



Plenary Session II

Responding to a Solicitation – Cost Drivers to Industry

Discussion Topics

Industry Cost of Pursuit / Industry Cost of Solution

November 12th 2015



DHS Reverse IndustryDay



Tenth Anniversary • 2004-2014

INDUSTRY REPRESENTATIVES



Elizabeth El-Nattar

TRI-COR Industries

e.el-nattar@tricolorind.com

www.tricolorind.com

(Moderator)



Joshua Rabinowitz

Vencore

joshua.rabinowitz@vencore.com

www.vencore.com

(Panelist)



Linda Bogaczyk

Northrup Grumman

linda.bogaczyk@ngc.com

www.ngc.com

(Panelist)



Brian Creswick

Chartis Consulting

Corporation

bcreswick@chartiscorp.com

www.chartiscorp.com

(Panelist)

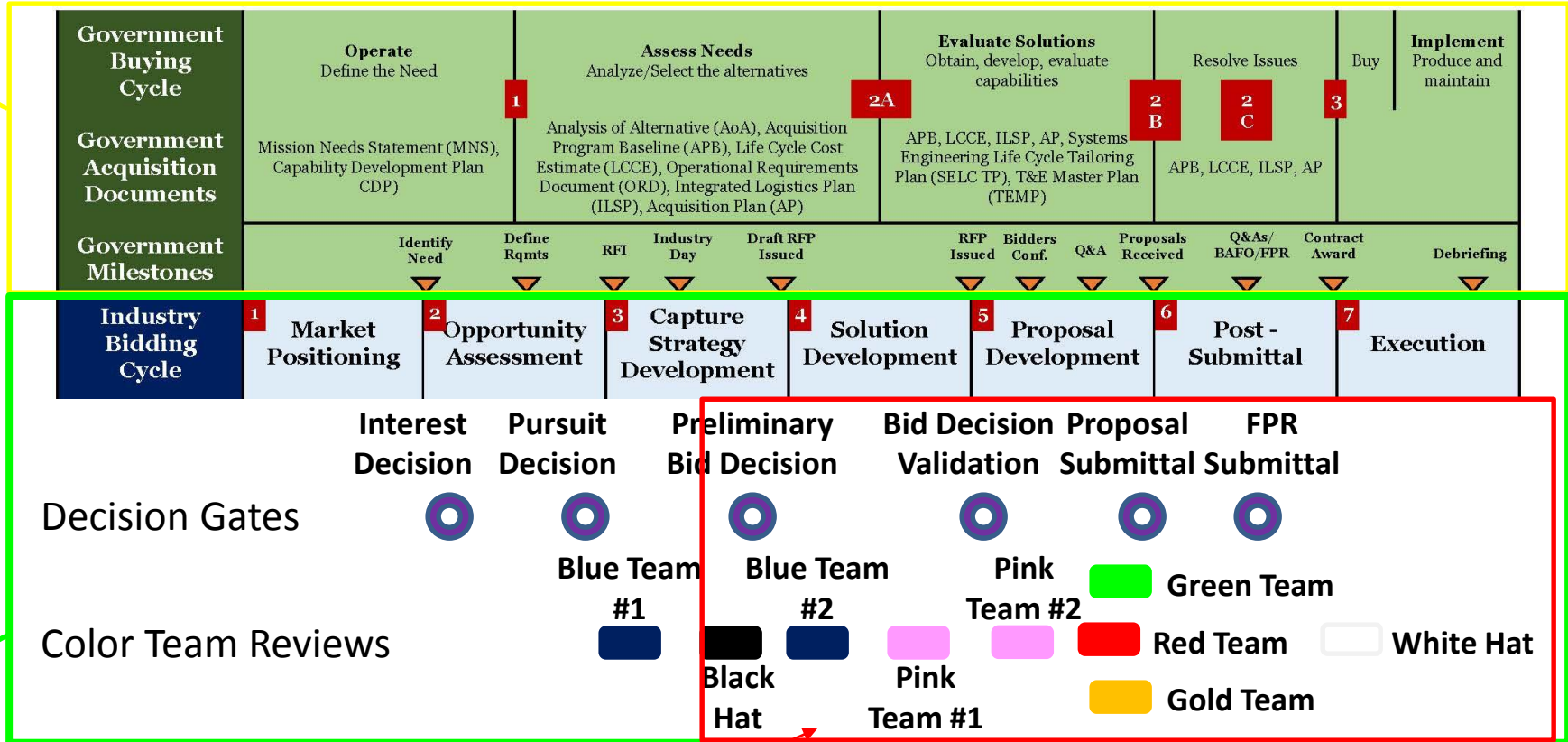
Cost of Pursuit

What drives the industry's bid and proposal cost

Responding to a Solicitation: Cost Drivers to Industry

Standard Industry Gates and Colored Reviews*

Costs Incurred by Government



Costs Incurred by Industry

Decision Gates: Business leaders determine where to allocate or withdraw BD resources

Color Team Reviews: Steps toward building a winning proposal

* As Defined by Association of Proposal Management Professionals / Shipley Associates

What drives industry capture costs?



Solution and Proposal Development

-  Black Hat, Storyboards, Graphics, Solution and Pricing Strategies
-  Gate Reviews and Colored Team Reviews
-  Teaming and Technology Partnerships
-  Adjust for Changes in the Solicitation or Timeline

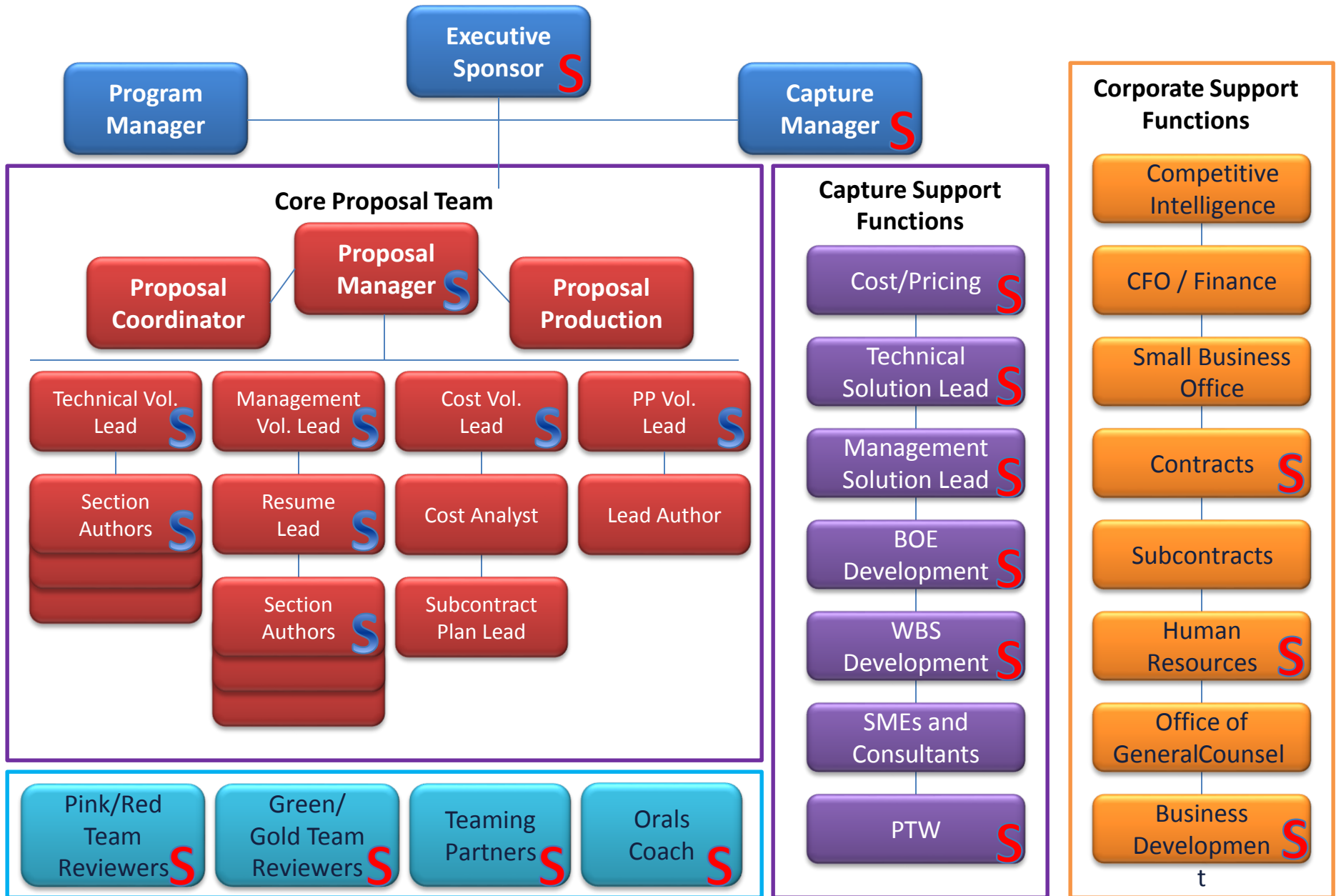
Proposal Support Personnel

-  Full Time Proposal Team, SMEs, Consultants, Strategic Hires
-  Teaming Partners and Third Party Vendors

