Consolidated Support Program Office
Missile Defense Agency

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Deputy Program Manager

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Missile Defense
Evolving Threat Environment

Adversaries are fielding diverse and expansive ranges of modern offensive missile systems

- Developing new missiles & improving existing systems
  - Precision strike
  - Penetration aids (e.g. decoys, jamming devices)
- Capable of maneuvering in midcourse or terminal phase
  - Maneuvering Reentry Vehicle (MaRV)
  - Multiple Independent Reentry Vehicle (MIRV)
  - Hypersonic glide vehicles and cruise missiles

Subsonic: < Mach 1 (< 770 mph)
Supersonic: Mach 1-5 (770-3,800 mph)
Hypersonic: Mach 5-10 (3,800-7,700 mph)
High Hypersonic: Mach 10-25 (7,700-19,200 mph)

Note: Range rings from Pentagon to show scale

SRBM: Short Range Ballistic Missile (300-1000 km :: 621 mi)
MRBM: Medium Range Ballistic Missile (1000-3000 km :: 1864 mi)
IRBM: Intermediate Range Ballistic Missile (3000-5500 km :: 3418 mi)
ICBM: Intercontinental Ballistic Missile (5500+ km :: 3418+ mi)

Ref: 2019 Missile Defense Review

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North Korea
Hwasong-15 ICBM

Iran
Emad-1 MRBM with MaRV

China
Dong Feng (DF-26) IRBM

Russia
Concept Hypersonic Glide Vehicle

Ref: 2019 Missile Defense Review
Missile Defense Agency Mission

To develop and deploy a *layered* Missile Defense System to *defend* the United States, its deployed forces, allies, and friends from missile attacks in *all phases* of flight.
Missile Defense Agency Lines of Effort
In Support Of The National Defense Strategy

• Build **Warfighter confidence** through focus on **readiness and sustainment**

• Increase engagement **capability and capacity** to outpace emerging threats

• Increase **speed of delivery** of new capability to address the **evolving threat**

“**A robust and credible layered missile defense system paired with our conventional and nuclear force capabilities provides the ability to deter strategic attacks, deny benefits, and impose costs against any potential adversary.**”

-- Admiral Charles A. Richard, U.S. Strategic Command
Today’s Layered Active Missile Defense System

C2BMC Command and Control, Battle Management and Communications

NMCC USSTRATCOM USNORTHCOM USINDOPACOM USEUCOM USCENTCOM

BOOST Defense Segment

ASCENT/MIDCOURSE Defense Segment

GBI Ground-Based Interceptor

SM-3 IIA Standard Missile

SM-3 IA/IB Standard Missile

THAAD Terminal High Altitude Area Defense

SM-6 Standard Missile

Aegis Sea-Based Terminal

PAC-3 Patriot Advanced Capability

The System Of Elements

GMD Ground-based Midcourse Defense

Aegis Ship & Ashore Ballistic Missile Defense

Sensors

Satellite Surveillance BMDS OIPR Architecture

Upgraded Early Warning Radars

Forward-Based Radars

AEGIS BMD SPY Radars

Discriminating Radars

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Missile Defense Agency

Primary Operating Locations

- Fort Greely, AK
- California
  - Vandenberg AFB, Beale AFB, Point Mugu NAS, NSWC Corona
  - Port Hueneme, SPAWAR and other locations
- Colorado Springs, CO
  - Directed Energy Research Program Office
  - Missile Defense Integration & Operations Center (MDIOC)
  - Space Sensor Layer (SSL)
- Albuquerque, NM
  - Ground-Based Midcourse Defense (GMD)
  - Terminal High Altitude Area Defense (THAAD)
  - Targets & Countermeasures (TC)
  - Advanced Technology Director (DV)
  - Command, Control, Battle Management and Communications (C2BMC)
  - Sensors (SN)
- Huntsville, AL
- Dahlgren, VA
- HQ MDA
- Fort Belvoir, VA

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Missile Defense Agency Services

- Advanced Research Center (ARC)
- Modeling & Simulation Truth (Contract - MSC-T)
- Specialized Warfighter Development Contract (SWDC)
- Technical Engineering Analytical and Management Support (Current and NEXT)
- Research & Development Enterprise Collaboration Services (RECS)
- Integrated Research & Enterprise Solutions (IRES)
- Commercial Services
Category Management Influence

Category Management (OFPP)

A **structured** approach to create common categories of products and services that enable the Federal Government to eliminate redundancies, increase **efficiency** and **effectiveness**, and boost (customer) satisfaction with the products and services we deliver.

- **Latest evolution of Strategic Sourcing & Supply Chain Mgt**
  - Holistic/enterprise approach to enhancing performance, managing costs
  - Goal to reduce costs AND improve mission effectiveness
  - Eliminate redundancies/duplication & leverage federal gov’t spend
  - Enhanced market intelligence into industry best practices & innovation

- **Commercial Best Practice**
  - Adopted by UPS, Krogers, etc.
  - Analysis/data driven - let facts/marketplace lead to best solutions
**Governance Structure**

**CMLC**
The governing board for Category Management initiatives. Provides government-wide direction on CM strategy and initiatives.

**Category Managers**
Experts in the category (e.g., IT). They develop the government-wide strategy to drive improved performance and act as change agents for the category.

**L1 Category Team**
Responsible for the development and execution of category strategies for a specific Tier 1 category (e.g., IT).

**L2 Category Team**
Responsible for the development and execution of category strategies for a specific Tier 2 category (e.g., IT software within the IT category).

**Commodity Teams**
Traditional strategic sourcing working group formed when the category management process identifies the need for a new acquisition solution.

