



2019 Office of the Under Secretary of Defense for Acquisition and Sustainment Flexibility in Contracting Award

Award Nomination Narrative:

The \$2B Janus Acquisition program is a suite of contracts that are far more progressive and flexible than the previous NGA GEOINT Data Services (GDS) contracts in support of Foundation GEOINT products. From July 2018 through June 2019, the Janus contracts achieved unprecedented success as the Program Office incorporated innovative contracting methods and processes to deliver performance with affordability and speed not previously accomplished by predecessor contracts. The Janus contracts, in contrast to the previous GDS contracts, encourage competition and engagement with a wide variety of prime vendors, helping to promote a broader base for innovation. The Janus contracts provide critical support to the DoD to create, collect, and broker authoritative GEOINT content and services based on intimate knowledge of warfighter needs in support of national security priorities. Specifically, the Janus contracts support the line of effort in the 2018 National Defense Strategy (NDS) to reform the Department's business practices for greater performance and affordability by promoting quicker acquisition timelines and deliveries, increasing innovation in Foundation GEOINT products, achieving affordability through competition and the use of technology, and increasing engagement with our innovation and industrial base. More generally, the Janus contracts support both the broader 2018 NDS and the 2017 National Security Strategy by providing high-quality, innovative, and affordable Foundation GEOINT solutions to support elements across the DoD and IC in the promotion of national security and defense, in partnership with US Government entities, Industry, and allies.

One of the primary goals of the Janus Acquisitions was to award multiple contracts, creating a competitive environment that would result in purchases to provide more value to the government and satisfy additional warfighter requirements. The biggest challenges were arriving at consensus on how best to satisfy the requirements today and throughout the life of these 10-year contracts. In order to rapidly transition from the existing suite of 11 GDS contracts, NGA had to establish an acquisition team comprising Program Managers, Contracting Officers, and technical subject matter experts to capture the newly defined requirements. Additionally, the team had to work all of this through a Department of Defense (DoD) source selection process that can often be cumbersome to rapidly achieve desired results. Further, the process involved coordination with end users and Industry in order to garner an optimal solution and extensive market research, Industry Days, review of draft requirements and solicitations along with coordination with the Small Business Agency. Each of the steps are extremely detailed, and consequently most source selections of this magnitude can take up to two years or more to accomplish, often resulting in re-work or refinement of documents. However, each Janus procurement was adroitly managed and completed well ahead of normal procurement lead times while ensuring transparency with Industry.

The Janus Acquisition team devised an acquisition strategy that would maximize competition while also getting the most qualified Industry partners to participate in the process. Several Industry Days were held to exchange ideas between NGA and Industry resulting in the creation of more effective procurement strategies while gaining Industry buy-in and establishing robust partnerships between NGA and Industry. Further, in order to achieve contract award against an aggressive milestone schedule, the team incorporated the innovative acquisition approach proposed by Director, Defense Pricing/Defense Procurement and Acquisition Policy (DPAP) through the Class Deviation Memorandum to remove price evaluation from the source selection and

instead evaluate price at the order level through a competitive process. Days prior to solicitation release, the team received approval to adjust the acquisition strategy and establish a competitive process to award to the most technically viable vendors with favorable past performance, saving valuable days in the source selection methodology. Further, the Janus Acquisition was one of the first to implement the new policy for DoD and later able to provide valuable guidance to other agencies looking to implement similar procedures.

The resulting Janus awards created long-term multiple award Indefinite Delivery/Indefinite Quantity (MA IDIQ) contracts with pools of qualified vendors that compete among one another for individual task order awards and maximize competition resulting in lower prices, higher quality, and more innovative solutions. Another significant decision carved out \$320M worth of Aeronautical requirements and made this a small business set-aside to allow small businesses to solely compete for the work. Thirty (30) Janus contracts were awarded on time with no extensions to predecessor contracts and with a potential value exceeding \$2B. Award of the Janus contracts has tangible impacts upon NGA, the Intelligence Community, DoD, and foreign partners, as these contracts satisfy the vast majority of NGA's Aeronautical, Maritime, Geomatics, and Geography Foundation GEOINT requirements. Impact is also conveyed to Industry and Small Business contractors as more companies have an opportunity to compete for awards including efforts as a set-aside for Small Businesses. Further, the competitive environment has yielded an astounding 60% average cost savings within the four MA IDIQ pools (23 individual contracts), for Aeronautical Features, Geography, Geomatics Elevation, and Geomatics Precise Imagery. As of 05 July 2019, NGA has awarded over \$122M in these pools, procuring Foundation GEOINT data and products that would have historically cost approximately \$305M. This has allowed NGA to purchase nearly twice the volume of customer needed requirements, enhancing NGA's ability to support warfighters and first responders. Because competition will remain a driving force for most requirements, significant value should continue to be realized over the entire course of these 10-year contracts. The acquisition flexibilities of the Janus suite of contracts and resulting improved program outcomes will have long-lasting impact upon DoD by satisfying national security objectives in support of Foundation GEOINT requirements at decreased cost and enhanced quality.

Recently, NGA conducted a \$60M best value competition of Geography requirements, emphasizing Foundation GEOINT tools and capabilities. NGA leveraged FAR 16.505 procedures to create a streamlined evaluation and selection process that capitalized on Industry automation, efficiencies and innovations. Competition results led to significant strengths and innovative approaches, thus enhancing NGA's support to the warfighter. NGA also developed Ordering Guides to increase efficiencies in issuing Fair Opportunity Proposal Requests to Industry and capturing standardized language in the Ordering Guides to be utilized by both Government and Industry personnel. Further, the requiring offices using the Janus contracts implemented persistent surveillance of deliverables. This commercial best practice allows requiring offices to proactively provide quality assurance, identify production errors, and correct problems before deliveries are made, increasing throughput and productivity leading to shorter delivery timelines of usable data and products.

The resulting Janus contracts are unlike any Foundation GEOINT contracts ever awarded. They offer maximum flexibility and allow for competition for task order awards throughout the lives of the 10-year contracts. A tremendous and extensive impact will be realized throughout the Intelligence, DoD, and allied partner communities. In recognition of accomplishments of the Janus program, the acquisition team was selected as the winner for the Excellence in Government Award, Professional Team Category, at the May 2019 Federal Executive Board Excellence in Government awards banquet with over 14 other teams from the St. Louis region.

Award Citation Abstract

(Maximum 300-word summary that will be placed in the award program for the winner(s))

The NGA Janus Acquisition Team is recognized for innovation and success of the Janus contract activities, resulting in the award of more than 30 contracts for the procurement of Aeronautical, Maritime, Geomatics, and Geography Foundation GEOINT products, data and services. These contracts, with a total value exceeding \$2 billion, including \$320 million set aside for small business, are the most flexible contracts ever awarded for the procurement of Foundation GEOINT. As a result of the innovative source selection and competitive delivery order processes, NGA is increasing satisfaction of known requirements two-fold while obligating over \$174.3M, spending 60-percent less in multiple award pools than what was anticipated to spend based on historical pricing, significantly enhancing NGA's support to warfighters and first responders. The Janus contracts have allowed NGA to purchase higher volumes of data and products allowing NGA to purchase more than twice as much as previously purchased under the GEOINT Data Services (GDS) contracts with equivalent funding. The Intelligence, DoD, and allied partner communities will benefit from these significant contracts for the next 10 years.