

# Welcome to FY19 Meet-the-Corps Day(s)

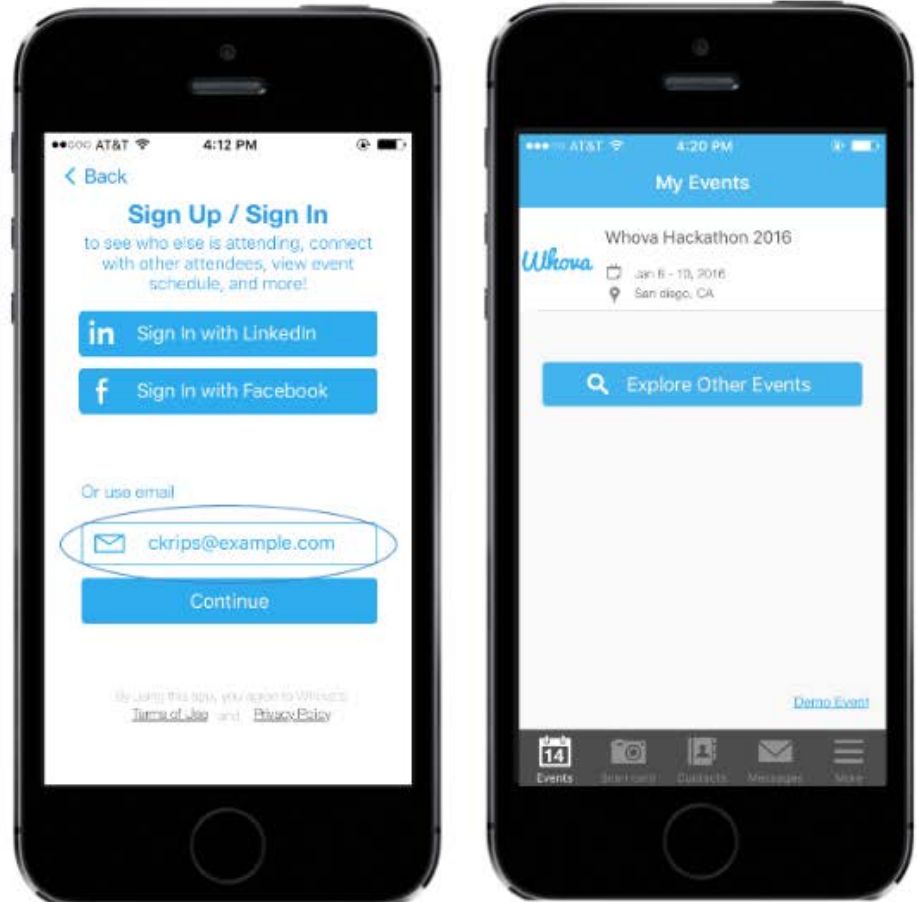
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# Welcome to FY19 Meet-the-Corps Day(s)



Stabilize Hillside/Restore Parking Areas  
W912BV14D0013  
Jack C. Montgomery VA Medical Center  
Muskogee OK



# SAME TULSA POST AND USACE TULSA DISTRICT MEET-THE-CORPS DAY(S) 20-21 FEB

**COL Christopher A. Hussin**  
**District Commander**

**J. Lee Conley P.E., PMP**  
**Deputy District Engineer, Programs  
and Project Management**

**Loretta Turner**  
**Chief , Military and Interagency  
Environmental Branch**  
**SWD Regional Planning and Environmental  
Center**

**Gene Snyman**  
**Deputy For Business Development**

Military



Multipurpose  
Reservoirs



Hydropower



Interagency and  
International  
Support



MKARNs



*"The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation."*



**US Army Corps  
of Engineers**





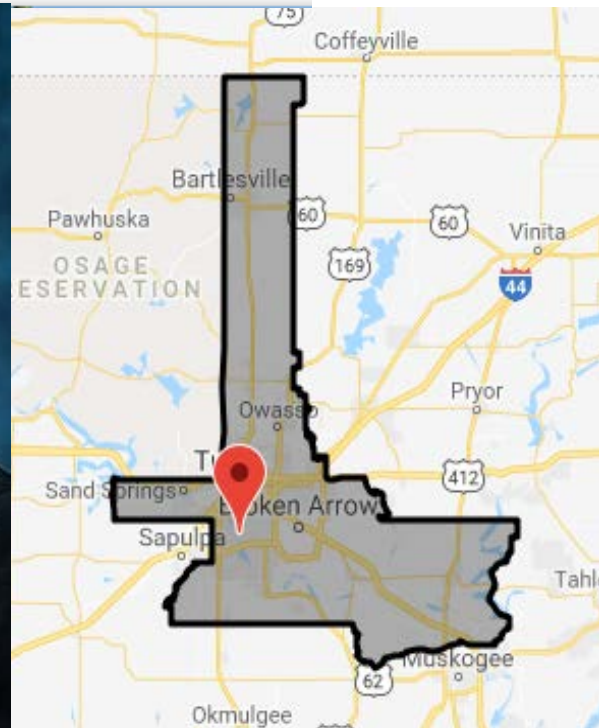
# Today's Schedule

1000	Opening	Gene Snyman, Deputy for Business Development
1010	Welcome	Erik Zoellner, Ed.D, TTC
1015	Gov/Industry Partnership	Congressman Kevin Hern
1025	Tulsa Post SAME Update	Anna Childers, Post President
1030	SAME National Update	Marvin Fisher, LEED-AP, FSAME / Principal, COL (USAF Ret)
1040	Event App Functions	Gene Snyman
1045	Tulsa District USACE Update	COL Chris Hussin, District CDR
1115	District Overview and Future Work	Lee Conley, Deputy-Program Mgm Loretta Turner, RPEC
1200	Lunch/Networking Break	
1230	Breakout Sessions	
	▪ Small Business Update	Gene Snyman, Angela Cash, Tere Shook
	▪ RPEC Update	Loretta Turner, Scottie Fiehler, Andrew Wright
	▪ Military Update	Patrick Beard – Chief Military Programs Michelle Lay– Acquisition Program Manager Shawn Painter-Chief of Engineering
1330	Face-to-Face with Tulsa District and Industry Representatives	
1630	Event Completion	
1530-1830	Extended Networking Session – El Guapo Mexican Restaurant 332 E 1 <sup>st</sup> Street, Tulsa, OK	





