



Performing to New Heights



Randy Richter
Camila Anderson

Great Theater: From Understudy to Star

October 27, 2015

Replacing the Star



How do you
move from the
wing to
center stage?





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Spotlight on Incumbency

- Harsh truth: *incumbents generally lose*
 - Bloomberg/NCMA: 2014 win rate 64% DoD, 45% Civilian
 - Army Contracting Command: 7% LPTA, 50% tradeoffs
- Why?
 - High cost of current staff
 - Focus on status quo vs innovation
 - Acceptable (not stellar) performance



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Opportunity Assessment and Capture Efforts

- Early opportunity assessment and capture efforts are crucial → advantage over competitors
- Gathering / Analyzing data → primary + secondary data
 - Primary and Secondary data are most powerful when leveraged concurrently
 - Secondary data is free! Learn how to leverage public domain resources to enhance your capture efforts and most importantly, **INCREASE PWIN**



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Opportunity Assessment and Capture Efforts

- But I am not a subscriber to any of the government contracting databases! I don't have any money for that!
- **DON'T PANIC!** You can still leverage many public domain resources that actually feed the paid databases



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Introducing the Opportunity

Federal Business Opportunities

My FBO | My Profile | Opportunities

Welcome, Camila Anderson

C-5 Aircrew Training System (C-5 ATS)
 Solicitation Number: FA8621-15-R-6290-SS
 Agency: Department of the Air Force
 Office: Air Force Material Command
 Location: AFLCMC/WN - WPAFB

Notice Details | Packages | Interested Vendors List

Note: You are now watching this opportunity

Complete View

- Original Synopsis
Sources Sought
Dec 05, 2014 1:52 pm
- Changed
Jan 20, 2015 9:33 am
- Changed
Feb 02, 2015 10:06 am
- Changed
Feb 05, 2015 3:44 pm

Solicitation Number: FA8621-15-R-6290-SS Notice Type: Sources Sought

Synopsis:
 Added: Dec 05, 2014 1:52 pm Modified: Jan 20, 2015 9:22 am [Track Changes](#)

This C-5 ATS Market Research is being conducted to identify potential sources that may possess the expertise, capabilities and experience to meet the following requirements: 1) provide student throughout training for the C-5 Aircrew Training System (ATS) for

Federal Business Opportunities

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Source Sought Synopsis for ATS Extension
 Solicitation Number: FA822311C0003SS
 Agency: Department of the Air Force
 Office: Air Force Material Command
 Location: AFLCMC/WN - WPAFB

Notice Details | Packages | Interested Vendors List

Original Synopsis
 Sep 23, 2015 1:58 pm

Solicitation Number: FA822311C0003SS Notice Type: Sources Sought

Synopsis:
 Added: Sep 23, 2015 1:58 pm

This Source Sought is being conducted to identify potential sources that may possess the expertise, capabilities and experience to meet the following requirements: 1) provide student throughput training for

ALL FILES

- C-5 ATS Extension Source Sought Synopsis
Sep 23, 2015
- C-5 ATS Source Sought
- Performance Work Sta...
- Draft - Student Thro...

GENERAL INFORMATION

Notice Type: Sources Sought

Posted Date: September 23, 2015

Response Date:

“This requirement is separate from the C-5 MATS contract and C-5 ATS TSA III requirement.”



