



NC3A-BE/ACQ/ASRC/08/526  
2 June 2008

To: Distribution List

Subject: Notification of Intent to Invite Bids for International Competitive Bidding

**Development and Delivery of Increment 1 of Air Command and Control Information Services (Air C2IS)**

**IFB-CO-12556-AirC2IS**

- References:
- A. AC/4-D/2261 (1996 Edition)
  - B. AC/4-D/2261 (1996 Edition)-ADD.1 (INV)
  - C. AC/4-D(2008)0002
  - D. Capability Package 5A0007
  - E. AC/4(PP)D/25834-REV3
  - F. AC/4-D(2003)001 & Action Sheet
  - G. AC/4-DS(2008)0005 Annex 4
  - H. AC/4-DS(2008)0010

1. In accordance with paragraph 6 of Reference A, notice is hereby given of the intent of the NATO C3 Agency to invite bids for the Development and Delivery of Increment 1 of the Air Command and Control Information Services (Air C2IS) in Support of Air Staffs.
2. This project is included in Project 1999/5HQ00593 under the Capability Package "Provide Information Services in Support of the ACE wide Operations Mission Area" (Reference D). The Air C2IS project is intended to provide the common elements of the Air C2IS as a fully integrated component of the Bi-Strategic Command (Bi-SC) Automated Information System (AIS) and to serve as a baseline for future enhancement.
3. These services are required to complement the Bi-SC AIS core services with an integrated and supported suite of Air C2 services capable of supporting the work of Air staffs at all static and deployable Command Facilities of the NATO Command Structure. The Air C2IS Increment 1 (AirC2IS-1) capability is also envisioned to expose those services and products needed by other Bi-SC AIS functional areas, such as the Air Operations Directive (AOD), Air Space Control Order (ACO), Recognised Air Picture, and reporting of air order of battle information.
4. In accordance with the Air C2IS CP (Reference D), it is expected that this project will be implemented based on a Spiral Development approach which will be executed in three increments to complete the Air C2IS capability. Each increment should provide an integral, usable and operationally-fielded capability.

5. The current Air C2IS authorisation covers the Increment 1, developing and fielding an initial Air C2IS capability, which will then serve as the baseline for further enhancement in subsequent increments. It is envisioned that, provided the successful delivery of each preceding increment and subject to agreement on scope and price for each subsequent increment and formal authorization being granted by NATO authorities, the selected Increment 1 Contractor would be retained for each of the subsequent increments. The project will be subject to the Two Stage Authorisation Procedure specified in Reference F.
6. A summary of the requirements of the subject project is set forth in the attachment hereto, and is subject to refinement during the requirements specification process. The attachment also includes the projected capability to be delivered in each increment of the overall Air C2IS project.
7. Pursuant to paragraph 6 of Reference A, the following information is provided for the information of the Nations:
  - a. The envisaged bidding procedure for this Invitation for Bid (IFB) will be the "Optional Preliminary Bidding Procedure" as described in Annex II to Reference A. In this light, the formal IFB issuance will be preceded by a Request for Bidders' Views (RFBV) which will provide the draft IFB documentation to nominated bidders for comments. The RFBV release is planned for July 2008.
  - b. Following the completion of the activities related to the RFBV as detailed in Annex II to Reference A, the formal IFB will be released. The envisioned time frame for IFB release is October/November 2008. Subject to extensions, the closing date for receipt of bids is consequently planned for January/February 2009.
  - c. Bidders will be required to declare a bid validity of 12 months from closing date for receipt of bids, supported by a Bid Guarantee of Euro 100,000 (one hundred thousand Euro). Should the selection and award procedure exceed the Bid Closing Date by more than 12 months, firms will be requested to voluntarily extend the validity of their bids and Bid Guarantee accordingly. Bidders may decline to do so, withdraw their bid and excuse themselves from the bidding process without penalty.
  - d. Bidding documents, including technical specifications applicable to the bidding and the contractual documents, are expected to be "NATO UNCLASSIFIED". Bidders may also be given access to a bidders library that may include material up to the level of "NATO SECRET". Performance of the contract will also require contractors to have personnel and facility clearances at a level of "NATO SECRET".
  - e. Access to the capability is required at 13 static HQs and 16 deployable HQs as further detailed in the Annex A enclosed to the present communication. Training,

reference and test-bed systems are also required. Bidders will be required to quote for the provision of the capability to include hardware, software, documentation, installation, consultancy services, testing, on-site training, and on-site support. A three-year warranty period will also be included for maintenance and support of the system.

