

Agenda

8:15am – 9:00am ***Registration and Check-In***

9:00am – 9:05am ***Welcome and Overview of Event***

9:05am – 9:20am ***Opening Remarks***

9:20am – 9:35am ***Doing Business in the Federal Marketplace & the Acquisition Lifecycle***

PSC will discuss the multiple challenges that new and current companies face internally and externally and the considerations, risks, and investments that businesses of various sizes and in various markets must make to obtain business and stay in business with NOAA.

9:35am – 10:45am ***Strengthening Acquisition Planning Through Proactive Industry Engagement***

Industry panelists will discuss the importance of the clarity, consistency, and availability of the acquisition strategy, statement of work, and evaluation criteria to determining industry bid decisions. This session will also discuss ways to engage with industry in conducting market research and how industry approaches Sources Sought & RFIs. Also, how does early communication play a role in determining if a vendor will bid on a NOAA opportunity?

10:45am – 10:50am **Break**

10:50am – 12:00pm ***The Value of a Quality Debriefing***

This session will provide insight into the importance and value of debriefings for both government and industry and detail the types of information that industry is seeking in a written or oral debriefing. Speakers will also discuss how agencies can provide effective communication throughout the acquisition lifecycle, including during the debriefing. The format is part role-play and part panel.

12:00pm – 12:15pm ***Recap & Closing Remarks***





NOAA

NOAA Acquisition & Grants Office (AGO)

REVERSE INDUSTRY DAY

KELLY MABE, AGO DEPUTY DIRECTOR

April 16, 2019





A Bureau (Agency) in a Department



U. S. Department of Commerce

- Formed in 1903 to promote American business and trade
 - Twelve bureaus of differing size and scope pursuing diverse missions
- 

National Oceanic and Atmospheric Administration

- NOAA is the nation's first physical science, atmospheric science, and conservation agency, tracing its lineage to the U.S. Coast and Geodetic Survey of 1807, the Weather Bureau of 1870, and the Bureau of Commercial Fisheries of 1871
 - Formed in 1970 to coordinate the work of predecessor organizations working on the oceans and atmosphere, as part of a total environmental system
- 
- 
- 

Department of Commerce Strategic Plan



ACCELERATE AMERICAN LEADERSHIP

- Expand Commercial Space Activities
- Advance Innovation
- Strengthen Intellectual Property Protection



FULFILL CONSTITUTIONAL REQUIREMENTS AND SUPPORT ECONOMIC ACTIVITY

- Conduct a Complete and Accurate Decennial Census
- Provide Accurate Data to Support Economic Activity



ENHANCE JOB CREATION

- Increase Aquaculture Production
- Reduce and Streamline Regulations
- Strengthen Domestic Commerce and the U.S. Industrial Base
- Increase U.S. Exports
- Increase Inward Investment Into the United States



DELIVER CUSTOMER-CENTRIC SERVICE EXCELLENCE

- Engage Commerce Employees
- Accelerate IT Modernization
- Consolidate Functions for Cost Savings

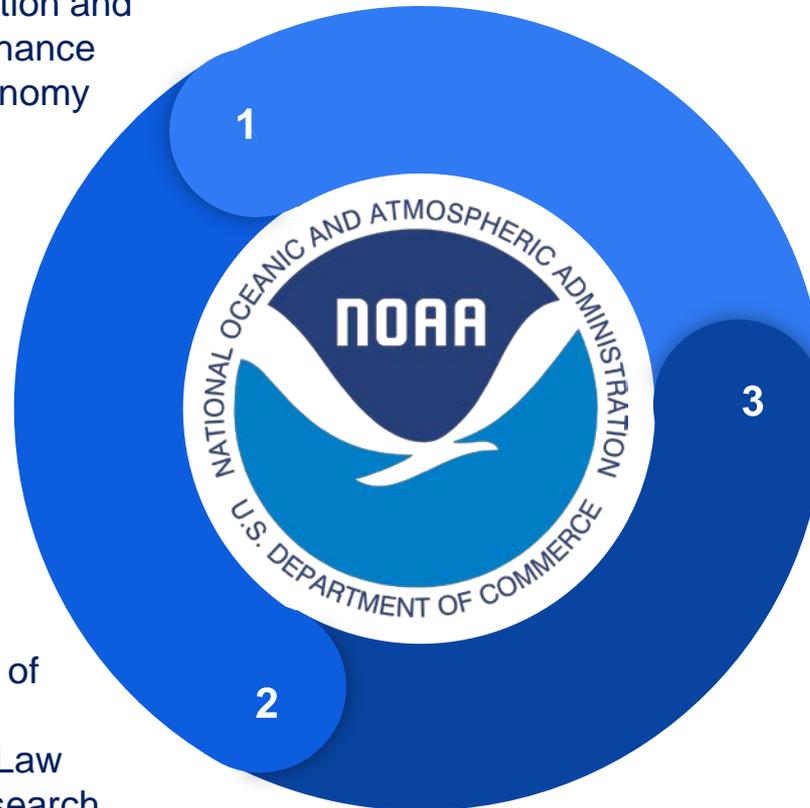


STRENGTHEN U.S. ECONOMIC AND NATIONAL SECURITY

- Enforce the Nation's Trade Laws and Security Laws
- Enhance the Nation's Cybersecurity
- Reduce Extreme Weather Impacts
- Deploy Public Safety Broadband

NOAA Primary Objectives

Lead the world in earth system observation and prediction to enhance the nation's economy



Increase the sustainable contributions to the nation's economy through fishery and marine resource management, mapping, exploration, observation, and prediction

Minimize the impacts of severe weather by implementing Public Law 115-25 (Weather Research and Forecasting Innovation Act)

NOAA HEADQUARTERS ORGANIZATION



CORPORATE FUNCTIONS

Deputy Assistant Secretary for International Fisheries
Andrew Lawler

Military Liaisons
U.S. Coast Guard Liaison
CAPT Kurt Zegowitz, NOAA Corps

Liaison to the Oceanographer of the Navy
CDR Jason Mansour, NOAA Corps

Assistant Secretary of Commerce for Environmental Observation and Prediction,
Performing the duties of Under Secretary of Commerce for Oceans and Atmosphere
Dr. Nell Jacobs

Assistant Secretary of Commerce for Oceans and Atmosphere and Deputy NOAA Administrator
RDML Timothy Gallaudet, Ph.D., USN Ret.

Chief Scientist
Craig McLean (A)

Deputy Under Secretary for Operations
Benjamin Friedman

Chief of Staff
Stuart Levenbach

Policy
Kevin Wheeler

Deputy Chief of Staff
Michael Weiss

Senior Policy Advisors
Taylor Jordan
Brandon Elsner
Erik Noble

Communications
Julie Roberts

International Affairs
Elizabeth McLanahan

Legislative & Intergovernmental Affairs
Wendy Lewis

Education
Louisa Koch

Decision Coordination & Executive Secretariat
Kelly Quickle

General Counsel
John Luce

Acquisition & Grants
Jeffrey Thomas

Chief Administration Officer
Deirdre Jones (A)

Chief Financial Officer
Mark Seller

CIO/HP Computing & Communications
Zach Goldstein

Office of Human Capital Services
Kimberlyn Bauhs

Office of Inclusion & Civil Rights
Kenneth M. Bailey

LINE OFFICES

NMFS

Assistant Administrator National Marine Fisheries Service
Chris Oliver

Deputy Assistant Administrator for Operations
Paul Doramus

Deputy Assistant Administrator for Regulatory Programs
Sam Rauch

Director of Scientific Programs & Chief Science Advisor
Dr. Cisco Warner

NOS

Assistant Administrator National Ocean Service
Nicole LeBoeuf (A)

Deputy Assistant Administrator
John Armor (A)

NESDIS

Assistant Administrator National Environmental Satellite, Data & Information Service
Dr. Stephen Volz

Deputy Assistant Administrator
Mark S. Pease

OAR

Assistant Administrator Oceanic & Atmospheric Research
Craig McLean

Deputy Assistant Administrator for Laboratories & Cooperative Institutes
Dr. Gary Metlock

Deputy Assistant Administrator for Programs & Administration
Ko Barrett

NWS

Assistant Administrator National Weather Service
Dr. Louis Uccellini

Deputy Assistant Administrator
Mary Erickson

OMAO

Director Office of Marine & Aviation Operations & Director, NOAA Corps
RDML Michael Silah

