



# ***Air Force District of Washington***

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## ***DRAFT Acquisition Strategy: Department of the Air Force Strategic Transformation Support (DAFSTS II)***

*Formerly AFSTS  
FA701423R0019*



**Ms. Theresa Terry, SAF/MG  
Ms. Nichole Hill, AFDW/PKS  
16 Nov 2023**

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- **0900 – 1000**      **Registration**
- **1000 – 1050**      **DRAFT Definition/Clarifications Discussion**
- **1050 – 1100**      **Break**
- **1100 – 1230**      **DRAFT IDIQ Acquisition Strategy Discussion**
- **1230 – 1300**      **Snack Break (bring your own snack/lunch)**
- **1300 – 1330**      **DAFSTS II, Senior Leader Perspective**
- **1330 – 1430**      **DRAFT Post Award Ordering Procedures**
- **1430 – 1530**      **Open Discussion / Q&A (Optional)**

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# ***DRAFT Acquisition Strategy***



- **All information provided in these charts is in DRAFT form. The purpose of this information is to receive feedback from industry on the DRAFT acquisition strategy**
- **Any teaming arrangements or money spent preparing proposals or responses is at the sole discretion of any potential offeror or organization and is not the responsibility of the Government**
- **Releasing this DRAFT does not obligate the Government to any subsequent contract action or guarantee thereof**
- **Any feedback or information provided from industry may be considered**
- **Please send any feedback or comments to:**
  - **Contracting Officer – Nichole Hill, [nichole.hill.4@us.af.mil](mailto:nichole.hill.4@us.af.mil)**
  - **Program Managers –**
    - **Theresa Terry, [theresa.terry.1@us.af.mil](mailto:theresa.terry.1@us.af.mil);**
    - **Jestina Fefegula, [jestina.fefegula@us.af.mil](mailto:jestina.fefegula@us.af.mil)**

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## ***Definitions / Clarifications***



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## *Transformation Definition Discussion*



**A step or incremental-change that will fundamentally impact the enterprise, through the improvement of how organizations holistically use people, processes, technology, data, and physical infrastructure to develop capabilities to meet their mission. Transformation should achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction.**

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**“Step change is like the sledgehammer: powerful, impactful, and capable of sweeping changes quickly.**

**Incremental change is the scalpel: precise, deliberate, and resulting in gradual but consistent improvements over a more extended period.”**



# *DRAFT Acquisition Strategy (IDIQ) Tier 1 Criteria*



## ■ Tier 1 Criteria

- Corporate experience successfully performing studies, research and analysis and developing transformational strategies for Fortune Global 1-50 companies (public or privately owned) and experience advising C-suite executives and large organizations through crisis response and highly complex, undefined, unstructured problems. Has extensive experience advising and implementing a comprehensive rethinking of business models, systems, or processes and;
- Corporate experience successfully assisting the Federal Government at the agency level, no lower than Major Command (or equivalent), advising senior leaders through developing transformational strategies; translating and incorporating commercial (private sector) best practices through crisis response and highly complex, undefined, and unstructured problems.
- For the purpose of Tier 1, the term “highly complex, undefined, and unstructured problems” means the problems faced in this tier of effort are usually large in scale with little context or definition provided. Crisis scenarios often call for an immediate and dramatic response, usually making a step change essential. Requests usually require engagement across multiple stakeholder communities (external but in limited cases internal to the requesting Agency), and usually have political or statutory impacts. There are (potentially) no existing best practices in Government to leverage. These initiatives are usually characterized by sudden, disruptive changes brought about by outside forces.