- f. Bids received in response to the IFB will be evaluated through a Best Value approach as described in References B and C.
  - g. The top-level bid evaluation criteria with their associated weightings will be 0.5 for Price and 0.5 for Technical. The second level criteria for technical evaluation areas follows:
    - Engineering (0.4),
    - Management (0.3)
    - Supportability (0.2), and
    - Risk (0.1)
  - h. All bids will be evaluated against the criteria described above in accordance with the prescription in Reference C. When the evaluation is completed the score for each bidder will be obtained through the weighted average of the stated evaluation factors by using the weights specified above and the following formula to obtain the weighted price score:  
  
$$\text{Price Score} = 100 * (1 - (\text{Bid Price} / (2 \times \text{Average Bid Price})))$$
  - i. The solicitation will include a requirement for prospective bidders to demonstrate their financial ability to undertake this project and mandatory criteria for extensive experience with the provision of similar types of systems.
8. The Invitation for Bid relevant to the acquisition subject of this letter will be identified as IFB-CO-12556-AirC2IS and all correspondence concerning this solicitation should reference this identifier.
  9. Please note that in line with the prescriptions expressed in Reference G, the IFB, at the time of its issuance, will contain an exclusion provision concerning the Bi SC AIS Program Management and Integration Capability (PMIC) contract. The language of the exclusion provision is enclosed to this communication at Annex B.
  10. Also an exclusion provision will be inserted in the IFB with respect to the possibility of the awardee of the AirC2IS contract to perform at any tier to any Independent Verification and Validation efforts associated with the AirC2IS project.
  11. The rough cost estimate for the implementation component of Increment 1 capability, as per the document at Reference E, is Euro 11,365,000.00. To this extent, you are remarked that in line with the prescriptions at paragraph 11.3 of Reference C, the

amounts of the bids submitted in response to the IFB shall not exceed the 125% of the authorized amount for the project as per Reference H.

12. Pursuant to paragraph 6 of Reference A, National representations are kindly requested to forward a list of their nominated firms, including phone and fax numbers, E-mail addresses and point of contact to the following address **not later than 11 July 2008**:

NATO C3 Agency  
Acquisition Directorate/ASRC  
Boulevard Léopold III  
1110 Bruxelles  
Belgique  
Attn: Mr. Giacomo Piliego

13. It is requested that interested firms be introduced by their National Authorities with the required "Declaration of Eligibility". It is emphasised that requests for participation in this competition received directly from individual firms cannot be considered.
14. Mr. Giacomo Piliego is the Agency point of contact for this procurement and may be reached at +32.2.707.8173 or e-mail: [giacomo.piliego@nc3a.nato.int](mailto:giacomo.piliego@nc3a.nato.int). The Fax number is +32.2.707.8770 or +32.2.707.8271.

FOR THE GENERAL MANAGER



L.T. Herway  
Chief of Contracts

**Attachment(s):**

ANNEX A: Summary of Air C2IS Increment 1 Requirements  
ANNEX B: Language of PMIC Exclusion Provision

Distribution for Official Notification  
of Intent to Call for Bids

NATO Delegations (Attn: Infrastructure Adviser):

Belgium	1
Belgian Ministry of Economic Affairs	1
Bulgaria	1
Canada	1
Czech Republic	1
Denmark	1
France	1
Estonia	1
Germany	1
Greece	1
Hungary	1
Italy	1
Latvia	1
Lithuania	1
Luxembourg	1
The Netherlands	1
Norway	1
Poland	1
Portugal	1
Romania	1
Slovakia	1
Slovenia	1
Spain	1
Turkey	1
United Kingdom	1
United States	1

