

# Welcome to FY18 Meet-the-Corps Day

Water and Sewer System Project  
City of Yukon, OK  
Terra Construction, Inc. OKC





# USACE Tulsa District and Tulsa SAME Post Meet-the-Corps Day 2018

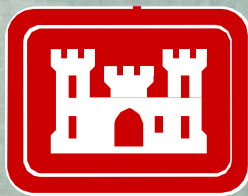
COL Christopher A. Hussin  
District Commander

Wade Anderson  
Acting Deputy District Engineer,  
Program Management  
Chief of Engineering/Construction Div

Loretta Turner  
Chief Air Force/Interagency Environmental  
Section, M&IE Branch, Regional Planning and  
Environmental Center

Gene Snyman  
Small Business Deputy

8 February 2018



US Army Corps of Engineers  
BUILDING STRONG®





# Today's Schedule

1000	Opening	Gene Snyman
1010	Welcome	Erik Zoellner, Ed.D, TTC
1015	Oklahoma Bid Assistance Network	Angela Cash, Owasso TTC
1020	Small Business Administration	Terri Shook, SBA
1025	Welcome	COL Chris Hussin, District CDR/Post Pres
1045	District Overview and Future Work	Wade Anderson, Acting Deputy-Program Mgm Loretta Turner, RPEC
1130	Lunch/Networking Break	
1200	Breakout Sessions	
	▪ Subcontracting Expectations	Gene Snyman, Shawn Ralston (AECOM)
	▪ RPEC Update	Ken Kebbell, Loretta Turner, Scottie Fiehler REC
	▪ Partnering with USACE	Rick West – Central Area Office Area Engineer Matt Price-Trane Joe Marcano-Southwest Test & Balance
1315	Face-to-Face with Tulsa District and Industry Representatives	
1630	Event Completion	
1530-1830	Extended Networking Session – Los Cabos	





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# Support Agencies



Angela Cash, Bid Assistance Coordinator, OBAN



Tere Shook, Procurement Center Representative, SBA

# Briefing Agenda

- District Mission and Vision (COL Hussin, Tulsa District Commander and President Tulsa Post, SAME)
- 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)







# SAME Mission and Vision



## SAME Mission

SAME leads collaborative efforts to identify and resolve national security infrastructure-related challenges.

## SAME 2020 Vision

"SAME is recognized as the multi-disciplined integrator of military, public, private, and academic national infrastructure-related capabilities to produce viable solutions for America's national security."

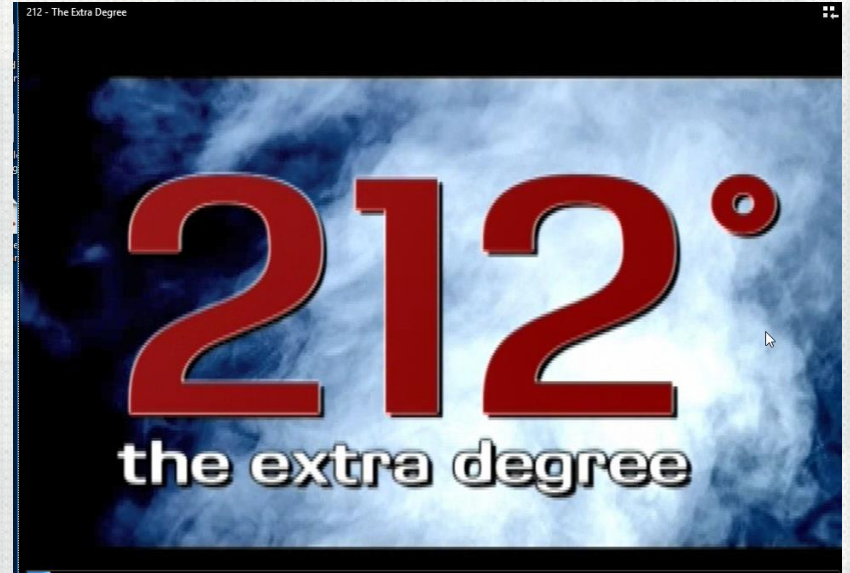
## Tulsa Post Theme for CY18 – *Building for the Future*







<https://youtu.be/rLL3IMSlrbs>



“We are a society of Volunteers who willingly give their time to serve our nation and our profession. Volunteers are at the heart of everything we accomplish”

