



IRAQ RECONSTRUCTION PRE-PROPOSAL CONFERENCE BRIEFING

Program Management and Design/Build Construction

Presenter: Dan Mehney

21 JANUARY 04

DRAFT
Pre-Proposal Conference
Agenda
January 21, 2004

Registration		0730-0830
Welcome and Background	Dan Mehney	830-0915
Overarching Program and Sector Management Solicitations	Nancy Gunderson	0915-1030
Break		1030-1100
Overview Design-Build Solicitation Provisions	Frances Sullivan	1100-1200
Lunch		1200-1315
Construction Solicitation Statements of Work Overview		
Electricity	Charles Oliver	1315-1330
Water Resources/Public Works - Water	Charley Black	1330-1400

Pre-Proposal Conference Agenda, Cont'd

Security-Justice	Harry Jones	1400-1415
Public Building	Tom Gibison	1415-1430
Transportation	Dan Boyer	1430-1445
Communications	Ron Kraus	1445-1500
Break		1500 -1530
Q&A Panel		1530-1630
Closing	Dan Mehney	1630

AGENDA - MORNING

- **Solicitation Overview for Program Mgmt & Design/Build Construction RFPs**
- **Solicitation Format**
- **Proposal Contents**
- **Evaluation Factors**
- **Award Limitations**
- **Special Clauses**
- **Award Fee Structure**

AGENDA - AFTERNOON

Design/Build - Construction

- **Technical Performance Requirements**
 - **Electrical**
 - **Public Works/Water Resources**
 - **Security & Justice**
 - **Buildings/Housing and Health**
 - **Transportation**
 - **Communication**
- **Questions and Answers**

PARTICIPATING ORGANIZATIONS

- **Pentagon Renovation Procurement Office**
- **U.S. Army Corps of Engineers**
 - **HQ**
 - **Transatlantic Program Center**
 - **Northwestern Division**
 - **Louisville District**
 - **Philadelphia District**
- **U.S. Army Material Command**
 - **HQ**
 - **U.S. Army Communications and Electronics Command**
 - **U.S. Army Tank-automotive and Armaments Command**
 - **Robert Morris Acquisition Center/APG**
- **U.S. Navy**
 - **HQ Navy**
 - **NAVFAC**
- **Defense Logistics Agency**
- **Defense Contract Management Agency**
- **Defense Contract Audit Agency**
- **Defense Acquisition University**

PROGRAM GOAL

The goal of the Coalition Provisional Authority (CPA) is to assist Iraq's citizens in restoring the stability of their nation and economy by means of infrastructure reconstruction and development

PROGRAM GOAL (cont.)

- **In completing this mission, the CPA will maximize Iraq capabilities – contractors, subcontractors, suppliers, and other Iraq personnel resources – to the greatest extent possible**
- **The CPA will leave Iraq with the tools and processes to sustain the work begun by this effort**

ACQUISITION OBJECTIVE

The acquisition strategy consists of two major components - program management support and design-build construction

PROGRAM MANAGEMENT (PMO)

Program management support is being procured through the Pentagon Renovation team (PENREN) and consists of two levels: top level program support from a Program Management Office (PMO) and Sector Program Management Offices (SPMO)

PROGRAM MANAGEMENT (PMO)

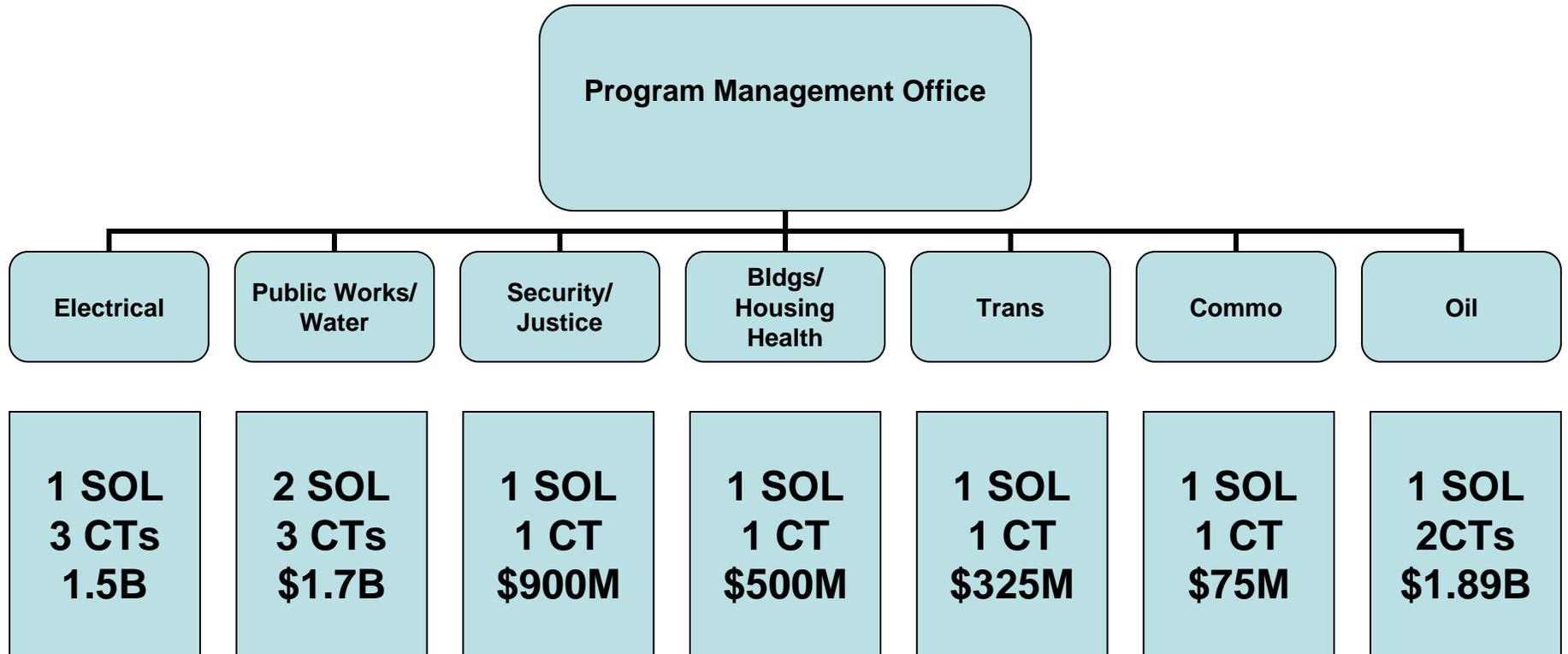
(cont.)

The PMO will be responsible for interface with the Coalition Provisional Authority, the Iraq Governing Council, and other coalition partners and coordination of efforts between each of the Sector Program Management Offices.

SECTOR PMOs

The SPMOs will be responsible for the definition and coordination of requirements within defined work sectors

Program Management and Design/Build Construction Program



✓ Oil reconstruction is the subject of an on-going solicitation and not covered in today's proposal presentation

SCHEDULE

19 Nov 03	Industry Day, Wash. DC
19/20 Nov 03	Synopses Released
21 Nov 03	Industry Day, London
26 Nov 03	Draft RFPs Released
06 Jan 04	RFPs Released
07 Jan 04	Amendment 1 issued to PMO/SPMO RFP
13 Jan 04	Past Perf/Financial Capability & Org/Team Structure Due
13 Jan 04	Questions from Industry Due
14 Jan 04	Amendment 1 issued to the RFP's for Construction
16 Jan 04	Industry Questions Answered

SCHEDULE (cont.)

20-27 Jan 04	Advisory Assessment Notification to Offerors (Construction on 20th, PMO/SPMO on the 27th)
21 Jan 04	Pre-Proposal Conference - Wash. DC
02 Feb 04	Proposals due PMO/SPMO
05 Feb 04	Proposals due Design/Build Construction
10 Feb 04	Clarifications Identified (as necessary)
16 Feb 04	Responses to Clarifications Due
Mar 04	Contracts Awarded

Comment & Observations

- **Advisory Assessments were made on 20 Jan for the Design-Build Construction, they will be made for the PMO/SPMO solicitation on 27 Jan**
 - **Notification only to offerors that have little chance of success**
 - **There will be no dialogue concerning the issues in the advisory assessment until after award**

Comment & Observations,

continued

- **Categorization Of Submittals**
 - **Relevant with substance**
 - **Not Relevant**
 - **Lack substance or information**
 - **Did not comply with RFP requirement**

Comments & Observations, cont'd

- **Advice to all offerors:**
 - **Read and comply with RFP requirements in Section 00100 (Instructions, Conditions and Notices to Offerors) and Section 00600(Representations, Certifications and other statements of offerors**
 - **Proposals may not be considered if received subsequent to the Proposal due date or if not in the format required**

SOLICITATION OVERVIEW

- **Best Value Awards**
- **Common Underlying Approach to Solicitations**
- **IDIQ Contracts with Task orders awarded as requirements arise for Design/Build Construction**
- **Minimum guarantee-\$500,000 per contract for Design/Build Construction**
- **Maximum contract value is specified in the RFP**

SOLICITATION OVERVIEW (cont.)