Proposal Production, Phases and Post Submission Activities

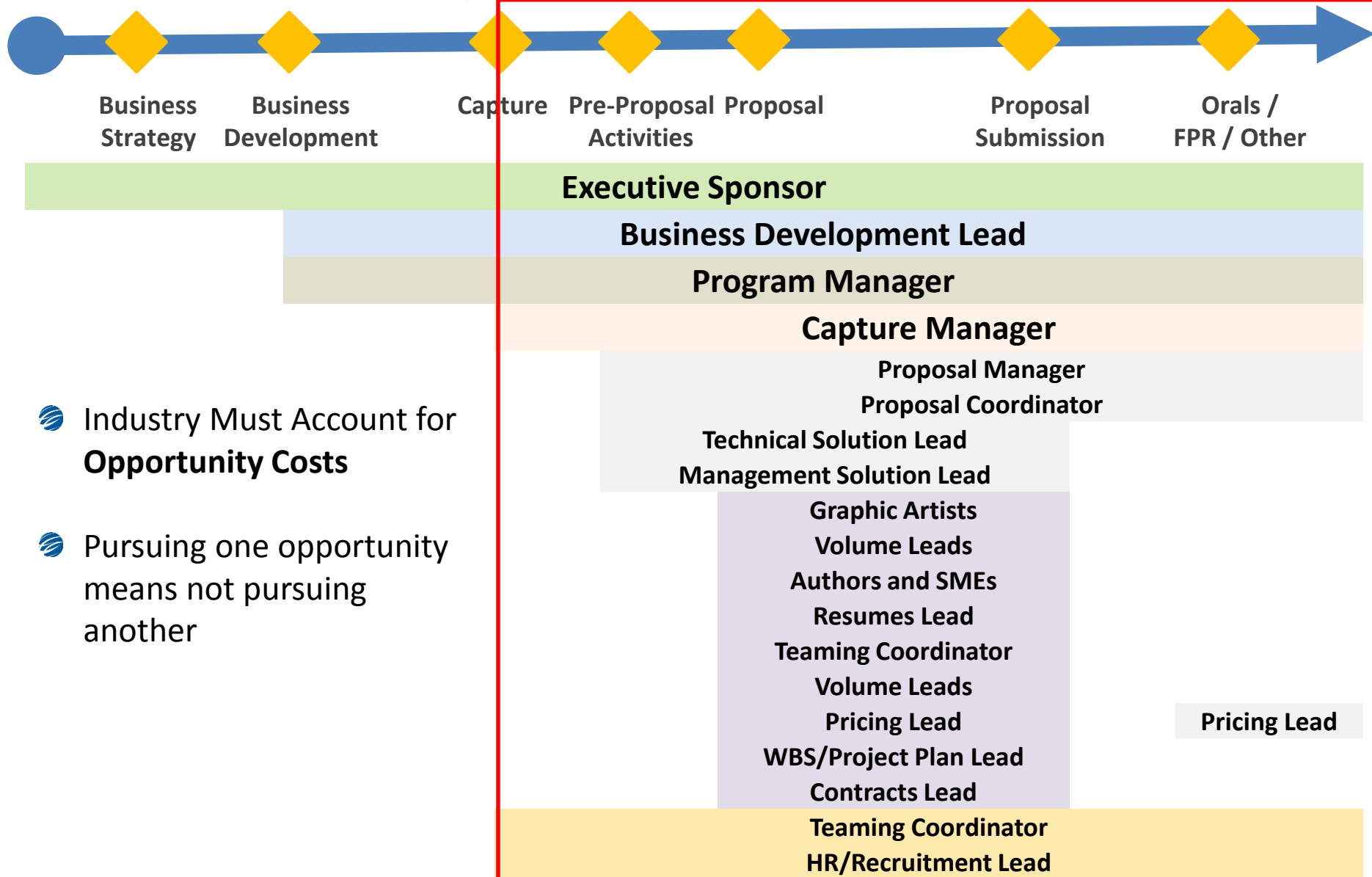
-  Delivery of Final, Physical vs Electronic
-  Number of Rounds, Discussions, Best-and-Final-Offers, Oral Presentations

Resource Consumption: *Large vs Small Business*



Resource Consumption: *Roles Across Acquisition Lifecycle*

Simplified Capture/Proposal Lifecycle

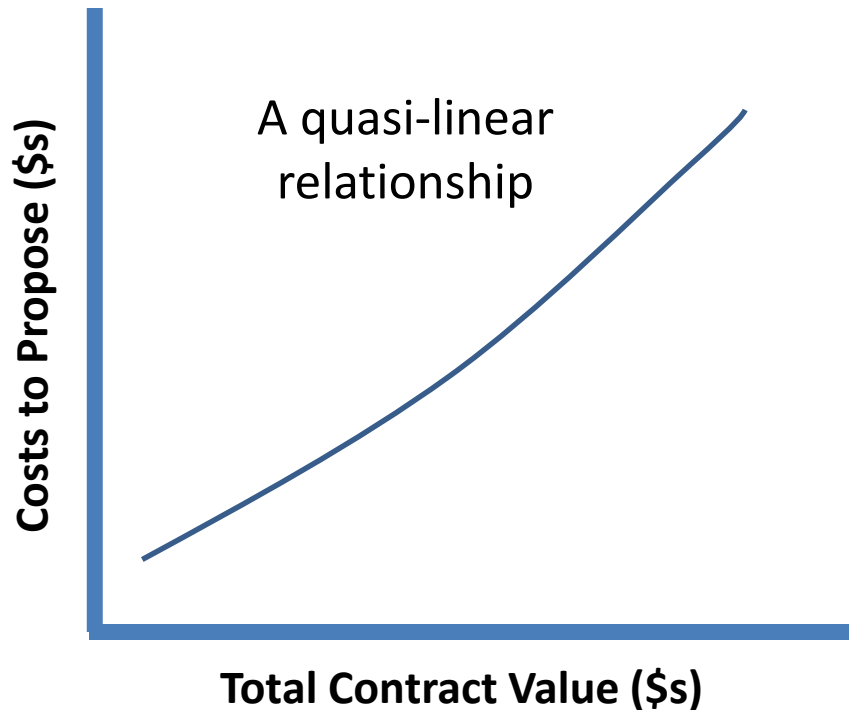


● Industry Must Account for **Opportunity Costs**

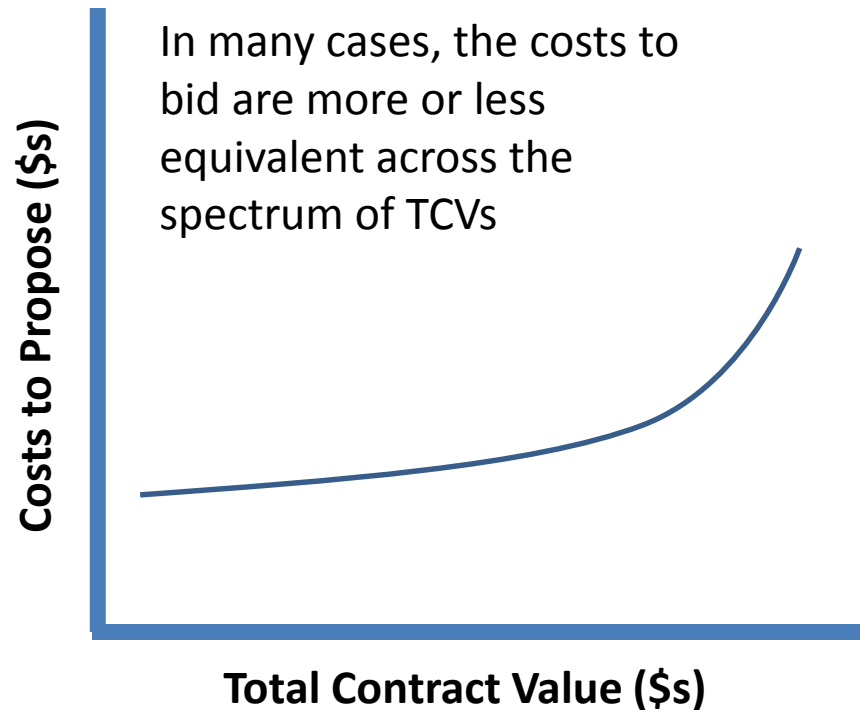
● Pursuing one opportunity means not pursuing another

