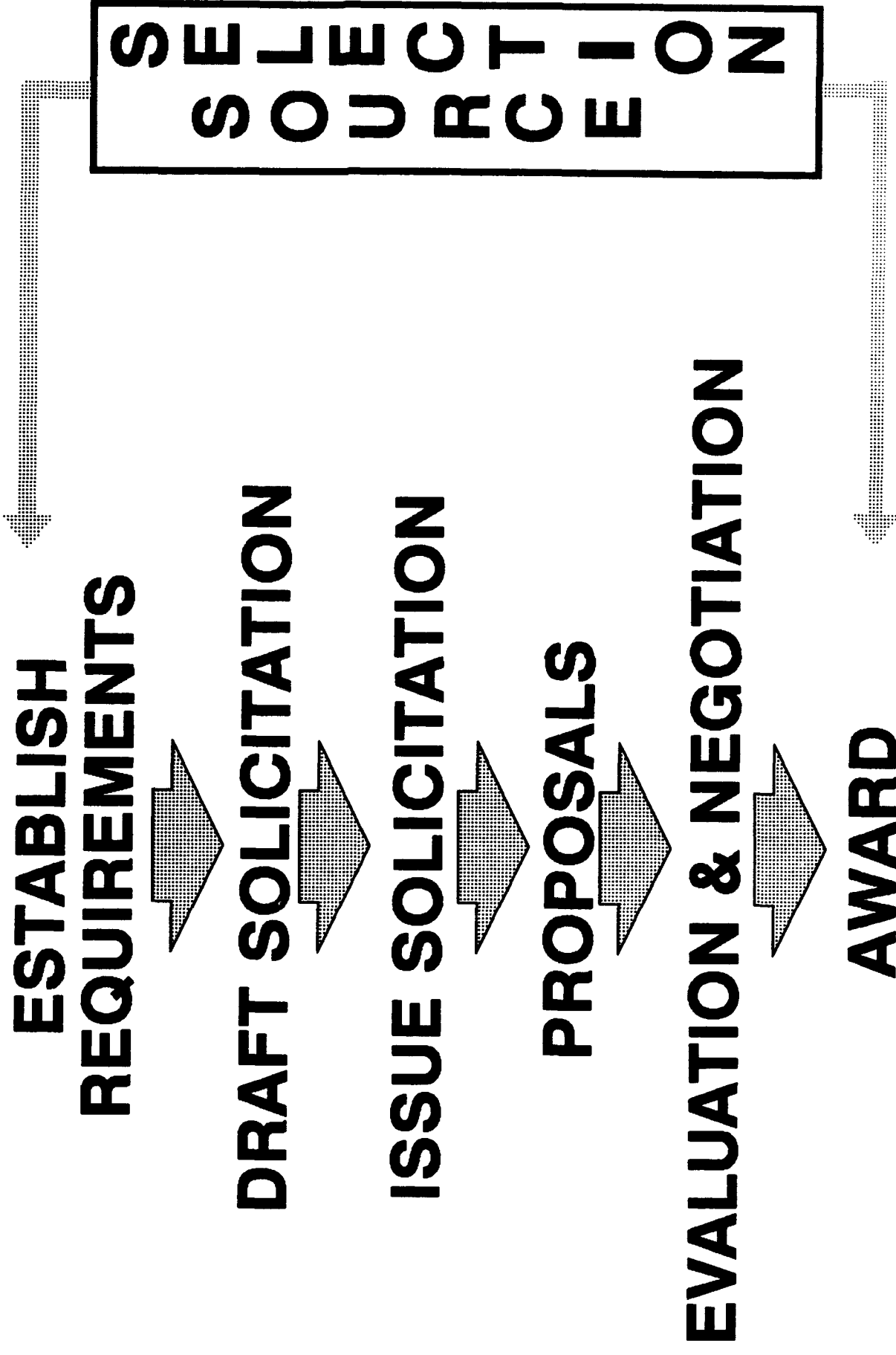
NOTES

SOURCE SELECTION

**JOHN J. GOODBODY
C3I ACQUISITION CENTER**

UNCLASSIFIED

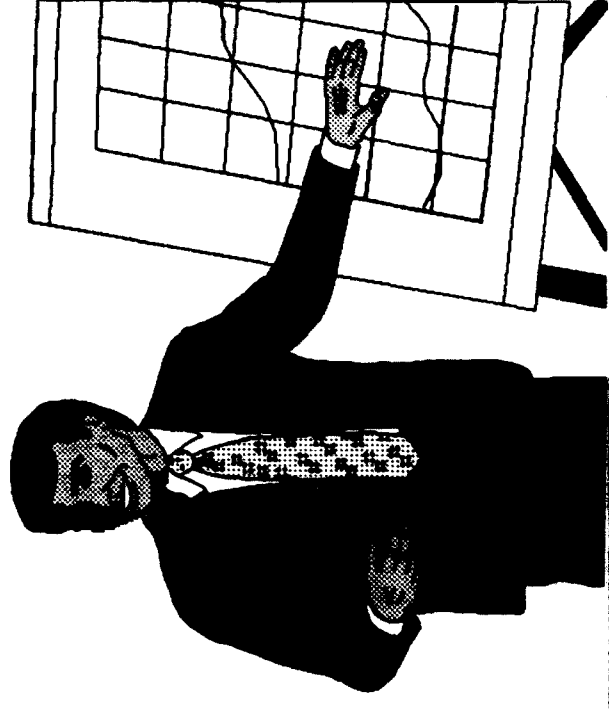
● ● SOURCE SELECTION PROCESS



● ● **SOURCE SELECTION TRAINING**

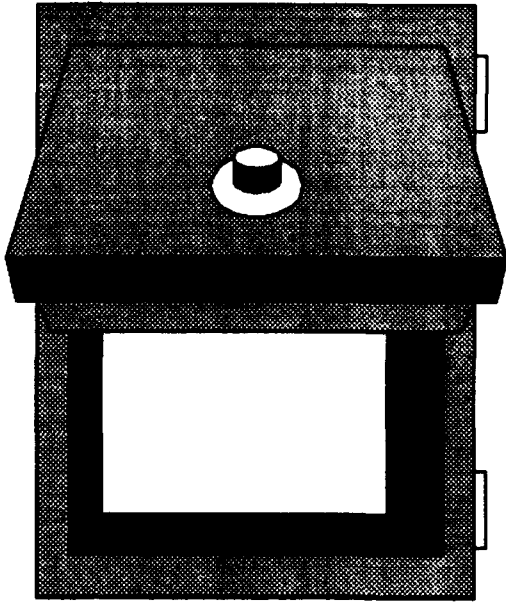
- **SUBJECTS - SOURCE SELECTION**
 - ▶ **SOURCE SELECTION PLAN**
 - ▶ **FORMAL SOURCE SELECTION PROCESS**
 - ▶ **SECURITY MEASURES**

- **TOOLS -**
 - ▶ **BRIEFINGS**
 - ▶ **VIDEOTAPE**
 - ▶ **GUIDANCE/MANUALS**
 - ▶ **REGULATIONS**

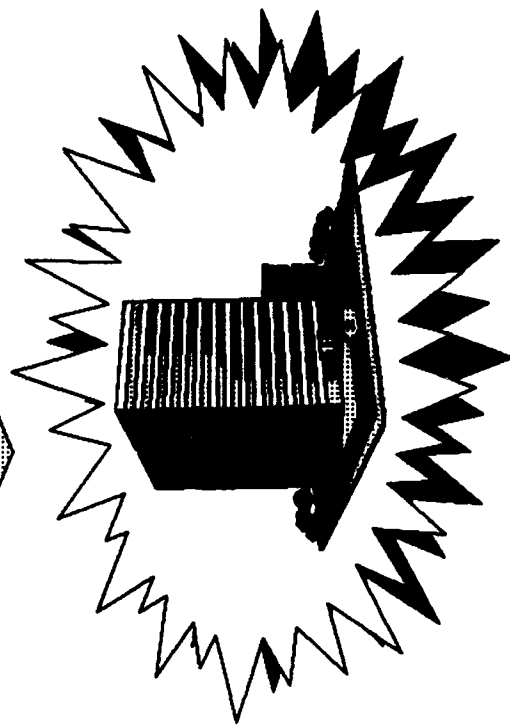
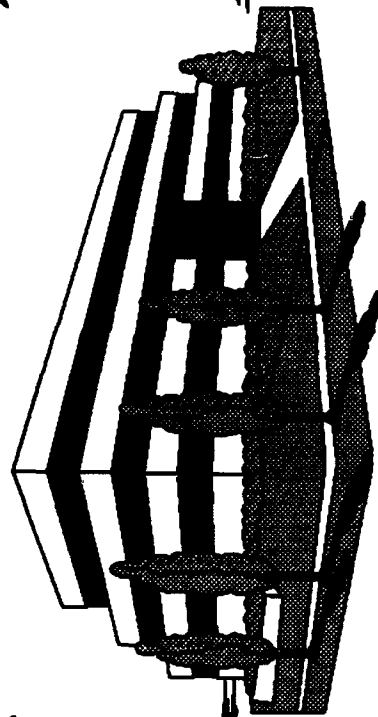
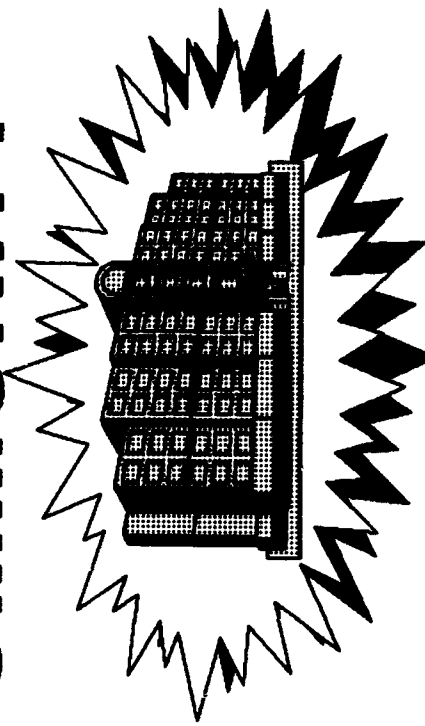
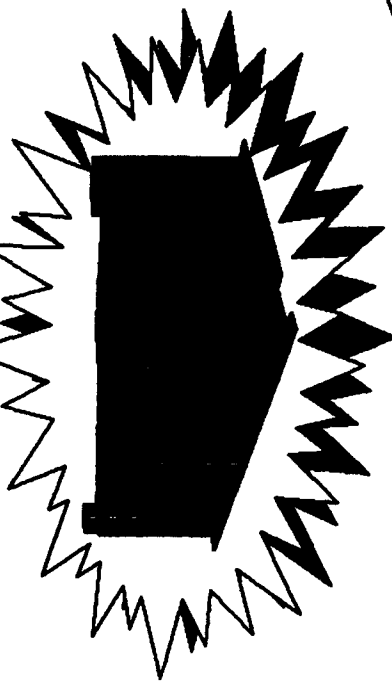


● ● **SOURCE SELECTION TRAINING**

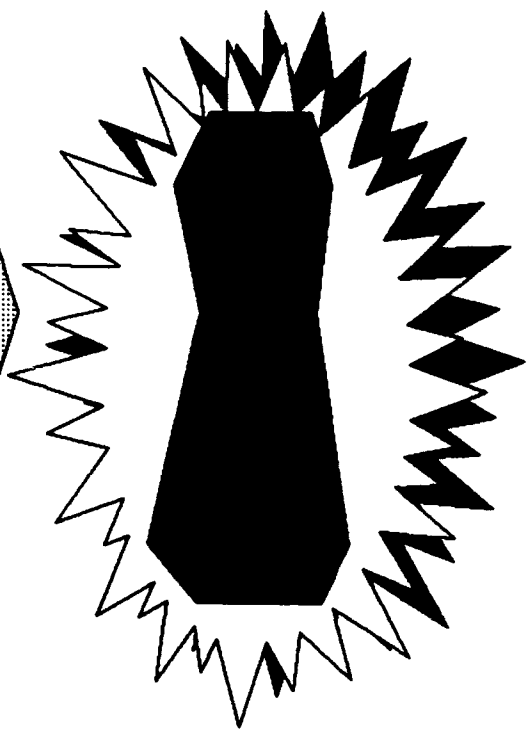
- **PROTECT INFORMATION AND DOCUMENTATION**
- **AVOID CONFLICT OF INTEREST**
- **CERTIFICATIONS -**
 - *NONDISCLOSURE**
 - *CONFLICT OF INTEREST**
 - *PROCUREMENT INTEGRITY**
- **INSULATE ORGANIZATION -**
 - *SEPARATE "CHAIN OF COMMAND"**
 - *SEPARATE FACILITIES**



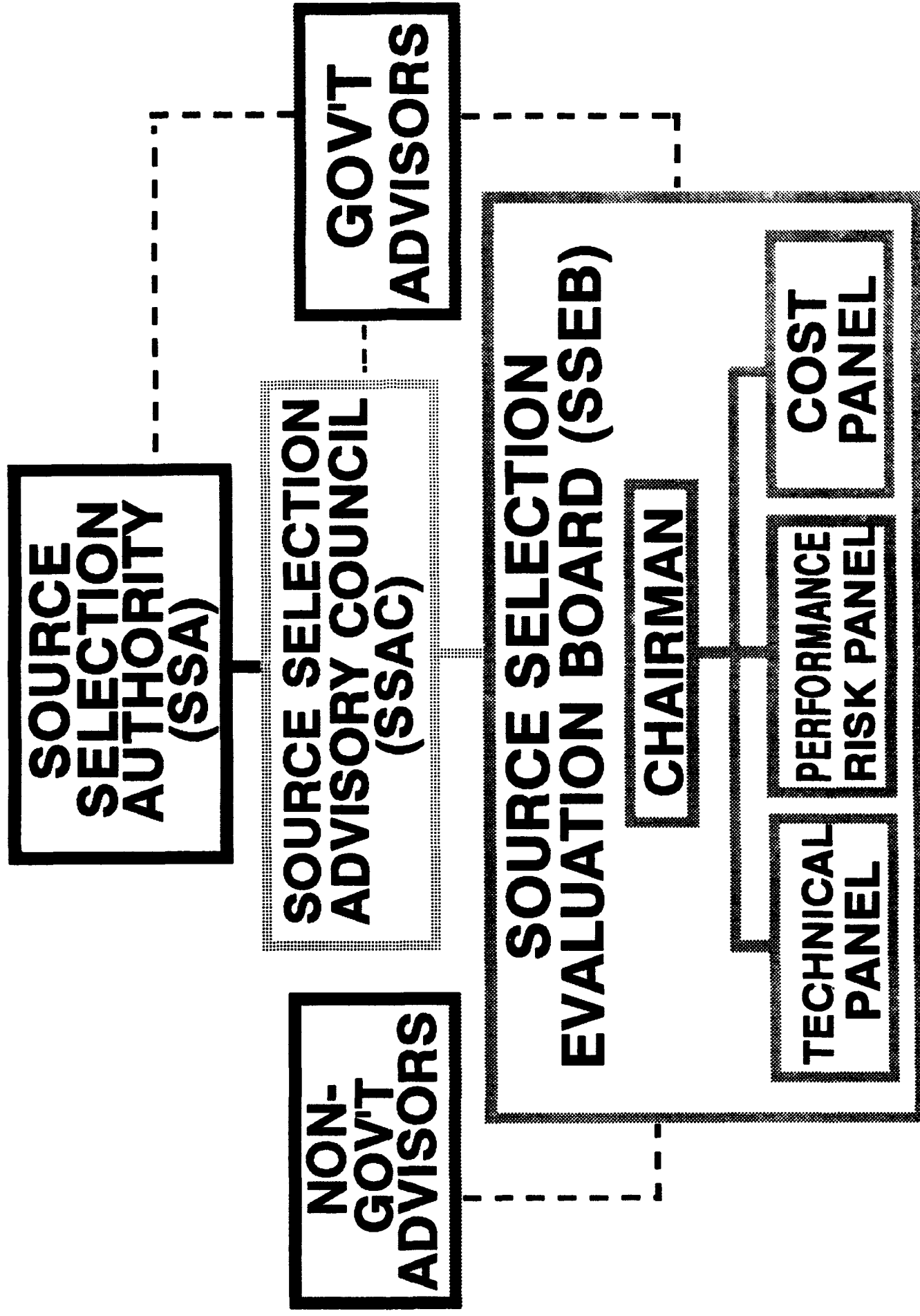
● SOURCE SELECTION IN THE ● FORT MONMOUTH COMMUNITY



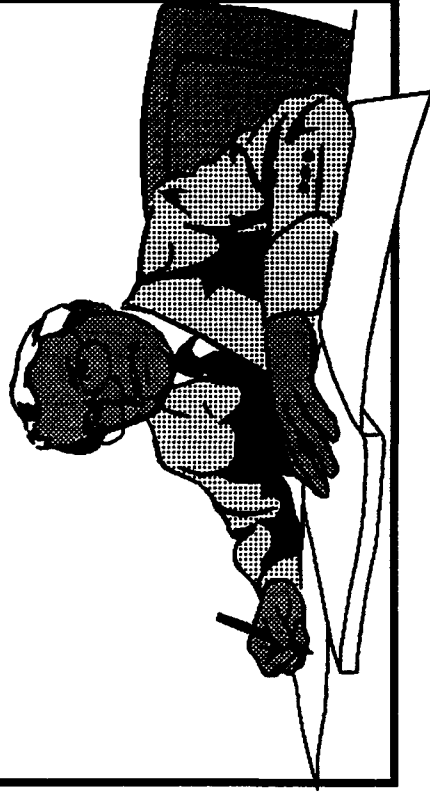
CECOM



TYPICAL SOURCE SELECTION ORGANIZATION



SSA



SSAC



WHO ARE THESE PEOPLE?

ADVISORS



SSSEB



-
-
-

SOURCE SELECTION EVALUATION BOARD (SSEB)

ROLE AND RESPONSIBILITIES

***EVALUATES EACH PROPOSAL**

***REPORTS FINDINGS TO THE SSAC**

ADVISORS - GOVERNMENT

ROLE AND RESPONSIBILITIES

- * PROVIDE ADVICE AND COUNSEL TO THE SSA, SSAC AND SSEB AS NEEDED**
- * NOT "MEMBERS" OF THE SSAC OR SSEB**
- * "CONTRACT TEAM" -**
 - * PREPARES RFP**
 - * CONDUCTS DISCUSSIONS WITH OFFERORS**
 - * PREPARES FINAL CONTRACT**

ADVISORS - NON-GOVERNMENT

ROLE AND RESPONSIBILITIES

***FURNISH EXPERT ADVICE IN
SPECIFIC AREAS**

***NOT "MEMBERS" OF THE SSAC OR SSEB**

***USE REQUIRES APPROVAL AND
NOTICE TO THE OFFERORS**

SOURCE SELECTION ADVISORY COUNCIL (SSAC)

ROLE AND RESPONSIBILITIES

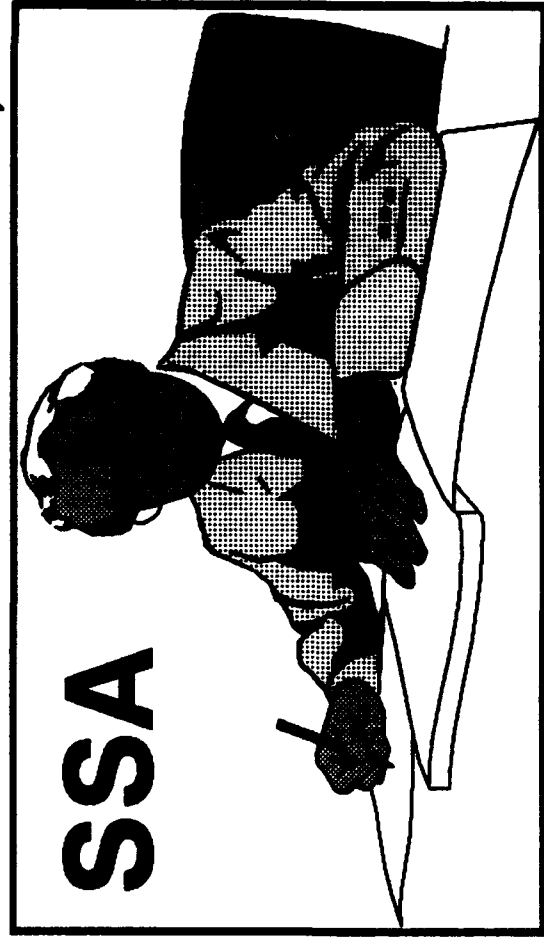
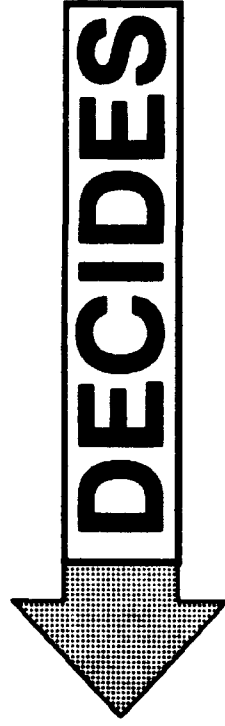
- * ASSISTS THE SSA THROUGHOUT THE
SOURCE SELECTION PROCESS**
- * REVIEWS AND ANALYZES SSEB FINDINGS**
- * COMPARES PROPOSALS**
- * APPLIES ESTABLISHED RELATIVE
"WEIGHTS"**
- * REPORTS FINDINGS TO THE SSA**