- **The Government intends to evaluate proposals and award Contracts without discussion. However, the Government does reserve the right to conduct discussion if determined necessary**
- **Contracts will be assigned to a responsible contracting office in Iraq after award**
- **Competition is restricted to US and coalition partners and Iraqi business concerns**

SOLICITATION OVERVIEW (cont)

- **SPMO contractors are not eligible to hold Design/Build contracts in their Sector**
- **The Government has reserved the right to limit awards to any one contractor to not more than four (4)**
- **Solicitations are posted on www.rebuilding-iraq.net. Questions and answers and any amendments will be posted at this site**
- **If there is a conflict in the RFP and what you hear in this meeting, the RFP governs**

SOLICITATION OVERVIEW (cont)

- **We will answer questions during the day and the answers will be published with the questions on the preceding website**
- **The published answers shall govern in the event of a conflict**



Program Management Office and Sector Program Management Office Support Services Requirements

W914NS-04-R-0001
W914NS-04-R-0002

21 January 2004



Agenda

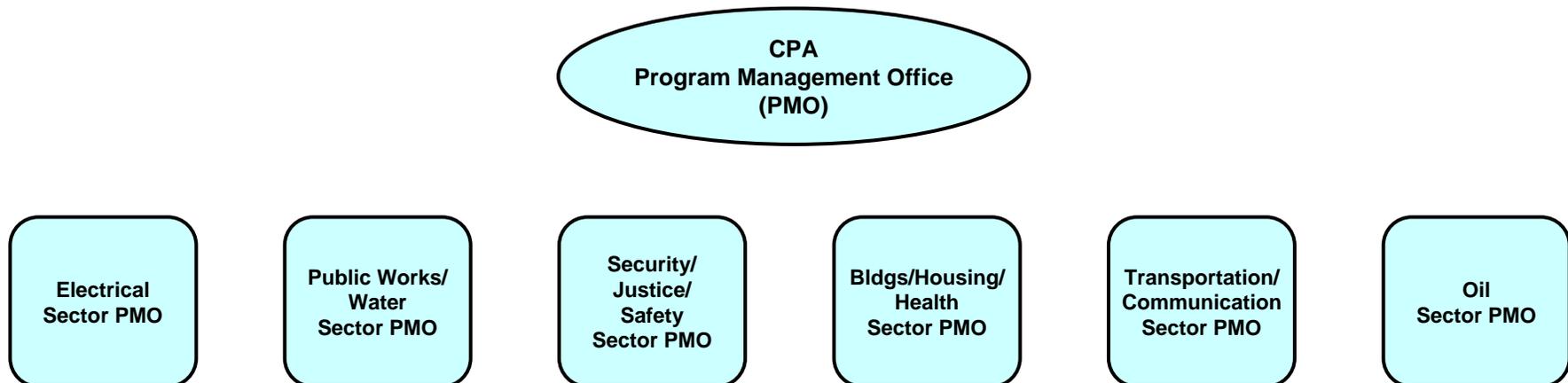
- Overview
- Statement of Objectives
- Contract Highlights
- Acquisition Approach
- Program Management Office Solicitation
 - Submission Requirements / Evaluation Criteria
- Sector Program Management Office Solicitation
 - Submission Requirements / Evaluation Criteria
- Evaluation Approach
- Acquisition Milestones

Overview

Overview

Statement of Need

- The Coalition Provisional Authority (CPA) Program Management Office (PMO) and each of the six Sector PMOs (SPMOs) require Program Management Support Services in order to fulfill the objectives of their individual and collective missions



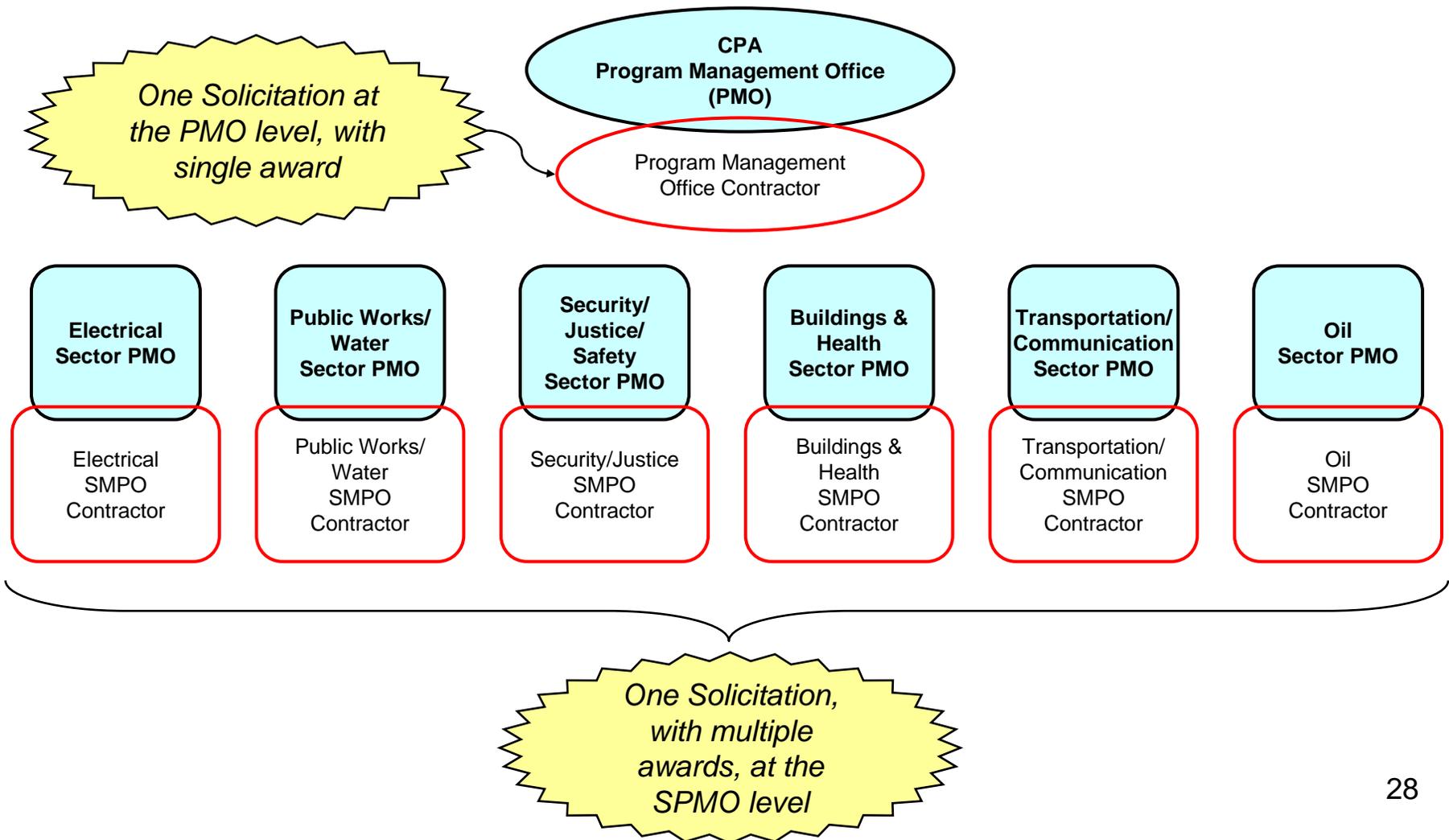
Overview

Procurement Description

- One procurement will provide for Program Management Support Services to support the Program Management Office (PMO)
 - The PMO and the Program Management Support Contractor will provide overall oversight to manage the activities of the six Sector PMOs (SPMOs), ensure coordination among the Sectors, standardization across the Sectors, and reporting to the Coalition Provisional Authority ([W914NS-04-R-0001](#))
- A second procurement will provide for Program Management Support Services to support each of the six Sector PMOs
 - The SPMOs and each Sector Program Management Contractor will provide oversight for the construction activities to be performed within each Sector, coordination with other sectors, and real-time reporting to the PMO and Coalition Provisional Authority ([W914NS-04-R-0002](#))

Overview

Acquisition Approach



Statement of Objectives

Statement of Objectives

General Description

- The Statement of Objectives describes the top-level objectives of the Coalition Provisional Authority (CPA) Program Management Office (PMO) and Sector PMOs (SPMOs) and is provided in lieu of a Government written Statement of Work (SOW)
 - This approach provides potential Offerors the flexibility to provide innovative alternatives meeting the stated objectives
 - Presents the Government with an opportunity to assess the Offeror's understanding of all aspects of the effort to be performed by eliminating the "how to" instructions traditionally contained in Government SOWs

Statement of Objectives Outline and Overview

It **IS** a High Level
Statement of Objectives

It **IS NOT** a detailed
Statement of Work

Government states
WHAT it wants to
accomplish

Offerors propose **HOW**
to get it done

Statement of Objectives

1. Introduction

2. Background

- Establishment of the CPA PMO
- Establishment of the six CPA SPMOs
- Establishment of Sector Projects

3. Objectives

- Strategic Objectives
- PMO & SPMO Objectives
- Common PMO/SPMO Components & Processes

4. Scope

- PMO & SPMO Government Responsibilities
- Required PMO & SPMO Contractor Capabilities
- Scope of Effort
 - Proposed PMO Government Organizational Structure
 - Proposed SPMO Government Organizational Structure
 - Services Common to All SPMOs
 - Types and Scopes of Efforts to be prioritized and sequenced by SPMOs

5. Additional/Related Requirements

6. Risks

7. References

Statement of Objectives

Program Management Responsibilities

	PMO	SPMO
Integration & Coordination	<ul style="list-style-type: none"> •Implementing and monitoring the Overarching Program Management Plan •Development and dissemination of PMO management policies and procedures •Integration of efforts across Sectors •Oversight of coordination activities between the six SPMOs 	<ul style="list-style-type: none"> •Implementing and monitoring the Sector Program Management Plan •Development and dissemination of SPMO management policies and procedures •Integration of efforts within the Sector •Coordination activities with the other SPMOs
Planning & Oversight	<ul style="list-style-type: none"> •Planning services to improve the delivery of services by the six SPMOs •Oversight of six Sector Program Management Offices (SPMOs) •Design expertise sufficient to oversee each Sector 	<ul style="list-style-type: none"> •Planning services to improve the delivery of services by the SPMO •Project requirements development for and oversight of multiple construction projects within the Sector •Sector-specific design expertise
Reporting & Communications	<ul style="list-style-type: none"> •Public Affairs – Cross Culture Relations •Cost, Schedule, Performance Reporting to CPA, Iraqi Ministries and US Authorities 	<ul style="list-style-type: none"> •Public Affairs – Cross Culture Relations •Sector Cost, Schedule, Performance Reporting to PMO

Contract Highlights

Contract Highlights

Contract Type

- **Cost Plus Award Fee**
 - Based on the Offeror's proposed staffing plan for each office (PMO or SPMO) and total labor and other direct cost associated with such staffing for the first year (base period)
 - Base and Award Fee Structure
 - Offerors to propose the Base Fee of 0% to 3%
 - Offerors to propose Award Fee of not to exceed 15%
 - Combined Fee of no greater than 15%
- **Provisions to negotiate changes to the proposed staffing plan prior to contract award and during performance**
 - Based on proposed labor rates
- **Options to Extend Performance**
 - 2 One-year option periods
 - Total potential contract duration of 3 years

