NORFOLK DISTRICT
U.S. ARMY CORPS OF ENGINEERS

FY20+ PROGRAM REVIEW

Michael R. Darrow, P.E., PMP
Deputy District Engineer for Programs Management
Date: 19 March 2020
### PROGRAM AT A GLANCE

<table>
<thead>
<tr>
<th>Type</th>
<th>NAO Goal %</th>
<th>Actual %</th>
<th>Total $ Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business</td>
<td>33%</td>
<td>41.3%</td>
<td>$105,284,797</td>
</tr>
<tr>
<td>Small Disadvantaged Business</td>
<td>19%</td>
<td>32.0%</td>
<td>$84,330,502</td>
</tr>
<tr>
<td>Service Disabled Veteran owned SB</td>
<td>4%</td>
<td>6.5%</td>
<td>$15,944,142</td>
</tr>
<tr>
<td>Women Owned SB</td>
<td>5%</td>
<td>15.3%</td>
<td>$34,092,451</td>
</tr>
<tr>
<td>HUBZone</td>
<td>3%</td>
<td>10.6%</td>
<td>$24,684,719</td>
</tr>
</tbody>
</table>

### Program Summary:

<table>
<thead>
<tr>
<th>Type</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>MILITARY:</td>
<td>$150M</td>
<td>$134M</td>
<td>$118M</td>
<td>$477M</td>
</tr>
<tr>
<td>IIES:</td>
<td>$ 20M</td>
<td>$ 16M</td>
<td>$ 33M</td>
<td>$ 85M</td>
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<tr>
<td>CIVIL:</td>
<td>$ 56M</td>
<td>$ 82M</td>
<td>$ 86M</td>
<td>$ 51M</td>
</tr>
<tr>
<td>ANC:</td>
<td>$ 30M</td>
<td>$ 24M</td>
<td>$ 45M</td>
<td>$ 30M</td>
</tr>
<tr>
<td>DoDEA:</td>
<td>$ 24M</td>
<td>$ 24M</td>
<td>$ 22M</td>
<td>$ 27M</td>
</tr>
</tbody>
</table>

* $280M  $280M  $304M  $670M

* Does not include new or awards from existing AE IDIQs

* Further Small Business socio-economic set-aside may be determined pending results of market research

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Arlington National Cemetery

Quantico National Cemetery

DLA-Richmond

Roanoke Army Ammunition Plant

NASA & Joint Base Langley-Eustis

NASA & NOAA (Wallops)

Dahlgren NWS

Holton Army Ammunition Plant

Fort A.P. Hill

Fort Pickett

Fort Lee
## TRENDS/HIGHLIGHTS

### New Program (AE & Construction) at Radford AAP + Holston AAP
- **AE Contracts to be awarded in FY20 = $249M**
  - Will allow for use at all Ammunition GOCOs
- **CM Services and Construction MATOC – FY21**
- **Construct Energetic Waste Incinerator (Radford) – FY20/21**
- **$1B+ Program - over 5+ years**

### DoDEA
- **Main focus is on SRM - utilizing existing IDIQs**
- **Less new construction – more conversion of existing schools**

### Arlington National Cemetery - $20-30M in SRM like work - continues through 2025+
- **Southern Expansion - $350M total PA – June 2022 award**
  - Market research beginning
- **FY21 - Minor Works Projects SATOC**
- **FY21 - Roads MATOC**
- **FY21 - Boundary Wall Repairs SATOC**

### Civil Works Program
- **Norfolk Harbor**
  - $15M to $35M O+M/Year
  - Dredging and Craney Island work
  - Craney Island Dike Raising SATOC ($10-25M)
  - Spillway #1 – ($1-5M)
  - Deepening under way – PH I + II – VPA Contracts
- **Tangier Jetty – Solicitation posted -6 March**

### Studies
- **Norfolk Coastal Storm Risk Management – $1.4B**
  - Initial design (Geotech Utilities) of 1st Segment - Harbor Park to Downtown Floodwall
  - Awaiting new starts for other Coastal Storm Risk Studies
  - Peninsula, Virginia Beach, Eastern Shore, Tangier