Relationship of Bid Costs to TCV

What an Economist Might Expect

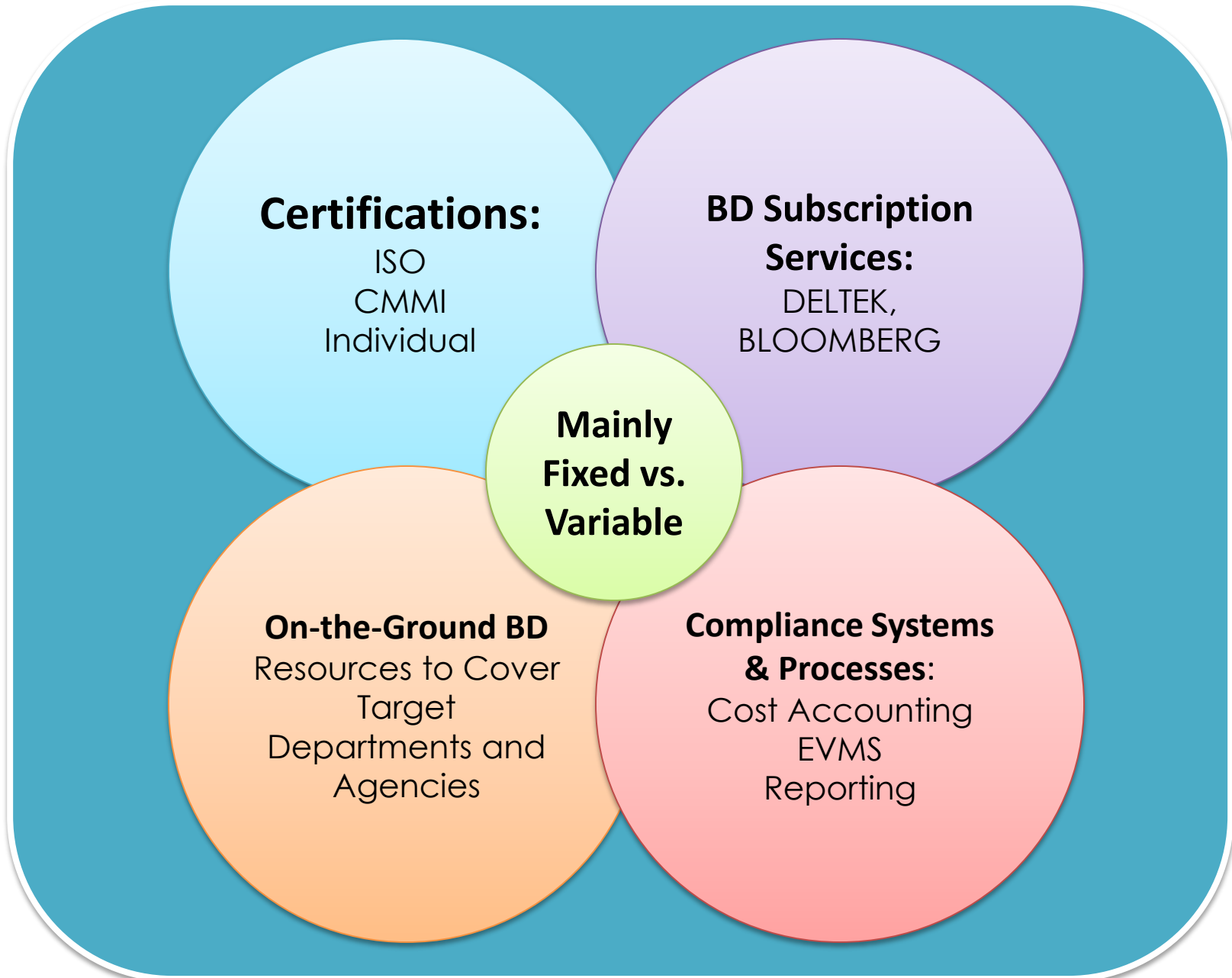


The Reality



Potential Major Benefits to Industry and Government by Better Aligning Costs to Participate with Potential Financial Outcomes

Other Cost Buckets for the Pursuit and the Solution



Optimizing the Acquisition Lifecycle to Create a Win-Win for Government and Industry

- **RID** - Mutual Understanding of Objectives, Cost Drivers, and Macro-issues
- More Alignment of **Costs to Bid to Total Contract Value**
- Balance Long Lifecycles with Types and Size of procurement
 - May be Best Suited for GWACs/IDIQs, Large and Complex programs
 - May be Less Effective for Small to Medium Sized Single Award Situations
- Promote an Acquisition Dynamic which Values **True Solutions Delivery Capability** over the Highest Capture and Proposal Engines
- Explore Alternative Acquisition Approaches - **Oral Rounds, Simulations, and other Interactive Exercises**
- LPTA vs Best Value – Find the Balance to Achieve Success and Cost Savings
- Section M Evaluation Factors Drive Industry Behaviors – Government Defines Factors that Optimize Bid Effectiveness and Program Delivery Outcome

Cost of Solution

What drives the industry's actual proposal price/bid

Drivers of Solution Cost

What Industry Bids

Bottom-up Analysis of Actual Costs to Perform the Work

1. Government Provided Information
2. Industry's Assessed Risks
3. Historical Spending Info
4. Information Discovery
5. Benchmarks
6. Quality Requirements: CMMI, ISO, Other

Outputs of this Exercise

1. Work Breakdown Structure (WBS)
2. Resource Loaded Project Plans
3. Job Descriptions and Salaries/Compensation
4. Direct Cost Estimate

Only the starting point of the costing/pricing exercise

Drivers of Solution Cost

What Drives Cost Build-up

- **Overhead** – No one-size-fits-all approach
- **G&A** - Indirect Support Functions (TCI/13%, VACI/17%, MH&Sub/3%*)
- **Fringe** – Cost of Employing the Labor Force (37%*)
- Uncompensated additions to equipment, infrastructure, etc. (G&A and Overhead)

Industry Labor Multiplier Trend*

Labor Type	2015	2013	2012	2011	2010
On-site Direct	2.3	2.2	2.4	2.3	2.1
Off-site Direct	1.8	1.9	2.0	1.9	1.8

**According to Grant Thornton's 2015 Government Contractor Survey*

Drivers of Solution Cost

Industry Assessment of Risk & Conversion to Cost/Price

- One-off program or TO under GWAC/IDIQ such as EAGLE II
- Customer track record and company behavior regarding change orders and uncompensated work
- Contract Type: Cost Plus, Firm Fixed, Hybrid, Time & Materials
- Relationship/Partnership with customer
- Performance incentives and penalties