Contract Highlights Award Fee

- Award Fee Factors/Criteria
 - Transition to Iraqi Ministries
 - Involvement of Iraqi Women
 - Participation of Coalition and Iraqi Companies
 - Project Management
 - Sub-factor 1 – Ramp-up
 - Sub-factor 2 – Reporting
 - Sub-factor 3 – Coordination/Cooperation Management with Associate Contractors
 - Sub-factor 4 – Quality of Deliverables
 - Sub-factor 5 – Cost Control
 - Sub-factor 6 – Resource

Adjectival Rating	Description	% Range of Fee
Outstanding	Performance uniformly well above contract standard or threshold; self-initiated innovation resulted in benefits (quality, time, cost, other) to Government; few minor weaknesses	91% - 100%
Excellent	Performance uniformly above contract standard or threshold; self-initiated innovation resulted in benefits (quality, time, cost, other) to Government; few weaknesses	81% - 90%
Very Good	Most performance is above contract standard or threshold; innovation resulted in some benefits (quality, time, cost, other) to Government; some weaknesses	71% - 80%
Good	Some performance is above contract standard or threshold; management actions resulted in benefits (quality, time, cost, other) to Government; several weaknesses	60% - 70%
Poor - Inadequate	Performance barely meets or does not meet contract standard or threshold	0%

Contract Highlights

Special Clauses and Provisions

- Available for Processing
 - The following are the timeframes by which the Contractor must be staffed:
 - The first 20% of the Contractor's workforce must be on the ground within 20 calendar days of contract award
 - At least 75% of the Contractor's workforce must be on the ground within 40 calendar days of contract award
 - The Contractor must be fully staffed within 70 calendar days of contract award
 - It is estimated that in-processing, travel, etc., will take approximately 15-20 of the calendar days cited above
 - The Contractor's success in meeting the required staffing plans will be measured under the Award Fee provisions of the contract

Contract Highlights

Special Clauses and Provisions

- Transition of Knowledge, Skills and Abilities
 - A swift transition of the reconstruction effort to Iraqi management and control is one of the principal objectives
 - Therefore, the Contractor shall take all deliberate steps necessary to ensure:
 - Maximum transfer of program management skills, tools, and methods to Iraqis,
 - A swift and orderly transition of responsibility for day to day management from the CPA to the appropriate Iraqi ministries,
 - Maximum business opportunities for Iraqi firms, and
 - Maximum employment opportunity for Iraqi citizens at all levels, from Program management positions to unskilled labor
 - Efforts to maximize Iraqi participation in the reconstruction effort will be a significant part of the award fee evaluation

Contract Highlights

Special Clauses and Provisions

- Associate Contractor Agreement Clause
 - Coordination Responsibilities
 - Coordinate directly with all Other Government Contractors (OGCs) whose work impacts the Contractor's activities
 - Ensure timely integration of necessary OGC activities
 - Associate Contractor Agreements
 - Enter into agreements with the OGCs to facilitate timely exchanges of information necessary to the performance of the contract
 - Coordination and Project Management
 - Duties of the Contractor are limited to timely, comprehensive and accurate technical coordination
 - Failure of an OGC to meet contract requirements for quality, timeliness, etc., without the fault or contribution of the Contractor will not be construed as a contractor-caused delay
 - Inspection of Work Performed by OGCs
 - If any part of the Contractor's work is dependent upon the completion of work or activities by OGCs or the Government, the Contractor will inspect or review such work or activity in accordance with its best commercial practices
 - Coordination of work with OGCs is one of the principle elements of the award fee determination

Contract Highlights

Special Clauses and Provisions

- **Iraqi Employment Clause**

- The contractor shall not employ or subcontract with any persons determined under procedures promulgated by the Iraqi Governing Council to be full members of the Baath Party or affiliated with the organizations set forth at section 2(2) of CPA Memorandum No. 7, Delegation of Authority Under De-Ba'athification Order No. 1, dated November 4, 2003
 - Contractors shall coordinate with the Ministry of Justice to determine whether particular individuals are “prohibited persons”
- If during contract performance, a person employed by the contractor or a subcontractor is determined to be a prohibited person under procedures promulgated by the Iraqi Governing Council, the contractor shall, as appropriate:
 - Terminate the employment of the prohibited person
 - Terminate the subcontract with the prohibited person as soon as possible consistent with satisfying contract requirements

Contract Highlights

Special Clauses and Provisions

- Sub-contracting Clause and Section L (Volume V)
 - The Offeror shall submit and negotiate a subcontracting plan that separately addresses subcontracting with:
 - American small business concerns
 - Coalition country concerns
 - Troop contributing nation concerns
 - Iraqi concerns
 - Goal for subcontracts to American small business concerns is 23% of total contract dollars
 - ~~No less than 10% of total contract dollars shall be subcontracted to American small businesses~~
 - ~~The Contractor's performance against its subcontracting plan and good faith efforts to achieve its subcontracting goals will be measured under the Award Fee provisions of the contract~~

Acquisition Approach

Acquisition Approach

General Concepts

- Full & Open Competition limited to prime contractors from the United States, Iraq, Coalition partners and force contributing nations
- Best Value Source Selection
- Limitations on Awards:
 - The Successful Offeror for the PMO support contract will not be awarded any prime contracts for SPMO or construction efforts
 - The successful Offeror for a SPMO contract cannot be awarded a construction contract within that SPMO sector
 - The Government reserves the right to limit the number of contracts to 4 awarded to a single offeror to limit potential performance risk
 - Offerors proposing for multiple contract shall inform the Government of their order of preference for awards
 - The Government will consider the Offeror's order of preference
 - However, awards will be made based on the best interests of the Government

Acquisition Approach

General Concepts (Cont.)

- **Parallel PMO/SPMO Source Selections**
 - Due to the need to award the support contracts and expeditiously as possible and the similarities of the requirements and skills required, the PMO and SPMO solicitations contain nearly the same proposal submission requirements and evaluation criteria
 - The SPMO solicitation will tailor the relevance of past performance information to each sector and contains an additional Management Approach Sub-factor
- **Advisory Down-select**
 - The Government intends to provide Offerors an “advisory down-select” upon completion of evaluations of the Offerors’ Past Performance and Financial Capability
 - This notice will indicate for the Offeror if its apparent ability to be a successful offeror is such that continuing to propose is discouraged
 - Offerors may continue to propose at their discretion

Program Management Office Solicitation

PMO Solicitation Evaluation Factor Overview

- Ability to Succeed
 - Past Performance
 - Financial Capacity
- Management Approach
 - Organizational Structure
 - Roles and Responsibilities
 - Communication Within and Outside the Organization
 - Program Management Approach
 - Management Processes
 - Schedule and Ramp-up Approach
 - OPSEC Approach
 - Approach to Transfer of Knowledge, Skills, and Abilities to Iraqi Ministries
 - Abilities Assessment
 - Transfer Approach
 - Maximize Opportunities for and Participation of Iraqi Women in the Restoration of Iraq
- Cost/Price

Order of Importance

Management Approach > Ability to Succeed > Cost/Price
Sub-factors under Management of Approach and Ability to Succeed are of equal Importance

PMO Solicitation

Ability to Succeed

• Past Performance – Sub-factor 1

Submission Requirements

- Master Project List
 - List of at least 15 Program Management support projects, ongoing or completed by the Offeror within the last five years
 - Project Descriptions and related information
- Relevant Project Summaries
 - Up to 5 projects from the Master Project List
 - Additional Project details and performance information
 - “Relevant” projects are defined as those contracts ongoing or completed within the last five (5) years, with comparable levels of complexity to the CPA PMO project
- Past Performance Questionnaires

Evaluation Criteria

- The Offeror’s past performance will be evaluated based on the information received
- The evaluation will consider the extent of the Offeror’s recent, relevant experience and demonstrated ability to meet project:
 - Performance/technical requirements
 - Schedule
 - Cost control
 - Customer satisfaction
 - Risk management

PMO Solicitation

Ability to Succeed

• Financial Capability – Sub-factor 2

Submission Requirements

The Offeror shall demonstrate their ability to plan for and obtain financing for the expenses incurred during the first three months of this effort:

- Including:
 - Personnel costs
 - Travel
 - Operational infrastructure
 - Other expenses
- Spending plan that identifies and addresses these expenses and the timeline for when those expenses will be incurred
- Identify the sources of the cash flow that will be required to support the first three months of this project
- Documentary evidence of ability to obtain the required financial means to implement the first three months of effort on this project

Evaluation Criteria

- The evaluation will assess the thoroughness and adequacy of the:
 - Offeror's spending plan
 - Offeror's ability to obtain the financial means required to implement the first three months of this effort

PMO Solicitation Management Approach

• Organizational Structure – Sub-factor 1

Submission Requirements

The Offeror shall describe an organizational structure approach to meet the objectives and requirements with emphasis on the aspects below.

- Roles and Responsibilities
 - Plans for securing and maintaining team members
 - Structure of the organization
 - Efficiencies inherent in the proposed structure
 - Roles, authority, and responsibilities
 - Key positions
- Communication Within and Outside the Organization
 - Lines of communication within the organization and between all appropriate organizations and the integrated team

Evaluation Criteria

- Roles and Responsibilities
 - The evaluation will assess the adequacy of the Offeror's plan for providing the necessary resources and efficiencies for this project, as well as the overall structure of the organization, and the distribution of the roles, authority, and responsibilities of each entity within the organization
- Communication Within and Outside the Organization
 - The evaluation will assess the adequacy of the Offeror's proposed plan for communications. The evaluation will also assess the approach to the overall integration/coordination of the requirements, and the Offeror's ability to communicate with between all appropriate organizations and the integrated teams composed of field engineers, project 48 engineers and Ministry personnel

PMO Solicitation Management Approach

• Program Management Approach – Sub-factor 2

Submission Requirements

The Offeror shall describe a program management approach to meet the objectives and requirements with emphasis on the aspects below:

- Management Processes
 - Programmatic controls and processes employed to:
 - Manage and implement the project
 - Analyze tradeoffs of conflicts
 - Risk Management approach
 - Identification of Risks
 - Mitigation of Risks
 - Experience Managing Risks
 - Approach to fiscal control
 - Resource management
 - Reporting and auditing
 - Opportunities for the Government to assist the Offeror in successful performance

Evaluation Criteria

- Management Processes
 - The evaluation will assess the adequacy of:
 - The proposed programmatic controls and processes
 - The Offeror's ability to identify and mitigate/manage risks in this project as well as successfully perform based on how the Offeror identified and managed project risks on previous projects
 - Provide fiscal control
 - Identify opportunities for Government action to influence and manage issues that are beyond the Offeror's immediate control

PMO Solicitation Management Approach

• Program Management Approach – Sub-factor 2 (Cont.)