Opportunity Overview

Based on FBO Sources Sought Notice

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Customers	
Sponsoring Organization	Air Force Materiel Command (AFMC), Air Force Life Cycle Management Center (AFLCMC)
Contracting Unit	Agile Combat Support Directorate (WN), Simulators Division (S), Contracting (AFLMC/WNSK)
Users	Air Mobility Command (AMC), Operations (A3), Training (AMC/A3TR)
Current Vehicle(s)	
Contract Number	FA8223-11-C-0003 (C-5 Aircrew Training System - C-5 ATS)
Awardee	C-5 ATS: Flight Safety Services Corp. (related: C-5 MATS: Nakuuruq Solutions, LLC)
Acquisition Type	
Competition Type	Restricted to small-business awardees on Training Systems Acquisition (TSA) III
NAICS Codes	336413: Other Aircraft Parts and Auxiliary Equipment Manufacturing (Size Standard: 1000 Employees)
Contract Type	
Contract Type	IDIQ; mix of FFP and CR effort
Number of Awards	1
RFP Release Date	Q1 2016
Estimated Value	\$228 M (current contract ceiling: \$298M)
Award Date	Q4 2016
Overall Work	
Work Description	Provide program management, aircrew training, maintenance training, instructional development, and contractor logistics support for C-5 Aircrew Training Devices
Place of Performance	Travis AFB, CA; Dover AFB, DE; JBSA-Lackland AFB, TX; Westover ARB, MA
Period of Performance	5 months base plus 4 x 1 year options; base period includes 2-month transition

But we need more information about the competition and the customer...

... FPDS!



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Where to Begin...

Federal Procurement Data System - Next Generation

» Home » Newsroom » Reports » Status » Worksite » Archives » Training » Help

Login

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Password:

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- » [Contact Help Desk](#)
- » You must click [here](#) for very Important D&B Information

Registration

- » [Register](#)
- » [Who Should Register?](#)

FAQs

- » [FPDS-NG](#)
- » [ezSearch](#)

ezSearch

Google-like search to help you find federal contracts...

ezSearch contains procurement data as well as additional NASA data (for example, financial assistance actions).

Top Requests

- » [Recovery Report](#)
- » [Recovery Data \(Recipient-Reported, Cumulative Summary\)](#)
- » [Recovery Data \(Recipient-Reported, FY2013Q4\)](#)
- » [Hurricane Sandy Report](#)
- » [Hurricane Irene Report](#)
- » [Pacific Earthquake/Tsunami](#)
- » [Hurricane Earl Report](#)
- » [Hurricane Katrina Report](#)
- » [Hurricane Rita Report](#)
- » [Other Hurricane/Disaster Relief](#)
- » [Oklahoma Tornado 2013 Report](#)

Latest News

- » [Data Management Fixes](#)
- » [NIA Expiration Date Extended to 2017](#)
- » [Upcoming Releases](#)
- » [Data Archives](#)

NIA Expiration Date Extended to 2017

- National Interest Action value 'Operation Freedom's Sentinel (OFS)' expiration date has been extended from 12/31/2015 to 12/31/2017 on the FPDS-NG Production System. National Interest Action value 'Operation Freedom's Sentinel (OFS)' is valid from 01/01/2015 to 12/31/2017.
- National Interest Action value 'Operations in Iraq and Syria' expiration date has been extended from 09/30/2015 to 09/30/2017 on the FPDS-NG Production System. National Interest Action value 'Operations in Iraq and Syria' is valid from 09/14/2015 to 09/30/2017.

FY 2014 Small Business Goaling Report

Recipient-Reported Recovery Data Now Available at FPDS-NG

Recipient-reported data that was previously provided at [recovery.gov](#) is now available under Top Requests. There are two files containing recipient data available:

- 1) Recovery Data (Recipient-Reported, Cumulative Summary)** -- A cumulative national summary file, containing data from FY2009 thru 2013 (77 MB, only recommended for high-speed internet connections).
- 2) Recovery Data (Recipient-Reported, FY2013Q4)** -- A file for just the last reported quarter (4th quarter of FY2013).

This information augments the recovery information contained in the FPDS-NG Recovery Report (TAS Report), which provides recovery-related procurement award information as reported by Federal agencies. For more information on the American Recovery and Reinvestment Act and recipient-based data please visit [recovery.gov](#).