SOURCE SELECTION AUTHORITY (SSA)

ROLE AND RESPONSIBILITIES

- *IN CHARGE OF THE ENTIRE SOURCE SELECTION PROCESS**
- * APPROVES THE SOURCE SELECTION PLAN (SSP) AND THE SOLICITATION (RFP)**
- * APPOINTS THE SSAC AND SSEB CHAIR**
- * APPROVES THE CONTRACTING OFFICER'S COMPETITIVE RANGE DECISIONS**
- *MAKES THE FINAL SOURCE SELECTION DECISION**

SUMMARY OF ROLES

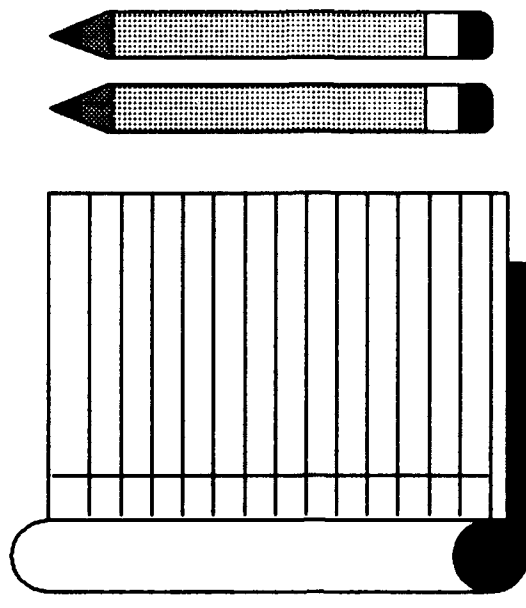


SSEB BRIEFINGS TO THE SSAC AND THE SSA

- **TO PROVIDE A FULL REPORT ON THE STATUS OF
THE PROPOSAL EVALUATION**
- **ALWAYS DONE AT:**
 - * **END OF THE INITIAL EVALUATION AND PRIOR
TO SETTING THE INITIAL COMPETITIVE RANGE**
 - * **ANY SUBSEQUENT ELIMINATION OF AN OFFEROR
FROM THE COMPETITIVE RANGE**
 - * **COMPLETION OF THE FINAL EVALUATION**
- **MAY ALSO BE DONE AT ANY OTHER TIME THAT
THE SSA REQUESTS**

SOURCE SELECTION PROCESS DOCUMENTATION

- **SOURCE SELECTION PLAN
(EVALUATION PLAN)**



- **EVALUATION REPORTS -
 - * INITIAL
 - * INTERIM(S)
 - * FINAL**

- **FORMS -
 - * SOURCE SELECTION EVALUATION FORM
 - * ITEM FOR NEGOTIATION FORMS
 - * TELEPHONE CONVERSATION FORM**

- **SOURCE SELECTION DECISION DOCUMENT**

DEBRIEFING OF UNSUCCESSFUL OFFERORS

- **INTEGRAL PART OF THE PROPOSAL EVALUATION
AND SOURCE SELECTION PROCESS**
- **THE PURPOSE OF A DEBRIEFING IS TO ASSURE
UNSUCCESSFUL OFFEROR THAT IT:**
 - * UNDERSTANDS THE BASIS FOR ITS NON-SELECTION**
 - * HAS BEEN TREATED FAIRLY**
 - * UNDERSTANDS HOW TO IMPROVE FUTURE
PROPOSALS**
- **POLICY IS TO PROVIDE A DEBRIEFING
TO UNSUCCESSFUL OFFERORS AS SOON
AS POSSIBLE**

NOTES

• •

MOCK SOURCE SELECTION COMPARING THE PROPOSALS AND SELECTING THE WINNER

NIGHT VISION FUTURE SIGHT

BASIS FOR AWARD

- ANY AWARD TO BE MADE WILL BE BASED ON THE BEST OVERALL (I.E., BEST VALUE) PROPOSAL THAT IS DETERMINED TO BE THE MOST BENEFICIAL TO THE GOVERNMENT, WITH APPROPRIATE CONSIDERATION GIVEN TO THE THREE (3) EVALUATION FACTORS:
 - TECHNICAL
 - PERFORMANCE RISK
 - COST
- THE TECHNICAL FACTOR IS SLIGHTLY MORE IMPORTANT THAN THE PERFORMANCE RISK AND COST FACTORS COMBINED.
- THE PERFORMANCE RISK FACTOR IS APPROXIMATELY TWICE AS IMPORTANT AS THE COST FACTOR.
- TO RECEIVE CONSIDERATION FOR AWARD, A RATING OF NO LESS THAN "ACCEPTABLE" MUST BE ACHIEVED IN THE TECHNICAL FACTOR.
- THE AWARD MAY NOT NECESSARILY BE MADE TO THE LOWEST COST OFFEROR.

EVALUATION FACTORS

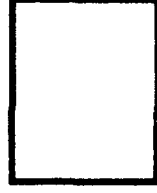
TECHNICAL



PERFORMANCE RISK



COST



TECHNICAL FACTOR

ENGINEERING APPROACH



- THE ENGINEERING APPROACH SUBFACTOR IS SIGNIFICANTLY MORE IMPORTANT THAN EITHER THE MANPRINT OR CONCURRENT ENGINEERING SUBFACTOR.

MANPRINT



- THE MANPRINT AND CONCURRENT ENGINEERING SUBFACTORS ARE OF EQUAL IMPORTANCE AND TOGETHER ARE SLIGHTLY MORE IMPORTANT THAN THE ENGINEERING APPROACH SUBFACTOR.

CONCURRENT ENGINEERING



EVALUATION APPROACH

- **UNDERSTANDING OF PROBLEMS -**

EXTENT TO WHICH THE PROPOSAL DEMONSTRATES A CLEAR UNDERSTANDING OF ALL TECHNICAL FEATURES INVOLVED IN SOLVING THE PROBLEMS AND MEETING THE REQUIREMENTS. EXTENT TO WHICH UNCERTAINTIES ARE IDENTIFIED AND RESOLUTIONS PROPOSED.

- **FEASIBILITY OF APPROACH -**

THE EXTENT TO WHICH THE PROPOSED APPROACH IS WORKABLE AND THE END RESULTS ACHIEVABLE. THE EXTENT TO WHICH SUCCESSFUL PERFORMANCE IS CONTINGENT UPON UNTRIED AND UNPROVEN DEVICES AND TECHNIQUES WHICH MAY REQUIRE EXCESSIVE DEVELOPMENT. THE PROPOSAL WILL BE EVALUATED TO DETERMINE WHETHER THE OFFEROR'S METHODS AND APPROACH IN MEETING THE REQUIREMENTS IN A TIMELY MANNER PROVIDE THE GOVERNMENT WITH A HIGH LEVEL OF CONFIDENCE TO ENSURE SUCCESSFUL PERFORMANCE.

- **COMPLETENESS -**

EXTENT TO WHICH TECHNICAL REQUIREMENTS HAVE BEEN CONSIDERED, DEFINED, AND SATISFIED, RATING EACH PROPOSAL STRICTLY IN ACCORDANCE WITH ITS WRITTEN CONTENT ONLY. EVALUATORS WILL NOT ASSUME THAT THE OFFEROR'S PERFORMANCE WILL INCLUDE AREAS OF INVESTIGATION OR DEVELOPMENT NOT SPECIFIED IN ITS PROPOSAL.

- **SAMPLE HARDWARE DEMONSTRATION -**

THE SAMPLE HARDWARE DEMONSTRATION WILL BE USED FOR VERIFICATION PURPOSES IN CONJUNCTION WITH THE EVALUATION OF THE ENGINEERING APPROACH AND MANPRINT SUBFACTORS WITHIN THE TECHNICAL FACTOR. THE SAMPLES WILL BE INTEGRATED INTO US ARMY HELICOPTERS AND FLOWN THROUGH AVIATOR TRAINING MANUAL TASKS TO PROVIDE OPERATIONAL PERFORMANCE AND RELIABILITY INFORMATION WITH RESPECT TO STATED PARAMETERS.

ADJECTIVAL RATING DEFINITIONS

- **OUTSTANDING -**

A PROPOSAL THAT HAS A SIGNIFICANT ADVANTAGE(S) IN MEETING THE RFP REQUIREMENTS WHICH IS NOT OFFSET BY A DISADVANTAGE(S).

- **GOOD -**

A PROPOSAL THAT MEETS THE REQUIREMENTS OF THE RFP AND HAS AN ADVANTAGE(S) WHICH IS NOT OFFSET BY A DISADVANTAGE(S).

- **ACCEPTABLE -**

A PROPOSAL THAT BARELY MEETS THE REQUIREMENTS OF THE RFP AND/OR HAS A SIGNIFICANT DISADVANTAGE(S).

- **SUSCEPTIBLE -**

A PROPOSAL THAT DOES NOT CLEARLY MEET THE REQUIREMENTS OF THE RFP AND/OR APPEARS TO BE AN UNACCEPTABLE APPROACH. OFFEROR CAN CORRECT WITHOUT A MAJOR REWRITE OF THE PROPOSAL.

- **UNACCEPTABLE -**

A PROPOSAL THAT HAS MINIMAL OR NO CHANCE OF SUCCESS AND CONTAINS DEFICIENCIES WHICH REQUIRE A MAJOR REWRITE OF THE PROPOSAL TO CORRECT.

PERFORMANCE RISK FACTOR

- PAST PERFORMANCE WILL BE EVALUATED FOR THE PURPOSE OF ASSESSING THE RELATIVE PERFORMANCE RISK ASSOCIATED WITH EACH OFFEROR'S PROPOSAL. THE GOVERNMENT WILL CONDUCT A PERFORMANCE RISK ASSESSMENT BASED UPON THE OFFEROR'S (INCLUDING TEAM MEMBERS/MAJOR SUBCONTRACTORS) CURRENT AND PAST RECORD OF PERFORMANCE AS IT RELATES TO THE PROBABILITY OF SUCCESSFUL ACCOMPLISHMENT OF THE REQUIRED EFFORT.
- THE GOVERNMENT WILL FOCUS ITS INQUIRY INTO THE OFFEROR'S RECORD OF PERFORMANCE AS IT RELATES TO ALL SOLICITATION REQUIREMENTS, INCLUDING COST, SCHEDULE AND PERFORMANCE.
- A SIGNIFICANT ACHIEVEMENT, PROBLEM, OR LACK OF RELEVANT DATA IN ANY ELEMENT OF THE WORK CAN BECOME AN IMPORTANT CONSIDERATION IN THE SOURCE SELECTION PROCESS. THEREFORE, OFFERORS ARE REMINDED TO INCLUDE ALL RELEVANT PAST EFFORTS IN THEIR PROPOSALS.
- IN CONDUCTING THE PERFORMANCE RISK ASSESSMENT, THE GOVERNMENT MAY ALSO CONSIDER DATA EXTRINSIC TO THE PROPOSAL WHICH IS AVAILABLE FROM OTHER SOURCES.

PERFORMANCE RISK DEFINITIONS

- **LOW RISK -**

LITTLE DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

- **MODERATE RISK -**

SOME DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

- **HIGH RISK -**

SIGNIFICANT DOUBT EXISTS, BASED ON THE OFFEROR'S PERFORMANCE RECORD, THAT THE OFFEROR CAN PERFORM THE PROPOSED EFFORT.

COLOR CODES KEY

TECHNICAL

PERFORMANCE RISK

OUTSTANDING

LOW

GOOD

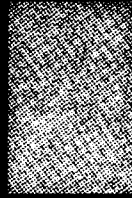
ACCEPTABLE

MODERATE

SUSCEPTIBLE

HIGH

UNACCEPTABLE



COST FACTOR

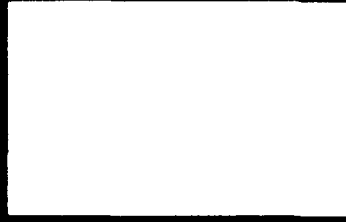
- **THE GOVERNMENT WILL CONSIDER THE OFFEROR'S TOTAL EVALUATED COST.**
.....
- **THE REALISM OF THE OFFEROR'S PROPOSED COSTS IN RELATION TO THE OFFEROR'S SPECIFIC TECHNICAL APPROACH WILL BE EVALUATED BY DETERMINING WHAT THE GOVERNMENT THINKS THE OFFEROR'S APPROACH WILL MOST PROBABLY COST THE GOVERNMENT WHEN THE WORK PERFORMED UNDER THE CONTRACT IS COMPLETED.**
- **TO THE DEGREE THAT THE GOVERNMENT'S MOST PROBABLE COST ESTIMATE EXCEEDS THE OFFEROR'S PROPOSED COST PLUS FEE, THE PROPOSED COST PLUS FEE WILL BE ADJUSTED UPWARD FOR PURPOSES OF EVALUATION ONLY.**

OVERALL FACTOR SUMMARY

INITIAL EVALUATION RESULTS

A B C D E

TECH



PERF RISK



COST

S410M S470M S345M S440M S505M

OVERALL FACTOR SUMMARY

INTERIM EVALUATION RESULTS

A C D E

TECHNICAL

PERFORMANCE
RISK

COST

S390M

S345M

S430M

S505M

OVERALL FACTOR SUMMARY

FINAL EVALUATION RESULTS

A C D



TECHNICAL



PERFORMANCE
RISK

COST

\$370M

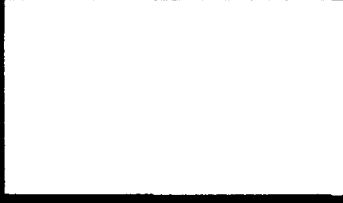
\$330M

\$410M

TECHNICAL FACTOR SUMMARY

FINAL EVALUATION RESULTS

A C D



ENGINEERING
APPROACH



MANPRINT

CONCURRENT
ENGINEERING

TECHNICAL FACTOR - OFFEROR C FINAL EVALUATION RESULTS

ADVANTAGES

DISADVANTAGES

ENGINEERING APPROACH



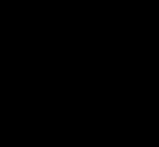
- Efficiently and effectively integrates the design and development phases of the project.
- Provides a clear and concise overview of the project's progress and status.
- Facilitates communication and collaboration among team members.
- Enables the project manager to track and manage the project's budget and resources.

MANPRINT



- Provides a clear and concise overview of the project's progress and status.
- Facilitates communication and collaboration among team members.
- Enables the project manager to track and manage the project's budget and resources.

CONCURRENT ENGINEERING



- Provides a clear and concise overview of the project's progress and status.
- Facilitates communication and collaboration among team members.
- Enables the project manager to track and manage the project's budget and resources.

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TECHNICAL FACTOR - OFFEROR D

FINAL EVALUATION RESULTS

ADVANTAGES DISADVANTAGES

ENGINEERING APPROACH

- The design approach is based on a thorough understanding of the problem and the requirements of the project.
- The design approach is based on a thorough understanding of the problem and the requirements of the project.
- The design approach is based on a thorough understanding of the problem and the requirements of the project.
- The design approach is based on a thorough understanding of the problem and the requirements of the project.

MANPRINT

- The design approach is based on a thorough understanding of the problem and the requirements of the project.
- The design approach is based on a thorough understanding of the problem and the requirements of the project.
- The design approach is based on a thorough understanding of the problem and the requirements of the project.
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CONCURRENT ENGINEERING

- The design approach is based on a thorough understanding of the problem and the requirements of the project.
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- The design approach is based on a thorough understanding of the problem and the requirements of the project.

PERFORMANCE RISK FACTOR SUMMARY

FINAL EVALUATION RESULTS

A



C

D

PERFORMANCE RISK FACTOR - OFFEROR A

FINAL EVALUATION RESULTS

ADVANTAGES

- EXCELLENT ON TIME DELIVERY RECORD FOR PRIME AND ALL MAJOR SUBCONTRACTORS
- 8% REJECT RATE IN GROUP A TESTING
- GENERALLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY PRIME AND 1 OF 2 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- COST/SCHEDULE CONTROL SYSTEM SUCCESSFULLY IMPLEMENTED ON 3 COMPARABLE CONTRACTS

DISADVANTAGES

- LIMITED EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED MINIMAL QUANTITIES OF DEVICES TO DATE (2500)
- SIGNIFICANT TECHNICAL PERFORMANCE PROBLEMS IDENTIFIED FOR 1 MAJOR SUBCONTRACTOR BY PAST/PRESENT CUSTOMERS AND DCMC
- PRIOR CONCURRENT ENGINEERING EXPERIENCE IS LIMITED TO SIGNIFICANTLY LESS COMPLEX PROGRAMS

PERFORMANCE RISK FACTOR - OFFEROR C

FINAL EVALUATION RESULTS

ADVANTAGES

- 10 YEARS EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED SIGNIFICANT QUANTITIES OF DEVICES TO DATE (45,000)
- PRIME HAS 95% ON TIME DELIVERY RECORD; MAJOR SUBCONTRACTORS HAVE CONSISTENTLY LOW DELINQUENCY RATES
- MAJOR SUBCONTRACTOR RECEIVED THE MALCOLM BALDRIGE QUALITY AWARD
- CONSISTENTLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY PRIME AND 2 OF 3 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- EFFECTIVENESS OF COST/SCHEDULE CONTROL SYSTEM REPORTING ON PRIOR CONTRACTS HAS GREATLY FACILITATED PROGRAM MANAGEMENT AND THE EARLY DETECTION AND RESOLUTION OF PROBLEMS

DISADVANTAGES

- 20% REJECT RATE IN GROUP A TESTING
- VERY LIMITED UTILIZATION OF, OR EXPERIENCE WITH, CONCURRENT ENGINEERING PRINCIPLES AND TECHNIQUES

PERFORMANCE RISK FACTOR - OFFEROR D

FINAL EVALUATION RESULTS

ADVANTAGES

- 5 YEARS EXPERIENCE IN MANUFACTURING CURRENT GENERATION NIGHT VISION DEVICES
- PRODUCED MODERATE QUANTITIES OF DEVICES TO DATE (20,000)
- NUMBER OF RECURRING REJECTS DECREASING STEADILY
- CORRECTIVE ACTION TIMELY AND EFFECTIVE
- CONSISTENTLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY 1 OF 4 MAJOR SUBCONTRACTORS, AND FOR PRIME DURING PRECEDING 6-12 MONTHS, BY PAST/PRESENT CUSTOMERS AND DCMC.
- GENERALLY POSITIVE ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE FOR 1 ADDITIONAL MAJOR SUBCONTRACTOR
- CORPORATE-WIDE CONCURRENT ENGINEERING PROGRAM IN PLACE; WORKFORCE THOROUGHLY TRAINED AND FAMILIAR WITH KEY CONCURRENT ENGINEERING CONCEPTS

DISADVANTAGES

- 2 OF 4 MAJOR SUBCONTRACTORS HAVE HIGH DELINQUENCY RATES (15-25%)
- PRIME WAS ON DLA'S CONTRACTOR IMPROVEMENT PROGRAM AND AMC'S CONTRACTORS REQUIRING SPECIAL ATTENTION PROGRAM DUE TO POOR PERFORMANCE (REMOVED IN MARCH 1983); 1 MAJOR SUBCONTRACTOR IS CURRENTLY IN BOTH PROGRAMS
- 30% REJECT RATE IN GROUP A TESTING
- EXPERIENCED COST OVERRUNS ON 25% OF COST TYPE CONTRACTS
- GENERALLY POOR ASSESSMENT OF PRIOR TECHNICAL PERFORMANCE BY 2 OF 4 MAJOR SUBCONTRACTORS BY PAST/PRESENT CUSTOMERS AND DCMC
- COST/SCHEDULE CONTROL SYSTEM REPORTING HAS FAILED TO ACCURATELY PORTRAY STATUS OF CONTRACT PERFORMANCE

COST FACTOR SUMMARY

FINAL EVALUATION RESULTS

A

\$370M

C

\$330M

D

\$410M

COST FACTOR

FINAL EVALUATION RESULTS

	A	C	D
PROPOSED COST (BAFO)	\$365M	\$330M	\$380M
EVALUATED COST	\$370M	\$330M	\$410M
	• INCONSISTENCY IN REQUIRED NUMBER OF MANHOURS IN TECHNICAL AND COST PROPOSALS		• DISCREPANCY BETWEEN OFFEROR D'S PROPOSED AND DCAA APPROVED OVERHEAD RATES

BALLOT

**AS THE SOURCE SELECTION AUTHORITY FOR THE NIGHT VISION
FUTURE SIGHT ACQUISITION AND BASED UPON MY REVIEW AND
COMPARISON OF THE COMPETING PROPOSALS, IT IS MY
DETERMINATION THAT OFFEROR**

A

C

D

REPRESENTS THE BEST VALUE TO THE GOVERNMENT.