Submission Requirements

- Schedule and Ramp-Up Approach
 - High-level milestone schedule for program mobilization
 - Overall approach to developing a final mobilization schedule
 - Approach to minimize the time to ramp-up a complete Program Management Office
- OPSEC Approach
 - Describe the overall Operational Security (OPSEC) aspects of the proposed approach, to include specific measures to be practiced to ensure proper handling and processing of classified information.

Evaluation Criteria

- Schedule and Ramp-Up Approach
 - The evaluation will assess the adequacy of the program mobilization schedule, the approach to developing a final mobilization schedule, and the adequacy of the approach to minimize ramp-up time for the establishment of a complete Program Management Office
- OPSEC Approach
 - The evaluation will assess the adequacy and completeness of the OPSEC program

PMO Solicitation

Management Approach

• Approach To Transfer Knowledge, Skills & Abilities To Iraqi Ministries – Sub-factor 3

Submission Requirements

The Offeror shall describe an approach to transferring program management knowledge, skills and abilities to the Iraqi Ministries to meet the objectives and requirements, with emphasis on the aspects below:

- Abilities Assessment
 - Approach to determine/assess the existing knowledge, skills and abilities of the Iraqi ministry personnel
- Transfer Approach
 - Approach for setting up processes, roles, training, etc., for transfer to the Iraqi ministry personnel
- Maximize Opportunities for & Participation of Iraqi Women in the Restoration of Iraq
 - Plans to include the perspectives and advice of the Iraqi women

Evaluation Criteria

- Abilities Assessment
 - The evaluation will assess the adequacy of the Offeror's approach to determining/assessing the existing knowledge, skills and abilities of the Iraqi ministry personnel
- Transfer Approach
 - The evaluation will assess the adequacy of the Offeror's approach for setting up processes, roles, training, etc., for transfer to the Iraqi ministry personnel
- Maximize Opportunities for & Participation of Iraqi Women in the Restoration of Iraq
 - The evaluation will assess the adequacy of the Offeror's approach for including the perspectives and advice of the Iraqi women

PMO Solicitation

Cost/Price

- **Cost/Price**

Submission Requirements

- Proposed Base/Award Fee structure:
 - Base fee of between 0% and 3%
 - Award fee of no more than 15%
 - Total base + award fees shall not exceed 15%
- Target cost of all anticipated contractor costs associated with the proposed approach for the first year of performance and first option period
- Additionally, the Offeror shall propose a target cost ceiling for the remaining option period
 - This will be used as the authority for exercising any extension to the contract
- Detailed Cost Break-down
 - Table Of Contents
 - Cost/Price Summary by Contract Work Breakdown Structure (CWBS)
 - Basis Of Estimate
 - Bill Of Materials

Evaluation Criteria

- Cost/Price is not scored/weighted; rather, each Offeror's cost will be evaluated for realism, reasonableness, & completeness of the proposed contract cost
 - Cost/Price proposals will be assessed to determine the Offeror's understanding of the solicitation requirements, and to assess the validity of the Offeror's approach to performing the work
- The total proposed cost/price for the first year of performance and option period shall not be controlling for source selection purposes

Sector Program Management Office Solicitation

SPMO Solicitation

Evaluation Factor Overview

- Ability to Succeed
 - Past Performance
 - Financial Capacity
- Management Approach
 - Organizational Structure
 - Organizational Resources
 - Communication Within and Outside the Organization
 - Program Management Approach
 - Management Processes
 - Schedule and Ramp-up Approach
 - OPSEC Approach
 - Approach to Transfer of Knowledge, Skills & Abilities to Iraqi Ministries
 - Abilities Assessment
 - Transfer Approach
 - Maximize Opportunities for and Participation of Iraqi Women in the Restoration of Iraq
 - Sector Project Management Approach
 - Requirements Management Approach
 - Roles and Responsibilities
- Cost/Price

Order of Importance

Management Approach > Ability to Succeed > Cost/Price

Sub-factors under Management of Approach and Ability to Succeed are of equal Importance

SPMO Solicitation

Ability to Succeed

• Past Performance – Sub-factor 1

Submission Requirements

- Master Project List
 - List of at least 15 Program Management support projects, ongoing or completed by the Offeror within the last five years
 - Project Descriptions and related information
- Relevant Project Summaries
 - Up to 5 projects from the Master Project List
 - Additional Project details and performance information
 - “Relevant” projects are defined as those contracts ongoing or completed within the last five (5) years, with comparable levels of complexity to the CPA **SPMO** project
- Past Performance Questionnaires

Evaluation Criteria

- The Offeror’s past performance will be evaluated based on the information received
- The evaluation will consider the extent of the Offeror’s recent, relevant experience and demonstrated ability to meet project:
 - Performance/technical requirements
 - Schedule
 - Cost control
 - Customer satisfaction
 - Risk management

SPMO Solicitation

Ability to Succeed

• Financial Capability – Sub-factor 2

Submission Requirements

The Offeror shall demonstrate their ability to plan for and obtain financing for the expenses incurred during the first three months of this effort:

- Including:
 - Personnel costs
 - Travel
 - Operational infrastructure
 - Other expenses
- Spending plan that identifies and addresses these expenses and the timeline for when those expenses will be incurred
- Identify the sources of the cash flow that will be required to support the first three months of this project
- Documentary evidence of ability to obtain the required financial means to implement the first three months of effort on this project

Evaluation Criteria

- The evaluation will assess the thoroughness and adequacy of the:
 - Offeror's spending plan
 - Offeror's ability to obtain the financial means required to implement the first three months of this effort

SPMO Solicitation Management Approach

• Organizational Structure – Sub-factor 1

Submission Requirements

The Offeror shall describe an organizational structure approach to meet the objectives and requirements with emphasis on the aspects below.

• Organizational Resources

- *Plans for securing and maintaining team members*

• Communication Within and Outside the Organization

- Lines of communication within the organization and between all appropriate organizations and the integrated team

Evaluation Criteria

• Organizational Resources

- *The evaluation will assess the adequacy of the Offeror's plan for providing the necessary resources and efficiencies for this project*

• Communication Within and Outside the Organization

- The evaluation will assess the adequacy of the Offeror's proposed plan for communications. The evaluation will also assess the approach to the overall integration/coordination of the requirements, and the Offeror's ability to communicate with between all appropriate organizations and the integrated teams composed of field engineers, project engineers and Ministry personnel

SPMO Solicitation Management Approach

• Program Management Approach – Sub-factor 2

Submission Requirements

The Offeror shall describe a program management approach to meet the objectives and requirements with emphasis on the aspects below:

- Management Processes
 - Programmatic controls and processes employed to:
 - Manage and implement the project
 - Analyze tradeoffs of conflicts
 - Risk Management approach
 - Identification of Risks
 - Mitigation of Risks
 - Experience Managing Risks
 - Approach to fiscal control
 - Resource management
 - Reporting and auditing
 - Opportunities for the Government to assist the Offeror in successful performance

Evaluation Criteria

- Management Processes
 - The evaluation will assess the adequacy of:
 - The proposed programmatic controls and processes
 - The Offeror's ability to identify and mitigate/manage risks in this project as well as successfully perform based on how the Offeror identified and managed project risks on previous projects
 - Provide fiscal control
 - Identify opportunities for Government action to influence and manage issues that are beyond the Offeror's immediate control

SPMO Solicitation Management Approach

• Program Management Approach – Sub-factor 2 (Cont.)

Submission Requirements

- Schedule and Ramp-Up Approach
 - High-level milestone schedule for program mobilization
 - Overall approach to developing a final mobilization schedule
 - Approach to minimize the time to ramp-up a complete **Sector** Program Management Office
- OPSEC Approach
 - Describe the overall Operational Security (OPSEC) aspects of the proposed approach, to include specific measures to be practiced to ensure proper handling and processing of classified information.

Evaluation Criteria

- Schedule and Ramp-Up Approach
 - The evaluation will assess the adequacy of the program mobilization schedule, the approach to developing a final mobilization schedule, and the adequacy of the approach to minimize ramp-up time for the establishment of a complete **Sector** Program Management Office
- OPSEC Approach
 - The evaluation will assess the adequacy and completeness of the OPSEC program

SPMO Solicitation Management Approach

• Approach To Transfer Knowledge, Skills & Abilities To Iraqi Ministries – Sub-factor 3

Submission Requirements

The Offeror shall describe an approach to transferring program management knowledge, skills and abilities to the Iraqi Ministries to meet the objectives and requirements, with emphasis on the aspects below:

- Abilities Assessment
 - Approach to determine/assess the existing knowledge, skills and abilities of the Iraqi ministry personnel
- Transfer Approach
 - Approach for setting up processes, roles, training, etc., for transfer to the Iraqi ministry personnel
- Maximize Opportunities for & Participation of Iraqi Women in the Restoration of Iraq
 - Plans to include the perspectives and advice of the Iraqi women

Evaluation Criteria

- Abilities Assessment
 - The evaluation will assess the adequacy of the Offeror's approach to determining/assessing the existing knowledge, skills and abilities of the Iraqi ministry personnel
- Transfer Approach
 - The evaluation will assess the adequacy of the Offeror's approach for setting up processes, roles, training, etc., for transfer to the Iraqi ministry personnel
- Maximize Opportunities for & Participation of Iraqi Women in the Restoration of Iraq
 - The evaluation will assess the adequacy of the Offeror's approach for including the perspectives and advice of the Iraqi women

