Navigating the Federal Acquisition Lifecycle:

From BD & Capture to Proposal Success

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Aprio
Passionate for what's next®

Aerospace, Defense, & Government Advisory

Agenda

Government Acquisition Process

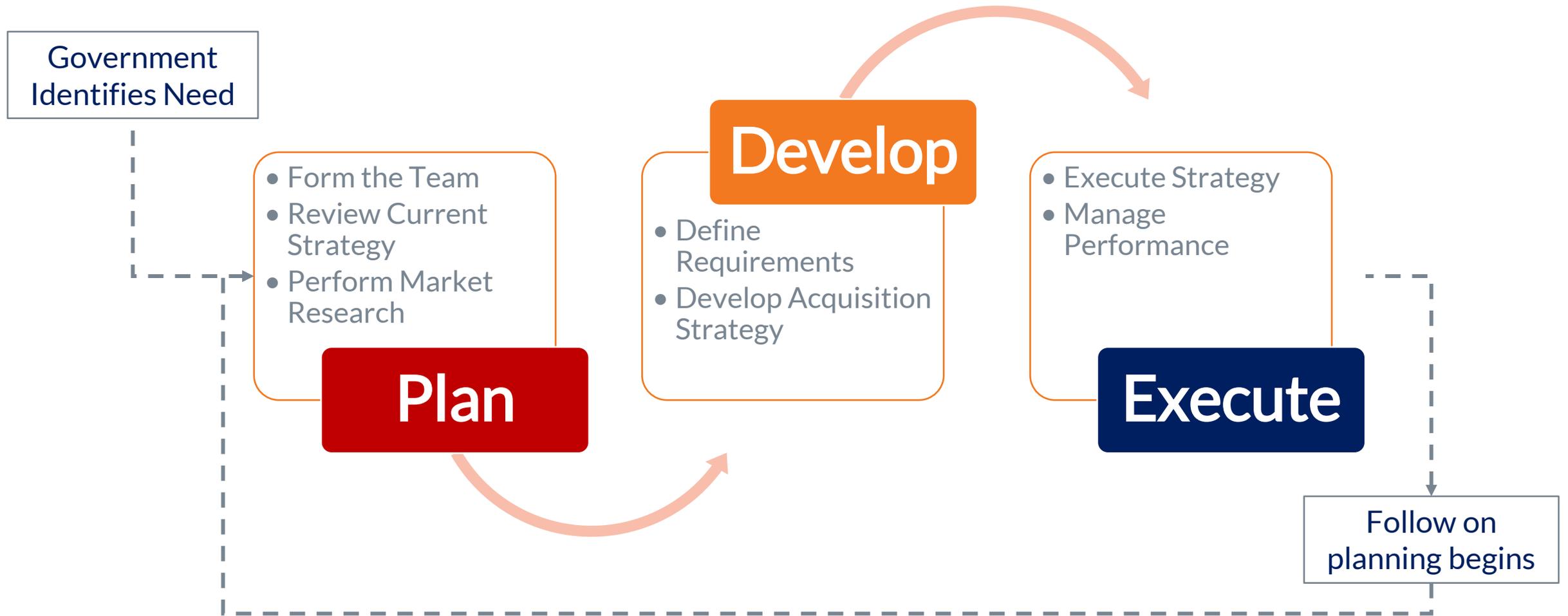**Procurement Methods**

Business Development and Capture

Proposals

Evaluations

Key Considerations for Negotiations

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Government Acquisition Process

Government Pre-Award Acquisition Process

Government Identifies Need

- Form the Team
- Review Current Strategy
- Perform Market Research

Plan

Develop

- Define Requirements
- Develop Acquisition Strategy

- Execute Strategy
- Manage Performance

Execute

Follow on planning begins

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Business Development and the Government Process

Plan | Develop | Execute

1 — **Need Identified**
Identifies a need to support mission requirements

2 — **Market Research**
Market research through surveys, market sizing, and other methods

3 — **Acquisition Strategy**
The acquisition team prepares its acquisition plan and strategy, including: funding, contract type, requirements, etc.

WIN HERE

Perform Business Development and Capture activities before the solicitation to shape requirements or support a sole source award.

6 — **Contract Award**
A contract is awarded!

5 — **Evaluations**
Government contracting professionals lead proposal evaluations and negotiations

4 — **Solicitation**
RFP released to contractors with instructions for submission and/or presentation of solution

GET SELECTED HERE

Prepare a complete, compliant, and compelling proposal to win the work – remember, proposals are not read, they are scored.