PLEASE CIRCLE YOUR BEST VALUE SELECTION

STRATEGIC VISION FOR CALS AT CECOM

**RICHARD ULDRICH
CALS PRINCIPAL
CECOM CALS SUPPORT OFFICE**

UNCLASSIFIED

● CALS VISION ●

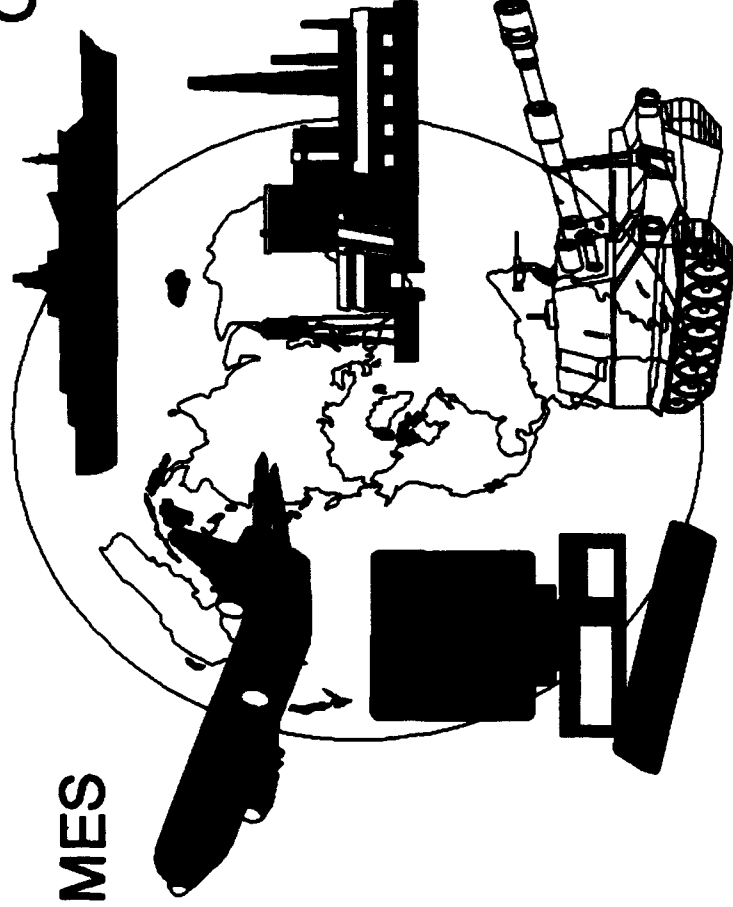
WHAT IS CALS?

- Continuous Acquisition and Life-Cycle Support
- Integration of digital technical information for weapon systems
 - Acquisition
 - Design
 - Manufacture
 - Life cycle support
- Transition from paper to digital information

GOALS

BUY INFORMATION
ONCE
USE MANY TIMES

MAKE BEST USE OF
CALS/COMMERCIAL
STANDARDS

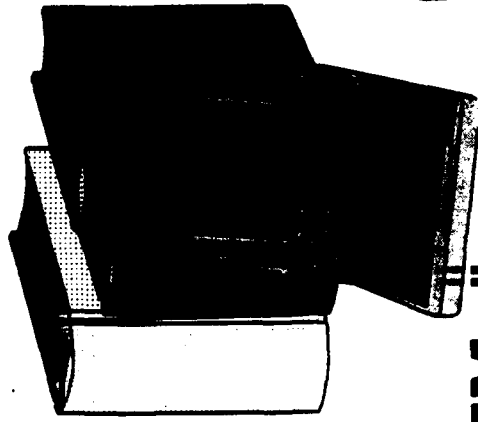


ESTABLISH
INTEGRATED
PRODUCT
DATABASES

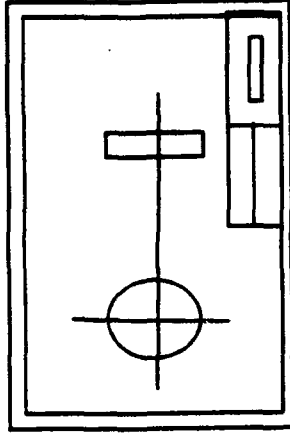
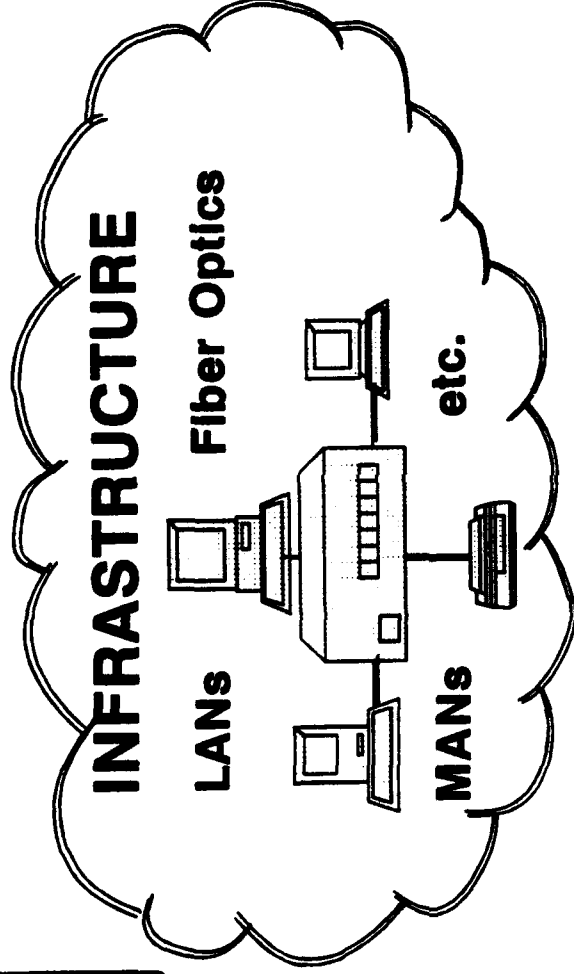
UTILIZE
AUTOMATION
AS RESOURCE
MULTIPLIER

PREPARE FOR TOMORROW'S CALS ENVIRONMENT

CÉCOM CALS ENVIRONMENT

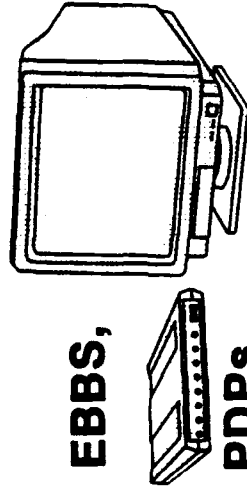


"TMS"
MANUALS,
LSA DATA, etc.



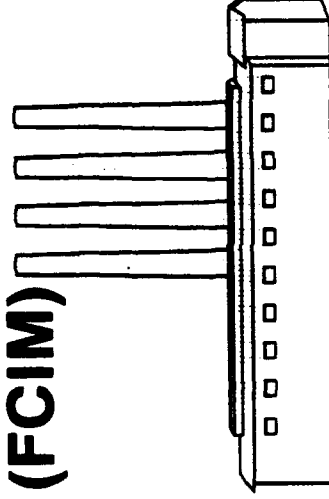
DRAWINGS
(DSREDS)

ELECTRONIC
PROCUREMENT



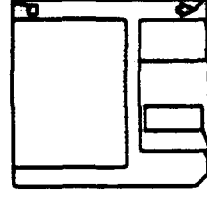
EBBS,
PDPs,
SOLICITATIONS, etc.

COMPUTERIZED
MANUFACTURING
(FCIM)

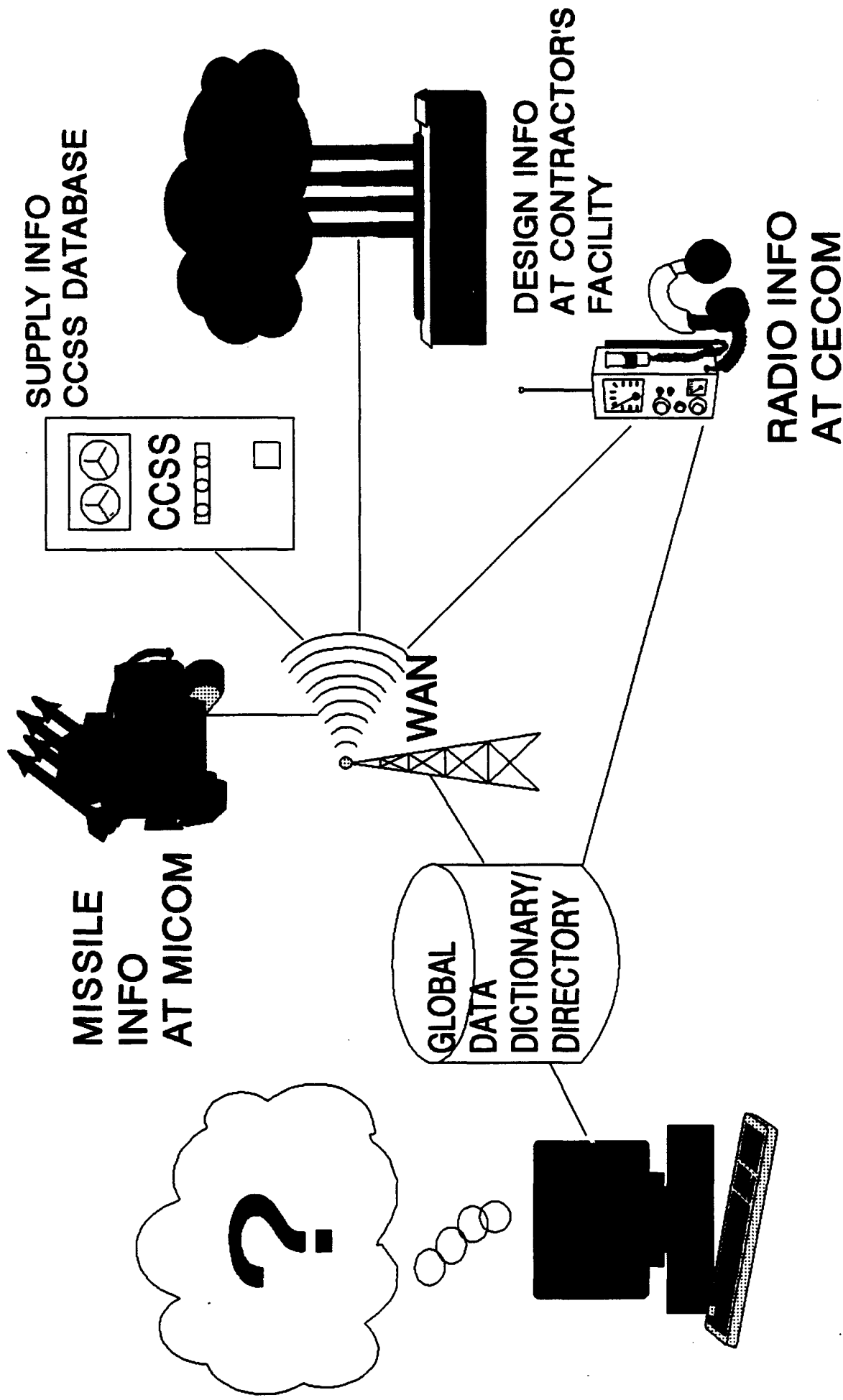


CALS TESTBED

ENGINEERING
DATA
DESIGN DATA, SPECS,
REPORTS, etc.

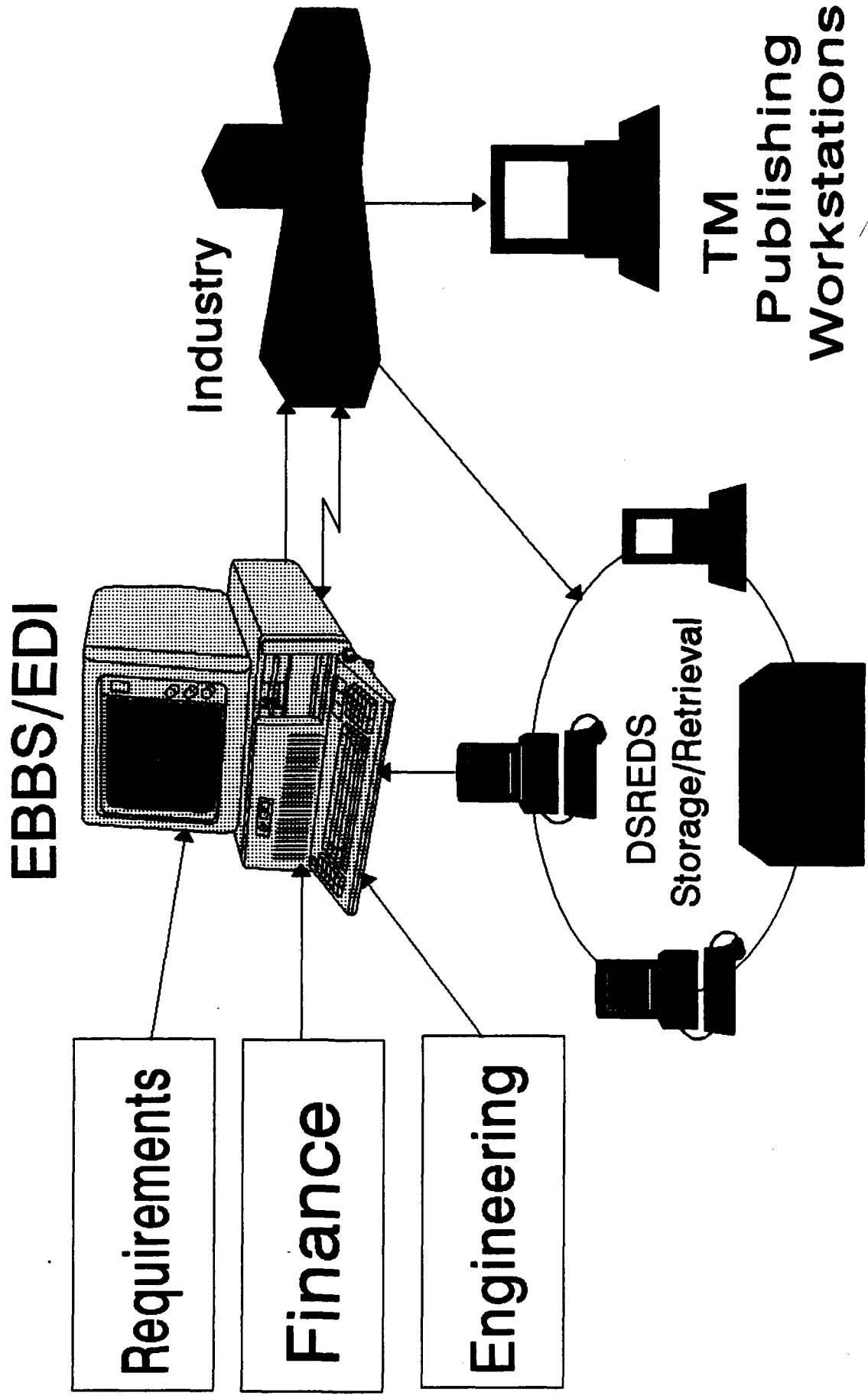


•CALS USER CAPABILITY•

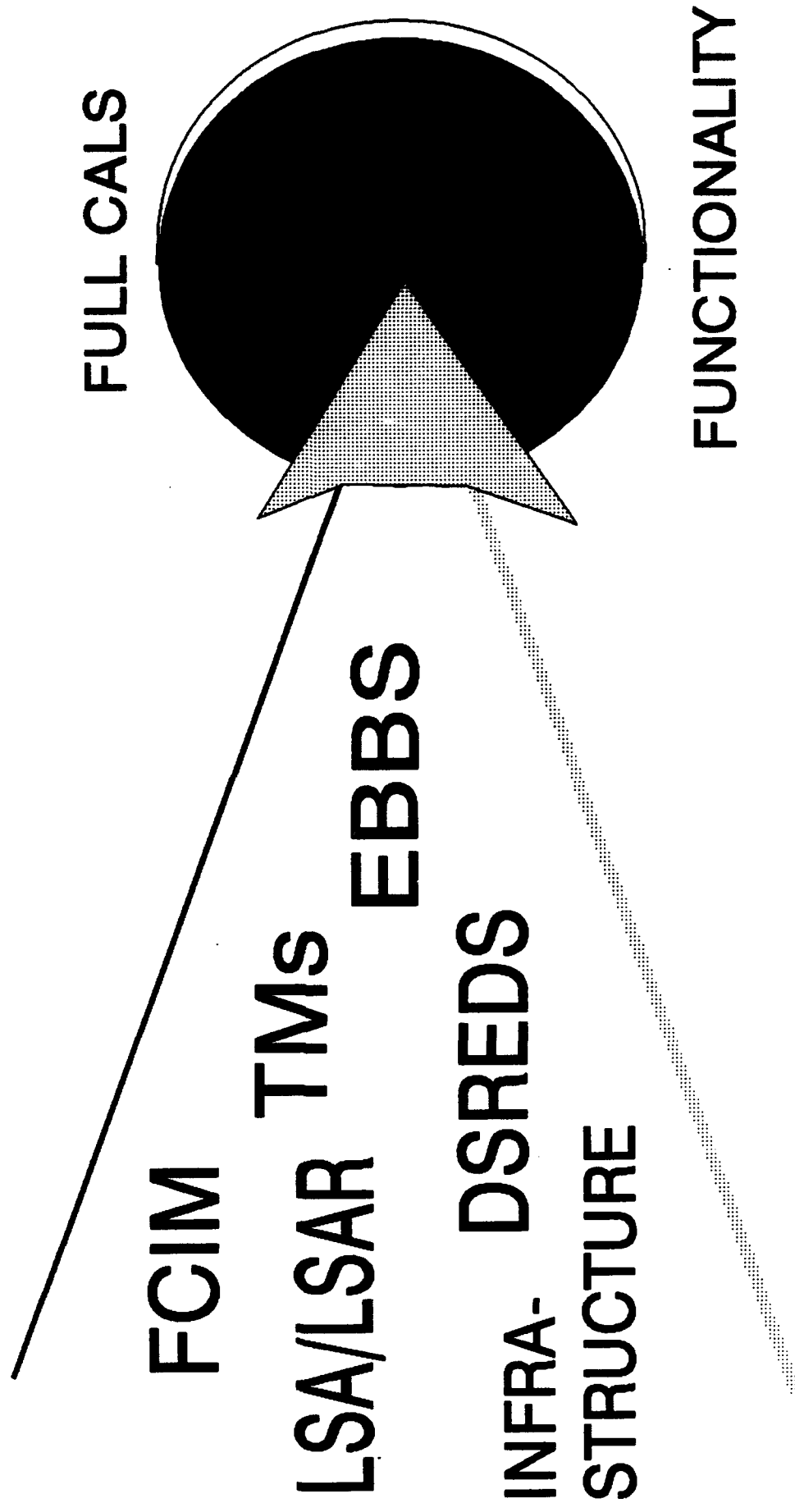


CALS VISION

ELECTRONIC PROCUREMENT



● ON TARGET ●



• WHERE WE ARE GOING •

Infrastructure

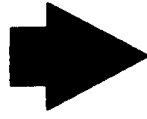
LONG
TERM
FUTURE



NEAR
TERM



TODAY



NETWORKS

LAN/WAN

60% MAN

100% MAN

H/W & S/W

50% 386/486

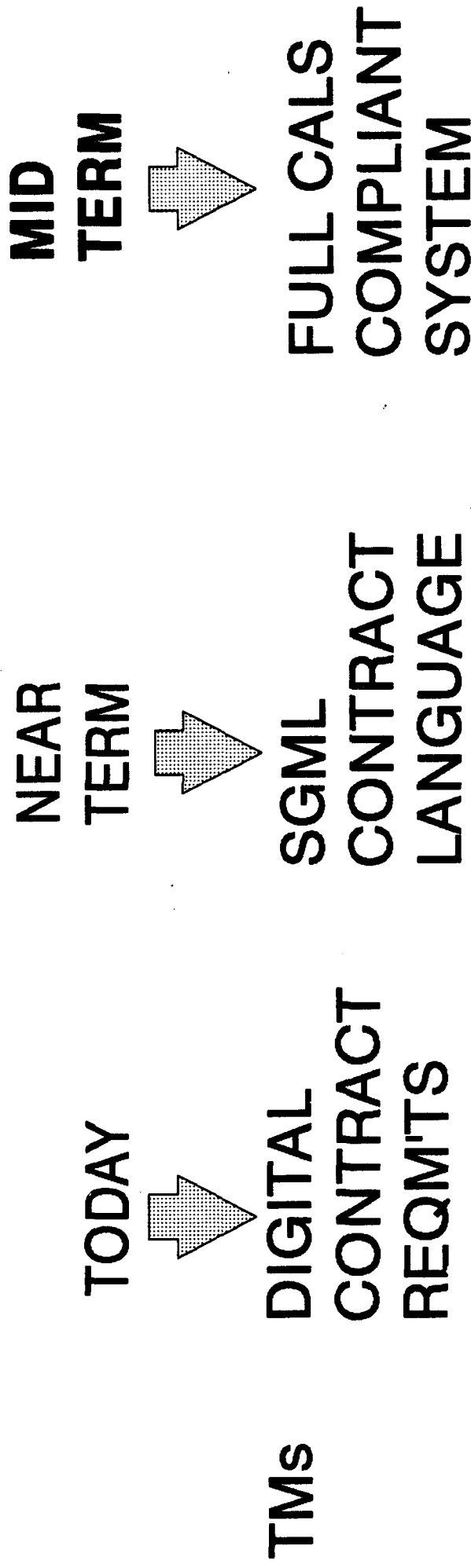
100% 386/486

MS OFFICE

MS OFFICE

• WHERE WE ARE GOING •

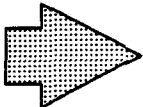
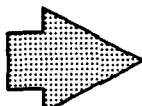
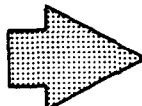
Logistics