Embassies in Brussels (Attn: Commercial Attaché):

Bulgaria	1
Canada	1
Czech Republic	1
Denmark	1
Estonia	1
France	1
Germany	1
Greece	1
Hungary	1
Italy	1
Latvia	1

# NATO UNCLASSIFIED

NC3A-BE/ACQ/ASRC/08/526

Lithuania	1
Luxembourg	1
The Netherlands	1
Norway	1
Poland	1
Portugal	1
Romania	1
Slovakia	1
Slovenia	1
Spain	1
Turkey	1
United Kingdom	1
United States	1

## NATO HQ

Security Investment Directorate	
Attn: Head Technology Implementation Section	1
Director, NATO HQ C3 Staff (PRB)	
Attn: Executive Co-ordinator	1

## Strategic Commands

SACT	
Attn: ACOS C4I (SC-6)	1
SACTREPEUR	
Attn: SO C4I (C-0931)	1
Attn: SO RESOURCES/NSIP/LOGS (C-0932)	1
SHAPE	
Attn: ACOS J3	1
ACOS J6	1

## NATO Agencies

NCSA HQ SMD (Mr. Janezic)	1
NAMSA LR (Mr. Costa Ramos)	1
	1

## NC3A

Director of Knowledge (Dr. T. Ural)	1
LOI (Mr. C. Ulriksen)	1
Legal Advisor (Mrs. S. Rocchi)	1

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NC3A-BE/ACQ/ASRC/08/526

Director of ACQ (Mrs. R. Lewis)	1
IPT 5 Leader (Mr. A. Klein)	1
Manager ASRC (Mr. L.T. Herway)	1
Head PMO (Mr. Bigelow)	1
Project Manager Air C2IS (Ms. S. Aker)	1
ACQ/ASRC Principal Contracting Officer (Ms. M.C.Vandenberghe)	1
ACQ/ASRC Senior Contracting Officer (Mr. Giacomo Piliego)	1
ACQ/ASRC Cost Analyst (Mrs. M.Walker)	1
ACQ/ASRC ILS Senior Officer (Mr. M. Piraino)	1
Registry	1

## NATEXs

Czech Republic	1
Denmark	1
France	1
Germany	1
Greece	1
Hungary	1
Italy	1
The Netherlands	1
Norway	1
Poland	1
Spain	1
Turkey	1
UK	1
USA	1

NATO UNCLASSIFIED

**DEVELOP AND DELIVER INCREMENT-1 OF BI-STRATEGIC COMMAND  
AUTOMATED INFORMATION SYSTEM (BI-SC AIS)  
AIR COMMAND AND CONTROL INFORMATION SERVICES (AIR C2IS)  
IN SUPPORT OF AIR OPERATIONS STAFFS**

**SUMMARY OF REQUIREMENTS**

**1. Purpose:**

The Air C2 Cycle provides for the efficient and effective employment of joint air capabilities and forces made available to NATO. It consists of a repetitive process for planning, co-ordination, allocation tasking, monitoring and assessment of joint air missions. The Cycle accommodates changing tactical situations or guidance as well as requests for support from other component commanders. Execution of the C2 Cycle, processes and tasks involves the operational air staff at Strategic Commands (SC), Joint Force Commands (JFC) and Component Commands (CC) as well as the deployable Combined Joint Task Forces (CJTF) and NATO Response Force (NRF). To support the Air C2 Cycle, the AirC2IS must provide secure, high speed and highly reliable information flow in both static and deployed environments. It must also provide a capability for the automation of air staff processes and tasks and allow for data integration and collaboration leading to an improvement in timeliness, responsiveness and effectiveness for the full spectrum of possible NATO operations.

**2. Context/Scope:**

The objective of the Bi-Strategic Command Automated Information System (Bi-SC AIS) is to provide NATO commands (Strategic, Joint Force and Component Commands) with effective and integrated core (common to all users) and functional (specific to staff functions) services within both static and deployed contexts. The range of functional services for support to the operational commanders include the C2 capabilities for Air, Land, Maritime and Joint Operations as well as Intelligence and Logistics. The Bi-SC AIS Air Operations functional service is henceforth referred to as Air C2IS. The design of the Air C2IS will utilise existing Bi-SC AIS core services for all commonly available functionality and build new only those capabilities uniquely required for Air operations.