SPMO Solicitation Management Approach

• Sector Project Management Approach – Sub-factor 4

Submission Requirements

The Offeror shall describe the following:

- *Requirements Management Approach*
 - *An approach for developing construction projects within the sector, with emphasis on coordinating, integrating, prioritizing and sequencing efforts with the sector, as well as providing architectural and engineering support for task orders*
- *Roles and Responsibilities*
 - *Structure of the proposed organization for the sector*
 - *Efficiencies inherent in the proposed structure*
 - *Roles, authority, and responsibilities of each entity within the organization*

Evaluation Criteria

Requirements Management

- *The evaluation will assess the adequacy of the:*
 - *Offeror's approach for developing requirements for construction projects within the Sector(s) with respect to the coordination, integration, prioritization and sequencing of those efforts within the Sector(s)*
 - *Offeror's approach to providing architectural engineering services for individual construction task orders.*

Roles and Responsibilities

- *The evaluation will assess the adequacy of the overall structure of the organization, and the distribution of the roles, authority, and responsibilities of each entity within the organization to support the Sector*

SPMO Solicitation

Cost/Price

- **Cost/Price**

 - **Submission Requirements**

 - Proposed Base/Award Fee structure:
 - Base fee of between 0% and 3%
 - Award fee of no more than 15%
 - Total base + award fees shall not exceed 15%
 - Target cost of all anticipated contractor costs associated with the proposed approach for the first year of performance and first option period
 - Additionally, the Offeror shall propose a target cost ceiling for the remaining option period
 - This will be used as the authority for exercising any extension to the contract
 - Detailed Cost Break-down
 - Table Of Contents
 - Cost/Price Summary by Contract Work Breakdown Structure (CWBS)
 - Basis Of Estimate
 - Bill Of Materials

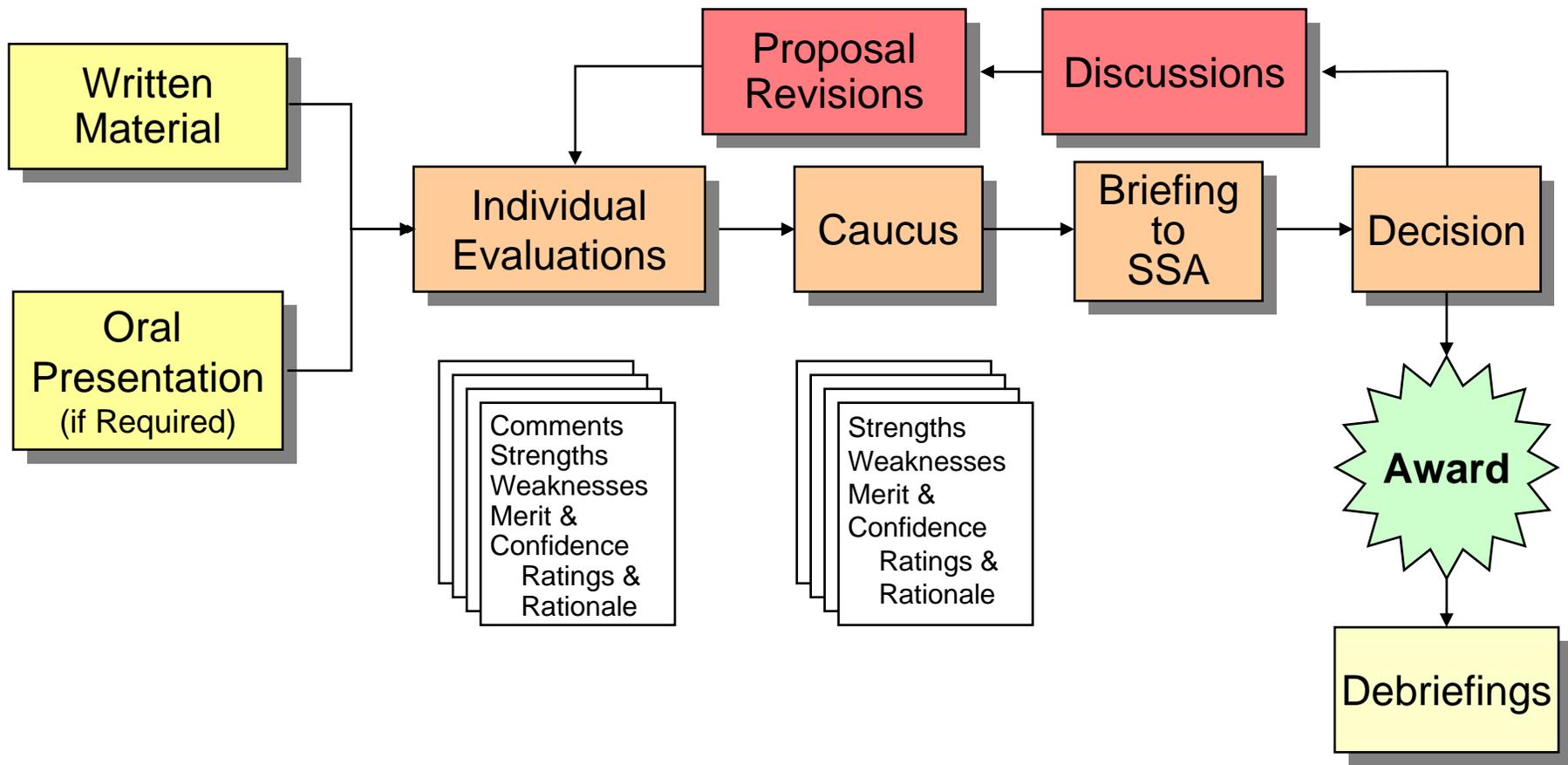
 - **Evaluation Criteria**

 - Cost/Price is not scored/weighted; rather, each Offeror's cost will be evaluated for realism, reasonableness, & completeness of the proposed contract cost
 - Cost/Price proposals will be assessed to determine the Offeror's understanding of the solicitation requirements, and to assess the validity of the Offeror's approach to performing the work
 - The total proposed cost/price for the first year of performance and option period shall not be controlling for source selection purposes

Evaluation Approach

Evaluation Approach

Evaluation Process



* We do not intend to conduct discussions, but reserve the right to do so.

Evaluation Approach

Management Approach

Merit Ratings

Outstanding: Greatly exceeds the minimum performance or capability requirements in a way beneficial to the Government. There are no significant weaknesses. Those aspects of a factor or sub-factor resulting in an “Outstanding” rating may be incorporated into the resulting contract.

Excellent: Exceeds the minimum performance or capability requirements in a way beneficial to the Government. There are no significant weaknesses. Those aspects of a factor or sub-factor resulting in an “Excellent” rating may be incorporated into the resulting contract.

Acceptable: Meets the minimum performance or capability requirements. There may be minor but correctable weaknesses.

Marginal: May meet the performance or capability requirements. There are apparent or moderate weaknesses that are correctable.

Unacceptable: Fails to meet the performance or capability requirements. There are unacceptable weaknesses.

Evaluation Approach

Management Approach Confidence Ratings

High Confidence: Evaluated that virtually no doubt exists that the Offeror will successfully perform the proposed effort. The Offeror's understanding of the project and soundness of approach are such that virtually no Government intervention is expected to be required in achieving the proposed level of performance.

Significant Confidence: Evaluated with a certainty, that the Offeror will successfully perform the proposed effort. The Offeror's understanding of the project and soundness of approach are such that little Government intervention is expected to be required in achieving the proposed level of performance.

Confidence: The Offeror should be able to successfully perform the proposed effort. The Offeror's understanding of the project and soundness of approach are such that some Government intervention is expected to be required to meet the proposed level of performance.

Little Confidence: Substantial doubt exists that the Offeror will successfully perform the proposed effort. The Offeror's understanding of the project and soundness of approach are such that substantial Government intervention is expected to be to meet the proposed level of performance. Changes to the Offeror's existing approach may be necessary in order to achieve performance as proposed.

No Confidence: Extreme doubt exists that the Offeror will successfully perform the required effort. The Offeror's understanding of the project and soundness of approach are such that, regardless of the degree of Government intervention, successful performance as proposed is doubtful.

Evaluation Approach

Past Performance Confidence Ratings

High Confidence: The Offeror's past performance record provides virtually no doubt that the Offeror will successfully perform the required effort. Virtually no Government intervention is expected to be required in achieving the required level of performance.

Significant Confidence: The Offeror's past performance record provides little doubt that the Offeror will successfully perform the required effort. Little Government intervention is expected to be required in achieving the required level of performance.

Confidence: The Offeror's past performance record indicates the Offeror should be able to successfully perform the required effort. Some Government intervention is expected to be required in achieving the required level of performance.

Unknown Confidence: The Offeror has no relevant performance record. A thorough search was unable to identify any relevant past performance information (see FAR 15.305). This is a neutral rating. It does not hinder nor help the Offeror.

Little Confidence: The Offeror's past performance record provides substantial doubt that the Offeror will successfully perform the required effort. Substantial Government intervention is expected to be required in achieving the required level of performance.

No Confidence: The Offeror's past performance record provides extreme doubt that the Offeror will successfully perform the required effort. Regardless of the degree of Government intervention, achieving the required level of performance is doubtful.

Acquisition Approach

Financial Capability Confidence Ratings

High Confidence: The Offeror's financial capability provides virtually no doubt that the Offeror has the necessary financial resources to successfully perform the required effort. Virtually no Government intervention is expected to be required in achieving the required level of performance.

Significant Confidence: The Offeror's financial capability record provides little doubt that the Offeror has the necessary financial resources to successfully perform the required effort. Little Government intervention is expected to be required in achieving the required level of performance.

Confidence: The Offeror's financial capability record indicates the Offeror should have the necessary financial resources be able to successfully perform the required effort. Some Government intervention is expected to be required in achieving the required level of performance.

Little Confidence: The Offeror's financial capability record provides substantial doubt that the Offeror has the necessary financial resources to successfully perform the required effort. Substantial Government intervention is expected to be required in achieving the required level of performance.