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Procurement Methods

Revolutionary FAR Overhaul (RFO)
Major Changes to Federal Contracting

- The Federal Acquisition Regulation (FAR) and agency supplements (i.e. DFARS) are undergoing revisions
  - Led by GSA
  - The FAR and agency supplements lay out the laws and statutes that the government must follow for contracting
- Many agencies have already deviated to use the new clauses – this means they are already using the methods and clauses
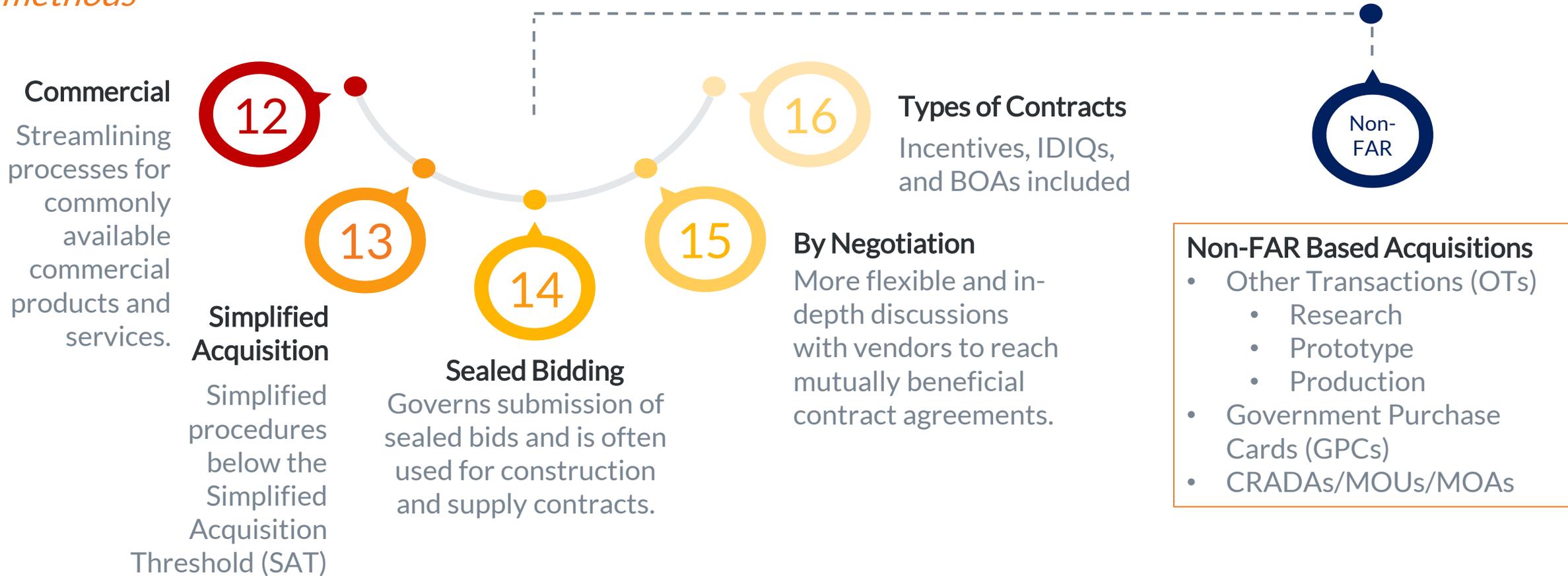
Revised FAR
- Law and Statute
- Limited instructions

FAR Companion
- New document; in work
- Practical details
- Not binding or protestable

Practitioner Albums
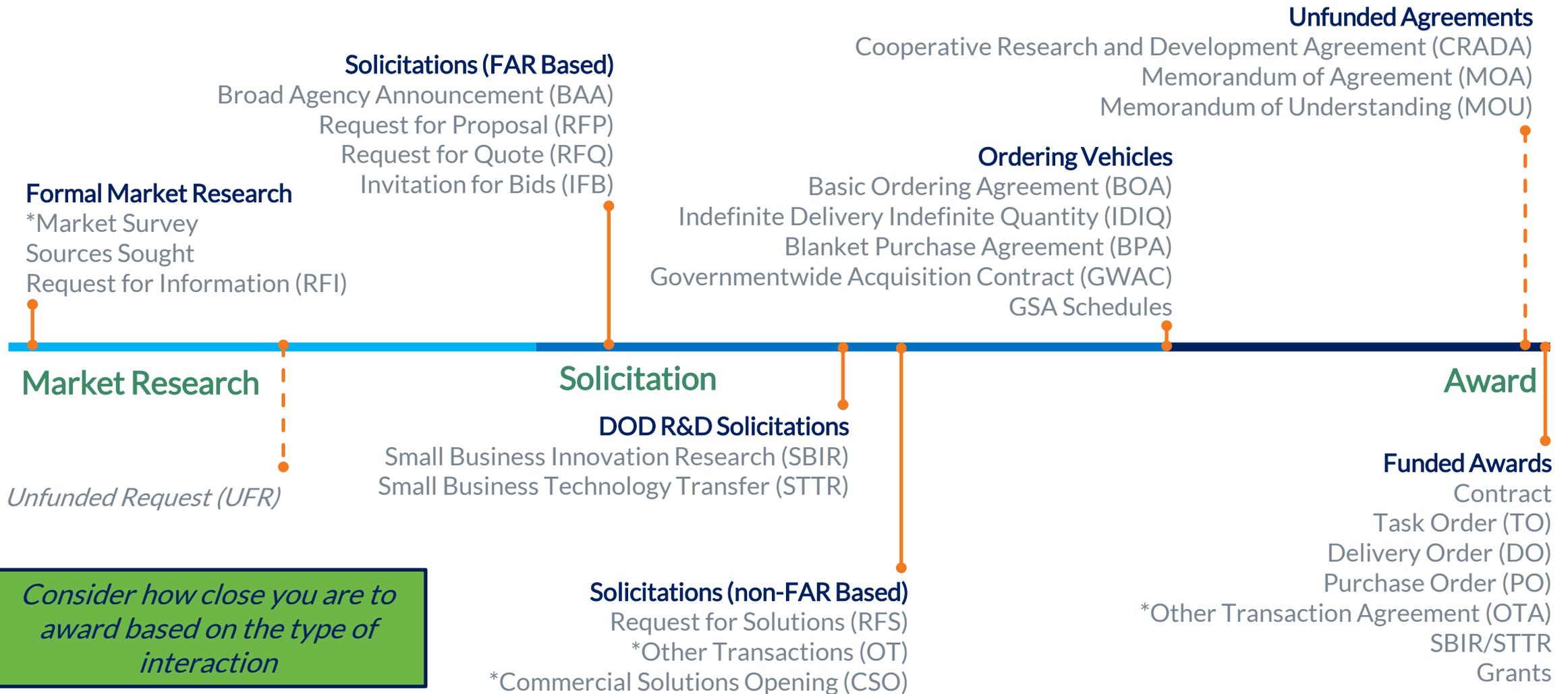- Provides examples and other resources
- Not binding or protestable

https://www.acquisition.gov/far-overhaul

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Contracting Methods

Good to Know: FAR Part 6 Sole Source Contracting can be used in conjunction with these methods

Commercial

Streamlining processes for commonly available commercial products and services.

