

# MDA

## Small Business Conference



### Missile Defense Agency Engineering and Support Services (MiDAESS) Update

**27 May 2010**

Distribution Statement A:  
Approved for public release;  
distribution is unlimited

**Kyle Carter**  
**Deputy Director, MiDAESS**



# Agenda

---

- **MiDAESS Strategy and Legislative Compliance**
- **MiDAESS Transition Implementation**
- **MiDAESS Way Ahead**
- **Question/Answers (Q&A)**



# What is the Issue for MiDAESS?



**MDA Currently Has Contract Actions Executed Through Multiple Sources:**

- MDA Headquarters
- Army Contracts
- Air Force Contracts
- Navy Contracts
- MIPRS
- PBAS

- 181 Different Contract Numbers
- 85 CORs/COTRs

**250+ 339+ Active Contracts or Tasks of which most have “Different” Labor Rates, Overhead, and Administrative Fees**



# MiDAESS Strategy & Compliance



# HASC Findings & MiDAESS Compliance

- ✓ **MiDAESS Acquisition Complies with Requirements Identified in HASC and General Accountability Office (GAO) Reports**
- ✓ **MiDAESS Program Structure Provides “Centralized Management of Support Services” (Similar to Products)**
- ✓ **MiDAESS Program Structure Brings Discipline for MDA Support Services – Planning, Requirements Definition, Market Research, Project Management, etc.**
- ✓ **MiDAESS Uses Performance-Based Acquisition Processes**
- ✓ **MiDAESS Personnel and Others Across the Agency Have Completed Basic Training for Performance-Based Work Statements Application**
- ✓ **MiDAESS Performance Measures are Combination of Core and Task Specific**
- ✓ **MiDAESS Surveillance and Reporting Being Worked**



# MiDAESS Program Mission

- **Implement National Engineering and Support Services for the BMDS Mission across the Enterprise**
- **Uniformly Apply Missile Defense Technology Knowledge and Lessons Learned Across the MDA to Benefit all Programs**
- **Centralize the Acquisition of Support Services Manpower in a more Efficient Manner -- One Program**
- **Reduce Agency Overhead Cost Enterprise-Wide**
  - **Eliminate Non-MDA Management of Contracts and Associated Administration Costs and Fees**
  - **Reduce Number of Contracts from 200+ to an Estimated 40 (Final Number based on Industrial Market)**

**- Program Established October 2007 -**



# “Functional Capability Group” Approach

## MiDAESS Enterprise-Wide Strategy (National)

### One Source Selection

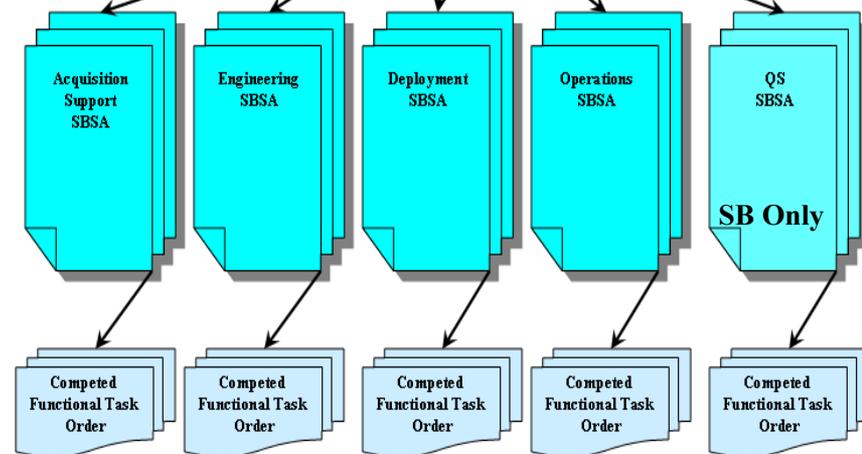
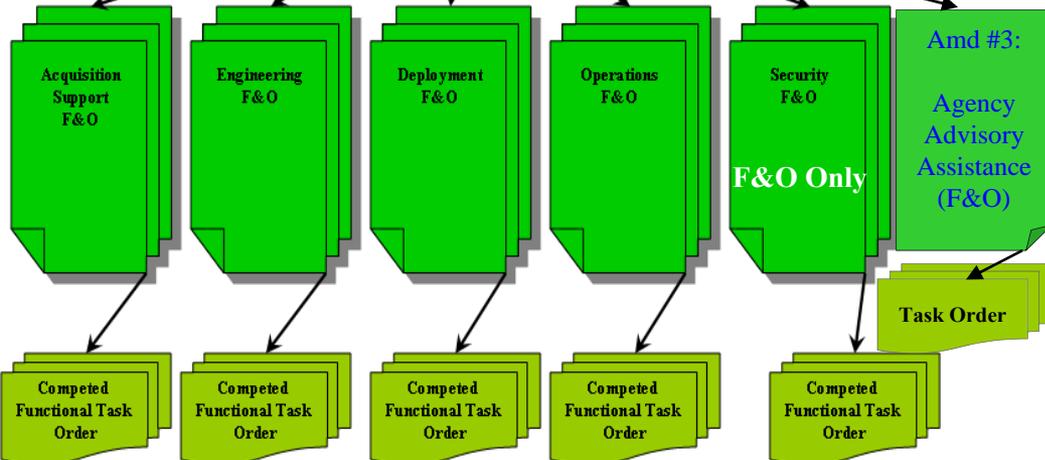
- **Two Competitions in Parallel**
  - **Full & Open (F&O) Unrestricted**
  - **Small Business Set-Aside (SBSA)**
- **Multiple Group Indefinite Delivery/Indefinite Quantity (ID/IQ) Contract Awards**
  - **Streamlined Competitive Task Ordering**
  - **Task Order Identification by Functional Contract Line Item Number (CLIN)**