# *DRAFT Acquisition Strategy Tier 2 Criteria*



- Tier 2 Criteria
- Corporate experience successfully performing studies, research and analysis and developing transformational strategies and implementation plans for Fortune Global 1-200 (public or privately owned) companies and experience advising C-suite executives and large organizations through moderate to complex problems. Has extensive experience advising and implementing organizations through cautious progression when the risks associated with drastic changes loom large and;
- Corporate experience successfully assisting the Federal Government at the agency level, no lower than Major Command (or equivalent), advising senior leaders through developing transformational strategies and implementation plans; translating and incorporating commercial (private sector) best practices through moderate to complex problems
- For the purpose of Tier 2, the term “moderate to complex problems” means the requirements of this tier are complex, but are usually understood with a goal defined. The scope may involve stakeholders internal and external to the Federal Government but are usually limited to the requiring organization being within the requesting Federal Agency. The challenges are usually not political and usually have no statutory impact. The coordination and collaboration effort needed to resolve the problem is challenging and requires more time to complete. Responses in these efforts usually require a progressive evolution, emphasizing continuous improvements. These initiatives are also usually introduced in response to internal needs, but they are usually characterized by an urgent challenge to the status quo such as a sudden organizational restructuring or the introduction of a new strategic initiative.



# *DRAFT Acquisition Strategy (Clarification)*



- **Private Sector**
  - Private sector businesses are owned and operated by individuals or groups, such as sole proprietors, partnerships or LLCs
- **Public Sector**
  - Public sector organizations are owned and managed by the government on behalf of public needs and interests
- The experience factor focuses on the degree to which an offeror has actually performed similar work.
  - The prime contractor is solely responsible for the success or failure of the transformation
- The past performance factor focuses on the quality of the work performed.
  - The Government is not evaluating past performance and is only providing context to distinguish the difference between corporate experience and past performance





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## ***IDIQ DRAFT Acquisition Strategy***



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# DRAFT Acquisition Strategy



- FAR 12 and 15
- Competitive – Full and Open Competition posted via Sam.Gov
- Contracting Ceiling: ~ \$3-5B
- Contract Type: Firm Fixed Price, Multiple Award IDIQ
- Technical Acceptability Only, No tradeoff, No price
  - Basis for Award: Award will be made to any and all Technically Acceptable offerors
  - If unacceptable for any subfactors, entire proposal unacceptable
  - Performance Based Payments
    - Based on successful outcomes and offeror proposed approach/milestones
- Ordering Period: ~June 2024 – 2029
- Offerors declare either Tier 1 or Tier 2 – CANNOT change after proposal submission
  - Prime contractors can only be primes in one Tier; shall not subcontract in the same or opposite Tier
  - Joint Ventures – shall not be a part of a JV AND be a prime/sub. Must choose one. No exceptions
- Prime Offerors shall possess a Top-Secret Facility Clearance at RFP release. No exceptions
  - JV's shall have the facility clearance in the JV's name. No exceptions



# DRAFT Acquisition Strategy



- Gate:
  - Tier Declaration
  - Active Top-Secret Facility Clearance (at the time of the RFP)
  - Subcontracting Plan / Corporate Subcontracting Plan (applicable to large businesses primes only)
- Factor 1: Technical Approach
  - Subfactor 1 – Technical Scenarios (Oral)
  - Subfactor 2 - Corporate Experience – (Written)
    - Government Agencies to include Federal, US. Territory/State-level, HQ MilDeps, No lower than MAJCOM (DAF: STARCOM, AMC; Army: HRC; Marines: MARCORSSYSCOM; Navy: NAVAIR, NAVSEA)
    - Commercial (private-sector)
  - Subfactor 3 - Small Business Participation Plan (applicable to all offerors) – Written
    - Includes Non-Traditional Small Business (NTSB) program; see DFARs for NTSB definition
  - Subfactor 4 – Management/Capacity Plan and Financial Viability
    - How will you manage the volume of requirements of AFSTS
      - Tier 2: Managing proposals/awards for average 50 TOs per year, no more than 5 no-bids per ordering year
      - Tier 1: Managing proposals/awards for average 20 task orders per year, no more than 2 no-bids per ordering year
    - Financial Viability – based on Dun & Bradstreet Failure Score
  - Subfactor 5 - Senior Leader Transformation Forums