LSA	BASIC CALS CONTRACT LANGUAGE	1388-2B VALIDATED SOFTWARE FULL CALS CONTRACT LANGUAGE
-----	---------------------------------------	---

• WHERE WE ARE GOING •

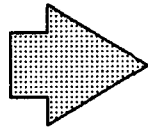
Engineering Data

	TODAY	NEAR TERM	LONG TERM
			
DRAWINGS	RASTER		VECTOR
MP's	MYLAR	DIGITAL/MYLAR	DIGITAL
FCIM	ON-LINE TOBYHANNA (TOAD)	FULL CECOM/TOAD	30 DAY BUILD RQM'TS TO DELIVERY

• WHERE WE ARE GOING •

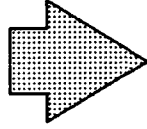
Electronic Procurement

TODAY



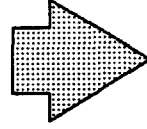
Individual
EBBS

NEAR
TERM



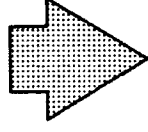
One
Number
IFB

MID
TERM



One
Number
RFP

LONG
TERM



Electronic
Commerce

POINT OF CONTACT

RICHARD ULDRICH
(908) 532-4524

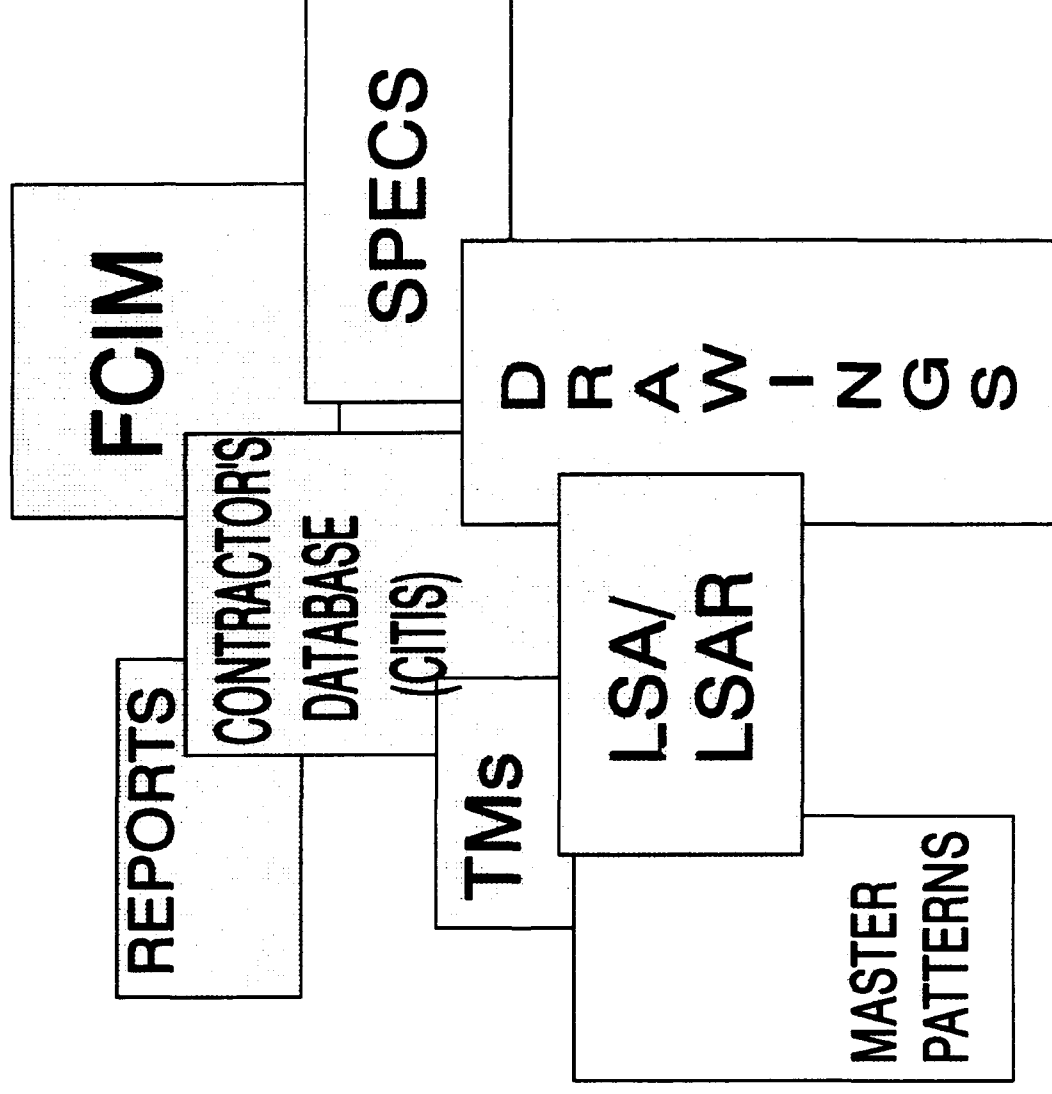
NOTES

**●
INTEGRATED WEAPON SYSTEM DATABASE
●
AND
DATA STANDARDS APPLICATION**

**PATRICIA SILVER
CECOM CALS SUPPORT OFFICE**

UNCLASSIFIED

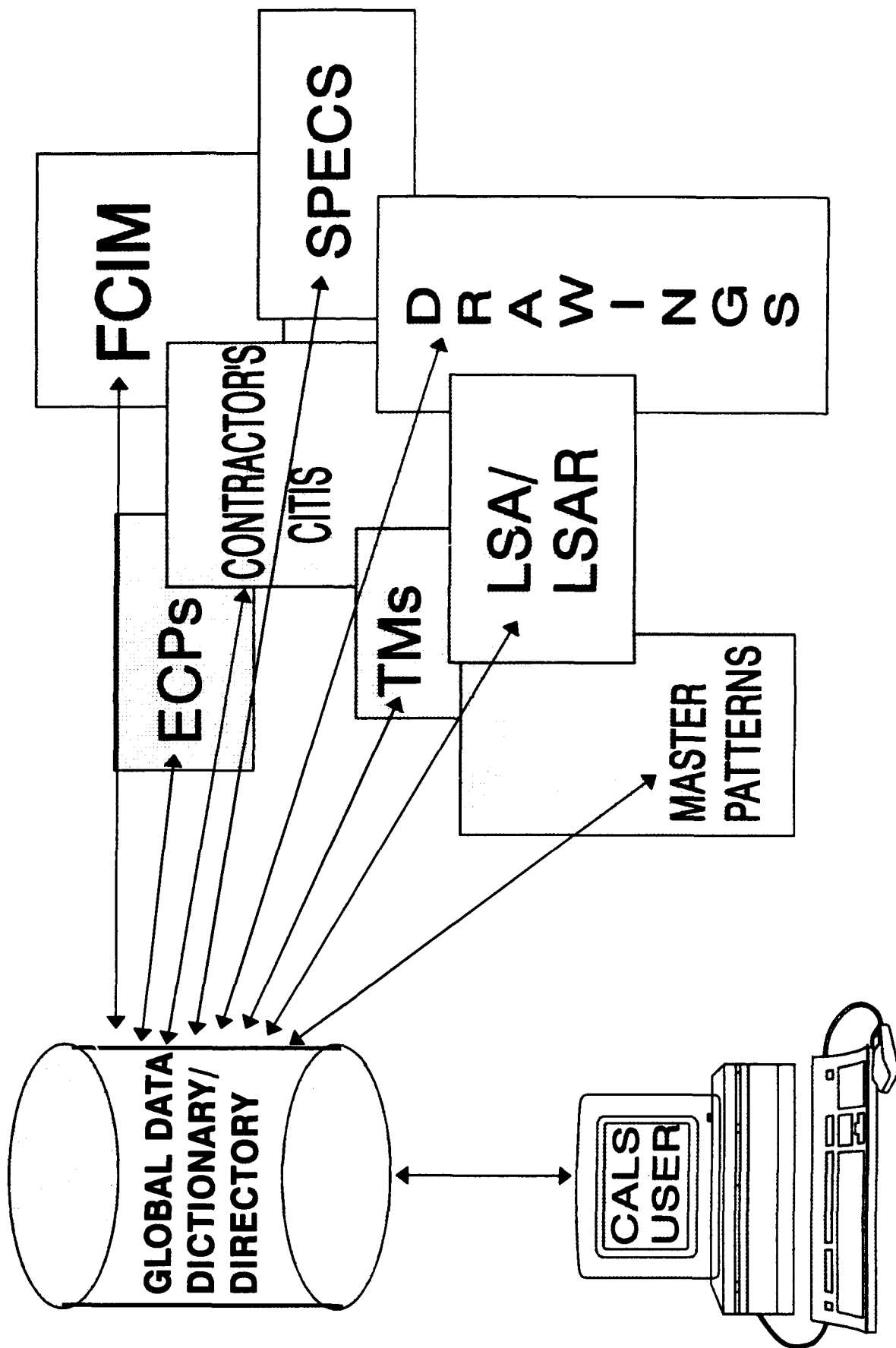
● APPLICATION OF CALS DATA STANDARDS ●



GOAL: Population of an Integrated
Weapon System Database (IWSDB)

INTEGRATED WEAPON SYSTEM DATABASE

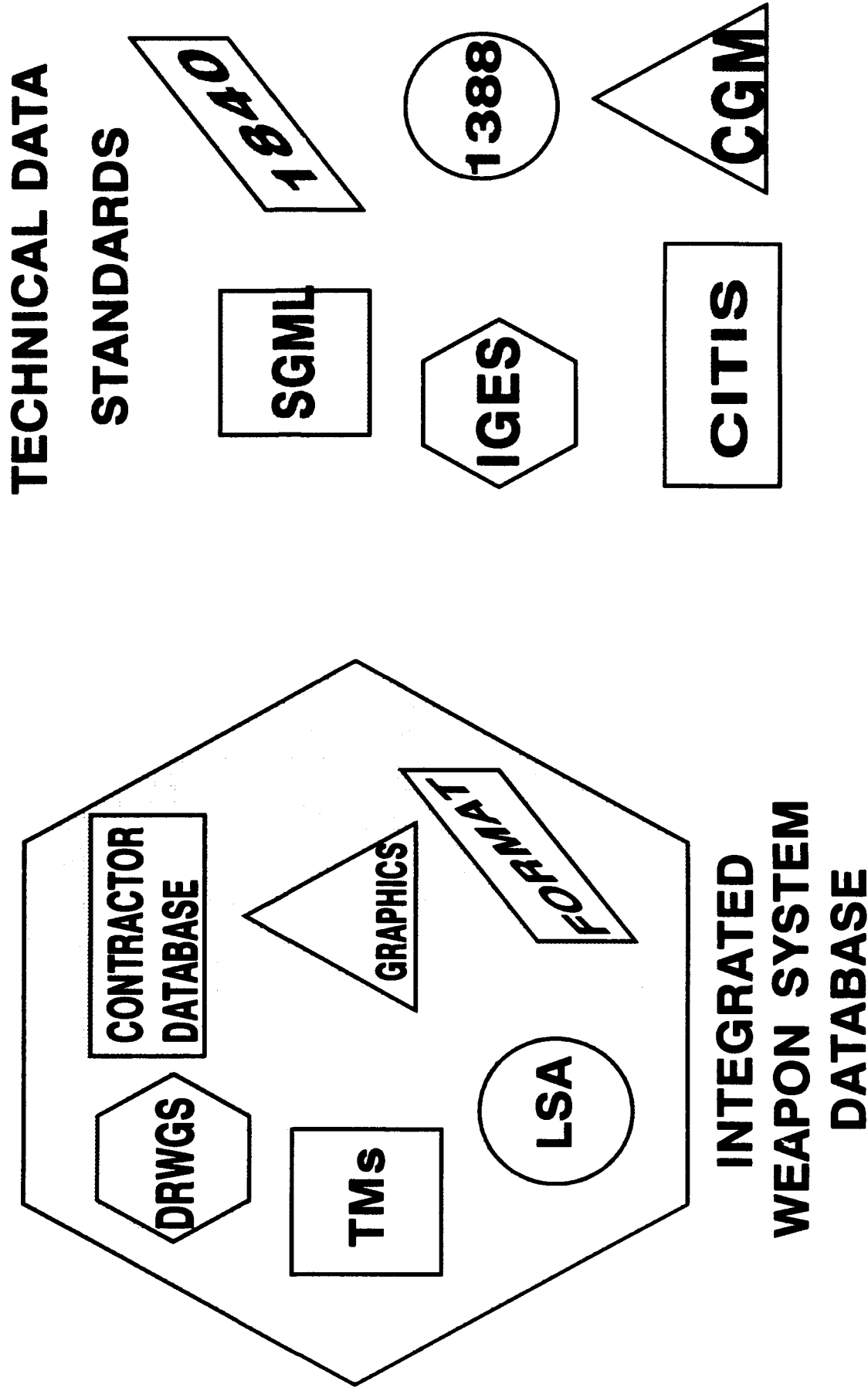
GLOBAL DATA DICTIONARY/DIRECTORY





MAKING THE PIECES FIT

TECH DATA STDS APPLICATION



CALS STANDARDS

DoD STANDARD	NATIONAL/INTERNATIONAL STANDARD	APPLICATION
MIL-STD-1840B		Data Interchange, File Management
MIL-STD-1388-1A/2A/2B		LSA/LSAR
MIL-D-28000	IGES	CAD, Vector Graphics
MIL-M-28001	SGML	Automated Publishing
MIL-R-28002	CCITT 4 RASTER	Raster Scanned Images
MIL-D-28003	CGM	Vector Graphics
PDES		Product Data Exchange
MIL-HDBK-59B		CALS Implementation Guide
CITIS		Contractor Integrated Technical Information Services

● CONTRACTOR INTEGRATED TECHNICAL INFORMATION SERVICES (CITIS)

- Government Access and/or Delivery of Contractually Required Digital Data Held in the Contractor's Database
- Access Levels to be negotiated
- Government Option to Take Data In-house if Required

● ● SPECIFICATIONS AND STANDARDS

- How to Obtain Specifications and Standards

Department of Defense Single Stock Point

DODSSP

Subscription Services Desk
700 Robbins Avenue, Bldg 4D
Philadelphia, PA 19111-5094

-
-
- POINT OF CONTACT
- IWSDB AND DATA STANDARDS



NOTES

• •

CECOM

INFRASTRUCTURE

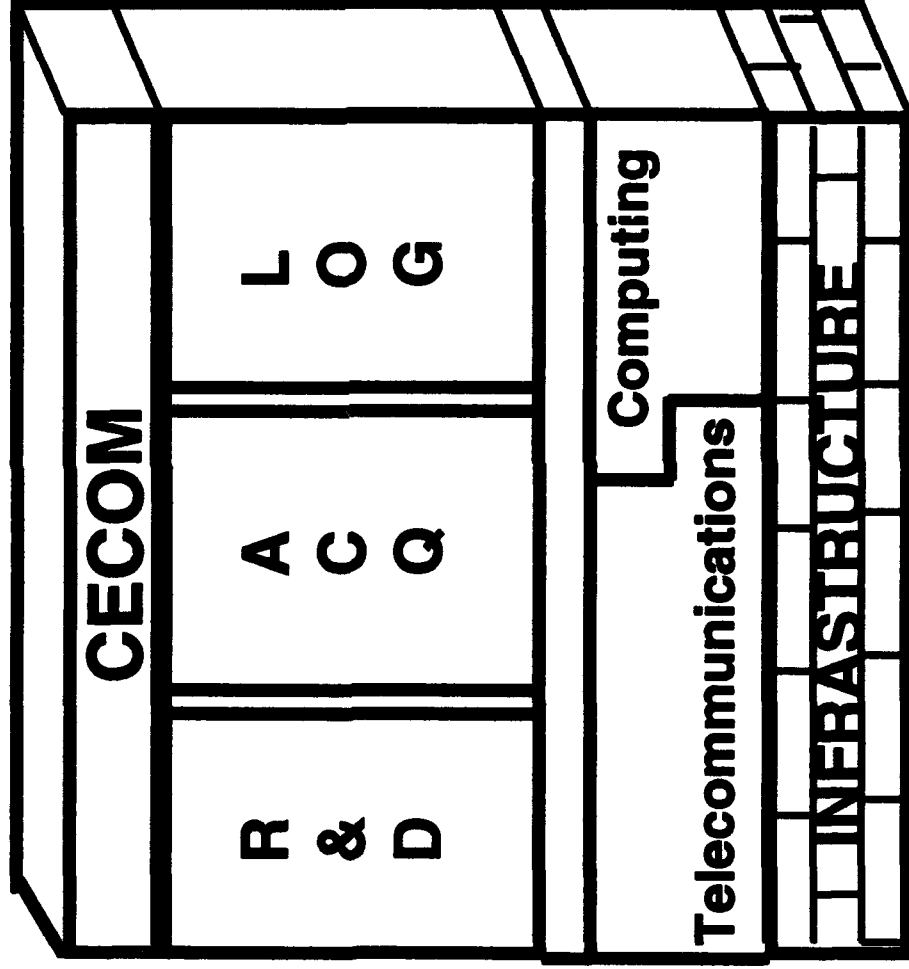
MR. RAYMOND R. RUSSOMANO

DEPUTY DIRECTOR

FOR BUSINESS SYSTEMS INTEGRATION, DCI

UNCLASSIFIED

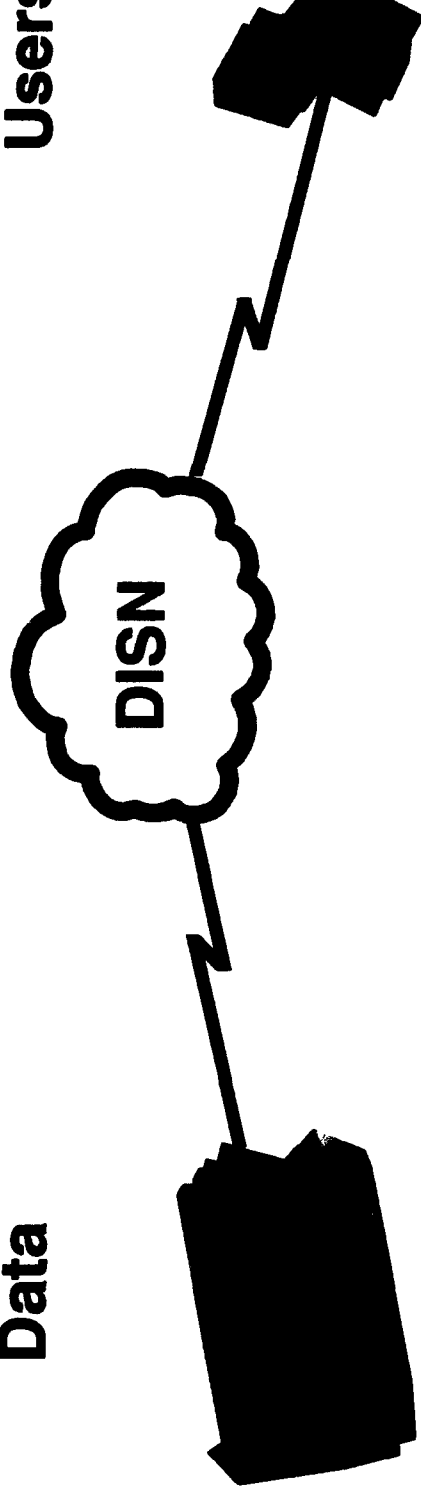
Information Technology is a Key Component Leading CECOM to Full CALS Functionality



