

U.S. ARMY CONTRACTING AGENCY



CONCEPTUAL ACQUISITION STRATEGY

Director of Contracting



Administrative Remarks

- Copies of the slides presented to the U.S. Army Environmental Command (USAEC) website: <http://aec.army.mil/usaec/business>
- Questions may be asked during presentations, but the responses/answers may be deferred to the Panel Discussion and Question and Answer portion of the conference
- One-on-one sessions have been completely scheduled for Compliance. One session is available for Management/ Professional Services. 5-7 sessions remain for Natural and Cultural.



Conference Goals

- To further the dialogue with industry regarding the conceptual acquisition strategy and the draft Performance Work Statement for each environmental enterprise area.
- To gain industry's input/ideas regarding the socioeconomic approach to this acquisition
- To gain Industry input/ideas as related to composition of Sections L and M of the Request For Proposal (RFP)
- To provide answers to questions submitted by industry
- To encourage Industry to be an active participant in the acquisition process from the beginning
- To allow industry to network and form teams



Conference Disclaimer

- The answers we provide today reflect things as we know them today and things may change as we get smarter through our dialogue with industry and the people we report to
- Censeo Consulting Group Inc. supports the Installation Management Command (IMCOM) and USAEC in the area of strategic sourcing. Censeo has not been involved in reviewing capability statements or assisting in preparing the performance work statements or the conceptual acquisition strategy. Censeo may be involved in these activities in the future.



One-on-One Sessions

- Government would prefer to hear questions, comments, ideas regarding the conceptual acquisition strategy
- Government doesn't need to hear information on the capabilities of your company or team (that should have been submitted as part of the sources sought)
- The contractor drives the session
- There are no prepared Government questions
- No topic is restricted and good ideas will be cheerfully used by the Government
- Answers provided at the one-on-ones reflect things as we know it today and may not necessarily be true tomorrow



Acquisition Strategy Considerations



➤ Acquisition Strategy Issues to Consider

- Effort is fundamentally about finding qualified personnel to perform specific environmental services or deliverables at multiple and diverse locations
- Support required at all Continental United States IMCOM installations (plus Alaska and Hawaii)
- Significant organizational change management challenges
- Success of multiple award indefinite delivery/indefinite quantity (ID/IQ) contracts in lowering incurred costs especially with competition at the task order level
- Multiple Award ID/IQ Contracts can be organized geographically, by specific task areas, by business size, by customer, or other combinations as driven by the nature of the requirement, the needs of the customer, and/or the nature of the contractor community



Acquisition Strategy Considerations



- Acquisition Strategy Issues to Consider Continued
 - 4 Separate and distinct multiple award contracts are being considered (Environmental Compliance, Cultural Resources, Natural Resources, and Management/ Professional Services)
 - Sources sought issued, in part, to determine if a further breakdown required (geographic, unrestricted, task, etc.)
 - IMCOM anticipates that less than 20% of value to be used in first 2 years and 80% in last 3 years
 - Impact on existing Army Corp of Engineers contracts
 - The program ceiling for each contract represents the total value of all task orders issued under that contract



Acquisition Strategy Considerations



- Acquisition Strategy Issues to Consider Continued
 - Ability of small business (SB) to prime
 - Costs to small business to compete at both contract and task order levels
 - 2/3 IMCOM environmental contractors small but large business accounts for 2/3 of the dollars
 - SB prime ability to comply with Federal Acquisition Regulation (FAR) Clause 52.219-14 Limitations on Subcontracting (50% rule) at contract level
 - NAICS code selection (studies/reports not remediation or clean-up)
 - Large business expertise may be required in certain task areas
 - Number of awards required to support competition at task order level



Environmental Compliance Suite



- \$230M Program Ceiling
- 6-8 awards anticipated based on North American Industry Classification System (NAICS) Code
- What the sources sought told us:
 - Number received: 24 small/2 large
 - 5 of 26 submitted considered highly viable
 - Small Business set-aside possible, but ability to obtain task order competition to cover all locations remains a concern
 - Actual remediation work not part of contract, but was over relied upon as an experience indicator
 - Specific companies did not address or demonstrate experience in all compliance disciplines: Clean Air Act (CAA), Clean Water Act (CWA), Resource Conservation and Recovery Act (RCRA), Safe Drinking Water Act (SDWA), and Emergency Planning And Community Right To Know Act (EPCRA)



