

US ARMY CORPS OF ENGINEERS

WALLA WALLA DISTRICT OVERVIEW

Christian N. Dietz, LTC
Walla Walla District Commander
US Army Corps of Engineers
10 OCTOBER 2018



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WALLA WALLA DISTRICT OVERVIEW



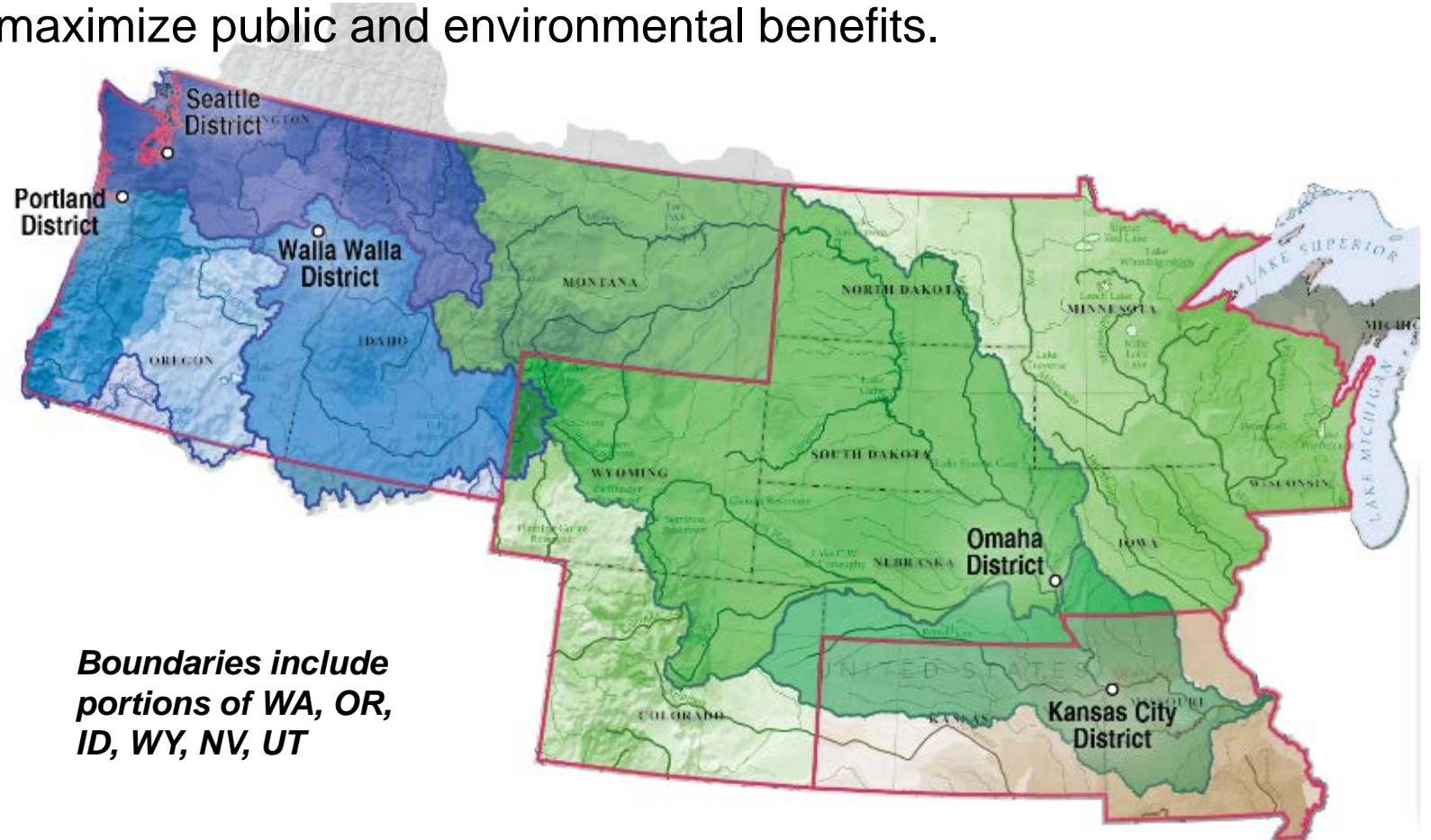
Mission: The Walla Walla District operates and maintains multi-purpose infrastructure assets, and plans and executes engineering and water resource services across the Inland Northwest and the Nation to safely maximize public and environmental benefits.

- **Civil Works District**

- Support to the Nation
- Flood Risk Management
- Hydropower
- Navigation
- Environmental
- Recreation

- **Workforce: 830 Employees**

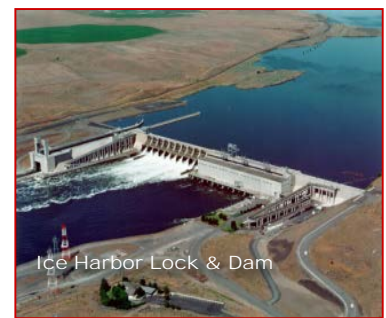
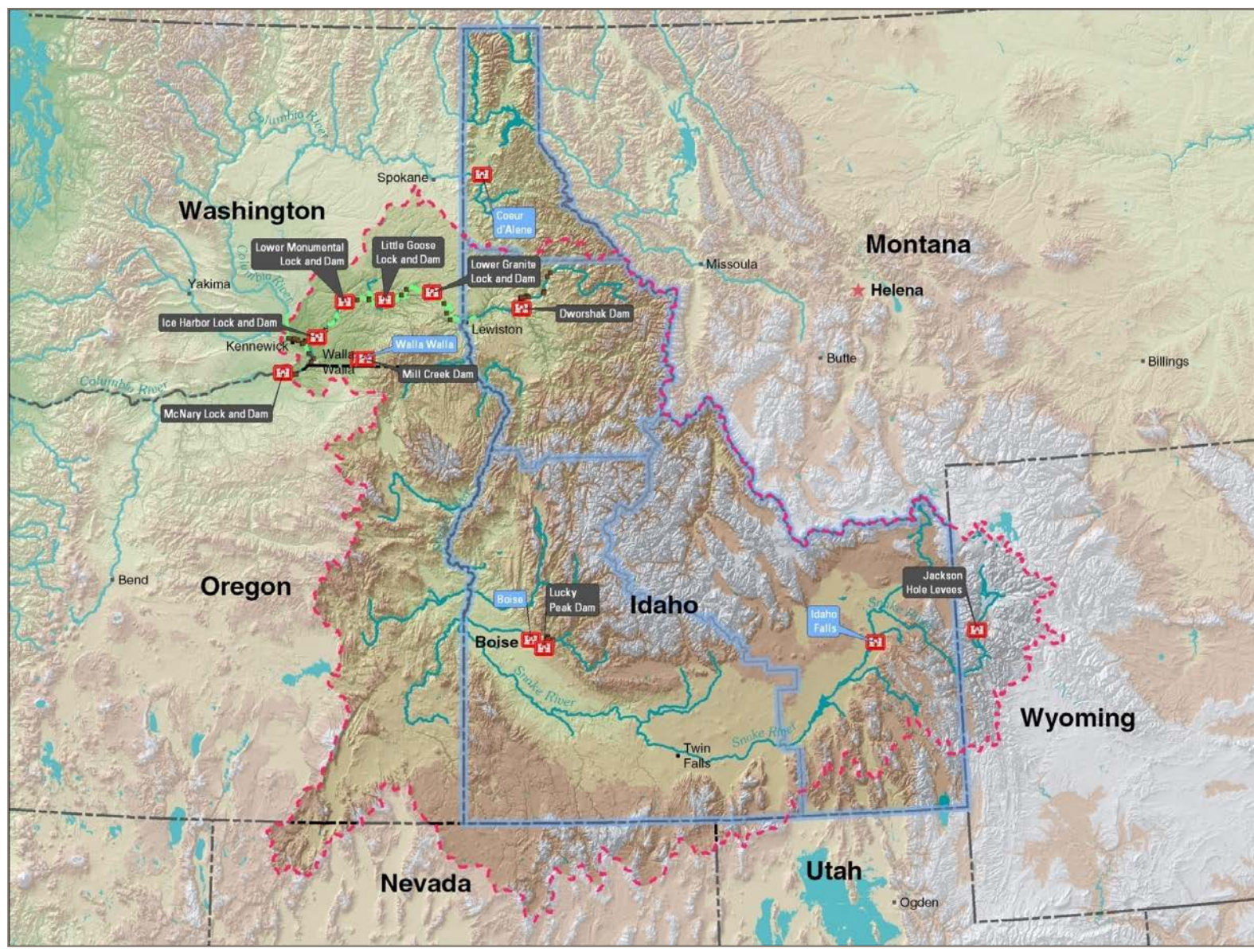
- 2 Military Officers
- 150 Engineers
- 113 Registered Professionals
- 270 Wage Grade Employees



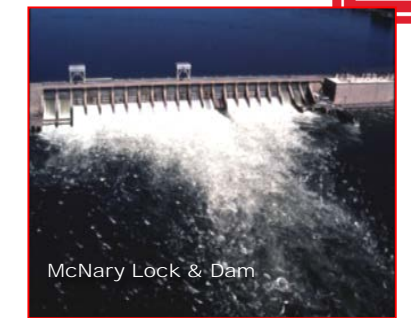
Boundaries include portions of WA, OR, ID, WY, NV, UT



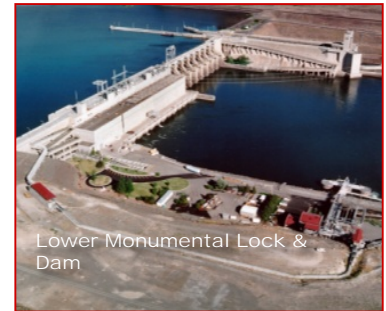
WALLA WALLA DISTRICT OVERVIEW



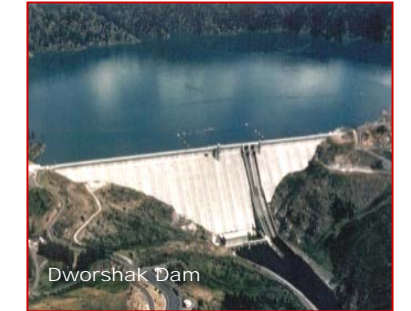
Ice Harbor Lock & Dam



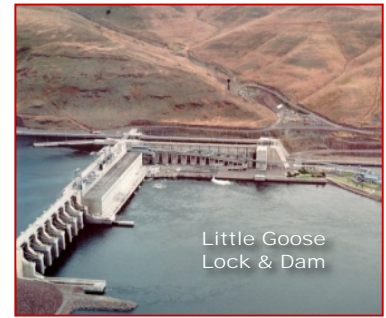
McNary Lock & Dam



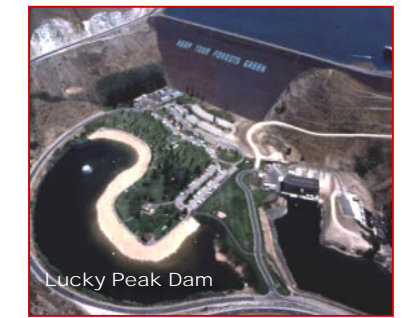
Lower Monumental Lock & Dam



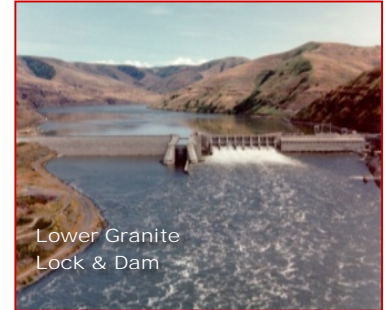
Dworshak Dam



Little Goose Lock & Dam



Lucky Peak Dam



Lower Granite Lock & Dam



Mill Creek Dam (Bennington Lake)



SERVING THE NATION



- **Overseas Contingency Operations**

- 300 plus individual deployments to Iraq & Afghanistan support National goals and the Army's mission
- Building and improving infrastructure for use by civil populations and multi-national military forces.

- **Emergency Management**

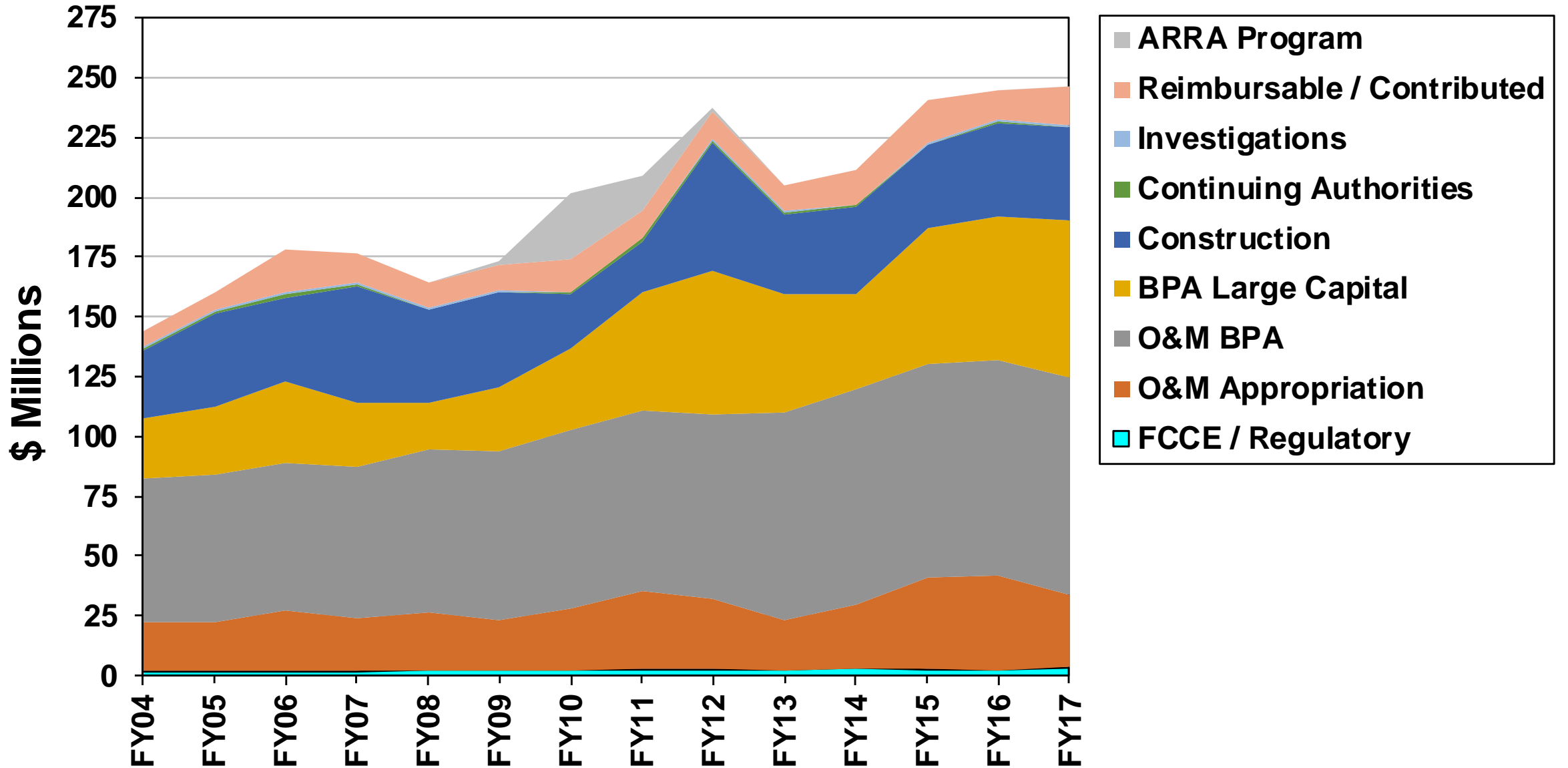
- Assuring flood preparedness in the Snake River Basin with training and emergency assistance
- Repairing damaged flood control structures through the Rehabilitation Program
- Supporting FEMA disaster relief and recovery operations, including emergency power generation, temporary housing, debris removal, and temporary roofing.