CORPORATE AUTOMATION ARCHITECTURE

Corporate
Data

Corporate
Users



Chambersburg Pa

Amdahl

MVS/XA

CICS

DOD SNA WAN

T1 Lines

IDNX Multiplexors

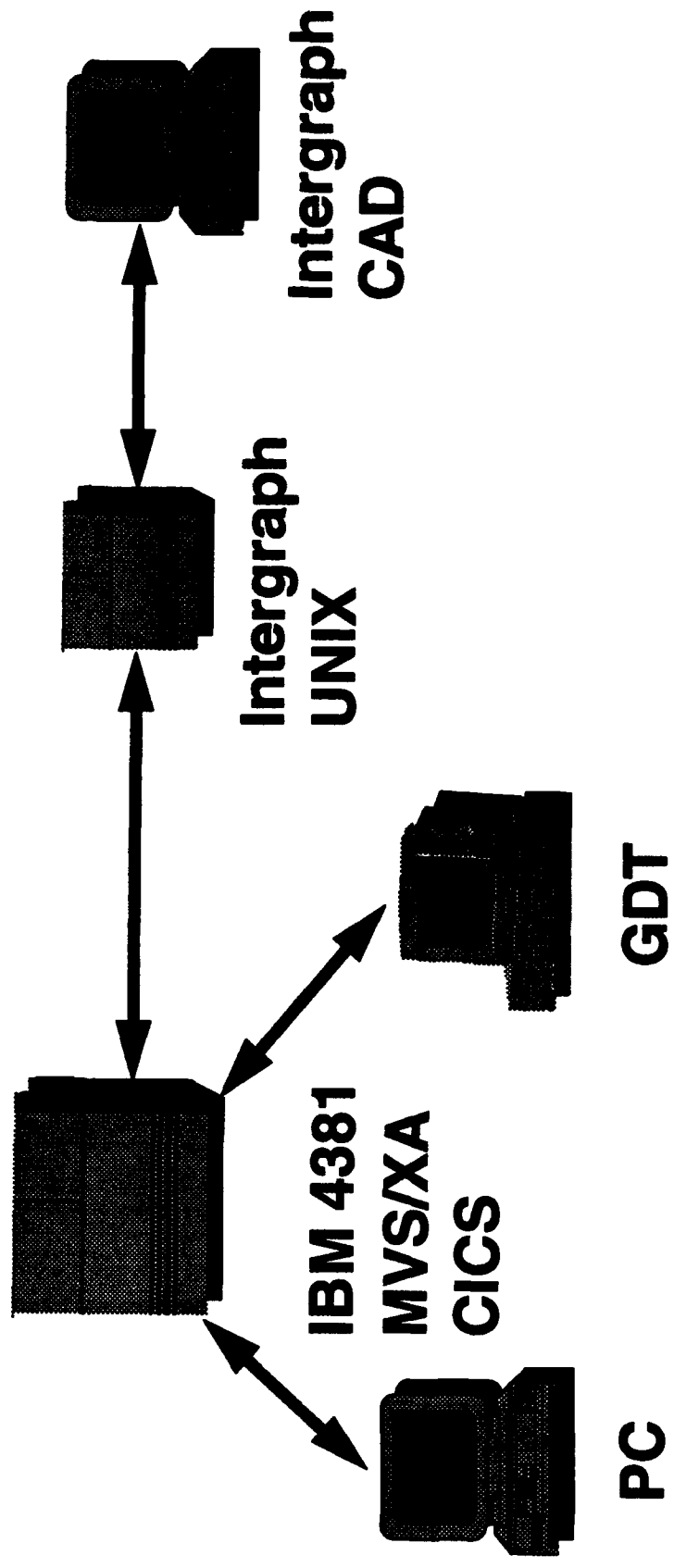
Fort Monmouth NJ

Local

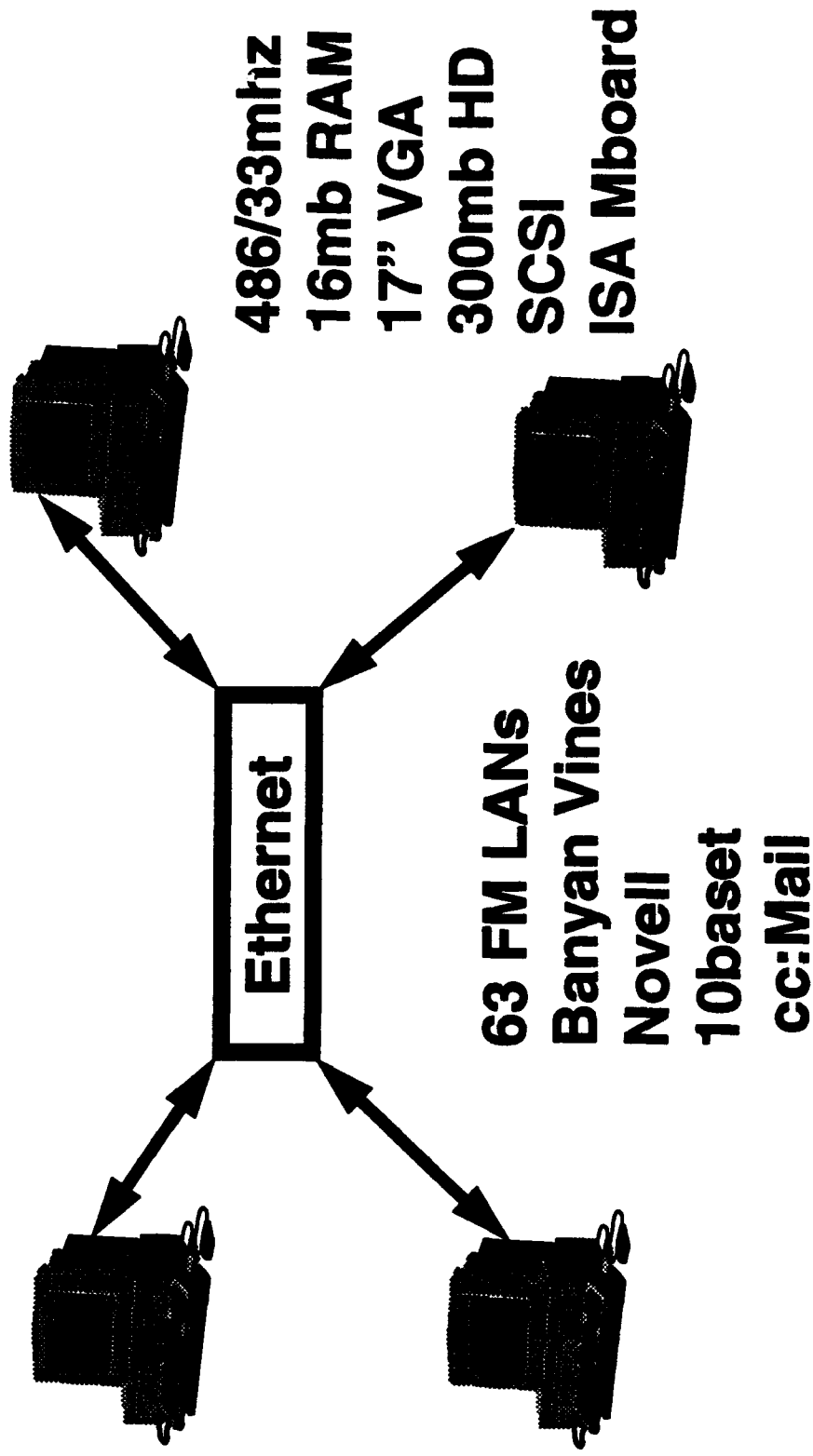
Networks

DEPARTMENTAL AUTOMATION ARCHITECTURE

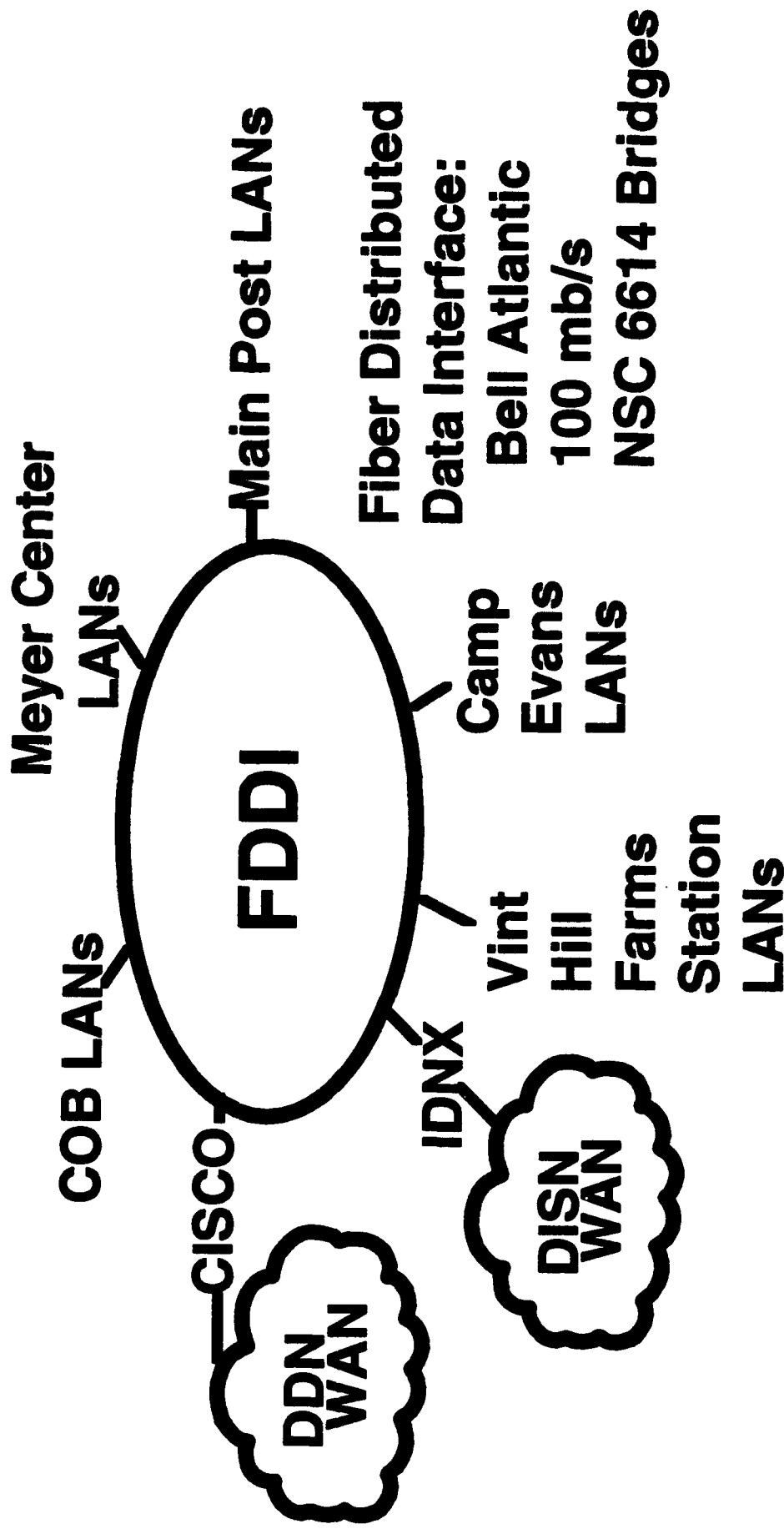
DSREDS Legacy Data Engineering Drawings



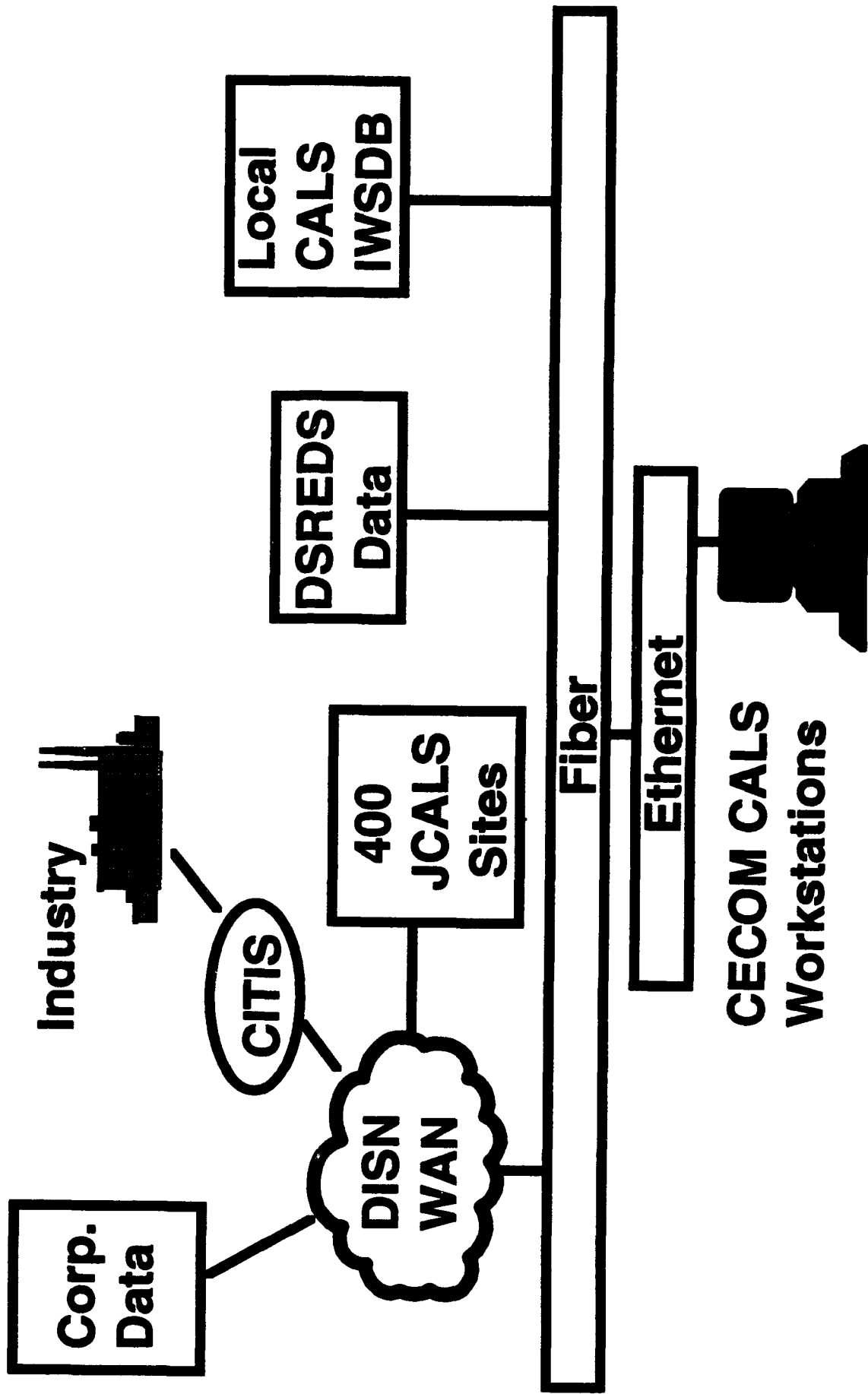
WORKPLACE AUTOMATION ARCHITECTURE



FORT MONMOUTH METROPOLITAN AREA NETWORK



CECOM CALS INFRASTRUCTURE



CECOM INFRASTRUCTURE

SOFTWARE STANDARDS

- **TCP/IP SNA (WAN Protocols)**
- **Banyan Vines (LAN OS)**
- **MVS (Mainframe OS)**
- **Unix (Mini OS)**
- **DOS (PC OS)**
- **Windows (GUI)**
- **MS Office (Office Automation)**
- **Oracle (Relational Database)**
- **cc:Mail (LAN Electronic Mail)**

POC: Mr. Raymond R. Russomano
(908) 544-2566

NOTES

Technical Manuals



Frederick L. Loeser
Chief, Technical Publications
Logistics and Maintenance Directorate

UNCLASSIFIED

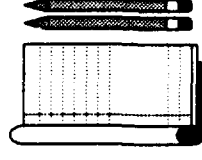
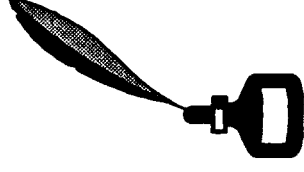
Technical Manuals **Acronyms**

- **SGML (Standard Generalized Markup Language)**
- **DTD (Document Type Description)**
- **FOSI (Format Output Specification Instance)**
- **OCR (Optical Character Recognition)**

Technical Manuals Today

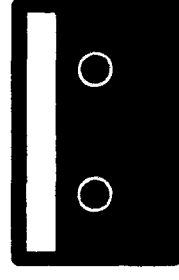
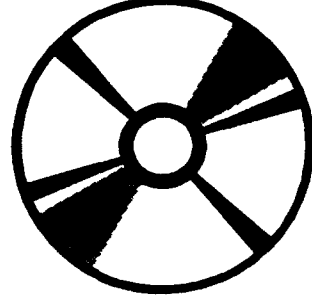
- **Digitized**

- Interleaf
- Framemaker
- Aldus Pagemaker
- Ami Pro, Word, Wordperfect, etc



- **Media**

- 9 Track Tape
- Floppy Disks
- Cartridge



Technical Manuals **Tomorrow**

- CALS Compliant
- CALS Standards

**Text - Standard Generalized Markup
Language
Graphics -**

**Computer Graphic Metafile
Initial Graphic Exchange Standard
CCITT Group 4 Raster Images**

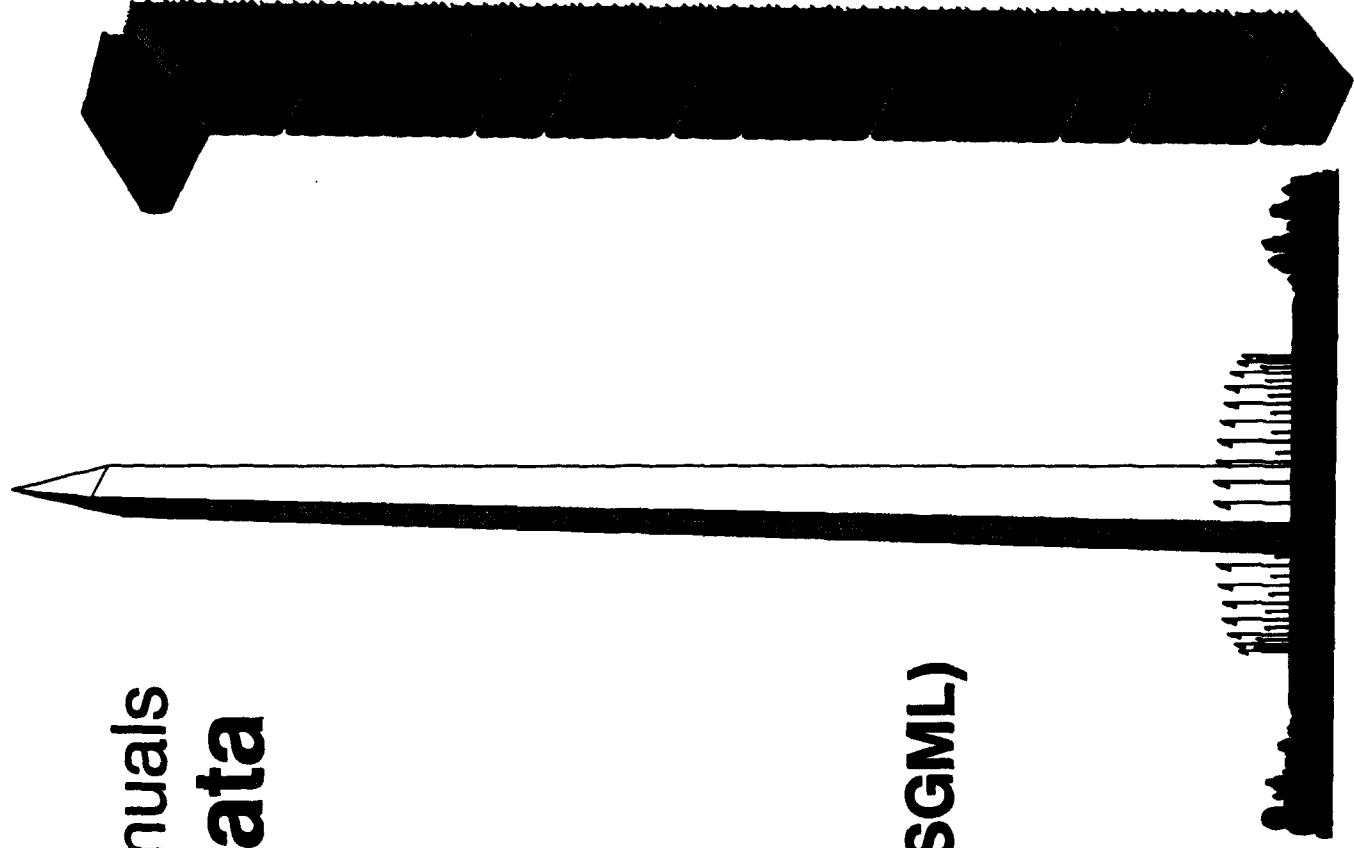
- Specification

MIL-STD-361A

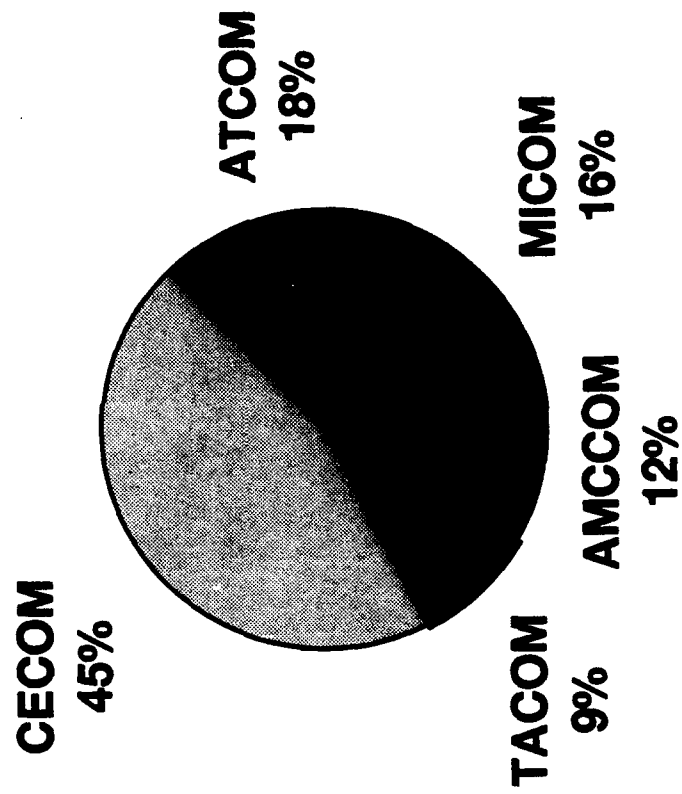


Technical Manuals Legacy Data

- CECOM Library
12,000 Titles
1.4 Million Pages
- Scanning
Raster Images
OCR (ASCII) (Interleaf) (SGML)
- Optical Storage Device