- BG(RET) Joe Schroedel



# Tulsa District

COL Chris Hussin



US Army Corps of Engineers  
**BUILDING STRONG®**





# Headquarters Relocation



Welcome to the new home of the  
TULSA DISTRICT OFFICE



# 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

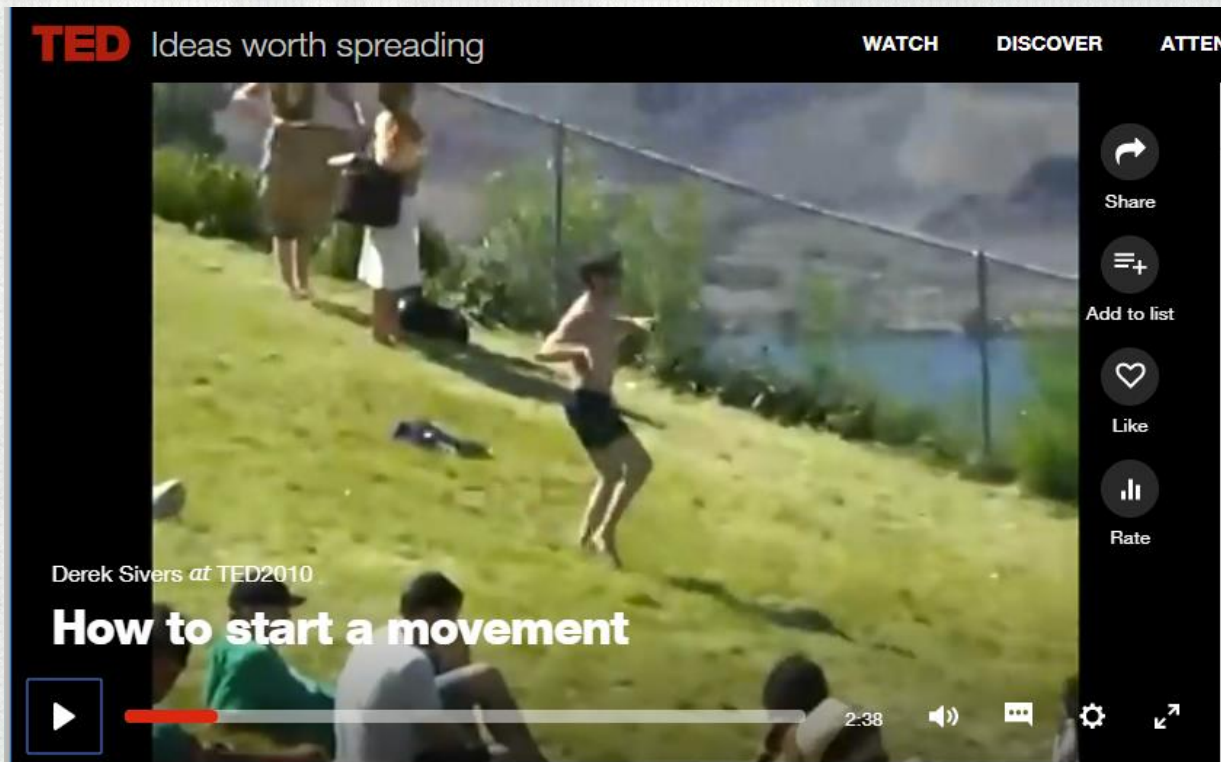
*We are professionals who love what we do! An energetic, highly motivated workforce results in a superior product. No challenge is too great with a positive attitude. Let us try!*

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



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





[https://www.ted.com/talks/derek\\_sivers\\_how\\_to\\_start\\_a\\_movement](https://www.ted.com/talks/derek_sivers_how_to_start_a_movement)



# Yukon Water and Sewer – Terra Construction

Water and Sewer System Project  
City of Yukon, OK  
Terra Construction, Inc. OKC





# Copan Slide -C & M Construction

Water and Sewer System Project  
Copan Lake, OK  
C & M Contractors , Inc. Doniphan, Mo





# Environmental Project - Leidos



REPLY TO  
ATTENTION OF

## DEPARTMENT OF THE ARMY

HEADQUARTERS, UNITED STATES ARMY FIRES CENTER OF EXCELLENCE AND FORT SILL  
CAPABILITIES DEVELOPMENT AND INTEGRATION DIRECTORATE  
700 MCNAIR AVENUE, SUITE 200  
FORT SILL, OKLAHOMA 73503

ATSF-FB

9 January 2018

MEMORANDUM FOR U.S. Army Corps of Engineers (USACE), Tulsa District

SUBJECT: Commendation Letter- Contract W912BV-10-D-2005, Task Order (TO)  
0007

PROJECT TITLE: Supplemental Environmental Assessment (SEA) for the Temporary  
Creation and Utilization of Restricted Airspace R-5602 at Fort Sill, Oklahoma

1. This memorandum is submitted to the USACE Tulsa District in recognition of the exceptional performance completed by the Leidos Team on the subject TO. The Leidos Team assigned to this task order exceeded our expectations and we recommend them to receive the highest contract ratings available for quality, schedule, cost control and management of the overall TO.