Environmental Compliance Suite



- What the sources sought told us:
 - Approach to staffing in areas where core experience is not evident will need to be addressed OR
 - Teaming arrangements may need to be more robust to cover all environmental disciplines at all performance locations OR
 - Government may need to take a 3 of 5 environmental discipline approach as part of the evaluation/award decision



Cultural Resources Suite

- \$45M Program Ceiling
- 2-4 awards anticipated based on NAICS Code
- What the sources sought told us:
 - Number received: 10
 - 2 of 10 submitted considered viable but with some reservations
 - Small Business set-aside possible, but ability to obtain task order competition to cover all locations remains a concern
 - Need industry to better express ability to support the northeast, northwest, and southwest
 - Approach to staffing in areas where core experience is not evident will need to be addressed OR
 - Teaming arrangements may need to be more robust to cover task areas at all locations OR
 - Government may need to break this into eastern and western contracts
 - Cooperative agreements may be more appropriate for this area and may lower the program ceiling



Natural Resources Suite

- \$105M Program Ceiling
- 3-5 awards anticipated based on NAICS Code
- What the Sources Sought told us:
 - Number received: 22
 - 5 of 22 submitted considered viable but with some reservations
 - Small business set-aside possible, but ability to obtain task order competition to cover all locations remains a concern
 - Need industry to better express ability to support the northwest
 - Approach to staffing in areas where core experience is not evident will need to be addressed OR
 - Teaming arrangements may need to be more robust to cover task areas at all locations
 - Cooperative agreements business model may be more appropriate for this area and may lower the program ceiling
 - RFP will need to require more detail on what past projects were and what they did



Management/Professional Services



- \$190M Program Ceiling
- 5-7 Awards Anticipated based on NAICS Code
- Task orders may involve assisting the Government with writing performance work statements, inspection/review of work performed under the other contracts
- Organizational conflict of interest (OCI) restriction:
 - Prime contractor cannot be prime on the other 3 contracts
 - Prime can be a subcontractor on other contracts
 - OCI applied at the task order level
 - Firewall provisions will need to be addressed as part of the RFP



Management/Professional Services



➤ What the Sources Sought told us:

- Number received: 14 (12 small and 2 large)
- 2 of 12 submitted considered highly viable
- Small Business should have been capable, but information submitted insufficient to support at this point
- Small business didn't demonstrate the ability to support all environmental disciplines (sustainability, clean-up, compliance, conservation, National Environmental Policy Act, Base Realignment and Closure (BRAC), operational range and training support, and environmental public affairs)
- Response focus was on tasks (training, meetings, technical support), but lacked the context of the disciplines
- Government may need to request additional information from industry



Conceptual Proposal Format

- Volume I, Request For Proposal Documents, orig + 5 copies, + 1 CD-ROM
- Volume II, Technical Proposal, orig + 5 copies, + 1 CD-ROM
- Volume III, Past Performance, orig + 5 copies, + 1 CD-ROM
- Volume IV, Price Proposal, orig + 2 copies, + 2 CD-ROMs
- Page limit on Part II, Technical Proposal = 40 pages
- Page limit on Part III, Performance = 25 (with some exclusions)

*Microsoft Office 2003 Word and Excel (Spreadsheets to include formulas)



Conceptual Proposal Format



- Volume I, RFP documents
 - Section A – Standard Form 33 with original signature
 - Section K – Representations, Certifications, and Other Statements of Offerors
 - Executive Summary – Summary cover letter to the RFP providing: Proposal POC and phone number; list of proposal contents; Offeror's cognizant Defense Contract Audit Agency (DCAA) office, POC and phone number; list of subcontractors by task areas where they are expected to perform, breakdown of percentage of work expected to be performed by prime and each individual subcontractor
 - OCI Mitigation Information



Conceptual Proposal Format

- Volume II, Technical/Staffing Proposal (cannot contain any cost/price information)
 - Part A, Technical/Staffing Approach. Demonstrate an understanding of the technical requirements of the PWS and provide a staffing approach/plan that includes the qualifications for each labor category proposed and the staffing/retention approach for tasks at locations where the offeror currently doesn't have a presence. (Staffing qualifications for each labor category excluded from technical proposal page count)
 - Part B, Sample Task – Demonstrate the ability implement the proposed technical/staffing approach at the task order level. Demonstrate the ability to perform all tasks in the sample task, provide a staffing plan for the sample task to include identifying proposed labor categories and hours.



