

NATO ACT NexGen M&S Bidder Conference Meeting 23 April 2026

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Auto Generated Meeting Script:

Speaker	Time	Speech
Inga Love	00:01	Welcome to the Next Generation Modeling and Simulation Bidders Conference.
Inga Love	00:05	My name is Inga Love.
Inga Love	00:06	I'll be the contract specialist for this requirement, joined by Ms. Tonya Bonilla.
Inga Love	00:11	She is going to be the contracting officer as well as the Ms.
Inga Love	00:16	Team, which is going to be Brian Vogt, who's the deputy or the program director, excuse me, is the program director
Inga Love	00:25	Lt. Col. George Cushman is going to be the M&S analyst with us today and Huseyin Arslan is going to be the requirements manager and architect for this program.
Inga Love	00:37	The intention of this conference today is to really provide an open forum where we can have questions and clarifications about this requirement as well as, you know, establish a level of transparency that we would like to continue throughout the entire solicitation and evaluation of this program.
Inga Love	00:55	Next slide.
Inga Love	00:57	Some of the topics we're going to be going over today or again, these are all of our contacts.
Inga Love	01:03	We'll be publishing these slides as well after our conference so that you will have this information.
Inga Love	01:07	You don't have to hurry and write any of this down.
Inga Love	01:11	Next slide.
Inga Love	01:14	This will be our agenda.
Inga Love	01:15	It's going to be pretty short and sweet.
Inga Love	01:17	We really wanted to make sure that we giving everybody the chance to kind of have a dialogue and get your answers as best we can provide today and begin this process.
Inga Love	01:29	Next slide, standby.
Inga Love	01:39	Again, I can't thank you enough for all of your patience.
Inga Love	01:42	We did have a little bit of a technical difficulty and I'm glad you all were able to join with our new link this morning.
Inga Love	01:48	I'm pretty sure we all live through Covid and we know most of these rules.

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Inga Love	01:53	So please try and keep your microphones muted until we have such time to open the floor up and conduct a as well organized as we can keep it conversation and dialogue going.
Inga Love	02:05	Please identify yourself obviously when you are going to be speaking so we know who we are addressing and can adequately make note of that as well.
Inga Love	02:15	Questions after this presentation and conference conclude, please send them to our contracting email address so that we can keep track of them and make sure that they are addressed as well if questions today are not answered and we will make sure that they are and post those to our request for Proposal page.
Inga Love	02:36	That's a link right there on the for you.
Inga Love	02:40	Next slide.
Inga Love	02:45	Brian.
Brian Vogt	02:46	All right, Good morning and good afternoon everyone.
Brian Vogt	02:50	My name is Brian Vogt.
Brian Vogt	02:51	I'm the program director for the NATO Next Generation Melting Simulation program.
Brian Vogt	02:55	And as Ms. Love had said, you know, we're going through this and there's two parts to this and we're going to talk a Little bit about the program itself and and then also, you know, the approach that we're using for the procurement which we'll get into more detail.
Brian Vogt	03:15	So big picture first, this is our operational view for the next gen M and S program.
Brian Vogt	03:20	What we need is a simulation environment that's able to represent and simulate all five domains, Air, land, sea, space, cyberspace, as well as not depicted on the slide, the three dimensions which is virtual, physical and cognitive of multi domain operations.
Brian Vogt	03:40	And then more specifically what we're seeking is something that can support the four application areas which is depicted in the lower left corner.
Brian Vogt	03:50	First exercises, computer assisted exercises.
Brian Vogt	03:53	These are primarily exercises that are done at the Joint Forces Training center in Bitgac, Poland and the Joint Warfare center in Stavanger, Norway.
Brian Vogt	04:02	And these are generally core level for land and above, you know, and similar for similar echelon for, you know, the other services.
Brian Vogt	04:13	Next is operations planning, primarily done at Joint Forces Command, Norfolk, Brunson and Naples as well as Aircom, Lancom, Marcom and jsec.
Brian Vogt	04:25	The Joint Support Enablement Command.
Brian Vogt	04:29	And that is to support cloud planning, operations planning at that level of a JFC or a, you know, troop contributing command.
Brian Vogt	04:39	The lower left hand corner is computer assisted war gaming.
Brian Vogt	04:44	These war games are both, you know, looking at things in the current day as well as, you know, forecasting into the future.