No Confidence: The Offeror's financial capability record provides extreme doubt that the Offeror has the necessary financial resources to successfully perform the required effort. Regardless of the degree of Government intervention, achieving the required level of performance is doubtful.

Acquisition Schedule

PMO/SPMO Acquisition Schedule

- FedBizOps Announcement Released 19 Nov 03
- Industry Days 19 & 21 Nov 03
- Draft RFP Version 1 21 Nov 03
- Draft RFP Version 2 26 Nov 03
- Draft RFP Version 3 03 Dec 03
- RFP Released 06 Jan 04
- Amendment 0001 Released 07 Jan 04
- Ability to Succeed Volume Received 12 Jan 04
- Amendment 0002 Released 20 Jan 04
- Solicitation Conference 21 Jan 04
- Cut-off Date for Questions 23 Jan 04
- Management and Cost/Price Volumes Due 02 Feb 04
- Contract Awards 02 Mar 04

Notes:

Questions on the PMO/SPMO Solicitations should be submitted to IIRO@army.pentagon.mil

Management Approach and Cost/Price can not be submitted via electronic transmission and must be received at 100 Boundary Channel Drive, Arlington VA on time – 12:00 Noon EST



Construction RFP Provisions

Iraq Infrastructure Reconstruction
Pre-Proposal Conference
January 21, 2004

Frances L. Sullivan
Naval Facilities Engineering Command

Agenda- Construction RFPs

- Contract Requirements
 - Overview
 - Special Clauses
 - Award Fee Structure
- Proposal Instructions
- Evaluation Factors

Contract Overview

- IDIQ Contracts with Task Orders awarded as requirements arise
- Base Period – 2 years
- Three additional 1 year option periods
- Contracts will be assigned to a contracting office in Iraq after award

Contract Overview (con't)

- Cost Plus Award Fee with provisions for other cost type and fixed priced orders
- Unilateral and Bilateral Ordering
- Task Order Minimum - \$2,500
- Task Order Maximum - Contract Value
- Task Order #1 – Mobilization

Contract Overview (con't)

- Minimum guarantee - \$500,000 per contract
- Maximum contract value –
 - Electrical Sector
 - Power Generation - \$500M
 - Trans/Distribution(Northern) - \$500M
 - Transmission/Distribution (Southern) - \$500M
 - Water Sector
 - Public Works Water (Northern) - \$600M
 - Public Works Water (Southern) - \$500M
 - Water Resources - \$600M

Contract Overview (con't)

- Maximum contract value –
 - Security/Justice/Safety - \$900 M
 - Transportation - \$325 M
 - Communication - \$75 M
 - Buildings/Housing/Health - \$500 M

Special Clauses

- Availability of Funds
- Organizational Conflict of Interest
- Associate Contractor Agreements
- Alternative Dispute Resolution

Special Clauses (con't)

- Utilization of Small Business Concerns, Coalition Partners and Force Contributing Nations
- Post Award Small Business Day

Special Clauses (con't)

- De-Baatthification of Iraqi Society
- Salaries
- Compliance with United States Agency for International Development (USAID)
Disability Policy Memorandum

Special Clauses (con't)

- Transition of Knowledge, Skills and Abilities to Iraqi People
- Interpreters
- Contractor Liaison with Host Government
- Disposition and/or Donation of Contractor-Acquired Property

Special Clauses (con't)

- Contractors Accompanying the Force
- Continuation of Essential Services
- Government Indemnification Under Public Law 85-804

Award Fee Structure

- Designed to incentivize Excellence. No award fee for below average work.
- Feedback every month. Award Fee Determination Periods every 6 months.
- “Roll over” may be authorized

Award Fee Structure (con't)

- Base Fee - 3%
- Award Fee pool – 12%
- No base or award fee for negotiated travel, transportation, housing, other pass-through costs
- Base fee only on negotiated security costs

Award Fee Structure (con't)

Award Fee Evaluation Structure

Technical - 60%

- Schedule
- Cost
- Tech/Quality
- Health & Safety

Management – 40%

- Program Execution/Quality Management
- Training, Development, Transition
- Subcontractor goals

Proposal Submission

- Due 5 February at 1300 local time
- ***Proposals not received at Sector location are “late”***
- See Section 00100, Subsection C 2, for Sector locations
- Submit original, 6 paper copies, 1 electronic copy to Sector location
- Submit two paper copies and one electronic copy to Kingman Building

Proposal submission (con't)

- Submit separate proposals for each potential contract
 - Public Works Water – two contracts –two proposals
 - Electrical – three contracts – three proposals
- Submit in English, in US dollars

Proposal Content (Sec 00100)

- Vol I - Executive Summary
- Vol II - Technical proposal
- Vol III - Management Proposal
- Vol IV - Past Performance
- Vol V - Cost
- Vol VI - Award Preferences
- Vol VII - Contract Information/Offer/Certs
- Vol VIII - Financial Capability

Executive Summary (Vol I)

- Ten Pages
- Summary of proposal, excluding cost
- Discuss approach tradeoffs/risks
- Highlight key features
- Discuss team members, partners, subs
- ***Not considered in evaluation***

Technical Proposal (Vol II)

- Technical Approach – 30 pp (excluding resumes)
 - Technical experience, expertise, resources in DB construction, design, logistics
 - Relevant experience of team/subs
 - Resumes of key personnel
 - Some RFPs include other requirements (e.g., Material Equipment Management Plan)

Technical Proposal (con't)

- Tasks – 20 pp per task (no limit on cost)
 - Mobilization Task – T.O. 0001 at award
 - Location, personnel, risk mitigation strategies, schedule, facilities, security, transportation
 - Cost proposal for 60 days
 - Sample Task (sector or contract specific)
 - Proposed solution, risk mitigation, schedule, facilities, security, transportation, contingencies, schedule, cost estimate

Management Proposal (Vol III)

- Management Approach – 30 pp.
 - Management Plan
 - Life Support and Security Plan
 - Integration of Iraqi Workforce Approach
- Subcontracting Plan – 15 pp. (excluding DD 254s)

Management Approach

- Management Plan
 - Mgmt/business systems and processes
 - Control processes, MIS, purchasing systems, submittal reviews processes, subcontractor management, cost control, ability to respond to changing requirements
 - Risk management approach
 - Organizational/approach structure
 - Major subs/team members and roles
 - Project org in relation to home office

Management Approach (con't)

- Life Support and Security Plan
 - Approach to provide self-sufficient life support services and security
- Integration of Iraqi Workforce Approach
 - Technical assistance to Iraqi entities
 - Assessment, training, transfer of knowledge/skills/abilities
 - Utilization of Iraqi companies and personnel
 - Iraqi women's access to productive assets

Subcontracting Approach

- Ensure 10% (goal of 23%) **of total dollars** to U.S. small businesses
- Separate percentage goals for SB, VOSB, SD-VOSB, HUBZone SB, SDB, WOSM
- Plans/processes
- Information on SB utilization on past contracts. Include SF 294s.
- Plan and proposed goals for use of Coalition Partner and Force-Contributing Nation companies

Past Performance (Vol VI)

- Submit for offeror, major sub or team member (\$500 M or 20%)
- Master Project List – No page limit
 - Ten DB construction projects
- Relevant Project Summaries – 10 pp.
 - Five recent projects
- Questionnaires – No page limit
 - Customers submit questionnaires for relevant projects directly to Government by 13 January

The Government may obtain and use other data.

Past Performance (con't)

For work comparable to the RFP requirements:

Highly Relevant

- ✓ International
- ✓ Design/Build construction
- ✓ Projects over \$20 M
- ✓ Significant role
- ✓ Hostile environment
- ✓ Cost reimbursement
- ✓ Plus one other:
 - Logistically complex, remote
 - High visibility
 - Rapid deployment

Relevant

- ✓ International
- ✓ Design/Build construction
- ✓ Projects over \$20 M
- Plus two others

Cost Proposal (Vol V)

- Submit Contract Cost Model specific for each proposed contract
- Certification is not required
- Explain/justify all rates
- Ensure consistency and trackability between cost model and other areas of the proposal
- Proposed rates will be used to negotiate task orders in base period. Proposed rates escalated by the Employment Cost Index will be used for option periods.

Professional Labor Rates (Attach 3.1)

- Propose hourly rates for base period
- Key personnel
 - Adjust list of key personnel to match your technical proposal
- Other professional labor categories
 - Add as necessary

Indirect Rates & Fee (Attach 3.2)

- Propose indirect rates
- Adjust table as necessary for consistency with accounting practices
- Explain any deviations
- Fee percentages already established
- Allocate the work across subcontractors

Production Model (Table CM-1)

- Start with production model populated with hypothetical data for that contract
 - Skilled labor hours
 - Unskilled labor hours
 - Material costs
 - Equipment costs

Production Model (Table CM-1)

(con't)

- Adjust data for:
 - Specific technical or business processes/approaches
 - Security
 - Training and use of Iraqi labor
 - Other
- End with offeror-specific production data model

Direct Labor Distribution (Table CM-2)

- Start with total hours from Table CM-1
- Identify labor categories
- Distribute hours into labor categories
- Apply direct labor rates
 - Consistent with Attach 3.1 rates
 - Explain other direct labor rates
- Explain labor distribution and rates

Overall Cost Model (Table CM-3)

- Build the cost model using data previously calculated in Attachments or other tables
- Ensure consistency with
 - **Your technical proposal, management plan, life support and security plan, subcontracting plan, small business plan, and proposed plan for integration of Iraqi work force**
 - **Direct labor from Table CM-2**
 - **Rates in Attach 3.2**
 - **Other costs calculated in the model**

Award Preferences/Assessments (Vol VI)

The Government reserves the right to limit the types/numbers of awards to an offeror under the Iraq Infrastructure Reconstruction Program

- Identify all proposals being submitted
- Specify your preferences for award
- Assess each award's impact on capacity and capability

Contract Information - (Vol VII)

- Signed SF 1442
- Reps and certs
- Corporate Certificate/JV Agreement/
Authority to Bind Partnership, etc.
- Corroborating information to support
eligibility for award

Financial Capability - (Vol VIII)

- Funding mechanisms
- Financial statements
 - Three complete fiscal years and interim accounting period
 - Include subsidiary offeror and parent, JV parties, merger candidates
- English, using US dollars

Technical and Management Ratings

OUTSTANDING: An approach which satisfies all of the Government's requirements with extensive detail to indicate feasibility of approach and shows a thorough understanding of the problems, with an overall low degree of risk in meeting the Government's requirements.