Searching for Information

The Incumbent (C-5 ATS)

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Type one or more keywords you would like to search on:

[Recovery](#) To submit comment

You must click [here](#) for very important

List Of Contract Actions Matching Your Criteria		Results 1 - 6 of 6 as of Sep 3, 2015 1:51:24 PM		Search Criteria
Award ID (Mod#):	FA822311C0003 (P00084) View	Award Type:	DEFINITIVE CONTRACT	To remove the criteria or a criteria click the button next
Vendor Name:	FLIGHTSAFETY SERVICES CORPORATION	Contracting Agency:	DEPT OF THE AIR FORCE	<input checked="" type="checkbox"/> c5
Date Signed:	September 25, 2014	Action Obligation:	\$549,242	<input checked="" type="checkbox"/> training
Referenced IDV:		Contracting Office:	FA8621 AFLCMC WNSK	
NAICS (Code):	FLIGHT TRAINING (811512)	PSC (Code):	MAINT/REPAIR/REBUILD OF EQUIPMENT- TRAINING AIDS AND DEVICES (J069)	Sort By
Vendor City:	CENTENNIAL	Vendor DUNS:	105699292	This section allows the user contracts by various fields w example you can sort the e Date Signed or Contract Ty appropriate field to Sort By conducted at a time.
Vendor State:	CO	Vendor ZIP:	801123807	Sort Order: Descen
Global Vendor Name:	BERKSHIRE HATHAWAY INC.	Global DUNS Number:	001024314	Relevance
Award ID (Mod#):	FA822311C0003 (P00081) View	Award Type:	DEFINITIVE CONTRACT	Contract Type
Vendor Name:	FLIGHTSAFETY SERVICES CORPORATION	Contracting Agency:	DEPT OF THE AIR FORCE	Agency Code
Date Signed:	September 10, 2013	Action Obligation:	\$1,990.84	Agency Full Name
Referenced IDV:		Contracting Office:	FA8621 AFLCMC WNSK	Date Signed
NAICS (Code):	FLIGHT TRAINING (811512)	PSC (Code):	MAINT/REPAIR/REBUILD OF EQUIPMENT- TRAINING AIDS AND DEVICES (J069)	Contracting Agency ID
Vendor City:	CENTENNIAL	Vendor DUNS:	105699292	
Vendor State:	CO	Vendor ZIP:	801123807	



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Searching for Information

The Incumbent (C-5 ATS): Key Sub



News

DRG to train airmen for largest Air Force aircraft

For job openings related to this award, please visit DRG's web site at drgok.com

March 25th, 2011

OKLAHOMA CITY – Delaware Resource Group of Oklahoma, LLC (DRG) has been awarded a five-year small business subcontract by Flight Safety Services Corporation to train USAF service men and women on the C-5 Galaxy. The contract will start April 1.

This is the second major Air Force subcontract to be awarded to DRG this year. DRG was awarded a nearly 10-year subcontract to support the KC-135 Stratotanker training program by defense contractor CAE in January.

The C-5 Galaxy is one of the largest aircraft in the world and the largest airlifter in the Air Force inventory. DRG will operate training locations at Travis, AFB, California, Westover Air Reserve Base, Massachusetts, Martinsburg, Air National Guard Base, West Virginia, Stewart Air National Guard Base, New York and Memphis Air National Guard Base, Tennessee. The company is expected to hire over 75 people to support the program. The contract value is expected to exceed \$50 million.

Flight Safety Service Corporation is part of Flight Safety International, a Berkshire Hathaway Company. The company has trained crews of the C-5 Galaxy since the mid-1980s.

"We are excited to be working with such a well respected company," said Phil G. Busey, Chairman and CEO of DRG and the Busey Group of Companies. "We appreciate our relationship with Flight Safety and look forward to working with them as we serve the United States Air Force."

The Lockheed Martin built C-5 has been in Air Force operation since 1970 and can transport more than any other airlifter. The Air Force maintains a total inventory of 111.

DRG is an Oklahoma City-based defense contractor. With 31 locations around the world, the company has become a premier provider of aircrew training services, program management and contract logistics support. DRG now provides training support operations for eight military aircraft and Air Combat Command's Command and Control functions based at Langley, AFB and the E-3 AWACS Mission Crew Training program at Tinker, AFB. The company was founded in 2002 by Phil G. Busey.