### MILCON
- **Typical – 3-5 projects per year ($100-150M)**
- **F-22 Adds (FY19/20) – 4 Projects – PA: $186M (D-B-B)**
  - Consolidate Ops/Maintenance Hanger, F22 Training Support Squadron Facility, F22 Low Observable Component Repair Fac.; Dormitory
- **FY20 – 7 Projects - $463M**
  - In acquisition - AF Targeting Facility;F-22 Fuel Maintenance Dock
  - AIT PH IV - Langley Eustis
  - Bn Complex PH II/III (solicitation out)
  - NGIC SCIF Addition (solicitation out)
  - DLA DSCR Ops Center PH II
ACQUISITION STRATEGIES

• Most work is **competed** - limited Sole Source awards
  • Use sole source in many cases to get new contractors doing work for the Norfolk District
  • 10 Brand new contractors added to the pool in FY19… FY 20: Goal is 10

• Currently no pool of MATOCS to support SRM like work
  • FY20 efforts to build more tools - SATOC for ANC
  • JOC in place to support Defense Supply Center Richmond - $25M

• IFB most used - stand alone C-Contracts

• Increased use of IFB with Definitive Responsibility Criteria – DRC
  - Bridge between IFB and BVTO – quicker, provides assurance we are awarding to capable firms
  - Contractors asked to provide evidence that they can do the work – **after bid opening**
    - Generally asking for specific relevant past experience; narrative that explains they understand the project and key technical challenges, etc.
    - “…the Contracting Officer will also examine whether the low bidder can meet the requirements of the solicitation by demonstrating that the prime contractor or subcontractor responsible for dredging has dredged by mechanical means or hopper a minimum of 80,000 cubic yards in a consecutive 30-day period in a cold-weather month (October through January) with disposal/placement onto a beach. This will be considered a definitive responsibility criterion”

• This year - 13 SSEB – BVTO Acquisitions and New AE Selections
EXISTING AE IDIQS

Hydrographic Survey (exp. 6/23)
- Geodynamics
- Gahagan and Bryant Associates

Civil/Survey (exp. 9/22)
- Miller and Stephenson and Associates

Value Engineering (exp. 6/22)
- Strategic Value Solutions

Architect/Engineering General (exp. 3/21)
- Parsons Brinkerhoff
- Waller, Todd and Sadler Architects
- Stantec
- Woolpert-RS+H

DoDEA Architect/Engineering (exp. 8/23)
- KZF Design
- GWWO
- Schenkel Schultz
- Jacobs Government Services
- Woolpert
- Zyscovich

ANC Southern Expansion Des. (stand alone award)
- HNTB
EXISTING CONSTRUCTION MATOCS/IDIQS

JOC – DSCR (exp. 9/22)
  - Ashford Leebcorp

James River Dredging IDIQ (exp. 2/21)
  - Cottrell Contracting

DoDEA SRM (exp. 9/23)
  - Driven Contractors
  - Southeast Industrial Construction
  - Prabhakar Moro

DoDEA PM/DM (exp. 9/23)
  - Ahntech - SC
  - Brymark Eagle Pro - KY
  - Universal Services Provider – GA + AL
  - Professional Engineering Concepts - PR
  - Universal Services Provider - Quantico
  - Brymark and Associates – West Point
  - Brymark and Associates - NC

DoDEA Facility Assessments (exp. 9/23)
  - Alpha Facilities Solutions
## FY20 & FY21 NON-PROJECT SPECIFIC A/E IDIQ CONTRACTS