RFP #1  
F&O  
Competition

RFP #2  
SBSA  
Competition

Contract Awards = 2+ for Each Group

Contract Awards = 2+ for Each Group





# MiDAESS Scope Details

## - Full Open & Small Business -

Full Open/Unrestricted		Small Business Set-Aside	
Group 1: None		Group 1: Quality, Safety, Mission Assurance Support	
Group 2: Acquisition Support		Group 2: Acquisition Support	
<ul style="list-style-type: none"> <li>• Strategic Planning &amp; Analysis</li> <li>• Business Operations</li> </ul>		<ul style="list-style-type: none"> <li>• Acquisition Management</li> <li>• Readiness Management</li> <li>• International Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting Systems</li> <li>• Cost Estimating</li> <li>• Acquisition Business Support</li> <li>• Legislative Affairs</li> </ul>
Group 3: Engineering Support		Group 3: Engineering Support (Specialty)	
<ul style="list-style-type: none"> <li>• Systems Engineering</li> <li>• Laser</li> <li>• Modeling &amp; Simulation</li> <li>• Test Support</li> </ul>	<ul style="list-style-type: none"> <li>• Weapons</li> <li>• C3BM</li> <li>• Sensors</li> <li>• Space Portfolio Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Threat</li> <li>• Manufacturing/Production</li> <li>• Specialty Systems Engineering</li> <li>• Specialty Sensors Engineering</li> <li>• Specialty C3BM Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• Test Provisioning/Test Assurance</li> <li>• Test Analysis</li> <li>• Advanced Technology</li> <li>• Algorithms and Software</li> <li>• IT Technology Management</li> <li>• Information Assurance</li> </ul>
Group 4: Infrastructure/Deployment Support		Group 4: Infrastructure/Deployment Support	
<ul style="list-style-type: none"> <li>• Worldwide Deployment</li> <li>• Warfighter Operations Support</li> <li>• Joint Staff/Service/COCOM Integration</li> </ul>	<ul style="list-style-type: none"> <li>• Management Activities</li> <li>• Field Operations</li> </ul>	<ul style="list-style-type: none"> <li>• BMDS Training &amp; Education</li> </ul>	
Group 5: Agency Operations Support		Group 5: Agency Operations Support	
<ul style="list-style-type: none"> <li>• Office Administration</li> </ul>		<ul style="list-style-type: none"> <li>• Executive Services</li> <li>• Visual Information Production Center</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Management</li> <li>• Public Affairs</li> </ul>
Group 6: Security & Intelligence Support		Group 6: None	
<ul style="list-style-type: none"> <li>▪ Security and Program Protection</li> <li>▪ Intelligence and Counterintelligence</li> <li>▪ Information Assurance</li> </ul>		N/A	
Group 7: Agency Advisory Assistance Support (Amendment #3)		Group 7: None	