# 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



FY 17  
No 1

- ✓ Strategic communications and exceptional stakeholder relationships
- ✓ KC46A bed down mission with Depot maintenance mission at Tinker AFB, and training mission at Altus AFB, with aircraft scheduled to arrive AUG 2018
- ✓ Sustainment, Restoration and Modernization (SRM) support for Army, Air Force and Interagency Support customers
- ✓ Improve the resiliency and reliability of our Civil O&M Project by reducing the critical backlog maintenance
- ✓ Support Regional Planning Initiatives to maximize water resources reliability



# District Areas of Interest



- ✓ Construction Costs - Understanding the Market and Contractor Risks, Communicating and Understanding Risk with Contractors
- ✓ Planning and Budgeting for Projects
- ✓ Informal Partnering - Escalation Ladders
- ✓ Rating of Contractors
- ✓ USACE Staffing - 50+ Vacancies



# SWT Military & Interagency Support Mission

DOE Pantex Plant,  
Amarillo, TX



High Explosive  
Science &  
Engineering  
Facility  
Pantex Plant

Vance AFB



Replace Outside Runway  
Vance AFB

OKC VA Hospital  
Interior Upgrades



KC 46A Program  
Tinker AFB



Tinker AFB



Oklahoma City VA  
Medical Center

Muskogee VA Hillside  
Stabilization



Jack C. Montgomery  
VA Medical Center-  
Muskogee, OK

FY16 120 Man Dorm  
Altus AFB



Altus AFB



FY17 Medical/  
Dental Clinic  
Sheppard AFB



Sheppard AFB,  
Wichita Falls, TX



Fort Sill



FY16 Training  
Support Facility, Fort  
Sill

FY14 MCAAP  
Decontamination Facility



McAlester  
Army Ammunition Plant



- Engineering
- Construction
- Installation Support
- Environmental Management



# Tulsa District Military Program Trends

- Military Construction (MILCON)
  - KC46a (Tinker AFB; Depot Maintenance & Altus AFB; Training)
  - Defense Logistics Agency Support at Tinker AFB
  - FT Sill TRADOC mission
- Sustainment , Renovation, Modernization (SRM)
  - More centralized management by the Army/AF
  - Trends; Large building renovations, airfield pavement work & small short duration projects
  - Larger dollar value projects (above \$4M)
- Interagency and International, Support Program (IIS)
  - National Nuclear Security Agency at PANTEX
  - Veterans Affairs VISN 19 in support of OKC and Muskogee VA Hospitals



# Architecture/Engineering

FY 17 – 108 AE (not Env) contract actions obligating \$14.8 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 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
  - ▶ FY18 General AE Services (5LB @ \$15M / 4SB @ \$6M) Award 1QFY19
  - ▶ FY18 Hydraulics and Hydrology (SB) Pending Award
- 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 competed or negotiated IDIQ

## ▪ FY 16 MILCON

- |  |             |    |             |             |
|--|-------------|----|-------------|-------------|
| ▶ Fort Sill/Reception Barracks Complex | \$50-\$100M | UR | (Adv) NOV17 | (Awd) APR18 |
| ▶ AAFB/120-Man Dormitory               | \$10-\$25M  | SB | (Adv) OCT17 | (Awd) AUG18 |

## ▪ FY 17 MILCON

- |  |             |     |             |             |
|--|-------------|-----|-------------|-------------|
| ▶ TAFB/E-3G Mission & Flight Simulator | \$10-\$125M | TBD | (Adv) JAN18 | (Awd) JUL18 |
| ▶ SAFB/Repair Gate                     | \$1-\$5M    | SB  | (Adv) JUN18 | (Awd) SEP18 |