United States Representative  
**KevinHern**  
Serving Oklahoma's 1st District







**OBAN** Oklahoma Bid Assistance Network  
Procurement Technical Assistance Center



Society of  
**SAME**  
American Military Engineers





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- Networking – access to other attendees
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# Briefing Agenda

- District Mission and Vision (COL Hussin, Tulsa District Commander)
- Program Overview (Lee Conley, Director of Program Management)
  - ▶ Civil Trends
  - ▶ Military Trends
- Work Areas
  - ▶ Architecture/Engineering
  - ▶ Military – MILCON
  - ▶ Military – Sustainment, Renovation, Modernization
  - ▶ Civil – Construction
  - ▶ Civil – Service
- Environmental (Loretta Turner, Ch Air Force/Interagency Environmental Section, Regional Planning and Environmental Center)
- Small Business (Gene Snyman, Business Development)





# Tulsa District

COL Chris Hussin



US Army Corps of Engineers  
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## LTG Todd Semonite, Chief of Engineers on 2019 Engineer's Week





# TEAM TULSA

**MISSION:** We provide critical civil and military infrastructure and services, for present and future generations, to strengthen and protect the South-Central Region and the Nation.

## RESPECT

*We treat people with fairness and dignity. We conduct ourselves in a professional manner. We seek and value diverse opinions and perspectives.*

## TEAMWORK

*We are committed to each other and our shared goals. We thrive on open and honest communication and collaboration. We are selfless, candid and accountable. As a team, we are capable of more.*

## INTEGRITY

*We operate within the letter and spirit of the law; accountable and transparent in our deeds and in our words. We dutifully uphold our values in the face of adversity.*

## SERVICE

*We honor our internal and external commitments. We provide technically sound and timely solutions to our customers. We are good stewards of public resources and trust. We focus on the growth and well-being of each other.*

## ENTHUSIASM

*We are professionals who love what we do! An energetic, highly motivated workforce results in a superior product. No challenge is too great with a positive attitude. Let us try!*

**VISION:** An Empowered, World-Class Team, Delivering Solutions With Lasting Impact.



**#1 in Military Customer Satisfaction in 2017**



# Commander's Comments

- Partnership with Industry (Video)
- Commander's Assessment
- Design Work
- Border Wall
- MILCON
- SRM
- Civil Works





# Tulsa District

- 700 people
- Arkansas River and Red River Basins in Oklahoma, Southern Kansas and Northern Texas
- Major Missions of the Corps of Engineers
  - Support the War Fighter
  - Flood Risk Management
  - Navigation
  - Hydropower
  - Military Construction
  - Regulatory/Environmental
  - Homeland Security





# Tulsa District Program Priorities

- ✓ KC46A bed down mission at Tinker AFB and Altus AFB first A/C arrived Jan 2019
- ✓ Posturing for Future Airframe (B-21) program at Tinker AFB
- ✓ Veterans Affairs at Muskogee and OKC
- ✓ Responsive to Sustainment, Restoration and Modernization (SRM) for Army, Air Force and Interagency Support customers
- ✓ Support to Tribes
- ✓ Reducing Civil O&M critical backlog maintenance via design and workplan
- ✓ 2 Major Fast Track Studies: Keystone Dam Safety Mod and Tulsa-West Tulsa Levees
- ✓ 1 Construction Project: Arkansas River Corridor pending approval.



# District Areas of Interest

- ✓ Attractiveness of Federal Work?
  - Understanding the Market
  - Understanding Bidder Risks
  - Effect on Planning and Budgeting for Projects
- ✓ Predictability/Reliability of SRM projects and funding
- ✓ Predictability/Reliability of other Federal Agency projects
- ✓ Extent of Support to Southwestern Division and sister Districts
- ✓ Hydropower Projects

# SWT Military & Interagency Support Mission

DOE Pantex Plant,  
Amarillo, TX



Vance AFB



Tinker AFB



Oklahoma City VA  
Medical Center



Jack C. Montgomery  
VA Medical Center-  
Muskogee, OK

Altus AFB



Fort Sill



McAlester  
Army Ammunition Plant



Sheppard AFB,  
Wichita Falls, TX



- Engineering
- Construction
- Installation Support
- Environmental Management



# Tulsa District Military Program Trends

- MILCON - Military Construction
  - Assessment: INCREASING Projects aren't service "bill-payers"....yet.
  - KC46A (Tinker AFB for Depot Maint& Altus AFB for Training)
  - New: B-21 platform at Tinker AFB
  - FT Sill TRADOC mission
- SRM - Sustainment, Renovation, Modernization
  - Assessment: STABLE Same as last year
  - More SRM centralized control continues for Army and AF.
  - Healthy Defense Logistics Agency Support at Tinker AFB
  - Large building renovations, airfield pavement & small short duration projects
  - Larger dollar value projects (> \$4M)
- IIS - Interagency and International, Support Program
  - Assessment: STABLE VA, closing out PANTEX projects.
  - Veterans Affairs (VISN 19) at OKC and Muskogee VA Hospitals

# Architecture/Engineering

FY 18 – 150 AE (not Env) contract actions obligating \$21.5 M

- Access
  - ▶ SWT generally uses IDCs for AE work (FAR PART 36)
  - ▶ MILCON task Orders <\$400K will consider SB first (SWT Capacity, Other District Capacity, competed “C” contract) (DFARS 219.502-1)
  - ▶ Build exposure and local experience through teaming
- Current Capacity
  - ▶ Full Suite of AE contracts were established in 2015 and after with 5 year Periods of Performance (General AE (LB/SB), Mech/Elect/Fire Prot (SB), Geotech/Material Sampling (SB), Hydraulics & Hydrology (SB), Mapping & Surveying (SB))
- Future Capacity
  - ▶ FY19 General AE Services (5LB @ \$15M / 4SB @ \$6M) Award 3QFY19
  - ▶ FY19 AE Survey – Replace in Kind to W912BV16D003/4
  - ▶ FY19 AE Real Estate
  - ▶ FY20 AE Geotechnical
- Future Work
  - ▶ MILCON, SRM, Civil Works Construction/Services, IIS



# MILCON

## ▪ Access

- ▶ MILCON acquisition strategy based on complexity
- ▶ SWT does not maintain LB Construction IDIQs for MILCON – all competed
- ▶ Less complex discrete projects set aside-negotiated IDIQ, or competed
- ▶ Subcontracting performance is carefully tracked!