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Brian Vogt	04:52	And these war games, you know, we want to run much, much, much faster than real time in order to be able to adjudicate potentially weeks and months in simulation to support adjudication of war gaming outcomes.
Brian Vogt	05:06	Next in the lower right corner is the analysis and studies.
Brian Vogt	05:10	Many times this is using doing analysis of regional plans as well as doing unique studies that can support for things for example the future force study, the future operating environment, force lethality enhancement studies, et cetera.
Brian Vogt	05:29	And so that's what we want to be able to support and be able to do with NATO next generation modeling simulation.
Brian Vogt	05:37	At the heart of this slide is what we're envisioning what is next gen modeling simulation.
Brian Vogt	05:43	And you see it has to do with the common synthetic environment.
Brian Vogt	05:46	What we mean by the common synthetic environment is it's a common simulation or simulations tightly coupled as well as common terrain, common behaviors and a common unit database as well as the parametric data to support that.
Brian Vogt	06:01	We're also envisioning that it includes modular components for and you can see that as you know the data collection to support the analysis, it's an after action review to support exercises planning, tools to support operations planning and then also connections to C2 systems on the Lower right hand corner is a future is that is having to do with connecting this to live and virtual simulations.
Brian Vogt	06:29	That is not in scope of this, of this program at this point, but something that we don't want to preclude with the solution set for next gen modeling simulation.
Brian Vogt	06:42	So that's a future endeavor that's not within scope now.
Brian Vogt	06:46	That's over the horizon capability.
Brian Vogt	06:49	We will investigate in the future Next I've mentioned this already, you know, many times that you know who's going to use next gen modeling simulation.
Brian Vogt	07:00	And you can see it here.
Brian Vogt	07:02	It will include everything from the NATO headquarters in Brussels, Belgium to the two strategic commands of Headquarters SAC T here in Norfolk, Virginia as well as SHAPE in Mons, Belgium.
Brian Vogt	07:14	Then within ACT it includes the Joint Warfare Center, Stavanger, Norway and the Joint Forces Training center in Bitgac, Poland.
Brian Vogt	07:26	Within shape, within their commands of JFC Norfolk here in Norfolk, Virginia.
Brian Vogt	07:32	JFC Naples and Naples, Italy JFC Brunsum in the Netherlands and as well as MARCOM in Northwood, UK and AIRCOM in Ramstein, Germany.
Brian Vogt	07:43	Lancom in Izmir, Turkey.
Brian Vogt	07:46	And again, just to reemphasize, you hear this many times, we're exclusively focused on these four application areas of computer assisted exercises, operations planning, operational analysis and studies and computer assisted war games.

Brian Vogt	08:04	The way we have laid out and you'll see this in the RFP and and many other documents associated with NextGen.
Brian Vogt	08:11	Again, the application areas, I won't repeat them, but we're seeing this as having primary components, one being the user interface which will enable the planning, preparation, execution and analysis of a simulation event.
Brian Vogt	08:28	Many times we use the term just a simulation event because it could be an exercise, it could be a war game, it could be analysis and studies, it could be, you know, activities to support, to support operations planning.
Brian Vogt	08:47	And we understand the user interface first of all will very likely be a proprietary, you know, component, you know, something that the vendor is providing as a commercial off the shelf capability.
Brian Vogt	09:01	We understand that next has to do with the simulation capability.
Brian Vogt	09:05	I mentioned this already and it's really that the single or the multiple simulations that are able to support the five domains air, land, sea, space, cyberspace, as well as the three dimensions of physical which has to do with air, land, sea, primarily virtual, which is primarily cyber and space and cognitive which is, you know, having to do with the human dimension.
Brian Vogt	09:28	And we understand, you know, we're looking for that to also be a commercial off the shelf capability.
Brian Vogt	09:34	The bottom area, the data is the part that has been, you know, long sought after.
Brian Vogt	09:41	Is, you know, a NATO order of battle as well as red order of battle.
Brian Vogt	09:45	It also includes the model based parameters to terrain and the weather, you know, all the data that then is used by that simulation capability in to order order for these application areas to work.
Brian Vogt	09:56	Now we understand that, you know, it's very likely that no one has the complete order of battle or all the parametric parameters that go along with all those entities.
Brian Vogt	10:06	And so a part of this is we understand we're going to be partnering with an industry partner to develop that.
Brian Vogt	10:13	And once it's developed it'll be NATO owned and meaning NATO owned is that we want to be able to distribute this to other nations for them to be able to use as well as other, you know, NATO purposes.
Brian Vogt	10:28	Yeah, I'll leave it at that for now.
Brian Vogt	10:29	I suspect there'll be questions on that and I'll be more than happy to answer that later.
Brian Vogt	10:37	Next slide.
Inga Love	10:50	Yes.
Inga Love	10:51	So based on the requirements that this program is asking for, this was identified as a pretty good fit to test it out.
Inga Love	11:03	It's very similar to the dynamic sourcing that is used out in industry.
Inga Love	11:06	It's kind of starting to take off and just based on the complexity and how much we want to be able to work and partner with industry, this was the process that we were going to be using.

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Inga Love	11:18	It's going to be an adaptive process, especially when it comes to the sprints 2, 3 and 4.
Inga Love	11:24	This is part of sprint one, so this bidders conference and putting together a written proposal that will be evaluated and then based on those evaluations, up to five bidders will be selected to participate in Sprints tooth three and four.
Inga Love	11:43	Ultimately we're.
Inga Love	11:46	Excuse me, we want to focus.
Spk_3	11:49	Pardon.
Inga Love	11:55	The ultimate reason that we wanted to use this was we wanted this to be centered around the end user, to really focus on the problem statements and the, and the end result.
Inga Love	12:07	So with that in mind, the contracting team is partnering with the M and S team in order to create open dialogue, competitive dialogue and an ongoing communication to facilitate this process.
Inga Love	12:26	During this process, the procurement authority, which would be Ms. Benilla, myself and his.
Inga Love	12:31	Well as Ms. Sims, who is on the horizon, she's joined us virtually, we will be answering those questions initially and fielding which ones that we cannot personally answer to the M and S team.
Inga Love	12:46	So we want to make sure we're more keeping this above board and ensuring that everybody has an equal opportunity and we're adhering to the rules that we have put out in the RFP and that NATO abides by in their contracting.
Inga Love	13:03	So both today and tomorrow in the industry day, that is truly our purpose here in contracting, to ensure that all those rules are being abided by and that we're making sure that we have those opportunities for everyone equally in the rfp.
Inga Love	13:17	We have listed our statement of objectives and part of this process is going to be refining that and, and kind of molding that and adapting it into what will be the statement of work that will be ultimately part of the contract at the end of this.
Inga Love	13:36	So with that in mind, I'll give it back to Brian because he will give you a little bit more information about Sprint 1 and what we've asked for and what we're really looking for in those proposals for Sprint one.
Brian Vogt	13:47	Excellent.
Brian Vogt	13:51	All right, thank you.
Brian Vogt	13:52	All right, so this is a slide that we've used for a while, you know, within, you know, internally and, you know, versions of this has been, you know, presented to industry in various forms and conferences.
Brian Vogt	14:06	But, you know, the Sprint focus hasn't been there.
Brian Vogt	14:09	So we're in Sprint one right now.
Brian Vogt	14:11	The request for proposal is out.
Brian Vogt	14:13	I know that you have it because that's how you found out about this meeting.