## ▪ FY 18-20 MILCON

- |  |             |     |              |              |
|--|-------------|-----|--------------|--------------|
| ▶ AAFB/KC-46 FTU Simulator Fac Ph II       | \$1-\$5M    | SB  | (Adv) JAN18  | (Awd) JUN18  |
| ▶ TAFB/Repair Liberator Gate               | \$1-\$5M    | SB  | (Adv) MAY18  | (Awd) JUL18  |
| ▶ AAFB/KC-46 FTU Simulator Fac Ph III      | \$10-\$25M  | TBD | (Adv) FEB19  | (Awd) JUN19  |
| ▶ VAFB/Airfield                            | \$150-200M  | UR  | (Adv) FEB19  | (Awd) SEP19  |
| ▶ TAFB/KC-46 Maint & Fuel Hangers          | \$150-200M  | UR  | (Adv) 1QFY19 | (Awd) 3QFY19 |
| ▶ PANTEX/ HE Science & Eng Fac             | \$50-\$100M | UR  | (Adv) 1QFY20 | (Awd) 3QFY20 |
| ▶ FORT SILL AIT COMPLEX Barracks           | \$20-\$45M  | UR  | (Adv) 1QFY20 | (Awd) 3QFY20 |
| ▶ FORT SILL AIT COMPLEX DFAC               | \$8-\$17M   | SB  | (Adv) 1QFY20 | (Awd) 3QFY20 |
| ▶ Oklahoma Air National Guard Fuel Complex | \$10-\$25M  | TBD | (Adv) 1QFY20 | (Awd) 3QFY20 |





# 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
- 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	\$49.5M	SB	FY18
➤ D/B SATOC	\$24.5M	8a	FY18
➤ D/B SATOC	\$24.5M	8a	FY18
➤ D/B POCA (multiple)	\$4M	8a	TBD

## ▪ Future Work

- Total FY18 Expected SRM \$100M (historical norm)
- Training Barracks Upgrade, FT Sill OK \$30-40M, Adv DB contract April 2018





# Civil Works Mission Areas

## Water Supply

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



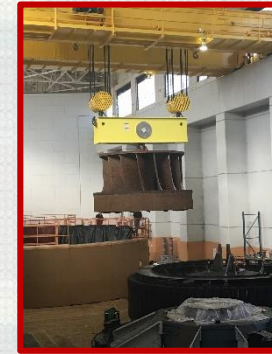
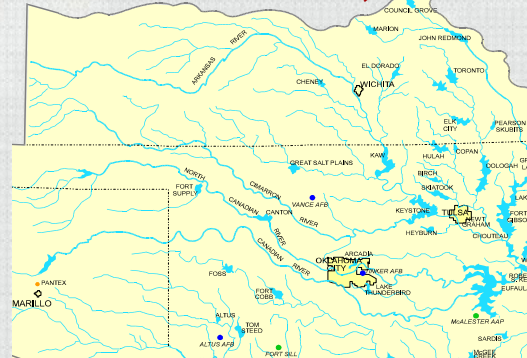
Tenkiller Lake

## Water Quality

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



Red River Chloride, Area VI



Denison Dam Turbine

## Hydroelectric Power

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

## 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



Hawthorn Bluff Beach, Oologah Lake

## Recreation

- 267 recreation areas at 33 projects
- 22.5 million visitors



McClellan-Kerr Arkansas River Navigation System (MKARNS)

## Inland Navigation

- 5 locks & dams
- 3 major ports



# Tulsa District Civil Works Trends

- Investigations
  - Feasibility – Completing Arkansas River Corridor Feasibility study in May 2018; working to get new start authority and funding for two new studies
  - Planning Assistance to States (PAS) - \$10M national limit
    - SWT PAS program for FY17 is \$528,000; FY18 anticipated total is at least \$455,000
- Construction
  - Dam Safety Rehab – Canton Lake (physically complete August 2018) and Pine Creek Lake (physically complete May 2018)
  - Hydropower Rehab – Customer Funded – Webbers Falls and Denison Dam, Lake Texoma
- Operations and Maintenance
  - Aging infrastructure, maintenance needs are prioritized and competed nationally for funding



# Civil Works (O&M Maintenance)

- Access
  - ▶ Often open competed contracts due to specialized work
  - ▶ Respond to Sources Sought!!
  - ▶ Team with specialists
- Current Capacity
  - ▶ Two Civil Works POCA's in FY16
  - ▶ All FY17-18 D/B Construction capacity may be used if appropriate
- Future Capacity
  - ▶ Additional POCA contracts possible for FY18
- FY 18 Schedule Maintenance Work (Advertise & Award Dates see forecast)