<table>
<thead>
<tr>
<th>Type</th>
<th>Location</th>
<th>Lead POC</th>
<th>Range</th>
<th>Small Business or Unrestricted</th>
<th>Solicitation Qtr./FY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AE GENERAL</strong></td>
<td>VA/Regional</td>
<td>Sarah Taylor</td>
<td>$100M - $100M</td>
<td>UR</td>
<td>2Q FY20</td>
</tr>
<tr>
<td><strong>ARMY AMMO PLANTS</strong></td>
<td>Radford/Holston</td>
<td>Craig Jones</td>
<td>$100M - $100M</td>
<td>UR</td>
<td>3Q FY20</td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL</strong></td>
<td>VA/Regional</td>
<td>Craig Jones</td>
<td>$1M - $5M</td>
<td>SB</td>
<td>3Q FY20</td>
</tr>
<tr>
<td><strong>ARMY AMMO PLANTS CM SERVICES</strong></td>
<td>Radford/Holston</td>
<td>Sarah Taylor</td>
<td>$5M - $10M</td>
<td>TBD</td>
<td>4Q FY20</td>
</tr>
<tr>
<td><strong>COMMISSIONING</strong></td>
<td>VA/Regional</td>
<td>Sarah Taylor</td>
<td>$1M - $5M</td>
<td>SB</td>
<td>4Q FY20</td>
</tr>
<tr>
<td><strong>GEO-TECHNICAL</strong></td>
<td>VA/Regional</td>
<td>Sarah Taylor</td>
<td>$1M - $5M</td>
<td>SB</td>
<td>1Q FY21</td>
</tr>
<tr>
<td><strong>VALUE ENGINEERING</strong></td>
<td>VA/Regional</td>
<td>Sarah Taylor</td>
<td>$1M - $5M</td>
<td>SB</td>
<td>3Q FY21</td>
</tr>
<tr>
<td><strong>CIVIL</strong></td>
<td>VA/Regional</td>
<td>Sarah Taylor</td>
<td>$1M - $5M</td>
<td>SB</td>
<td>4Q FY21</td>
</tr>
<tr>
<td><strong>CEMETERY CX</strong></td>
<td>Worldwide</td>
<td>Craig Jones</td>
<td>$5M - $10M</td>
<td>TBD</td>
<td>TBD</td>
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*Further Small Business socio-economic set-aside may be determined pending results of market research*
## ANC FY20 & FY21

<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy</th>
<th>Small Business or Unrestricted</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Qtr./FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>McPherson Area Road Repair Project</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$10M - $25M</td>
<td>Open Now</td>
</tr>
<tr>
<td></td>
<td>Ord and Wetzel Gate Relocation</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Multi-Road Repair Projects</td>
<td>MATOC</td>
<td>UR</td>
<td>$10M - $50M</td>
<td>1Q FY21</td>
</tr>
<tr>
<td></td>
<td>Sheridan Area Roads Repair Project</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$10M - $25M</td>
<td>2Q FY21</td>
</tr>
</tbody>
</table>

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<th>Anticipated Solicitation Qtr./FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Columbarium Court 9 Repairs</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$5M - $10M</td>
<td>2Q FY21</td>
</tr>
<tr>
<td></td>
<td>Boundary Wall Rehabilitation</td>
<td>TBD</td>
<td>SB</td>
<td>$5M - $10M</td>
<td>2Q FY21</td>
</tr>
<tr>
<td></td>
<td>Southern Expansion</td>
<td>Stand Alone</td>
<td>UR</td>
<td>&gt;$100M</td>
<td>4Q FY21</td>
</tr>
<tr>
<td></td>
<td>Amphitheater Interior Renovations</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$5M - $10M</td>
<td>2Q FY22</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy Stand Alone Contract or Basic IDIQ</th>
<th>Small Business or Unrestricted</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Qtr./FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Fitness Center</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$5M - $10M</td>
<td>2Q FY20</td>
</tr>
<tr>
<td></td>
<td>Replace Roof, WH 44</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>4Q FY20</td>
</tr>
<tr>
<td></td>
<td>Decommission Electrical Lines</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>2Q FY20</td>
</tr>
<tr>
<td></td>
<td>Replace Roof, Bldg. 54</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$10M - $25M</td>
<td>2Q FY20</td>
</tr>
<tr>
<td></td>
<td>Renovate Bldg. 11</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$10M - $25M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Renovate Bldg. 32 Bay M Secure Area</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$500K - $1M</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>Repair Roof on Bldg. 31, Bays F-M</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>2Q FY21</td>
</tr>
<tr>
<td></td>
<td>Remove Excess Water &amp; Sewer Lines, DLA</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>4Q FY21</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy</th>
<th>Small Business or Unrestricted</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Qtr./FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect/Engineer</td>
<td>Cnstr NSWG Roof Canopy, Range 39 Breaching Fac., Ft. AP Hill</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Battalion Complex, Ph. 2 &amp; 3</td>
<td>Stand Alone</td>
<td>UR</td>
<td>&gt;$100M</td>
<td>Solicited</td>
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<tr>
<td>Construction</td>
<td>NGIC Rivanna Station Secure Admin Ops</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$25M - $50M</td>
<td>Solicited</td>
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<td></td>
<td>Renov Bldg. 1724, Pickett</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>2Q FY20</td>
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<tr>
<td></td>
<td>MARSOC Assessment and Selection Facility, Ft. AP Hill</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>AiT Barracks Complex Phase IV, Ft. Eustis</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$25M - $50M</td>
<td>3Q FY20</td>
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<td></td>
<td>DSCR OPS Center, PH2, Richmond</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$50M - $100M</td>
<td>3Q FY20</td>
</tr>
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<td></td>
<td>Seaport Embarkation Trng. Fac., Ft. Lee</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>4Q FY20</td>
</tr>
</tbody>
</table>