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Brian Vogt	14:17	And we're going to anticipate getting the industry bids and we're going to down down select to roughly five teams, five industry teams, because we understand that much of this is going to be consortiums or teams or, you know, whatever arrangement you want to call that.
Brian Vogt	14:34	And so in Sprint one, it's going to end with the down select to, to invite, you know, five industry teams to go into Sprint 2.
Brian Vogt	14:44	And so what are we looking for is, you know, in Sprint one, it's really the description of your solution to, to address this.
Brian Vogt	14:53	And, and part of that will touch also on, you know, the program management plan that you have.
Brian Vogt	14:59	Sprint two, as we get into it, we'll, you know, we'll have those five industry team members and Sprint two, they.
Brian Vogt	15:08	And I want to be very precise about this because I know there's been some questions about this already.
Brian Vogt	15:13	Sprint 2, when we go into Sprint 2, we will do that online.
Brian Vogt	15:17	Sprint 2 will be online.
Brian Vogt	15:18	We'll use teams very similar to what we're doing now.
Brian Vogt	15:21	And we want industry to then show us their common synthetic environment and their plan, Prepare, execute, analyze tool.
Brian Vogt	15:29	We're setting aside one day per company.
Brian Vogt	15:35	It will be exclusively just that one company that in that team with the evaluators.
Brian Vogt	15:42	It is not all the Industry partners, you know, seeing each other's solutions.
Brian Vogt	15:47	It is one on one in that regard.
Brian Vogt	15:50	It will conclude with that demonstration and evaluation which we talked about, which is that one day and from there we, you know, made down select down to roughly four after that and going into Sprint three.
Brian Vogt	16:02	Sprint three will then be, you know, conducted and we're in the four, you know, looking at the four application areas that you see and it's going to be at a fairly high level going through it.
Brian Vogt	16:14	We are anticipating two days per company team for this.
Brian Vogt	16:19	That's what we anticipate right now.
Brian Vogt	16:22	That may go up, but probably not, you know, certainly won't be less than two days per industry team member.
Brian Vogt	16:28	Sprint 3, the demonstration evaluation will be here in Norfolk, Virginia and as well as Sprint 4.
Brian Vogt	16:37	So then we'll, we'll do another down select as a part of this and that has, goes into, you know, the final Sprint, which we're going to do a deeper dive.
Brian Vogt	16:49	We're anticipating roughly three days per company team and, and we're going to do a deeper dive than we did in Sprint three and we'll do that in Sprint four into the four application areas as well as, you know, look at the connections to C2 systems, command and control systems from there.

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Brian Vogt	17:08	When that is complete, we're going to ask the bidders, the industry teams to provide their best and final offer.
Brian Vogt	17:16	Sometimes you see that listed as being bafo, that stands for best and final offer.
Brian Vogt	17:22	And from there we will make the final selection, make the award and we'll go into contract negotiations with the winner and award the contract and begin fielding.
Brian Vogt	17:32	You know, all told, we're looking at this, you know, being completed in less than a year from now.
Brian Vogt	17:42	So in Sprint one, looking at the, the written proposals, you know, what we're really looking for from industry is to demonstrate a clear understanding of our program which has to do with our four application areas and then understand how you can support our stakeholders across the NATO command structure and really give a great description of your components.
Brian Vogt	18:07	How do you intend to support this?
Brian Vogt	18:09	With a plan, prepare, execute analysis tool environment, a user interface, as well as describe your common synthetic environment that's able to support the five domains and the three dimensions.
Brian Vogt	18:21	Describe how you develop and test and do the verification, validation and accreditation of your data having to do with terrain, orders of battle, the parametric data.
Brian Vogt	18:33	And we understand that you don't have that complete.
Brian Vogt	18:35	That's not necessarily a commercial off the shelf capability, but it will be a development and we will be working with you on that.
Brian Vogt	18:43	You know, throughout the duration of the program, we anticipate, you know, having to spend a lot of time, effort and energy curating that data.
Brian Vogt	18:51	All right, and that's kind of, you know, something that's going to be important because we understand that orders of battle and parametric data will need continuous verification, validation, accreditation.
Brian Vogt	19:02	And we also understand the force structure across NATO as well as red, you know, changes.
Brian Vogt	19:10	And we want to be able to keep this current and accurate.
Brian Vogt	19:14	We also want to demonstrate, you know, we want to build you to be able to demonstrate very innovative and adaptive approaches to solutions to achieve our program needs.
Brian Vogt	19:24	You know, something that Ms. Love talked about is that really what's in the RFP are statements of objectives, vice statements of work.
Brian Vogt	19:34	We're not being prescriptive of what the solution must be.
Brian Vogt	19:39	Rather, we're describing what our objectives are, and we're looking to industry to provide innovative and adaptive solutions to meet those statements of objectives.
Brian Vogt	19:50	This is the strength of doing an agile procurement process where we describe what we want to be able to achieve and we're able to then select, you know, some of the great innovation that's been done in industry to it to fulfill those objectives.