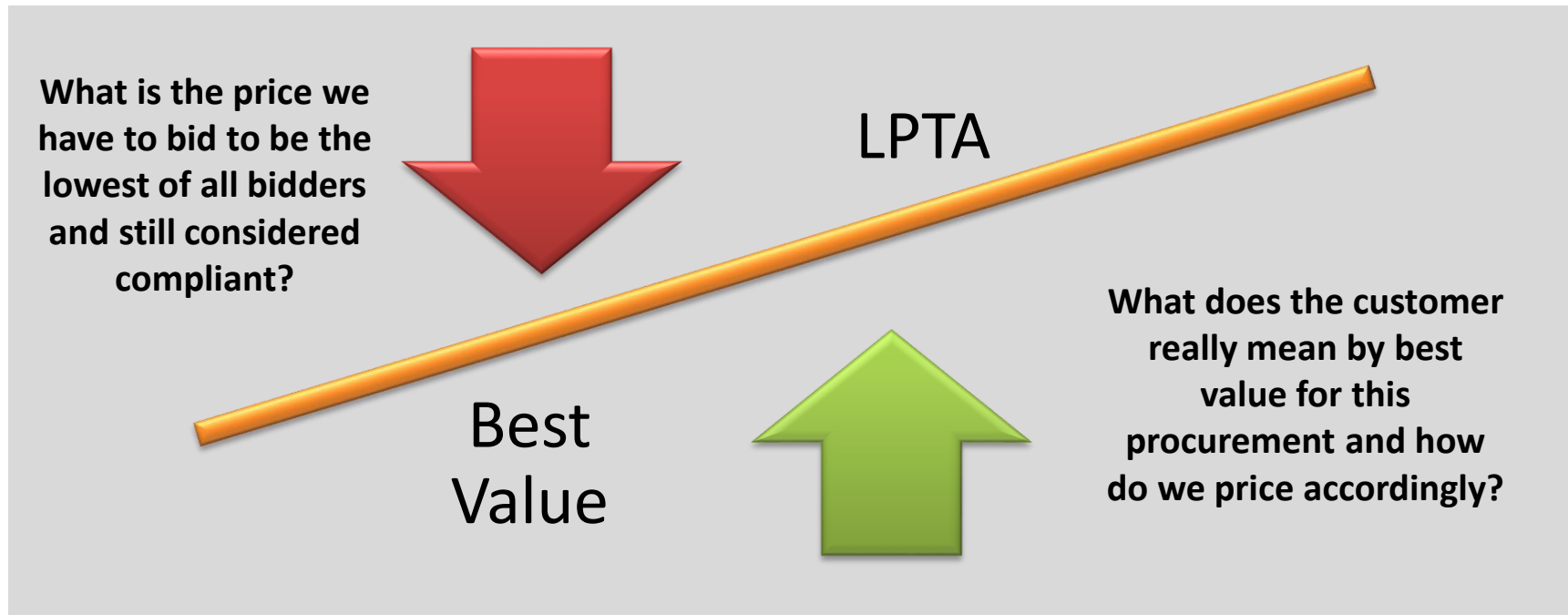
2015 GT Proposal Win Rates*

Respondent Type	Median Win Rate
New	35%
Incumbent	75%

**According to Grant Thornton's 2015 Government Contractor Survey*

Determining the Final Price Offer

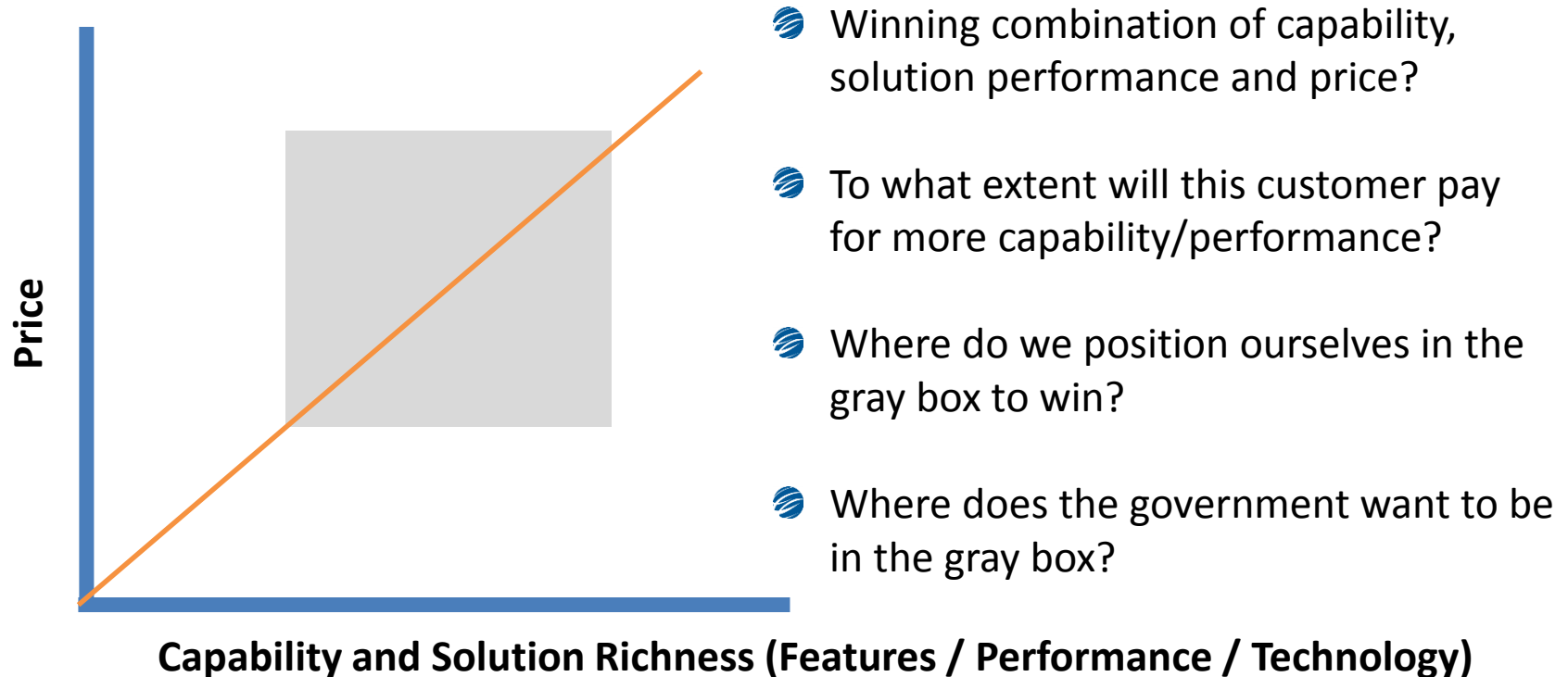
A Fascinating Dilemma for Industry that Distorts Behavior



- **LPTA:** lowest bidder takes all (what is “technically acceptable”)
- **Best Value:** triggers **Price to Win** thought process that is misunderstood (it’s not the price the customer “really has in mind”)

Best Value & Price to Win

Price to Win Thought Process



Clarity on What Value Means to the Government Drives Bids that Offer Best Value – Capabilities and Performance Attributes

Create a Win-Win for Government and Industry to Reduce Solution/Project Cost

Possible Actions	Win-Win Benefits
Provide Relevant Facts	Promotes Healthy Competition & Discourage Industry from Pricing in Risks
Performance Incentives and Penalties	Drives Quality & Reduces Cost
Establish Performance Baseline, Value Add & “Extras”	Allows for a Good Mechanism of Change Orders & Discourages Contractors from Pricing in Risks
Look for Tangible Value on FFP bids rather than detailed cost build up	Encourages Innovation & Drives Value-Add Services
Make “efficiencies” a required part of the proposal discussion for steady-state delivery programs	Reduces Cost & Improves Productivity
Approach Requirements with a Lean mentality	Ensures contractors are doing value-generating work & Reduces Cost
Take a Zero-based Approach to Re-competes	Removes extraneous & outdated work items, Reduces Cost, Improves Productivity



Open Discussion



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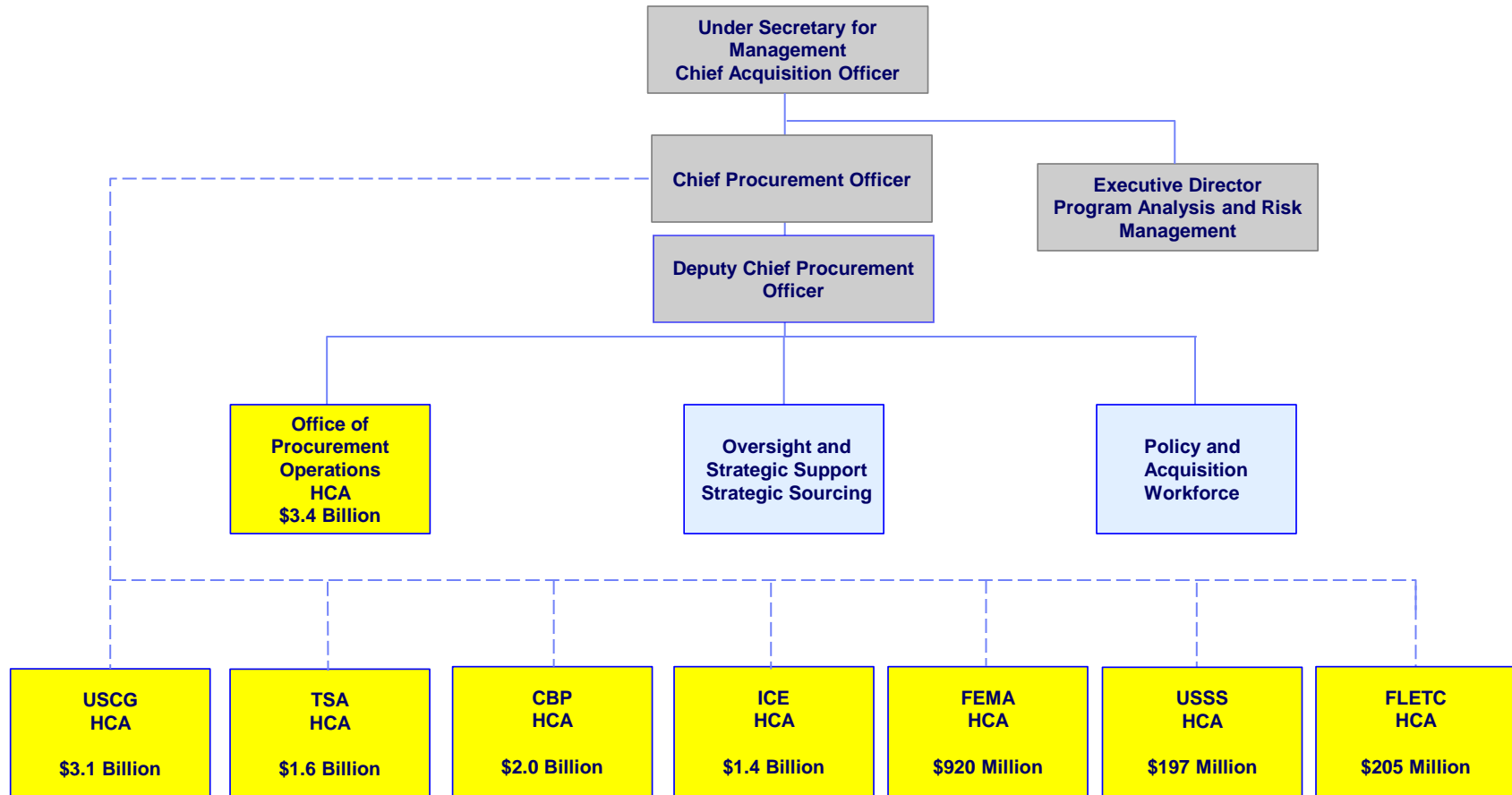
Doing Business with DHS: DHS 101