Flight Safety Services Corporation provides total training systems, management and integration, training delivery services and contractor logistics support to the U.S. Government, prime government contractors and commercial entities.

Flight Safety Services Corporation trains 10,000 to 14,000 student events annually and has been providing Aircrew Training Systems to the United States Air Force and its Air Reserve Forces since 1984.

Source: <http://buseygroup.com/News/03-25-11.html>



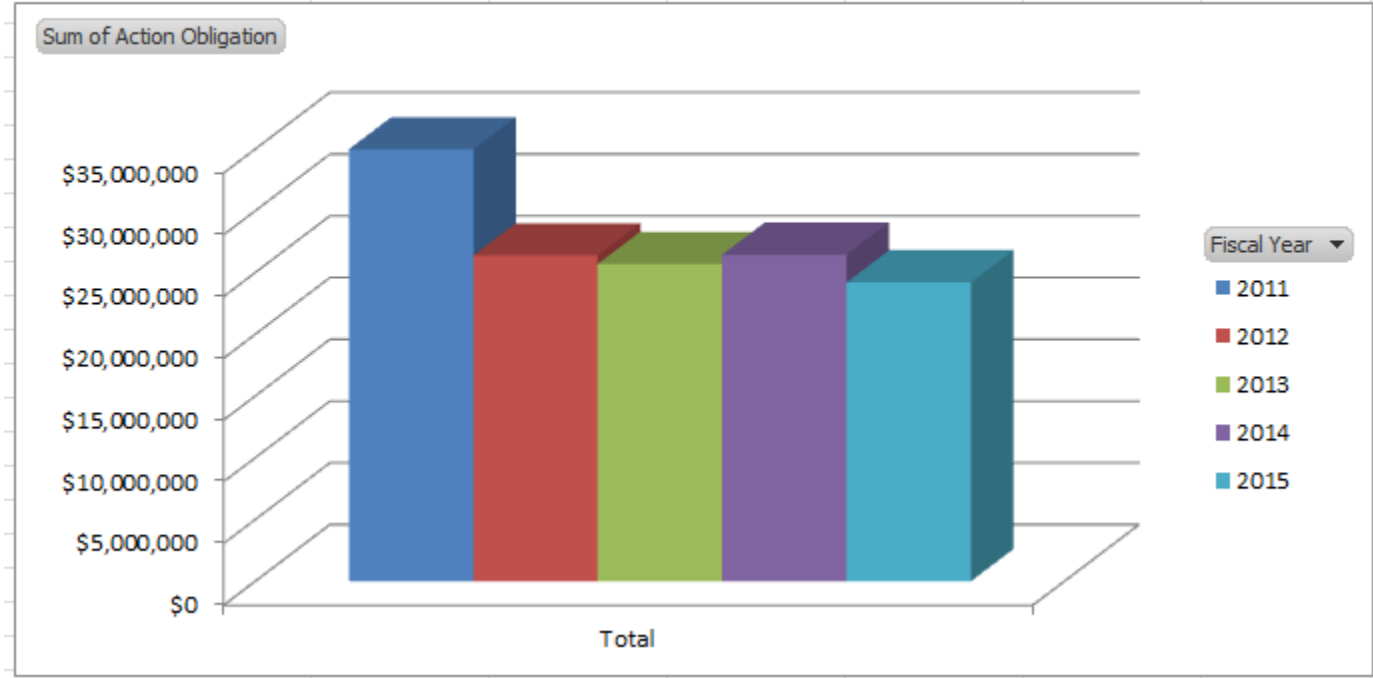
Incumbent Spending

C-5 ATS – Flight Safety Services Corporation

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- NAICS code – 611512 Flight Training
- Note the funding agency from ad-hoc report (5700, 9700)

Sum of Action Obligation	Fiscal Year					Grand Total
	2011	2012	2013	2014	2015	
Total	\$34,964,323	\$26,367,066	\$25,673,688	\$26,430,131	\$24,184,499	\$137,619,707