# Top-Level Acquisition Steps and Update

## MiDAESS Contracts & "Competitive" Task Awards

Blue = Complete

### Phase I

RFP Releases (2)  
17 Jun 09

Industry Days  
(3)  
Feb 08 – Feb 09

Cost Benefit  
Analysis  
09 Jun 09

Market Analysis  
15 Jun 09

Acquisition  
Plan  
01 Apr 09

Acquisition  
Strategy  
20 Aug 08

Pre-Proposal  
Conference  
10 Jul 09

Proposals Evaluations  
25 Aug 09 – 18 Dec 09

Proposals Evaluation  
Reports & Re-work  
04 Jan 10 – 02 Apr 10

OSD Peer Reviews  
Oct 09 - Ongoing

CONTRACT  
AWARDS  
Jan 10 - Ongoing

### Phase II

TASK  
Development to  
AWARDS  
In-Process

Task  
Award

### Phase III

Contract  
Surveillance  
In-Process

### Phase IV

MDA Small Business Conference  
27 May 10



### Source Selection Evaluation Teams (SSETs)

**\*\*11 Evaluations In Process Simultaneously\*\***



3Q Awards

Capability Group	Functional Areas	Business	Functional Organizations
Group 1	Quality, Safety, Mission Assurance (QSA) Support	SBSA	QS Only
Group 2	Acquisition Support	FO	DOB Only
Group 2	Acquisition Support	SBSA	DA, DI, DOB& LA, DWL
Group 3	Engineering Support	F/O	DE, DT
Group 3	Engineering Support	SBSA	DE, DT, DV, DOC
Group 4	Infrastructure/Deployment Support	F/O	DXI, DWO
Group 4	Infrastructure/Deployment Support	SBSA	DWO Only
Group 5	Agency Operations Support	F/O	DS Only
Group 5	Agency Operations Support	SBSA	DS, DXH, PA
Group 6	Security/Intelligence Support	F/O	DXS Only
Group 7	Agency Advisory Assistance Support	F/O	DE, DT, DW, Et. AL

Full/Open = F/O  
Small Business Set-Aside = SBSA



# GAO Report – Jan 10

## OSD DPAP Peer Reviews

- **GAO Emphasized DOD Guidance Issued Sep 08 that DPAP Conduct Peer Reviews for Services Acquisitions [Re-emphasized by DOD in Feb 09]**
  - **OSD DPAP Peer Review Teams Make Recommendations and Shares Information with Organizations on Acquisition Best Practices**
  - **Peer Review Team Focuses on Acquisition Strategies and Pre-Award Reviews**
    - **Ensure Consistent Implementation of Policy and Regulations Across the Department**
    - **Improve Quality of Contracting Processes**
    - **Facilitate Strategic Sharing of Lessons Learned DOD Wide**
- **OSD DPAP Team is Reviewing Each MIDAESS Acquisition**



# MiDAESS Acquisition

## Strategy & Approach Considerations

- Anticipate Contractor **Teaming and Partnering** - National/**Enterprise-wide Solution**
- **One Source Selection Timeline: Full/Open and Small Business Competitions in Parallel**
  - Multiple Indefinite Delivery/Indefinite Quantity **(ID/IQ) Contract Awards - 2 or More Awards**, per Functional Capability Group
  - Performance-Based “Requirements” initiated by **Task Order**
- **Existing Contracts Continue until Work is Transferred -- Centralized under MiDAESS Program -- at Contract Expiration, Option Exercise, Award Term Exercise, etc.**