This Air C2IS system is expected to be implemented in at least 25 static and deployed headquarters or sites.

The NATO Air Command and Control System (ACCS) will provide functionality for air C2 processes below the Air Component Command in the Combined Air Operations Centres (CAOCs). At the NRF command level, national systems will also support the Air C2 process. Therefore, the Air C2IS must manage the exchange of critical Air C2 information and community of interest services with ACCS and national systems in order to support seamless Air C2.



### **3. Functionality:**

The Air C2IS will be a set of applications and services available on an integrated or component basis to air operational staffs. It will adhere, to a significant degree, with the Bi-SC AIS standards so that it can be installed on any compliant Bi-SC AIS system. It will be hosted on a central server at each local headquarters, making it accessible through a client application or web browser on a standard desktop. Information used or generated by Air C2IS applications will be exchanged with NATO and national systems via formal messages, electronic mail, structured data exchanges, and web services.

The system functional requirements will include:

- Provide air specialist recommendations used for development of the air portion of the operation plan, the OPP and the FGP.
- Provide air specialist recommendations for development of the joint coordination order (JCO).
- Support Air campaign wargaming.
- Develop the Air Component Commander's (AirCC's) guidance and basis for the development of the air operations plan for the medium and short term.
- Identify planning factors such as own capabilities, weather, opposing force capabilities and intentions, logistic constraints, force protection measures impact and others.
- Produce the air operations plan for defensive, offensive and supporting air operations to include air-to-air refuelling, intelligence, surveillance, reconnaissance, combat search and rescue, strategic and tactical air transport, and C2 warfare operations for the medium and short term.
- Coordinate the air operations plan with other components.
- Coordinate and de-conflict use of the radio frequency spectrum by NATO force assets.
- Monitor and analyse Air domain specific logistics and force readiness information.
- Produce and manage the AirCC's AOD (including both contingency AODs and AODs for differing time periods) taking into account the resource allocations.
- Support the Joint Targeting Working Group in the production of the Joint Target Nomination List (JTNL) and the Joint Prioritized Target List (JPTL) and produce the Prioritised Target List (PTL).
- Coordinate the Time Sensitive Targeting (TST) process.
- Direct and de-conflict airspace usage for the next air planning cycle by means of production of an ACO, including the ability to automatically accept and process Airspace Requests from authorised forces and to produce ACOs for different time periods.
- Monitor ongoing and planned Air operations as defined in the various ATOs. This applies to any ATO the commander wishes to access (e.g., exercise ATOs, and live ATO) from any subordinate CAOC.

- Monitor civilian aviation traffic as defined in appropriate flight plans and displayed from civilian Air Control Agencies and Authorities.
- Manage display of the Recognised Air Picture (RAP) and assist in production of the Common Operating Picture (COP), including production of the Air Component Commander Picture.
- Analyze completed Air Operations.
- Manage the Air-Specific Tactical data link network.
- • Allocate and task High Value (HV) Assets
- Support the Prioritised Defence Assets List (PDAL) creation process and develop the Air Defence design
- Support multiple simultaneous operations/exercises.

It is not expected that all of these functional requirements will be implemented at once (see Implementation Strategy section). SHAPE has determined a prioritised list of requirements that will allow for gradual implementation.

#### **4. Implementation Strategy:**

A spiral approach will be used for the implementation of the Air C2IS capability; this will entail a series of three increments. Each increment will include a sequence of design, development, testing and deployment activities and each will deliver a fielded baseline capable of supporting NATO military requirements. The present potential contract is for Increment 1 only (hereafter called Air C2IS-1). Increments 2 and 3 (Air C2IS-2 and Air C2IS-3) will be contracted at a later stage.