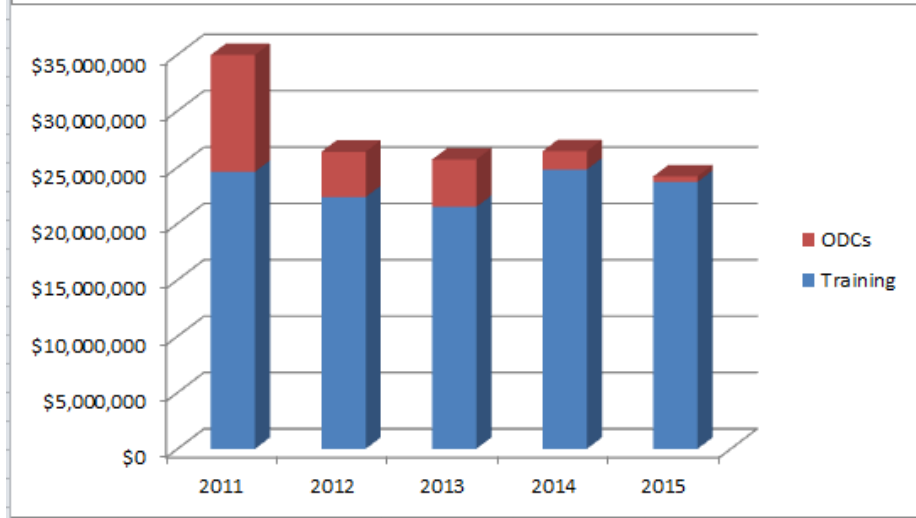
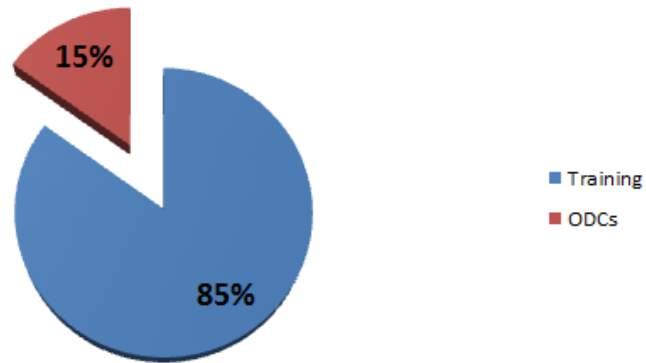


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Incumbent Spending

C-5 ATS – Flight Safety Services Corporation

	2011	2012	2013	2014	2015	Total
Training	\$24,596,275	\$22,354,103	\$21,478,798	\$24,798,100	\$23,700,832	\$116,928,108
ODCs	\$10,368,048	\$4,012,962	\$4,194,890	\$1,632,032	\$483,667	\$20,691,599
Total	\$34,964,323	\$26,367,066	\$25,673,688	\$26,430,131	\$24,184,499	\$137,619,707





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Incumbent Spending

C-5 ATS – Flight Safety Services Corporation

Also from ad-hoc spending report:

Description of Requirement	Type of Spending	PIID Agency ID	Modification Number	Action Obligation
ACAT III C-5 ATS ADDITION OF REGISTRAR POSITION AT DOVER, AFB	ODCs	9700	P00016	\$82,672.00
ACAT III - C-5 WESTOVER WITHHOLD MODIFICATION	ODCs	9700	P00045	-\$57,765.00
ACAT III C-5 ATS: CONSIDERATION FOR DELAYED PERFORMANCE	Admin Mod	9700	P00068	\$0.00
C-5 ATS WESTOVER DECREMENT FOR TRAINER UNAVAILABILITY	Training	9700	P00081	-\$11,806.20
ACATIII: C-5 ATS; WESTOVER DEVICE WITHHOLD	ODCs	9700	P00063	-\$3,074.95
DOVER WITHHOLD FOR TRAINER AVAILABILITY	Training	9700	P00096	-\$8,057.45



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The Competitors

Early Industry Day

- Announced attendees parties in February 2015 are large businesses with presence at AFLMC

