Consortia-Based OTAs

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We recruit, organize, and manage consortia of industry and academic partners.

ATI-managed consortia conduct research and develop technology.

Our R&D portfolio is primarily federally-funded.
The number of active OTA collaborations is growing and that growth is accelerating.

In 1998, there was 1 active OTA collaboration. Today there are 24. ATI manages 12.
OTA Spending

OTA spending, as well the total anticipated value of OTs awarded, indicate increasing momentum in the use of OTs.

Source: https://iq.govwin.com/neo/marketAnalysis/view/3008?researchTypeId=1
Spending by Contracting Agency

The Army has been the most avid user of the Other Transaction Authority.

Source: [https://iq.govwin.com/neo/marketAnalysis/view/3008?researchTypeld=1](https://iq.govwin.com/neo/marketAnalysis/view/3008?researchTypeld=1)
ATI-Managed OTA Collaborations

- National Armaments Consortium
- Medical CBRN Defense Consortium
- National Shipbuilding Research Program
- Countering Weapons of Mass Destruction Consortium
- Vertical Lift Consortium
- Border Security Technology Consortium
- Aviation & Missile Technology Consortium™
Common Terms

- Consortium Membership Agreement or Articles of Collaboration
- Other Transaction Agreement
- Base Agreement
- Project Agreement
- Request for Prototype Projects
- Consortium Manager or Consortium Management Firm
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
What’s in it for industry and academia?

• OTs are biased toward nontraditionals/nonprofit research institutions.

• Large companies are integrators. They need innovate technology from other organizations.

In short,

BUSINESS OPPORTUNITY
What’s in it for the Government?

- Robust competition
- Better understanding of industry capabilities
- Less administrative burden
- Surge capability

BETTER, FASTER, SMARTER ACCESS to INNOVATION
Contractual Structure/Relationships

**CONTROL**

**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

**FUNDING**

- **Acquisition Agent**
  - Other Transactions Agreement
- **Consortium Entity**
  - Management Services Agreement
- **Consortium Management Firm**
- **Project/Task Awards**

**Individual Member Project Agreements**
Hallmarks of the Model

• Efficiency
• Open Communication
• Flexibility
• Speed
• Ease
EFFICIENCY

Industry

Capabilities

Requirements

Government

Consortium Management Firm (CMF)

Compliant & Complete

RPPs are announced

Proposals are submitted

Government source selects; CMF awards projects; work begins
OPEN COMMUNICATION

Government gains a better understanding of state-of-the-art industry capabilities.

Industry gains insight into Government needs, expectations, and priorities.
FLEXIBILITY

Industry submits proposal → Government evaluates → Selected

Selected → Funded

Selected → Unfunded

Proposal goes into basket

Work Begins

Within 3 years the original sponsor or other sponsors may fund proposals in the basket.
SPEED

Requirements Announced → Proposal Submitted → Proposal Evaluated → Project Awarded → Work Begins

90 DAYS
from request for proposals to contracted work
EASE

• OTAs incentivize participation of nontraditional companies
• ATI makes it easy for them to participate
Role of CMF

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
**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 Tracking
- 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

*CMF’s responsibilities are not glamorous, but are crucial to the R&D enterprise’s effectiveness*
Solicitation Types

• Commercial Solutions Opening (CSO)
  ▪ Phase 1: 5 page white paper or 15 slides
  ▪ If selected, Phase 2: Pitch/Orals - provide additional details and ROM
  ▪ If selected, Phase 3: Submit proposal

• White Paper to Full Proposal
  ▪ Phase 1: 5-10 page white paper (ROM may be required)
  ▪ Phase 2: Submit Full Tech and Cost Proposal

• Full Proposal Only
  ▪ Technical Volume (incl SOW) and Cost Volume

• Enhanced White Paper
  ▪ Tech Volume, ROM (SOW may be required)
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
Member Lessons Learned / Best Practices

• Join early and be vigilant
  ▪ Engage your contracts reps and necessary approvers
  ▪ Be mindful of opportunities and due dates

• Present Clear, Concise Technical Proposals and SOWs
  ▪ Your submission is reviewed by non technical personnel (contracts, legal, etc.)

• Understand cost proposal requirements

• Be mindful that no two OTAs are the same

• Be aware of cybersecurity and export control requirements