## ▪ MILCON (Working)

FY	Location	Title	ROM	S/UR	Adv	Awd
FY18	Tinker AFB	B9201 Program Office (PH 1)	\$25M-100M	UR	Feb-19	Apr-19
FY18	Altus AFB	DB-Fire-Rescue Station	\$10-\$25M	UR	Mar-19	Dec-19
FY19	Fort Sill, OK	Install Substation Interconnection	\$10M-\$25M	TBD	May-19	Jul-19
FY19	McAlester Army Depot	FY 19 Replace Bulk Diesel System	\$5M-\$10M	TBD	Aug-19	Sep-19
FY19	Tinker AFB	Commercial Vehicle Inspection Facility	\$10-\$25M	TBD	Aug-19	Nov-19
FY20	Fort Sill, OK	AIT Barracks Complex Ph2	\$25-\$100M	UR	Aug-19	Dec-19
FY20	Tulsa, OK	138th FW Fuel Storage Complex	\$10-\$25M	TBD	Dec-19	Mar-20
FY20	McAlester Army Depot	FY 21 Ammunition Reclamation Center	\$25M-\$100M	UR	Jan-21	Mar-21
FY21	Tinker AFB	KC-46A Depot MX Complex Ph3	\$25-\$100M	TBD	FY21	FY21



# MILCON

- MILCON (Working)

FY	Location	Title	ROM	S/UR	Adv	AWD
FY19	Tinker Air Force Base, OK	Acoustic/Exhaust Revitalization	\$10-\$25M	SB	TBD	TBD
FY19	Vance Air Force Base	OH to UG Conversion	\$10-\$25M	TBD	TBD	FY19
FY19	Sheppard Air Force Base, TX	Circuit 4/11 OH to UG	\$10-\$25M	TBD	TBD	Jul-19
FY19	Sheppard Air Force Base, TX	Repair Tech Training Ctr Bldg 1020	\$10-\$25M	TBD	TBD	FY19
FY20	Sheppard Air Force Base, TX	Renovate Bldg 920	\$10-\$25M	TBD	TBD	Feb-20
FY20	Sheppard Air Force Base, TX	Aircraft Maint Hanger (MILCON)	\$10-\$25M	TBD	TBD	FY20
FY20	Sheppard Air Force Base, TX	B242 Replacement	\$10-\$25M	TBD	TBD	FY19
FY20	Sheppard Air Force Base, TX	B244 Replacement	\$10-\$25M	TBD	TBD	FY20
FY20	Sheppard Air Force Base, TX	Civil Engineering Technical Training Complex (MILCON)	\$50-\$100M	TBD	TBD	FY20
FY20	Sheppard Air Force Base, TX	ENJJPT Complex PH II/III (MILCON)	\$50-\$100M	TBD	TBD	FY20
FY20	Sheppard Air Force Base, TX	Child Development Ctr	\$10-\$25M	TBD	TBD	FY20
FY20	Sheppard Air Force Base, TX	B402 HVAC Renovation	\$5M-\$10M	TBD	TBD	FY20





# Sustainment, Renovation, Modernization (SRM)

(Tinker AFB, Vance AFB, Sheppard AFB, Altus AFB, Ft. Sill)

- Access
  - Most SRM requirements awarded through existing IDIQs
  - Reputation gained through local experience important
  - Build experience
    - Teaming and Subcontracting
    - Other federal and installation contracts
    - Civil-Works Projects
  - 8a, HUBzone, WOSB, SDVOSB designation; discriminators that tip the scale
- Current Capacity (After FY17)
  - SDVOSB, HZ, WOSB D/B MATOCs (\$49.5M/ea) awarded in FY17
- Future Capacity (NAICS 236220)

➤ D/B MATOC (WOSB, HZ, SDVOSB)	\$49.5M	FY20
➤ D/B SATOC (TBD)	\$24.5M	FY20
➤ D/B POCAs(8a)	\$4M	FY19/FY20
- Future Work
  - Total FY19 Expected SRM TBD \$100M (historical norm)





# Civil Works Mission Areas

## Water Supply

- 60% of Corps water supply contracts
- 27 lakes, 140 water supply customers
- 2.2 million people served



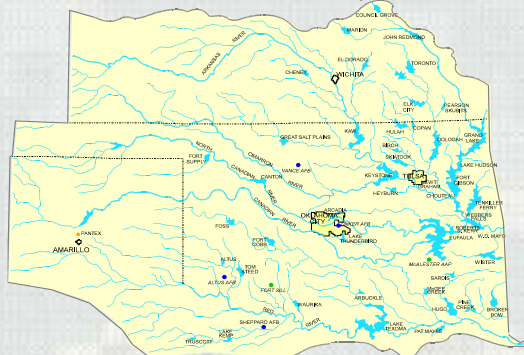
Tenkiller Lake

## Water Quality

- Enhances municipal, industrial, irrigation usage
- Protects endangered species
- Improves degraded streams



Red River Chloride, Area VI



## Hydroelectric Power

- 8 power plants produce 585,000 kw capacity
- Generates power to 8 million customers



Denison Dam Turbine

## Recreation

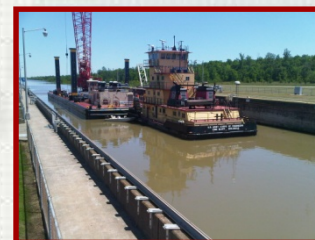
- 267 recreation areas at 33 projects
- 22.5 million visitors