Industry Day Attendance Sheet
 C-5 Aircrew Training Systems (C-5 ATS)
 FA8621-15-R-6290
 11-Feb-15 (0830-1600 EST), 12-Feb-15 (1200-1600 EST)

#	NAME OF ATTENDEE	COMPANY	SIGNATURE
1.	Jack W. Ackerson	Quadrant Training Solutions, LLC	<i>Jack Ackerson</i>
2.	John A. MacDonald	FSSC	<i>John MacDonald</i>
3.	Carl Hunter	Lockheed Martin	<i>Carl Hunter</i>
4.	Roberta Jameson	Lockheed Martin	<i>Roberta Jameson</i>
5.	Robert W. Simek	Chickasaw Nation Industries	<i>Robert W. Simek</i>
6.	Brian Busey	Delaware Resource Group	<i>Brian Busey</i>
7.	Milton Mullan	DL MDL Joint Venture	<i>Milton Mullan</i>
8.	Betty J. Barnes	DL MDL Joint Venture	<i>Betty J. Barnes</i>
9.	Brian L. Remick	Fidelity Technologies	<i>Brian L. Remick</i>
10.	Jim Dattilo	Fidelity Technologies	<i>Jim Dattilo</i>
11.	Francis Witt	CymSTAR, LLC	<i>Francis Witt</i>
12.	Randy Haas	CymSTAR, LLC	<i>Randy Haas</i>
13.	Pamela J. Sutton	Raytheon	<i>Pamela J. Sutton</i>
14.	Scott Burgh	Raytheon	<i>Scott Burgh</i>
15.	Sam J. Love	Cubic Worldwide Technical Services, Inc.	<i>Sam J. Love</i>
16.	William H. John	Cubic Worldwide Technical Services, Inc.	<i>William H. John</i>
17.	Ben Coffey	AAI Corporation	<i>Ben Coffey</i>
18.	Matthew Jamison	CAE USA	<i>Matthew Jamison</i>
19.	John Biegger	CAE USA	<i>John Biegger</i>
20.	Dean Rosenquist	Craig Technologies	<i>Dean Rosenquist</i>
21.	Kyle J. Dodd	Northrop Grumman Corp.	<i>Kyle J. Dodd</i>
22.	Brandon F. Head	Northrop Grumman Corp.	<i>Brandon F. Head</i>
23.	Ray Moffitt	Symvionics, Inc.	<i>Ray Moffitt</i>
24.	Dennis Thompson	Nakuuruq Solutions, LLC	<i>Dennis Thompson</i>
25.	Donald Atwell	Nakuuruq Solutions, LLC	<i>Donald Atwell</i>
26.	CARIS PAFF	DRG	<i>CARIS PAFF</i>
27.	Brian Busey	DRG	<i>Brian Busey</i>



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The (New) Competitors

Training Systems Acquisition III

- “What’s New” announcement on May 8 changed the game...

Large business awardees:
AAI
Boeing
CAE USA
Camber
Computer Sciences Corp.
Cubic Corp
Flight Safety Services
L-3 Communications, Link Simulation & Training
LB&B Associates
Lockheed Martin Mission Simulations and Training
Northrop Grumman Technical Services Inc.
Raytheon Technical Services Company
Small business awardees:
Aero Simulation
Aerospace Training Systems Partners JV (Chickasaw Nation Industries Aviation, C2 Technologies)
Aviation Training Consulting, LLC
Bowhead Systems Management, LLC
CTE Joint Venture, LLC (Carley Corp, J.F. Taylor Inc, Engineering Support Personnel Inc)
CymSTAR
Delaware Resource Group
DL PI JV (Dae Sung LLC, LB&B Associates) (DL MDL JV was at Industry Day...)
Fidelity Technologies
Logistics Services International
Nakuuruq Solutions
Nova Technologies
Quadrant Training Solutions JV (BGI LLC, Crew Training International, Plexsys Interface Products, ProActive Technologies Inc)

Signed in at Industry Day



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Taking the Stage

General Strategies for Beating Incumbents

- Base solution on written requirements and evaluation approach
 - Be compliant, compelling, concise – and conformant
 - Ghost incumbent shortcomings and cost
 - Offer innovation and improvements
 - Propose discriminating “out of the box” ideas
- Minimize changes in requirements unless they offer you a clear advantage



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Taking the Stage

General Strategies for Beating Incumbents

- Recruit the best team – not the current team
- Bid to win; play offense, not defense!