November 10, 2015

DHS Procurement Structure



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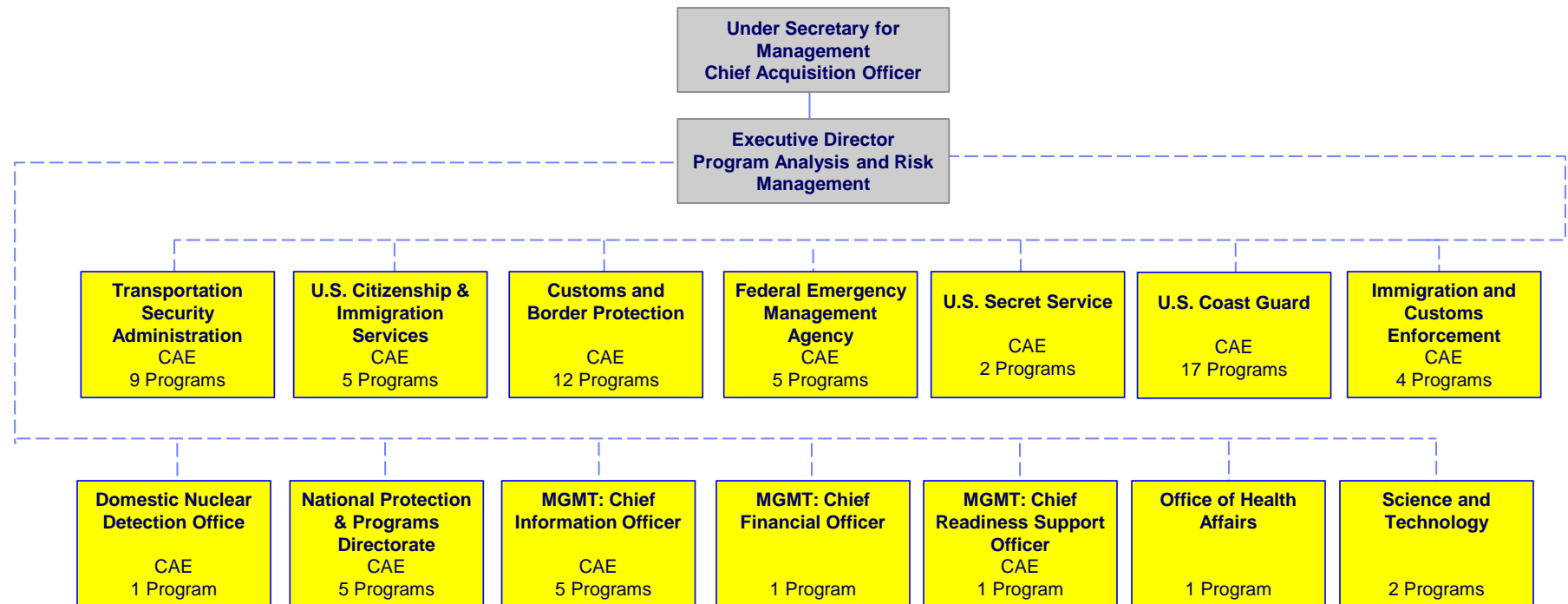
HCA - Head of the Contracting
Activity

FY 2014 Obligations

DHS Acquisition Structure



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CAE – Component Acquisition Executive

FY15 Procurement Spend



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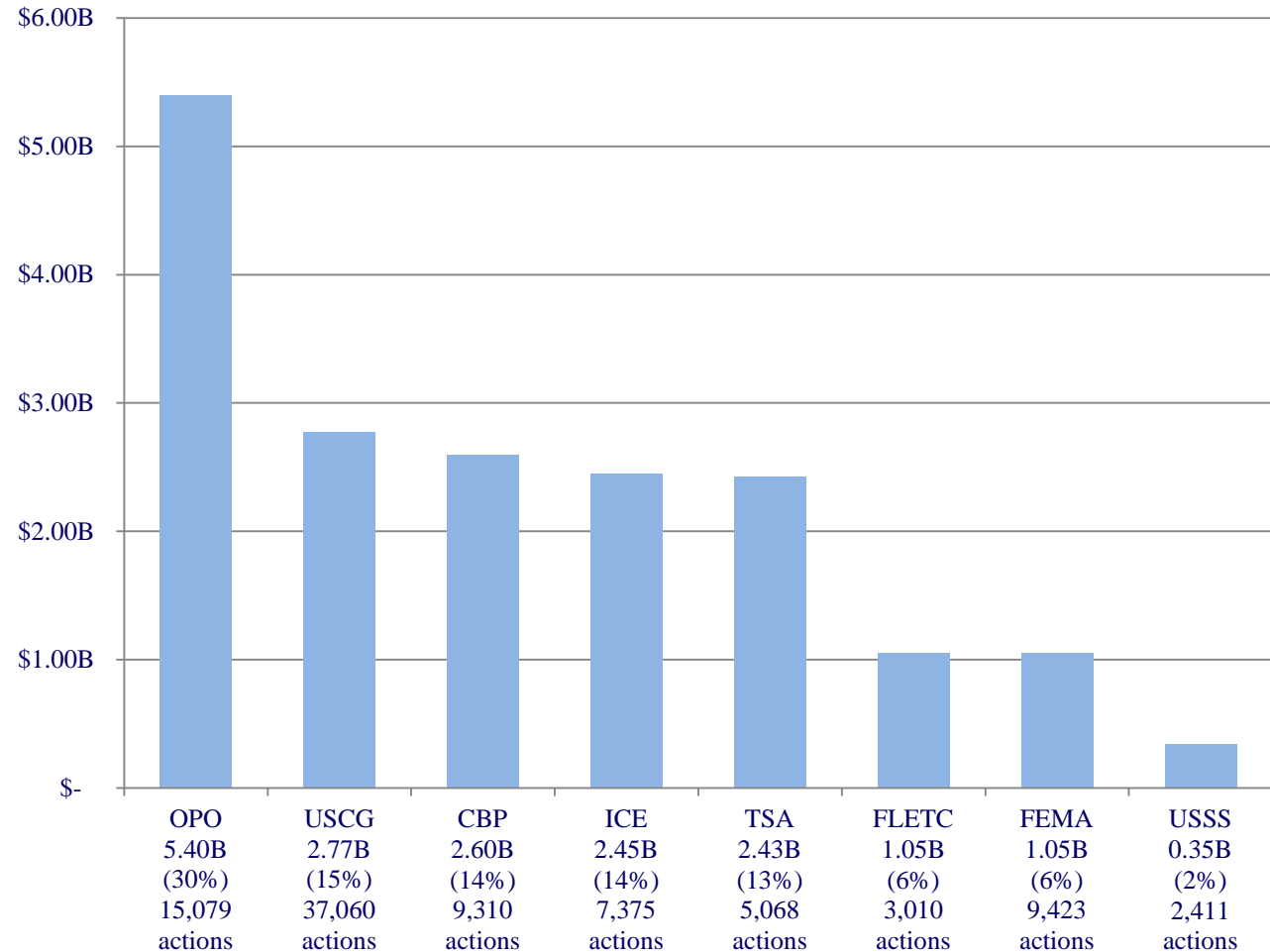
FY15 Contracting Spend Highlights

- DHS spent \$18.1B via 88,736 buying transactions

- \$18.1B equals 47.3% of the \$38.2B FY15 DHS adjusted net discretionary budget.

- Spend includes:

- Contracts
- Interagency Agreements
- Other Transactions



FY15 Contract Spend By Component

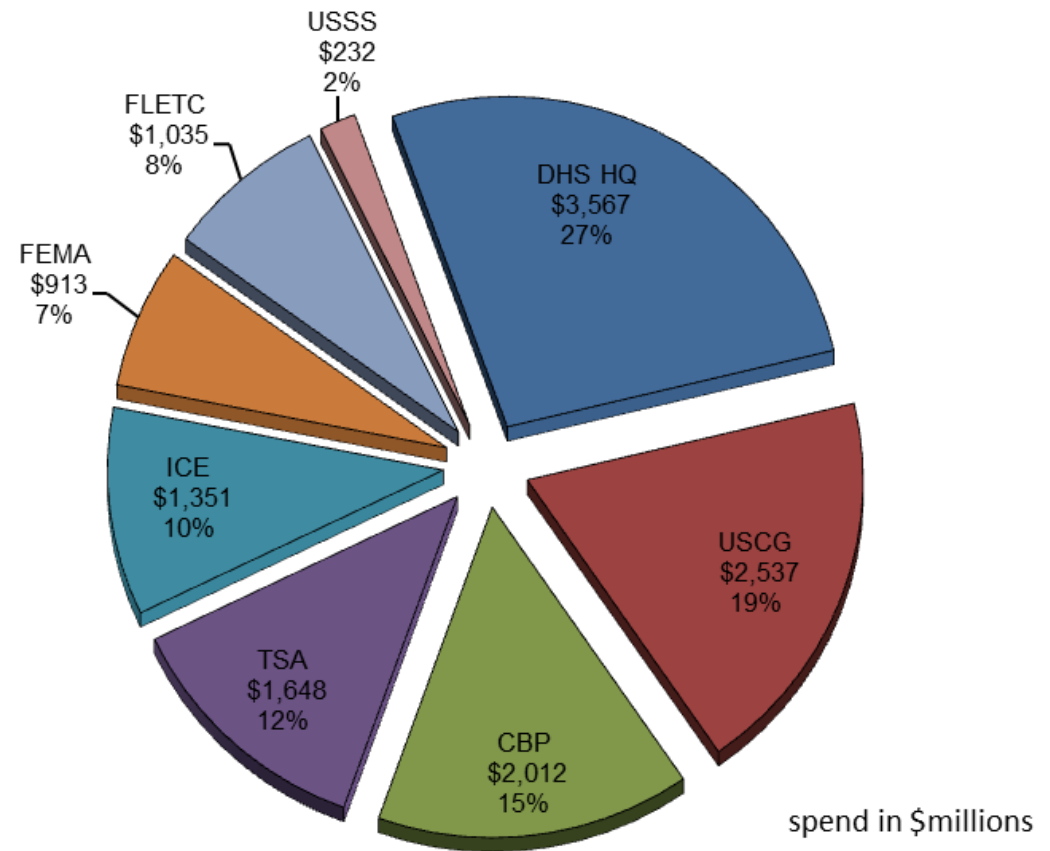


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FPDS-NG reports ~\$13.3B of spend in FY15

SPEND BY COMPONENT

Component	Total (\$M)
DHS HQ	\$ 3,567
USCG	\$ 2,537
CBP	\$ 2,012
TSA	\$ 1,648
ICE	\$ 1,351
FEMA	\$ 913
FLETC	\$ 1,035
USSS	\$ 232
Grand Total	\$ 13,294