Hawthorn Bluff Beach, Oolog Lake

## Inland Navigation

- 5 locks & dams
- 3 major ports



McClellan-Kerr Arkansas River Navigation System (MKARNS)

## Flood Risk Management

- 38 Corps dams + 12 others
- 15,950,000 acre feet of flood storage
- Arkansas River Basin: \$18.4B in cumulative flood damage reductions
- Red River Basin: \$5.2B in cumulative flood damage reductions



Denison Dam, Lake Texoma

## Environmental Stewardship

- 1.1 million acres of Federal land
- 660,000 acres of wildlife management areas



Tenkiller Lake Low Flow Pipe and SDOX

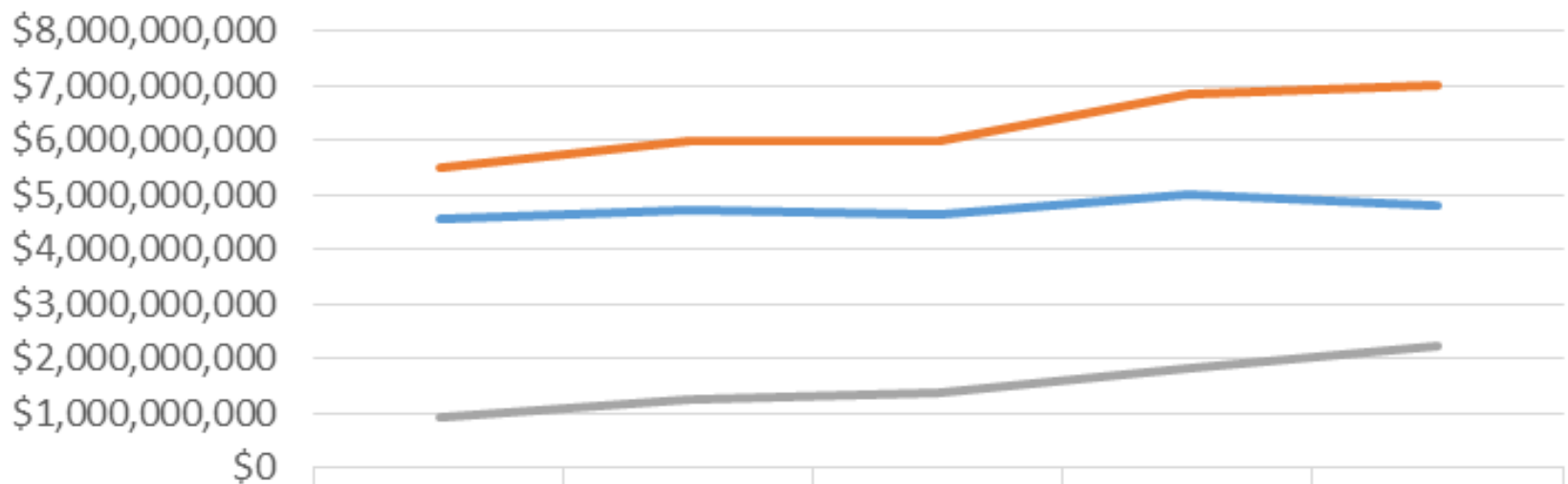


# Tulsa District Civil Works Trends

- Investigations
  - Assessment: INCREASING PAS&T steady
  - Feasibility: 2 studies underway. Most decision-making /approvals delegated to Regional level; ie faster track
  - Planning Assistance to States and Tribes (PAS&T): Receive on average \$500k per year
  - Currently \$1.9M toward completion of water resources initiatives in OK, KS and with the local Tribes
- Construction
  - Assessment: DECREASING In a trough between Dam rehabs and studies maturing into construction.
  - Closing out two projects - \$0 budgeted in FY19.
  - Hydropower: \$500M Major Rehabilitation Program over the next decade funded directly from Southwestern Power Administration, not in budget
- Operations and Maintenance:
  - Assessment: STABLE Exploring risk-based prioritization on high dollar items
  - Backlog on aging infrastructure marches forward; maintenance needs prioritized at the district and competed nationally
- Support to Tribes:
  - Assessment: STABLE
  - Technical support to 12 tribes for \$20M in construction.
  - Tribal Partnership Program (TPP) water resource study \$500k, full Federal