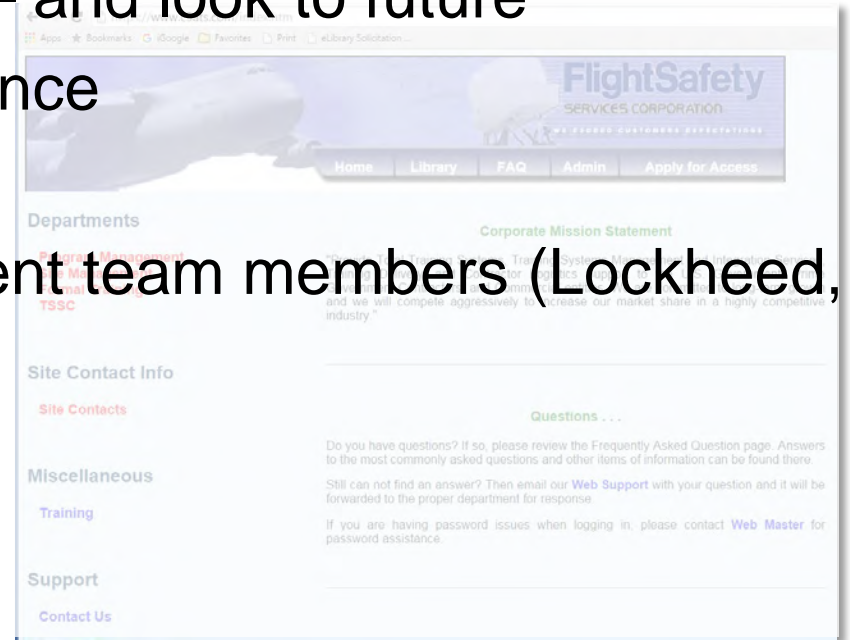


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Taking the Stage

Specific Steps to Beat Incumbent FSSC

- Gather and analyze competitive data
 - Identify their small-business prime (DRG?)
 - Research current solution – and look to future
 - Research current performance
 - Research HR issues
 - Elicit information from current team members (Lockheed, DRG, etc)
 - Call the unions





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Taking the Stage

Specific Steps to Beat Incumbent FSSC

- Respond to the Extension Sources Sought...
- ...and consider filing a pre-award protest