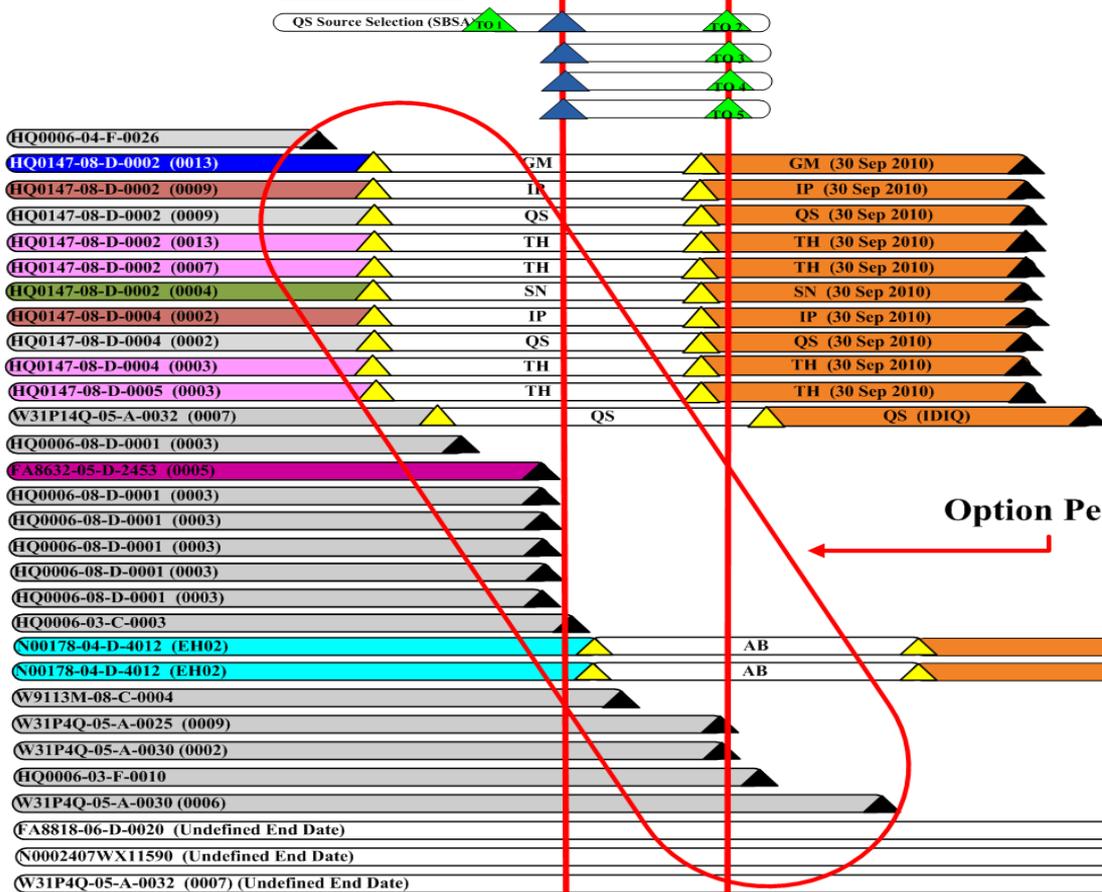
# MiDAESS Transition Implementation



# MS Legacy SETA Transition for QS

## 30 Contracts/Tasks – Heritage List (DX/MS Data Call Jul 09)

### EXAMPLE



### MiDAESS Contract Transition Legend

- Available Contract Option (Orange bar)
- Current Contract Option (White bar)
- Execution Date of Contract Extension (Yellow triangle)
- Contract End (Black triangle)

AB Contract (Cyan)	Functional Contract (Grey)	TC Contract (Light Orange)
AL Contract (Purple)	IP Contract (Red)	TH Contract (Pink)
BC Contract (Red)	SN Contract (Green)	
GM Contract (Blue)	SS Contract (Dark Purple)	