DISTRICT TRENDS AND FUNDING

FY2004 – FY2017





WALLA WALLA DISTRICT OVERVIEW



Operate and Maintain \$2.5 Billion of infrastructure assets consisting of:

- Hydropower Facilities
- Flood Risk Reduction Reservoirs
- Navigation Facilities
- Levee systems
- Environmental Mitigation
- Recreation Sites





FLOOD RISK MANAGEMENT



■ Flood Risk Management

➤ Flood Risk Reduction projects

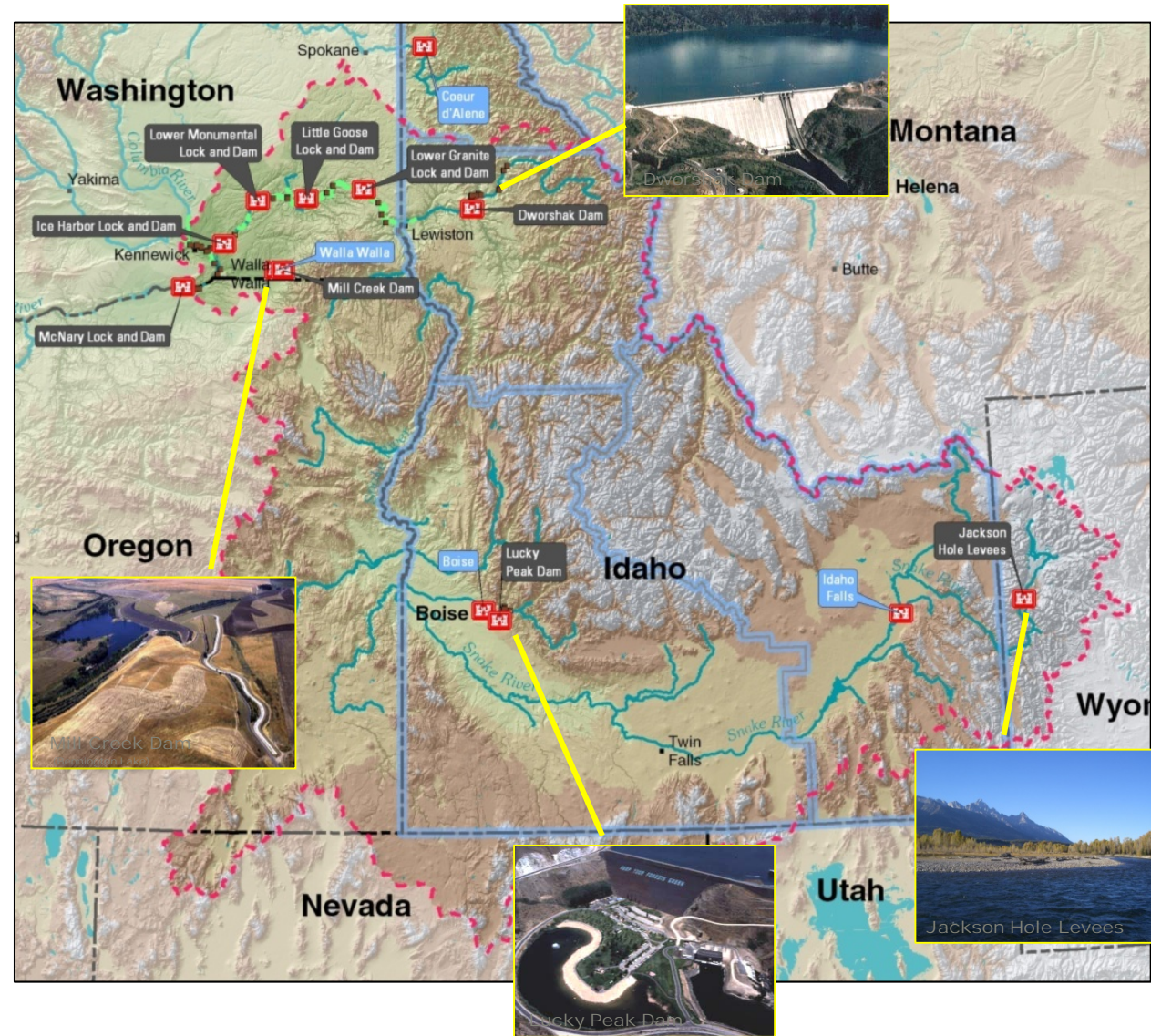
- Dworshak
- Lucky Peak
- Mill Creek
- Jackson Hole Levees

➤ District efforts prevented over \$18 billion in flood damage in last 10 years

- Use of exclusive flood control space of Sec. 7 Dams in ID, and cooperation with BoR and ID Power prevented flood damages

■ Levee Safety Inspection Program

■ Studies and projects for additional flood risk reduction





HYDROPOWER



- **USACE/Corps of Engineers**

- Nation's largest renewable energy producer
- Owns and operates 24% of US capability
- 75 billion kilowatt hours, 3% of US electrical capacity
- Can power 10 cities the size of Seattle

- **Northwestern Division (NWD)**

- Provides 75% of Corps' hydropower
- Provides ~35% of region's electrical energy

- **Walla Walla District (NWW)**

- Operates and maintains six facilities providing 21% of USACE's capability
- 4,400 MW production capacity
- NWW produces over 25% of residential electricity used for WA, OR & ID. Avg Market Value ~ \$200 million

- **Hydropower Facts**

- Sustainable energy source, not officially classified as "Green"
- Flexible start/stop allows for a balance of regional energy production and wind integration





NATURAL RESOURCES RECREATION, HABITAT MANAGEMENT, & MITIGATION



■ USACE

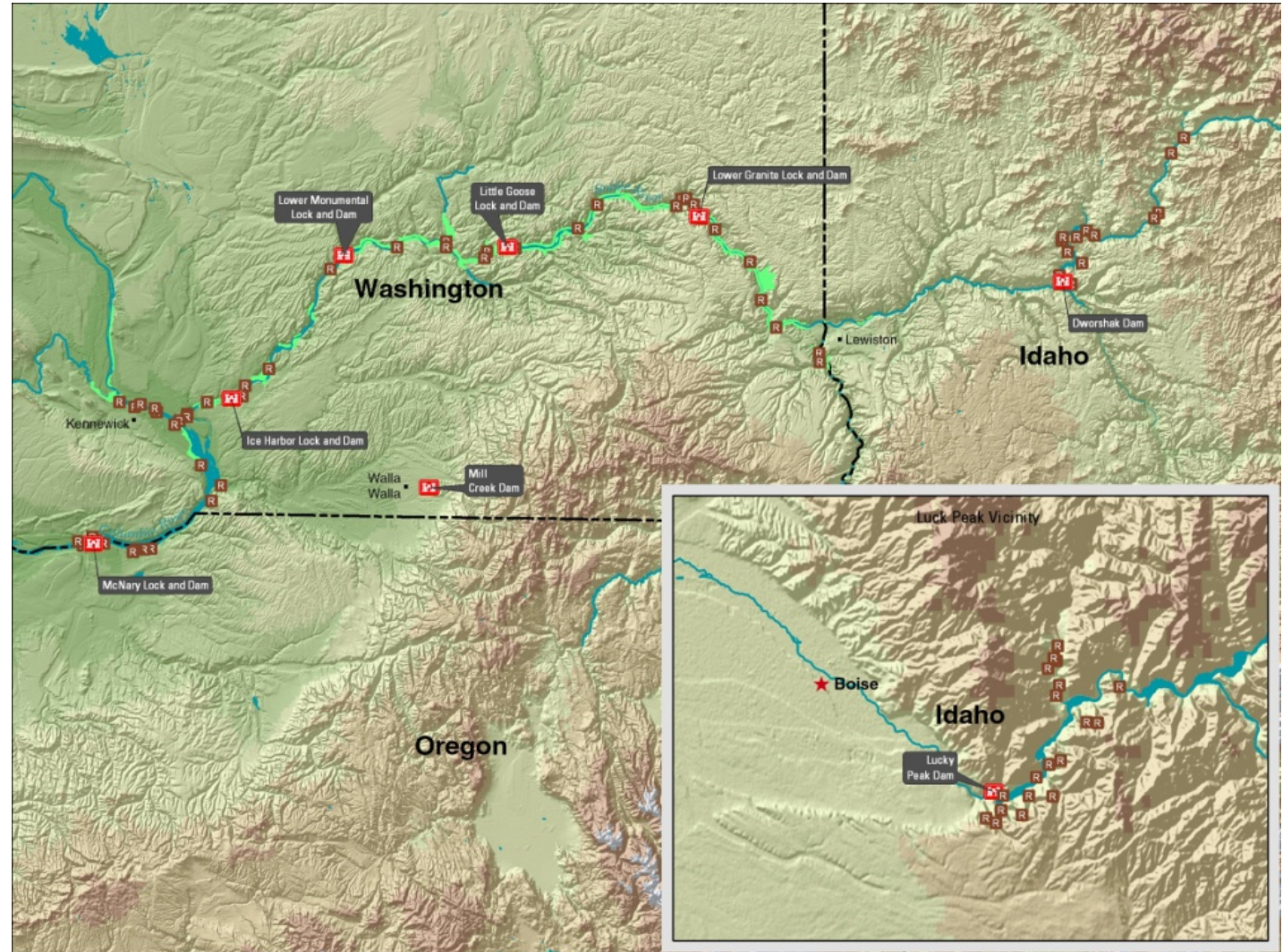
➤ Annual visitation: 250 million visitations yearly

■ Walla Walla District

- Operates eight reservoirs and associated shorelines (833 miles)
- Total Project Areas: 173,847 acres
- Total Water Area: 98,453 acres
- Recreation areas: 73 (37 leased to states, local gov't & private rec. companies)
 - Annual visitation: over 8M
 - Economic Impact: \$125M
 - Local revenue generated: \$250M
 - Annual Volunteer: 364
 - Volunteer Hours Worked – 25,160
 - Value of Volunteer Hours - \$592,770

■ Mitigation

- Habitat Management Units (riparian habitat, feeding areas, and hunting): 111
- Hatcheries: operate & maintain one hatchery with USFWS and Nez Perce Tribe

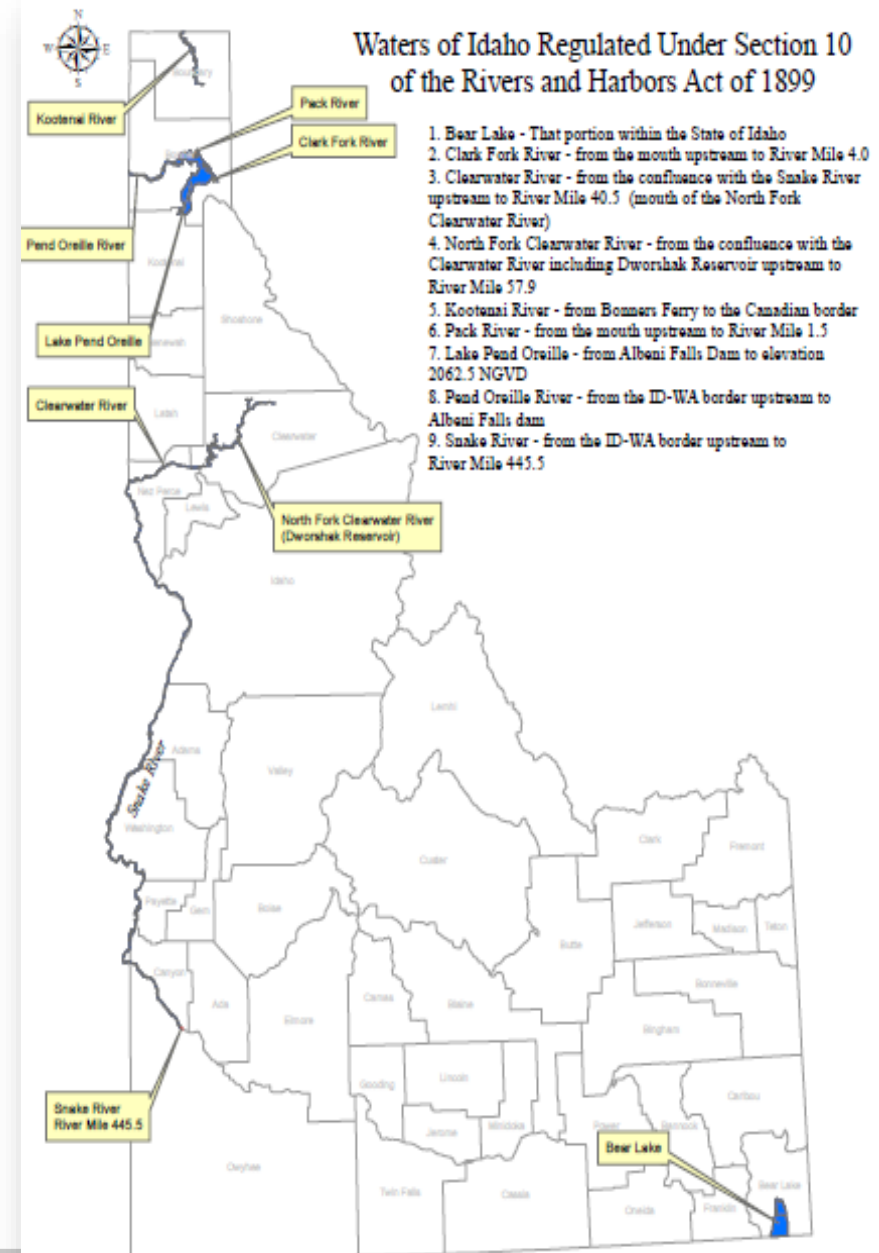




WATER RESOURCES - REGULATORY



- Administers and enforces Section 10 of the Rivers and Harbors Act of 1899 and Section 404 of the Clean Water Act within Idaho boundaries
 - Works closely with Idaho transportation department and other state agencies.
 - Permit required for work in navigable waters of the United States.
 - Permit required for the discharge of dredge/fill material into these waters.
- Compliance and mitigation
 - Nationwide permits
 - Individual permits
 - Emergency permits
 - Enforcements





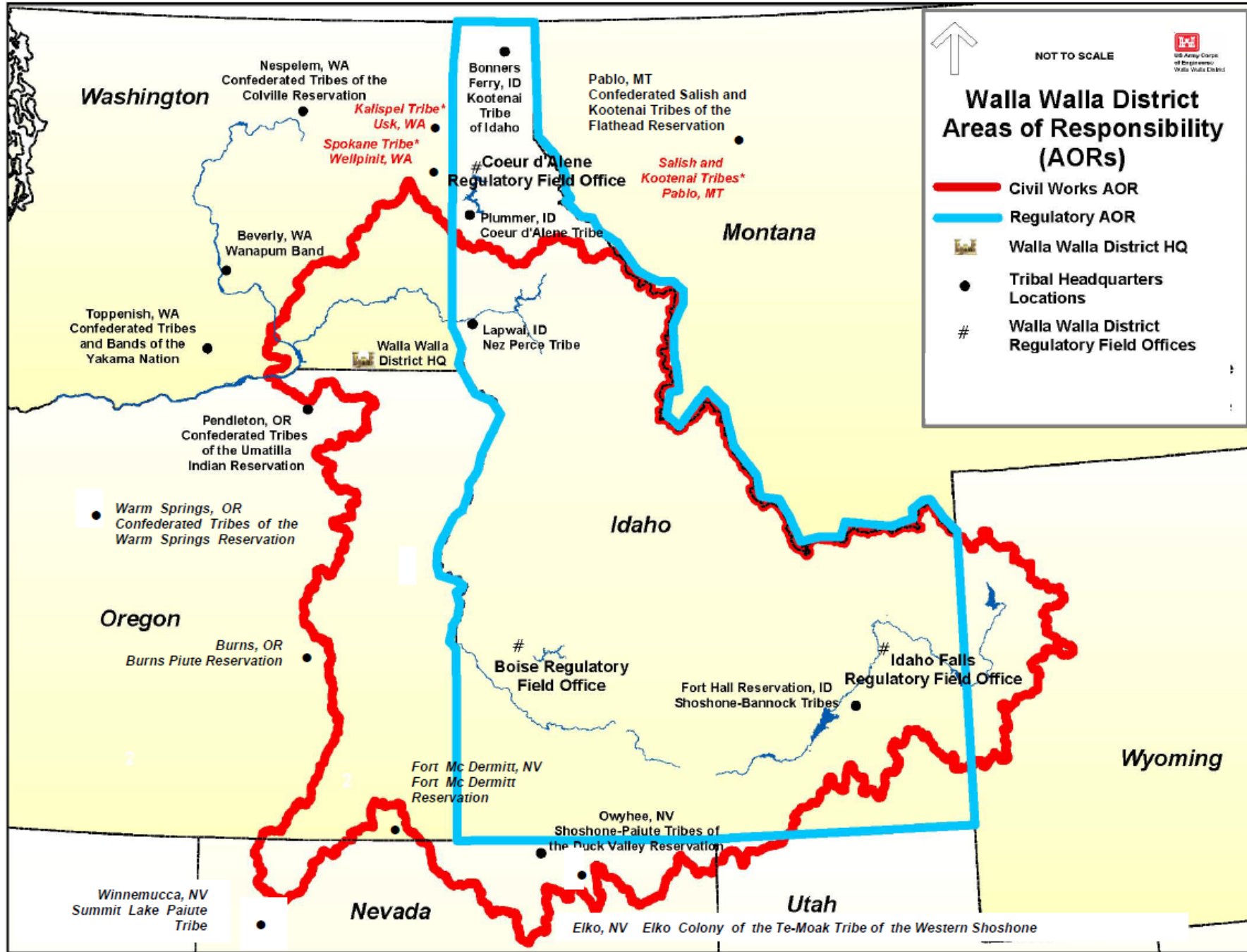
KEY RELATIONSHIPS

PARTNERS, STAKEHOLDERS, & CUSTOMERS



- Public
- Federally Recognized Tribes
- Federal Agencies
 - Bonneville Power Administration (BPA)
 - National Oceanographic and Atmospheric Administration
 - Federal Emergency Management Agency
 - Bureau of Reclamation
 - U.S. Fish & Wildlife
 - Bureau of Land Management
- State & Local Governments
- Regional Businesses
 - Ports, Flood Control Districts
 - Pacific Northwest Waterways Association
 - Columbia River Tow Boat Association
 - Cruise Lines
- Environmental Groups









NAVIGATION



- **USACE**

- Operates and maintains 12,000 miles of commercial inland navigation channels

- **Walla Walla District**

- Maintains 173 miles of the navigable waterway from Umatilla, OR to Lewiston, ID
- Operates and Maintains five navigation locks on the Snake and Columbia Rivers (some of the highest head locks in the world)





NAVIGATION



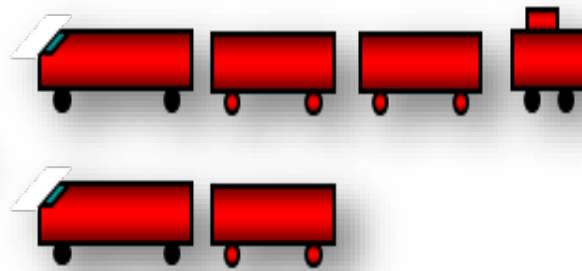
Navigation Facts:

- Authorized to maintain a 14' navigation channel in designated waterways
- 9 million tons* of commodities annually shipped through the Snake and Columbia River locks - over \$3 billion value

** Note: 9 million tons equals about 2,100 barges, 100,000 railcars, or 383,000 semi-trucks*



1 Tow



1.4
Unit Trains



538.4 Semi-Trailers



THE MOST MODERN FISH PASSAGE SYSTEMS IN THE WORLD



\$50M - \$65M annually



Fish Ladders



Fish Screens



Spill



Fish Counting



Juvenile Fish Transportation Program



Spillway Weirs – the ‘Fish Slide’



Fish Hatcheries



Juvenile Fish Collection

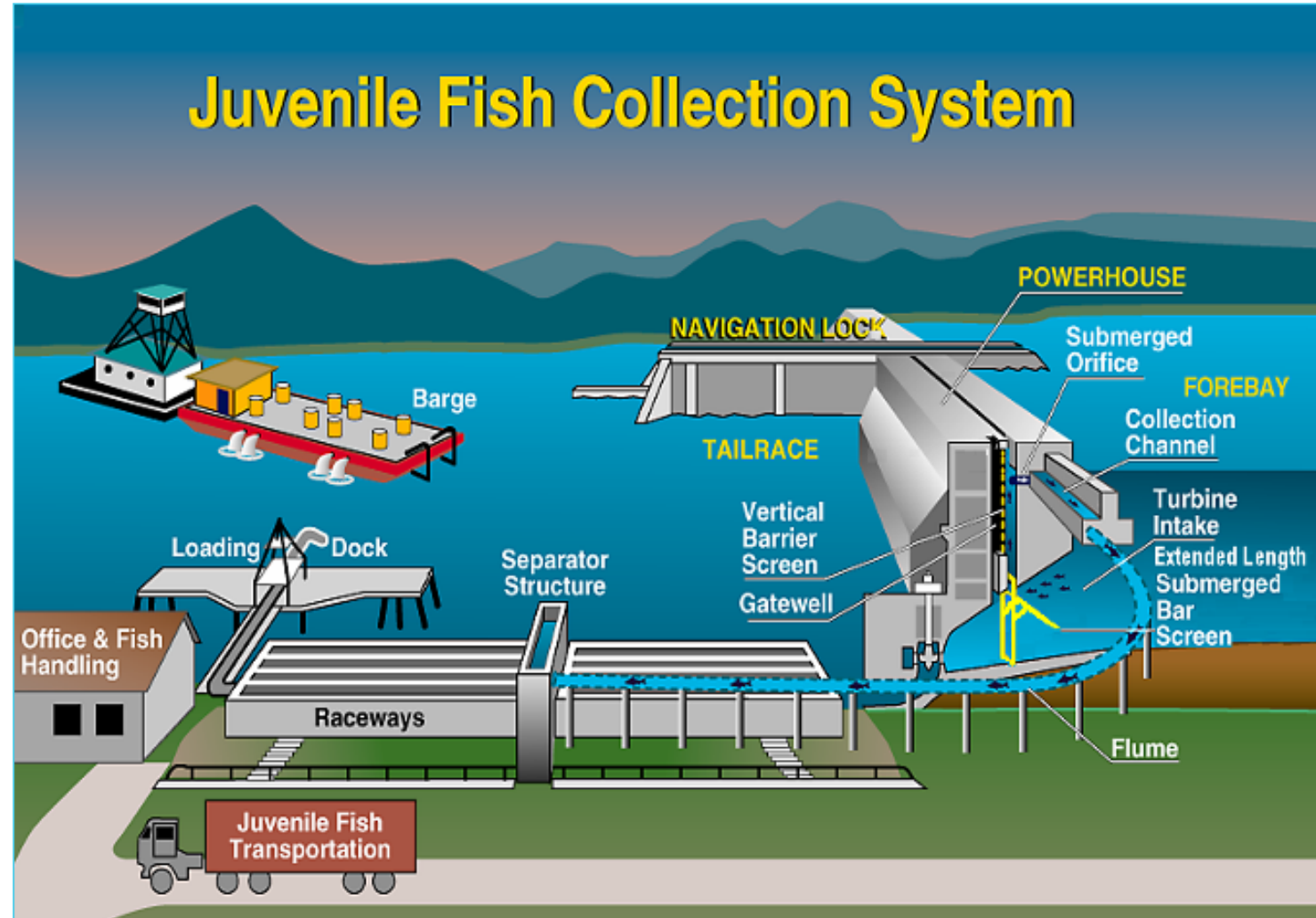


FISH PASSAGE

INNOVATIVE SOLUTIONS



- *Salmon & Lamprey Passage* to minimize stress, delay and offer better outcomes
 - Weirs
 - Collection
 - Monitoring
 - Screens
 - Transportation
 - Turbine Design
 - Water Temperatures





VALUE TO THE NATION

LOWER SNAKE RIVER FACTS



- Can produce up to 3,000 MW of power.
 - Generally provide 1,000 MWH annually.
 - Enough energy for 800,000 homes.
 - Can power a city the size of Seattle.
 - LSR dams balance the energy grid.
- These dams also help move 4.5 million tons of cargo to regional markets like Lewiston-Clarkston and Tri-Cities.
 - Worth \$1.5 billion.
 - Includes 10% of nation's wheat.
- 2.8 million visitors a year enjoy recreation opportunities provided by these dams,
 - Generate about \$87 million in visitor spending for local businesses.



These dams provide outstanding value to the American people.



WALLA WALLA DISTRICT

SMALL BUSINESS GOALS & ACCOMPLISHMENTS



	Statutory	FY 18	Accomplished
Small Business	23.00%	48.00%	50.22%
Small Disadvantaged Business (SDB)	5.00%	7.00%	9.87%
Service Disabled Veteran Owned (SDVOSB)	3.00%	3.00%	4.97%
Woman Owned Small Business (WOSB)	5.00%	6.00%	13.08%
HUBZone	3.00%	3.00%	1.36%



POINT OF CONTACT INFORMATION



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NWD Business With Us: <http://www.nwd.usace.army.mil/Business-With-Us/>

Walla Walla District: <http://www.nww.usace.army.mil/>

District Small Business: <http://www.nww.usace.army.mil/Business-With-Us/Small-Business/>

WALLA WALLA DISTRICT

SERVING OUR COMMUNITY, OUR NATION, THE WORLD



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Administration



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Federal Contracting Programs

Regulatory Update

John Dicus

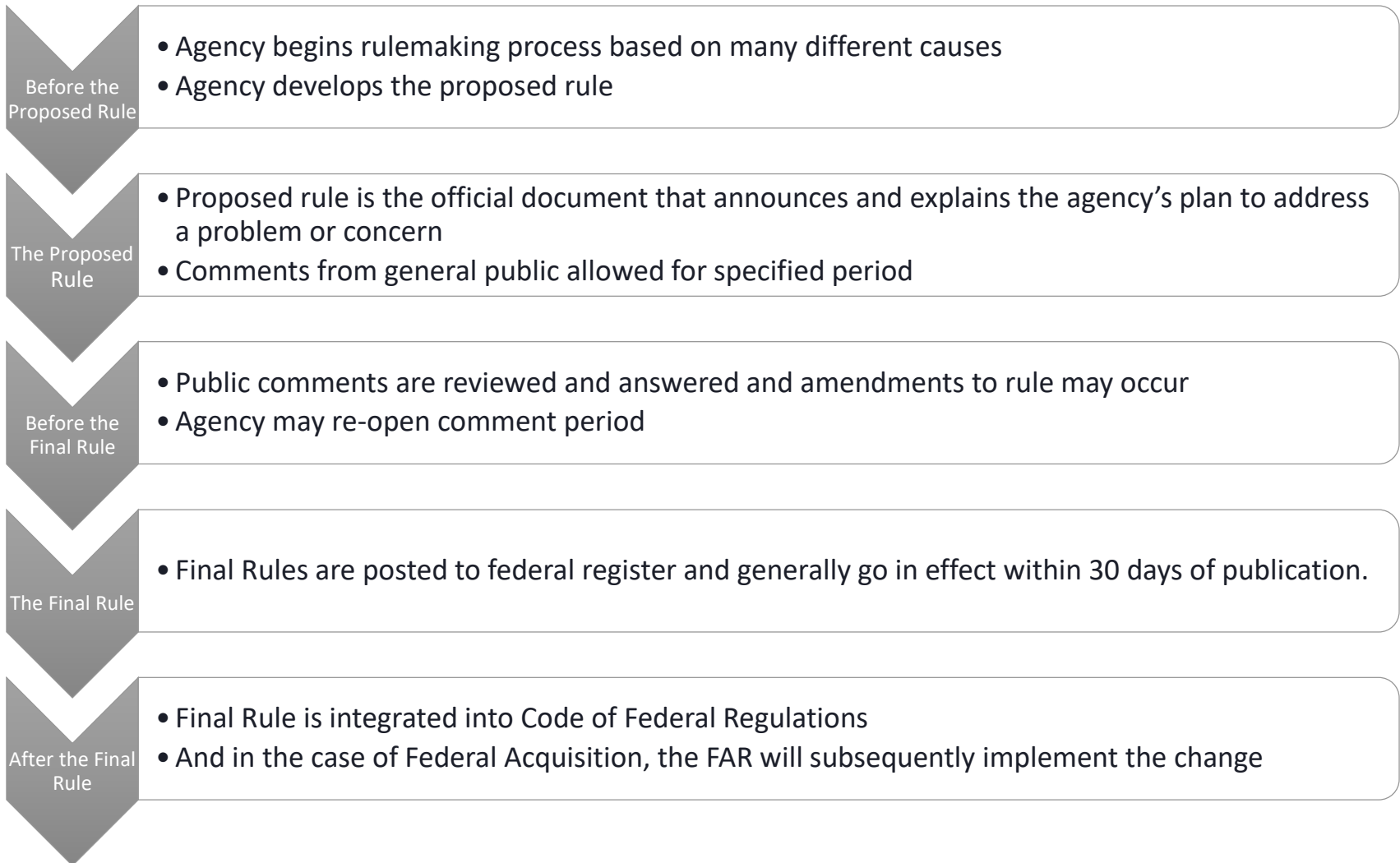
Business Opportunity Specialist

Spokane Branch Office

October 10th, 2018

* All information is current as of the date above; changes made after such date are not reflected in this presentation

The Federal Rule Making Process



Where does all this occur?

The Office of the Federal Register

The Daily Journal of the United States Government

URL: <https://www.federalregister.gov/>

Major Recent SBA Rules Affecting Federal Acquisition:

Rule	Federal Register Number	Effective Date
Small Business Government Contracting and NDAA of 2013 Amendments	3245-AG58	06/30/2016
Small Business Mentor Protégé Programs	3245-AG24	08/24/2016
HUBZone and NDAA for FY16 Amendments	3245-AG81	10/03/2016
Adoption of 2017 North American Industry Classification Size Standards	3245-AG84	10/01/2017
Credit for Lower Tier Small Business Subcontracting	3245-AG71	01/23/2017
Conforming Statutory Amendments and Technical Corrections to Small Business Government Contracting Regulations	3245-AH02	05/25/2018

Small Business Government Contracting and NDAA of 2013 Amendments

Major Implications

- Changes all references of “Performance of Work Requirements” to “Limitations on Subcontracting.
- Allows a Joint Venture (JV) to qualify as small for any contract as long as each partner to the JV qualifies individually as small under the size standard assigned to the contract
- Created the “Similarly Situated Entity” Rule
- Clarifies who may initiate a size protest or request a formal size determination

CFR(s) Amended

- 13 CFR 121, 13 CFR 124, 13 CFR 125, 13 CFR 126, 13 CFR 127

URL

- <https://www.federalregister.gov/d/2016-12494>

HUBZone and National Defense Authorization Act for Fiscal Year 2016 Amendments

Major Implications

- Authorized Native Hawaiian Organizations to own HUBZone small business concerns
- Expanded the definition of “base closure area” under the HUBZone program
- Authorized the inclusion of “qualified disaster areas” under the HUBZone program.

CFR(s) Amended

- 13 CFR 126

URL

- <https://www.federalregister.gov/d/2016-18251>

Small Business Size Standards; Adoption of 2017 North American Industry Classification System for Size Standards

Major Implications

- Created 21 new industries by reclassifying, combining, or splitting 29 existing industries under changes made to NAICS in 2012 (NAICS 2012)
- SBA's size standards for these 21 new industries have resulted in an increase to size standards for six NAICS 2012 industries and part of one industry, a decrease to size standards for two, a change in the size standards measure from average annual receipts to number of employees for one, and no change in size standards for twenty industries and part of one industry..

CFR(s) Amended

- 13 CFR 121

URL

- <https://www.federalregister.gov/documents/2017/09/27/2017-20705/small-business-size-standards-adoption-of-2017-north-american-industry-classification-system-for>

Credit for Lower Tier Small Business Subcontracting

Major Implications

- Allow an other than small prime contractor that has an individual subcontracting plan for a contract to receive credit towards its small business subcontracting goals for subcontract awards made to small business concerns at any tier.
- This rule only applies to subcontracting plans, not to agency prime contract goaling requirements.

URL

- <https://www.federalregister.gov/d/2015-25234>

CFR(s) Amended

- 13 CFR 121, 13 CFR 125

Conforming Statutory Amendments and Technical Corrections to Small Business Government Contracting Regulations

Major Implications

- Updating SBA Regulations to conform to updated Simplified Acquisition Threshold
- Increased Sole Source Threshold Amounts for SDVOSB and HUBZone Regulations

CFR(s) Amended

- 13 CFR 121, 125, 126, 127

URL

- <https://www.federalregister.gov/documents/2018/03/26/2018-06033/conforming-statutory-amendments-and-technical-corrections-to-small-business-government-contracting>

Small Business Mentor Protégé Programs

Key Implications

- Establishes a Government-wide mentor-protégé program for all small business concerns, consistent with SBA's mentor-protégé program for Participants in SBA's 8(a) Business Development (BD) program.

CFR(s) Amended

- 13 CFR, 13 CFR 121, 13 CFR 124, 13 CFR 125, 13 CFR 126, 13 CFR 127, 13 CFR 134

URL

- <https://www.federalregister.gov/d/2016-16399>

Small Business Mentor Protégé Programs

Benefits of the Program

- Increases small business opportunities in the federal market
- Mentor-protégé partners can compete for more contracts
- Improves small business development
- New potential for evaluation credit on subcontracts awarded to protégés
- Period of 3 Years, and can be extended an additional 3 years if approved by SBA

Small Business Mentor Protégé Programs

Mentors

- Can Provide Protégés:
 - Technical and management assistance
 - Financial assistance through loans and investments (own up to 40% of protégé)
 - Developmental assistance through subcontracts
 - Assistance in performing prime contracts through JV agreements
 - Trade education

Small Business Mentor Protégé Programs

Mentors

- Must be for Profit
- Can be Either a small or large business
- Mentor must show it can fulfill its obligations under the MP agreement
- Must possess good character and not on Excluded Parties List
- Not required to demonstrate good financial condition
- Maximum of 3 Protégés at any given time
 - Default is one, but SBA can approve where protégés are not competitors

Small Business Mentor Protégé Programs

Protégés

- Must be a Small Business
- Can (now) be a mentor and protégé at same time
- Maximum of 2 Mentors at a time
 - Cannot be in same industry

Small Business Mentor Protégé Programs

Joint Ventures

- Protégé and Mentor may form JV to qualify as a small business for any Federal government contract or subcontract, provided that protégé qualifies as small for size standard assigned to contract.
 - JV will also qualify for contracts reserved/set-aside for other programs, provided that protégé also meets the particular program requirements (e.g., WOSB set aside).
- Only opportunity for non-small business to share prime contract role on set-asides
- Past Performance was previously based on JV's past performance but now looks at the past performance of the individual JV Partners as well

Apply to the All Small Program

You must be approved by the SBA to participate in the All Small program. You're required to use the [certify.SBA.gov](https://certify.sba.gov) website to apply. You'll need to have a profile at SAM.gov before you can use the certification website.

Before you apply:

- Make sure both businesses are registered at SAM.gov
- Have your NAICS code on hand
- Both businesses must complete the [SBA's online All Small tutorial](#) (save your completion certificates)
- Prepare your [business plan](#)
- Create and agree to a [Mentor-Protégé Agreement](#)

When you're ready to apply, go to [certify.SBA.gov](https://certify.sba.gov) and apply to join the All Small Mentor-Protégé program.



U.S. Small Business
Administration

QUESTIONS

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October 10th, 2018

WALLA WALLA DISTRICT INDUSTRY DAY

CONTRACTING PRESENTATION: SOURCE SELECTION OVERVIEW & CONTRACTING LESSONS LEARNED

Ruthann Haider

District Chief of Contracting

Walla Walla District

October 2018

“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.”