# Corps of Engineers Appropriations Trends (National)

COE National Appropriations

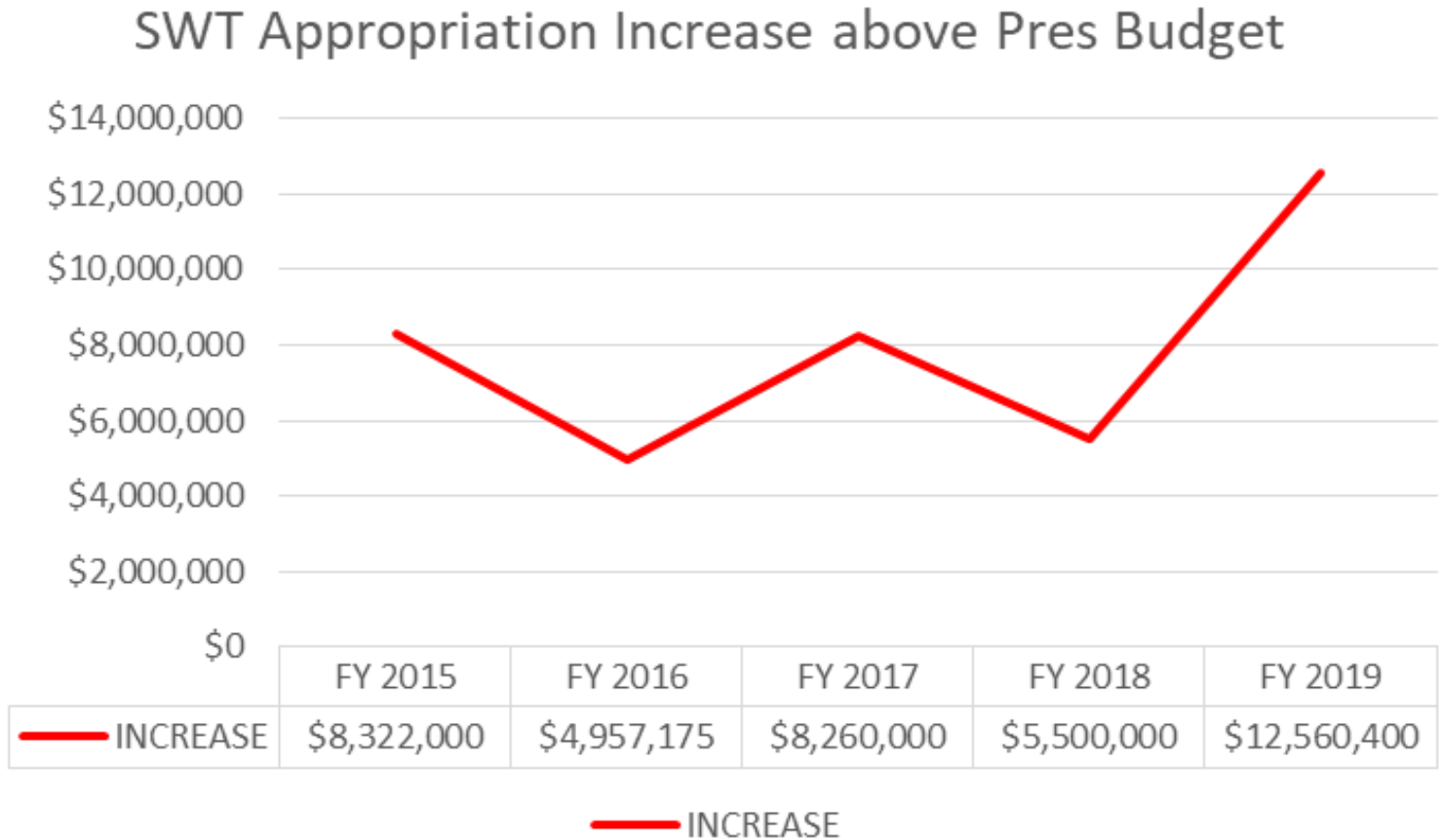


	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PB	\$4,561,000,0	\$4,732,000,0	\$4,620,000,0	\$5,002,000,0	\$4,785,000,0
WP	\$5,483,000,0	\$5,989,000,0	\$6,000,000,0	\$6,827,000,0	\$6,999,000,0
INCREASE	\$922,000,000	\$1,257,000,0	\$1,380,000,0	\$1,825,000,0	\$2,214,000,0

PB WP INCREASE



# Tulsa District Civil Works Appropriations Trends



# Civil Works

## Non-Routine Maintenance

- Access
  - ▶ Often open competed contracts due to specialized work
  - ▶ Respond to Sources Sought!!
  - ▶ Team with specialists
- Current Capacity
  - ▶ Any of our D/B Construction capacity may be used if appropriate
- Future Capacity
  - ▶ Additional CW (horizontal construction) POCA and/or CW MATOC possible
- FY 19 Schedule Maintenance Work (Advertise & Award Dates see forecast)

Location	Description	ROM	S/UR
Eufaula Lake, OK (In FBO)	Replace Spillway Bridge	\$10M-\$25M	UR
Heyburn Lake, OK	Repair Dam Embankment	\$1M-\$5M	SB
Hugo Lake, OK	Replace Project Office Roof	\$500K-\$1M	SB
Webber's Falls, OK	Rehab/Paint Tainter Gates	\$5M-\$10M	TBD
Pat Mayse Lake, TX	Road Repair	\$500K-\$1M	SB
Oologah Lake, OK	Road Repair	\$500K-\$1M	SB
Marion Lake, OK	Replace Spillway Bridge	\$1M-\$5M	UR



# Civil Works (Service)

- Project Offices at lakes utilize revolving service contracts for Mowing, Janitorial, Park Cleaning, Debris Removal etc.
  - ▶ Good way to gain experience with the district as stepping stone to other work
- Access – Do your homework
  - Who are the POCs? Operation Project Managers, Lake Managers
  - When will the cycle (1+4) on that contract come available? Normally all awarded by 2<sup>nd</sup> QTR
  - Where is the work; go visit site and ask questions
  - How will it be advertised? SB set-aside for all work under \$150k
  - Talk to OBAN/PTAC who can help you research a fair and reasonable bid price based on previous contract awards
- ▶ Talk to SB Deputy/Lake Managers
- Current Capacity
  - ▶ Typically do not use IDIQ contract for area service requirements.
- Typical Projects

Location	Project	Advertise	Award
Arcadia Lake, OK	Mowing & Herbicide	In FBO	MAR2019
Sardis Lake, OK	Mowing	In FBO	MAR2019
Pat Mayse Lake, TX	Janitorial	In FBO	MAR2018



# REGIONAL PLANNING AND ENVIRONMENTAL CENTER

## SOUTHWESTERN DIVISION

Loretta Turner  
Military & Interagency Environmental Branch  
RPEC  
2019 Meet the Corps, Tulsa  
20 February 2019



File Name



# MISSION / PEOPLE / TEAMWORK



US Army Corps  
of Engineers



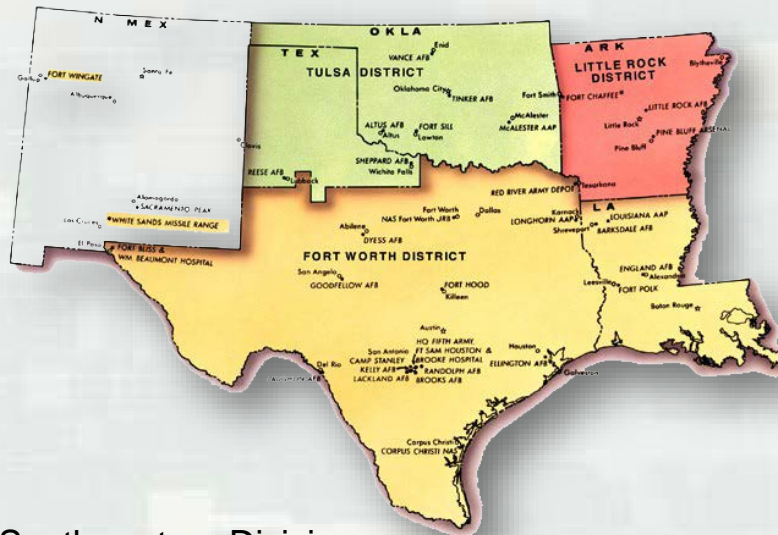


# Regional Planning and Environmental Center (RPEC) Contracting Opportunities at a Glance

- The RPEC is responsible for all military reimbursable Environmental and Master Planning Program work within the Southwestern Division boundaries
- RPEC is also charged with Planning and Environmental Support of the Regional Civil Works Mission
- RPEC is supported by both Tulsa and Fort Worth Contracting Offices (monitor both in FEDBIZOPS)
- Majority of reimbursable program requirements are awarded through existing IDCs and MATOCs