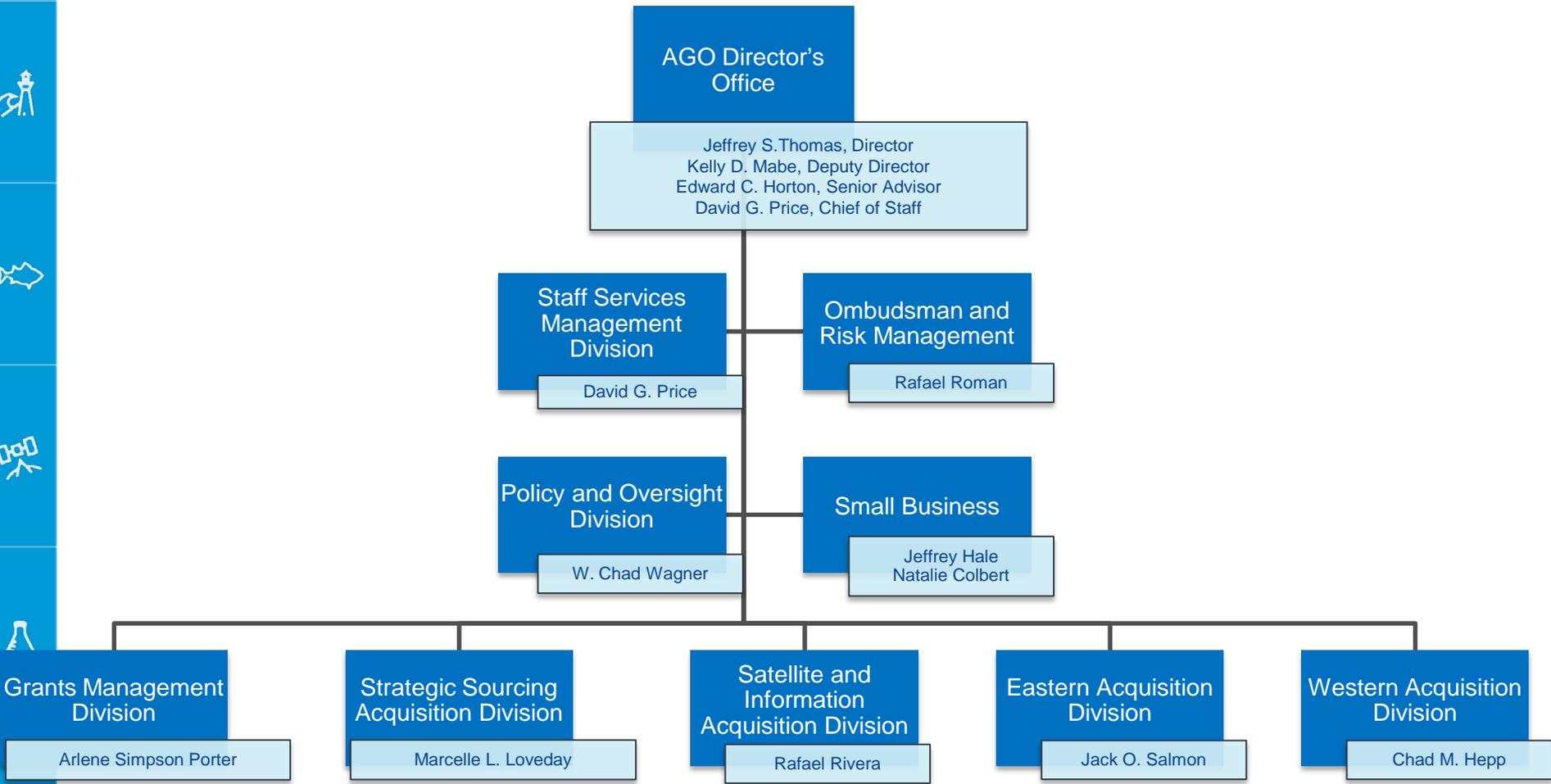
Deputy Director for Operations and Deputy Director, NOAA Corps
RDML Nancy Hann

Deputy Assistant Administrator for Programs and Administration
Gary Reisner

Key: (A) = Acting Last updated 03/11/19



AGO Organization Chart



Who We Work With

NOAA Clients:

- National Environmental Satellite Data & Information Service (NESDIS): Centralized major programs & locations
- National Fisheries Management Service (NFMS): Decentralized, smaller programs, geographically dispersed
- National Ocean Service (NOS): Moderately centralized & dispersed; few major programs
- Office of Marine & Aviation (OAR): Moderately decentralized, lab independence, HQ programs
- National Weather Service (NWS): Centralized portfolios, highly decentralized regions
- Office of Marine & Aviation Operations (OMAO): Decentralized operations & periodic major purchases
- Staff Offices: Support line offices, small dollars, mixed programs constrained

Department of Commerce:

- 12 bureaus – 8 very small, 3 medium, 1 large (NOAA)

Industry:

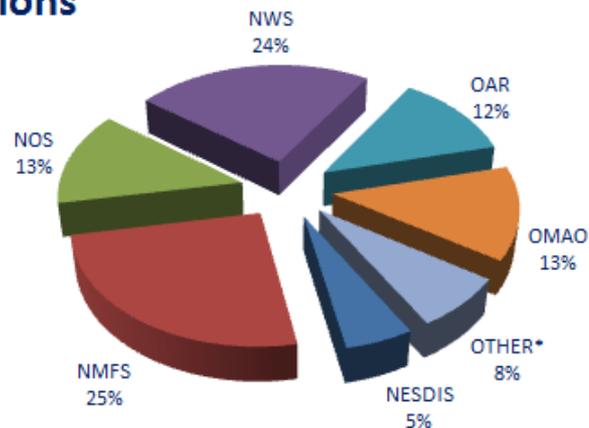
- Over 2,000 suppliers
- Continue to seek strong partnerships with industry

FY18 Acquisition Activity by NOAA Client

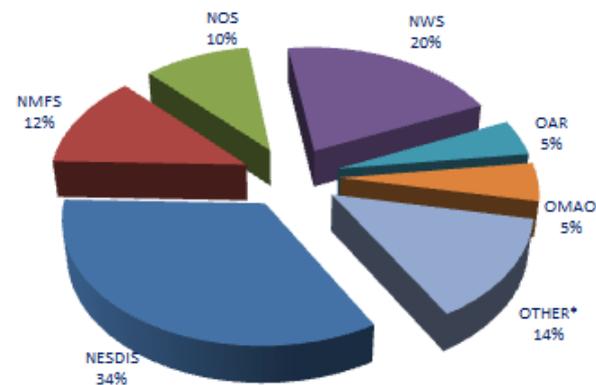
FY2018 Acquisition Activity by Client
September 30, 2018

CLIENTS	2018 Transactions (excludes closeout team)		Average \$ Per Transaction
	#	\$	\$
NESDIS	884	\$500,621,806	\$566,314
NMFS	4,210	\$183,731,912	\$43,642
NOS	2,227	\$146,847,217	\$65,939
NWS	3,937	\$302,850,292	\$76,924
OAR	2,047	\$70,492,042	\$34,437
OMAO	2,203	\$74,871,767	\$33,986
NOAA Line Offices Total	15,508	\$1,279,415,036	\$82,500
AGO	142	\$14,567,585	\$102,589
CAO	416	\$33,505,557	\$80,542
CFO	52	\$14,885,528	\$286,260
CIO	506	\$109,094,945	\$215,603
GC	17	\$361,766	\$21,280
OHCS	42	\$19,569,346	\$465,937
PPI	2	\$0	\$0
USEC	45	\$9,563,251	\$212,517
NOAA Staff Offices Total	1,222	\$201,547,977	\$164,933
External Clients Totals	14	-\$17	-\$1
NOAA Total	16,744	\$1,480,962,996	\$88,447

Transactions



Obligations



* Includes the following clients: AGO, CAO, CFO, CIO, GC, OHCS, USEC, External Clients without Closeout Teams



Socio-Economic Programs

Small Business Achievements

SMALL BUSINESS TYPE	2018 DOC GOAL %	2018 NOAA GOAL %	2018 NOAA Only % of \$	2018 NOAA Goaling % of \$	2018 NOAA Achievement w/o NASA % of \$	2018 NOAA Achievement w/o NASA \$ VALUE	2019 NOAA Goal
Small Business - Achievement Method	37.2%	49%	50.2%	35.6%	52.1%	\$745,701,909	49%
Sub-category Reporting							
Small Disadvantaged Business	12%	14%	25.9%	17.8%	26.0%	\$372,890,691	14.0%
8(a)	8%	6%	9.2%	6.3%	9.2%	\$132,006,992	8.0%
Woman-Owned Small Business	10%	12%	15.0%	10.5%	15.4%	\$221,173,639	12.0%
HUBZone Small Business	3%	3%	4.2%	2.9%	4.2%	\$60,741,144	3.0%
Veteran-Owned Small Business	4%	4%	5.9%	4.8%	7.1%	\$100,989,657	4.0%
Service Disabled Veteran Owned	3%	3.5%	4.0%	3.3%	4.8%	\$68,509,176	3.5%

Notes:

1. Source: FPDS 10/04/2018 for FY2018 Results
2. The Small Business Administration sets targets for a subset (not all) of the small business categories; the sub-categories will not total to the Small Business total. Some awards fall into multiple categories
3. Goaling method of measurement includes what other agencies award with NOAA funds
4. Achievement method of measurement excludes funds transferred to NASA for award
5. FY19 Goals Updated from DOC SBP 2019-01 Memo (10/19/2018).