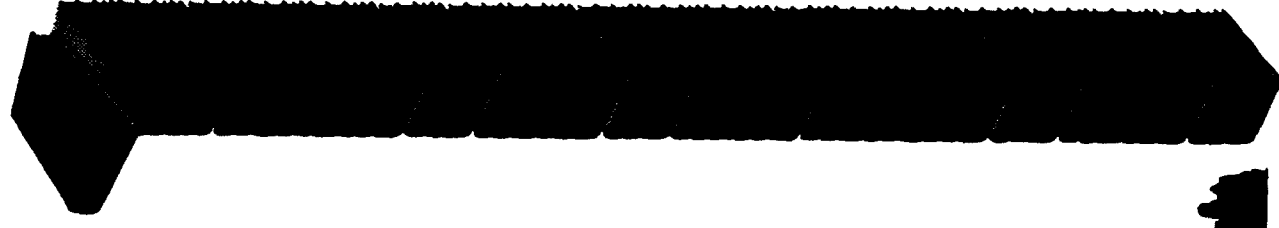
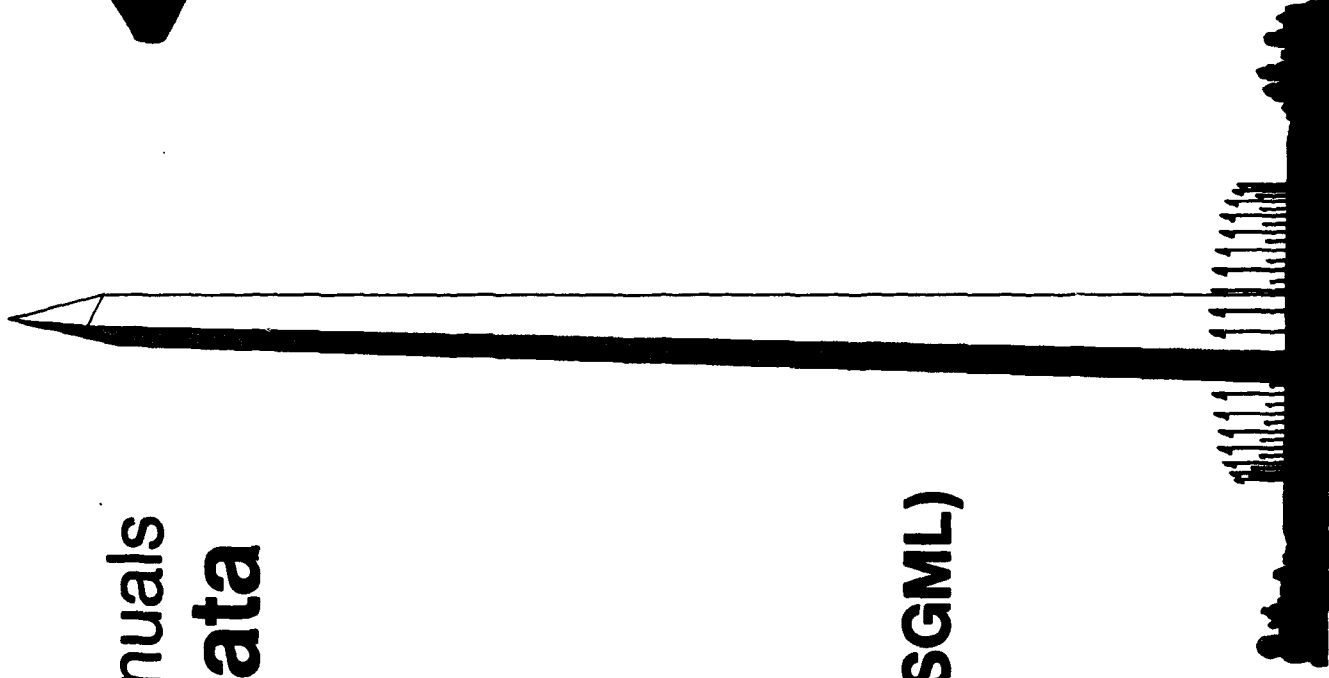


**Technical Manuals
AMC LIBRARY**



Technical Manuals Legacy Data

- **CECOM Library**
12,000 Titles
1.4 Million Pages
- **Scanning**
Raster Images
OCR (ASCII) (Interleaf) (SGML)
- **Optical Storage Device**



Technical Manuals Specifications

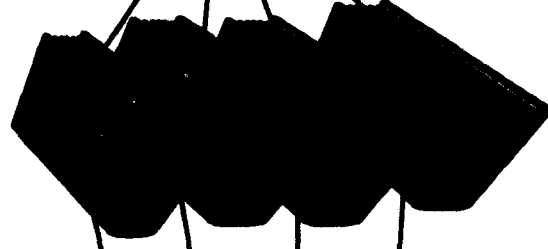
MIL-M-63004

MIL-M-63036

MIL-M-63038

MIL-M-63041

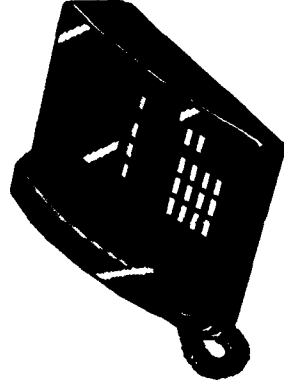
MIL-STD-361 A



**Technical Manuals
POC**

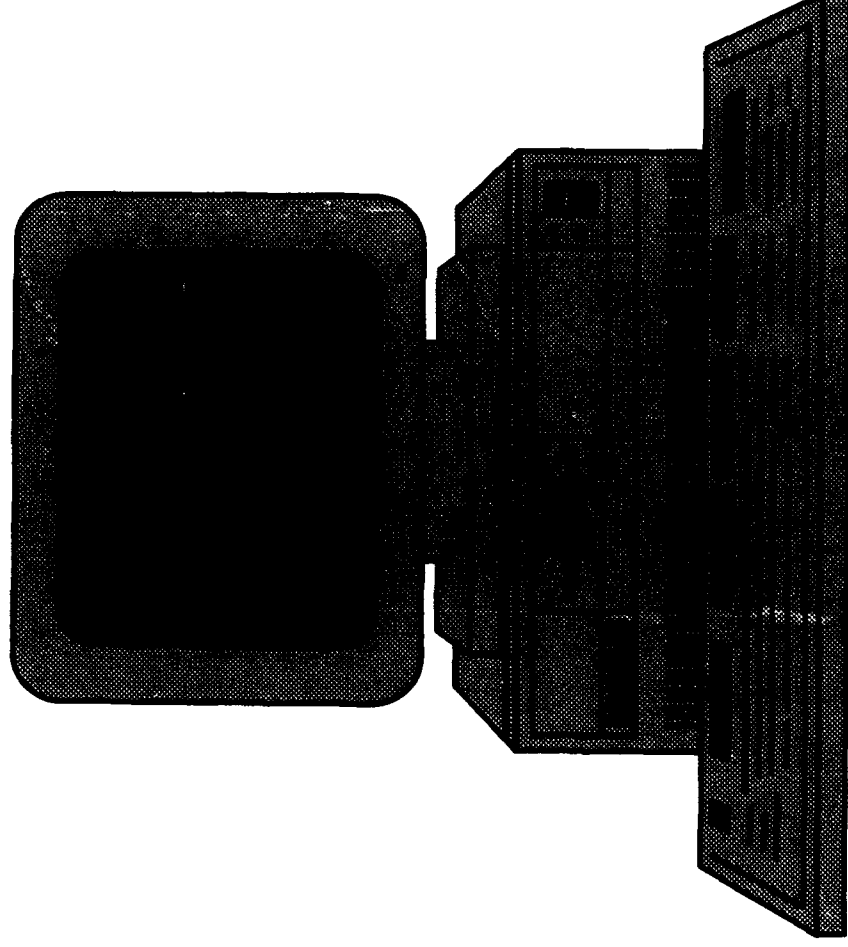
Technical Publications

**Frederick L. Loeser
(908) 532-3016**



NOTES

Logistics Support Analysis



George Welsch

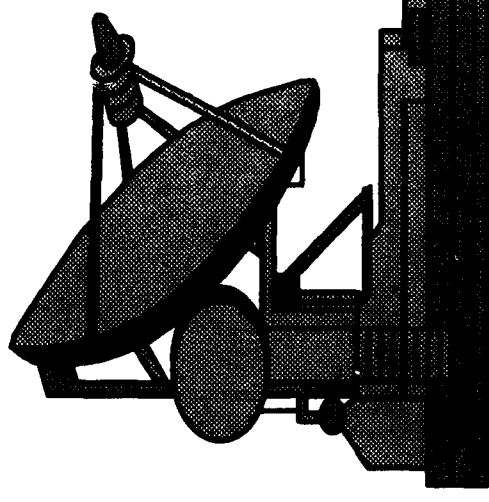
Logistics and Engineering Support Branch

Logistics and Maintenance Directorate

UNCLASSIFIED

Logistics Support Analysis

- Obtain a supportable system at an optimum life cycle cost.

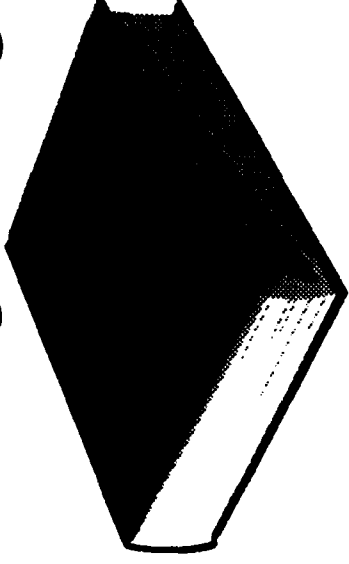


- Influence design
- Identify & quantify ILS requirements

Logistics Support Analysis

What does the LSAR Database contain?

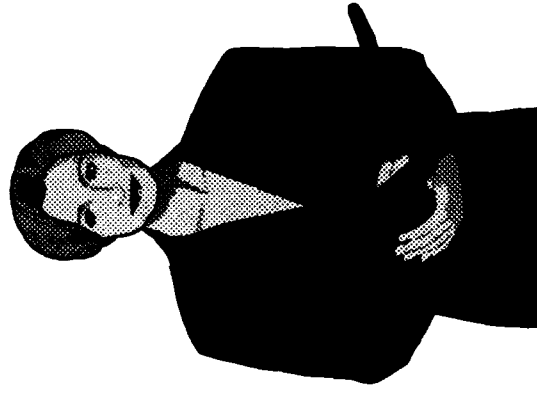
- **ILS data elements (Over 500)**
Includes various engineering related data.



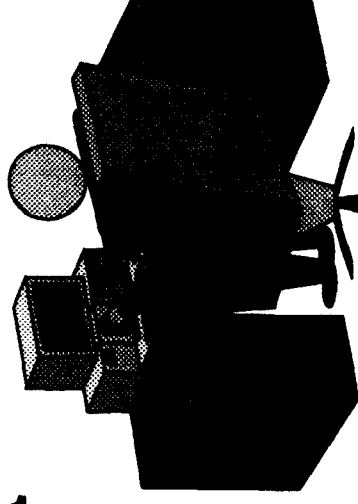
- **Integrated data systems tied to engineering, manufacturing, and product support databases.**

Logistics Support Analysis

MILITARY STANDARDS



MIL-STD-1388-1A
explains tasks



MIL-STD-1388-2B provides
Integrated Logistics Support database

Logistics Support Analysis

How do we receive and process LSAR data?

- Yesterday - Handwritten LSAR data input sheets.**
- Today - LSAR digital data in ASCII .**

Transition from MIL-STD-1388-2A to MIL-STD-1388-2B

- Tomorrow - MIL-STD-1388-2B, utilizing LOGSA validated software.**

Logistics Support Analysis

Integrated Database

Buy Once - Use Often

Provisioning

Manpower

Training

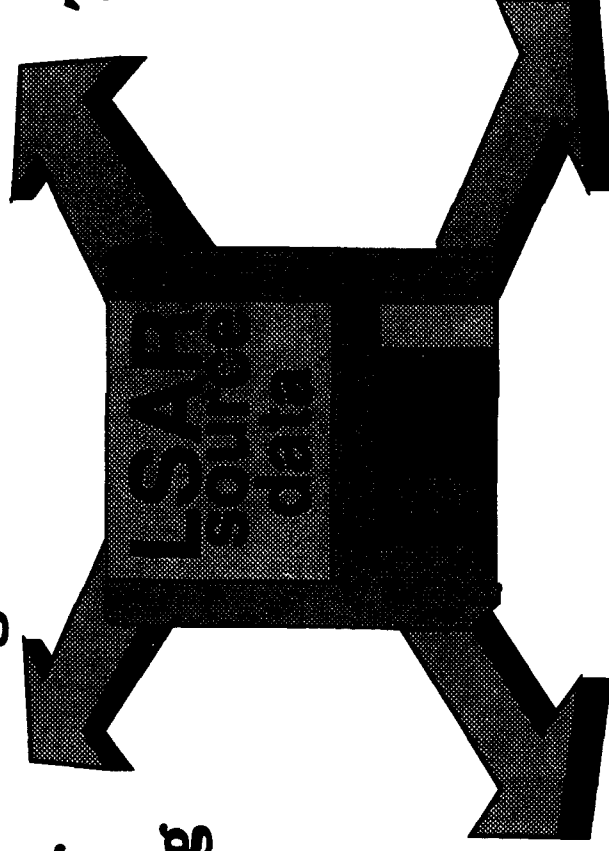
Support Equipment

Transportability

Personnel

Technical

Data



Facilities

Technical Manual

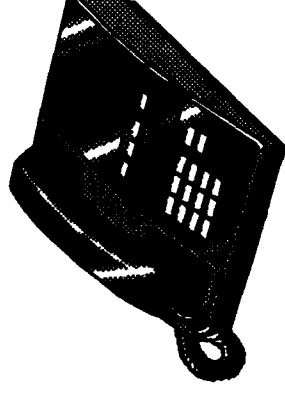
Logistics Support Analysis

Point of Contact:

Logistics and Engineering Support

George P. Welsch

(908) 532 - 1390



NOTES

DRAWINGS

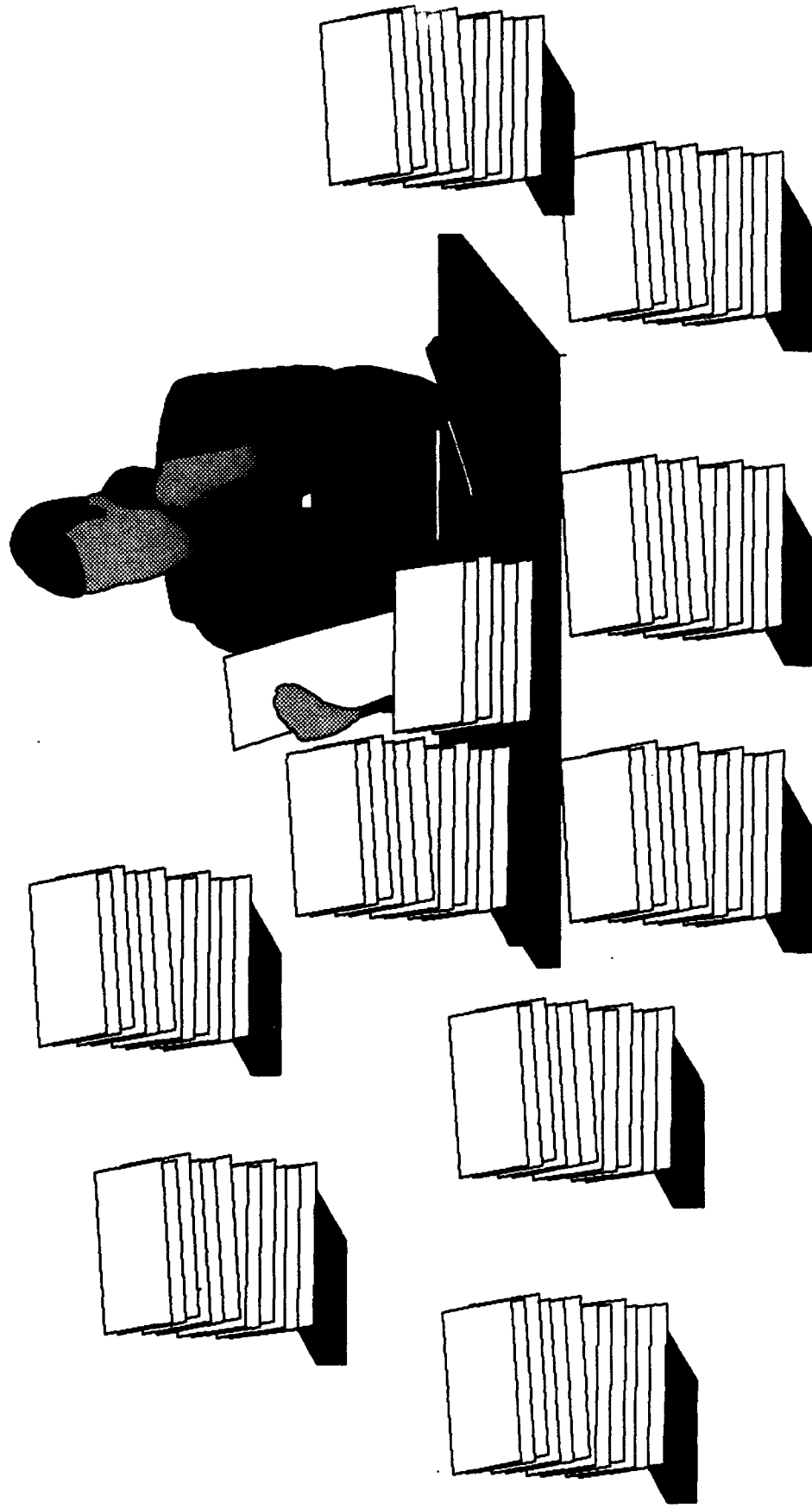
**RICHARD SCARINZI
GENERAL ENGINEER**

**PRODUCT INTEGRITY
AND
PRODUCTION ENGINEERING**

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DRAWINGS

YESTERDAY:



• DRAWINGS • TODAY

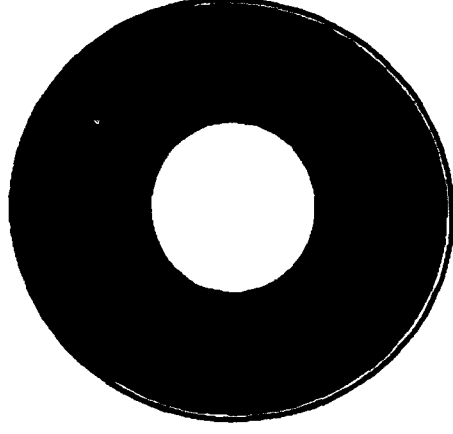
DIGITAL DRAWING:

- REQUIREMENTS
- STORAGE
- USE

DRAWINGS

DRAWING REQUIREMENTS

- **Magnetic Media**
- **CALS Raster**
- **CALS Vector**



- # **DRAWINGS**

DRAWING REQUIREMENTS

CHANGES:

- **Eliminates Process Steps in Contractor Preparation and Submission**
- **Existing "Manual" Requirements May Be Converted To Digital**

DRAWINGS

DSREDS

**(Digital Storage and Retrieval
Engineering Data System)**

- **Optical Disk Technology**

- **Intergraph Front End (CALs)**



-
-

DRAWINGS

REPOSITORY STATUS

- **80% Legacy Data Loaded (800,000 Images - Fully Loaded Jan 94)**
- **TD/CMS(E) for Configuration Control**
- **Digital Updates**

DRAWINGS

DIGITAL DRAWING USE

- **CALS Raster Images**
- **Aperture Cards From Digital Data (Short Term)**
- **Digital Media (Mid Term)**



DRAWINGS

TOMORROW

**JEDMICS (Joint Engineering Data
Management Information and
Control System)**

- **Newer Optical Disk Technology**
- **Raster with Vector Potential**
- **Digital Bid Sets**

POINT OF CONTACT

Mr. Richard Scarinzi
AMSEL-LC-ED-TM
(908) 532-5893

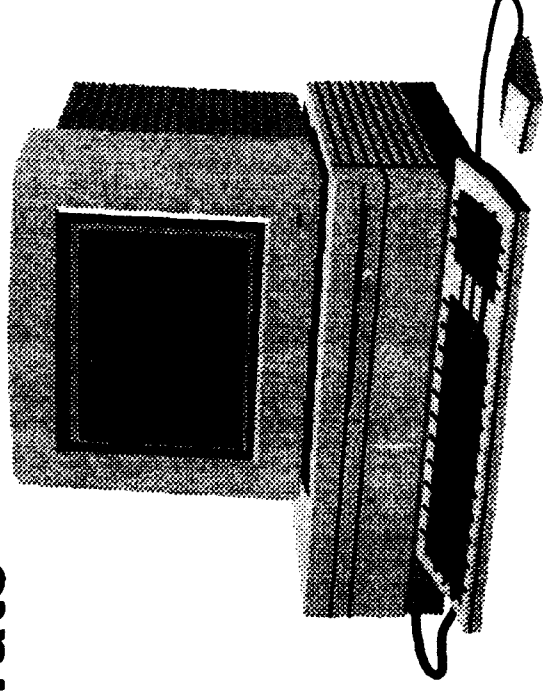
NOTES

Digital Master Patterns

JOHN P. MYER

Electronics Engineer

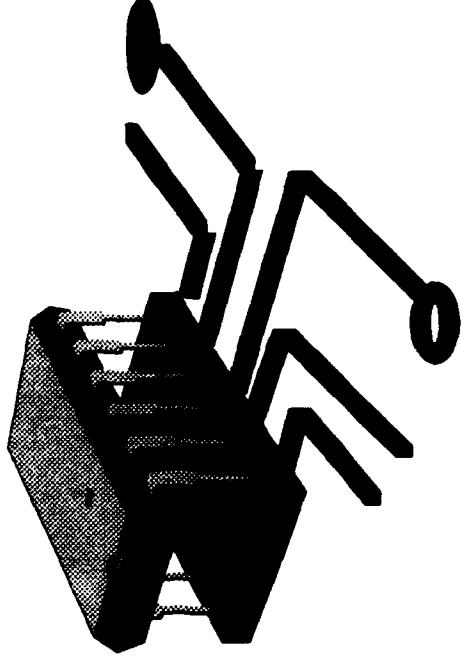
**Product Integrity and Production Engineering
Directorate**



UNCLASSIFIED

What are Master Patterns ?