Data Source: FPDS-NG

DHS HQ = CIS + HQ

FY15 Spend By Commodity Family

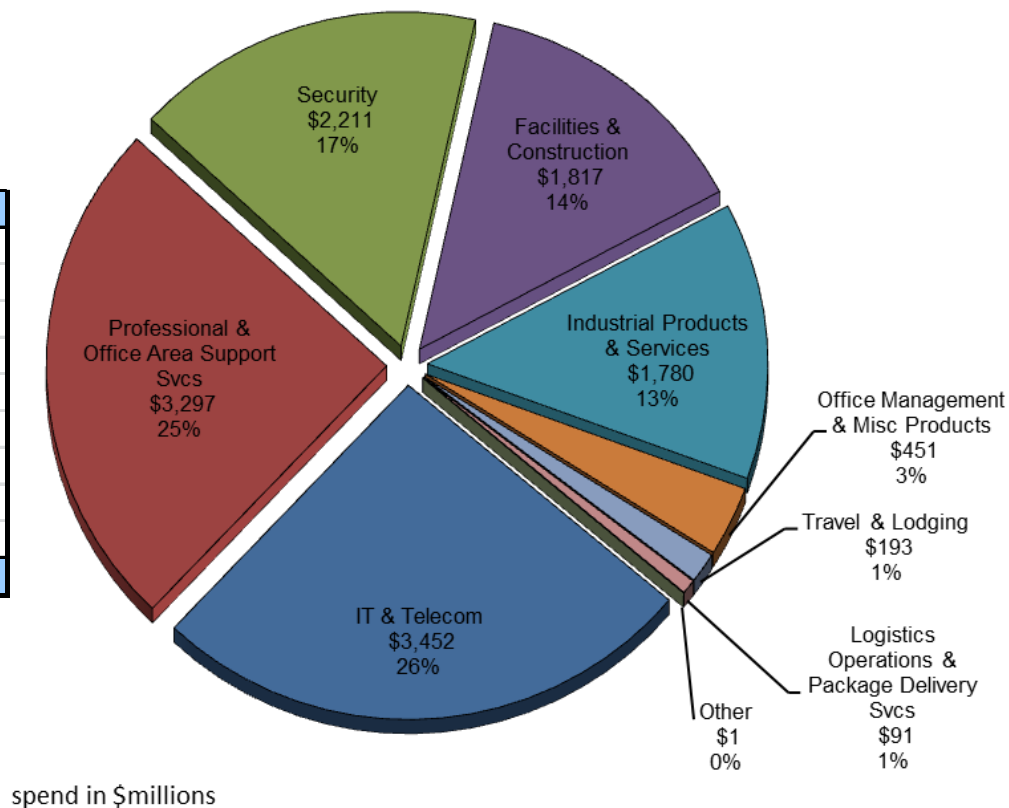


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FPDS-NG reports ~\$13.3B of spend in FY15

SPEND BY COMMODITY FAMILY

Commodity Family	Total (\$M)
IT & Telecom	\$ 3,452
Professional & Office Area Support Svcs	\$ 3,297
Security	\$ 2,211
Facilities & Construction	\$ 1,817
Industrial Products & Services	\$ 1,780
Office Management & Misc Products	\$ 451
Travel & Lodging	\$ 193
Logistics Operations & Package Delivery Svcs	\$ 91
Other	\$ 1
Grand Total	\$ 13,294



Data Source: FPDS-NG

About DHS

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Do Business with DHS

[Acquisition Policies & Regulations](#)

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[Get Started](#)

[Grant Funding](#)

[Small Business Assistance](#)

[The Recovery Act](#)

[History](#)

[Laws & Regulations](#)

[Mission](#)

[Organization](#)

Do Business with DHS

Start here if you want to learn about how to work with DHS, how we assist small business, our policies and regulations and business opportunities.



CPO Annual Progress Report for FY 2013

Learn about the accomplishments of the DHS procurement community in FY 2013 and updates to the FY 2012-2014 Strategic Plan that provide direction on the Chief Procurement Officer's FY 2014 priorities, objectives, initiatives and metrics



CPO Strategic Plan for FY 2012 - 2014

Learn how the Chief Procurement Officer drives business performance and continuous improvement through the 4 priorities and the associated objectives, initiatives, and metrics outlined in the FY 2012-2014 Strategic Plan.



Acquisition Policies & Regulations

Get Information on the Department of Homeland Security acquisition policies, regulations, forms and other resources.



Business Contacts

Find the right contact for information on contracts and doing business with the Department of Homeland Security.



Business Initiatives

Learn about the Department of Homeland Security programs to encourage businesses to provide a wide range of programs and services



Contract Opportunities

Current contracting opportunities, forecasts of contract opportunities, specialized science and technology opportunities and FedBizOpps justification and approval documents.



Get Started: DHS Contracting

Resources for contracting with DHS, including getting started, finding opportunities, mentoring, and verifying staff employment eligibility.



DHS Financial Assistance

Grants to states, local, and tribal, and regional areas to prepare, prevent and respond to disasters and terrorist attacks.



Small Business Assistance

DHS small business assistance helps companies have fair opportunities to compete and be selected for contracts. Learn about vendor outreach and resources.



The Recovery Act

Funds made the country safe and more secure. Created and saved jobs of people working to prevent terrorism.

Business Contacts

- [Contacts for Unsolicited Proposals](#)
- [Industry Communication Liaisons](#)
- [Office of Small and Disadvantaged Business Utilization Staff](#)
- [Open Competition Ombudsman](#)
- [Prime Contractor Contacts for Small Business Sub-Contracting Opportunities](#)
- [Small Business Specialists](#)

Contract Opportunities

Current Contracting Opportunities

- [Homeland Security Contracting Opportunities through FedBizOpps](#)
- [Information Technology Acquisitions](#) (EAGLE II and FirstSource)
- [Program Management, Administrative, Clerical, and Technical Services \(PACTS\)](#)
- [Technical Investigative Surveillance Equipment \(TechOps\)](#)
- [Prime Contractors](#)
- [Remote Sensing](#)

Forecast of Contract Opportunities

- [DHS Sequestration Letter to Contractors](#)
- [DHS Advance Acquisition Planning: Forecast of Contract Opportunities](#) - includes projections of all anticipated contract actions greater than \$150,000
- [Disclaimer](#)

Science and Technology Opportunities

- [Centers of Excellence](#)
- [Long Range Broad Agency Announcement \(BAA\)](#)
- [Small Business Innovation Research \(SBIR\) Program](#)
- [Domestic Nuclear Detection Office \(DNDO\) Business Opportunities](#)
- [SAFECOM Program](#)
- [The Support Anti-terrorism by Fostering Effective Technologies Act \(SAFETY Act\) of 2002](#)
- [S&T Tech Solutions Program](#)
- [Technology Transfer Program](#)

DHS Forecast of Opportunities



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Home

Acquisition Planning Forecast System

Contact Us

Government Users



Welcome

The Department of Homeland Security Acquisition Planning Forecast System provides a way for small business vendors to view a forecast of upcoming opportunities. The system has recently been upgraded to a new version which is designed to be easier to use.

[Download The APFS Tutorial](#)

Forecast

The DHS purchases a wide variety of goods and services and we are committed to small business participation in our acquisition program. We hope that this forecast will assist you in doing business with DHS. By helping firms identify procurement opportunities as early in the acquisition process as possible, we hope to improve communication with industry and assist the small business community with its marketing efforts.

[Search Forecast](#)

About

The Department of Homeland Security (DHS) Forecast of Contract Opportunities includes projections of all anticipated contract actions above \$150,000 that small businesses may be able to perform under direct contracts with DHS, or perform part of the effort through subcontract arrangements with the Department's large business prime contractors.

[Learn More »](#)

NAICS Notification

Vendors seeking to track upcoming DHS opportunities can register to be notified when records are published to APFS. An internet email address is required for subscription to NAICS-based notification.

[Get Notified](#)

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DHS Strategic Sourcing Program Office



Over 75 Department-wide Vehicles

IT & Telecom

1. Academy Class Management System
2. Cellular Wireless Managed Services
3. **Content Delivery Network II (CDN2)**
4. **Data Center 2 (DC2)**
5. Cyber Forensic Hardware & Software
6. EAGLE II (IT Services)
7. Enterprise PRISM Instance Support Services
8. FirstSource II - IT Hardware and Software
9. Geospatial Tech Support Services (GTSS)
10. **Microsoft Enterprise Services**
11. Remote Sensing
12. Tactical Comm. (TacCom) Equipment & Services
13. Technical Investigative Surveillance Equipment (TechOps)^a
14. Wireless Devices & Services (FSSI)^a

Facilities & Construction

15. Design/Build Construction – National and Regional

Industrial Products & Services

16. Bulk Fuel
17. Janitorial & Sanitation Supplies (FSSI)^a
18. Maintenance, Repair & Operations (MRO) (FSSI)^a
19. **Medical Countermeasures II (MCM2)**
20. **Medical Supplies**
21. Nitrile Gloves
22. **Personal Protective Equipment – Garments**
23. **Personal Protective Equipment – Goggles**
24. **Personal Protective Equipment – Hand Sanitizers**
25. **Personal Protective Equipment – Surgical Masks**
26. **Personal Protective Equipment – N95 Respirators**