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PURPOSE

Share the Source Selection Training we provide all Source Selection Teams

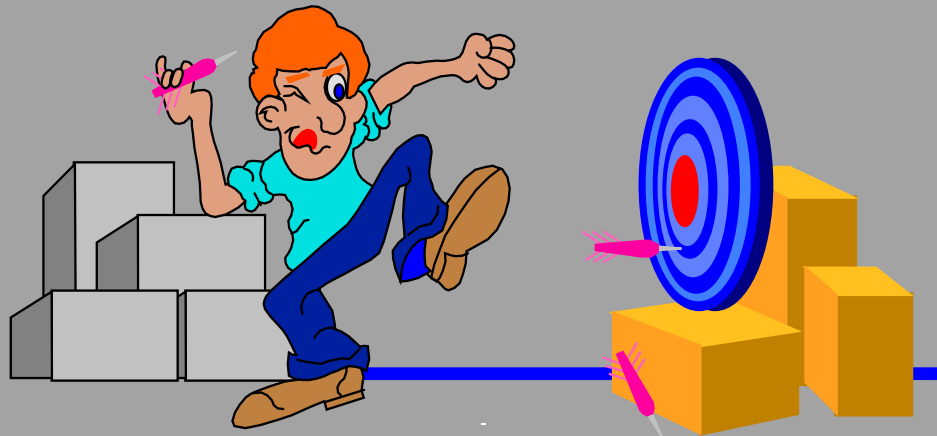
Review Lessons Learned from FY18

Discuss New Submission Requirements - RFPs



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Contrary to contractor belief, this
is not the way we conduct source
selections



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PURPOSE OF SOURCE SELECTION

The objective of source selection is to choose the contractor whose proposal provides the best value to the Government, all factors considered, e.g.,

- Meets contract delivery/schedule requirements
- Meets or exceeds technical requirements
- Realistic proposed cost or fair and reasonable price

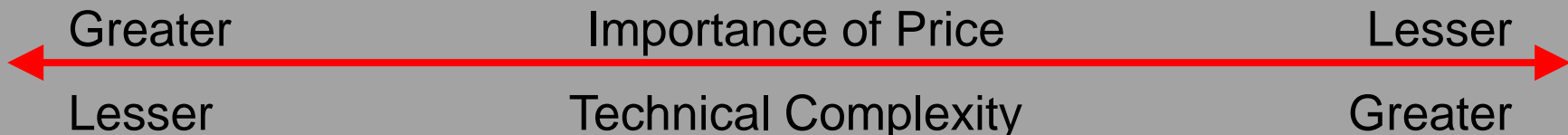
Conduct a fair, thorough, well-documented source selection



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The Best Value Continuum



FAR Part 8, 12 and 13

FAR Part 14

Lowest Price

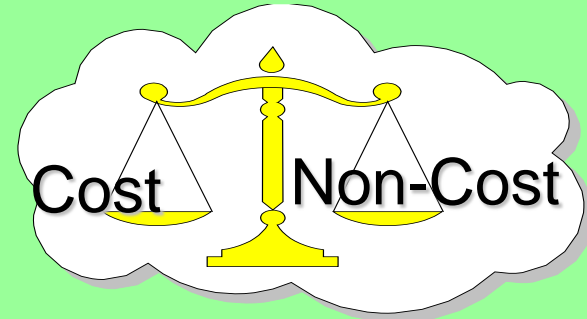


FAR Part 15 – Best Value

Low-Price/
Technically
Acceptable (LPTA)



Tradeoff between
Cost/Price and Other
Factors
(Best Value Trade Off)
(BVTO)



THE BEST VALUE CONTINUUM

When Price Has Lesser Importance & Technical Complexity has Greater Importance:

Two Options for Negotiated Procurement:

Lowest Price Technically Acceptable (LPTA)

- Appropriate when best value will result from a technically acceptable proposal with the lowest evaluated price

Best Value Trade Off

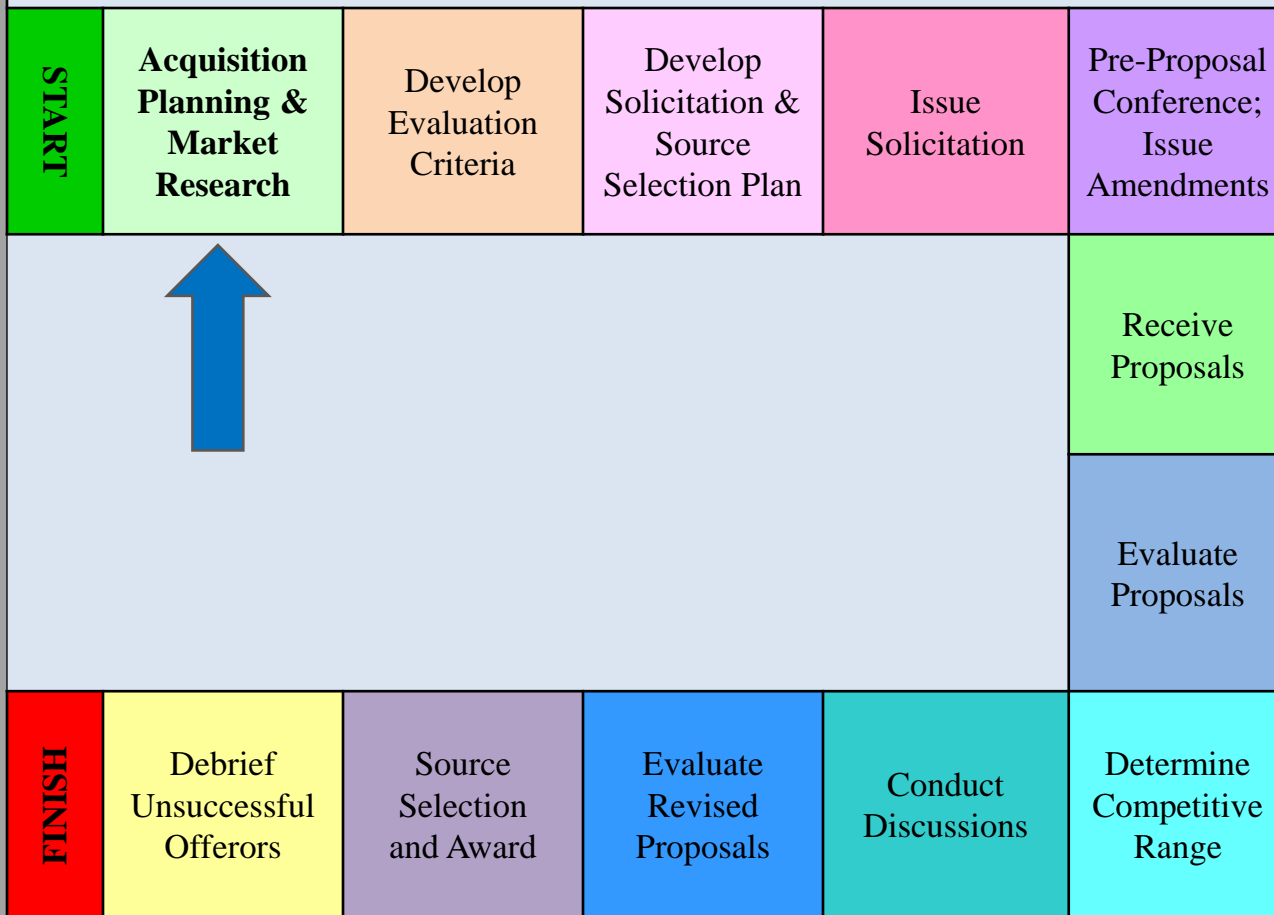
- Permits tradeoffs among cost or price and non-cost factors
- Allows the Government to award to other than lowest priced offeror or other than the highest technically rated offeror.



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Source Selection Process Overview



Decision Point: Award on initial offers?



CONDUCT ACQUISITION PLANNING

Identify Requirements

- Construction or Supply or Hybrid

Perform Market Research

Acquisition Plan Development – Consider/Determine:

- Consolidation and Bundling
- Solicitation Procedures (LPTA or Tradeoff)
- Competition: Set-Aside for Small Business or Unrestricted

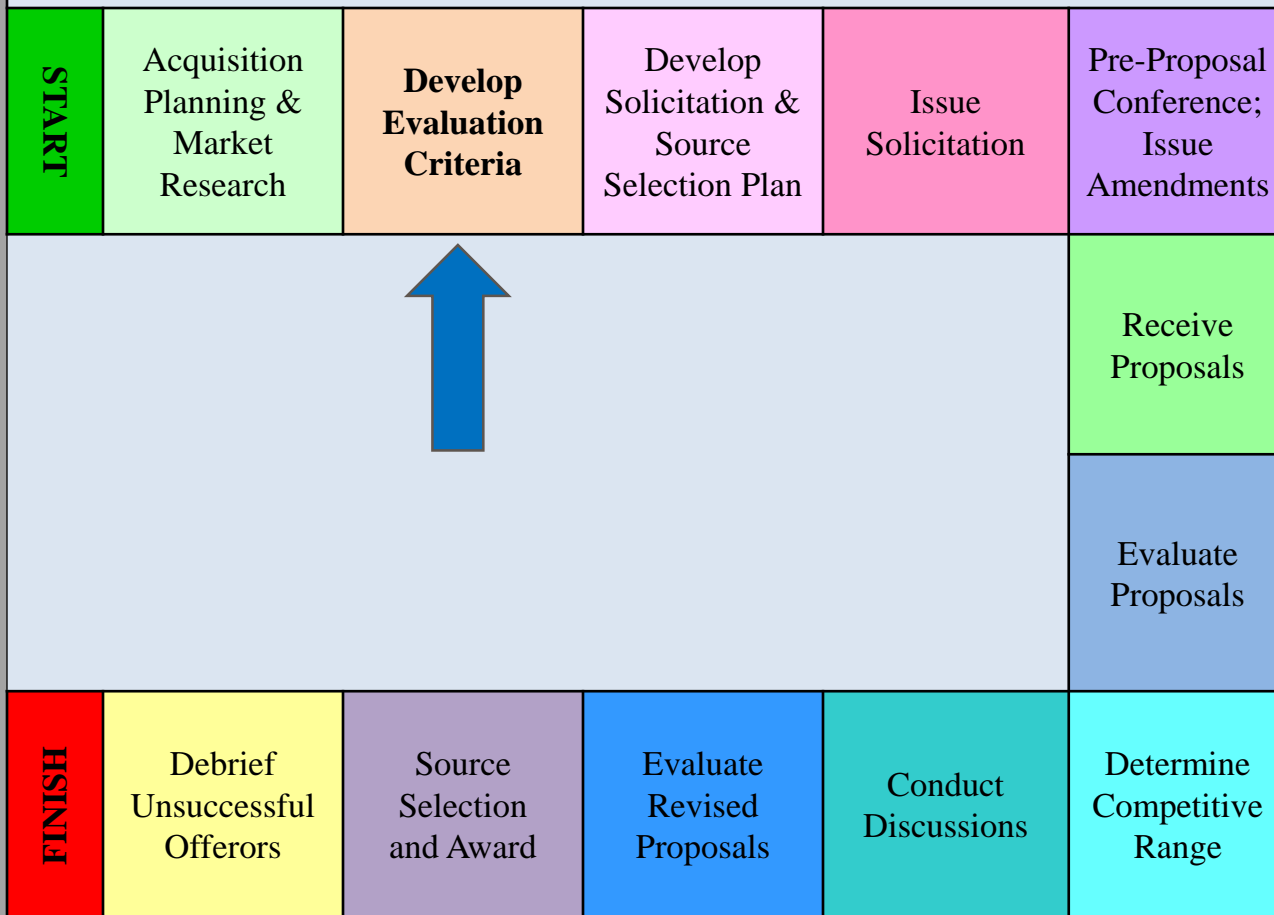
Complete Small Business Coordination Form DD Form 2579



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Source Selection Process Overview



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EVALUATION FACTORS - LPTA

Lowest Price Technically Acceptable

- Must be written as Yes/No; Go/No-Go
- The firm either meets (acceptable) or does not meet (unacceptable)
- No preference given for exceeding the requirements

Example: Demonstrate experience on two similar contracts in the past three years

Firm A: 2 contracts; 3 years = Acceptable

Firm B: 7 contracts; 2 years = Acceptable

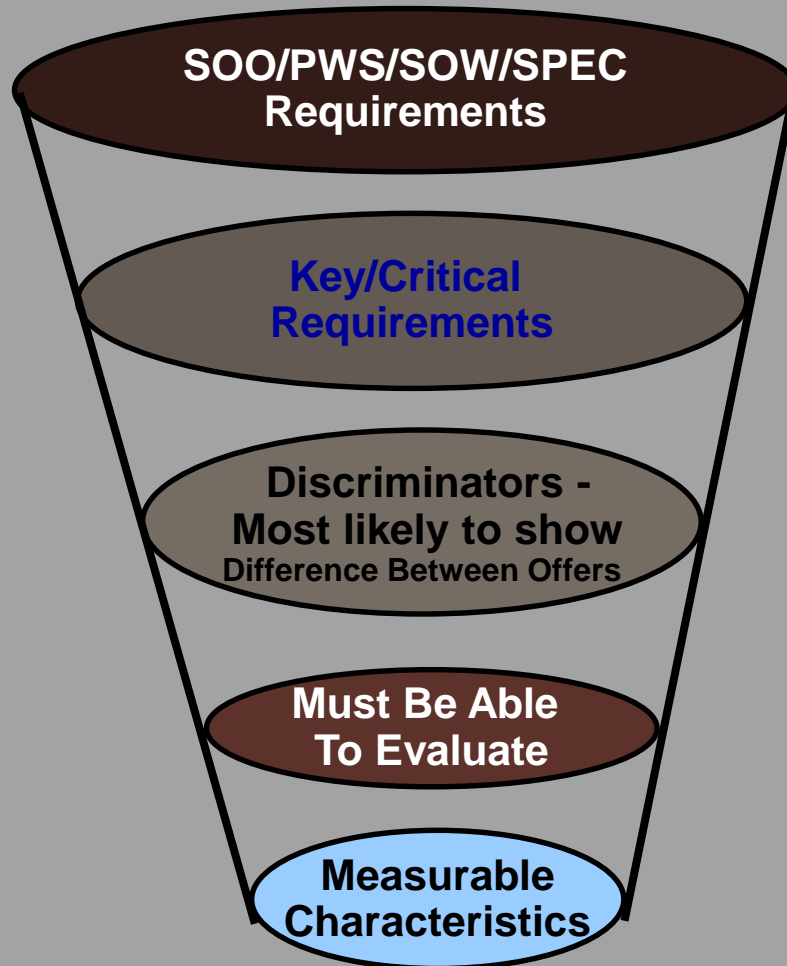
Firm C: 2 contracts; 4 years = Unacceptable



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EVOLUTION OF SPECIFIC FACTORS



**Best Value
Tradeoff**



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TYPICAL EVALUATION FACTORS

Technical Factors (Required to evaluate quality of product or service in every source selection)

- Experience (LPTA or BVTO)
- Personnel Qualifications (LPTA or BVTO)
- Past Performance (LPTA or BVTO)
- Management Capability/Approach (BVTO)
- Quality Control Plan
- Proposal Risk (BVTO)
- Small Business Participation (BVTO) (DFARS 215.304(c)(1))
- Small Business Utilization History (BVTO) (DFARS 215.305(a)(2))

Price or Cost

- Required for every source selection



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DEVELOP EVALUATION FACTORS

Step 1: Review Previous Similar Acquisitions

- What criteria were used?
- How well did they discriminate among offerors?
- Were all firms able to meet the criteria?

Step 2: Interview the PDT/Board for the new solicitation to discuss the requirement

- What are the most important discriminators between firms?
- Which aspects of the SOW/PWS/SPECS are most important?
- **Focus the evaluation on the most important aspects of the work**



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DEVELOP EVALUATION FACTORS

Step 3 – Develop the criteria, submission requirements and evaluation method

- Write sections L & M together, and then pull them apart
- This way each one flows from the criteria
- Ensure there are no ambiguities or differences in what we said we were going to evaluate and what we actually evaluate
- Each criterion should be broken out into 3 sections:
 - Criteria Definition
 - Submittal Requirements
 - Evaluation Method



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DEVELOP EVALUATION FACTORS

Criteria Definition:

- Based on the information gleaned from past acquisitions and interviews with the PDT and board members, develop the minimum number of criteria that will demonstrate which firms are the most highly qualified to perform the work.
- **Avoid subfactors as much as possible**
- Keep criteria straightforward and as easy to understand as possible.



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DEVELOP EVALUATION FACTORS

- Submittal Requirements: This paragraph provides information on:
 - Page limits, if any, for the criterion;
 - Proposal Content and Format
 - What information is to be provided; and
 - Any specific format we want the offeror to use to organize its proposal
 - Try to **standardize the format** of the information as much as possible to assist evaluators with finding the information.
 - For example, provide guidance on how experience and qualifications should be presented
 - The more proposal formats are similar the more the evaluators know where to look for the information and they can **focus on the content** of the proposal



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DEVELOP EVALUATION FACTORS

Evaluation Method:

- Describe how evaluators will evaluate the information provided
- Identify what aspects will be given greater consideration, for example specific experience, more recent experience, military experience, etc.