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Brian Vogt	20:07	Also, please, in your RFP or your response to the rfp, please remain focused on the stated application areas.
Brian Vogt	20:15	Please avoid trying to introduce new application areas of where it's going to apply.
Brian Vogt	20:20	We really need to stay focused on these four application areas.
Brian Vogt	20:25	In the future and potentially future programs, we'll talk about, you know, extending or expanding these application areas, but that's not in scope of what we're trying to achieve with this.
Brian Vogt	20:36	I mean, this is, as a capability for NATO.
Brian Vogt	20:38	This has been, you know, a long time coming.
Brian Vogt	20:41	And we want to stay focused on these four application areas and establish a very solid, very firm, you know, foundation.
Brian Vogt	20:51	And if we can, we find new application areas that we want to support with modeling and simulation, we'll do that at that time.
Brian Vogt	20:57	But we need to stay focused on this foundation at this point.
Brian Vogt	21:04	So when it comes to question and answer, this is where I can smile because I cannot answer many of the questions directly.
Brian Vogt	21:13	So I'll turn it back over to Inga, who will be answering questions.
Inga Love	21:18	We have received several questions and we are beginning to go through and make sure that we're going to address them.
Inga Love	21:28	Some of them, I think, would probably be best left to publishing.
Inga Love	21:33	But I believe if we open up the floor now, we'll be able to fairly easily go through some of those.
Inga Love	21:39	But please, I do want to note that all the questions that we have received up until now that are written we do have documented and they will be absolutely included in that publication after the events.
Inga Love	21:50	Yeah.
Inga Love	21:51	So.
Brian Vogt	21:54	If you have a question, please ensure you raise your hand and we will call out for you to answer out.
Brian Vogt	22:01	Yes.
Brian Vogt	22:01	So I think and, and Inga, if, correct me if I'm wrong, we're going to be posting probably weekly, weekly on Friday updating the RFB page with questions and answers.
Inga Love	22:13	Yes, absolutely.
Brian Vogt	22:14	And if we get, if we feel the question now, particularly if it touches on something that we need a our legal office to weigh in on, we will probably just note the question and post the answer on the website.
Brian Vogt	22:32	Jade Watson, your mic.
Jade Watson	22:38	Hi there.
Jade Watson	22:38	Good morning.

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Jade Watson	22:39	I'm from Kelly limited and I had a question about how this overlaps with a recent RFP that we submitted on that had to do with there was one part of that had to do with automation of simulation and xcon and the second part of it had to do with like coming up with a with a common database solution for NATO orders of battle.
Jade Watson	23:01	And it was, that was very proof of concept that would run for the better part of this year.
Jade Watson	23:06	I just wonder if where the over if there was any overlap between that and the solution for this because there seems to be in the creation of those like common databases for multiple synthetic environments.
Jade Watson	23:16	And I was just wondering does this contract with this contract or would this RFP supersede that proof of concept1 thanks.
Inga Love	23:25	Yeah.
Brian Vogt	23:26	Yes.
Brian Vogt	23:27	So yes.
Brian Vogt	23:27	So some of the work that we have ongoing and you and you and you described it accurately is our proofs of proofs of concept and that is correct.
Brian Vogt	23:38	And so some of the things we learn from those responses of that work and those contracts will feed into next gen modeling simulation as appropriate, where appropriate.
Brian Vogt	23:48	They're not deliberately, you know, they're not immediately feeding into the the program if that makes sense in many regards when it comes to you know, computer assisted exercises.
Brian Vogt	24:00:00	And that's many of the capabilities that those RFPS and that that work is supporting are using current tool sets, you know, that are available at JWC jftc.
Brian Vogt	24:13:00	You know, between IOC and FOC of this program, you know, we plan on incorporating some of those capabilities into next gen modeling simulation again as appropriate where it makes sense, but they do not directly feed into it immediately in many regards those that work is there to support the current tool set, not necessarily there to support next gen or the future.
Jade Watson	24:40:00	Okay, thank you very much.
Jade Watson	24:42:00	That's very, very clear.
Inga Love	24:43:00	Thank you.
Inga Love	24:52:00	Were there any additional questions that any of you would like to ask at this time?
Brian Vogt	24:56:00	Lucas Piepkorn
Lucas Piepkorn	25:00:00	Yeah, thank you.
Lucas Piepkorn	25:00:00	Good morning.
Lucas Piepkorn	25:01:00	Luke Pipcorn, I'm with System Planning and Analysis.