*Further Small Business socio-economic set-aside may be determined pending results of market research*
<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy</th>
<th>Small Business or Unrestricted</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Quarter/Fiscal Year</th>
</tr>
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<tbody>
<tr>
<td>Construction</td>
<td>NPS York River Shoreline Stabilization</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$10M - $25M</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>Quantico Cemetery Expansion</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$10M - $25M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Radford &amp; Holston Army Ammo Plant</td>
<td>MATOC</td>
<td>UR</td>
<td>&gt; $100M</td>
<td>1Q FY22</td>
</tr>
<tr>
<td></td>
<td>(Infrastructure)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Radford &amp; Holston Army Ammo Plant –(Design)</td>
<td>Basic IDIQ</td>
<td>UR</td>
<td>&gt; $100M</td>
<td>2Q FY20</td>
</tr>
<tr>
<td></td>
<td>Radford &amp; Holston Army Ammo Plant (CM Svcs.)</td>
<td>Basic IDIQ</td>
<td>TBD</td>
<td>$10M - $25M</td>
<td>2Q FY21</td>
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<tr>
<td>Service</td>
<td>Environmental Services (throughout Virginia)</td>
<td>Basic IDIQ</td>
<td>SB</td>
<td>$1M - $5M</td>
<td>2Q FY20</td>
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<tr>
<td></td>
<td>Furniture for various MEPS Facilities</td>
<td>Stand Alone</td>
<td>SB</td>
<td>TBD</td>
<td>4Q FY20</td>
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</tbody>
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### FY20 CIVIL WORKS & OPERATIONS

<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy</th>
<th>Small Business</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Quarter/ Fiscal Year</th>
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<tbody>
<tr>
<td>Construction</td>
<td>North Landing Bridge Electrical Modification</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$250K-$500K</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>Craney Island Renewable</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$500K-$1M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Craney Island Spillbox #1 Replacement</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M-$5M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Lynnhaven River (Reef Restoration)</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M-$5M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Craney Island Dike Raising and Earthwork SATOC</td>
<td>IDIQ</td>
<td>SB</td>
<td>$10M-$25M</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>Ship Repair IDIQ</td>
<td>IDIQ</td>
<td>UR</td>
<td>$1M-$5M</td>
<td>4Q FY20</td>
</tr>
<tr>
<td></td>
<td>Lynnhaven River (Wetland Restoration)</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$5M-$10M</td>
<td>4Q FY20</td>
</tr>
<tr>
<td></td>
<td>Deep Creek Bridge Replacement</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$25M-$50M</td>
<td>1Q FY21</td>
</tr>
</tbody>
</table>

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FY20 CIVIL WORKS & OPERATIONS