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Simplified Acquisition

Simplified procedures below the Simplified Acquisition Threshold (SAT)

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Sealed Bidding

Governs submission of sealed bids and is often used for construction and supply contracts.

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By Negotiation

More flexible and in-depth discussions with vendors to reach mutually beneficial contract agreements.

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Types of Contracts

Incentives, IDIQs, and BOAs included

Non-FAR

Non-FAR Based Acquisitions
- Other Transactions (OTs)
  - Research
  - Prototype
  - Production
- Government Purchase Cards (GPCs)
- CRADAs/MOUs/MOAs

- Contracting method shapes: speed of business, rules, approvals, complexity of submission, data submission requirements, and competitive / sole source environment
- Agency FAR Supplements (e.g. DFARS), templates, and instructions impact the speed and requirements per acquisition.

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Market Research, Solicitations, and Awards

Where are you in the acquisition cycle and what kind of award will it be?

Unfunded Agreements
Cooperative Research and Development Agreement (CRADA)
Memorandum of Agreement (MOA)
Memorandum of Understanding (MOU)

Solicitations (FAR Based)
Broad Agency Announcement (BAA)
Request for Proposal (RFP)
Request for Quote (RFQ)
Invitation for Bids (IFB)

Ordering Vehicles
Basic Ordering Agreement (BOA)
Indefinite Delivery Indefinite Quantity (IDIQ)
Blanket Purchase Agreement (BPA)
Governmentwide Acquisition Contract (GWAC)
GSA Schedules

Formal Market Research
*Market Survey
Sources Sought
Request for Information (RFI)

Market Research   **Solicitation**   **Award**

Unfunded Request (UFR)

DOD R&D Solicitations
Small Business Innovation Research (SBIR)
Small Business Technology Transfer (STTR)

Funded Awards
Contract
Task Order (TO)
Delivery Order (DO)
Purchase Order (PO)
*Other Transaction Agreement (OTA)
SBIR/STTR
Grants

Solicitations (non-FAR Based)
Request for Solutions (RFS)
*Other Transactions (OT)
*Commercial Solutions Opening (CSO)

Consider how close you are to award based on the type of interaction

*New emphasis on these methods of working with industry

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Government Perspective on Contract Types

- There are three broad types of contracts that can be combined or used separately
  - Fixed Price (FP)
  - Time and Materials (T&M) / Labor Hour (LH)
  - Cost Plus
- Contract types can have additional methods for adjustment, as applicable
  - Level of Effort (LOE), Award Fee (AF), Incentive Fee (IF), Economic Price Adjustment (EPA)
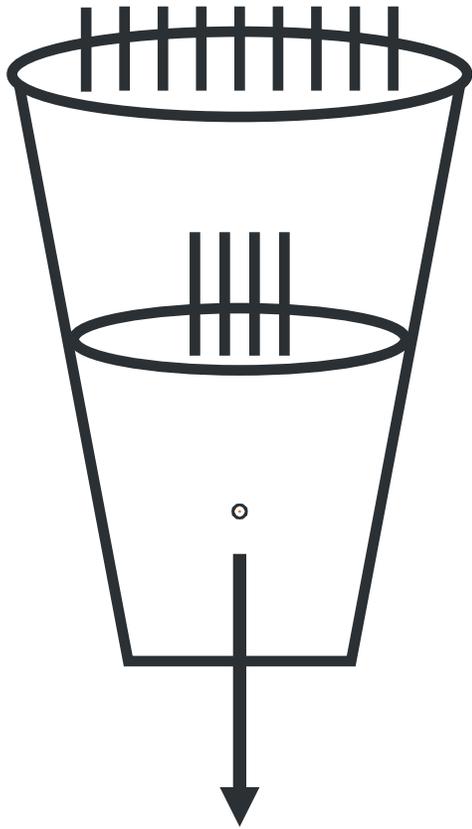- Government is moving toward use of Commercial contracts and FFP as much as possible
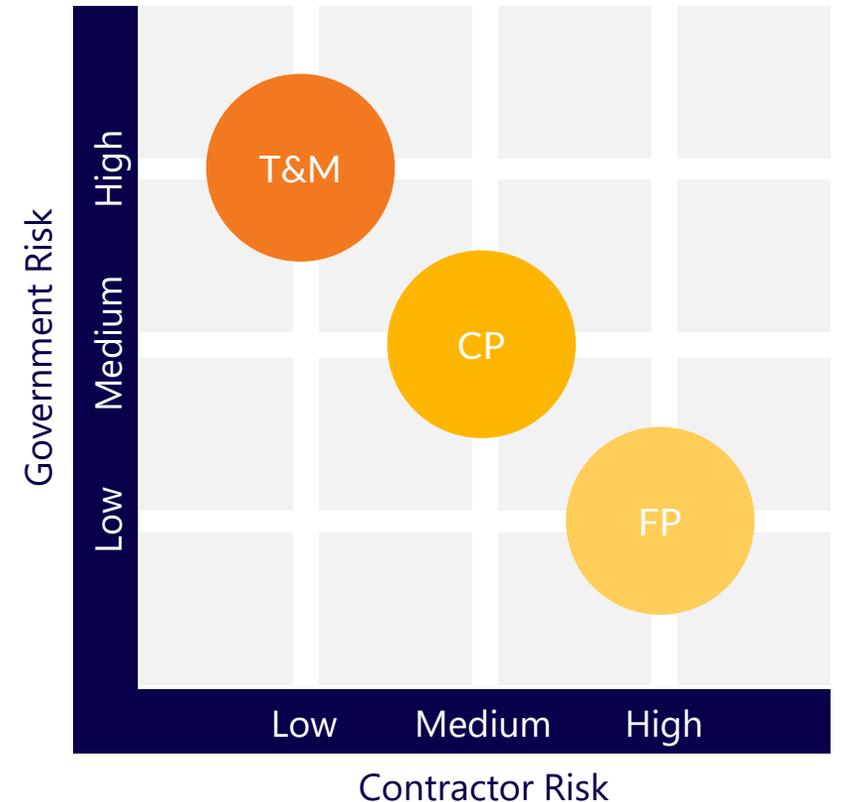
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Business Development and Capture