# *DRAFT Acquisition Strategy*

## *DRAFT Eval Criteria: Technical Scenarios*



- **Subfactor 1 – Technical Scenario(s)**
  - **Tailored to Senior Executives – Senior Executive Services (SES), General Officer**
    - Senior leaders need data, visualization, recommendations, decision point, etc.
  - **Strategic Approach, Methodology –**
    - How are you going to solve the problem?
  - **Risks Assessment –**
    - Is it worth the risk?
    - How was risk measured?
  - **Recommendations –**
    - Is the approach executable?
  - **Defendable strategy – metrics? Data?**
    - Will the strategy withstand scrutiny?
  - **Betterment – how does your approach make the organization better? Must be a measurable increase in output, efficiency, ROI, etc.**

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# DRAFT Acquisition Strategy

## DRAFT Eval Criteria: Technical Scenarios



### ■ Subfactor 1 – Technical Scenario(s)

#### ■ Impact –

- **Relevance:** The extent to which the transformation is consistent with the mission partners’ requirements, needs, priorities and policies
- **Effectiveness:** The extent to which the transformations objectives were achieved, or are expected to be achieved, taking into account their relative importance.
- **Efficiency:** A measure of how economically resources/inputs (funds, expertise, time, equipment, etc.) are converted into results.
- **Sustainability:** The continuation of benefits from the transformation after major development assistance has ceased. Transformations must be financially sustainable. Where the emphasis is not on external assistance, sustainability can be defined as the ability of key stakeholders to sustain transformation benefits

Adjectival Rating	Description
Acceptable	Proposal indicates an exceptional approach and understanding of the requirements and contains multiple strengths that in the Government’s assessment combined to successfully present a highly advantageous solution
Unacceptable	Proposal does not demonstrate an exceptional approach and understanding of the requirements with few or no strengths that the Government considers highly advantageous



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# ***DRAFT Acquisition Strategy***

## ***DRAFT Instructions: Technical Scenarios***



- Offerors will respond to more than one scenario (Tier specific)
  - Released in phases
    - **First Scenario**
      - Must provide Contractor written PWS (shall not exceed 10 pages)
        - Response to SOO objectives section of PWS only
        - Brief Technical Approach via Presentation (PDF, PowerPoint)
      - **Second Scenario released during oral presentation for the second scenario**
        - 24-hour response (slides due)
          - Oral presentation brief at 47-hours
        - Example: Brief Scenario 1 Wed @ 1500, Scenario 2 response due Thursday @ 1530, Brief scenario 2 Friday @ 1430
        - Brief Technical Approach via Presentation (PDF, PowerPoint)
    - **Maximum 30-minute presentation time**
    - **No slide limit; whatever is not briefed will not be evaluated**
    - **Staggered proposal submission and brief date**

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# *DRAFT Acquisition Strategy*

## *DRAFT Eval Criteria: Corporate Experience*



- **Subfactor 2 - Corporate Experience (at corporate level; not individual personnel)**
  - **Outcome**
  - **Impact**
  - **Betterment**

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<b>Adjectival Rating</b>	<b>Description</b>
Acceptable	Proposal meets the requirements of the solicitation
Unacceptable	Proposal does not meet the requirements of the solicitation

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# ***DRAFT Acquisition Strategy***