GOOD: An approach which satisfies all of the Government's requirements with adequate detail to indicate feasibility of the approach and an understanding of the problems, with an overall low to moderate degree of risk in meeting the Government's requirements.

ACCEPTABLE: An approach which barely satisfies all of the Government's requirements with minimal detail to indicate feasibility of the approach and an understanding of the problems, with an overall moderate to high degree of risk in meeting the Government's requirements.

SUSCEPTIBLE TO BEING MADE ACCEPTABLE: An approach which, as initially proposed, cannot be rated acceptable because of minor errors, omissions, or deficiencies, which are capable of being corrected without a major rewrite or revision of the proposal.

UNACCEPTABLE: A proposal which contains major errors, omissions, or deficiencies which indicate a lack of understanding of the problems or an approach which indicate a lack of understanding of the problems or an approach which cannot be expected to meet requirements or involves a very high risk; and these conditions cannot be corrected without a major rewrite or revision of the proposal.

Past Performance Ratings

HIGH RISK: Significant doubt exists, based on the offeror's performance record, that the offeror can perform the proposed effort.

MODERATE RISK: Some doubt exists, based on the offeror's performance record, that the offeror can perform the proposed effort.

LOW RISK: Little doubt exists, based on the offeror's performance record, that the offeror can perform the proposed effort.

UNKNOWN RISK: No relevant performance record identifiable; equates to a neutral rating having no positive or negative evaluation significance.

Factor Weightings

Technical is slightly more important than

Management which is slightly more important than

Past Performance which is slightly more important than

Cost

**The three non-cost factors, when combined,
are significantly more important than Cost.**

Sub-factor Weightings

Technical sub-factors

Technical Approach is slightly more important than **Tasks**

Management sub-factors

Mgmt Approach and **Subcontracting Plan** are equal



The Iraq Electricity Sector

Iraq Infrastructure Reconstruction Office
CPA Acquisition Team
Lakes & River Division, Louisville District

Supplemental Funding

Intent: Rebuild Economy through Reconstruction.
Meet Current and Future Electrical Demand.

Total Amount: \$1.5 Billion

Amount Allocated by Contract & Region

- **New Power Generation & Rehabilitation of Existing Generation:**
 - Nationwide: \$500 Million
- **Transmission/Distribution/Communication/Controls,**
 - Northern Region \$500 Million
 - Southern Region \$500 Million

Contracting Structure

Three Contracts

- New Power Generation & Rehabilitation of Existing Power Generation Facilities:
 - One Contract, Nationwide
- Transmission/Distribution/Communications/Control:
 - Two Contracts, Northern & Southern Regions

Contractors' Capabilities

- Experience in New Power Generation Facility Construction
- Power Generation Augmentation of Existing Facilities
- Transmission & Distribution, 400KV, 132KV, 33KV, 11KV & 400V Systems
- SCADA System Experience

Objectives of Electrical Sector Contracts

- Increase power generation to meet current and future demand.
- Rebuild & expand transmission systems to handle additional capacity and increase reliability.
- Modernize existing distribution systems.
- Manage the grid through modern communications/control systems - SCADA.
- Provide security for facilities and personnel.

Sample Task

Power Generation Projects

- Divided into two Major areas:
 - 1) New Generation
 - Construction of new thermal plant(s)
 - New gas turbines at new locations
 - 2) Increase existing facility generation capacity
 - Installation of new turbines within existing facilities
 - Rehabilitation of existing Gas Turbine, Oil Fired, and Diesel units
 - Focus first on units currently not in operation

Sample Task

Transmission/Distribution/Communication/Control

- Divided into three major areas:
 - 1) Transmission:
 - New Transmission Systems including substations
 - Rehab existing transmission systems to accommodate increased capacity and overall system reliability.
 - 2) Distribution:
 - New Distribution Systems including substations
 - Rehab existing distribution systems to accommodate increased capacity.
 - 3) Communication/Control Systems
 - Develop/install Regional Control Centers (RCC's)
 - Develop/install Remote Terminal Units (RTU's)
 - Develop/install National Dispatch Center (NDC)
 - Develop/install/integrate communications & controls systems (SCADA)
 - Communication/Control Data Transfer via Fiber Optic Network

Issues/Concerns

- Equipment Lead Times
- SCADA
 - Existing system inadequate/obsolete
 - New System: Possibly the largest system ever installed
- Existing Facilities & Equipment Conditions
- Facility Transition to Iraqi Control
- Vandalism
- Security



Public Works Water and Water Resources

Naval Facilities Engineering Command

Washington, D.C.
Charley Black

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM PUBLIC WORKS WATER & WATER RESOURCES

PUBLIC WORKS AND WATER RESOURCES CONTRACT ALLOCATION - \$1.7 BILLION

- Potable Water**
- Water Conservation**
- Sewerage**
- Solid Waste Management**
- Pumping Stations and Generators**
- Irrigation & Drainage Systems**
- Complete Major Irrigation/Drainage Projects**
- Dam Repair, Rehab, and New Construction**
- Basra/Umm Qasr Water Supply Pipeline**
- Basra Channel Regulators**

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM PUBLIC WORKS WATER & WATER RESOURCES

Two (2) solicitations w/ three (3) contracts

- **Public Works Water Contracts**
 - Northern Region
 - Southern Region
- **Water Resources Nationwide Contract**

**IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM
PUBLIC WORKS WATER & WATER RESOURCES**

PUBLIC WORKS WATER SOLICITATION

Northern Region Contract - \$600M Ceiling

Southern Region Contract - \$500M Ceiling

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM

PUBLIC WORKS WATER & WATER RESOURCES

WATER – EXISTING CONDITIONS

- Tigris and Euphrates Rivers supply 2/3 of Iraq's drinking water
- Pumping equipment is in very poor condition
 - Few spare parts
 - Equipment purchased under Oil for Food is poor quality from a variety of sources
- Coverage in urban areas is ~ 60%
 - 60% of water lost to leaks or illegal connections

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM

PUBLIC WORKS WATER & WATER RESOURCES

SEWERAGE – EXISTING CONDITIONS

- 6% of sewerage is currently being treated
 - 80 % of Baghdad and 9% of remaining cities are seweraged
- Existing plants have suffered greatly from a lack of maintenance funds
 - Wastewater is passing through some plants without treatment, going directly into rivers
 - Power outages, lift station shutdowns, solids depositions, sewer blockages

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM PUBLIC WORKS WATER & WATER RESOURCES

SOLID WASTE – EXISTING CONDITIONS

- No existing solid waste strategy for Iraq
- Solid waste disposed in unregulated dumps

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM PUBLIC WORKS WATER & WATER RESOURCES

WATER / SEWER / SOLID WASTE OBJECTIVES

- Restore/enhance potable water supply,
- Reduce total water loss in systems,
- Provide Umm Qasr to Basra water pipeline and water treatment plant,
- Increase sewerage service in cities,
- Restore or replace critical pumping equipment, standby generators, and electrical control systems
- Improve solid waste management systems

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM

PUBLIC WORKS WATER & WATER RESOURCES

Sample Task - *Construct a water system*

5 main sub-tasks

Major assumptions to be applied:

- Transmission line from Euphrates River to the treatment plant
 - Includes intake structure and vulnerability assessment
- Package plant producing 5 MGD of potable water
 - pre and post treatment facilities including chemical feed, chemical storage, SCADA controls and accompanying housing
- Potable water storage of 2 MGD
- 1 mile of distribution line to an interconnect
- Booster pump station

**IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM
PUBLIC WORKS WATER & WATER RESOURCES**

WATER RESOURCES SOLICITATION

Nationwide Contract - \$600M Ceiling

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM

PUBLIC WORKS WATER & WATER RESOURCES

WATER RESOURCES – EXISTING CONDITIONS

- Water resources infrastructure is still functional
- Some damage due to looting and vandalism
- Maintenance and replacement of irrigation pumps has been minimal since 1980.
- Existing irrigation and drainage systems need major rehabilitation

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM

PUBLIC WORKS WATER & WATER RESOURCES

WATER RESOURCES OBJECTIVES

- Rehab / Construct Water Supply Dams
- Improve Dam Safety/Security
- Replace Critical Pumping Equipment, Standby Generators and Electrical Controls
- Complete Major Irrigation/Drainage Projects
- Improve Flow In Critical Canals / Channels

IRAQ INFRASTRUCTURE RECONSTRUCTION PROGRAM PUBLIC WORKS WATER & WATER RESOURCES

Sample Task - *Construct a new dam and reservoir*

- Major assumptions to be applied
 - Dam will be 125 feet (38m) high, 2000 feet (610m) long in rugged terrain
 - High hazard structure due to downstream population
 - Water supply requirements are 5 million gallons per day
 - Power generation will not be required
 - Suitable aggregate, cement and flyash available
 - Must be quarried, processed, transported to the site
 - No environmental or archeological constraints



SECURITY, JUSTICE, and the IRAQI NATIONAL DEFENSE FORCE

U.S. Army Corps of Engineers
Transatlantic Center
Winchester, Virginia
Harry Jones

Introduction

- **Security and Justice Contract Allocation -- \$900 million**
- **Objective of the construction for this sector is to provide :**
 - **Security Infrastructure**
 - **Justice/Public Safety**
 - **Military Infrastructure**
- **One Contract**
 - **New Iraqi Military**
 - **Security/Justice/Public Safety**

New Iraqi Military

- **Support to Iraqi National Defense Force**
 - **New Iraqi Army**
 - **New Iraqi Navy**
 - **New Iraqi Air Force**
 - **18 locations**

- **Scope of work includes:**
 - **Site Clean Up**
 - **Reconstruction**
 - **New Construction**
 - **O&M of Military Facilities**