# RPEC Service Areas



Southwestern Division

- Military/Reimbursable Environmental Services
- Military Munitions Support Services
- Master Planning (Military and Civil)
- Civil O&M Master Planning
- Civil Works Planning and Environmental



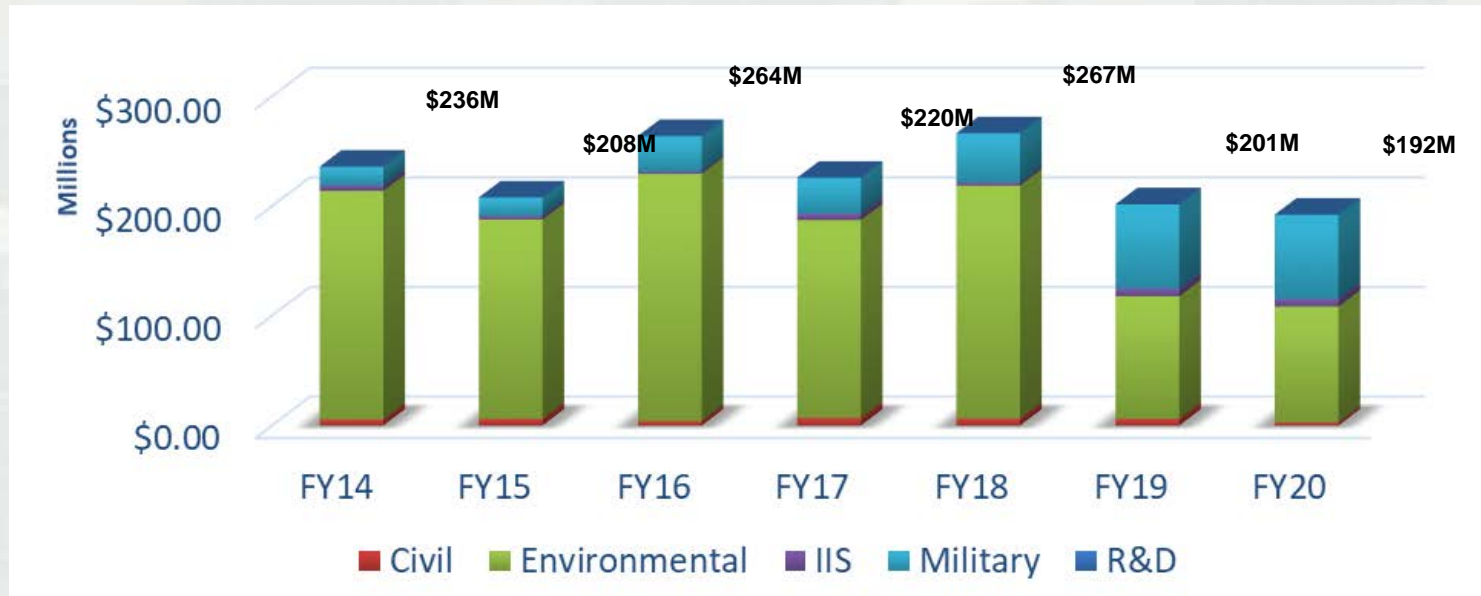
Pacific Ocean Division

- Military Master Planning





# RPEC Program Execution and Obligations



IIS – Interagency and International Services (non- DoD Reimbursable)



# RPEC Representative Partners/Customers

- IMCOM Headquarters
- Air Force Civil Engineer Center (AFCEC)
- Joint Base San Antonio
- Fort Polk
- Marine Corps Air Station Iwakuni (Japan)
- U.S. Army Garrison Hawaii
- Fort Hood
- Tinker AFB
- Customs and Border Protection





## RPEC Contract Acquisition FY19 Update (Dec 2018)

Contract (Type)	Value	Business Class	Planned RFP	Planned Award
A-E: Master Planning Services (IDC)	\$49.9M	SB & LB	Under Selection	2 <sup>nd</sup> Quarter 2019
A-E: Environmental Services (IDC)	\$49.9M	SB & LB	Under Selection	3 <sup>rd</sup> Quarter 2019
ECS: Cultural Resources (SATOC IDC)	\$9.9M	SB	March 2019	June 2019
ECS: Environmental Services (MATOC IDC)	\$20.0M	Hub Zone	May 2019	July 2019
ECS: MEGA MATOC IDC	\$50 M	8(a)	Oct 2019	Feb 2020
ERS: Remediation Services (MATOC IDC re-advertise – Tulsa)	\$45.0M	SB	Feb 2019	June 2019
ERS: Optimized Remediation Contract OK/AR Group (C-Type)	TBD	TBD	Aug 2019	2 <sup>nd</sup> Quarter 2020
ERS: Camp Robinson MEC Removal (C-Type)	TBD	TBD	Aug 2019	2 <sup>nd</sup> Quarter 2020
ERS: Optimized Remediation Contract Texas Group (C-Type)	TBD	TBD	Oct 2019	3 <sup>rd</sup> Quarter 2020