Strategic Sourcing

- ProTech - Professional and Technical Services.
 - Mandatory program for NOAA, available to DOC.
 - Four Domains – Ocean, Fisheries, Weather, Satellites – and will be multiple award.
 - 75 percent reserved for small businesses.
 - Program estimated at \$3B over 5 year period.
- NOAALink – NOAA’s Current IT Services IDIQ
 - AGO & the NOAALink Program Office have begun acquisition planning for the follow-on NOAA Mission IT Services (NMITS) contracts
 - NMITS will be a mandatory program for NOAA
 - Estimated dollar value is between \$2-3B
- Department of Commerce



NOAA Reverse Industry Day

Doing Business in the Federal Marketplace &
Understanding the Acquisition Lifecycle

April 16, 2019

 @PSCspeaks

PSC PROFESSIONAL
SERVICES
COUNCIL

WWW.PSCOUNCIL.ORG

About the Professional Services Council

The Professional Services Council (PSC) is the voice of the government technology and professional services industry, representing the full range and diversity of the government services sector. PSC is the most respected industry leader on legislative and regulatory issues related to government acquisition, business and technology. PSC helps shape public policy, leads strategic coalitions, and works to build consensus between government and industry. PSC's more than 400 member companies represent small, medium, and large businesses that provide federal agencies with services of all kinds, including information technology, engineering, logistics, facilities management, operations and maintenance, consulting, international development, scientific, healthcare, environmental services, and more. Together, the trade association's members employ hundreds of thousands of Americans in all 50 states.

- Founded in 1972
- Five Councils
 - Acquisition Business Policy
 - Technology
 - Defense & Intelligence
 - Civilian
 - International Development
- Three Core Functions
 - Advocate
 - Educate
 - Facilitate



Acquisition Business
Policy



Technology



Defense &
Intelligence



Civilian Agencies



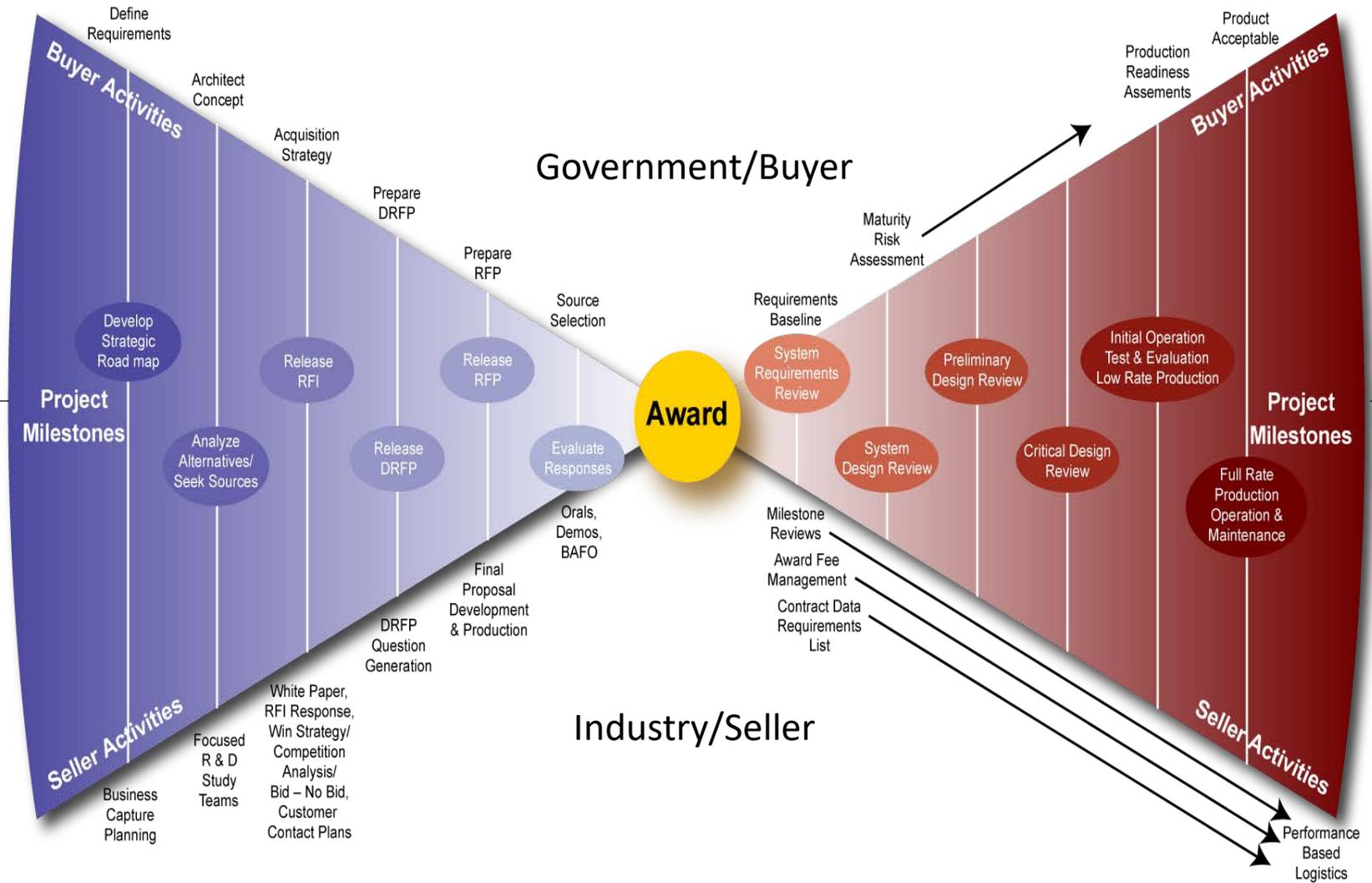
International
Development

Choice of Instrument – Contract or Grant?

- The Federal Grant and Cooperative Agreement Act of 1977 (41 USC 501) guides government agencies in their use of federal funds to distinguish between contracts, grants, and cooperative agreements.
 - The central issue is the “principal purpose” of the action or relationship.
- Principal Purpose
 - For federal grants, the principal purpose is to transfer something to “carry out a public purpose of support or stimulation authorized by a law.”
 - For federal contracts, the principal purpose is “to acquire . . . property or services for the direct benefit or use of the United States Government.”
 - Contract Type
 - [PSC Taxonomy for Services Contracts](#)
- Different Tools = Different Partners
 - Some private sector companies bid on both grants & contracts; however, many companies do not compete for work when a grant mechanism is used instead of a contract.

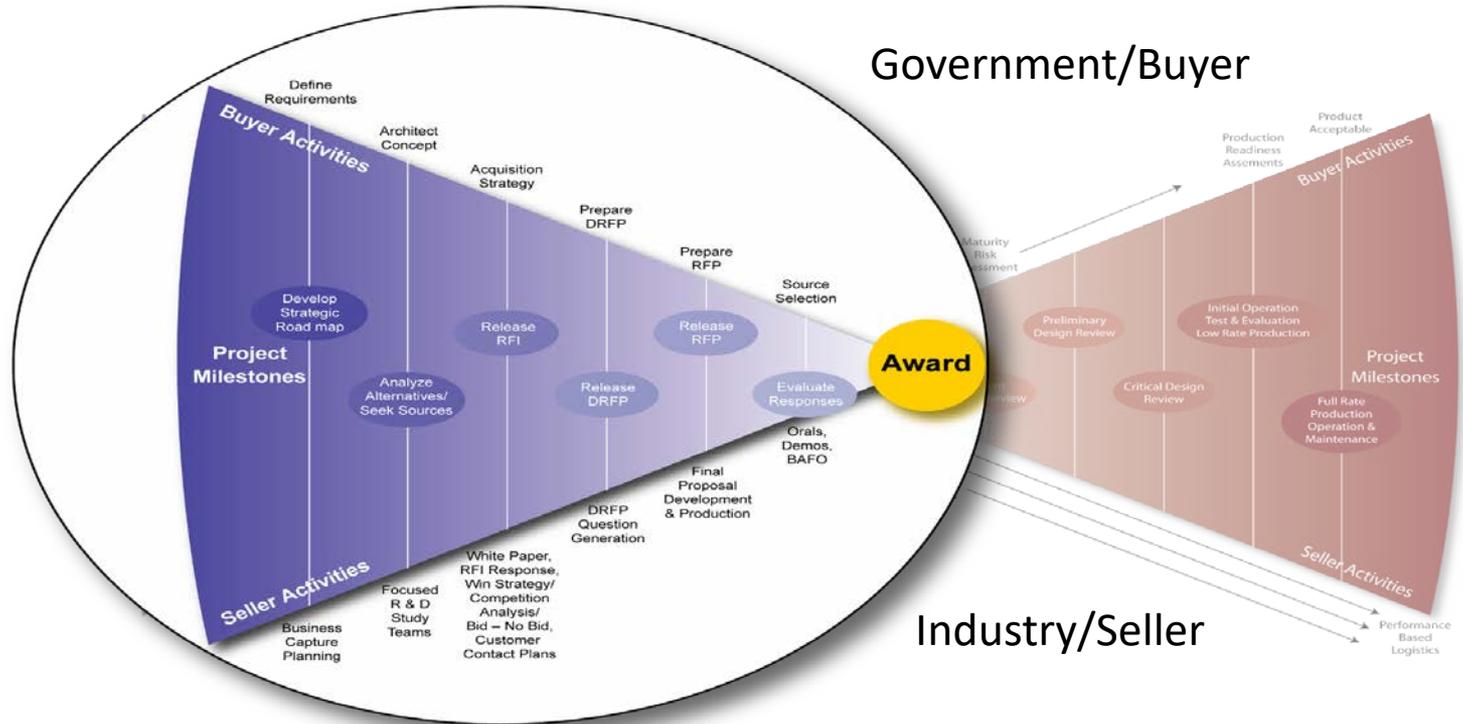
Be the Trusted Business Advisor to Program Offices on which Tool is Appropriate