Business Development and Capture

Business development and capture teams should work together throughout the acquisition process

Business Development

- Pipeline Development
- Identify opportunities for a decision to pursue
- Qualify the opportunities identified
- Focus generally on many opportunities
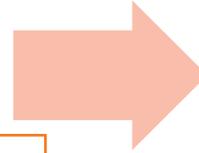
Capture

- Team focused on winning the qualified opportunity
- Fill gaps in strategy and capabilities
- Create Proposal Artifacts specific to the bid
- Shift to an opportunity and competition focus

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Meeting With The Government

What is the government's desired outcome?

INDUSTRY

Share
Capabilities
Best Practices
Limitations
Advantages
Shortfalls

Goal
Industry learns about government needs

GOVERNMENT

Share
Needs
Current State
Problems
Concerns
Expectations

Goal
Government learns about the market

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Stakeholders and Responsibility

Who should I talk to?

Users / Operational Offices
- Define mission gaps
- Identify needs

Program Manager and PMO
- Discerns needs vs. requirements
- Provides institutional knowledge and continuity

Includes A&AS, FFRDCs, SI, and SETA

Contracting Officer's Representative (COR)
- Responsible for requirements documents, coordinating budget and funding
- Evaluates proposals from a technical perspective
- The role of COR may be an additional duty

The COR supports the Contracting Officer on day-to-day activities and planning

Contracting Officer/Contract Specialist
- Focus on Legal/FAR, consistency, and compliance
- Gain certifications and are well trained, with purposeful separation from the program office for independent decisions of "fair and reasonable"

The Contracting Officer is the only one authorized to obligate the government

Others Driving Needs

Small Business Office, incumbents, other competitors, agency leadership, etc.

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Conducting the Meeting

Listen to your potential customer and present your solution in a way that solves their problem

Research their goals
Come prepared knowing their strategic plan, operational needs, requirements, etc.

LISTEN
What are their challenges?
Where do they need help?

Prepare for follow up
Offer capabilities briefs, white papers, or follow-up meetings as appropriate

Understand your Audience
Who is attending, what is their role, and what do they know of the issues?

Connect the need to your solution
Demonstrate an understanding of their needs

Sole Source shaping should focus on gaining champions just as much as sharing your product or service

Competitive shaping should position your company to be the best or only company who can meet the government's needs after your influence on the requirements

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Proposals

Show an Understanding of Government Requirements

Sell the solution they want to buy, not what you want to sell!

Write to the buyer's point of view

- How will the system/capability perform its intended mission or task?
- What are the key operational functions and features?

Create an easy-to-read proposal

- Provide everything they ask for the way they ask for it
- Utilize clear, meaningful graphics
- Use short, simple, direct language

Your solution

Key Mission

Capabilities

Operational functions and Features

How?