<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Project Name</th>
<th>Acquisition Strategy</th>
<th>Small Business or Unrestricted</th>
<th>Estimated Price Range</th>
<th>Anticipated Solicitation Quarter/Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dredging</td>
<td>Rudee Inlet</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$1M-$5M</td>
<td>2Q FY20</td>
</tr>
<tr>
<td></td>
<td>Oyster Channel Maintenance Dredging</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M-$5M</td>
<td>3Q FY20</td>
</tr>
<tr>
<td></td>
<td>Craney Island Sand Reclamation</td>
<td>Stand Alone</td>
<td>UR</td>
<td>$1M-$5M</td>
<td>3Q FY20</td>
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<tr>
<td></td>
<td>Craney Island Rehandling Basin</td>
<td>Stand Alone</td>
<td>SB</td>
<td>$1M-$5M</td>
<td>4Q FY20</td>
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<tr>
<td>Environmental Services</td>
<td>Norfolk Harbor Environmental Services</td>
<td>IDIQ</td>
<td>SB</td>
<td>$1M-$5M</td>
<td>4Q FY20</td>
</tr>
</tbody>
</table>

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HELPFUL HINTS

- **Respond to Market Research Efforts/Sources Sought:** Let us know what you think are important evaluation criteria, technical considerations, high-risk concerns.
- **Stay Engaged!** Reach out to the Contract Specialist, Contracting Officer and/or Small Business Specialist with questions and concerns.
- **Share your best Practices and insights** – we want to know how to be better business partners!
- **Ensure your proposals answer the information requested** in the solicitation and are readable. Information contained is in accordance with FAR 5.404. Magnitude, NAICS, and projected award dates are based on best information available at time of publication. Information is subject to change.
- Requests for market research or solicitations may be found at beta.SAM.gov.
- Visit our website www.nao.usace.army.mil for periodic updates to our program.

**Key Resources**

- **PTAC**
  Ms. Monique McWhite
  Procurement Technical Assistance Center
  Director mmcwhite@odu.edu (757) 683-5542

- Small Business Administration
  http://www.sba.gov

- Size Standards
  http://www.sba.gov/size

- System Award Management (SAM)
  http://www.sam.gov

**WWW.NAO.USACE.ARMY.MIL**

**CURRENT DETAILED PROGRAM BRIEF**

Updated about every 6 weeks
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QUESTIONS?
INDUSTRY FEEDBACK

WE WILL CONTINUE TO PROACTIVELY ENGAGE INDUSTRY

- 23 July 19 - AE Industry Day at District HQ
- 29 July 19 - Cost Roundtable at District HQ
- FY20 - will continue the internal sessions + ODU CEEVC; SAME SBC; Hampton Roads Post SAME SBC, ....

AE INDUSTRY DAY FEEDBACK

- Innovation – often first thing to go in VE Study – Need to do better at programming this in the 1391 – VE doesn’t gain value – it just cuts costs up front
- Compressed design schedules - not desired, but if needed - eliminate the 65%
- On-Board Reviews - effective if done right - need to get everyone in the room
- Cyber Criteria is a concern- not well defined - we are all learning
- Pre-proposal meetings are extremely helpful - we will continue to do them
- BIM Models – not always shared with the construction contractor - we will share moving forward

COST ROUNDTABLE FEEDBACK

- Use Draft RFPs – helps contractors in bid proposals – an area where we continue to focus – more coming
- Share the bid data with the AEs – they need feedback on their estimates – we weren’t sharing
- Government needs to better developing PA’s and 1391’s – everyone needs to be involved up front in the charrette’s
  - current market conditions are resulting in lots of Above the Threshold Reprograming – (lower of $2M or 25% of PA)
- AEs would like 2 weeks after design submittal to provide the cost estimate – will get a better number
- Why do we require CD’s on BID Day? Hard to produce at last minute – computers don’t have CD’s – eliminating this requirement
- Need to do better in award process - shouldn’t take months to award after BIDs are in –results in increased costs from subs
- Government needs to better communicate ATRs and timelines – Can we inform all of apparent winner at start of ATR Process? Frees up others to pursue other work, helps winner keep subs on board – looking into a path forward to meet the intent
- Schedule isn’t a good factor for evaluation in a BVTO procurement
- Options costs are inflated to account for risk – award in 120 days or do a post award mod
- Procurement strategy is a key component in a contractors go/no go decision to bid on a project