OTAs – Role of the Consortium Management Firm and Lessons Learned

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History of ATI

• Non-profit, professional consortium management firm
• ATI lessens the burden of government by coordinating and executing our nation’s most innovative research initiatives

• Current R&D portfolio:
  ▪ Prototype OTA Consortia
    o National Armaments Consortium/DoD Ordnance Tech Consortium
    o National Spectrum Consortium
    o Medical CBRN Defense Consortium
    o Vertical Lift Consortium
    o Medical Technology Enterprise Consortium
    o Border Security Technology Consortium
    o Countering Weapons of Mass Destruction Consortium
    o Space Enterprise Consortium
  ▪ National Shipbuilding Research Program (Research OTA)
  ▪ Shipbuilding and Composites ManTech Centers
Introduction

The Consortium Management Firm (CMF) is a critical pivot point between Government and Industry.

The CMF ensures the needs of both are balanced and met in an efficient and expeditious manner.
Single Point Contracting

Government
- Capabilities
- Requirements

Industry
- R&D Requirements
  ATI: Defines RFI/RFP Requests
  Hosts Industry Day (RFP)
  Facilitates Preproposal Discussions

Consortium Management Firm
- Proposals
- Responses are submitted
- Compliant & Complete
- Forwarded to Government
- Government source selects;
  Consortium Management Firm
  awards projects; work begins

Additional Future Sponsors

Consortium Management Firm Provides
- Proposal Preparation Assistance
- Proposal Conference/Webinar
- RFIs/RFPs are announced

Industry
General Division of CMF Responsibilities

In support of the Government (funded by Gov customers)

- Solicitation Preparation/Webinars
- Submission Portals
- Whitepaper & Proposal – Receipt/Compliance Review
- Award Processing/Cost Analyses
- Agreement Negotiation/Award/Admin/Closeout
- Milestone/Deliverable Tracking & Gov’t Approvals
- Invoice Receipt/Payment
- Technical and Financial Reporting
- Nontraditional Tracking/Reporting

In support of Industry (funded by dues/assessments)

- Consortium Leadership Support
- Meeting Facilitation
- Member Application Processing
- Member Database (DD2345, “good standing” tracking, etc.)
- Dues/Assessment Invoicing & Collection
- Program Status & Financial Reporting
- Conferences/Booth
- Website
- Other Support Services
Establishing a Consortium

• Desired End State: a robust number of qualified providers in each technology area that will be the subject of future research announcements (akin to Broad Agency Announcements)
  ▪ Provides multiple inputs for Government planning
  ▪ Preserves competition at the project level

• Several ways to coalesce the industry-academia consortium
  ▪ Government identifies “must have” industry champion (person or organization); champion assembles core group (including Consortium Manager) that will develop consortium governance
  ▪ Government issues solicitation for a Consortium Manager to build the consortium and present it to the Government
  ▪ Government convenes an “industry day” to encourage industry to self-form the consortium, hire a Consortium Manager and present itself to the Government
# Formation and Management

## RAPID FORMATION

### Rapidly Form Consortium
- Recruit diverse team on dedicated website
- Seat formation committee; approve governance documents
- Use existing network and collect Letters of Intent and capabilities survey
- Identify Executive Director with deep industry knowledge

### Ensure Robust Competition
- Post training videos, membership documents and requirements, etc. to teach nontraditional how to work with government
- Conduct ‘How to Join’ and ‘Upcoming Opportunities’ webinars
- Conduct research to ID companies whose capabilities map to requirements

## EFFECTIVE EXECUTION

### Establish Strong Project Teams
- ‘Speed Networking’ webinars to introduce members to one another
- One-on-one project team meetings
- Meetings with industry experts in specific technology committees
- Government/industry webinars discussing industry state-of-the-art and relevant IRAD within member companies

### Grow and Sustain Consortium
- Post and email project opportunities
- Events to stimulate innovation and technical interchange (membership meetings, proposers conferences, industry days)
- Outreach to potential new members
- ‘How to work with the consortium’ webinars for additional sponsors

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Build, Grow, Evolve
**Government:**

- Selects projects and approves their costs/milestones, etc.
- Approves and modify the SOW
- Provides technical oversight
- Approves deliverables prior to payment
- Redirects or cancels any project not meeting expectation / requirements
- Conducts project / program reviews
- Stage-gates decisions
- Sets terms and conditions
- Delegates subcontracting / payment process execution

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**Individual Member Sub-Agreements**

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**Control**

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**Funding**
Benefits of the Consortium Construct

- **Access to Innovation**
  - Single entry point to hundreds of innovative organizations, many that traditionally do not do business with the Government
  - Consortia average *60-65% nontraditionals*

- **Collaboration** among Government and members
  - Facilitated, active member engagement/teambuilding
  - Better defined requirements
  - More aligned Gov’t & industry investment streams
  - Better buying power, fewer redundant investments
  - Cost-efficient enterprise learning curve
Supporting Competition

- Notices on FBO so non-members are aware of solicitation opportunities (join for details)
- The CMF helps “level the playing field” by offering:
  - Training of new members to indoctrinate them on process
  - Proposers Conferences and webinars, where instructions and templates are explained in detailed
  - Dedicated, on-call support for proposal development
- Offer tools to encourage teambuilding
  - Facilitate in-person collaboration events
  - Networking webinars
  - Online, searchable databases to find teaming partners
The CMF **alleviates administrative burden** from the Government

**Metrics/Statistics**

- **Government Issues...**
  - 1 Prime Funding Mod
  - CMF Issues...
  - ... 50-60 Mods to Members

- **Government Processes...**
  - 1 CMF Invoice Request per mo.
  - CMF Processes...
  - ... 200+ Project Invoices per mo.

- **Government Identifies...**
  - 1 Technical Requirement
  - CMF Notifies ...
  - ... 400+ Focused Solution Providers
Metrics/Statistics

The CMF offers **surge capacity** for peak workloads

- **CMF Screened...**
  - 1400 whitepapers
  - **< 1 day**
  - Government

- **CMF Screened...**
  - 600 proposals
  - **< 2 days**
  - Government

- **CMF Processed...**
  - 300 project status reports
  - **< 1 month**
  - Government
Consortia Lessons Learned / Best Practices

• Must start with a commitment to doing business better by all stakeholders
  ▪ Industry and Academia - Consortium members, Government Program Office, Acquisition and Legal, Consortium Manager

• Non-traditional contractor participation critical to success AND innovation
  ▪ Cost-Share requirement strongly incentivizes meaningful participation

• Low barriers to entry to join consortium - do not want to create a “members only” club mentality

• Continuous Process Improvement
  ▪ Ensure all stakeholders have a say
  ▪ Create win/win
  ▪ Maximize outcomes
  ▪ Avoid “FAR-minus” thinking
  ▪ Combat process creep, strive for efficiency
Consortia Lessons Learned / Best Practices (continued)

• Remain Flexible:
  - One size does not fit all
  - Allow for deviations to occur, especially for larger projects or those of special interest/priority

• Remove Communication Barriers
  - Increased understanding of Requirement and
  - Increased understanding of the art of the possible (market solutions)

• Plan ahead for growth, leading indicators

• Offer superior customer service
Questions