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Lucas Piepkorn	25:05:00	As part of some kind of background research appeared there was an effort to, I wouldn't say do something similar to this, but a couple of years ago through NATO where some companies were brought in to provide next gen modeling and sim, you know, prototypes or demonstrations.
Lucas Piepkorn	25:23:00	Can you talk a little bit about if, if and how that has played into the decision to go down this path and if you could, whatever results might have come out of that previous rsp.
Lucas Piepkorn	25:38:00	Thanks.
Brian Vogt	25:40:00	Yes.
Brian Vogt	25:41:00	So for many of you, you know, that, you know, next gen modeling simulation, you know, we, we've had, you know, from the time that we developed and you know, the operational requirement statement, the ORs, and that was approved in November of 2022 through the CRB, the Capability Requirements Brief, that was approved in October of 2023 and even to the development and of the program approval of the Capability Program Plan which happened in July 2025.
Brian Vogt	26:08:00	Through that process we had done many different activities.
Brian Vogt	26:12:00	Some of those had to do with sending out and receiving requests for information, which there were three.
Brian Vogt	26:18:00	And you know, we have had a very strong industry response to those as well as we conducted a NATO Industry Advisory Group study to understand how and again many, we had a lot of industry participation.
Brian Vogt	26:35:00	There's over 55 authors from 15 different countries and companies that participated in that.
Brian Vogt	26:42:00	And we also, probably what you're referring to is we also did a proof of concept having to do with using modeling simulation to support computer assisted war games, particularly at the strategic level and operational level.
Brian Vogt	26:58:00	And you know, from that, you know, we learned a lot as well as the summer of 2024, we did a common synthetic environment for multi domain operations demonstrations.
Brian Vogt	27:10:00	And many of those things that we did were intended to inform our approach in the Capability Program Plan.
Brian Vogt	27:18:00	And many of the results of that, of what we're seeking is highlighted in the request for proposal that is out now.
Brian Vogt	27:26:00	So again we did those activities to learn more about the capabilities that existed and better understand what our requirements were to address, you know, to address our requirements.
Brian Vogt	27:38:00	What are some of the options that we should pursue.
Brian Vogt	27:41:00	And so much of that went into, you know, the development of the RFP and the evaluation criteria.
Lucas Piepkorn	27:51:00	Yeah, thank you very much.

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George Cushman	27:53:00	Jerome Kuhn?
Jerome Kuhn	27:59:00	Yes.
Jerome Kuhn	28:00:00	Hi, can you hear me?
Inga Love	28:01:00	Yes.
Jerome Kuhn	28:02:00	Yes, good morning everyone.
Jerome Kuhn	28:04:00	This is Jerome Cohen from Jane's Intelligence.
Jerome Kuhn	28:09:00	I have a question around the components slide that you shared the primary components specifically around data and the order of battle.
Jerome Kuhn	28:17:00	Two questions.
Jerome Kuhn	28:18:00	One, is it to be understood that you already are providing this data or that you have acquired this data and that the prime and the winner of this contract is then simply being asked to integrate that data into the overall capability or is your ask that the prime will offer the data and therefore work with a data provider?
Jerome Kuhn	28:42:00	I would appreciate any additional information around that, thank you.
Jerome Kuhn	28:45:00	And secondly, maybe I may have understood, but I think I've heard you say that it will be NATO owned and I will be curious if you could specify that around the ownership of the data itself.
Jerome Kuhn	28:59:00	Thank you.
Brian Vogt	29:01:00	Okay, great.
Brian Vogt	29:02:00	Thank you very much for your question.
Brian Vogt	29:04:00	Yes.
Brian Vogt	29:04:00	So, okay, thank you very much for opportunity to be a little more specific.
Brian Vogt	29:09:00	First, we do not.
Brian Vogt	29:11:00	Well, we, we have some data that's been developed on the orders of battle.
Brian Vogt	29:15:00	Most importantly, we need to make that simulation ready, make that available to be ingested by simulations.
Brian Vogt	29:21:00	And so we will work, you know, and we're probably will open up other sources.
Brian Vogt	29:26:00	I know that you mentioned that you are from Janes.
Brian Vogt	29:29:00	I know the headquarters SACT has in the past had an agreement, an arrangement and a contract with you to be able to get Jane's data.
Brian Vogt	29:38:00	And what we're seeking to do is then to leverage that data to make simulation ready data to be used in next gen modeling, simulation.
Brian Vogt	29:47:00	And then once we have that simulation ready data that's been, you know, gone through verification, validation, accreditation, that's the data that we want to provide.
Brian Vogt	29:56:00	The source data still remains probably, you know, proprietary.