**Category Management PMO**
Provides overall program management support to the groups and individuals in the governance structure; facilitates the development and implementation of business rules and processes.

**Common Acquisition Platform (CAP)**
Develops and executes the IT strategy to support category management business strategy via the Acquisition Gateway.
OSD Emphasis on Service Acquisitions

Services Contracts Require at Least the Same Discipline and Rigor as Weapons System Acquisitions due to the Amount of DoD Annual Spend

Functional Domain Expert Structure

FY17 Spend - DoD as Funding Dept
Services = 50% of Obligations

Better Buying Power & Services Acquisition

“With tightening budgets, and increased risk, there must be a greater focus on improving contracted services outcomes.”
The Consolidated Support Program Office is designated as the single organization charged with planning, executing and surveillance of Agency Advisory and Assistance support requirements. This mission includes implementing and managing effective services acquisition strategies across the MDS enterprise and uniformly applying missile defense knowledge-based best practices and lessons learned to ensure mission success through efficient solutions for Agency stakeholders.
Evolution of MDA/CS A&AS Requirements

- **2009-2016**
  - MDA Engineering and Support Services (MiDAESS) contracts for enterprise-wide A&AS support

- **2014-2023**
  - 32 performance-based contracts aligned by function

- **2020**
  - 18 Level-of-Effort contracts aligned by function
TEAMS “Next”

• What is changing (or not)?
  - Contracts will be primarily level-of-effort based vs. performance based
  - Improved ability to rapidly respond to emerging requirements
  - OCI concerns require a deliberate approach by the Government and industry to avoid conflicts
  - Continued use of C-type contracts and no immediate plans to use OASIS
  - In order to achieve efficiencies, some legacy TEAMS contract options may be curtailed

• How can industry help?
  - Respond to draft RFPs and seek guidance from the Procurement Contracting Officer (PCO) if requirements are not clear
  - Ensure your responses to RFPs and other communications are timely
  - Identify conflicts of interest and comply with the MDA TEAMS-Next OCI policy
  - Ensure your proposal is accurate, complete, and easily understandable—Government intends to award without discussions
Consolidation Approach

Engineering Portfolio

BMDS Engineering
- BMD Systems Eng
- Weapons & Missile Systems Eng
- C3BM Engineering:
  - Specialty Engineering* (Sensors)

Advisory, Agency, Analytical Support

Specialized Eng Analyses
- Predictive Engineering
- International Engineering
- Cyber Engineering
- Specialty Engineering (Space; Directed Energy; Hypersonic; Concurrent Test, Training, and Operations (CTTO))

Security Operations
- Security Programs
- Counterintelligence

IT / Cyber Portfolio

CCRM

Cyber and IT Management
- BMDS CSM/CND
- ITMA

Professional Services Portfolio

Facilities Lifecycle Management

Prog Planning & Acquisition
- Acquisition
- International Affairs
- Strategic Planning

Professional Services Portfolio

Facilities, Logistics & Env.
- Logistics/Analysis
- FLSM
- Environmental Management

Quality & Mission Assurance

Safety

Test & Warfighter Portfolio

Warfighter Integration

Test Support
- Test Provisioning
- Test Exercise & Wargames

Test Support Portfolio

Test Provisioning
- Test Exercise & Wargames

Administrative Portfolio

Administration
- Office Admin
- Protocol

PA 8(a) Set Aside

Contracting Compliance
- Cost/Pricing and Operations (C3PO)
- Acquisition (Partial) (DA/CT Support)

Full & Open

Phase 2 MR Complete – F&O: Preliminary MR indicated 2 or more companies were capable to perform the entire requirement

SB Set-Aside

Phase 2 MR Complete - SB: Preliminary MR indicated 2 or more companies were capable to perform the entire requirement

* - Indicates bundled
Preliminary NAICS & Set-aside Strategy

- IAW FAR 19.303, requirements were evaluated to ensure proper selection of NAICS
  - Selection based on industry description in the U.S. NAICS Manual that “best describes the principal purpose of the product or service being acquired”
  - For consolidated requirements, NAICS selection is based on preponderance of the work

### Set-aside decisions based on responses to RFI and Market Research

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<th>Contract</th>
<th>NAICS</th>
<th>Set-Asides</th>
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Source Selection Considerations

• Approach: Best Value, Full Trade-Off
  - Provides the Government maximum flexibility

- Price most important
- Limited flexibility--must select lowest priced offer

- Capability/Performance important
- Max flexibility to trade price/performance

• Past Performance
  - May not be included as a distinct source selection factor
  - Limited performance risk due to typical retention rates for incumbent employees
# Full and Open SB Goals

<table>
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<th>Small Business (SB) Categories</th>
<th>MDS Engineering</th>
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<td>4</td>
<td>3</td>
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Note: Each SB goal is calculated separately; any SB may be included in more than one SB category.

**Message to Industry:**
- Small business participation plans will be evaluated as acceptable/unacceptable.
- To receive an acceptable rating for small business participation, proposed plans must meet or exceed the SB goal and all socio-economic category goals.
- Large businesses achieve the small business participation goals through subcontracting.
- Small businesses can achieve goals through their own performance/participation as a prime contract.

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TEAMS-Next: Following the Process

Seven Steps to the Services Acquisition Process

1. Form the Team
2. Review Current Strategy
3. Perform Market Research
4. Define the Requirements
5. Develop Acquisition Strategy
6. Execute the Strategy
7. Manage Performance

- Leverage Small Business
- Maximize Competition
- Improve Productivity and Performance
- Use Existing Best in Class Vehicles when practical
- Manage and Control Costs
- Provide Flexible and Innovative Solutions

Codified in recent update to DoD Instruction 5000.74