Criteria and requirements must be consistent

- Too many factors, or ambiguity among the requirements in Sections L and M (Construction: 00 22 00)?
- ➔ • Can lead to issues during evaluation process



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RELATIVE IMPORTANCE OF FACTORS

For Best Value Tradeoff, the solicitation shall state, at a minimum whether all evaluation factors other than cost or price, when combined are either:

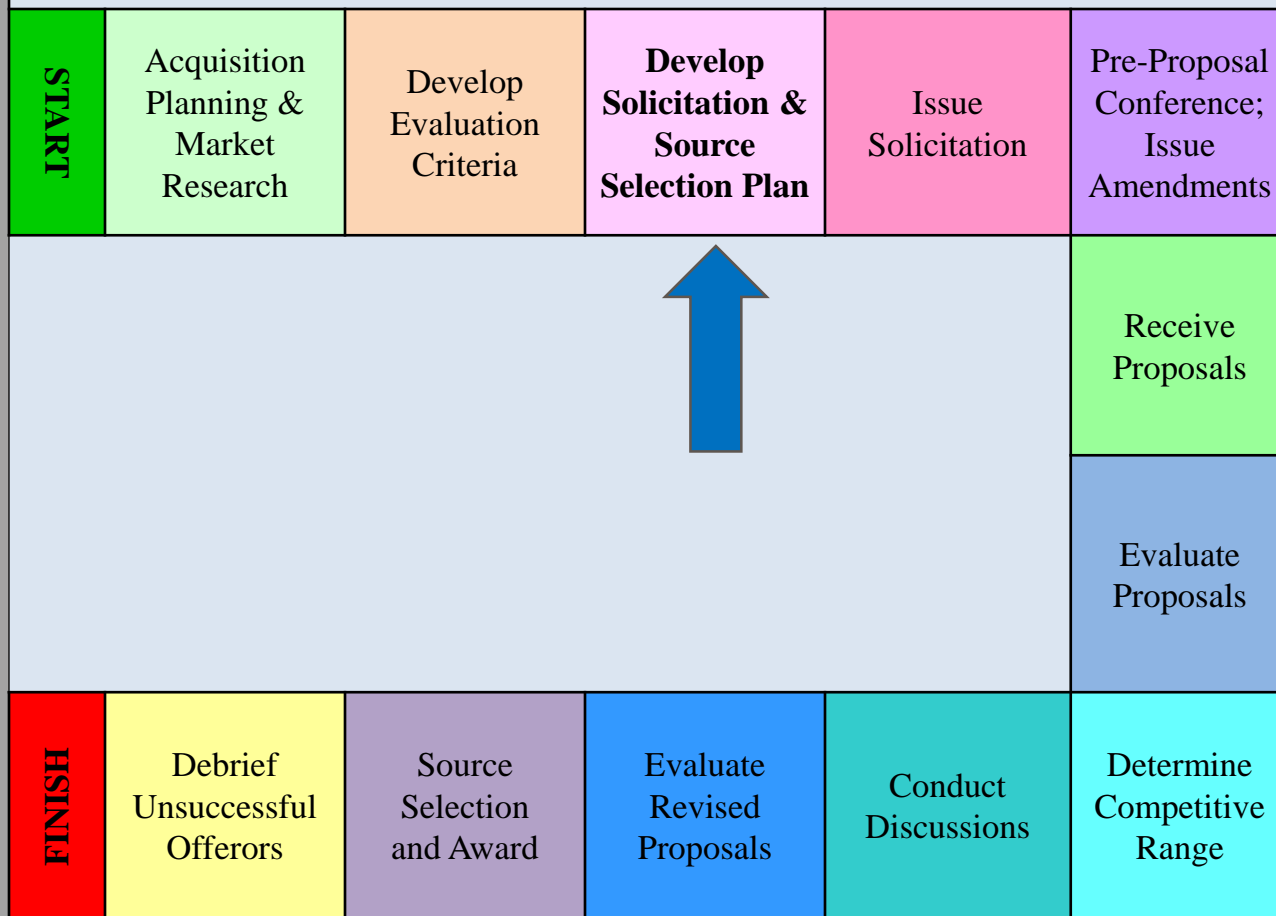
- Significantly more important than cost or price
- Approximately equal to cost or price
- Significantly less important than cost or price



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Source Selection Process Overview



Decision Point: Award on initial offers?



SOLICITATION UNIFORM CONTRACT FORMAT

A – Solicitation/Contract Form (SF33, 252,1442)

B – Price Schedule

C – Specifications/ Statement of Work

D – Packaging & Marking

E – Inspection & Acceptance

F – Deliveries or Performance

G – Contract Administration Data

H – Special Contract Requirements

I – Contract Clauses

J – List of Attachments

K – Representations & Certifications

L – Instructions, Conditions & Notices to Offerors

M – Evaluation Factors for Award (Const = 00 22 00)



Read the Entire Solicitation



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SECTIONS L & M

Section L (Construction = 00 21 00)

- Contains instructions to offerors
- Provides information required to be submitted by offerors to be evaluated by criteria specified in Section M

Section M (Construction = 00 22 00)

- Contains evaluation factors and sub factors
- Explains how criteria will be evaluated

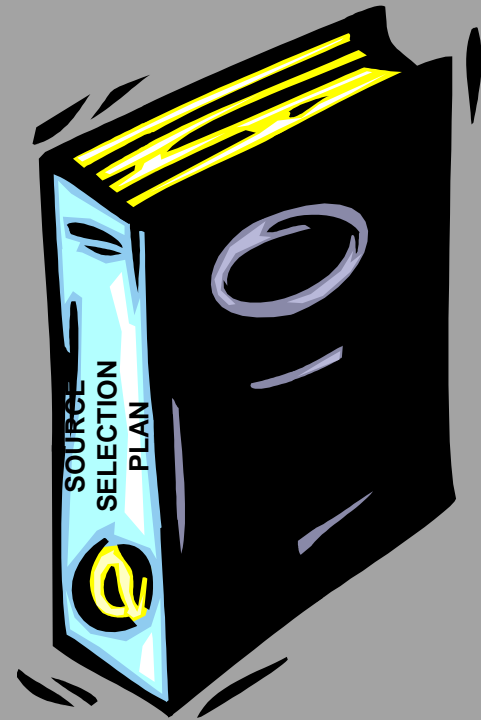


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SOURCE SELECTION PLAN

- Contracting team leads this effort
- Consistent with RFP
- Approved by SSA before issuing the RFP
- All changes must be approved by SSA (update with amendments)



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ESTABLISH THE SOURCE SELECTION TEAM (SST)

Informal or Streamlined Source Selection.

- The PCO is the SSA
- May or may not use an evaluation board to reach final selection and award decision.

Formal or Complex Source Selection

- Someone other than the PCO is the SSA

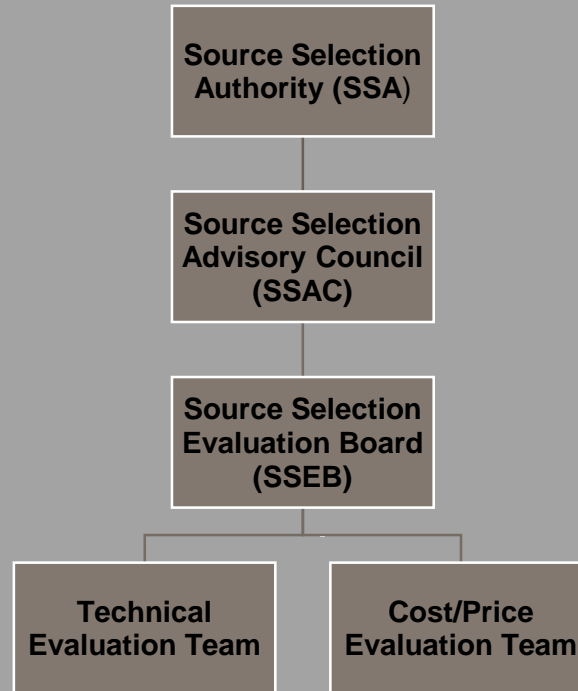
The SST shall be established prior to the issuance of the solicitation



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SOURCE SELECTION TEAM



Actions > \$100M require an SSAC



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SST RESPONSIBILITIES

SSA:

- Typically the PCO
- Appointed by RPARC > \$100M
- Appoints SSEB
- Determines whether to award on initial offers or conduct discussions
- Approves Competitive Range and entering into discussions
- Makes best-value selection
- Documents the Source Selection Decision

PCO:

- Primary business advisor
- Principal guidance source throughout the process
 - Advises SSA and SSEB
 - Establishes the Competitive Range
- Controls exchanges and discussions with offerors
- Closes discussions
- Awards the contract
- Chair debriefings of unsuccessful offerors



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SST RESPONSIBILITIES

SSEB:

- Conducts a comprehensive review & evaluation of proposals against solicitation requirements and evaluation criteria
- Assigns adjectival ratings
- Ensures evaluation is based solely on the evaluation criteria
- Documents strengths, weaknesses, significant weaknesses, deficiencies and basis of evaluation
- Prepares recommended items for discussion
- Provides an Evaluation Report to the SSA

SSAC:

- Established by SSA
- Ensures evaluation process was followed and evaluation criteria and ratings are appropriately and consistently applied
- Provides a written comparative analysis and recommendation to the SSA
- Provides oversight to SSEB



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NON-GOVERNMENT ADVISORS (CONTRACTORS)



- May be authorized, but requires approval of RPARC
- Sample D&F in Army Source Selection Supplement App K

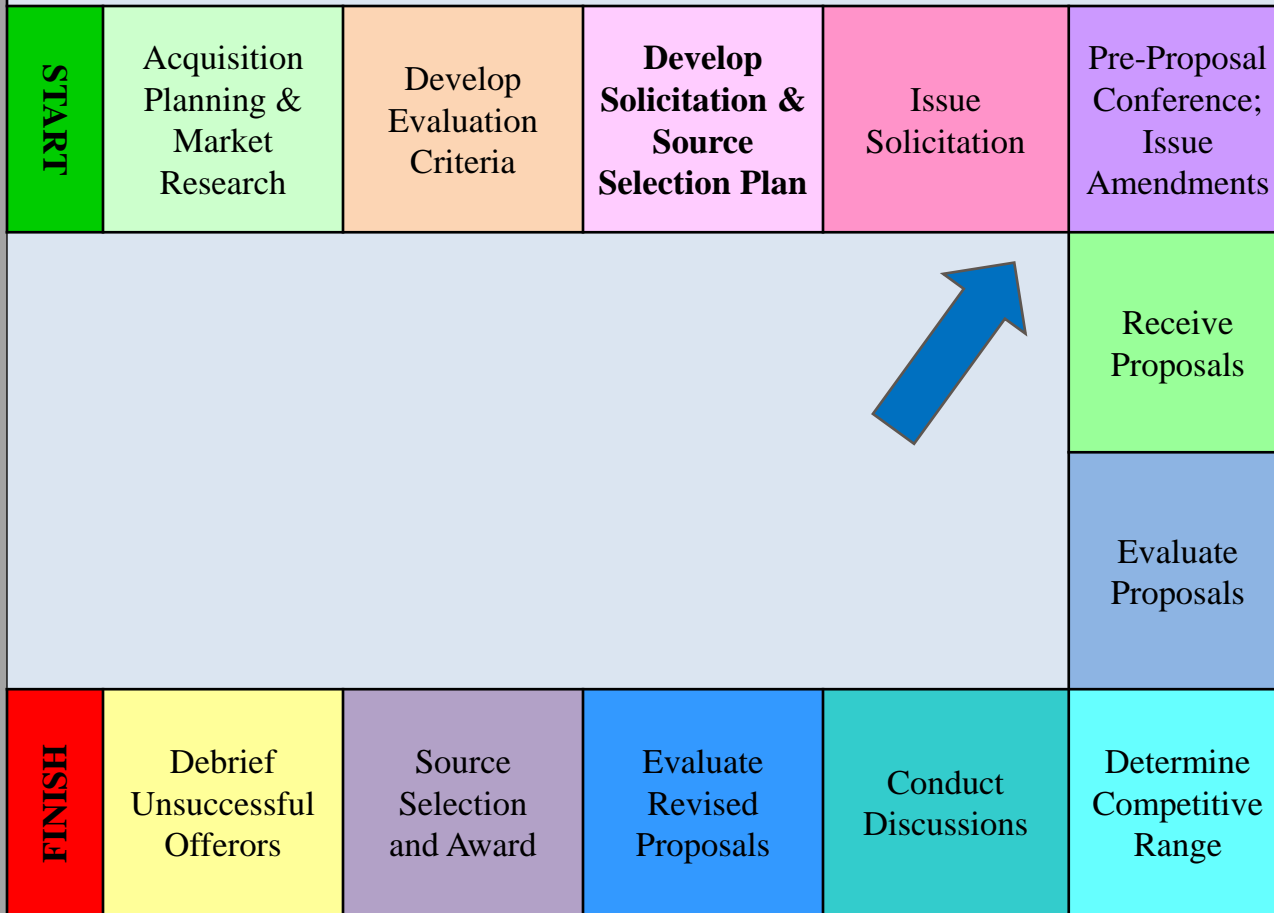
(See UAI 15.300-100(f); DoD Source Selection Procedures Section 1.4.5.2 and Army Source Selection Supplement Appendix K-2 through K-4)



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Source Selection Process Overview



Decision Point: Award on initial offers?



PRE-PROPOSAL CONFERENCE

- ❑ Purpose
 - ❑ To review the RFP requirements, Proposal submittal requirements and evaluation criteria and answer questions from industry

- ❑ CT-led, PDT effort

- ❑ May include a site visit

- ❑ Minutes



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AGENDA

Welcome and introductions of Government team

Administrative matters

- Sign in Sheets
- Q&A Protocol and Ground Rules
- Go over agenda

Scope of Work – PM provides an overview of the project and work requirements

RFP Review – CT reviews RFP, to include Sections A&B, Important provisions and clauses and Sections L&M

Submit Questions in writing

Site Visit

Q&A



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GROUND RULES

All firms sign in

Record all questions, answers and comments (use a Court Reporter)

Nothing said changes RFP unless by amendment

No questions during site visit

All questions in writing & submitted prior to site visit

It's ok to say "We'll look into that and answer via amendment"

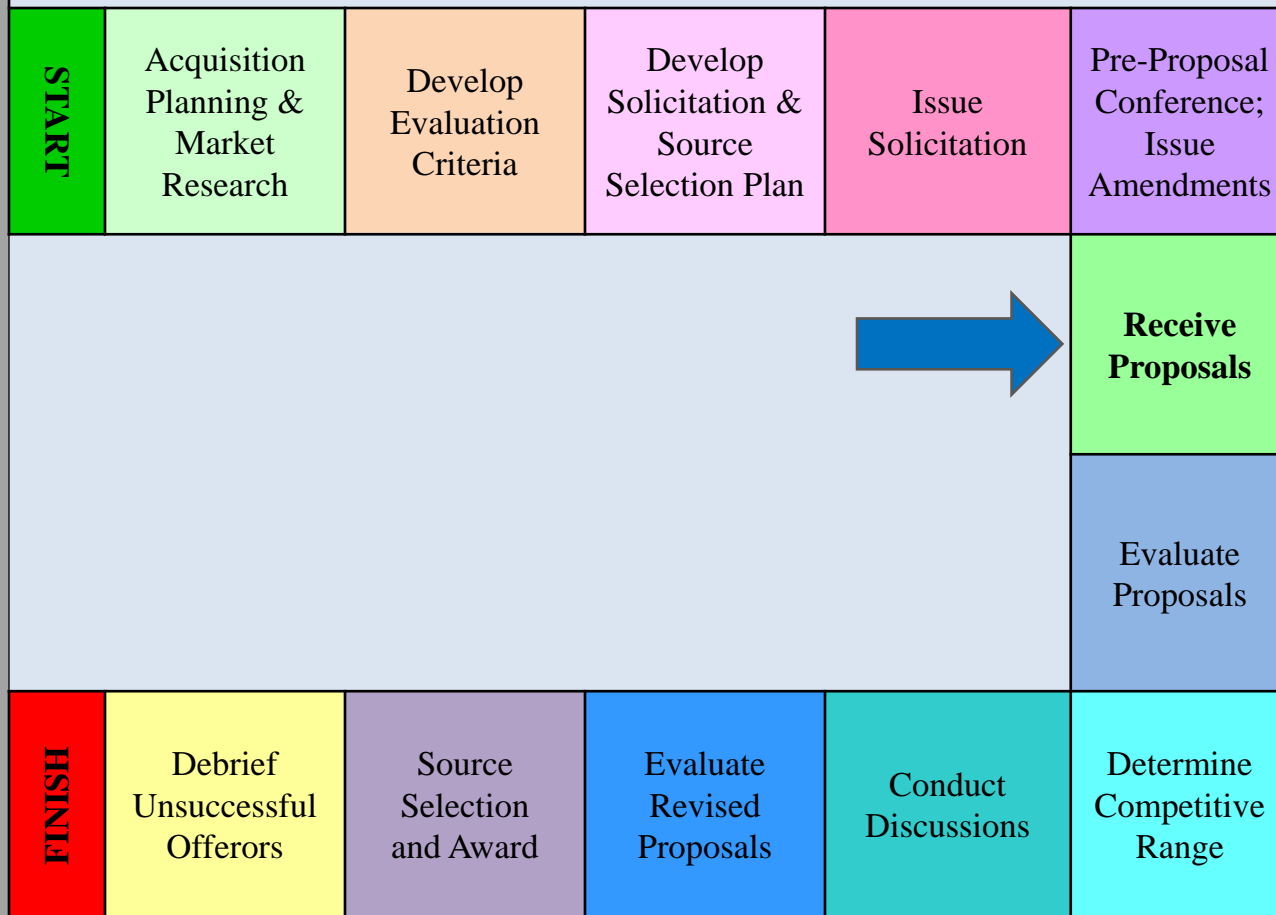
Minutes & sign in sheets posted to FBO - Do not issue as an amendment – post for info only



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Source Selection Process Overview



Decision Point: Award on initial offers?