Logistics Ops & Package Delivery Services

27. Domestic Delivery Services III (FSSI)^a
28. Relocation Services

Professional & Office Support Services

29. Architecture & Engineering Services
30. Centers of Excellence
31. Contract Auditing & Review Services
32. Credit Monitoring Services
33. **Credit Reporting**
34. **DHS Marketplace**
35. Employee Shuttle Services
36. Intelligence/Counterintelligence Analysis, Training, & Tradecraft (ICATTS)
37. **OASIS**
38. OCFO: Assessment of Internal Controls Support Services
39. OCFO: Compliance, Performance, and Statistical Sampling of Internal Controls Support Services
40. OCFO: Financial Management & Reporting Support Services (TABSS)
41. Regulatory Support Services
42. Technical, Acquisition and Business Support Services (TABSS)
43. **Third Party Intern Providers Support Services**
44. Workers Compensation Medical Case Management Services

Security

45. .223 Caliber Ammunition (Standard and Enhanced)
46. **.223 Readily Identifiable Training Ammunition**
47. .357 Sig Caliber Duty and Training Ammunition
48. .38 Special +P Caliber Ammunition 135 Grain
49. .40 Caliber Ammunition 180 Grain
50. .40 Caliber Readily Identifiable Training Ammunition
51. 9mm Luger +P Caliber Ammunition 124 Grain
52. 12 Gauge Shotgun Ammunition (3 Types)
53. Body Armor II
54. Canines
55. Detection Equipment Integrated Logistics Support
56. Explosive Trace Detection – Next Generation

57. **Explosives Trace Detection (ETD) Consumables**
58. Firearms Interactive Training Simulator (FITS)
59. **Handheld Radiation Detectors**
60. **Human Portable Tripwire**
61. **Less than Lethal Specialty Munitions (LLSM)**

IT Software

62. Adobe Enterprise License Agreement
63. Continuous Diagnostic & Mitigation (CDM)^a
64. Enterprise PRISM Instance Perpetual Licenses & Maintenance
65. Enterprise Software Solutions – F5 Networks
66. Enterprise Software Solutions – IBM
67. Enterprise Software Solutions – McAfee
68. Enterprise Software Solutions – NetApp
69. Enterprise Software Solutions – Quantum
70. Enterprise Software Solutions – Symantec
71. Enterprise Software Solutions – VMware
72. Enterprise Talent Management System (ETMS)
73. Environmental System Research Institute II
74. **Microsoft Enterprise Licensing Agreement**
75. Oracle Enterprise License Agreement

Office Mgmt. and Misc. Products

76. Furniture
77. **Office Supply III (FSSI)^a**
78. Print Management (FSSI)^a
79. Uniforms

^a Federal Initiatives DHS is supporting or leading
Red text denotes FY 2015 Award(s)

In-Process Strategic Sourcing Initiatives



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IT & Telecom

1. Cisco SMARTnet
2. Enterprise Computing Services
3. Enterprise Desktop Productivity Suite
4. Reverse Auction

Professional & Office Support Services

5. Architecture and Engineering Services
6. Background Investigation Services
7. Centers of Excellence (re-compete)
8. Federally Funded Research and Development Centers
9. Language Services
10. National Academy of Sciences (re-compete)
11. PACTS II (re-compete)

Facilities & Construction

12. Building Maintenance Operations (FSSI)
13. Design/Build & Construction Services – Regional & National

Office Mgmt. and Misc. Products

14. Furniture (Nationwide)

Security

15. Ammunition – 9 mm Luger +P Caliber Ammunition
16. Ammunition – Reduced Hazard Training
17. Body Armor III
18. Canines II
19. Detection Equipment – Backpack Radiation Detector
20. Detection Equipment – CCTV
21. Detection Equipment – Checked Baggage X-Ray
22. Detection Equipment – Checkpoint X-Ray (single view)
23. Detection Equipment – Checkpoint X-Ray (multi-view)
24. Detection Equipment – Enhanced Metal Detectors
25. Detection Equipment – Explosive Trace Detection - Bench
26. Detection Equipment – Explosive Trace Detection – Handheld
27. Detection Equipment – Personal Radiation Detectors

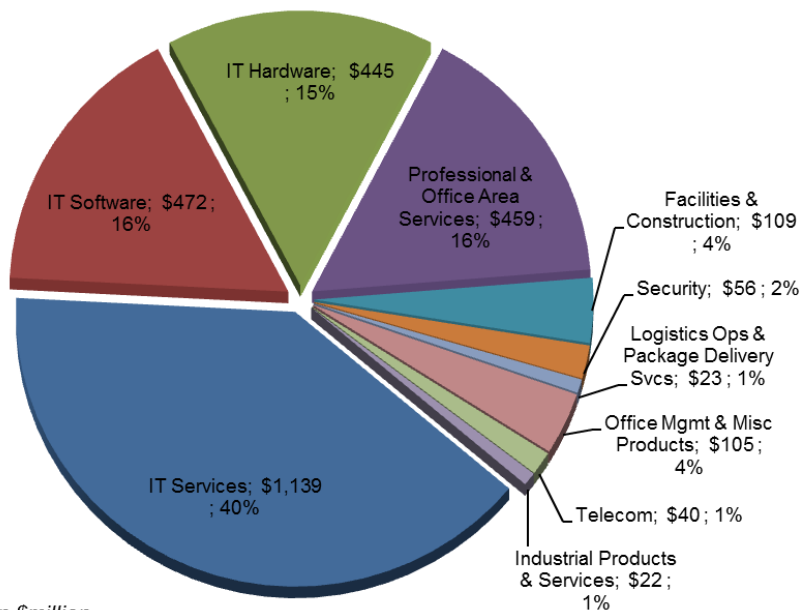
FY16 Goal = Award 15 New Initiatives

Strategic Sourcing Spend & Savings FY2015



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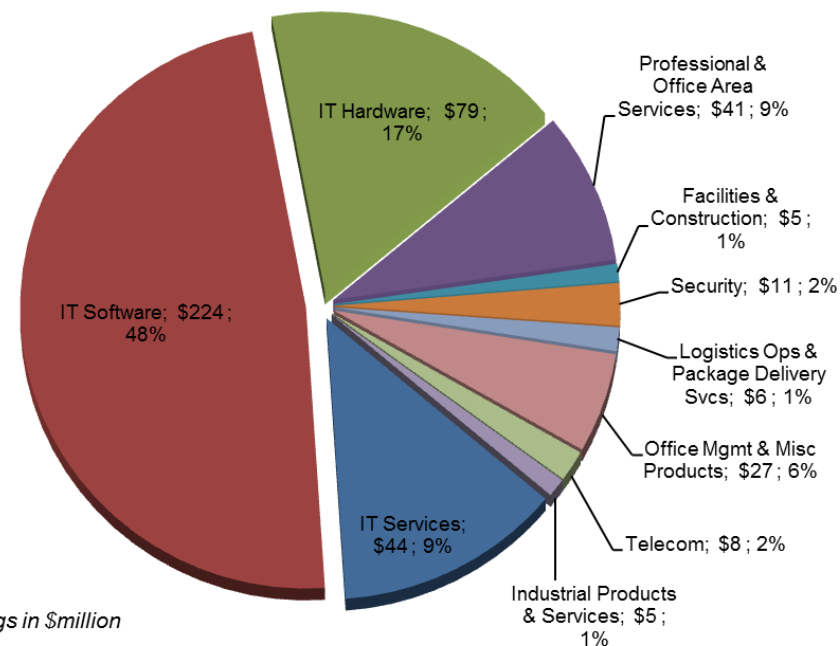
Spend (\$M)



spend in \$million

\$2.9B Spend in FY15

Savings (\$M)



savings in \$million

\$466M Savings in FY15



DHS Strategic Sourcing Highlights

SPEND

- Strategically sourced \$2.9 billion in FY15
- This represents approximately 21% of the total FY15 obligated dollars
- Small businesses received 50% of the spend through strategic sourcing contracts

SAVINGS

- Cumulative savings = \$3.0 billion (since FY05)
 - FY15 = \$466 million
 - FY14 = \$471 million
 - FY13 = \$336 million
- Savings methodologies independently validated (March 2011)
- FY16 goal = \$425 million

UTILIZATION

- DHS achieved a 43% utilization rate of strategic sourcing contracts in FY15
 - i.e., DHS purchased 43% of its needs through strategic sourcing for the areas covered by the vehicles we had in place during FY15.
- FY16 goal = 42%

FEDERAL PARTICIPATION

- DHS is an active participant on the Category Management Leadership Council (CMLC) and numerous Federal strategic sourcing initiatives (FSSI)
- DHS is a recognized leader in Federal strategic sourcing by organizations such as OMB, GAO, and Congress



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DHS Office of Small and Disadvantaged Business Utilization

DHS Office of Small and Disadvantaged Business Utilization



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Key premises:

- **DHS supports all of the federal small business programs**
- **DHS has small business prime contracting and subcontracting opportunities**
- **DHS uses both pre-existing contract vehicles (such as the GSA schedule and DHS-wide IDIQs) and open market procedures (FedBizOpps)**

FY15 Small Business Accomplishments



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Preliminary Small Business Accomplishments - FY 2015

as of morning of 10/15/15 - using the SBA Scorecard Small Business Categories

source: FPDS

Category	Gov't-wide Goal	DHS-wide Goal	Award \$	%
Total Procurement Dollars	N/A	N/A	\$13,642,294,772	N/A
SB Prime Contracts	23.0%	32.0%	\$4,658,701,170	34.1%
Overall SDB [8(a) + SDB Prime]	5.0%	5.0%	\$1,995,796,221	14.6%
HUBZone Prime Contracts	3.0%	3.0%	\$549,882,066	4.0%
SDVOSB Prime Contracts	3.0%	3.0%	\$742,183,711	5.4%
WOSB Prime Contracts	5.0%	5.0%	\$1,005,608,527	7.4%

Acronym Key:

SB = Small Business

8(a) = Awarded under 8(a) procedures; SDBs certified by SBA to participate in the 8(a) program

SDB = Small Disadvantaged Business

HUBZone = Historically Underutilized Business Zone Small Business

SDVOSB = Service Disabled Veteran Owned Small Business

WOSB = Women-Owned Small Business

Note: these accomplishments are shown in accordance with SBA reporting procedures;

Ability One, Federal Prison Industries, and interagency agreements are excluded

DHS Office of Small and Disadvantaged Business Utilization



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Ongoing activities:

- **DHS small business website – www.dhs.gov/openforbusiness**
- **Small Business Specialists in each major buying activity**
- **Forecast of contract opportunities**
- **Outreach program**
- **Listing of large business prime contractors with subcontracting opportunities**
- **DHS mentor-protégé program**

DHS Office of Small and Disadvantaged Business Utilization



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Did You Know?