New Iraqi Military

- **Sample Military Bases to Re-Construct:**
 - Kurkush (under Construction)
 - Tadjji (under Construction)
 - Kirkuk
 - Ar Rustimiyah
 - An Numiniyah
 - Um Qasr New Iraqi Coastal Defense Force
 - Tikrit
 - Talil
 - Mosul
 - Baghdad International Airport
- **Scope of work includes:**
 - Site Clean Up
 - Reconstruction
 - New Construction
 - O&M of Military Facilities

Security/Justice/Public Safety

- **Border Security**
 - **120 Border Police Posts**
 - **Immigration Headquarters**
 - **Two Training Facilities**
 - **Rehab and New Construction**
- **Police**
 - **Upgrade 150 Police Stations**
 - **Includes Force Protection**
 - **New Police Check Points**

Security/Justice/Public Safety (cont)

- **Fire Facilities**
 - **96 New Facilities**
 - **Rehab 150 Existing Fire Stations**
 - **New 100K SF Fire Academy**
- **Prisons**
 - **Low Tech**
 - **Juvenile thru Max Security**
- **Courts**
 - **Upgrade 100-150 Facilities**

Sample Task Orders

- **Refurbish Military Camps including Barracks, Family Housing, Firing Ranges, Parade Grounds, Warehouse, Maintenance Buildings, Dining and Admin Facilities.**
- **Refurbish Iraqi Coastal Defense Force Facilities.**

Sample Task Orders, cont'd

- **Construct Military Base Camp including Housing, Warehouse, Dining and Admin Facilities**
- **Refurbish Military Base Camp including Housing, Warehouse, Dining and Admin Facilities**

Unique Issues

- **Stand-up New Iraqi Defense Force by Sep 2004**
- **Construction will be Primarily Concrete and Tile Block**



PUBLIC BUILDINGS

EDUCATION : HEALTH : GOVERNMENT : CULTURE

**US Army Corps of Engineers
North Atlantic Division
Philadelphia District
Tom Gibision**

Public Buildings

Public Buildings Contract Allocation --
\$500 Million

- **Health Facilities (Hospitals, Clinics, Etc.)**
- **Government Buildings (Office Buildings, Etc.)**
- **Schools**

Public Buildings

Specific Program Objectives

- Repair, refurbish, and reconstruct damaged public buildings
- Construct a new hospitals and health care clinics
- Rehabilitate, add to and/ or refurbish hospitals, and health care clinics
- Repair or replace medical equipment in hospitals

Public Buildings Mission Area

- One contract for Public Buildings Sector
- One nationwide contract will be awarded.
- USACE, North Atlantic Div,
Philadelphia District Award Agent

Public Buildings

Unique Contractor Experience/Capabilities

- International/Middle East experience
- Experience with Design-Build Construction Services of Renovated and New Buildings
- Cost Reimbursement Contract experience
- Diverse Program Management skills
- Security Management

Public Buildings

Sample Task Order

- Hypothetical Project to Design and Construct new Administrative Building
 - Cost plus Award Fee Proposal
 - Utilize 2000 edition of the International Building Codes for the European community
 - Period of Performance =< 400 days
 - Site is 100 KM from Baghdad near US Compound
 - 2.5 Acre site on primary highway, level terrain
 - Primary Facility = 20,000 sf, 2 story
 - Supporting Facilities = Potable water well, electrical, landscaping, storm drainage, septic field, security fencing



Transportation Sector

U.S. Army Corps of Engineers
Northwestern Division
Omaha, Nebraska
Dan Boyer

OVERVIEW

Transportation Contract Allocation -- \$325 Million

- Airports
- Umm Qasr Port Rehab
- RR Rehab & Restoration
- Telecom & Postal Corp.
- Communications Systems
Communications Operations
- Undistributed Reduction

Introduction

- **Scope of Work**
 - **Aviation Facilities**
 - **Port Facilities & Waterways**
 - **Highways & Roads**
 - **Bridges**
 - **Railroads**

Poor Existing Conditions Caused By:

- **30+ Years of Neglect**
- **3 Wars**
- **Decaying, Obsolete Systems**
- **Missing Links**

Execution Concept

- One national contract
- Task orders are both cost plus and fixed priced
- Award Agent – Corps of Engineers
 - Northwestern Division, Omaha, Nebraska

Contractor Considerations

Construction Specifications – British Standards and others.

- Ministry of Environment
- Security!

Funding

- Total Sector \$325,000,000 Maximum
 - Roads System 32 percent
 - Railroad System 40 percent
 - Aviation Facilities 22 percent
 - Port Facilities 6 percent

Highways and Bridges

- 38,400 KM Paved Roadways
- Repave existing roads
- Traffic Signal & Signs
- Bridge Evaluations & Repairs

Highways and Bridges

- **Specific Roads Identified for Improvements**
 - **Governorate Roads Program**
 - **Dora Yousifia Freeway Baghdad/Ba'qubah Expressway**
 - **Shatt Al Arab Bridge**

Bridge Damaged in 2003 War



Temporary Fixes



Aviation

- 3 Major Airports - Baghdad, Al Basrah, Mosul
- Infrastructure Systems & Utility Improvements
- Air Traffic Control (ATC) Systems
- Baggage Handling Equipment
- Passenger Ticketing equipment

Baghdad International Airport



Aviation

- New Aprons
- Runway/Taxiway repairs
- Fuel Distribution Systems
- Firefighting Equipment (trucks)
- Aviation Training Facilities
- Navigational Aids & Airfield Lighting Upgrades
- Air Traffic Control Tower Modification

Rail

- Existing 1,963 KM Railroad System
- Baghdad Station Modernization
- Rehab other Rail Passenger Stations
- Track Reconstruction & Maintenance
- Shops and Stations Restoration
- Signals, Communications, Computers

Baghdad Railroad Station



Rail

- Rehab Equipment Shops
- Purchase New Rolling Stock
- Track Maintenance Equipment
- Bridge Evaluations
- Operations Equipment

Ports

- 3 Major Ports - Umm Qasr, Khawr az Zubayr, Al Basrah
- Harbor Dredging
- Infrastructure Improvement
- Berth Rehabilitation
- Fire, Safety and Security Systems
- Container Handling Equipment
 - Repair/Replacement

Beached Ship at Umm Qasr



Ports

- Ship Salvage Operations from Harbor
- Navigational Guidance Systems
- Structural Evaluations
 - Below and above water
- Support facilities

Unique Subcontracting

- May Require Subcontracting to Iraq Republic Railroad - State Owned

Sample Task Order

- Scope- Design & Construction of a 10 Km Road with a railroad relocation.
- Cost plus Award Fee.
- Includes Technical & Management Evaluation

Sample Task Order

- 150 Day Duration
- Local Aggregate Production
- Hot Mix Asphalt Plant
- Pavement & Track Section Provided for Consistency

Restraints

- Maintain rail traffic to support cargo for large volume of construction in Iraq
- Minimize airport service disruption



Communications Sector

U.S. Army Communications and Electronics Command
U. S. Army Information Systems Engineering Command
Ronald Kraus and Michael Carter

Introduction

- Communications Contract Allocation -- \$75 Million
- CECOM to serve as Award Agent
- Task Orders awarded against contract
 - Engineering
 - Implementation

Scope of Work

- Enterprise System – PSTN/LAN/WAN
 - Public Switch Telephone Network
 - Local Area Networks
 - Wide Area Networks
- Enterprise Systems & Applications
 - Business Automation
 - Reengineering of Iraq Telephone & Post Company (ITPC) Business Practices Around COTS Enterprise Software Systems
 - Includes Computer Equipment, Intra-premises Networking Gear, and Enterprise Level Software Licenses

Scope of Work (cont)

- Postal IT Architecture and Systems
 - Provide IT Systems & Equipment To Allow Postal Authority To Reengineer Its Business Practices
- WiFi Capabilities
 - Wireless IP Networks for Internal ITPC Business Operations
- CIO Function - Operations
 - Support Standardizing Business Process & Office Automation
 - Support the CPA CIO in Managing all IT Functions Including Those Being Provisioned by DOD and Its Support Contractors

Scope of Work (cont)

- Public Safety Information Services Network Initial Operating Capability
 - Wireless Network To Support “Security and First Responders” Including Police, Fire & EMT teams
 - Provide Central Dispatch Capability
- Commercial TV and Radio: Management and Licensing
 - EFT&T Equipment and Systems To Restart and Expand Commercial Broadcast Operations
 - Management of Commercial Network Broadcasters
 - Assist in Frequency Spectrum Management Including Enforcement and Regulation
- Numbering Scheme and Emergency – 112 (911) Initiative
 - Includes Both PSTN and Wireless

Scope of Work (cont)

- Power Systems and Back-Up Generators
 - Engineer and Replace
- Air Traffic Control Communications
 - Baghdad Airport and Other Smaller Airports
 - Support Modernization of Departure and In-Route Air Traffic Control Communications

Scope of Work (cont)

- Training of ITPC Personnel
 - Recommend Training Plans Concerning All Refurbished and Newly Furnished Equipment
 - Conduct Training After Training Plan Approval
- Emergency Repairs to ITPC Network Not Elsewhere Specified
 - EFI&T Emergency Repairs A Directed By The SPMO Including Privately Owned Networks and Into International Gateways

Range of Services to be Provided

- Design and Construction of Specific Task Orders
- Contract Program and Project Management
- Mobilization and Housing/Storage of All Personnel, Equipment and Materials in Iraq
- Task Order Project Management
- Inputs to the Master Schedule as Defined by the PMO/SPMO

Range of Services to be Provided

- Communications Among Users, Personnel, Other Contractors or Government Agencies and the PMO/SPMO
- Training Incidental To Specific Task Orders
- Translation Services of Documents Incidental To Specific Task Orders
- Unexploded Ordnance Removals Incidental to Infrastructure Work
- Providing Jobsite, Material and Site Security

Range of Services to be Provided

- Studies and Investigations To Specific Task Orders
- Systems Integration Including Proposed Operating Plans

Technical Evaluation

- Assessments to Perform Scope of Work
- Sample Task Order
 - Technical Treatise Concerning
 - Phase 1- Design
 - Phase 2- Implementation

Concerns/Issues

- Existing systems are a mix of unregulated networks
- Physical Security of Existing Assets
- International Spectrum Arrangements