Secure and Safeguard the Proposals



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RECEIVING PROPOSALS

Time and Date Stamp each proposal - ?? – New Submission Requirements - Electronic

Review for general responsiveness

- Proposal Acceptance Period
- Authorized Signature
- Acknowledge Amendments
- Reqs and Certs and SAM – Active, not on Excluded List
- Complete Submission (separate price and technical proposals)

Prepare Abstract

- Include all CLINS
- Check for math errors

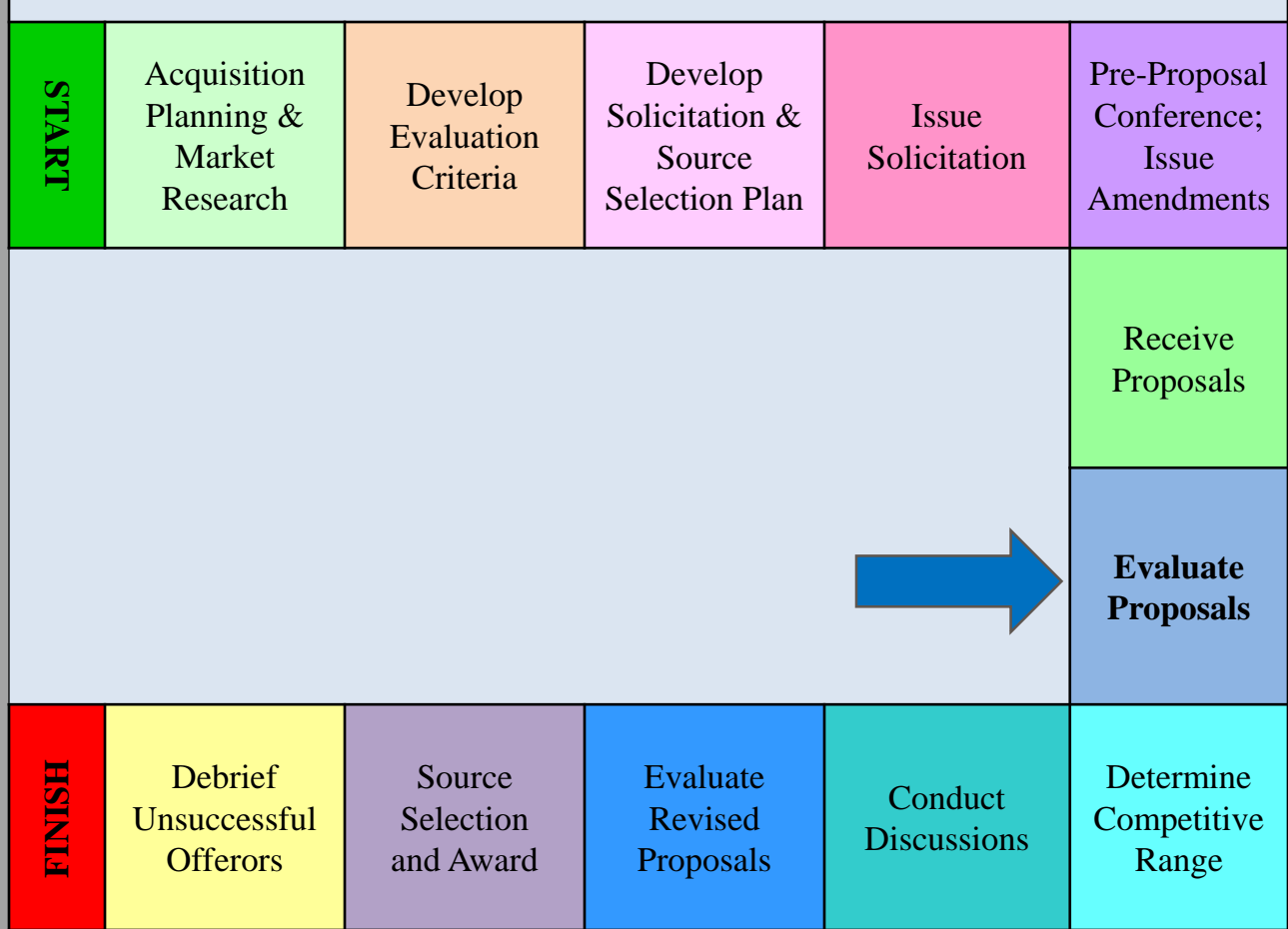
Subcontracting Plan to SB Deputy for Review



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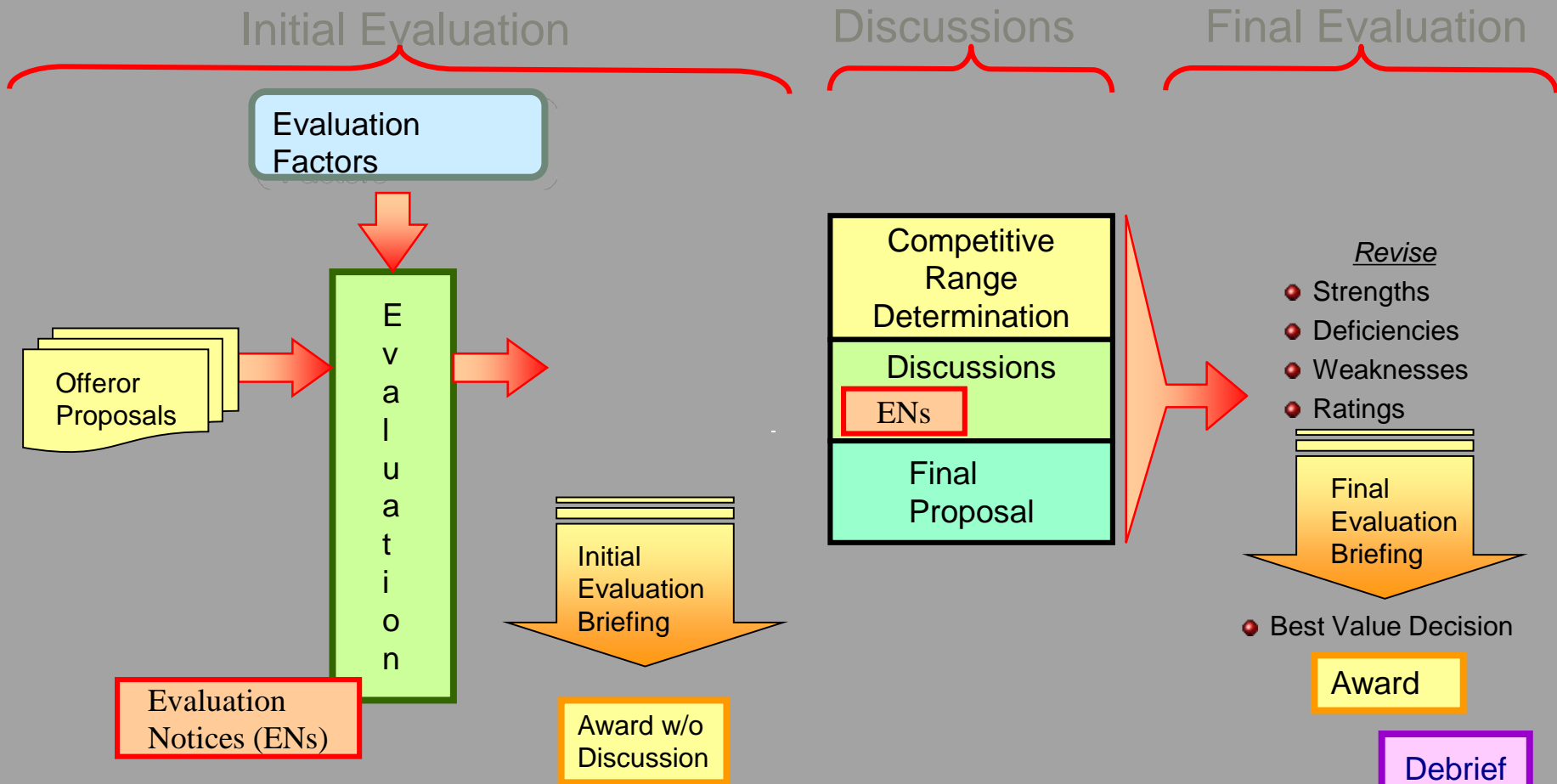
Source Selection Process Overview



Decision Point: Award on initial offers?



TRADEOFF EVALUATION PROCESS



EVALUATION DEFINITIONS

Significant Strength	A significant strength appreciably enhances the merit of a proposal or appreciably increases the probability of successful contract performance
Strength	An aspect of an offeror's proposal that has merit or exceeds specified performance or capability requirements in a way that will be advantageous to the Government
Weakness	A flaw in the proposal that increases the risk of unsuccessful contract performance
Significant Weakness	A major flaw or combination of multiple flaws that appreciably increases the risk of unsuccessful contract performance
Deficiency	A material failure of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level
Uncertainty	Any aspect of a non-cost/price factor proposal for which the intent of the offer is unclear (e.g. more than one way to interpret the offer or inconsistencies in the proposal indicating that there may have been an error, omission, or mistake)



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EVALUATION PROCESS

- Read and evaluate the proposal independently
- Compare proposal to RFP requirement – Not to Each Other!
- Note page numbers of RFP requirement and proposal discussion on evaluation sheet
- Document findings:
 - Strengths, exceeded minimum requirements
 - Weaknesses – meets minimum requirements, but increases risk, could be improved
 - Deficiencies – did not meet minimum requirements
 - Questions or Uncertainties



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Combined Technical/Risk Ratings

Rating	Description
Outstanding	Proposal meets requirements and indicates an exceptional approach and understanding of the requirements. Strengths far outweigh any weaknesses. Risk of unsuccessful performance is very low.
Good	Proposal meets requirements and indicates a thorough approach and understanding of the requirements. Proposal contains strengths which outweigh any weaknesses. Risk of unsuccessful performance is low to moderate.
Acceptable	Proposal meets requirements and indicates an adequate approach and understanding of the requirements. Strengths and weaknesses are offsetting or will have little or no impact on contract performance. Risk of unsuccessful performance is no worse than moderate.
Marginal	Proposal does not clearly meet requirements and has not demonstrated an adequate approach and understanding of the requirements. The proposal has one or more weaknesses which are not offset by strengths. Risk of unsuccessful performance is high.
Unacceptable	Proposal does not meet requirements and contains one or more deficiencies. Proposal is unawardable.



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PAST PERFORMANCE

Step 1: Assign Relevancy Rating to each performance evaluation . How relevant is the evaluated project to this project?

Past Performance Relevancy Ratings	
Rating	Definition
Very Relevant	Present/past performance effort involved essentially the same scope and magnitude of effort and complexities this solicitation requires.
Relevant	Present/past performance effort involved similar scope and magnitude of effort and complexities this solicitation requires.
Somewhat Relevant	Present/past performance effort involved some of the scope and magnitude of effort and complexities this solicitation requires.
Not Relevant	Present/past performance effort involved little or none of the scope and magnitude of effort and complexities this solicitation requires.



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PAST PERFORMANCE

Step 2. Assign performance confidence rating:

Based on the offeror's past performance, how confident am I (are we, if consensus) that the offeror can successfully perform the project?

Performance Confidence Assessments	
Rating	Description
Substantial Confidence	Based on the Offeror's recent/relevant performance record , the Government has a high expectation that the Offeror will successfully perform the required effort.
Satisfactory Confidence	Based on the Offeror's recent/relevant performance record , the Government has a reasonable expectation that the Offeror will successfully perform the required effort.
Limited Confidence	Based on the Offeror's recent/relevant performance record , the Government has a low expectation that the Offeror will successfully perform the required effort.
No Confidence	Based on the Offeror's recent/relevant performance record , the Government has no expectation that the Offeror will be able to successfully perform the required effort.
Unknown Confidence (Neutral)	No recent/relevant performance record is available or the Offeror's performance record is so sparse that no meaningful confidence assessment rating can be reasonably assigned .



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CONSENSUS

- ❑ Conducted by the SSEB at the conclusion of evaluations
- ❑ Not an average
- ❑ Establish a consensus adjectival rating for each criterion and sub-criterion by discussing strengths, weaknesses, significant weaknesses and deficiencies
- ❑ Establish a final overall adjectival rating for each factor



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TYPES OF COMMUNICATIONS



Clarifications*

as needed with Award
w/o Discussions (AWOD)

- Adverse past performance info (PPI)
- PPI relevance
- Resolve minor or clerical errors



Communications*

to determine Competitive Range (CR)
before discussions -

Shall be held if

- Adverse PPI is determining factor in exclusion

If inclusion or exclusion in CR uncertain,
to:

- Enhance Gov't understanding
- Allow reasonable interpretation
- Facilitate Gov't evaluation process
- Address ambiguities, perceived weaknesses, errors, omissions or mistakes

Negotiations / Discussions

- Conducted with offerors in the competitive range
- Goal is to get best value
- Discuss uncertainties, significant weaknesses, deficiencies, and other aspects of the proposal to enhance award
- Discuss efforts above mandatory minimums

*FAR 15.306 - Neither clarifications nor communications allow for an opportunity for proposal revision.



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SSEB BOARD REPORT

- The purpose of the SSEB Report is to provide a **narrative description** of the **evaluation process and results**, as well as a **clear justification** of the **basis** for **each assigned rating**.
- Provide a matrix of final evaluation ratings
- Does not** provide a recommendation to SSA



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DISCUSSION QUESTIONS

- Required if not awarding on initial offers
- Written in complete sentences
- Written at the 6th grade level (K.I.S.S.)
- Provide references to RFP & Proposal
- Explain HOW/WHY the proposal did not meet the RFP, as it may not be intuitive
- Explain WHAT you expect them to provide, so that you get what you need to evaluate



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Evaluating Cost and/or Price

Price/Cost Reasonableness – Must be evaluated

- Comparative Analysis used to determine if price is too high
- May require additional data and analysis

Price Realism

- Can only be used if solicitation said it *may* be conducted
- Analysis performed to determine if price is too low
- Used to determine if the low price reflects a lack of understanding of requirements or risk inherent in the approach

Cost Realism

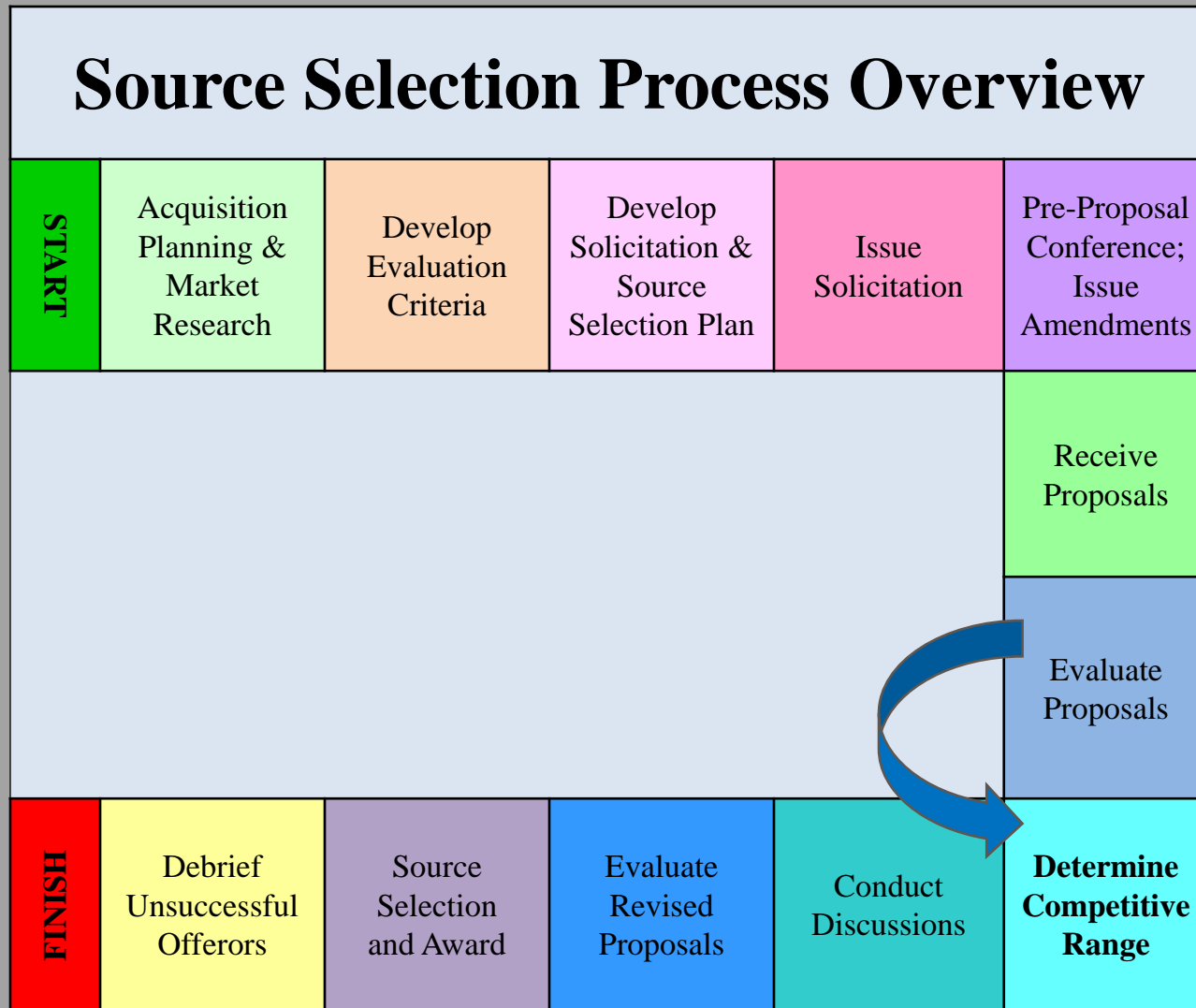
- Required for Cost Type Contracts



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Source Selection Process Overview



Decision Point: Award on initial offers?