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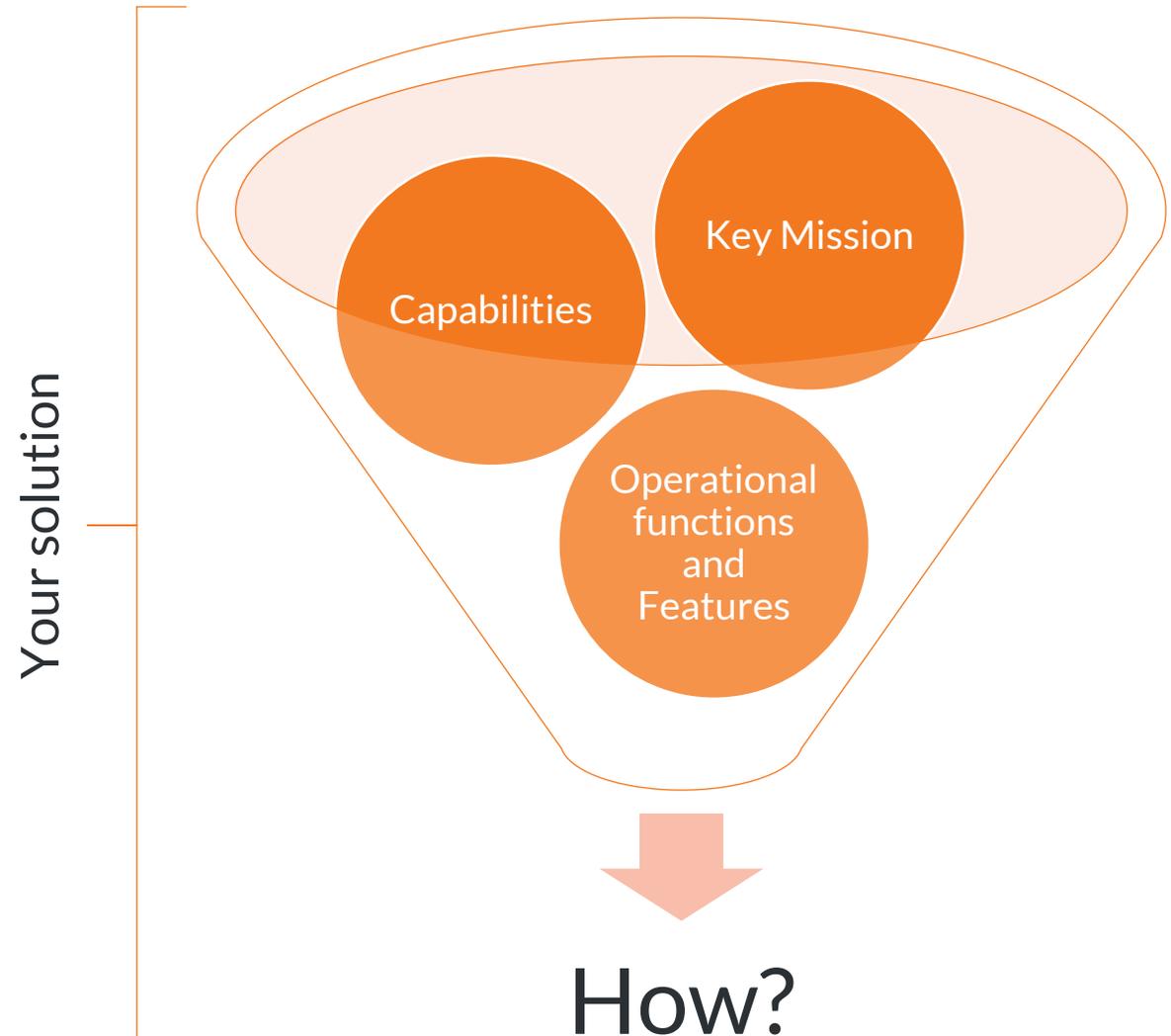
Proposal Basics

Proposals are not read, they are SCORED

Compliant	Complete	Compelling

• Follow the RFP instructions **exactly**
• If it says discuss in X, Y, and Z order, it means X, then Y, then Z
	• Answer **all** of the identified needs
	• Don't just "search for the shall" statements
	• Usually, the majority of needs are identified in Section C, but can also be found in CDRLs, attachments, Standards, etc.
		• The Government buys benefits, not features
		  • "Why is this good for me?"
		  • "So what?"
		  • "How?"
		• Differentiate with strengths
		• Minimize or mitigate risk to avoid weaknesses

Section L Instructions to Offerors	**Section C** Description / Specification / Work Statement	**Section M** Evaluation Criteria

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Evaluations

Best Value Continuum

How important is cost/price compared to non-cost/price factors?

Price

LPTA

- **Emphasis on cost/price as most important**
- Cost/Price is effectively the most important factor
- Non-Cost/Price factors are evaluated as acceptable/unacceptable
- No credit is given for exceeding requirements
- Lowest evaluated price is winner

Best Value Tradeoff

- **Best Value weighing non-cost/price and cost/price**
- All elements of the proposal are evaluated on an adjectival or color scale
- Relative weighting (tradeoff) between cost/price and non-cost/price factors indicate importance
- Highest scoring proposal is winner

NEW with RFO

Highest Technically Rated with Fair and Reasonable Price

- **Emphasis on non-cost/price as most important**
- No tradeoff between non-price and price
- Any fair and reasonable price is acceptable
- Non-cost/price is evaluated first
- Only the highest rated is evaluated for cost/price

Non-Price

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Cost/Price Evaluation

Is the price too high, too low, or is it fair and reasonable?

Reasonableness: *Determining if the price is too high*
- Overall price review to determine if the price excessive
- Reviewing if the price does not exceed that which would be incurred by a prudent person

Realism: *Determining if the cost/price is too low*
- Determines if the cost/price is realistic for the work described and if successful performance is feasible
- Dependent on the solution bid
- Looks at specific cost elements: direct labor, indirect rates, subcontractors, etc.

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Key Considerations for Negotiations

Common Negotiation Items

Prepare for the unique circumstances and details of your acquisition

Negotiations can be written or verbal and can get very confusing if there are multiple rounds

- Clearly document your understanding and follow up in writing for any verbal negotiations
- Double check the award before signing!

First Considerations	
Acquisition Type	**Contract Type**
FAR or non-FAR	*FP/CR/T&M*
Sole Source or Competitive	*Award Fee, Level-of-Effort*

- Intellectual Property Rights
- Profit/Fee
- Funding and Payment Terms
- Labor Mix
- Level-of-Effort and Swing
- Direct and Indirect Rates
- Clauses/Terms
  Non-FAR based acquisitions have more flexibility with terms!

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Fee/Profit Justification

Prepare for the unique circumstances and details of your acquisition

Contractor Risk Factors Considered

Technical | Management | Cost Control | Performance | Contract Type | Capital

Risk Factors ❯ FAR Fee Caps ❯ Profit Objective

Structured Approach
A structured approach, often called Weighted Guidelines (DD Form 1547), for evaluating appropriate profit is mandated for cost analysis – and sometimes used for price analysis.

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FAR Based Data Rights

It is critical to establish your data rights at the beginning of a relationship and be consistent.