- MPs are Tools - Not Drawings
- All the Electrical Connections for each board layer (traces, pads, planes)
- Photographic transfer process



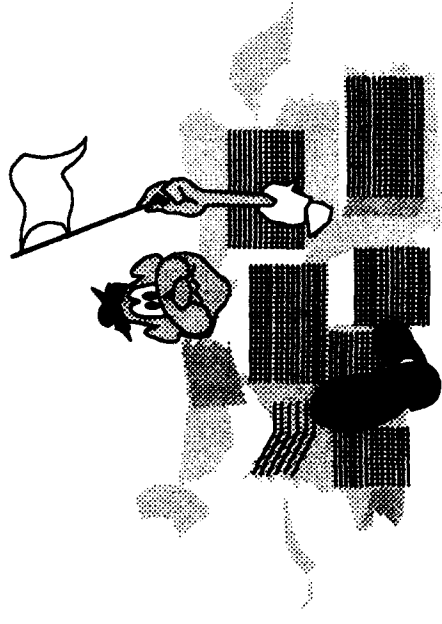
Old System:



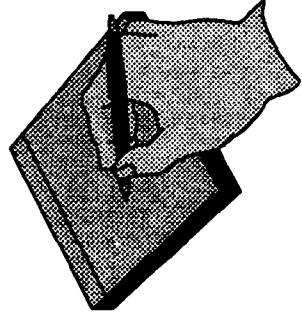
- Relied on hard copy
Mylar Master Patterns

- Special handling

- Copying and storage

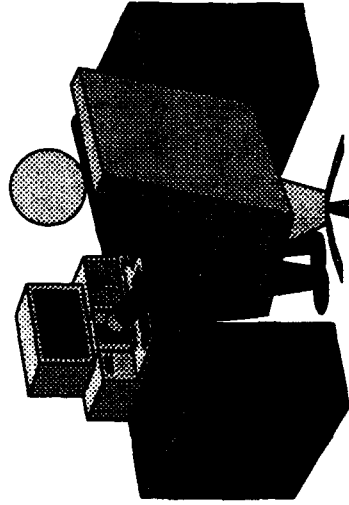


- Hand editing



CECOM Adopts Industry Standard

- **GERBER Format**
"Defacto" PCB
Manufacturer standard



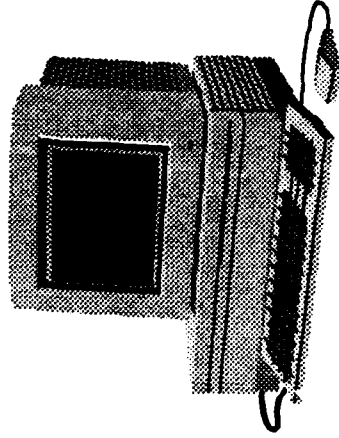
- **Processed on a Computer**
using software such as:

PC-GERBER, Gerb-Tool, ECAM, etc.

Digital Master Pattern Files

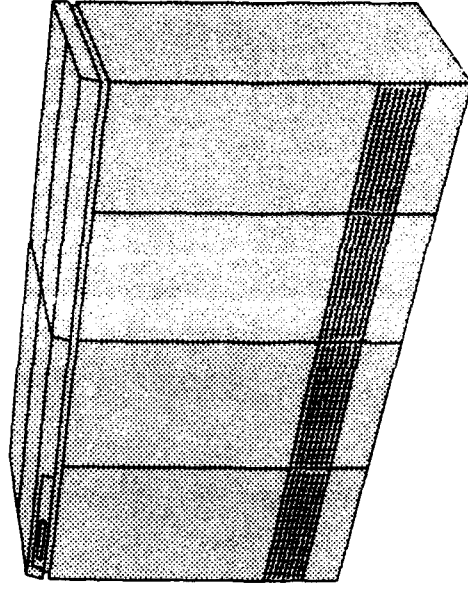
Government

- **File transfer by disk, modem or LAN**



- **Files can be viewed and edited on desktop PC**

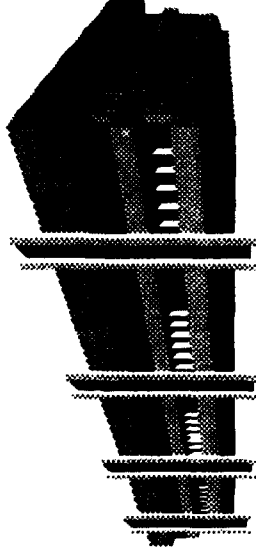
- **File format compatible with
CALS and JEDMICS
storage - retrieval system**



Digital Master Pattern Files

Contractor

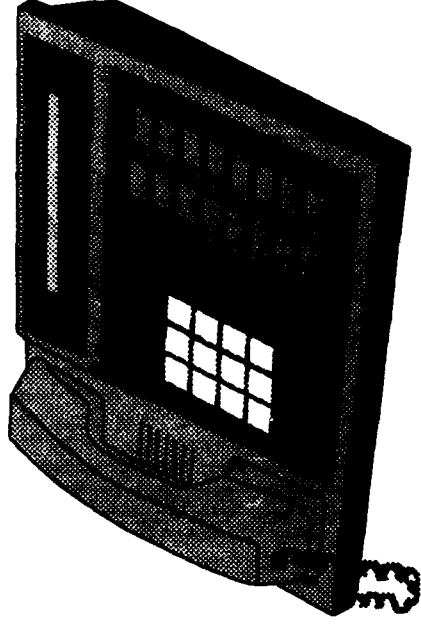
- **Access to files through government supplied disk or through acquisition EBB**
- **Files sent to board manufacturer**
- **All required information in MP files**



Point of Contact

Digital Master Patterns

John P. Myer
(908) 532-5391



NOTES

● ●

**FLEXIBLE COMPUTER INTEGRATED
MANUFACTURING
(FCIM)**

**GARY H. SALOMON
SUPERVISORY ELECTRONICS ENGINEER
PRODUCT INTEGRITY
AND
PRODUCTION ENGINEERING
DIRECTORATE**

UNCLASSIFIED

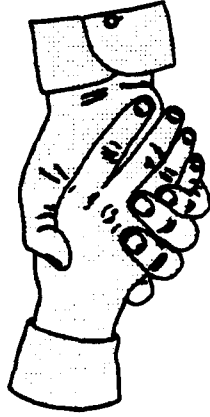
FCIM

**THE INTEGRATION OF EQUIPMENT,
SOFTWARE, COMMUNICATIONS, HUMAN
RESOURCES AND BUSINESS PRACTICES
WITHIN AN ENTERPRISE TO RAPIDLY
MANUFACTURE, REPAIR AND DELIVER
ITEMS ON DEMAND WITH CONTINUOUS
IMPROVEMENTS IN THE PROCESSES
THROUGHOUT THE PRODUCT
LIFE-CYCLE**



BACKGROUND

CECOM ROLE IN FCIM PROGRAM



MOA

CECOM

&

ARMY FCIM

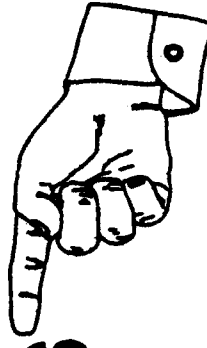
PMO

10 AUG 92

CECOM designated as

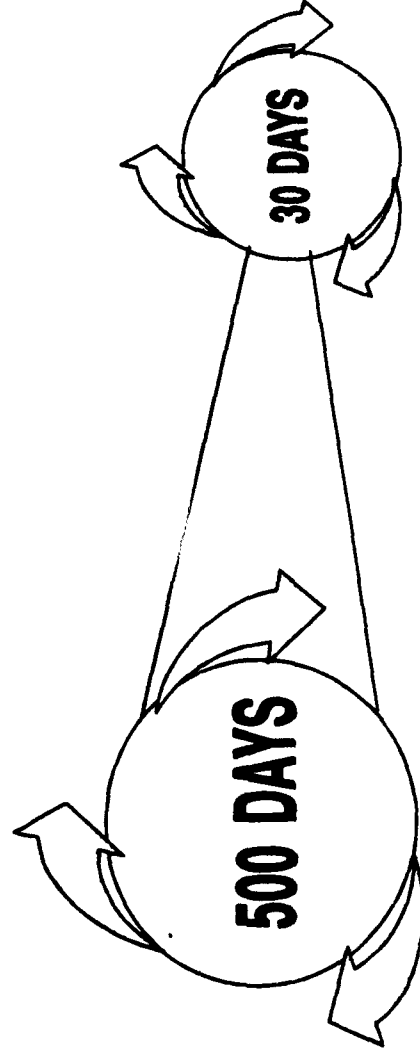
ARMY ELECTRONICS

MODULE MANAGER

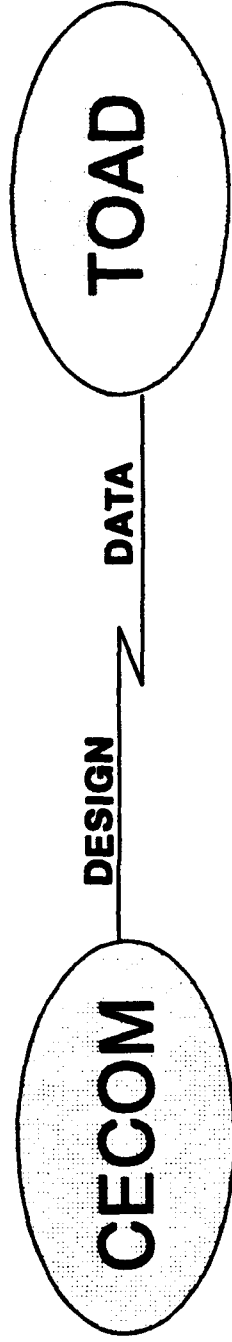


GOAL:

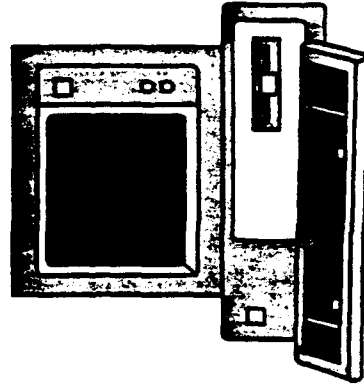
Reduced
Acquisition
Cycle Time



FCIM AS CALS TESTBED

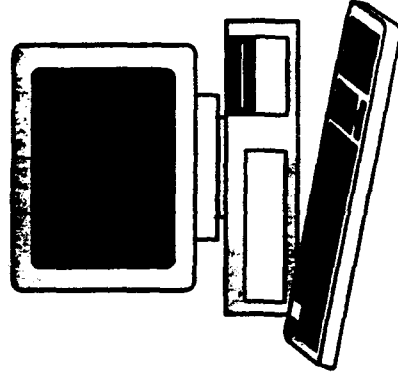


DSREDS



+

FCIM



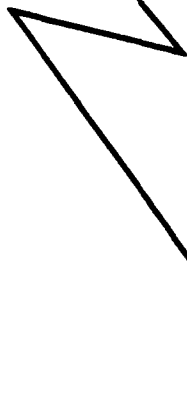
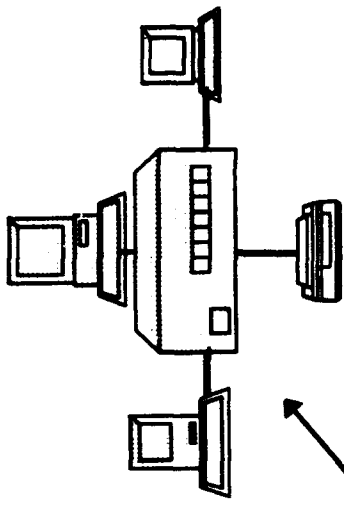
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**ENHANCED
PRODUCT
DEFINITION**

FCIM-CALS TESTBED ENVIRONMENT

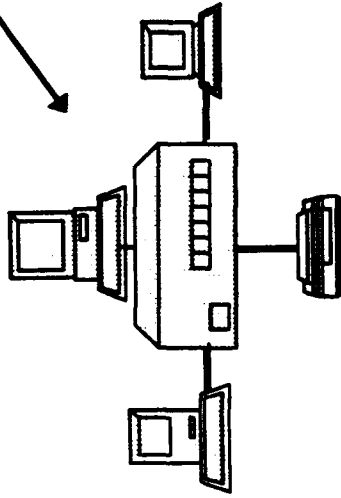
**Computervision Electronic
Design Automation Tools**