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Brian Vogt	29:59:00	But when it comes to what we do in making that data simulation ready then becomes the NATO property.
Brian Vogt	30:08:00	You know, we, we fully understand that, you know, you know, the company that you represent, you know, has a wealth of data and we like to, you know, frankly we like to leverage that as well as other sources that we can get from across the NATO nations.
Jerome Kuhn	30:27:00	Thank you,
George Cushman	30:31:00	Robbie.
Robbie Gilstrup	30:34:00	Hi, thank you.
Robbie Gilstrup	30:35:00	Robbie Gilstrup here.
Robbie Gilstrup	30:36:00	My question is related to the expectations associated with the pricing requirements in the solicitation.
Robbie Gilstrup	30:45:00	In particular, the pricing workbook breaks down the pricing by each Sprint.
Robbie Gilstrup	30:51:00	And my understanding based on the structure is that many of the items such as like the VV&A may not apply until after selection and post award.
Robbie Gilstrup	31:05:00	So not specific only to that example,
Robbie Gilstrup	31:08:00	But as a whole I'm hoping you
Robbie Gilstrup	31:10:00	Could provide more clarity around the expectations for what offerors are good price for each sprint.
Inga Love	31:15:00	yes, that's not a problem.
Inga Love	31:19:00	So that workbook that is published on the RRP website, it would only pertain to the Sprint.
Inga Love	31:28:00	So for Sprint one you would just complete the first half in a rough order of magnitude to the best of your abilities.
Inga Love	31:34:00	At this point we realize there is a lot of complexity to this and also as it moves, there will most likely be some adjusting to those prices.
Inga Love	31:44:00	So we do want to see pricing.
Inga Love	31:47:00	Obviously you can't enter into any sort of contract and not expect some sort of pricing understanding with it.
Inga Love	31:54:00	But at this point through Sprint one it's simply the first tab.
Inga Love	31:58:00	We're not expecting by any means anyone to give some sort of firm fixed pricing or even some sort of negotiated pricing for option years and outliers.
Inga Love	32:10:00	So it would just be that initial tab as best can be estimated at this time.
Robbie Gilstrup	32:18:00	So if I can add an extending clarification to that initial submission will be pricing for Sprint 1 only and then offerors selected to move to Sprint 2 would provide the pricing for Sprint 2 upon selection, is that correct?

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Inga Love	32:35:00	Yes, that would be the next tab that would be filled out with their proposals that are submitted at Sprint two and then again in Sprint three and then and the best and final offer.
Robbie Gilstrup	32:45:00	Okay, so if I could just one more clarification then to make sure I understand the initial pricing is an offer's best ROM pricing, if you will, rough order magnitude pricing for the entire solution.
Robbie Gilstrup	33:00:00	But that may be iterated as you move towards each subsequent Sprint.
Inga Love	33:05:00	Correct.
Robbie Gilstrup	33:06:00	Okay, thank you.
Brian Vogt	33:07:00	No problem.
Brian Vogt	33:12:00	Sprint1, we're not evaluating pricing.
Brian Vogt	33:16:00	That's not part of selection.
Brian Vogt	33:17:00	Correct.
Inga Love	33:19:00	It's just.
Brian Vogt	33:22:00	Yeah, okay.
Brian Vogt	33:25:00	Okay.
Brian Vogt	33:26:00	Yes.
Brian Vogt	33:26:00	And as another note, you know, selection from in Sprint one to go to Sprint two is not dependent on, you know, there's no pricing component.
Brian Vogt	33:38:00	We're looking at the technical solutions, you know, for Sprint one to Sprint two to Sprint three to Sprint four when we are going to evaluate, you know, the pricing volume as a part of selection will be a part of that best and final offer before the final selection of the winner.
Brian Vogt	33:57:00	Again because we understand, you know, these are drafts on pricing until the best and final offer.
George Cushman	34:07:00	Alex Case.
Alex Case	34:11:00	Yeah, good morning, it's Alex Case from Cordia Applications Group, first of the type qualification.
Alex Case	34:17:00	Just to clarify then Ryan, you're saying that in sprint 1, 2, 3 there is no pricing or you're not using pricing for evaluation.
Alex Case	34:26:00	That's the first question.
Alex Case	34:28:00	Second question, clarification on the source data.
Alex Case	34:33:00	Understanding that, I think what you said was that you decide upon the ward what data would go in the system but the bidders are still required to provide and use their own data for the sprints.
Alex Case	34:46:00	That's the second one.
Alex Case	34:48:00	I know you said two, but actually remain there.
Alex Case	34:50:00	Clarifications.
Alex Case	34:51:00	The main question was can someone just walk through the requirements for the FSC which seems to have flip flopped in the last

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		few months between everyone has to have one to only the prime to this one, which is all subs have to have it as well.
Alex Case	35:05:00	So the requirements for primes are subs or more importantly subs for the fsc.
Alex Case	35:10:00	So two fabrications and one question.
Alex Case	35:12:00	Thank you.
Brian Vogt	35:12:00	Yes.
Brian Vogt	35:14:00	Yes.
Brian Vogt	35:14:00	So the first question that you asked had to do with are we using the price of the cost estimates or the pricing volumes in sprint 1, 2 and 3?
Brian Vogt	35:28:00	You know, it's a part of selection criteria and we are not.
Brian Vogt	35:32:00	It will be a part of the best and final offer and then that will be the much more traditional 70 30 split between technical and price and that'll be, you know, at the final award, you know, following Sprint four.
Brian Vogt	35:54:00	Do you want to talk about.
Inga Love	35:54:00	I do.
Inga Love	35:56:00	So it's, it's.
Inga Love	35:57:00	When we say we're going to be evaluating price, we mean doing a real price analysis or cost analysis, cost realism.
Inga Love	36:05:00	That is what we will not be evaluating.
Inga Love	36:09:00	It does factor in.
Inga Love	36:10:00	It is a 70 30 split here in sprint one, but it's.
Inga Love	36:14:00	We will not be digging into it in the traditional sense and evaluating your price in that and validating it.
Inga Love	36:21:00	But it, it will.
Inga Love	36:22:00	The technical is weighted at 70% of the evaluation and price would be 30% of that evaluation.
Inga Love	36:29:00	Evaluation.
Inga Love	36:30:00	I do apologize for that but.
Alex Case	36:32:00	No, no.
Alex Case	36:33:00	Sorry to interrupt.
Alex Case	36:34:00	That 70 30 split applies for the evaluation for.
Alex Case	36:34:00	It applies for your decision making for all four sprints.
Love Inga	36:42:00	Yes.
Alex Case	36:43:00	Yeah.
Alex Case	36:44:00	Great.
Alex Case	36:44:00	Thank you.
Inga Love	36:46:00	But again, in Sprint one we aren't going to be doing a full price price realism, price analysis and such.
Inga Love	36:56:00	That being what we would be doing in Sprint three and Sprint four to ensure that we are getting a fair and reasonable price.
Alex Case	37:06:00	Understood.