Option Period

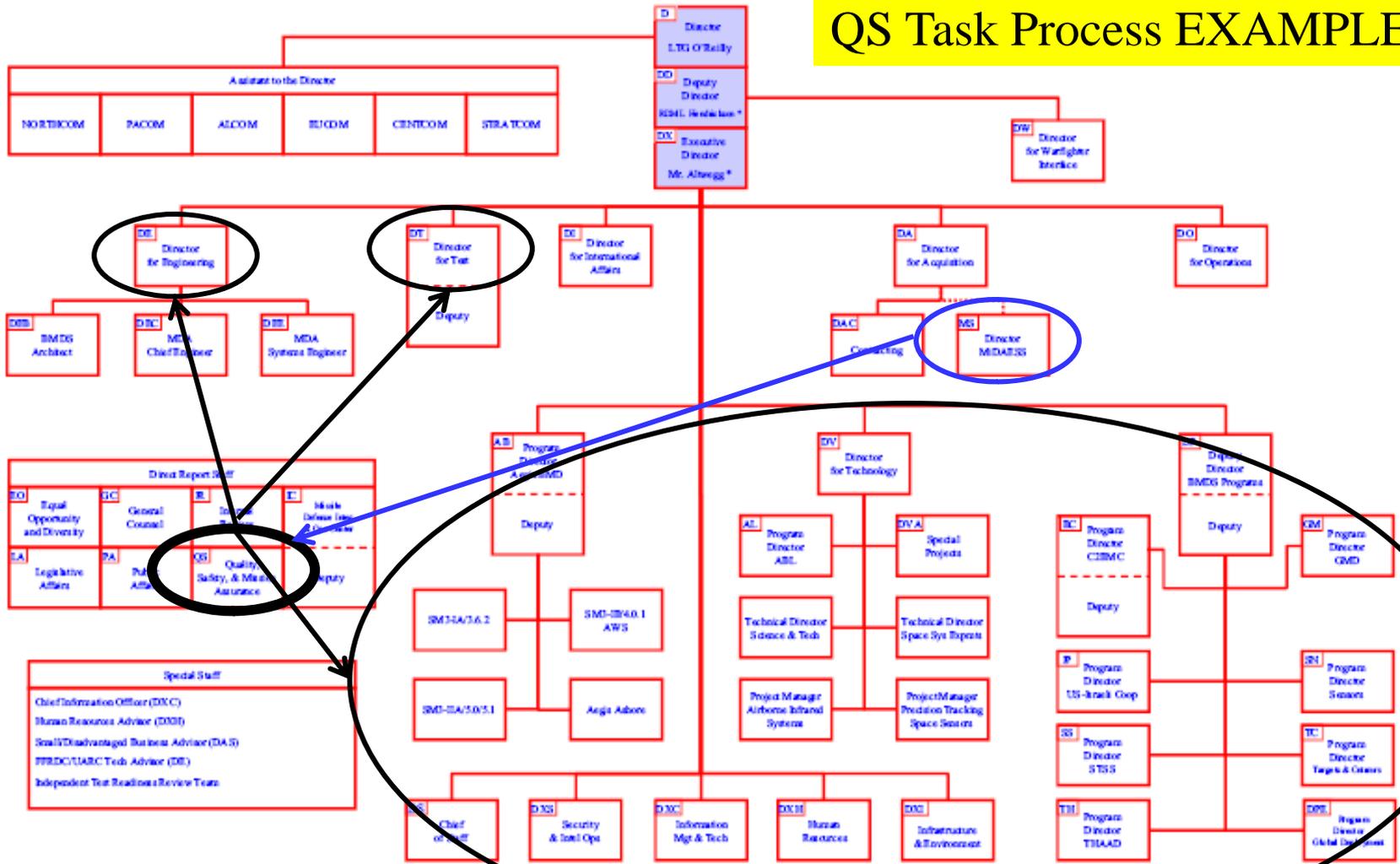
TO

**NOT A ONE-FOR ONE TRANSITION OF WORK**



# Missile Defense Agency Organization Chart

QS Task Process EXAMPLE



\* Dual Hat

QSMA Stakeholders

12/14/2009



# Principles of Performance-Based Acquisition

**“Performance-Based Acquisition (PBA)” means an acquisition structured around the results to be achieved as opposed to the manner by which the work is to be performed.**

**FAR Part 2.101**

**Describe** the work in terms of the **required results** rather than either “how” the work is to be accomplished or the number of hours to be provided (or the number of people)

**Enable** assessment of work performed against **measurable performance standards** (i.e., terms of quality, timeliness, quantity, etc. and quality assurance surveillance plans)

**FAR 37.6**



# HASC Interim Report Findings

## Performance Measures and Reporting

- **Panel Identified **Basic Measures of Performance** for all Organizations**
  - **Timeliness**
  - **Completeness**
  - **Quality**
  - **Responsiveness**
  - **Cost Control**
- **Basic Measures Above were Identified in Request for Proposal (RFP) as Core Reporting Items for MiDAESS**
- **Surveillance is Necessary for Organizations to Make Determinations for Performance Reporting**
  - **Is Performance Excellent, Good, Poor – What's the Measure?**
  - **Is Performance Timely – What's the Measure?**
  - **Performance Measures Provide Insight to Determine Whether the Agency is Paying More than Value of Service Performed**



# MiDAESS Surveillance and Assessment

- **Assessments Conducted at Task Order Level**
  - **Task Order Assessments Roll to Contract Level Assessment**
  - **Monthly Performance Data Collection from Assessments**
- **Share Performance Results among Government and Contractors**
  - **Formal Reviews with Government and Contractor Team**
  - **Use Performance Data for Future Task Order Evaluations**
  - **Use Performance Data for Small Business Statistics**