Government/Industry Actions Along Program Lifecycle



Industry Pre-Award Actions Along Program Lifecycle

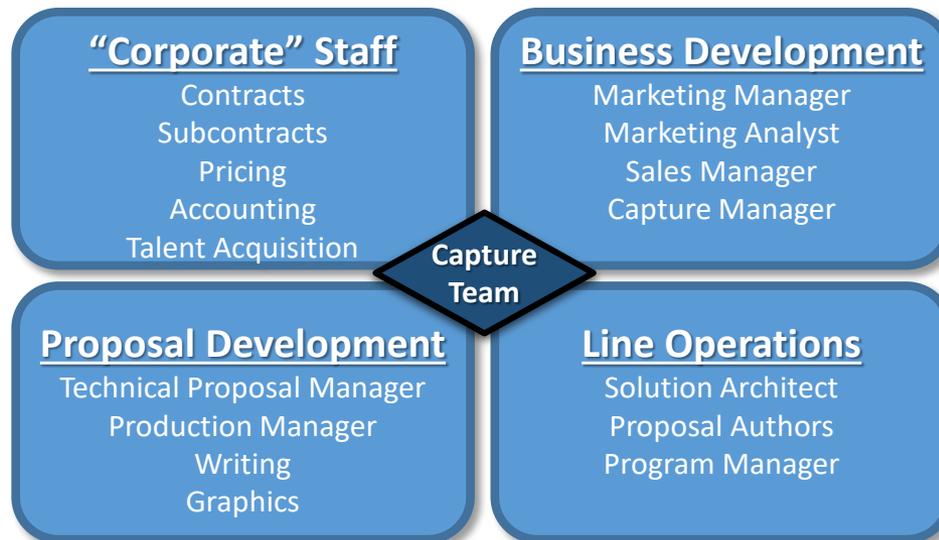
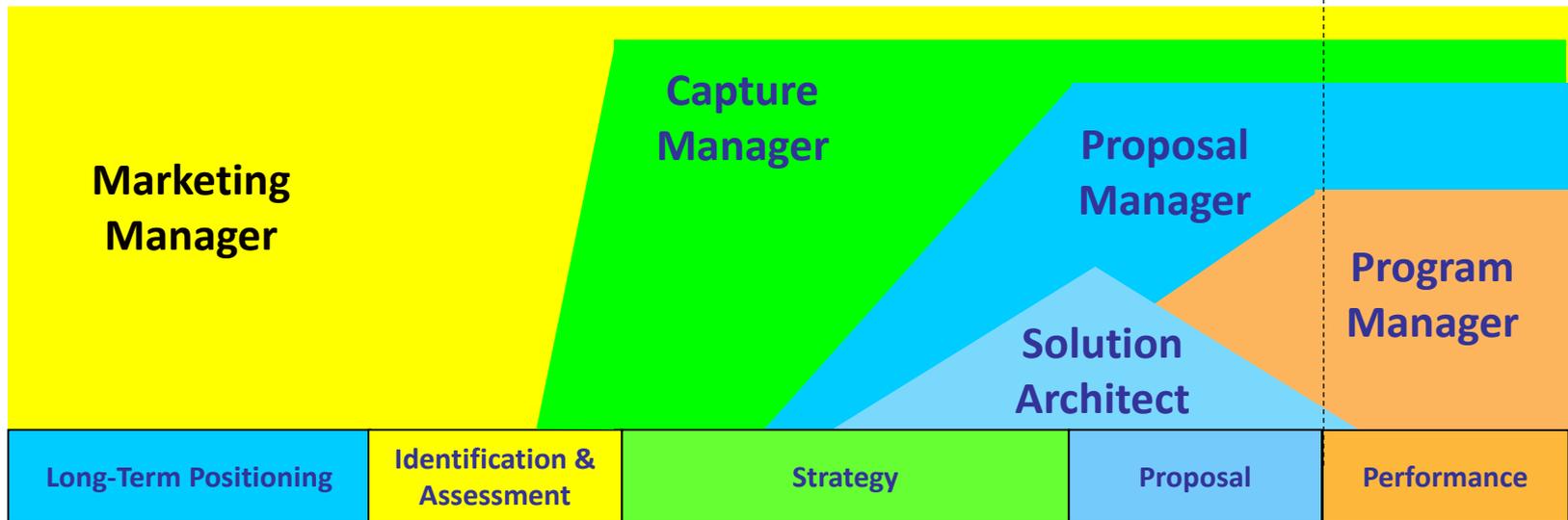
1. Understand the Need
2. Define Requirements
3. Market Research/RFI Response
4. Formulate Team
5. Industry Day/Objective
6. Prepare Proposal
7. Debriefing



Business Development & Capture Process

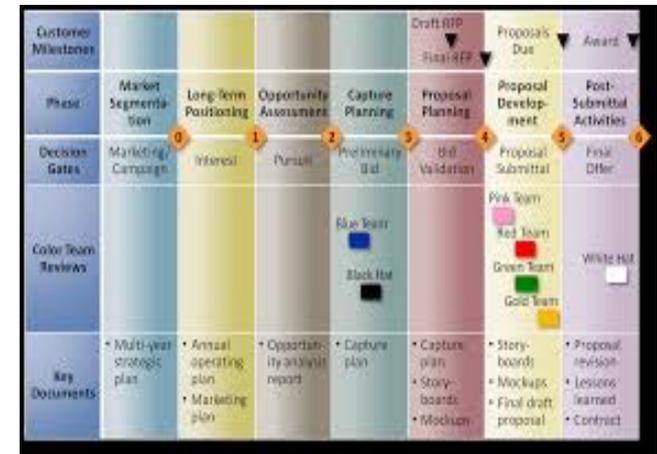
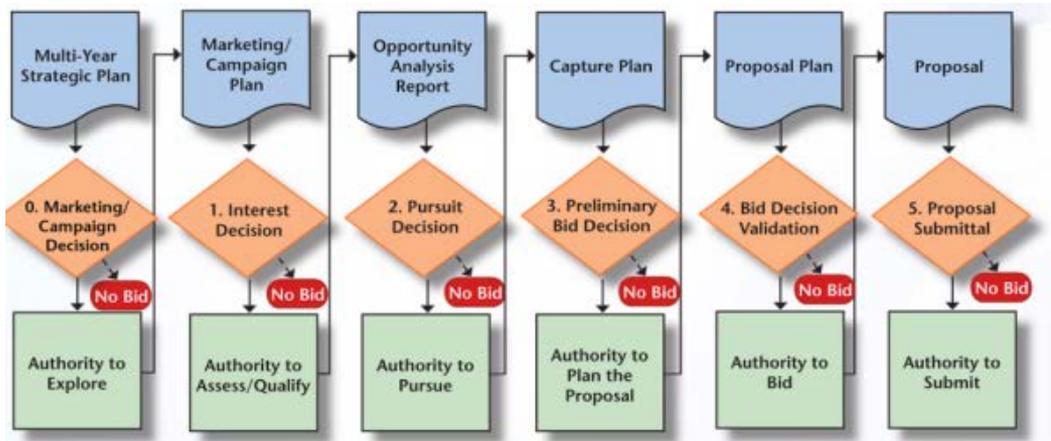
Timeline	2+ Years Pre-RFP	1+ Years Pre-RFP	6+ Months Pre-RFP	RFP
Step	Long-Term Positioning	Identification & Assessment	Capture & Proposal Planning	Proposal
Who's Involved	Marketing manager, business developer/sales, senior leadership	Business developer/sales, capture manager	Business developer/sales, capture manager, proposal team, solution architect, contracts	Business developer/sales, capture manager, proposal team, solution architect, contracts, pricing, all teammates
Activities	<ul style="list-style-type: none"> • Develop marketing plan • Study agency website & budget documents • Attend industry days & conferences • Develop account plan • Develop white papers or unsolicited materials on specific capabilities • Submit FOIA requests 	<ul style="list-style-type: none"> • Broaden current contract knowledge with tools such as forecasts and Deltek's GovWin tool • Assess if we can prime or need to sub (or don't know) • Cultivate relationship with customer • Gather program information from CO/CS • Identify and profile competitors • Develop partnership options • Conduct gate review or bid decision. Request resources to pursue. • Identify capture manager 	<ul style="list-style-type: none"> • Establish capture team • Gather additional program intelligence • Solidify partnerships with teaming agreements • Engage solution architect • Continue cultivating customer relationship • Develop proposal matrix. Assign writing. • Make bid/no-bid decision 	<ul style="list-style-type: none"> • Quickly revisit bid/no-bid decision • Finalize teaming partners and roles • Have kick-off meeting with team • Provide each partner a SOW • Develop pricing and proposal • Conduct 4 reviews of proposal by capture team and senior leadership.