NAICS Codes: ERS: 562910, ECS: 541620, A-E: 541330



## Military & Interagency Environmental Branch

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VACANT

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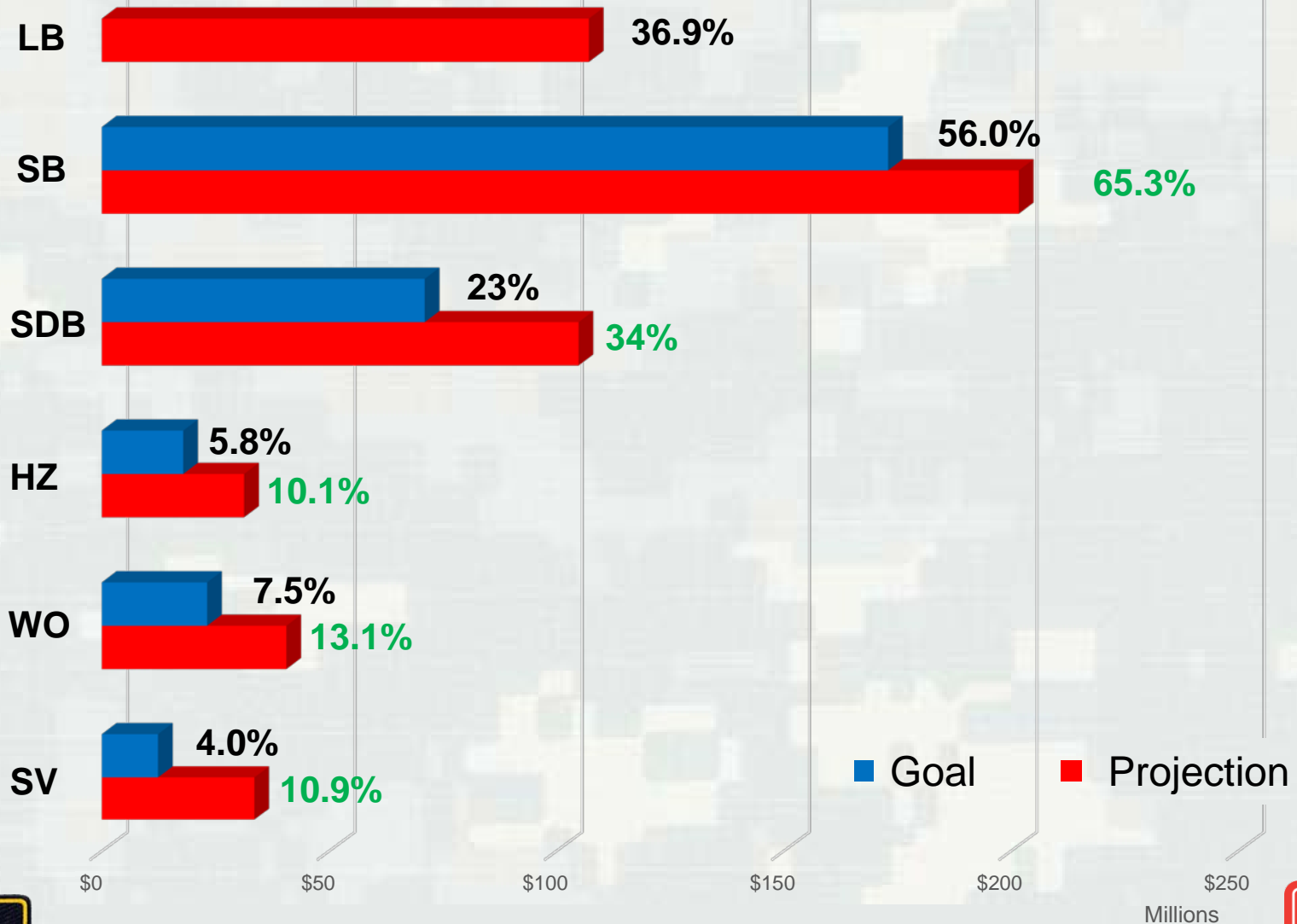
Chief, Civil Master Planning Section

VACANT





# FY18 Small Business Status



# Small Business Advice



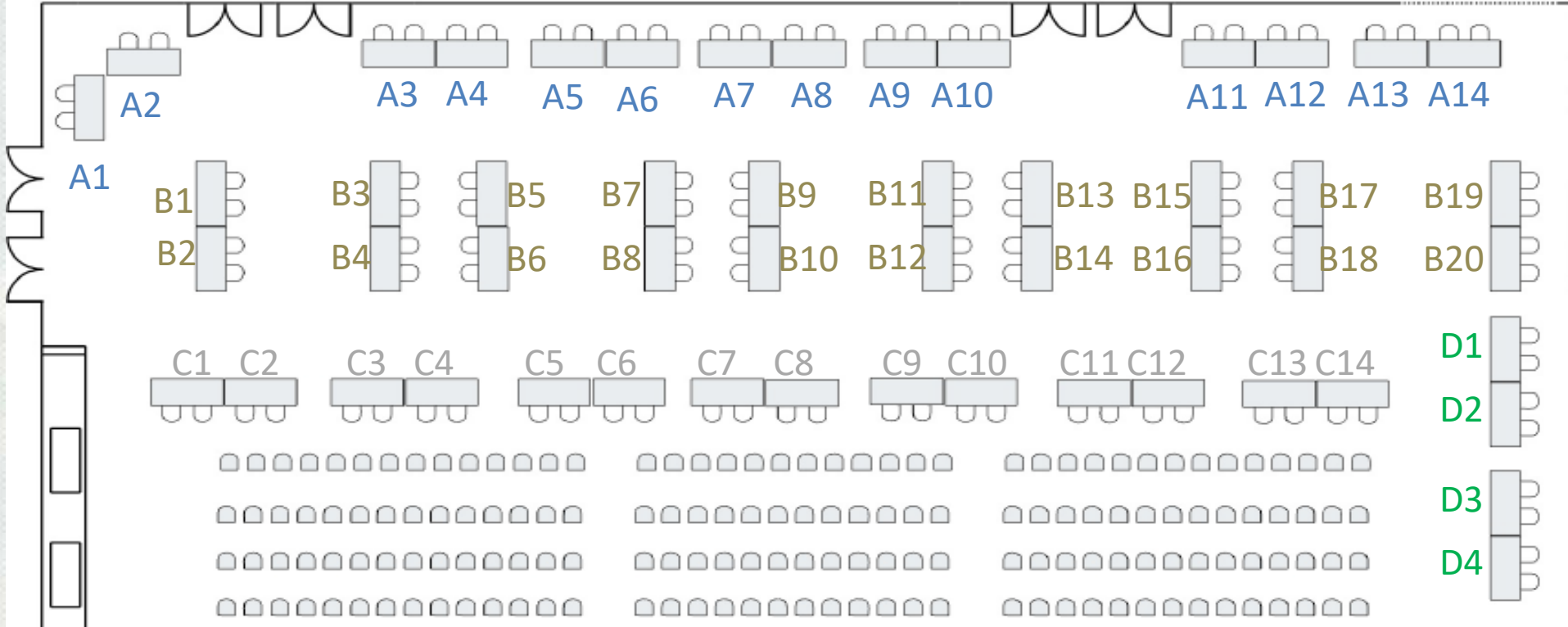
- Start Small and Be Patient
- Don't Over-Commit
- Build Experience through Teaming and Subcontracting
- Consider Multiple Certifications
- Build Relationships - Get to Know SBD and PMs
- Use Procurement Technical Assistance Program
- Network through SAME
- “W912BV” in Federal Business Opportunities ([www.fbo.gov](http://www.fbo.gov))
- Safety is Critical
- Subcontracting Plan Matters**