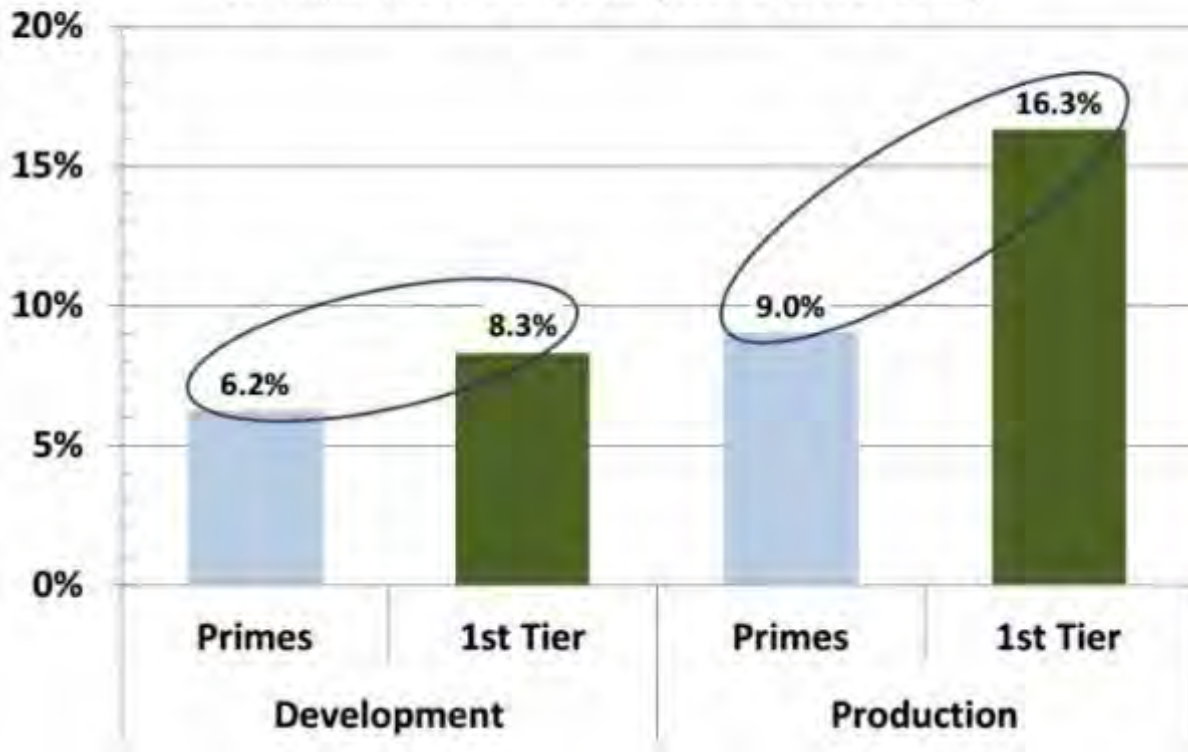


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Taking the Stage

Watch Your Step!

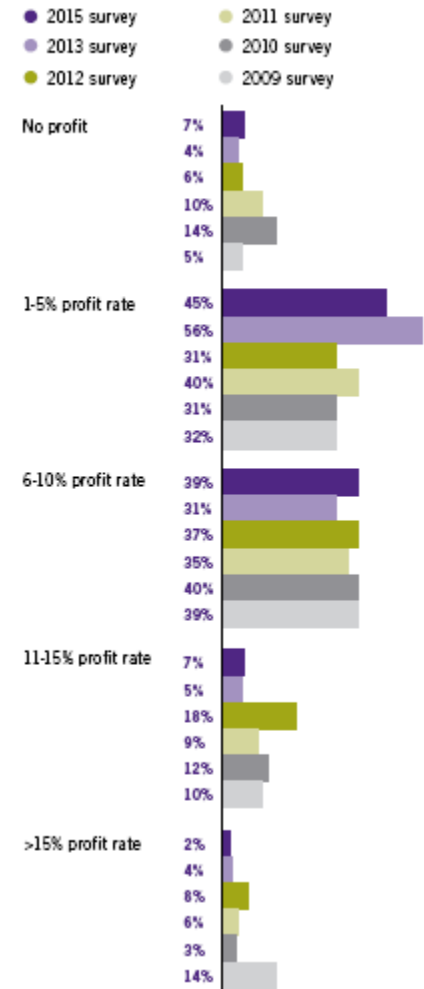
Median Prime Contract and First-Tier Subcontract Final Margins on Major MDAPs and Subsystems (2001–2015)



Sources:

IHS Jane's 360, <http://www.janes.com/article/55065/pentagon-looks-at-the-role-of-subcontractors-in-acquisition-system-as-agency-funding-concerns-mount>, October 5, 2015
 Grant Thornton's 2015 Government Contractor Survey

Fig 7. Profit rates before interest and taxes





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Key Takeaways

- Incumbents make excellent targets
 - FPDS is an effective tool – but only if you use it early
 - Analysis is not always obvious
 - Keep in mind...
-
- A 3D white figure stands behind a large red target with a white bullseye. Three red arrows are shown hitting the bullseye. The figure's right hand is on the target, and its left arm is raised in a celebratory gesture.



Major roles have many understudys...



Performing to New Heights

Great Theater:
From Understudy to Star



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