Unlimited Rights

Developed at Government Expense. The government has unlimited rights to use, disclose, reproduce, prepare derivative works, and distribute the data without restrictions.

Gov. Purpose Rights

Developed with mixed funding.

The government has the right to use, modify, reproduce, release, or disclose data for government purposes.

After 5 years, often reverts to Unlimited rights

Limited / Restricted Rights

Developed it private expense.

Typically applies to commercial or privately funded technical data or software.

The contractor retains broader rights, and the government rights are limited to the contract's scope.

Tech Data / Computer Software License

Negotiated use conveyed through markings on technical data and computer software.

Clearly indicating user rights and restrictions when delivering is essential, and often specific statements are required.

- **SBIRs have their own data rights, and OTs can indicate different IP protections as well!**
- Agency supplements to the FAR can further modify these general categories.
- Contractors have the right to challenge government assertions regarding data rights.
- Government in these terms does not mean a specific office – the whole Government is covered.
- Government rights include the possibility of sharing data or software with other contractors!

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Questions

Thank you and best of luck!

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Aprio Overview

Expertise in Action: Nextfed (now Aprio's) Team and Advisors

Our Team

Founded in 2011, Nextfed stands as a pioneering strategy consulting and M&A advisory firm dedicated to the Aerospace, Defense, and Government Services (ADG) market.

Our team brings decades of multidisciplinary expertise in M&A, strategic planning, and business transformation, with a diverse background encompassing Private Equity, Commercial and Military Aviation, IT and Intelligence Services, Government Operations, and various high-tech sectors within the Aerospace, Defense, and Government Services industries.

Aprio delivers innovative, tailored solutions that blend market analysis and sector-specific insights to drive organic expansion, strategic development, and growth through mergers and acquisitions.

Our Advisors

Aprio's advisory network boasts a strategic assemblage of over 250 experts from senior government positions and top industry roles, ensuring our clients have a competitive advantage in understanding the nuanced landscape of ADG markets and emerging technologies.

Our advisors include former heads of Federal Agencies, retired Generals, Admirals, C-Suite executives and many others.

We harness the collective expertise and insight from esteemed former government and industry leaders combined with best-in-class data analytics to deliver our clients the most comprehensive, strategic, and actionable intelligence for both organic and inorganic growth.

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Tailored End-to-End Growth Solutions for the Aerospace, Defense, and Government Services Industry

M&A Advisory

Navigate Transaction Complexities with Expert Precision

- Conducting Comprehensive Commercial Due Diligence
- Identifying Targets for Acquisition
- Valuing Entities and Structuring Deals
- Ensuring Compliance and Mitigating Risks
- Laying the Groundwork for Strategic Expansion

Tactical Capture and Performance

Differentiate Your Business and Execute with Excellence

- Implementing Tactical Business Development: Find, Propose, Execute
- Creating high-quality proposals to highlight your ability to deliver mission outcomes
- Experienced evaluator-driven approach from experienced acquisition professionals
- Supporting Post-Award performance intricacies and shaping for growth

Strategic Growth Support

Accelerate Your Market Dominance Strategically

- Identify and Assess Growth Opportunities
- Provide Advanced Market Insights & Projections
- Offer Competitive Intelligence Services
- Develop Effective Teaming Strategies
- Deliver Strategy and Management Consulting to Outperform Competition

Strategic Transformation

Enable Strategy by Unlocking Internal Value

- IT and Finance Transformation
- Business Process Reengineering
- Organizational Strategy & Planning
- Change Management & Training
- Post Transaction & Synergy Planning/Capture

Insight Hub | Empowering All Practice Areas with Data-Driven Intelligence

Extensive Database of Past Consulting Engagements

Advanced Data Analytics & Modeling

Client Performance Metrics & Benchmarking

In-Depth Agency Analysis & Insights

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Aprio Tactical Business Development Team
Areas of Support

Proposal/Acquisition Advisory Work

- Competitive and Sole-Source White Papers
- RFIs
- Competitive and Sole-Source RFP Responses
- Requirement Docs (SOW, Cost Estimate)
- Proposal Management
- Negotiation

Opportunity Search/Pipeline

- Sole Source Opportunities
- Advisor-Based Searches
- Limited IC Competition Searches
- Targeted agency searches

Other

- Government Services
- Transformation / program assessment
- Price-To-Win
- Fractional Contracts/Subcontracts Management Support
- Data Rights assessments and advisory

Capture/Advisor Support

- Connecting Clients with USG Stakeholders
- Mapping Influencers Internally
- Building Customer Intimacy
- Development of Win Strategies and Approaches

Strategy/ Business Development

- Go-To-Market
- Government Perspective on Products and Services
- General Business Strategy
- Passive opportunity monitoring and distribution to relevant clients
- Long-Term Teaming Advisory
- White Hat / Lessons Learned
- Return to Blue

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Retainer Services Overview

Strategic government acquisition and contracting advice and consulting, with a focus on identifying, shaping, pursuing suitable opportunities

STAKEHOLDER ALIGNMENT

Aprio will work with the client to understand their offering and desired contracting goals. The intent of this task is to gather enough information to understand the client's qualifications for future requirements and customers.

GENERAL CONTRACTS/FEDERAL ACQUISITIONS INSIGHTS

In support of scoping work with government clients, Aprio will provide advice and insights about the intricacies of government contracting, to include the process of the federal contracting lifecycle, proposal analysis to include compliance checks, and how the government interacts with contractors during competitive bids.

POST AWARD SUPPORT

Aprio will support the Client with post-award acquisition and contract/program management advising as appropriate.