Capture Team & Management Lead Evolution



What's With All of the Colors?

- Most companies use a structured business development process
 - Designed to increase win probability and keep bid and proposal costs down
 - Systematic gate reviews along acquisition lifecycle based on known info
 - Color reviews* occur during the proposal development process; early reviews can occur before RFP is released



Gate Reviews Exist at Multiple Points

*Drawn from Shipley Associates as one example

Competing for Resources Within the Company

Opportunity Name	Pipeline Priority	RFP Release Date	RFP Due Date	Award Date	Expected Value
Commerce Do Cool Things BAA	1	4/10/2019	6/7/2019	12/30/2019	\$10M
NIST Agile Work	2	3/29/2019	4/29/2019	5/31/2019	\$700K
Census Modeling	3	5/15/2019	5/31/2019	6/28/2019	\$1.5M
PTO Research Support Services	4	6/10/2019	7/10/2019	9/30/2019	\$1M
EPA Clean Water Support	5	3/15/2019	4/29/2019	9/30/2019	\$3M
Salmon Migration Program	6	12/1/2018	1/15/2019	4/30/2019	\$500K

Generally, higher priority items have more insight into scope and customer needs, but could also be strategic. Does the timing conflict with our other priorities? What if the timeline of your opportunity slips one or two months?

Analyzing the Competitive Landscape

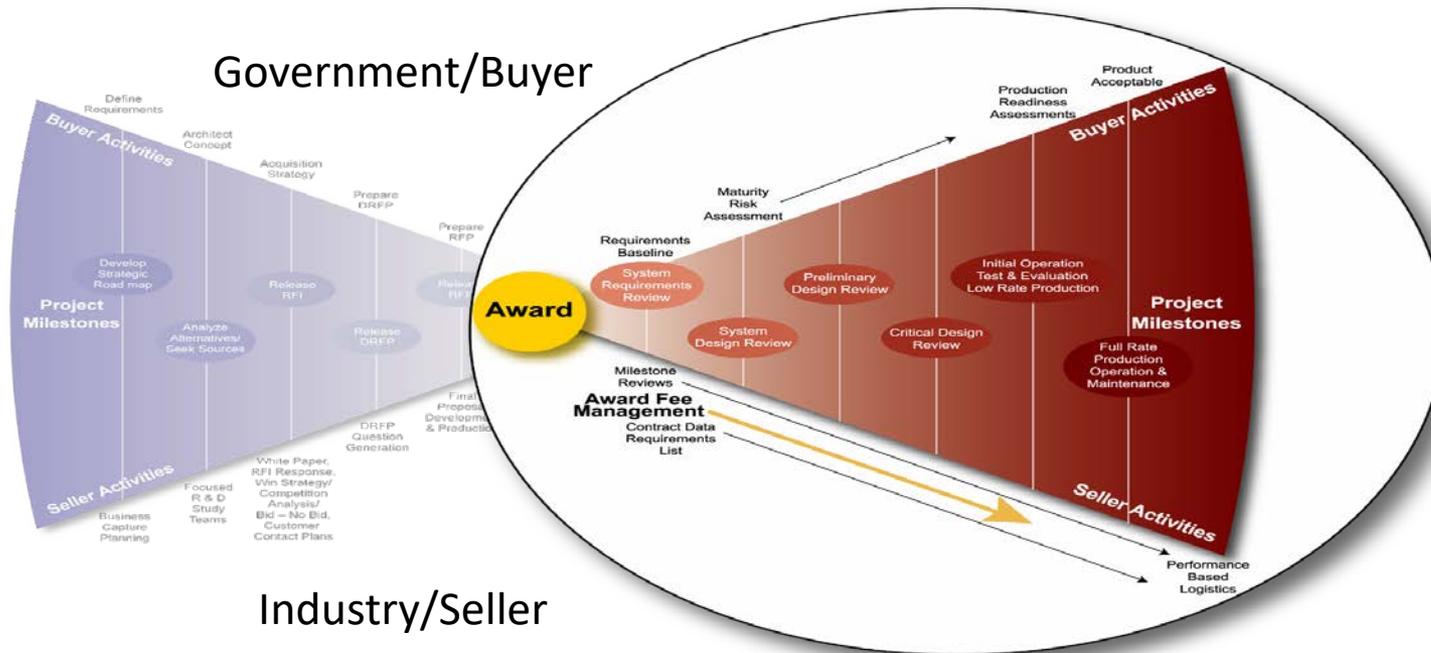
NOAA Satellite Support Services

Evaluation Factors	Innovate R Us	Cheap Cheap	The Big Dog	O' Faithful	Our Company
Technical Understanding & Capability	4	3	4	4	4
Technical Experience	3	3	4	5	3
Management Approach	3	3	4	3	3
Past Performance	2	3	4	5	4
SB Utilization	5	5	5	5	5
Price	2	5	3	4	4
Total	19	22	24	26	23

While this company is 3rd on the list competitively, they want to increase their technical understanding and management approach with a further customer conversation to validate and vet some of their ideas on the solution to see if they are on the right track.

Post-Award Actions Along Program Lifecycle

1. Onboard Staff
2. Program Execution
3. Contract Administration
4. Invoice/Payment
5. Recompetition/Exercise Options
6. Contract Closeout



Understanding of Risk Along Lifecycle

- Types of Industry Risk
 - Performance
 - Financial
 - Business
 - Reputation
 - Legal/Contractual
- Government and industry assess and view risk differently
 - Contract Type
 - [PSC Taxonomy for Services Contracts](#)
 - Evaluation Criteria are key to selection and implementation
 - Period of Performance
- Risk (Actual and Perceived) Impacts
 - Degree of Competition – Bid/No Bid Action
 - Pricing Decisions
 - Teaming Decisions
 - Solutions Proposed

Key Industry Messages

- Industry has an acquisition process that parallels government
 - Significant government & industry work occurs before the RFP is released
 - Timelines impact quality of response; some choose not to bid
 - Neither side has unlimited time or resources
- Early, accurate, continuous, and robust communication = Better proposals, better solutions, and better execution
- Use trade associations to leverage “one to many” communications
- Government and industry assess and view risk differently
- A quality debriefing, especially conducted in-person, can reduce protests
 - For government, protests may not be failures
 - Sometimes protests are unavoidable

**Federal employees and contractors must work together –
The key factor is communication.**

Contact Us

Bradley Sauls

Vice President for Civilian Agencies

Sauls@pscouncil.org





Appendix

Additional Resources

- OMB

- [Mythbusters Memo #1, February 2011](#)
- [Mythbusters Memo #2, May 2012](#)
- [Mythbusters Memo #3, January 2017](#)

- Professional Services Council

- Government Resources

- [PSC Taxonomy for Services Contracts](#)
- [Standardized Past Performance Information Collection Forms](#)
- [Independent Government Cost Estimate Matrix](#)
- [Innovation Template](#)
- [PSC Acquisition Policy Survey](#) & [PSC CIO Survey](#)
- [Delivering Results: A Framework for Federal Government Technology Access & Acquisition](#)
- [PSC Acquisition and Technology Policy Agenda](#)