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Brian Vogt	37:11:00	You also had a question about the facility security clearance and I'm not certain of the.
Inga Love	37:22:00	So for our facility security clearance, we are definitely making sure that we are cognizant of those policies.
Inga Love	37:30:00	They are being updated and they have been being refined and as we implement them.
Inga Love	37:34:00	I do realize that that is.
Inga Love	37:37:00	It has been a bit of a challenge.
Inga Love	37:39:00	However, it will be for both the prime and the sub.
Inga Love	37:43:00	It will apply to all the contractors working, working both for the prime and the sub for the awarded contract.
Inga Love	37:50:00	As we are going through this iterative process.
Inga Love	37:52:00	If those Clearances are being evaluated and applied for.
Inga Love	38:00:00	You are absolutely permitted to continue through this, but at the time of award we do require that those clearances are in place for everyone on the contract.
Alex Case	38:13:00	Okay, thank you.
George Cushman	38:19:00	So with regards to the information for the Sprint, the data that you will use will be whatever the company comes up with.
George Cushman	38:27:00	We will provide you a PDF for a scenario and additional questions which will be given to the down selected personnel before Sprint too.
George Cushman	38:37:00	But whatever data behind that parametrics and the way you interpret a task organization, or your interpretation and ability to demonstrate geographical and meteorological stuff that is on the company itself, we are doing that to ensure that we are not forcing companies into a specific standard, if there is a better standard available.
Alex Case	39:01:00	Thank you so much.
Alex Case	39:03:00	Bidders use their own data data through the process.
Alex Case	39:06:00	I think you said potentially upon award, NATO would then be providing the data they want the system to use or is it still the bidders data?
Brian Vogt	39:20:00	Yeah, so.
Brian Vogt	39:22:00	Yes.
Brian Vogt	39:23:00	So what Lt. Carl Cushman said is accurate, that you know, we'll provide this scenario.
Brian Vogt	39:28:00	But as far as the, you know, the entity or the parametric data associated with those, with those organizations, we're not evaluating the Sprints, you know, because we understand that you may not have that accurate data.
Brian Vogt	39:41:00	Upon award, we will work with the vendor to develop the NATO standard database and work with the vendor to develop the parametric data for the NATO order of battle.
Alex Case	39:57:00	Thanks.
Alex Case	39:57:00	So award that data could be based on what the BID has provided, adjusted for what you.
Alex Case	40:03:00	Actually the end user requirement is.
Alex Case	40:05:00	It doesn't have to be a clean suite.

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Alex Case	40:07:00	Okay.
Brian Vogt	40:07:00	Correct.
Alex Case	40:08:00	Thank you very much.
Alex Case	40:09:00	Thank you,.
George Cushman	40:13:00	Robi.
Robi	40:14:00	The eligibility requirement for offers to be a NATO partner nation member, does that apply to subcontractors or only to the prime.
Inga Love	40:25:00	Yes, it also applies to subcontractors.
Inga Love	40:29:00	Thank you.
George Cushman	40:45:00	At this time, are there any more questions?
George Cushman	40:46:00	We are not seeing any hands currently.
George Cushman	40:54:00	Nothing heard.
Brian Vogt	41:00:00	I reckon we coordinate instructions for tomorrow.
Inga Love	41:03:00	Since we did have some technical issues.
Inga Love	41:12:00	We're going to try and iron those out this afternoon and ensure that we don't have that same issue tomorrow morning.
Inga Love	41:31:00	Also, for the those companies that wish and have expressed that they want to present, please send the email of the specific person who will be the one in charge essentially of that presentation as we only have limited spots to allow that capability.
Inga Love	41:40:00	If you send it to the hq contracting or cc, Tonya and myself on that, you.
Inga Love	41:45:00	We greatly appreciate it.
Inga Love	41:47:00	If that concludes everything, we do have a question.
George Cushman	41:52:00	Oh, Lucas.
Lucas Piepkorn	41:53:00	Yeah, thank you.
Lucas Piepkorn	41:57:00	Just a quick question about tomorrow's intent.
Lucas Piepkorn	41:57:00	Is the intent of the.
Lucas Piepkorn	42:00:00	Presentation tomorrow to be presenting these capabilities to the NATO team or is it to be presenting the capabilities to the broader industry team in the interest of finding partners and things of that nature?
Lucas Piepkorn	42:12:00	So I guess the real question is, will all industry be on the line throughout all the different presentations?
Inga Love	42:21:00	That is the intention, the latter to enable any sort of teaming if somebody, if any of these companies are looking for someone to team with and fill a void in this area, or if somebody would like to be part of a larger team.
Inga Love	42:37:00	So that is really the spirit of tomorrow's industry bank.