ACQUISITION STRATEGY AND DOCUMENT SUPPORT

Aprio will provide strategic guidance on planning and acquisition shaping for the best path to achieve Client's contracting goals with various USG customers. Strategy support may include tracking specific opportunities, analyzing competitive RFPs, building customer intimacy, generally navigating the contracting process, generating documentation to support sole source justifications, support the client and/or USG in generating a SOW, and assisting in negotiation if needed

SENIOR ADVISOR SUPPORT

At the Client's direction, Aprio will tap its large network of advisor to provide deep insight into critical Agency/Department market trends, national security trends, and specific acquisitions and contracting activities. Advisors may be used as an indirect research tool or pulled in for direct on-site support and advisement to the client.

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Aprio Tactical Business Development Team
GFY 2024 Summary

As of September 2024

10+ Advisors Added to Our Network

30+ Proposals and Contract Documents

70%+ Successful or Pending Awards

12 Sole Source Contracts Valued at +$390M

$2.5B in Contract Value Awarded and Pending
(incl. IDIQ Ceiling)

4 Competitive Contracts Valued at +$1B

2 Competitive IDIQs Valued +$1B

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Aprio's Government Contracting Focus

We understand your industry

40+ YEARS

Since 1982, we have delivered comprehensive accounting, tax and consulting services tailored to the needs of government contractors.

1000+ GOVERNMENT CONTRACTING CLIENTS NATIONALLY

With lessons learned from thousands of engagements annually, we have gained keen insights into the competitive landscape.

100+ PROFESSIONALS

Our dedicated GovCon team of accountants, advisors and consultants helps you navigate industry challenges, seize opportunities and mitigate risks.

THE PATH TO SUCCESS STARTS HERE!

In _____ years, we want to be _____.

We're here to help you throughout the life cycle of your business. How will you **strategize** to achieve your goals?
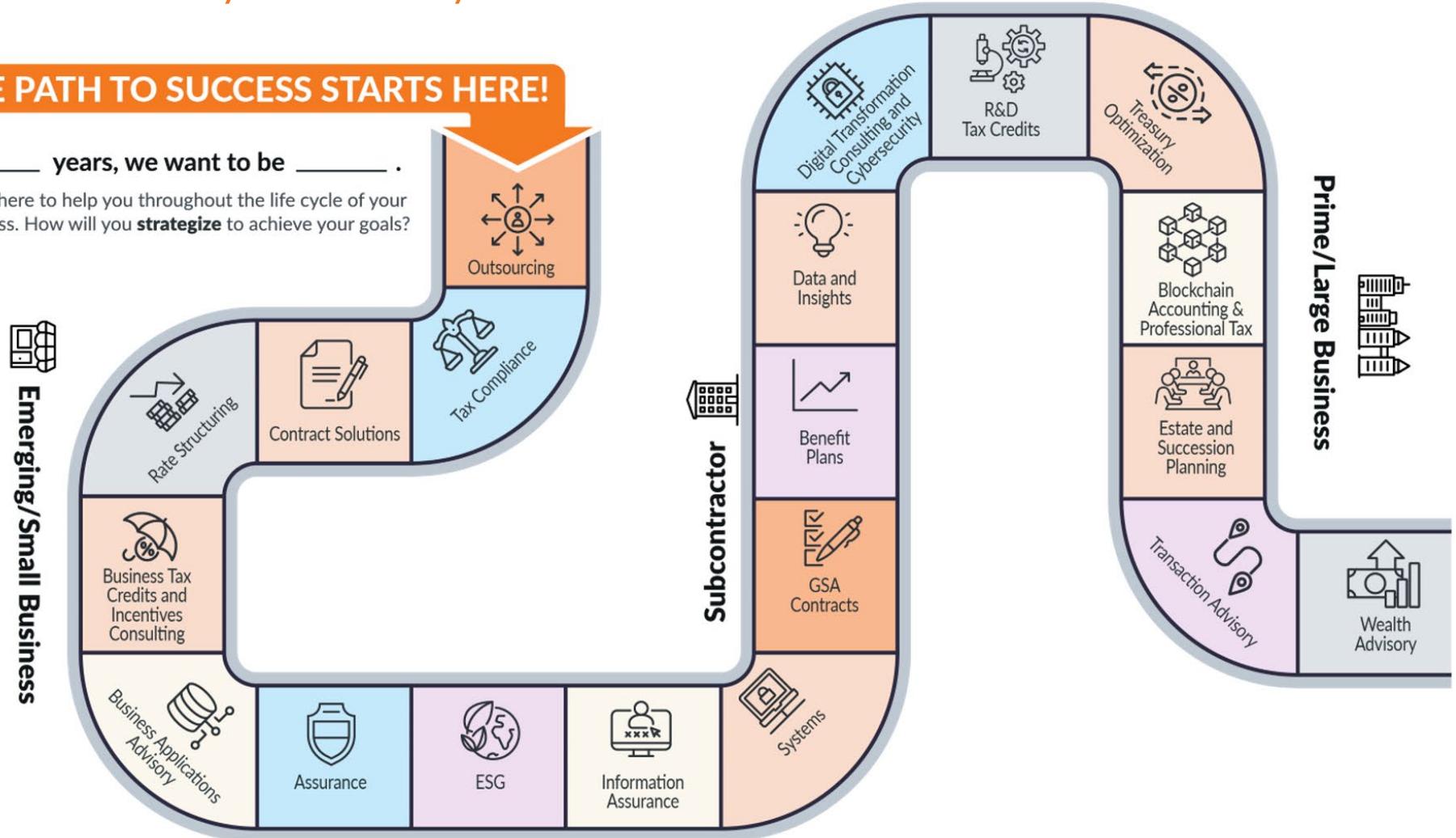
Emerging/Small Business
- Rate Structuring
- Contract Solutions
- Outsourcing
- Tax Compliance
- Business Tax Credits and Incentives Consulting
- Business Applications Advisory
- Assurance
- ESG
- Information Assurance