- In FY 2014, about 13,000 companies representing all 50 states, DC, and five territories had DHS contracts.
- Of the 13,000, about 9,400 are small businesses;
- Of those 9,400, nearly 1,800 small businesses secured their *first* DHS contract.



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Industry Perspective

Where Does Industry Go From Here?



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- **First: Know what you do; Do what you Know**
 - Do Your Homework
 - Read!
 - Understand the Mission of HQ Organizations and the Components
 - Identify what your company does compared to what DHS is buying
- **Build a Viable Pipeline**
 - Advanced Procurement Forecast: <http://apfs.dhs.gov>
 - Register to receive daily updates for your company's specific NAICS codes
 - Affordable BI tools: ezgovopps.com; govpurchase.com

Where Does Industry Go From Here?



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- **Understand Your Market**
 - Major Initiatives in your Business Area
 - Your Competitors (By Capability and Socio-Economic)
 - Viable Teaming Partners
 - Graduating Small Businesses
- **Teaming with Large and Small Businesses**
 - Socio-Economic status combined with Capability areas
 - Clarify your message to potential teaming partners
 - Earn your spot on the Team




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QUESTIONS AND ANSWERS



Federal BD Lifecycle and Impacts

Government Buying Cycle	Operate Define the Need		Assess Needs Analyze/Select the alternatives			Evaluate Solutions Obtain, develop, evaluate capabilities			Resolve Issues		Buy	Implement Produce and maintain
Government Acquisition Documents	Mission Needs Statement (MNS), Capability Development Plan CDP		Analysis of Alternative (AoA), Acquisition Program Baseline (APB), Life Cycle Cost Estimate (LCCE), Operational Requirements Document (ORD), Integrated Logistics Plan (ILSP), Acquisition Plan (AP)			APB, LCCE, ILSP, AP, Systems Engineering Life Cycle Tailoring Plan (SELC TP), T&E Master Plan (TEMP)			APB, LCCE, ILSP, AP			
Government Milestones	Identify Need	Define Rqmts	RFI	Industry Day	Draft RFP Issued	RFP Issued	Bidders Conf.	Q&A	Proposals Received	Q&As/BAFO/FPR	Contract Award	Debriefing
Industry Bidding Cycle	1	2	3		4		5		6		7	
Industry Schedule	Market Positioning	Opportunity Assessment	Capture Strategy Development		Solution Development		Proposal Development		Post - Submittal		Execution	
Industry Acquisition Documents and Milestones	12 – 18 months before RFP	9 – 12 months before RFP	6 – 9 months before RFP		3 – 6 months before RFP		RFP Release 30-60 days for response		1-60 days from Proposal due date		Post Award	
	Capability Presentations, White Papers, Account Plan, Teaming Arrangements, Market Research	Opportunity Review, B&P Request, 3 rd Party Review if re-compete	Competitive Analysis, Price to Win Analysis, B&P Charge #s Request, SME recruitment, PM hired if large bid, RFI response		Solution Reviews, Q&A/feedback to Government		Proposal Outline, Q&A, Grading Criteria Review, Graphics, Pricing Reviews, Pink Team, Red Team		BAFO, orals, contract negotiations, new hire process begins		Loss: Protest/no protest, teaming with winner Win: Transition plan execution, Teaming Agreements, new hires processed Both: Internal Win/Loss Review	
	Overhead BD Funding		Bid & Proposal Funding (B&P)									



INNOVATION IN ACQUISITIONS

Acquisitions: *Life Cycle*

Government Buying Cycle	Operate Define the Need		Assess Needs Analyze/Select the alternatives			Evaluate Solutions Obtain, develop, evaluate capabilities			Resolve Issues		Buy	Implement Produce and maintain
Government Acquisition Documents	Mission Needs Statement (MNS), Capability Development Plan (CDP)		Analysis of Alternative (AoA), Acquisition Program Baseline (APB), Life Cycle Cost Estimate (LCCE), Operational Requirements Document (ORD), Integrated Logistics Plan (ILSP), Acquisition Plan (AP)			APB, LCCE, ILSP, AP, Systems Engineering Life Cycle Tailoring Plan (SELC TP), T&E Master Plan (TEMP)			APB, LCCE, ILSP, AP			
Government Milestones	Identify Need	Define Rqmts	RFI	Industry Day	Draft RFP Issued	RFP Issued	Bidders Conf.	Q&A	Proposals Received	Q&As/BAFO/FPR	Contract Award	Debriefing
Industry Bidding Cycle	1	2	3		4	5			6		7	
Industry Schedule	Market Positioning	Opportunity Assessment	Capture Strategy Development		Solution Development	Proposal Development			Post - Submittal		Execution	
Industry Acquisition Documents and Milestones	12 – 18 months before RFP	9 – 12 months before RFP	6 – 9 months before RFP		3 – 6 months before RFP	RFP Release 30-60 days for response			1-60 days from Proposal due date		Post Award	
	Capability Presentations, White Papers, Account Plan, Teaming Arrangements, Market Research	Opportunity Review, B&P Request, 3 rd Party Review if re-compete	Competitive Analysis, Price to Win Analysis, B&P Charge #s Request, SME recruitment, PM hired if large bid, RFI response		Solution Reviews, Q&A/feedback to Government	Proposal Outline, Q&A, Grading Criteria Review, Graphics, Pricing Reviews, Pink Team, Red Team			BAFO, orals, contract negotiations, new hire process begins		Loss: Protest/no protest, teaming with winner Win: Transition plan execution, Teaming Agreements, new hires processed Both: Internal Win/Loss Review	
	Overhead BD Funding		Bid & Proposal Funding (B&P)									



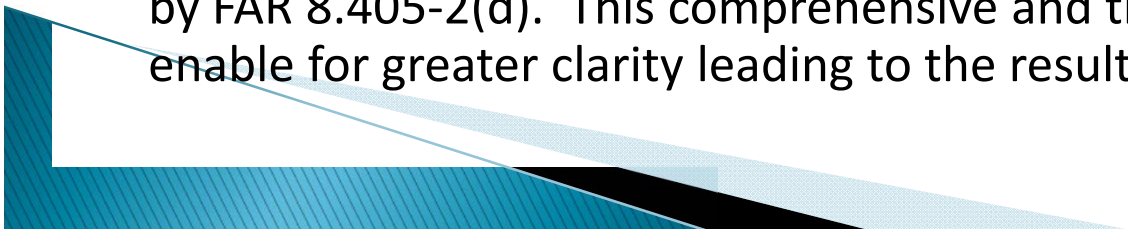
Breakout Session II: How Industry Views and Reacts to Debriefings, Security Clearance/EOD, Staffing, and Contract Administration

Topic	Lead	Company Size
Panel Format and Introductions		
Debriefings	Eli Hammerman SRA VP, Business Development	LB
Incumbent Capture/Staffing	Catherine Kuenzel CSGov VP/GM Homeland Security and Civil Agencies	LB
Security Clearance/EOD Suitability	Sam Mohs Dynamis Director, Business Operations	SB
Contract Administration	Carolyn Muir SE Solutions EVP, Business Operations	SB



Debriefing Excerpts

- ▶ “*Company* proposed x...This will allow for a managed transition that will make this effort smoother, faster, and more efficient. *Company* proposed individual with *skills* that are a benefit to the government. The government is essentially getting two FTE in one”
- ▶ “The quote lists the PM as POC with numerous responsibilities.... This is a concern since the PM is only committed to the project x%. However, this is somewhat mitigated as the DPM is proposed 100% of the time.”
- ▶ “In the overall ranking of proposals, *company's* proposal was ranked x among the ten proposals”
- ▶ “A strength for detailing the Mentor-Protégé agreement. Having a large business who participates in the program helps DHS strengthen the competitiveness of the small business community”
- ▶ “In addition to the three vendor provided references, the evaluation team obtained two additional references from PPIRS as noted below” (*notes were provided in detail*)
- ▶ “Agency has elected to provide more than just the brief explanation required by FAR 8.405-2(d). This comprehensive and thorough explanation should enable for greater clarity leading to the resulting award decision”



Days = calendar days after Suitability Form submittal