**SUN SPARCStation
Local Area Network**

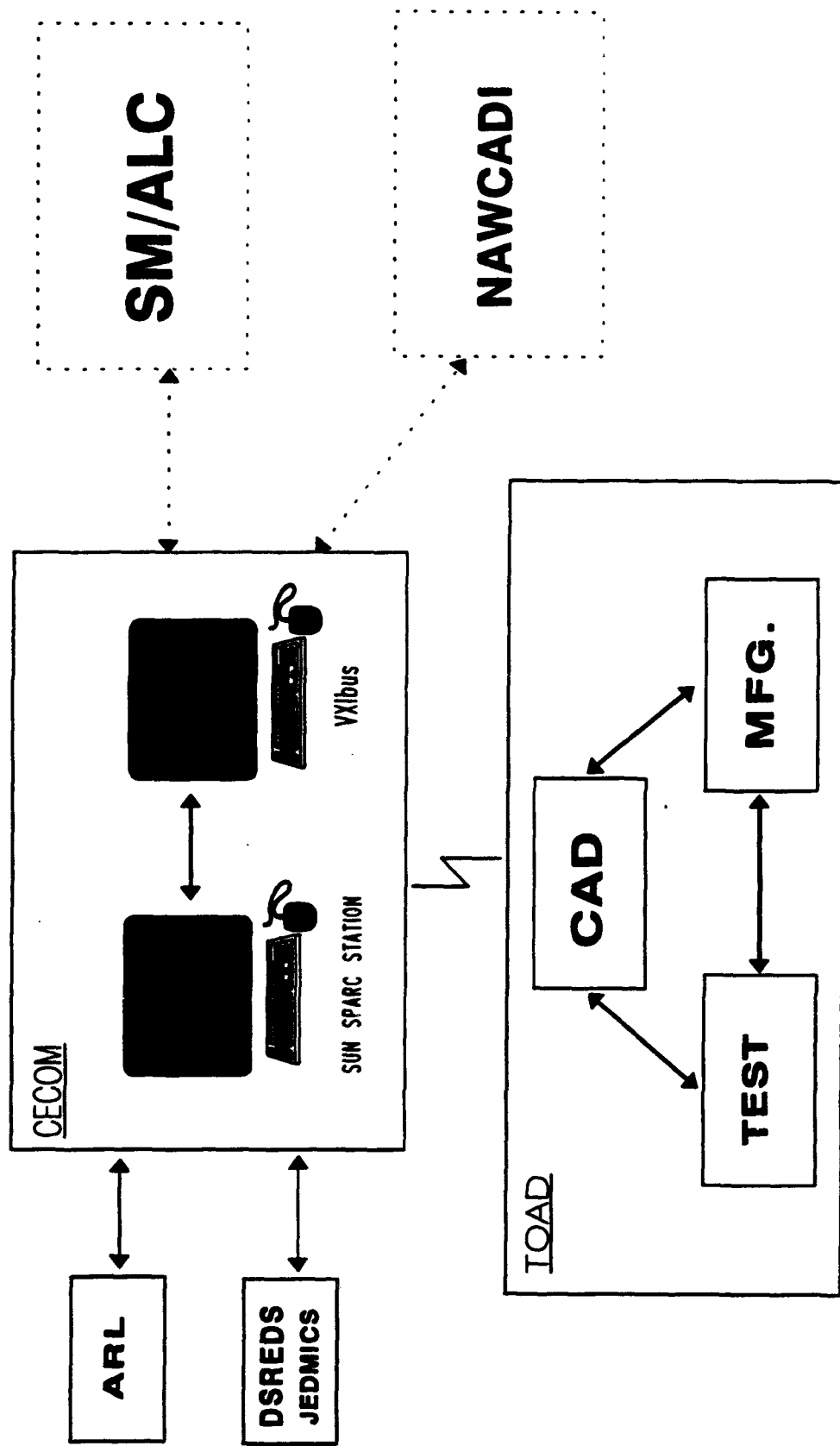


**VXIbus Functional
Test System**

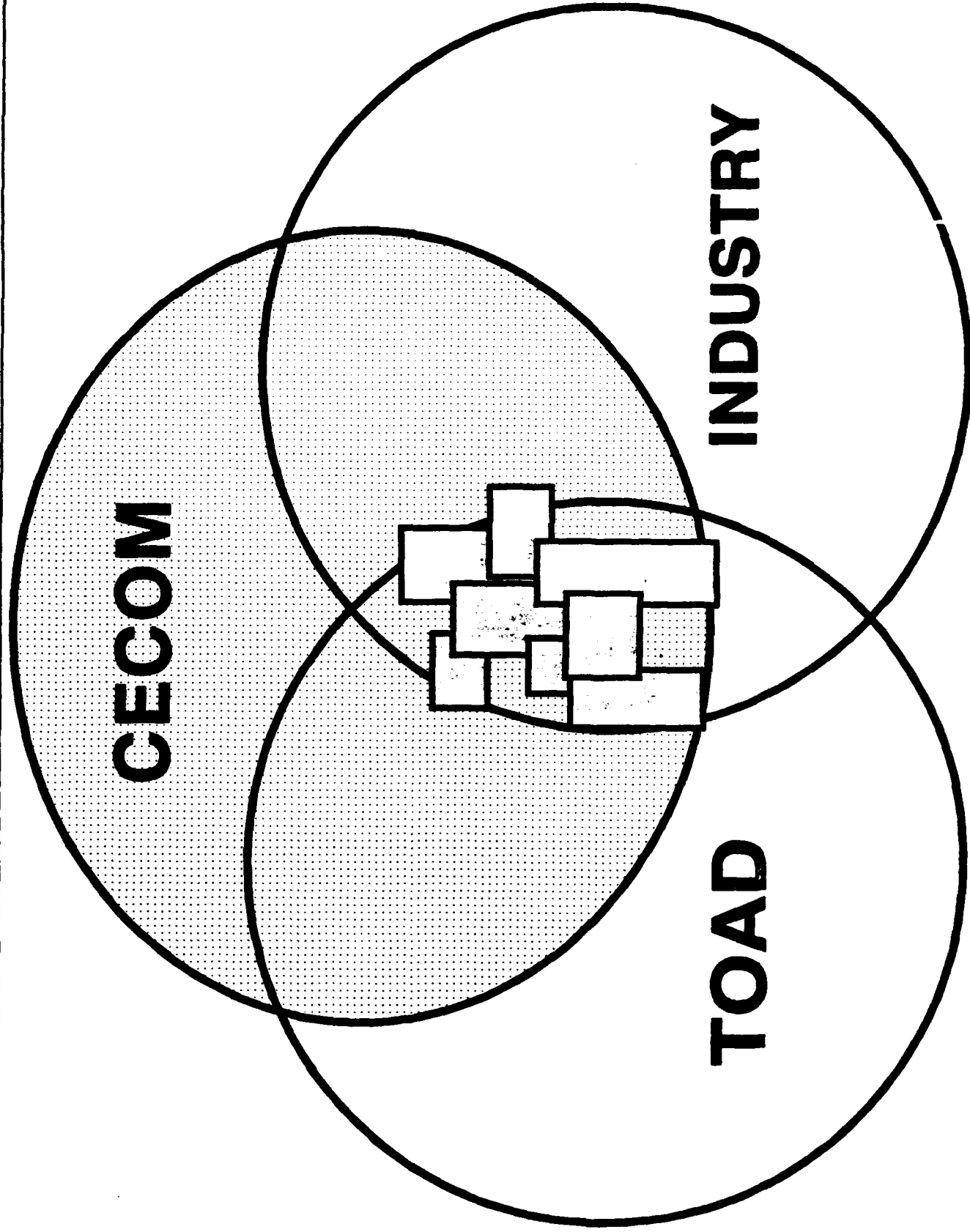
**Connectivity
to DSREDS**



FCIM-CALS TESTBED ARCHITECTURE



● ● INTEGRATION WITH INDUSTRIAL PARTNERS



POINTS OF CONTACT



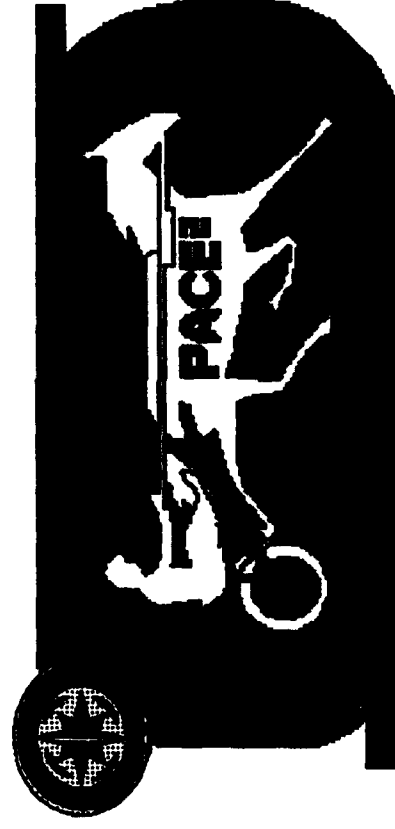
GARY SALOMON
(908) 532-2358

OR

JUDY PAGE
(908) 532-2356

NOTES

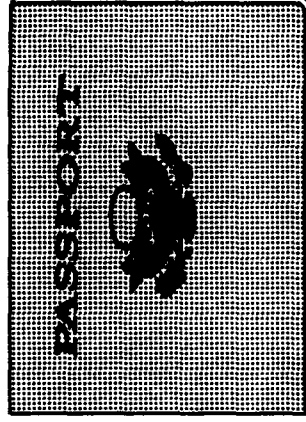
ELECTRONIC BULLETIN BOARD SYSTEM



**ROGER S. BERGER
CH, CONCEPTS TEAM
C3I ACQUISITION CENTER**

UNCLASSIFIED

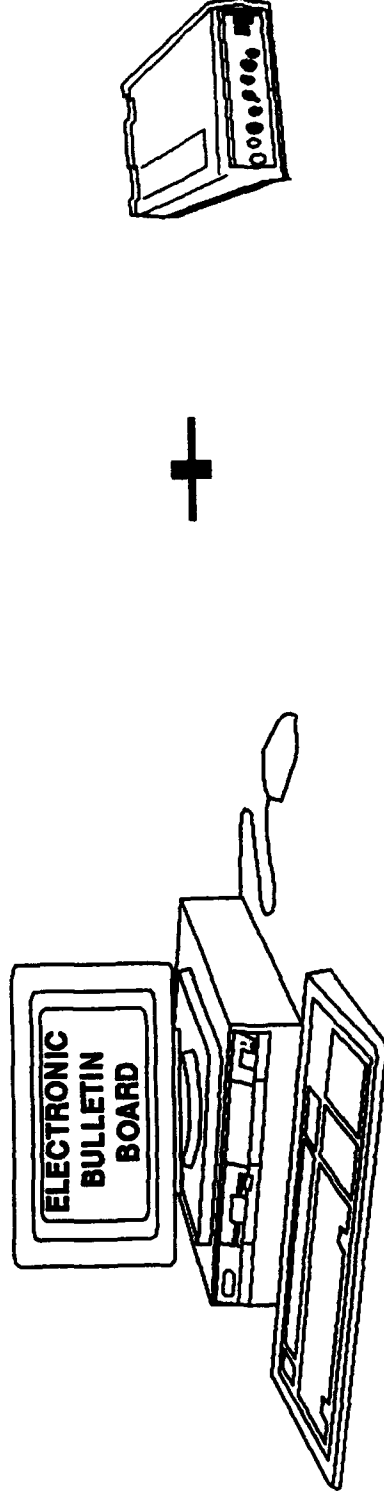
COMMAND EBB MENU CONCEPT



- **ENTER YOUR COMMAND EBB USER ID: [*]**
- **ENTER YOUR COMMAND EBB PASSWORD: [*]**

*** Contractors need to write or fax
EBB Points of Contact for ID# and
PASSWORD**

EBB PROCESS



- Solicitations will have the synopsis description and the file will be compressed for downloading onto a PC.

- NAME: 44-621
 DOB: 11/19/55
 UIC: 15
 DATE OF BIRTH: 11/19/55
 NAME: 44-621
 DOB: 11/19/55
 UIC: 15
 DATE OF BIRTH: 11/19/55
 NAME: 44-621
 DOB: 11/19/55
 UIC: 15
 DATE OF BIRTH: 11/19/55

*** Short text title only**

COMMAND EBB SOLICITATION MENU

- [1] COMMANDS: CECOM/VHFS/FT MONMOUTH SOLICITATIONS
- [2] PEO CCS SOLICITATION
- [3] PEO COMM SOLICITATION
- [4] PEO IEW SOLICITATION
- [5] OTHERS
- [6] ALL OF THE ABOVE

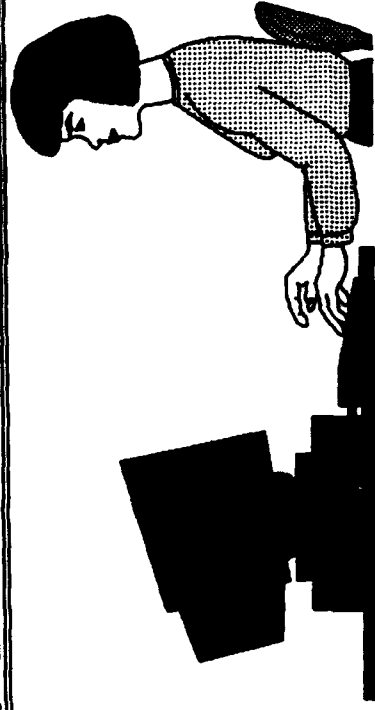


- [P]rev Menu [M]ain Menu [H]elp [S]ettings [D]isconnect

EBB SOLICITATION #1

- **[1] Download Files to your PC**
- **[2] Write E-Mail Message**
- **[3] Read E-Mail Message(s)**

[P]revious menu M[ain] H[elp] S[ettings] D[isconnect]



COMMAND EBB

CURRENT STATUS

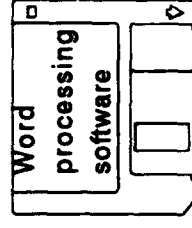
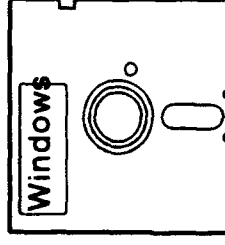
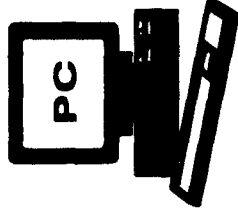


- **Menus are being developed
(98% Complete)**
- **MS Word for Windows -
standard for EBB documents**

● EBB MINIMUM HARDWARE/ SOFTWARE REQUIREMENTS

REQUIRE:

- 1) Computer
- 2) Modem
- 3) Communications Software
- 4) Processor that can read
Microsoft Word For Windows, V 2



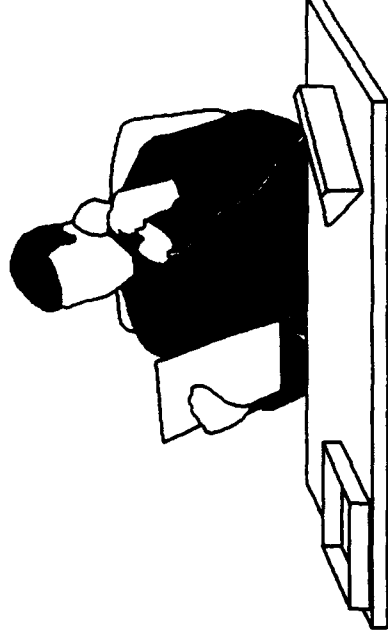
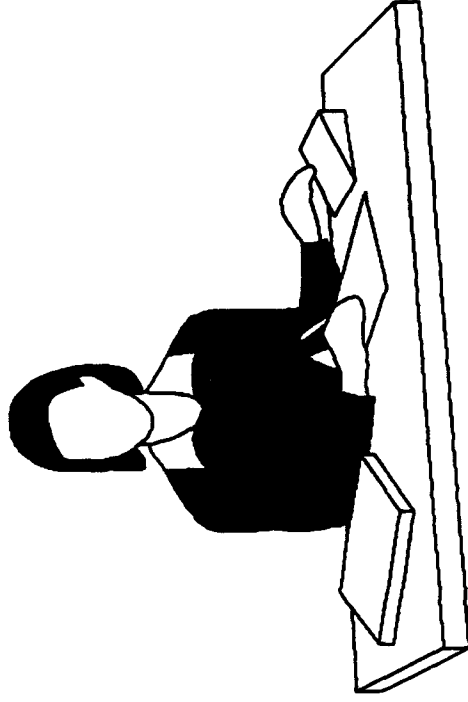
RECOMMEND:

- 1) 386 or 486 PC or MAC
w/68030 or higher
- 2) MS Word for Windows
- 3) 1200 - 14,400 Baud Modem
(faster modem=less time on
board=less \$ on phone bill)

ELECTRONIC BULLETIN BOARD POINTS OF CONTACT

FAX NO: (908) 532-6020

PHONE: (908) 532-5389



ANITA WILLIAMS

TOM NEWMAN

HQ, CECOM

C3I ACQUISITION CENTER

COB, RM 5D-06 ATTN: EBB

FT MONMOUTH, NJ 07703-5008

NOTES

•

AN/VRC-12

SPARES BUY

LESSONS LEARNED

JAMES J. BARBARELLO

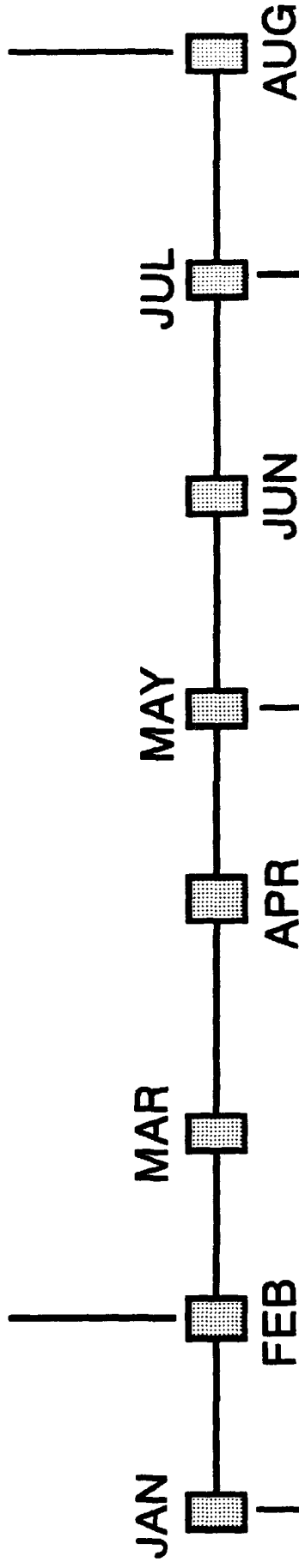
CALS EXECUTIVE

UNCLASSIFIED

HISTORY - 1993

EBBS
ON-LINE

CONTRACT
AWARDED



PRE-
SOLICITATION
CONFERENCE
(40+ COMPANIES)

SOLICITATION
RELEASED
ON EBBS

BID
OPENING

LESSONS LEARNED - SMALL BUSINESS

- BOTH CECOM SMALL BUSINESS AND SBA SUPPORT
 - Business Method of the Future
 - Basic Communication Requirements do not Hamper Full Competition
- DLA & AIR FORCE PROCURING ELECTRONICALLY
 - Low \$ Buys
 - Value Added Networks (VANS)
 - Small User's Fee
- NO PROTESTS REPORTED

● ● LESSONS LEARNED - BULLETIN BOARD

- FIRST TIME USER CONNECTION PROBLEMS
 - Sysop Solved Quickly
- DOWNLOADING INFORMATION IS SIMPLE
 - Limited to Text Information
 - ASCII Format OK, but Loses Format Richness
- ALL SUBMISSIONS RECEIVED INTACT
 - No Problems with "Late" or Incomplete Bids

● ● LESSONS LEARNED - BIDDING/BID OPENING

- ANY PROBLEMS DUE TO LEARNING CURVE
 - Discussions with Gov't Sysop Solved Problems
- ONE FORMAT PROBLEM ON BID OPENING
 - Lost Carriage Returns Caused Section B to "Wrap"
 - Bid was Still Readable - Bid Opening Successful
- RICHER FORMAT REQUIRED

• • LESSONS LEARNED - DRAWINGS

- CALS FORMAT OK
 - 9-Track Tape Could be Read & Images Transferred to PC Files
 - Image Viewing Software From Multiple Sources, Low Cost (<\$500), View and Print
- 9-TRACK TAPE CUMBERSOME
 - Tape Drives Expensive (>\$5K)
 - Start-up Problems Caused by Gov't Software - Solved

● ● ● LESSONS LEARNED - MASTER PATTERNS

- GERBER FORMAT WORKS WELL
 - Directly Transmittable to PC Board Vendor
- LEGACY DATA CONVERSION WORKED WELL
 - Even for Older Hand-Drawn Master Patterns

THE FUTURE

- ONE NUMBER EBBS
 - Migrating to VAN (Mid-Term)
- DRAWINGS ON CD-ROM (MID-TERM)
 - Migrating to Electronic Transmission (Long-Term)
- ALL MPs ELECTRONIC (4Q94)
- ELECTRONIC BID OPENINGS
 - Migrating to Full Electronic Award

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POINT OF CONTACT

JAMES J. BARBARELLO
(908) 532-8037

NOTES

BEST VALUE ACRONYM LIST

ABSCA	Armed Services Board of Contract Appeals
ADM	Acquisition Decision Memorandum
AI	Acquisition Instruction
BAFO	Best And Final Offer
BV	Best Value
CAAS	Contracted Advisory and Assistance Services
CCDR	Contractor Cost Data Reporting
CDRL	Contract Data Requirements List
CE	Concurrent Engineering
CI	Configuration Item
CIR	Contractor Information Report
CIS	Contractor Information System
CLIN	Contract Line Item Number
CPFF	Cost Plus Fixed Fee
CPR	Cost Performance Report
CSCC	Consulting Services Contract Coordinator
CSCI	Computer Software Configuration Item
C/SCSC	Cost/Schedule Control Systems Criteria
C/SSR	Cost/Schedule Status Report
DAB	Defense Acquisition Board
DAE	Defense Acquisition Executive
EV	Earned Value
FFP	Firm Fixed Price
GAO	General Accounting Office
GPLR	Government Purpose License Rights
HWCI	Hardware Configuration Item
HCA	Head of the Contracting Activity
HFE	Human Factors Engineering
ICE	Independent Cost Estimate
IFN	Item For Negotiation
ILS	Integrated Logistics Support
J&A	Justification and Approval
KO	Contracting Officer
LOA	Letter Of Agreement
MANPRINT	Manpower and Personnel Integration
NET	New Equipment Training
OCI	Organizational Conflict of Interest
PAD	Pre-Award Demonstration
PAI	Procedural Acquisition Instruction
PARC	Principle Assistant Responsible for Contracting
PCO	Procuring Contracting Officer
PEB	Practical Evaluation Board
PEO	Program Executive Officer
PM	Program Manager
PPBS	Planning, Programming and Budgeting System
RA	Risk Abatement
RAM	Reliability, Availability and Maintainability
ROC	Required Operational Capability
PRAG	Performance Risk Assessment Group

BEST VALUE ACRONYM LIST (Cont.)

RFP	Request For Proposal
SAE	Service Acquisition Executive
SAIMS	Selected Acquisition Information and Management Systems
SDRB	Specifications and Data Review Board
SOW	Statement Of Work
SSA	Source Selection Authority
SSAC	Source Selection Authority Council
SSEB	Source Selection Evaluation Board
SSO	Source Selection Official
SSP	Source Selection Plan
TAQ	Total Army Quality
TQM	Total Quality Managment
USCC	United States Claims Court
WBS	Work Breakdown Structure

CALS SYMPOSIUM ACRONYM LIST

APBI	Advance Planning Briefing For Industry
APIC	Acquisition Process Improvement Campaign
ARL	Army Research Laboratory
ASCII	American Standard Code For Information Interchange
BPI	Bits Per Inch
CAD	Computer-aided Design
CALS	Continuous Acquisition & Life Cycle Support
CCITT	Consultive Committee on International Telephony and Telegraphy
CCSO	CECOM CALS Support Office
CD-ROM	Compact Disk-Read Only Memory
CEO	Corporate Executive Officer
CG	Commanding General
CGM	Computer Graphic Metafile
CICS	Customer Information Control System
CITIS	Contractor Integrated Technical Information Service
DCI	Directorate for Corporate Information
DDN	Defense Data Network
DISN	Defense Information Systems Network
DLA	Defense Logistics Information System
DSREDS	Digital Storage and Retrieval Engineering Data System
DTD	Document Type Description
EBBS	Electronic Bulletin Board System
EC	Electronic Commerce
ECP	Engineering Change Proposal
EDI	Electronic Data Interchange
FCIM	Flexible Computer Integrated Manufacturing
FDDI	Fiber-Optic Distributed Data Interface
FOSI	Format Output Specification Instance
GDT	Graphic Data Terminal
GUI	Graphical User Interface
HD	Hard Drive
IC	Integrated Circuit
IDNX	Integrated Digital Network Exchange
IETM	Interactive Electronic Technical Manual
IGES	Initial Graphics Exchange Standard
ISA	Industry Standard Architecture
IWSDB	Integrated Weapon System Data Base
JCALs	Joint Continuous Acquisition & Life Cycle Support
JEDMICS	Joint Engineering Data Management Information & Control System
JLSC	Joint Logistics Systems Center

CALS SYMPOSIUM ACRONYM LIST

LAN	Local Area Network
LSA	Logistics Support Analysis
LSAR	Logistics Support Analysis Record
MANs	Metropolitan Area Network
MB/S	Megabits Per Second
MHz	Megahertz
MIPA	Multi-Functional Information Processing Activity
MOA	Memorandum of Agreement
MPs	Master Patterns
MS	Microsoft
MVS/XA	Multiple Virtual Storage/Extended Architecture
NAWCADI	Naval Air Warfare Center Aircraft Division - Indianapolis
NSC	Network Systems Corporation
NSN	National Stock Number
OCR	Optical Character Recognition
OS	Operating System
PC	Personal Computer
PCB	Printed Circuit Board
PDPs	Procurement Data Package
PEO	Program Executive Officer
PMR	Provisioning Master Record
QA	Quality Assurance
RAM	Random Access Memory
R&D	Research & Development
SBA	Small Business Administration
SCSI	Small Computer System Interface
SGML	Standard Generalized Mark-Up Language
SNA	System Network Architecture
SYSOP	Systems Operator
TCP/IP	Transport Control Protocol/Internet Protocol
TD/CMS	Technical Data/Configuration Management System
TD/CMS (E)	Technical Data/Configuration Management System - Enhanced
TMs	Technical Manuals
TOAD	Tobyhanna Army Depot
T1	Data Traffic Carrier Access
VGA	Video Graphics Adapter
VHSIC	Very High Speed Integrated Circuit
VHDL	VHSIC Hardware Description Language
WAN	Wide Area Network