# MiDAESS Challenges Across the Agency

- Acquisition Change **from Cost to Firm-Fixed Price Contracting**
- Alignment Culture Change from Separate Program and Functional Construct to a **Combined Functional/Program MiDAESS Structure**
- Agency Base Realignment and Closure (**BRAC**) with MiDAESS Implementation
  
- Better View of Functional Priorities** and Program Implementation
- Being involved in **Tasks** that Spread **Enterprise-wide**
- Being a **Team Player** from Day One
  
- Consolidation of Work Enterprise-wide**
- Communications Enterprise-wide**
- Cooperation and Teamwork**

**TRANSITION APPEARS COMPLICATED -- BUT EASILY ACHIEVEABLE**



# MiDAESS Way-Ahead

MiDAESS Activities	Initiated	Executed
<b>FINAL RFP Release</b>	<b>Jun 09</b>	<b>Jun 09</b>
<b>PROPOSAL Submissions</b>	<b>Aug 09</b>	<b>Aug/Sep 09</b>
<b>Source Selection EVALUATIONS &amp; SSAC/SSA Reviews</b>	<b>Sep 09</b>	<b>Apr 10</b>
<b>OSD Peer Reviews (for Evaluations)</b>	<b>Oct 09</b>	<b>Apr 10</b>
<b>Contract Awards</b>	<b>Jan 10</b>	<b>Ongoing</b>
<b>Functional “Task Plan” Development</b>	<b>Nov 09</b>	<b>Ongoing</b>
<b>“Task Execution” - Engineering &amp; Support Services</b>	<b>Jul 10</b>	<b>Ongoing</b>



# MDA Small Business Conference - 2008

Is the Budget Complete?



Work is



MDA-Wide

Is it the right NAICs Code?



# Questions?

Have all "Program Requirements" been Included at "Functional Level"



Making Decisions on which organization has the Requirement



Final SOW Reviews - By Function







---

# House Armed Services Committee (HASC)

## Report Excerpts

---

**Services Legislation Changed in the Past Few Years!**



# HASC Interim Report Findings

## Acquisition Reform

---

- **Congress Requires a Management Structure for the “Procurement of Services” Comparable to Procurement of Products**
  - Section 801 - National Defense Authorization Act for Fiscal Year 2002 (P.L. 107-1070)
  - Enhanced in Section 812 – National Defense Authorization Action for Fiscal Year 2006 (P.L. 109-163)
- **MiDAESS Strategy was Approved by OSD Department of Procurement and Policy (DPAP) May 2009 as the MDA Program Structure for “Centralized Management of Support Services” was Implemented**
  - MiDAESS Program is Based on Contractor Support for Functional Capability Groups
  - Contractor Groups Provide Skill Sets for Requirements Enterprise-Wide



# HASC Interim Report Findings (Cont'd)

## Acquisition Discipline for Support Services

---

- **Services Constitutes a Majority of Acquisition Budget**
- **Panel Believes Services Acquisitions Require “at Least the Same Discipline” as Weapons System Acquisition**
  - Requirements Definition**
  - Market Research**
  - Price Reasonableness Determinations**
  - Project Management**
  - Oversight**
  - Appropriate Skill Sets**
  - Best Practices and Sharing of Lessons Learned**
- **MiDAESS Program Structure Brings these Disciplines to the Agency**
  - **Disciplines Above are Already in Program Strategy and Structure**
  - **Task Process Allows for Specific Definition of Requirements**



# HASC Interim Report Findings (Cont'd)

## Management and Oversight

---

- **Other Organizations have Already Implemented a Management and Oversight Structure to Comply with Laws:**
  - **Navy Commands Manage Services // Oversight by Deputy Assistant Secretary of the Navy for Acquisition and Logistics Management**
  - **Army Commands Manage Services // Oversight by Army Contracting Command**
  - **Air Force Commands Manage Services // Oversight by Air Force PEO for Combat and Missions Support (Specifically Established for Services)**
- **MDA had Long-Term Legacy Contracts as Reform was Initiated**
- **MDA Converting to MiDAESS Approach Now**
  - **Aligns Support Services in a Functional “Management” Construct**
  - **Provides Centralized Support Services and Decentralized Execution**
  - **Provides Centralized Oversight, Reviews, and Performance Reporting**