Conceptual Proposal Format

- Volume III, Past Performance Proposal- Consists of relevant past experience for the prime and all subcontractors. Past performance will need to demonstrate both relevant experience by task area and the quality of that performance.
 - Relevant experience will be defined as work performed within the last 3 years, similar in size, scope and complexity to work identified in the PWS
 - Past performance can include work with federal, state, local governments, and private sector clients
- A subcontracting proposal submission may be added to promote the use of Small Disadvantaged Business, HubZone, and Service Disabled Veteran Owned small businesses



Conceptual Proposal Format

➤ Part IV, Price Proposal

- Pricing matrix identify consolidated (prime plus subcontractor) loaded labor rates for all proposed labor categories
- Subcontractor labor cannot be proposed as an other direct cost
- Identify overhead, General & Administrative (G&A), and profit rates
- Rates based on work being performed “off-site”
- A discount rate for work where the Gov’t provides office space will be required
- Pricing matrix establishes the “price list” ceiling for the contract
- Labor rate will be based on the contractor or Government identified place of highest cost of performance
- Service Contract Act will apply at the task order level
- Provide separate price proposal for the sample task order to include hours by labor category



Conceptual Evaluation Approach



- Hybrid technical qualified/past performance and price best value trade-off approach
- Technical/Staffing proposal will be evaluated as “highly qualified (HQ)” or “not highly qualified (NHQ)”
- The “HQ” approach establishes upfront the best value characteristics the Government desires in a successful offeror
- A “HQ” contractor must demonstrate a thorough understanding of the environmental services requirements of IMCOM within the context of the technical requirements of the PWS and the sample task



Conceptual Evaluation Approach



- Evaluation of Past Performance and Price Proposals will only be performed on “HQ” offerors
- Best Value trade-off may occur between Past Performance and Price only after the determination of “HQ” technical proposal
- Past Performance is more important than Price
- A subcontracting evaluation criteria may be added for SDB, HubZone, and Service Disabled Veteran Owned (and if used will be of slightly less importance than past performance and more important than Price)
- Price analysis will be performed on the price matrix and the sample task
- The Offerors’ price proposal must demonstrate the fair and reasonableness and price realism of their overall loaded labor rates and mark-up rates for both the price matrix and sample task



Other Award Considerations

- Number of awards made in each suite will be driven by:
 - Quality and number of offers received
 - Capacity needs of the customer
 - Need to ensure healthy competition at the task order level
 - Program ceiling and the need to optimize the number of awards needed to meet the ceiling over the life of the contract
- Contemplate award without discussions
- Competitive range will be established if discussions are conducted



Conceptual Business Arrangements



- Multiple ID/IQ contracts with a base and four one-year option periods
- Task Order pricing arrangements will include – Firm Fixed Price, Time and Material, Labor Hour, and hybrids as required (incentive arrangements are also permissible)
- Anticipate majority of awards to be Firm Fixed Price
- The Fort Bragg Directorate of Contracting will administer the 4 basic contracts and will compete/award/administer task orders for USAEC and Fort Bragg
- Other Army Contracting Offices will have authority to compete/award/administer their own task orders



What's next?

- Finalize the Acquisition Strategy for each enterprise area
- Prepare and submit the Acquisition Strategy for Services Plan for approval for each enterprise area – Apr 2008
- Prepare the Draft Request for Proposal for each enterprise area and provide to industry for comment – Jun 2008
- Conduct Industry Conference to discuss the Draft RFPs – Jun 2008
- Issue the final RFPs – July 2008
- Receive and evaluate proposals – Aug/Sep 2008
- Make Contract Awards – Dec 2008
- Conduct debriefings – Dec 2008



What We Need From Industry

- Your continued support of in the dialogue between Government and industry on this acquisition
- Your active participation in the development and review of documents
- Comments/questions on what you heard at this and future meetings/conferences
- To respond to future e-mails as the Government will need to clarify information submitted as part of the sources sought (it won't be contractor specific)
- To provide any good ideas or suggestion on submission instructions, evaluation criteria, etc..



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