Air C2IS-1 will use a components based architecture approach for development. To achieve interoperability with ACCS, other Bi-SC AIS components (functional services and core services) and National systems, Air C2IS will support both the current standards of information exchange (ADatP3 formatted messages and Tactical Digital Information Link [TADIL] messaging) and emerging technologies such as web-services (Service Oriented Architecture [SOA]) and data replication mechanisms (C2IEDM/JC3IEDM).

Air C2IS-1 will deliver the Air C2IS Detailed Architecture and, based on this, implement the system's fundamental technical framework. It will satisfy the most critical operational requirements that are currently not satisfied by any system. This includes an automated capability for joint planning and coordination and information knowledge management. Also addressed will be the requirements for NRF.

Currently, the Interim CAOC Capability (ICC) system provides some automation of Air C2 processes at the operational level of command. This will remain in use providing complimentary functionality until Air C2IS-3 is available. Therefore it will be necessary to implement an interface with ICC as well.

Air C2IS-1 will also include procurement of hardware (HW) and COTS software (SW), fielding of the system, user documentation, training and operational support. Table 1 provide a list of sites to which Air C2IS will be fielded.

Headquarters Requiring Capability
<b>Fixed Sites</b>
SHAPE
JFC Brunssum
JFC Naples
JC Lisbon
CC Mar Northwood
CC Mar Naples
CC Land Heidelberg
CC Land Madrid
CC Air Ramstein
CC Air Izmir
Joint Warfare Centre (Stavanger)
JALLC (Monsanto)
JFTC Bydgoszcz
Training System
Reference System (NCSA)
Test-bed System (NC3A)
<b>Deployable Nodes</b>
NRF (Standby) Joint HQ
NRF (Standby) Air CC
NRF (Standby) Land CC
NRF (Standby) Maritime CC
NRF (Prep) Joint HQ
NRF (Prep) Air CC
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DCIS Baseline (access for eight units, each supporting both a NATO Secret & Mission Secret capability)

Table 1: List of Air C2IS sites

## REFERENCES

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### **3. Functionality:**

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Air C2IS-1 will use a components based architecture approach for development. To achieve interoperability with ACCS, other Bi-SC AIS components (functional services and core services) and National systems, Air C2IS will support both the current standards of information exchange (ADatP3 formatted messages and Tactical Digital Information Link [TADIL] messaging) and emerging technologies such as web-services (Service Oriented Architecture [SOA]) and data replication mechanisms (C2IEDM/JC3IEDM).

Air C2IS-1 will deliver the Air C2IS Detailed Architecture and, based on this, implement the system's fundamental technical framework. It will satisfy the most critical operational requirements that are currently not satisfied by any system. This includes an automated capability for joint planning and coordination and information knowledge management. Also addressed will be the requirements for NRF.

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JFC Naples
JC Lisbon
CC Mar Northwood
CC Mar Naples
CC Land Heidelberg
CC Land Madrid
CC Air Ramstein
CC Air Izmir
Joint Warfare Centre (Stavanger)
JALLC (Monsanto)
JFTC Bydgoszcz
Training System
Reference System (NCSA)
Test-bed System (NC3A)
<b>Deployable Nodes</b>
NRF (Standby) Joint HQ
NRF (Standby) Air CC
NRF (Standby) Land CC
NRF (Standby) Maritime CC
NRF (Prep) Joint HQ
NRF (Prep) Air CC
NRF (Prep) Land CC
NRF (Prep) Maritime CC
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Table 1: List of Air C2IS sites

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**Annex B to NC3A-BE/ACQ/ASRC/08/526**

Language of exclusion provision referred at paragraph 9 of NC3A-BE/ACQ/ASRC/08/256

“The Purchaser reserves the right to exclude the successful Contractor and its Sub-Contractors from the award of this Contract if the Contractor or its Sub-Contractors may be in a position to unfairly influence this contract as a result of being selected for the work performed or to be performed under the BI-SC AIS Programme Management and Integration Capability (BI-SC AIS PMIC) Contract PMIC.

This applies also to the Contractor's/Sub-Contractor's parent companies or subsidiaries unless the parent company or its subsidiaries will provide proof that they operate as a separate legal entity in a completely distinguishable and different business domain from that of the PMIC contract.”