COMPETITIVE RANGE

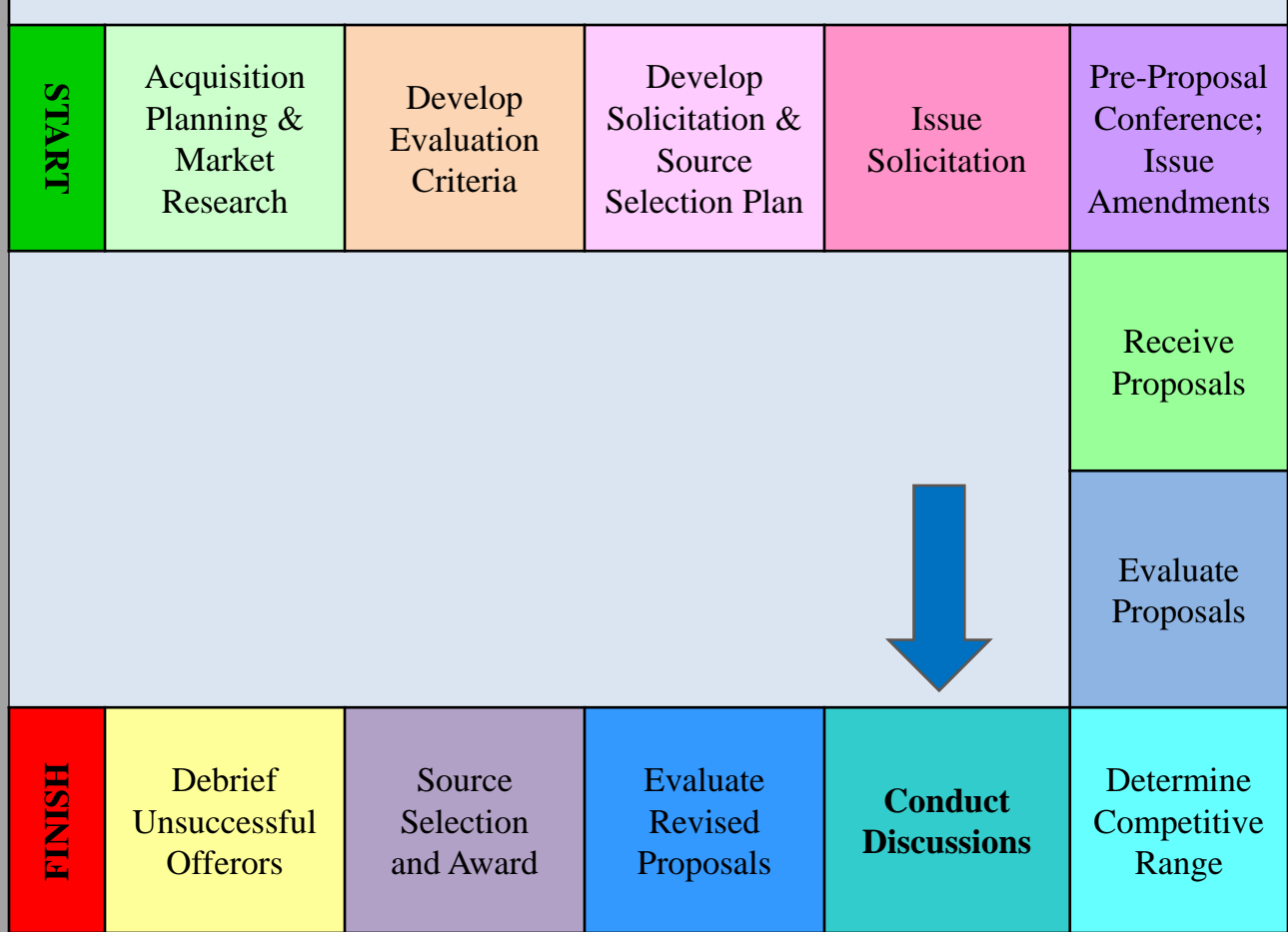
- Established when cannot award on initial offers
- Discussions are necessary
- Technical and price proposals are considered
- Comprised of most highly rated proposals
- Contracting Officer makes determination of which proposals to include or exclude from the CR
- Determination is documented in writing
- Eliminated offerors are notified in writing – proposal revisions will not be considered
- Successive CR determinations are possible



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Source Selection Process Overview



Decision Point: Award on initial offers?



DISCUSSIONS

GOAL: TO GET THE BEST VALUE

- Discussions held with all offerors in the competitive range
- Written, telephonic and/or face to face
- Resolve Evaluation Notices
 - Must discuss
 - Significant weaknesses, uncertainties, deficiencies
 - Adverse past performance information not previously known to offeror
 - Other aspects to enhance award potential
- Do not have to be the same for each offeror
- Proposal revisions form baseline for final evaluation

FAR 1.102-2(c)(3): “The Government shall exercise discretion, use sound business judgment, and comply with applicable laws and regulations in dealing with contractors and prospective contractors. **All contractors and prospective contractors shall be treated fairly and impartially, but need not be treated the same.**”



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FINAL PROPOSAL REVISION

- Common cut off date and time for all offerors in the Competitive Range
- Late Proposal provisions apply

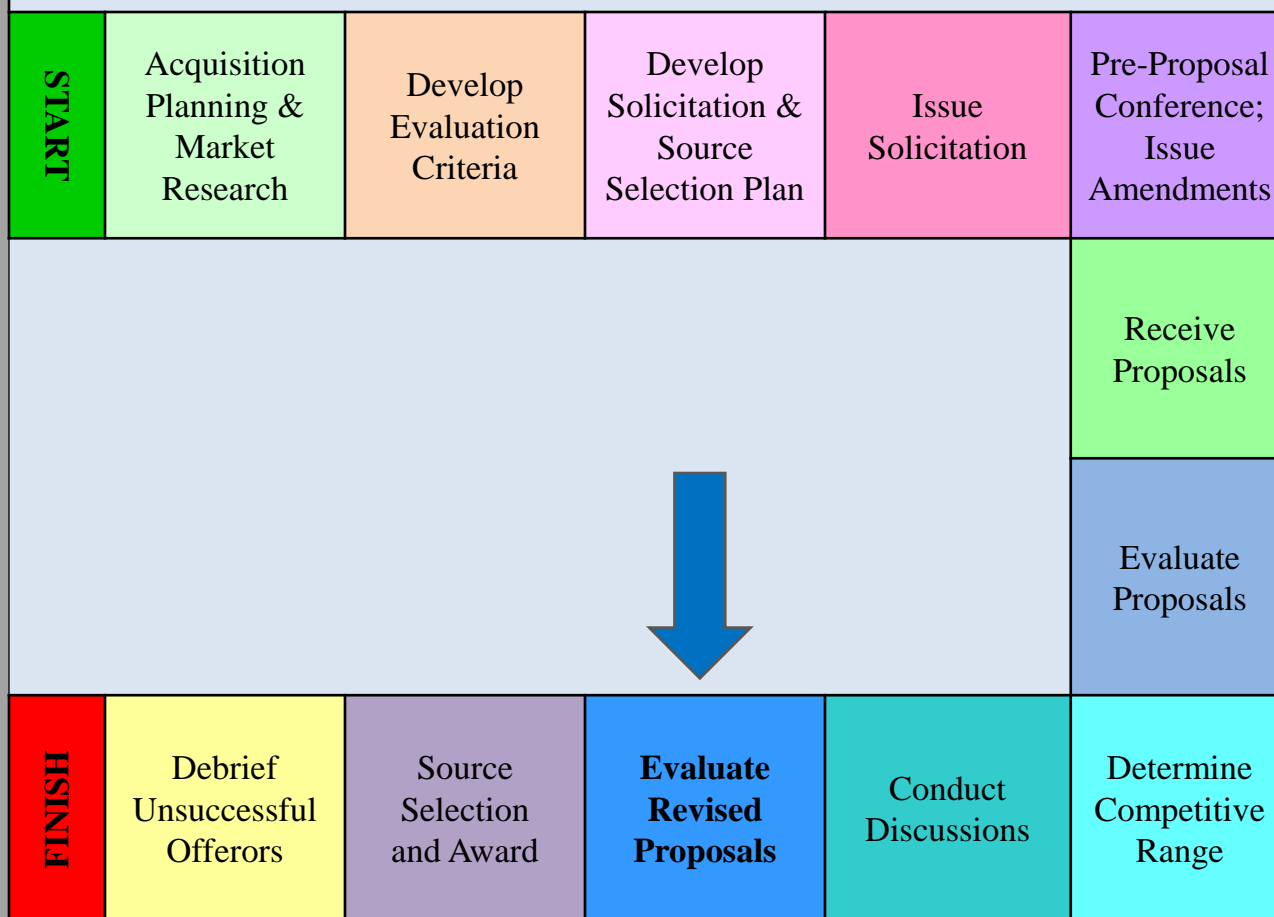
All changes should be traceable to original proposal



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Source Selection Process Overview



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EVALUATE FINAL PROPOSAL REVISIONS

- All revisions are evaluated and adjectival ratings adjusted accordingly, if merited
- Document the rationale for adjustments or decision not to make an adjustment to the ratings
- Evaluation Sheets should provide a place for initial and subsequent ratings
- Conduct Consensus



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FINAL SSEB REPORT

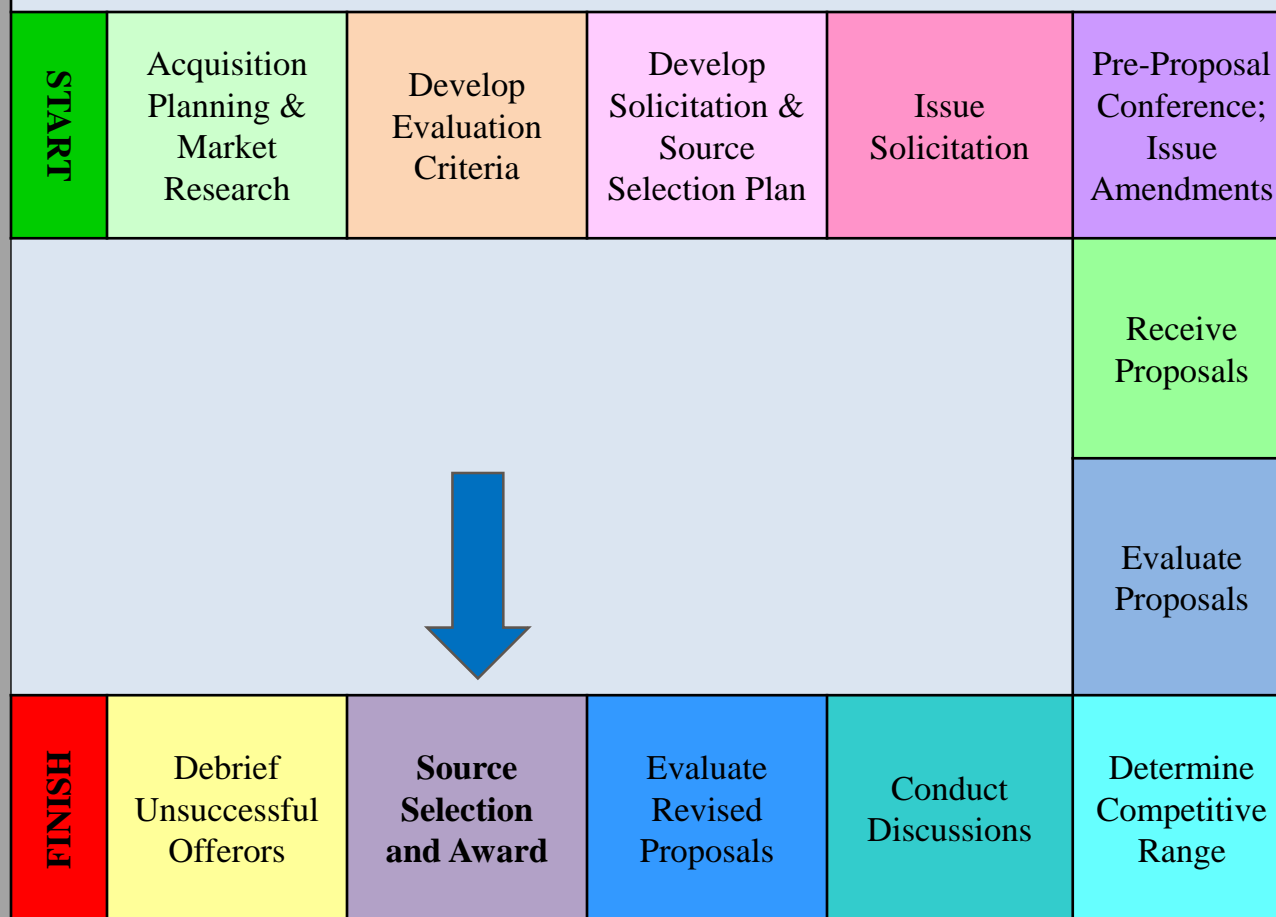
- Provides a summary table
- Provides clear rationale and justification for assigned ratings; narrative provides context to the SSA with explanations as to how well the firm addressed the criterion/firm's proposed solution or approach
- Identifies Strengths, Weaknesses, Deficiencies and uncertainties for each offeror by factor



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Source Selection Process Overview



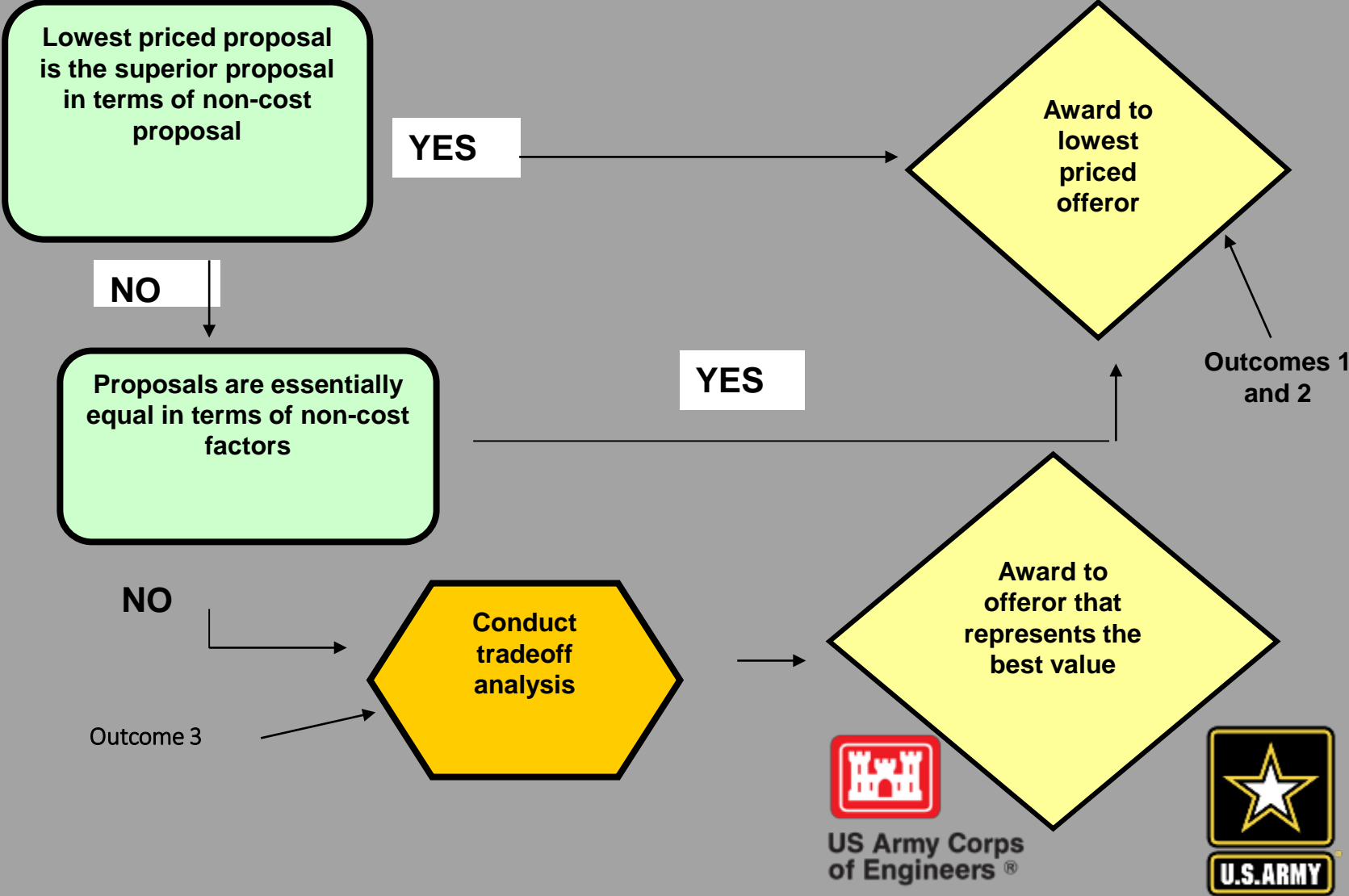
Decision Point:
Award on initial offers?