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Lucas Piepkorn	42:41:00	Okay, great.
Lucas Piepkorn	42:42:00	And then just a quick follow up.
Lucas Piepkorn	42:43:00	Will the presentations that do go on, will those presentations be shared across the attendees or will it only be viewable during the actual presentation?
Inga Love	42:56:00	We should be able to have the capability, if you would like us to publish it, we would be able to put that on the RFP website where we're publicizing all of our documentation.
Inga Love	43:09:00	But I would leave that up to the companies.
Inga Love	43:11:00	Like it's not by any means a requirement.
George Cushman	43:15:00	There's a likelihood that we will record tomorrow.
George Cushman	43:18:00	So if a company does not want their stuff to be put on the website, they need to reconsider what slides are showing.
Lucas Piepkorn	43:28:00	Thank you very much.
Brian Vogt	43:33:00	Just to talk about tomorrow a little bit more.
Brian Vogt	43:35:00	We understand that many times when either government or NATO holds an industry day, they do it in person at a location.
Brian Vogt	43:44:00	And there are a lot of very important conversations that are happening in, in the hallway, around, you know, around the coffee pot, things like that.
Brian Vogt	43:54:00	And since we're doing this industry day or this bidders conference, excuse me, online, it doesn't really facilitate that.
Brian Vogt	44:02:00	So what we want to do is tomorrow is open up as a forum, as an opportunity for, to talk with industry, to describe what it is that you as an industry partner could provide and for others that are forming teams to potentially identify gaps in their solution and identify other teammates that could fulfill that niche or that capability gap that the larger team has.
Brian Vogt	44:33:00	We think this is a fantastic opportunity, particularly for, for smaller industry partners to be able to introduce themselves, you know, to a much wider audience.
Brian Vogt	44:42:00	And you know, as we kind of described, you know, the rules of the road are fairly simple.
Brian Vogt	44:47:00	And that is, you know, do not go over five minutes and do not, do not talk poorly about other competitors.
Brian Vogt	44:56:00	This is not an opportunity to, you know, to describe shortcomings of other solutions, but rather it's supposed to be focused on what you, what your capabilities are.
Brian Vogt	45:07:00	And then the big strong point for at the end is to be able to describe and discuss, you know, your point of Contact, you know, what's the name, phone number, email address for further communication or, you know, coordination following the industry day tomorrow.

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Inga Love	45:22:00	And essentially we have it planned to keep it a five minute presentation and then maybe about five minutes afterwards that if industry wanted to ask you questions, we would be able to open that flora and have that kind of interaction, post presentation and then move to the next presentation.
Lucas Piepkorn	45:53:00	Thanks everyone.
Lucas Piepkorn	45:54:00	Appreciate that.
George Cushman	46:00:00	We will try to ensure that the original link works tomorrow.
George Cushman	46:04:00	If not, please be flexible like you were today and thank you for your patience.
Brian Vogt	46:12:00	We have one more question appears.
George Cushman	46:15:00	Maria Munster,.
Maria Munster	46:18:00	Just one last question.
Maria Munster	46:19:00	The invitation for tomorrow, has that already been sent?
Maria Munster	46:23:00	And if so, if we didn't receive it, was it the same invitation for today or is it another one?
Maria Munster	46:33:00	And if we have not yet?
Inga Love	46:36:00	Oh, no, it was a separate link.
Inga Love	46:38:00	Just please send me an email and I'll go ahead and forward that information to you as well.
Inga Love	46:43:00	And hopefully that we won't have the same issue that we did this morning.
Inga Love	46:46:00	Tomorrow morning.
Inga Love	46:48:00	And if we do, I do appreciate everybody's flexibility and being able to pivot so fast and join this meeting.
Maria Munster	47:00:00	Thank you.
Inga Love	47:09:00	If that is all of the questions everybody has for now, Conclude this bidders conference.
Inga Love	47:23:00	If you think of any questions, please do send them.
Inga Love	47:27:00	We will do our best.
Inga Love	47:28:00	We received several at the end of the day yesterday that we haven't had a chance to review as of yet, but we will be.
Inga Love	47:34:00	And if tomorrow's, if tomorrow's meeting goes a little bit short, as it did today, we will do go ahead and review those question and answers and that way we can share them with all the industry.
Brian Vogt	47:49:00	Our intent is to share all question and answers that we receive, you know, both, both today and online and tomorrow will be posted to the, to the RFP page.
Brian Vogt	48:01:00	Again, I'd like to thank everyone for participating.

Brian Vogt	48:05:00	We apologize for the technical glitch that we had earlier today, but thank you very much for attending.
Brian Vogt	48:12:00	This is a very exciting opportunity for NATO and thank you very much for wanting to be a part of that solution.
Brian Vogt	48:19:00	Again, I cannot thank you enough for all of your hard work that you've done over the years, as well as all the hard work you're doing now in writing the proposal.
Inga Love	48:33:00	I guess that will conclude our bidders conference for today and we will see you tomorrow morning.
Inga Love	48:37:00	Thank you all.
Brian Vogt	48:39:00	Thank you.
George Cushman	48:40:00	Thank you.