▶ Big Hill Lk, KS	Repair 8 Svc Gates	\$1-\$5M	UR
▶ RS Kerr Lk, OK	Fabricate Stoplogs and Lifting Beam	\$1-\$5M	UR
▶ Sardis Lk, OK	Rpr Conduit Joints and Toe Drain	\$1-\$5M	SB
▶ Webbers Falls, OK	Replace Intake Roller Gate	\$1-\$5M	SB
▶ Birch Lk, OK	Rpr Service and Emergency Gates	\$1-\$5M	TBD
▶ Broken Bow Lk, OK	Replace Floating Bulkhead	\$1-\$5M	UR
▶ Various Powerhouse, OK	Oil Containment	\$1-\$5M	SB
▶ Eufaula Lk, OK	Replace Spillway Bridge	\$10M-25M	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
RS Kerr Lk, OK	Mowing	In FBO	FEB2018
Pat Mayse, TX	Custodial	In FBO	FEB2018
Heyburn Lk, OK	Mowing, Janitorial, Park Cleaning, Herbicide	In FBO	MAR2018





# RPEC Environmental

## ■ Contractor Access

- ▶ RPEC is supported by both Tulsa and Fort Worth Contracting Offices (monitor both in FEDBIZOPS)
- ▶ Majority of requirements awarded through existing IDIQs and MATOCs
- ▶ Reputation/capability gained through Army/Air Force customer experience important
- ▶ Build experience in main environmental program areas e.g. Environmental Quality, Restoration (including MMRP)
- ▶ Teaming and Subcontracting and/or Other federal and installation contracts

## ■ Current Capacity (SWT/SWF)

- ▶ AE - FY15 UR Env Services x 3, FY15 SB Env Services x 3 is running low, AE-Construction Management and or Engineering & Design, AE – Hazardous Toxic Radioactive Waste
- ▶ Services - Environmental Consulting Services (ECS) ( 8a,Competitive,MEGA), Environmental Management Support (EMS), Real Property Planning Services, Hazardous Waste Operations & Spill Support Services, Environmental Remediation Services (ERS) (8a, Competitive, MEGA)

## ■ Future Capacity (FY18 Competitive)

Env AE Svc (Master Planning)	\$49.9M	SB/LB	(ADV) FEB 18	(AWD) MAY 18
Env AE Svc (General)	\$49.9M	SB/LB	(ADV) FEB 18	(AWD) MAY 18
MEGA ERS MATOC	\$45M	SB	(ADV) MAR 18	(AWD) JUL 18
MEGA ECS MATOC (SWF)	\$60M	8a	(ADV) JAN 17	(AWD) FEB 18
ECS SATOC	\$9.9M	HZ	(ADV) MAR 18	(AWD) SEP 18
Technical Support Service	\$49.9M	8(a)	(ADV) APR 18	(AWD) JUN 18
EMS SATOC	\$49.9M	SB	(ADV) JUN 18	(AWD) SEP 18
AFCEC Comp Asset Planning Dev	\$9.9	SB	(ADV) 3Q	(AWD) TBD





# Business Development Consult

What is our objective when we meet? Find a current or future path forward to match your capability with our requirements; an objective yes or no (Corps does not buy)

- Specific details about work requirements
- What can you do? What are best at?
  - Experience – what type, with whom, how recent, self-perform
  - Bonding
  - LB-Subcontracting, CPARs
- Multiple avenues of approach-direct award, subcontracting, other agencies w/ associated timelines
- Who else should you meet/when
- Prioritizing efforts
- How do you gain access to market share without too much overhead expenditure? Smart SB teaming...
- How/when do we use IDIQs/Competed contracts/sole source
- My assessment of requirements supporting upcoming IDIQs
- How the Corps (Tulsa District) does things