## ***DRAFT Instructions: Corporate Experience***



- All submissions must meet the minimum applicable Tier requirements for corporate experience
- Performed within the last three (3) years from the date of issuance of RFP
- All submissions must provide POC information for verification from credible source (intimate knowledge of submitted transformation example)
- Provide two (2) transformation examples where the Prime offeror unsuccessfully implemented a transformation strategy or plan and how did the Prime offeror recover?
  - Cannot be client caused issue
  - Shall be prime; Cannot use subcontractor's experience
- Provide two (2) submissions of successfully translated commercial (private sector) best practice to a Government issue (public sector)
  - Can only use one subcontractor's example
  - Small Businesses can use experience as a subcontractor
- Provide Ten (10) submissions of private sector transformation efforts
  - May submit subcontractor's experience; however, prime must have preponderance of examples provided (subcontractor must be proposing with prime offeror and have a subcontract in place at RFP; not teaming arrangement)
  - Small Businesses can use experience as a subcontractor; however, shall not exceed three examples

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# DRAFT Acquisition Strategy DRAF Eval Criteria: SBPP



- **Subfactor 3 - Small Business Participation Plan (applicable to all offerors)**
  - The extent to which such firms are specifically identified in proposals
  - The complexity and variety of the work small firms are to perform
    - Incorporation of NTSBs
    - Training program for NTS's
      - Assist NTSB's in becoming federal contractors (SAM registration, RFP process, intricacies of Government contracting, applicable regulations, FCL, POC, etc.)

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Adjectival Rating	Description
Acceptable	Proposal meets the requirements of the solicitation
Unacceptable	Proposal does not meet the requirements of the solicitation



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# ***DRAFT Acquisition Strategy DRAFT Instructions: SBPP***



- Includes plan for all socio-economic groups plus Non-traditional Small Business (NTSB)
  - HUBZone
  - SDVOSB
  - VOSB
  - WOSB
  - EDWOSB
  - SDB
- NTSB – Requires at least one new NTSB annually

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# DRAFT Acquisition Strategy DRAF Eval Criteria: Management and Capacity Plan



- Subfactor 4 – Management/Capacity Plan and Financial Viability
  - Ability to propose on and maintain high level of performance on a high volume of task orders per year
    - Tier Specific
      - Tier 1 : 15 task orders per year
      - Tier 2: 30 task orders per year
  - Financial Viability
    - Based D&B Failure Score
      - Failure class shall be no lower than 3

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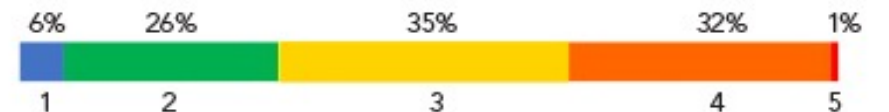
### D&B® FAILURE SCORE

The D&B Failure Score predicts the likelihood that a business will experience financial stress in the next 12 months.

### D&B FAILURE SCORE AT-A-GLANCE

Failure Raw Score	Failure Percentile	Failure Class	Incidence of Failure
1570-1875	95-100	1	0.03%
1510-1569	69-94	2	0.09%
1450-1509	34-68	3	0.24%
1340-1449	2-33	4	0.84%
1001-1339	1	5	4.70%

### CLASS DISTRIBUTION



"0" denotes open bankruptcy or higher risk situations.



# DRAFT Acquisition Strategy DRAFT Instructions: Management and Capacity Plan



- Plan to handle breadth of transformational tasks
- Plan to manage multiple task orders across multiple locations simultaneously
- Risk Mitigation Plan
  - Turn-over
  - Subcontractors
  - Performance issues
- Provide D&B Failure Report (Core +)

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Adjectival Rating	Description
Acceptable	Proposal meets the requirements of the solicitation
Unacceptable	Proposal does not meet the requirements of the solicitation





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# ***DRAFT Acquisition Strategy DRAF Eval Criteria: SLTF***



- **Subfactor 5 – Senior Leader Transformation Forums**
  - **Ability plan and conduct transformation forum based on provided topic**

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<b>Adjectival Rating</b>	<b>Description</b>
Acceptable	Proposal meets the requirements of the solicitation
Unacceptable	Proposal does not meet the requirements of the solicitation

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# ***DRAFT Acquisition Strategy DRAFT Instructions: SLTF***



- One pager
  - Agenda
  - Terminal Learning Objectives
    - refers to a final and overarching objective that must be met by the end of the learning experience.