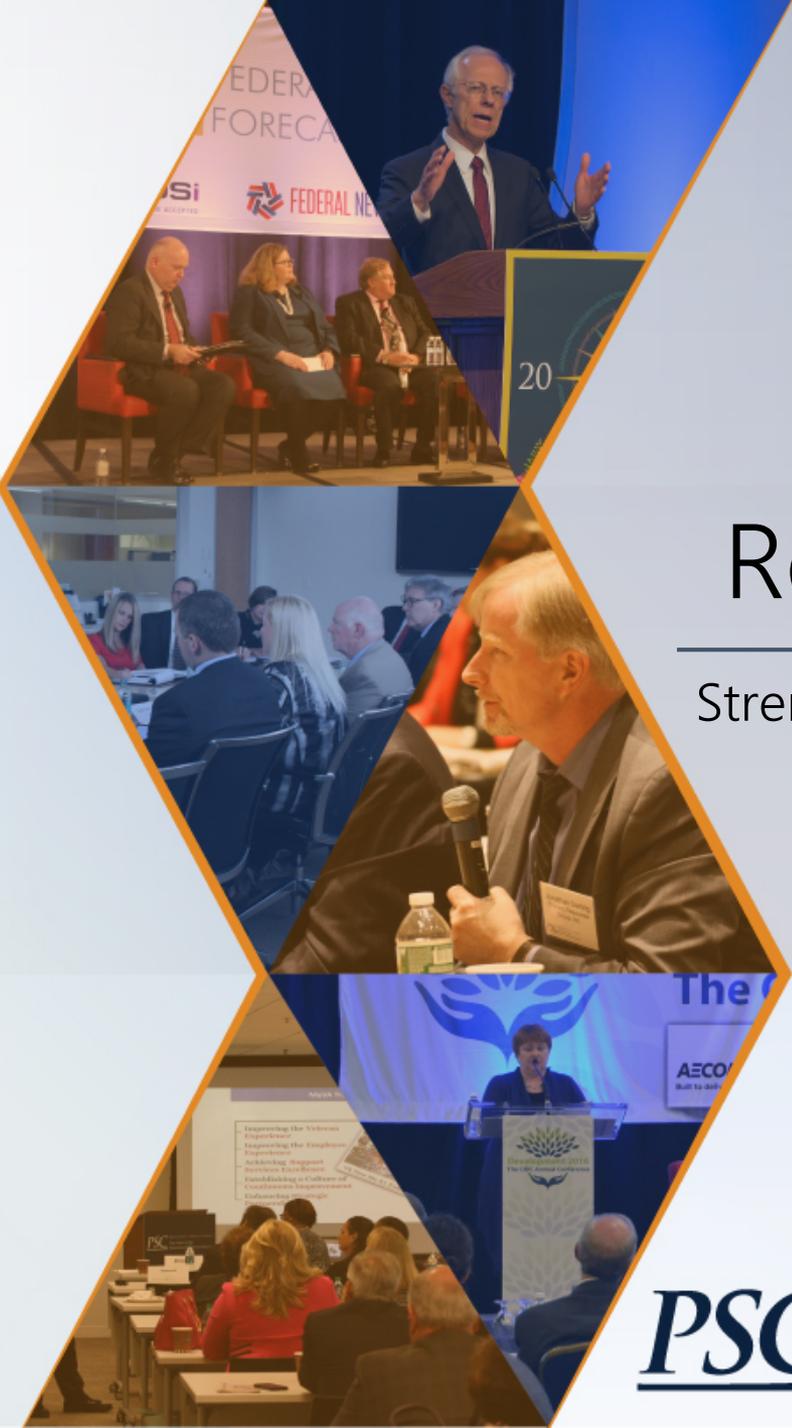
Visit - www.pscouncil.org/govresources



PSC PROFESSIONAL SERVICES COUNCIL

WWW.PSCOUNCIL.ORG

 @PSCspeaks



NOAA Reverse Industry Day

Strengthening Acquisition Planning Through
Proactive Industry Engagement

April 16, 2019

 @PSCspeaks

PSC PROFESSIONAL
SERVICES
COUNCIL

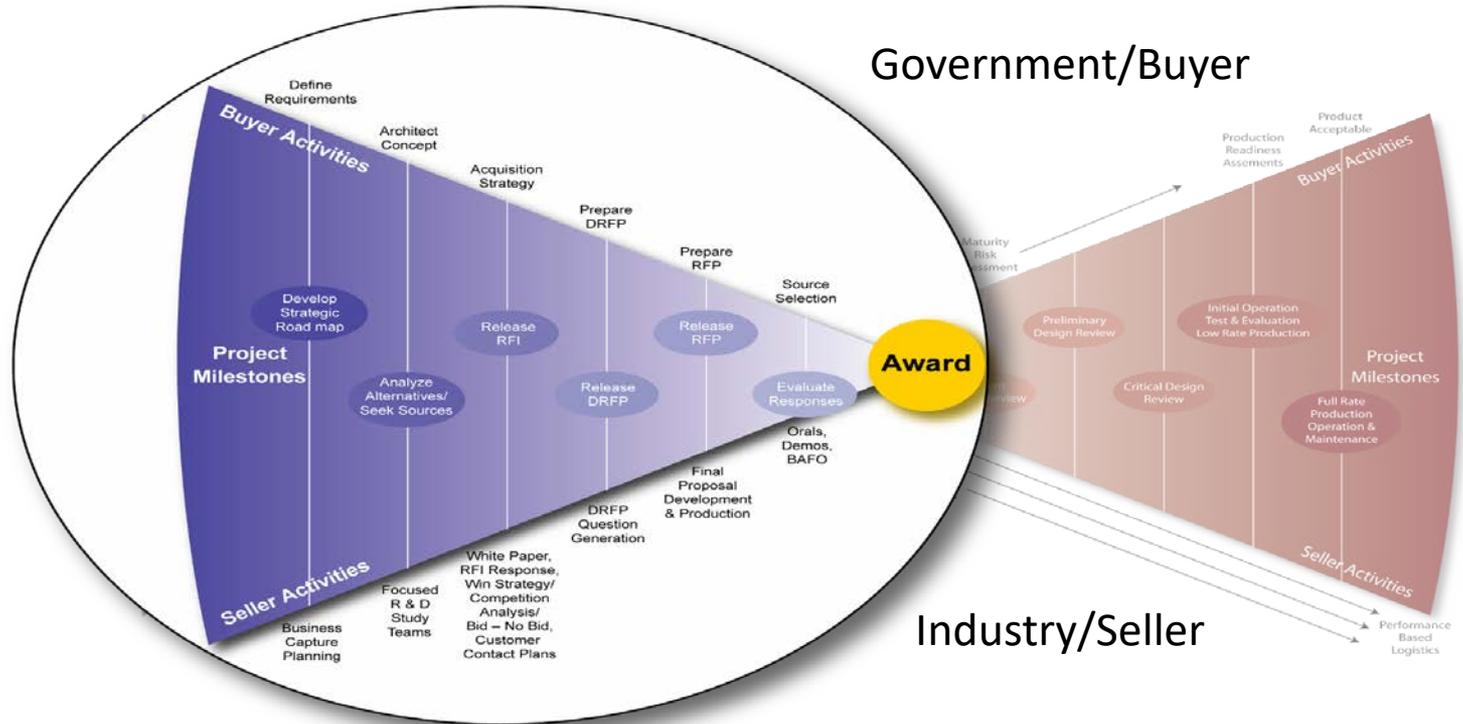
WWW.PSCOUNCIL.ORG

Industry Panelists

- ***Jingli Yang***, Chief Executive Officer, Earth Resources Technology
- ***Tom Bucher***, Chief Executive Officer, Integrated Systems Solutions
- ***Raul Pineiro***, Business Development Director, Harris
- ***Joe Linza***, Founder & President, Lynker Technologies
- ***Moderator: Bradley Saull, PSC***

Industry Pre-Award Actions Along Program Lifecycle

1. Understand the Need
2. Define Requirements
3. Market Research/RFI Response
4. Formulate Team
5. Industry Day/Objective
6. Prepare Proposal
7. Debriefing