Subcontractor
- Digital Transformation Consulting and Cybersecurity
- R&D Tax Credits
- Data and Insights
- Benefit Plans
- GSA Contracts
- Systems

Prime/Large Business
- Treasury Optimization
- Blockchain Accounting & Professional Tax
- Estate and Succession Planning
- Transaction Advisory
- Wealth Advisory

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Advisor Network

Example US Government Advisors

Former CTO

Former Deputy Director

Former Directo r

Former Directo r

Former COO

Former Executive Director

Former Deputy Undersecretary

Former Director

Former ExDir, MARCORSYSCOM

Former PEO STRI

Former Princ. Mil Assistant, ASALT

Former Administrator

Former CTO

Former CIO

Rear Admiral (Retired) and Former DCIO

Former Asst. for Space Launch and Space Control Programs

Former Associate Administrator for Aeronautics

Former Associate Administrator for Human Exploration and Operations

Former Deputy Assistant Secretary of State for Diplomatic Security

Major General (Retired) & Former US Army PEO Aviation

Lt. Gen (Retired) and Former Vice Commander

Vice Admiral (Retired) and Former Commander NAVSEA

Lt. Gen (Retired) and Former Commanding General USASOC

Example Industry Advisors

CURTISS-WRIGHT
Former COO

arianespace arianeGROUP
Former CEO

Alenia Aermacchi A Finmeccanica Company
Former CEO, Alenia North America

ATK
Former President

TEXTRON
Former CSO

serco
Former CGO

AIRBUS
Former President, Airbus US Space and Defense

Raytheon
Former VP of Government Relations

LOCKHEED MARTIN
Former GM, Military Space

BAE SYSTEMS
Former BD Director

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Recent M&A Advisory Deals

January 2025
REDWIRE

Redwire entered into definitive agreement to acquire Edge Autonomy (Pending Close)

EDGE AUTONOMY

January 2025
Onebrief

Insight Partners co-led Series C investment into Onebrief

INSIGHT PARTNERS

November 2024
BLUEHALO

Aerovironment entered into definitive agreement to acquire BlueHalo (Pending Close)

AV AeroVironment™

September 2024
AXIENT

Axient was acquired by Astrion, a portfolio company of Brightstar Capital

ASTRION **BRIGHTSTAR Capital Partners**

June 2024
OMNI FEDERAL

Omni Federal received a strategic investment by

MDP

March 2024
ManTech Technical Advisory Services Programs

ManTech's Technical Advisory Services Programs was acquired by SPA, a portfolio company of ACP

SPA Systems Planning & Analysis **ACP**

80+
Aerospace & Defense Deals supported in 2024

December 2023
EXIGER

The Carlyle Group and Insight Partners acquire majority equity stake in Exiger

CARLYLE **INSIGHT PARTNERS**

December 2023
SIXGEN

SIXGEN was acquired by Washington Harbor Partners

WASHINGTON HARBOUR

October 2023
RTX

RTX announced the sale of its Cyber and Intelligence business to an undisclosed buyer

August 2023
STC STRATEGIC TECHNOLOGY CONSULTING

Strategic Technology Consulting was acquired by Arcfield, a portfolio company of Veritas

ARCFIELD™ **VERITAS CAPITAL**

August 2023
DEFINITIVE LOGIC

Definitive Logic was acquired by ManTech, a portfolio company of Carlyle

ManTech **CARLYLE**

June 2023
EMERGENT Space Technologies

Emergent Space Technologies was acquired by

YORK SPACE SYSTEMS

January 2023
REDLattice

A majority stake of RedLattice was acquired by

ae Industrial Partners

September 2022
ManTech

Mantech was acquired by

CARLYLE

September 2022
HERMETIC SOLUTIONS GROUP Enabling Technology

Hermetic Solutions Groups was acquired by Qnnect, a portfolio company of

ARCLINE INVESTMENT MANAGEMENT

August 2022
VERAXX

Veraxx Engineering Corp was acquired by

BYLIGHT

March 2022
FIREFLY AEROSPACE

Firefly Aerospace raised Series B funding, with $75M lead by

ae Industrial Partners

Representative Clients

Past and Current Strategic Clients

ANDURIL · L3HARRIS · SAIC Redefining Ingenuity

Raytheon · LOCKHEED MARTIN · GDIT

Deloitte. · SAAB · MAXAR TECHNOLOGIES

PARSONS · MBDA MISSILE SYSTEMS · SAP

accenture · Sigma Defense · FLUOR

Thomson Reuters · JANES · Hidden Level

Capgemini · Booz | Allen | Hamilton · SAYARI

Past and Current Private Equity Clients

THE CARLYLE GROUP · GREENBRIAR EQUITY GROUP, L.P. · LITTLEJOHN

TINICUM · NMC NEW MOUNTAIN CAPITAL LLC · SUN CAPITAL PARTNERS, INC.

SAGEWIND CAPITAL · VERITAS CAPITAL · LIBERTY HALL Capital Partners

DC CAPITAL PARTNERS Domain Expertise | Market Focus | Strategic Principles · ACP · ALPINE

Blackstone · KELSO PRIVATE EQUITY · ARCLINE

ae Industrial Partners · INSIGHT PARTNERS · TPG CAPITAL

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