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SOURCE SELECTION/AWARD: THREE BASIC OUTCOMES



BEST VALUE TRADEOFF AND SSA DECISION

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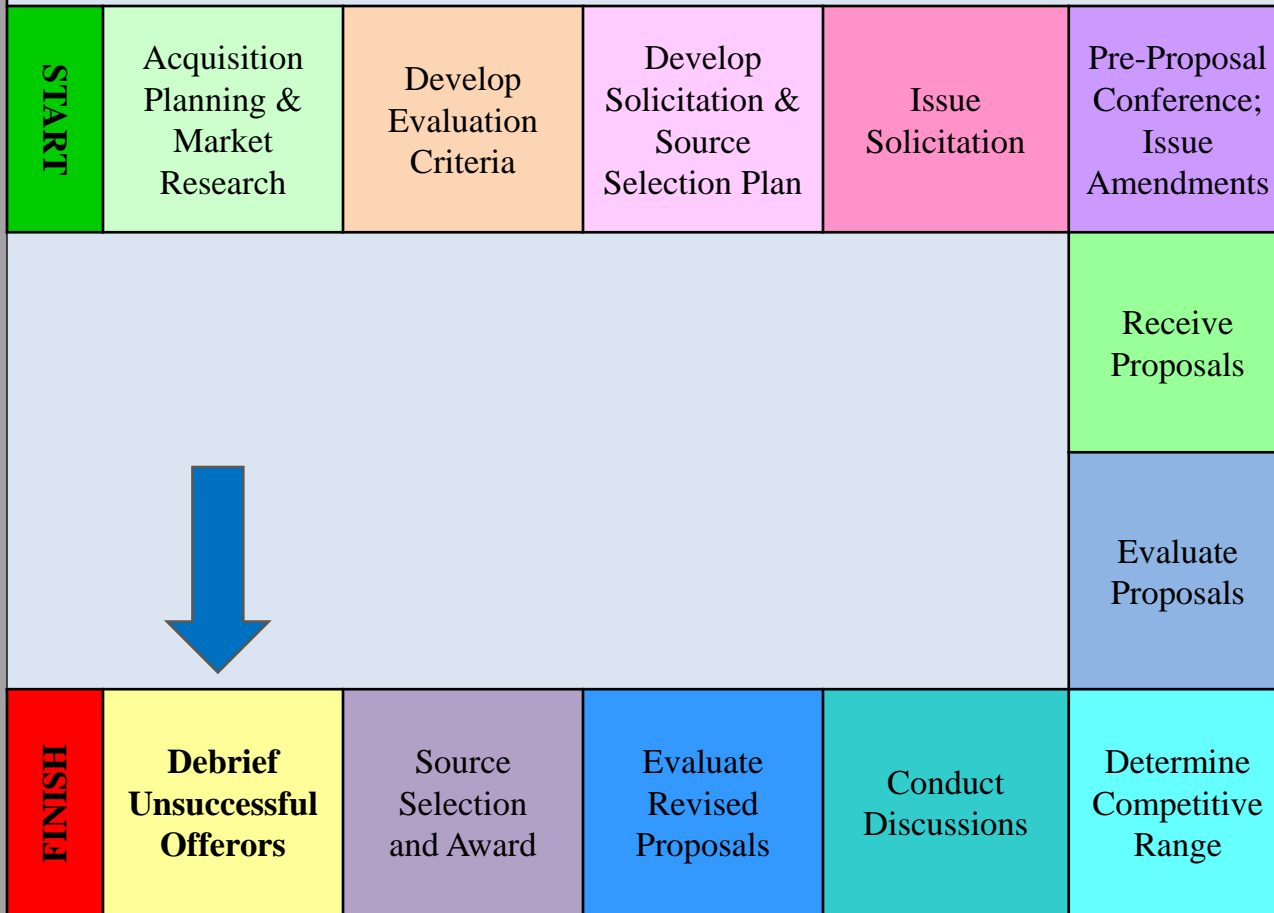
- Documentation must include the integrated assessment of
 - Cost/Price
 - Performance Confidence
 - Proposal ratings for each factor and subfactor (if separately rated)
- Best combination of technically superior, low risk proposal(s) that also have a history of favorable past performance
- Allows the Government to select other than the lowest priced offer as long as the perceived benefit merits the additional cost
- SSA makes independent decision based on analysis



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Source Selection Process Overview



Decision Point: Award on initial offers?



PRE-AWARD DEBRIEFINGS

- Any Offeror excluded prior to award
- Government may delay debriefing until after award
- Includes
 - Evaluation of significant elements
 - Rationale For exclusion from competitive range
 - Discussion of source selection procedures
- No source selection information



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POST-AWARD DEBRIEFINGS

- Unsuccessful Offerors upon request
- Include (FAR 15.506(d))
 - Significant weaknesses and/or deficiencies
 - Overall rating and total price of both successful Offeror and Offeror being debriefed
 - Past performance information
 - To which contractor has not had an opportunity to respond
 - Summary of the rationale for award
 - For commercial items; make and model
 - Responses to relevant questions about the source selection
- No source selection information
- Document the file



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**No Point by
Point
Comparisons**



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POST AWARD DEBRIEFING TIMELINES

- 3 Days to notify after award
- 3 Days to request debriefing; if late:
 - Unsuccessful Offeror not entitled to debriefing
 - No automatic suspension of performance
- Conduct debriefings within 5 days of request
- **NEW:**
 - Debriefed offeror has 2 days to submit follow on questions
 - GOV has 5 days to respond to questions
 - After GOV response – starts the clock for unsuccessful offeror to protest – w/in 10 days of knowing basis for protest.



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SUMMARY

Each Source Selection is unique

Source Selection is a subjective process

Evaluation must be fair, consistent, follow stated procedures, and be well-documented

The purpose of Source Selection is to select the offer which is the **BEST VALUE** for the Government, all factors considered, to provide best value products and services to the customer



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ACQUISITION LESSONS LEARNED & NEW ACQUISITION POLICIES



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BEST PRACTICE: EARLY COLLABORATION WITH INDUSTRY – HOW/WHAT?

--Provide 90% design specification package to Industry for review and comment (May - Jun 2016)

-- Separate In-person sessions with potential offerors to receive feedback on 90% design package

- Can Significantly inform performance specifications and bid schedule

--Industry focused Feedback Session – with Multiple Agencies

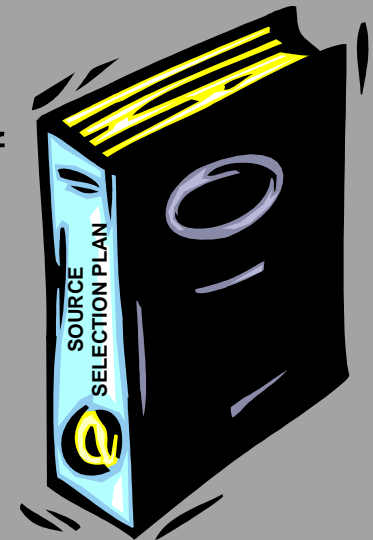


BEST PRACTICE: EVALUATION CRITERIA – PAST PERFORMANCE EQUAL TO TECHNICAL FACTOR

-- Lesson Learned – When past performance is not sufficiently weighted, offerors in a Best Value Trade Off can be selected for award based on price (when all other evaluation factors become more equal).

--Performance of Low Priced Offeror is less than satisfactory for schedule and quality.

What you can expect to see on future acquisitions:
Outcome: Past Performance evaluation factor is equally weighted to the technical factor.



BEST PRACTICE: HYDRO REQUIREMENTS: REALISTIC LIQUIDATED DAMAGES (LD'S)

- What are LDs: Definition: “....monetary amount charged to a contractor when they are delinquent in delivery on a contract where GOV may suffer damages.... which are difficult to estimate accurately or prove...”
- Background:
 - NWW Office of Counsel did not see lost power generation revenue as a “damage” to USACE, so lost power generation was not included in LDs.
 - BPA General Counsel prepared legal advice: BPA recommends to USACE that lost power generation revenue be incorporated into liquidated damages. Precedent in other power contracts that “the Government” was damaged, not a specific agency.
 - Industry Feedback Session: Industry representatives stated they prioritize contracts with high incentives and high liquidated damages.
- Outcome: USACE will consider lost power generation revenue when determining liquidated damages on hydropower construction contracts.



NEW PROPOSAL SUBMISSION REQUIREMENTS

- Electronic Commerce be Used the Maximum Extent Practicable
- Limit submission of paper proposals
- Use of Safe Access File Exchange (SAFE) site to the greatest extent possible
 - <https://safe.amrdec.army.mil/safe/>.
- SAFE is for file transfer only – not long term storage!
- NWW will require a CD ROM as part of submission requirements



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Summary:

- Source Selection Process
- Best Practices
- New Policies Affecting our Contractors

QUESTIONS?

Ruthann Haider

Chief, Contracting Division

Walla Walla District

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SECURITY: CONTRACTOR ACCESS REQUIREMENTS FOR PERFORMANCE WITHIN AN ARMY CONTROLLED AREA OR FACILITY

Michelle Frost
Security Manager
NWD/NWW/Readiness Office
10 October 2018

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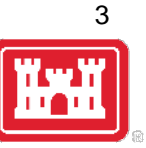
TOPICS:

Access and General Protection/Security Policy and Procedures

- **Contractors requiring Common Access Card (CAC)**
- **Contractors who do not require CAC, but require access to a DoD facility or installation**
- **Foreign National Requirements**



CONTRACTORS REQUIRING COMMON ACCESS CARD (CAC)



Contractor and all sub-contractors employees will be issued a CAC only if duties involve one of the following:

- (1) Both physical access to a DoD facility and access, via logon, to DoD networks on-site or remotely;
- (2) Remote access, via logon, to a DoD network using DoD-approved remote access procedures; or
- (3) Physical access to multiple DoD facilities or multiple non-DoD federally controlled facilities on behalf of the DoD on a recurring basis for a period of 6 months or more.

Before CAC issuance, the contractor employee requires, at a minimum, a favorably adjudicated National Agency Check with Inquiries (NACI) or an equivalent or higher investigation in accordance with Army Directive 2014-05 and Homeland Security Presidential Directive-12 (HSPD-12).



CONTRACTORS WHO DO NOT REQUIRE CAC



Contractor and all associated sub-contractors employees shall comply with adjudication standards and procedures using the National Crime Information Center Interstate Identification Index (NCIC-III) and Terrorist Screening Database (TSDB) as NCIC and TSDB are available.

Prior to required access, notify the USACE Project Manager (PM) or Contracting Officer Representative (COR) of the request and provide the following:

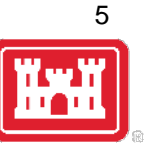
- A legible copy of the employee's state issued identification; or
- Full name, date of birth, ID #, and state of issue.
(preferably in an encrypted format)

The PM/COR will forward the information to the District Security Office via encrypted email.

Security will review available databases for criminal history and provide recommendation to the PM/COR.



FOREIGN NATIONAL REQUIREMENTS



IMPORTANT: Foreign Visit Requests (FVR) must be received by HQUSCE NLT than 30 days prior to required access date. Higher risk countries may require 90 days.

At least 45 days prior to required access, notify the USACE Project Manager (PM) or Contracting Officer Representative (COR) of the request and provide the following:

- A legible copy of the foreign national's passport.
- Date(s) of access period.

The PM/COR will populate the request form, attach the copy of the passport, and forward to the District Security Office.

Security will review, edit/correct request if needed, sign and forward to HQUSACE.

HQUSACE will perform the necessary checks and approve or disapprove.



EXAMPLE SLIDES

FY19-21 POTENTIAL OPPORTUNITIES

DWORSHAK DAM

Hydropower:

- Regulating Outlet Valve Upgrade, FY19
- Intake Gantry Crane Replacement, FY20
- Exciter Upgrade, FY20
- Tailrace Gantry Crane Rehab, FY20

General Construction:

- Weld Shop Bridge Crane, FY19
- Spillway Gate Repairs, FY20
- Boiler Upgrades, FY20
- Smolt Release Pipe Repairs, FY21



FY19-21 POTENTIAL OPPORTUNITIES

LOWER GRANITE LOCK AND DAM

Hydropower:

- DC System & Low Voltage Switchgear Replacement, FY19
- Turbine Maintenance Platform, FY19
- Headgate Repairs/Upgrades, FY19
- Trash Rack Crane Replacement, FY21



FY19-21 POTENTIAL OPPORTUNITIES

LITTLE GOOSE LOCK AND DAM

Hydropower:

- Drainage/Unwatering Pumps, FY19
- DC System & Low Voltage Switchgear Replacement, FY19
- Headgate Repair Pit Upgrade, FY20
- Powerhouse Roof Replacement, FY21
- Trash Rack Crane Replacement, FY21

General Construction:

- Powerhouse Windows Upgrade, FY19
- North Shore Jetty Repairs, FY20
- Juvenile Fish Facility Standby Generator, FY20/21
- Navigation Lock Tainter Valves, FY21+



FY19-21 POTENTIAL OPPORTUNITIES

LOWER MONUMENTAL LOCK AND DAM

Hydropower:

- Turbine Maintenance Platform, FY19
- DC System & Low Voltage Switchgear Replacement, FY20/21
- Headgate Repair Pit Upgrade, FY20
- Trash Rack Crane Replacement, FY21

General Construction:

- Closed Circuit Security Upgrade, FY19
- Fish Outfall Pipe Expansion Joint Upgrade, FY19
- Adult Fish Ladder Grating Replacement, FY19
- Spillway Gate Gear Reducers Upgrades, FY21



FY19-21 POTENTIAL OPPORTUNITIES

ICE HARBOR LOCK AND DAM

Hydropower:

- Oil/Water Separator, FY20
- Intake Gantry Crane Controls, FY20
- Intake Gate Hydraulic System Upgrade, FY21

General Construction

- Spillway Backup Generator, FY19



FY19-21 POTENTIAL OPPORTUNITIES

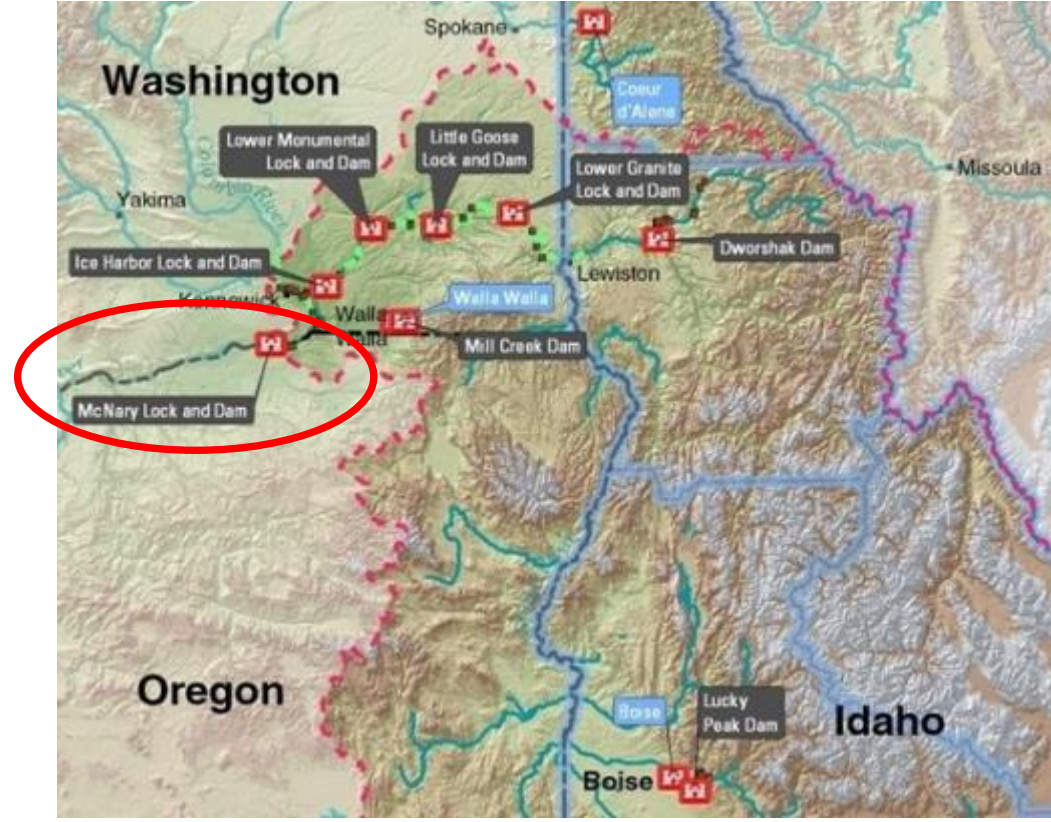
MCNARY LOCK AND DAM

Hydropower:

- Powerhouse Controls, Exciters and Governors Upgrade, FY19
- Spillway Gate and Hoist Upgrade, FY19
- 230 KV Transformer Purchase, FY19
- Sump Oil Skimmer, FY19
- Crane 5 Replacement, FY19/20
- Intake Gantry Crane Replacement, FY20
- Isolated Phase Bus Upgrade, FY20
- Tailrace Gantry Crane Replacement, FY20
- Station Service Turbine Repairs, FY20

General Construction:

- Avian Predation Measures, FY19
- Lamprey Adult Ladder Entrance Permanence, FY19
- Washington & Oregon Fish Ladder Repairs, FY19
- Navigation Lock Derrick Crane Replacement, FY20



FY19 POTENTIAL OPPORTUNITIES

MILL CREEK DAM

- Intake Canal Baffles Replacement, FY19
- Fish Ladder Upgrades, FY19
- Scour Repairs and Replace Safety Rails, FY19
- Replace Bridge Corbels, FY19



FY19 POTENTIAL OPPORTUNITIES

DISTRICT HEADQUARTERS

- HQ Building Service/Maintenance Contract, FY19