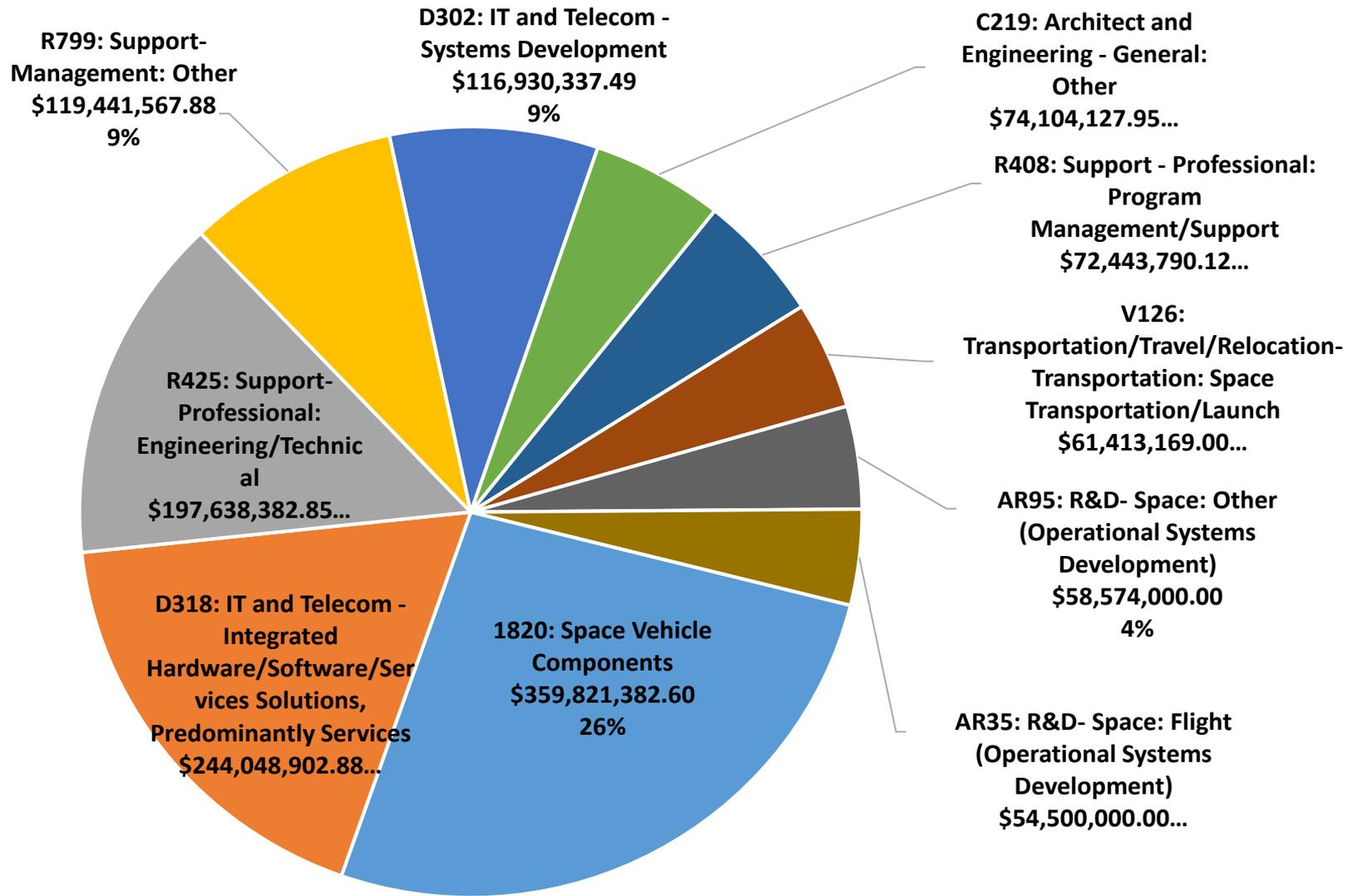


Topics Requested from NOAA Staff

- What is the brand or reputation among industry about NOAA?
- How can NOAA reach out to industry within the allowable rules?
 - What are the rules of engagement?
- What is GovWin / Bloomberg Government?
 - Should I talk with them if they call me?
- What is the role of forecasts in industry planning?
- Are there any common or individual significant constraints to companies working with NOAA?

Federal employees and contractors must work together to best support outcomes.

NOAA: FY18 Spending by Top 10 Product/Service Codes



Source: BGOV, Product and Service Codes (PSC)

Contract Vehicles Used Across Commerce

Bureau	IT Services and Product Contracts
National Oceanic and Atmospheric Administration (NOAA)	<ul style="list-style-type: none"> ▪ Professional and Technical Services (Pro-Tech) - \$3B TCV (Commerce-wide and mandated for use at NOAA once awarded in Fiscal Year 2017) ▪ NOAALINK Umbrella Program - \$2.5B TCV ▪ GSA Schedules including 70, MOBIS, and 8a STARS. NASA SEWP for hardware
Department of Commerce - Headquarters	<ul style="list-style-type: none"> ▪ GSA Schedules including 70, MOBIS, and 8a STARS, ALLIANT, NASA SEWP for hardware
United States Patent and Trademark Office (USPTO)	<ul style="list-style-type: none"> ▪ Software Development and Integration Next Generation (SDI-NG) - \$768M TCV ▪ Infrastructure, Design, Engineering, Architecture, and Integration (IDEA-2) - \$119M TCV ▪ GSA Schedules including 70, MOBIS, and 8a STARS. NASA SEWP for hardware
United States Census Bureau	<ul style="list-style-type: none"> ▪ Software, Engineering, Integration Support Services (SE&I) - \$2.5B TCV ▪ GSA Schedules including 70, MOBIS, Alliant SB, and 8a STARS. NASA SEWP for hardware ▪ CIO-SP3 SB and unrestricted
National Institute of Standards and Technology (NIST)	<ul style="list-style-type: none"> ▪ Multiple NIST BPAs for Cyber and IT Database and Application Support ▪ GSA Schedules including 70, MOBIS, and 8a STARS. NASA SEWP for hardware
National Telecommunications and Information Admin (NTIA)	<ul style="list-style-type: none"> ▪ Relies on NIST, and possibly external acquisition vehicles ▪ FirstNET standing up its own acquisitions function within the organization

Unlike many Departments, Commerce has very few Department-wide services acquisition vehicles

Commerce Acquisition Environment Differs by Agency

- Heavy emphasis on Small Business (SB) spending across Commerce to meet small business goals
- Shared Services has run into challenges executing their planned initiatives
- Diverse acquisition approaches – use of numerous GWACs, bureau-specific IDIQs and stand-alone contracts, but also used joint ventures and other types of partnerships
- Commerce struggles with effective use of FITARA to improve visibility and decision-making related to IT spending
- Rich Pipeline of upcoming procurements

NOAA acquisition approaches are often different from other Commerce agencies

NOAA Acquisition Reputation

- NOAA meets small business goals & are among the highest in gov.
- Communication is not consistent across NOAA
 - Some are more communicative; some are less communicative
- NOAA has established good industry communication channels
 - NOAALink Executive Industry Council (EIC) quarterly meetings
 - ProTech Industry Days

Industry prefers more communication conducted consistently across NOAA

Evaluation Criteria (Section M)

- Evaluation criteria has a significant impact on competition and acquisition outcomes
 - Order of factors is important
 - Use a meaningful rating system that justifies decisions
 - Use criteria that matter for execution not just for source selection
- Identify the discriminators
 - What would you be willing to pay more for, if anything?
 - Does the evaluation criteria reflect those discriminators?
 - If innovation is desired, is innovation addressed in requirements and in evaluation criteria?
- Trade Offs
 - Best Value vs. LPTA
 - Past Performance/Experience
 - Management vs. Technical Excellence
 - Does small business utilization matter? Does the solicitation describes how this will be evaluated?
- Who you have on source selection committee is key
 - Make sure they understand the mission impact of program
 - Should not simply be who is available to work on a source selection

Understanding the Need (Section C)

Conduct Robust Market Research

- Engage industry early in the process to get new insights and ideas
- Appropriate Use of RFIs and draft RFPs
 - Sources Sought Notice: NOAA knows its requirement and seeks companies that can meet it—often work that will be set aside for small businesses
 - Request for Information: NOAA does not know its requirement(s) or NOAA is interested in specific industry feedback to shape acquisition strategy
 - Draft RFP: Allow time before final RFP and include sections B, C, L, & M
 - Pre-Solicitation Notice: NOAA knows its requirement and its acquisition strategy and intends to alert industry of a forthcoming solicitation
- Give industry feedback about RFI responses so that they can better understand your objectives
 - Consider having the best RFI responses get a one on one meeting with the technical team
- Pre-DRFP meet with leading vendors to better communicate the need and learn about industry trends
 - “Free ideas” as part of market research
 - It’s allowed

Define Requirements

- Engage and collaborate with all internal agency stakeholders
- Whether using a Statement of Objectives or Statement of Work, the key is to engage industry to ensure mutual understanding of the SOO or SOW

Pricing (Section B)

- Providing Section B in advance will allow comments from industry that give insight into the best way to provide pricing
 - Does Section B align with Section C?
- Understanding Importance Of Pricing Structure
 - Services vs. Products; Contract Type; Period of Performance; Risk Assessment
- The more complete and exact the requirement is written, the more confidence in the price and the lower the price contingencies
- Innovative Pricing
 - Does the solicitation require innovative pricing? e.g. consumption-based buying
 - Program managers want mission outcomes
 - Pricing can align program managers, contracting officers, and industry to mission
 - Innovative pricing requires flexibility in meeting Section B requirements
 - NOAA will get increased value from contractors by defining performance metrics such as SLAs and KPIs
 - Some in industry like innovative pricing; others do not
- Watch Use of Labor Categories
 - Where NOAA issues labor categories for vendors to bid against
 - Make sure that each of the labor categories reflects the qualification and experience required to perform the work as specified in a RFP; and
 - Avoid using a labor category with a broad range of years of experiences, for example, from zero to eight years of experience.

Cost Evaluation

- For non-FFP contracts, include cost realism analysis and make adjustments as needed. NASA and many DoD agencies do that routinely, and it has helped avoid contract non-performance issues due to low-ball bids being awarded. The DoD went thru a phase where many awards were LPTA; they have moved away from that in the past 2-3 years.
- To ensure getting the right LOE/skills at the "best value" price, require and evaluate BOEs as part of the management or staffing plan. This has helped avoid the perception that awards are LPTA and reduce execution risks
- Where possible, have specific contract SLAs or KPIs. Most of the time, the deliverables requirements are too high level or non-recurring that they don't really tie back to continuity of services or contract performance
 - Clarify how the government will ensure that there is undiminished "continuity of services" including the capturing of qualified incumbent workforce.