## WOSB



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## USACE Staff

A1	EM/DSPC	A2	Contracting
A3	Contracts	A4	PPMD
A5	PPMD	A6	PPMD
A7	E&C	A8	E&C
A9	E&C	A10	E&C
A11	Ops	A12	Ops
A13	Ops	A14	Ops

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B9	Olsson	B10	Guernsey-HNTB
B11	Arcadis	B12	Tuck Mapping
B13	Southwind	B14	Tetra Tech
B15	Harper	B16	AmaTerra
B17	AECOM	B18	Mead & Hunt
B19	Jacobs	B20	HDR

## Silver Sponsors

C1	GUY/A&M	C2	Algonquin/CCI
C3	Wyandotte/QRI	C4	AGEISS Crossland
C5	KFS/Kiewit	C6	Cytergy/Weston
C7	GEO Northwind	C8	Leidos Whitetail
C9	Equss MacArthur	C10	Ross Garver
C11	Continental Philadelphia	C12	Snyder Otie
C13	USACE-Little Rock/SBA	C14	Tinker AFB SB

## Agencies

D1	OBAN/PTAC
D2	OBAN/PTAC
D3	OBAN/PTAC
D4	OBAN/PTAC
D5	
D6	

# Questions?

Gene Snyman

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918-669-7010

*Forecast Push Distro*

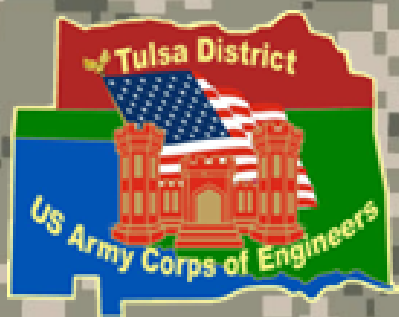
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# Pre-Award Lessons Learned

- **Read** the solicitation carefully; each solicitation stands on its own.
- **Ask questions** during the solicitation phase. Ensure that you understand what is required by the solicitation.
- Read the solicitation **prior to the pre-proposal meeting**.
- Know which **evaluation criteria** are more important than others; the relative weights of the criteria are in the solicitation. Know the importance placed on technical merit versus cost/price as stated in the solicitation.
- Know the **basis of award** as discussed in the solicitation:
  - ▶ Technically-Acceptable, Lowest-Price or the Trade-Off method.
  - ▶ With or without discussions (may not get a chance to improve your proposal)
- To reduce risk, the Government looks for past experience relevant to the work required by the Statement of Work/Specifications. Therefore, **technical experience** that qualifies a firm to do the work described in the solicitation is most valuable.
- If your firm is lacking in experience in an area of work, you may **consider joint ventures or teaming** as a subcontractor with a firm who gets an award in order to gain experience.
- Do not fill the proposal with "fluff"; the source-selection board is **not looking for marketing brochures**. Respond thoroughly in the technical proposal to each factor and sub-factor listed in the solicitation with substantive information directly relating to the factors and subfactors. Missing information results in a deficiency. .
- Take **page limits** seriously!
- Highlight and deficiencies up front and **understand the risk**.





# Pre-Award Lessons Learned

- **Format** your technical proposal factor by factor, subfactor by subfactor as listed in the solicitation. If your response to a factor or subfactor is a repeat of information you have in another area in the technical proposal, offerors may cross reference but make sure it is very clear. **Don't make the Board search** for the information.
- The cost/price and technical proposals **are two separate documents**. Do not cross reference between them. All information asked for by the RFP should be contained in the technical or cost/price proposal as required even if there appears to be duplication.
- Prepare cost/price proposals as stated in the solicitation. Ensure that all required forms and documents are completed as indicated and are furnished with the proposal. Include all detail necessary to clearly substantiate prime and subcontractor labor rates, other direct costs, and markups proposed. **Detail is key in your cost / price proposal**. More detail is better than less.
- Respond fully to discussion questions/issues (if the Government elects to enter into negotiations). Ask for clarification if the Government's questions are not clear.
- Write your proposal as if you have never done business with the Government or Tulsa Dist. **Do not rest on the assumption we know your firm** and what your capabilities are. Past information and experience with your firm can not be used in the evaluation of your firm's technical proposal (with the exception of the factor for past performance) or cost/prices.



# Post-Award Lessons Learned

- Read the contract carefully and thoroughly!
- Understand the importance of submittals required before notice-to-proceed is issued. Delays in submittals do not constitute a valid delay of schedule.
- Identify any problems you may have with contract reporting requirements such as Resident Management System early in the process.
- Attend site visits, ask questions, and seek clarification of any unclear aspects of the Statement of Work.
- The Government staff on site must balance the development of and assistance to small businesses with customer requirements quality and schedule.