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# **DAFSTS II**

## ***Senior Leader Perspective***

***Mr. Rich Lombardi***  
***Deputy Under Secretary of the of Air Force, Management***  
***and Deputy Chief Management Officer***

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## ***DRAFT Post Award Ordering Procedures***

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# ***DRAFT Acquisition Strategy IDIQ Deliverables***



- **Shall attend quarterly program management reviews, Annual town hall**
- **Shall conduct senior leader transformation forums**
- **Annual D&B Failure Score**
- **Maintain  $\leq 20\%$  key personnel turnover across ALL active task orders**

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- ***Other deliverables can be found in the scope and ordering guides (monthly status reports, trip reports, etc.)***



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# ***DRAFT Acquisition Strategy Ordering Procedures***



- Oral presentations only
- Maximize fair opportunity for each task order
- Task Order Proposal Request (TOPR) Response Times
  - Extended 30 Days, Standard 10 Days, Expedited 3 Days
- Mission Partner Engagement – One of these events shall be attended the sponsoring senior leader
  - SOO Reviews
    - Review draft SOO with applicable tier vendors and mission partner
  - Industry Day
  - Pre-Read
    - Allows written Q&A one-on-one with vendor and mission partner
    - Any questions/requests that drive changes; info provided to all
  - Ask Me Anything Session
    - Held after TOPR release
- Forecast access via Teams channel
  - Real time updates on status of pending TOPRs
- Award Debriefs

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# *Draft Task Order Process*



- Customer request through SAF/MG
- SOO Review, Industry Day, Pre-Read
- SAF/MG Tier Determination
  - Competitive; Logical follow-on
  - Extended; Standard; Expedited
- TOPR Released by AFDW/PK
  - Ask me Anything Session
  - Contractor provides proposal: Solution (PWS) with schedule/milestones – the what; Supplemental slides – what how; Key Personnel, Assumptions, SBPP, Price Narrative and Price
  - May be oral or written, if oral, supplemental slides will be the supplemental submission
- Streamlined Award Decision Documentation
  - Score Technical via Score Sheets, Summary
  - Bulleted Strengths, Significant Weaknesses, Weaknesses, Deficiencies
  - Award Summary / Debrief

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# *Draft Task Order Process*



- **Score Card**
  - **Approach**
  - **Proposal flow**
  - **Key Personnel**
  - **SBPP**
  - **Risk**

# DRAFT



# ***DRAFT Acquisition Strategy Off-Ramping***



- **No Bids**
  - **Each Awardee allowed No more than 2 consecutive no bids per year**
    - **Tier 1- no more than 3 no bids annually (whichever comes first). Applies to Extended and Standard Only; DOES NOT apply to Expedited**
    - **Tier 2 –no more than 5 no bids annually. Applies to Extended and Standard Only; DOES NOT apply to Expedited**
- **Poor Performance**
  - **Termination for cause (automatic off-ramp),**
  - **CPARS with rating(s) below satisfactory on any two (2) TO's over the entire ordering period**
- **Mismanagement of small business subcontractors**
  - **Not meeting SB subcontracting goals**
  - **Mismanaging the NTSB program**
- **Failure to win at least one award per year**
- **Change in subcontracting arrangement if used to qualify for DAFSTS II**



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# *Draft Evaluation Criteria (TO)*



<b>Adjectival Rating</b>	<b>Description</b>
Outstanding	The proposed solution indicates an exceptional approach and understanding of the objectives; providing the best desired outcome for the Government.
Good	The proposed solution indicates a thorough approach and understanding of the objectives; providing a good outcome for the Government.
Acceptable	The proposed solution indicates an adequate approach and understanding of the objectives; providing an acceptable outcome for the Government.
Unacceptable	The proposed solution did not meet the minimum requirements.