Organizing & Formatting a Solicitation (Section L)

- Sections B & C must align with sections L & M
 - For more consistently organized proposals, Sections L & M must directly align.
 - Consider page count requirements when mapping Sections C and L
- Request only what you will evaluate and expect to execute
 - Industry notices the copy/paste instructions (and will therefore also copy and paste)
 - The more specific the instructions, the more specific content you may expect to receive
 - Therefore, the more likely contractors will adhere to the instructions
 - Break apart large factors into sub-factors
- During Q&A on any section, please answer questions in detail and avoid cross-referencing to other questions that have boilerplate answers or refer to the solicitation

Recommendations

- Communication
 - Don't be afraid to pick up the phone
 - Follow-up on the outcome of an RFI
- Provide Section B in advance to allow comments from industry that give insight into innovative pricing strategies
- Include sections B, C, L & M in draft RFPs as soon as possible
 - More information is better than less – even if it changes
- Use evaluation criteria that matters for execution not just for source selection
- Identify source selection committee evaluators who understand the mission impact of program

Key Industry Messages

- Industry has an acquisition process that parallels government
 - Significant government & industry work occurs before the RFP is released
 - Timelines impact quality of response; neither side has unlimited time or resources
- A Bid or No-Bid determination involves multiple company stakeholders
 - Business units within companies vie for proposal resources
- Early, accurate, and robust communication = Better teaming, better proposals, better solutions, and better execution

Federal employees and contractors must work together to best support outcomes.

Contact Us

Bradley Sauls

Vice President for Civilian Agencies

Sauls@pscouncil.org





Appendix

Additional Resources

- OMB
 - [Mythbusters Memo #1, February 2011](#)
 - [Mythbusters Memo #2, May 2012](#)
- Professional Services Council
 - Government Resources
 - [PSC Taxonomy for Services Contracts](#)
 - [Standardized Past Performance Information Collection Forms](#)
 - [Independent Government Cost Estimate Matrix](#)
 - [Innovation Template](#)
 - [PSC Acquisition Policy Survey](#) & [PSC CIO Survey](#)
 - [Delivering Results: A Framework for Federal Government Technology Access & Acquisition](#)
 - [PSC Acquisition and Technology Policy Agenda](#)

Visit - www.pscouncil.org/govresources



PSC PROFESSIONAL SERVICES COUNCIL

WWW.PSCOUNCIL.ORG

 @PSCspeaks



NOAA Reverse Industry Day

The Value of a Quality Post-Award Debriefing

April 16, 2019

 @PSCspeaks

PSC PROFESSIONAL
SERVICES
COUNCIL

WWW.PSCOUNCIL.ORG

Post-Award Debriefing - Participants (Today's Cast)

Science Corporation Representatives

- **Account Executive:** Harinder Bawa, *Think Tank*
- **Contracts:** Jacqueline Genovesi, *Gama-1 Technologies*

NOAA Representatives

- **Contracting Officer:** Mike Palensky, *Maximus Federal*
- **Technical Representative:** Michael O'Hara, *Raytheon*

- **Narrator:** Bradley Saull, *PSC*

Proposal Evaluation Standards

Table 3. Combined Technical/Risk Rating Method

Adjectival Rating	Description
Outstanding	Proposal indicates an exceptional approach and understanding of the requirements and contains multiple strengths, and risk of unsuccessful performance is low.
Good	Proposal indicates a thorough approach and understanding of the requirements and contains at least one strength, and risk of unsuccessful performance is low to moderate.
Acceptable	Proposal meets requirements and indicates an adequate approach and understanding of the requirements, and risk of unsuccessful performance is no worse than moderate.
Marginal	Proposal has not demonstrated an adequate approach and understanding of the requirements, and/or risk of unsuccessful performance is high.
Unacceptable	Proposal does not meet requirements of the solicitation, and thus, contains one or more deficiencies, and/or risk of unsuccessful performance is unacceptable. Proposal is unawardable.

Setting the Scene

Procurement Details

- SharePoint Technical Services was a FFP commercial services (new requirement)
- Best value procurement
- Evaluation Criteria
 - Included Technical Approach, Proposed Staff, Past Performance and Price
 - Descending order of importance
 - The non-price factors, Technical Approach, Proposed Staff, and Past Performance when combined, were considered to be significantly more important than price

Factor	Science Corp 	Tech R Us 
Technical Approach	Good	Outstanding
Proposed Staff	Good	Good
Past Performance	Acceptable	Acceptable
Price	\$4,257,056	\$5,427,340

Benefits of Dialogue

- Benefits to Government
 - Foster a relationship of trust between Government and Industry
 - Improve the quality of future proposals
 - Increase competition
 - Potentially deter protests
- Benefits to Industry
 - Well-prepared debriefings and explanations:
 - Improve decision-making capabilities
 - Enhance the quality of future proposals
 - Reduce costly protests to obtain information
 - Give industry the opportunity to provide feedback on the NOAA procurement process

Preparing for a Debriefing

- Best practices for Government:
 - Review all source selection documents
 - Make a detailed agenda
 - Outline talking points
 - Clearly assign roles and responsibilities for the government team
 - Draft the opening and closing statements
 - Anticipate questions and prepare answers
 - Stage at least one dry run
 - Know your team and attendees from industry

Delivering A Debriefing

- Based on good preparation with appropriate written materials (e.g., agenda, handout)
- Use the proper terminology to deliver a clear message
 - Debriefing vs. Explanation
 - Price Analysis vs. Cost Analysis
 - Price Reasonableness vs. Price Realism
 - Rating vs. Ranking
 - Weakness vs. Deficiency
- Note: FY18 NDAA Changes at DoD
 - “Enhanced debriefing” language
 - Industry allowed to ask questions in writing and the agency must respond

Delivering An Oral Debriefing

- Tone, Syntax, Technique
 - Maintain a positive delivery by avoiding the extensive use of “will not” and “cannot” statements
 - Balance controlling the meeting with dialogue and interchange
 - Avoid reading a script if possible
 - Listen carefully to the offeror’s questions and verify you have answered them
 - Watch body language and make eye contact
 - Use a professional tone and refrain from being condescending or abrupt

Industry Objectives In Debriefings and Explanations

- What in our proposal caused us to lose?
- How can we improve for the next competition?
- Was there something wrong with the award process?
- How does this contracting office compare to others?
- Is this an office that we want to do business with in the future?

Recommendations - Keys to Success

- The entire solicitation process influences debriefings
 - Good requirements
 - Clear evaluation factors
 - Clear communications with industry
 - Solid evaluation documentation
- Ensure meaningful dialogue. Give information beyond just a written de-brief letter
 - Consider “Dear Colleague” approach
- Provide specific and honest feedback within regulations
- Written debriefing followed by a oral discussion is most valuable
 - Time should be allotted for offerors to review written materials before verbal session

Key Industry Messages

- Plan and prepare for the post-award debriefing or explanation
 - Focus on providing tangible feedback to help the company do better next time
- Effective post-award debriefings or explanations:
 - Are critical to instilling confidence in the source selection process
 - Enable industry to apply lessons learned to improve future proposals
 - Provide companies relevant and accurate info regarding source selection
- Industry expends tremendous resources in responding to RFPs
 - The government's willingness to share info in the debriefing/explanation is one of the few things a losing company gets out of its investment in the proposal
 - Debriefings/explanations are important to strengthening relationships, and to improve future competitions
- A well run procurement, including an informative debriefing or explanation (especially conducted in-person), can reduce protests
 - For government, protests may not be failures
 - Sometimes protests are unavoidable

The patient benefits most when government and contractors work together.

Contact Us

Bradley Sauls

Vice President for Civilian Agencies

Sauls@pscouncil.org





Appendix

Additional Resources

- OMB
 - [Mythbusters Memo #3, January 2017](#)
- Professional Services Council
 - Government Resources
 - [PSC Taxonomy for Services Contracts](#)
 - [Standardized Past Performance Information Collection Forms](#)
 - [Independent Government Cost Estimate Matrix](#)
 - [Innovation Template](#)
 - [PSC Acquisition Policy Survey](#) & [PSC CIO Survey](#)
 - [Delivering Results: A Framework for Federal Government Technology Access & Acquisition](#)
 - [PSC Acquisition and Technology Policy Agenda](#)

Visit - www.pscouncil.org/govresources



PSC PROFESSIONAL SERVICES COUNCIL

WWW.PSCOUNCIL.ORG

 @PSCspeaks

Maria's Solar Sistam

I took a trip to
florda very
nervuse and excita
when I staped right
off the plain I new
it was gona be alright
when I went to the
cool place I've
learned so much about
outer space then I got
to see a satolight
launch up it
the sky and it went
all the way
to marz and thats
why I want to
work at Nasd
because they invity
ed me and my mon to
have lots of fun.