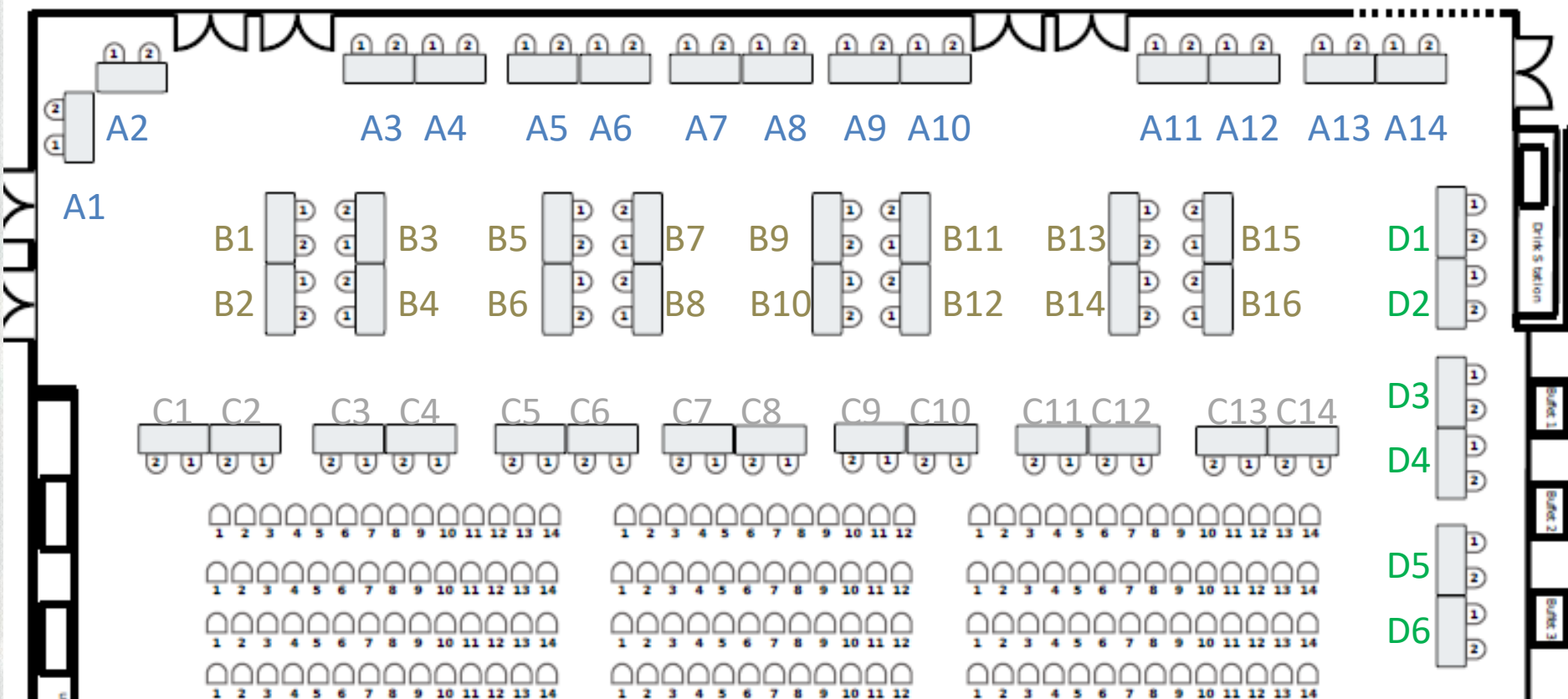
# Small Business Advice



- 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







USACE Staff				Gold Sponsors				Silver Sponsors				Agencies	
A1	EM/DSPC	A2	Contracting	B1	Ayuda	B2	Auxilio	C1	MacArthur – CCI	C2	MSE-Kiewit	D1	OBAN/PTAC
A3	Contracting	A4	PPMD	B3	Guernsey	B4	Burns & McDonnell	C3	Tatitlek Olsson	C4	Ross-PWE	D2	OBAN/PTAC
A5	PPMD	A6	PPMD	B5	AmaTerra	B6	Harper	C5	SWCA-Cynergy	C6	Arcadis-JE Dunn	D3	OBAN/PTAC
A7	E&C	A8	E&C	B7	AEI	B8	Louis Berger	C7	Oneida-A&M	C8	Leidos-Gehrig	D4	VA – VOC Rehab
A9	E&C	A10	E&C	B9	Mead & Hunt	B10	StanTech	C9	Whitetail-PIKA	C10	Garver-Northwind	D5	SBA
A11	Operations	A12	Operations	B11	Benham	B12	Jacobs-Ch2M	C11	Urban Collaborative Pontchartrain	C12	QRI-PEC	D6	USACE SB
A13	Operations	A14	Operations	B13	GEO	B14	CEC	C13	USACE-Little Rock	C14	Tinker AFB SB		
				B15	HDR	B16	AECOM						



# Questions?

Gene Snyman

[gene.snyman@usace.army.mil](mailto:gene.snyman@usace.army.mil)

918-669-7010

*Forecast Push Distro*

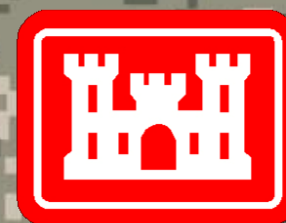
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**BUILDING STRONG®**





US Army Corps  
of Engineers®

**ARMY STRONG.™**



# 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**.

