UFC 4-214-02
24 July 2003

UNIFIED FACILITIES CRITERIA (UFC)

ARMY TACTICAL EQUIPMENT MAINTENANCE FACILITIES (TEMF)

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U.S. ARMY CORPS OF ENGINEERS (Preparing Activity)

NAVAL FACILITIES ENGINEERING COMMAND

AIR FORCE CIVIL ENGINEER SUPPORT AGENCY

Record of Changes (changes are indicated by **1**\ ... /**1**/)

Change No.	Date	Location
1	**9/10/03**	**Corrected Reference from MIL-HNBK-1008C to UFC 4-214-02 in Statement of Work.**

FOREWORD

The Unified Facilities Criteria (UFC) system is prescribed by MIL-STD 3007 and provides planning, design, construction, sustainment, restoration, and modernization criteria, and applies to the Military Departments, the Defense Agencies, and the DoD Field Activities in accordance with USD(AT&L) Memorandum dated 29 May 2002. UFC will be used for all DoD projects and work for other customers where appropriate.

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- USACE TECHINFO Internet site http://www.hnd.usace.army.mil/techinfo/index.htm.
- NAVFAC Engineering Innovation and Criteria Office Internet site http://criteria.navfac.navy.mil.
- Construction Criteria Base (CCB) system maintained by the National Institute of Building Sciences at Internet site http://www.nibs.org/ccb.

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UNIFIED FACILITIES CRITERIA (UFC)

ARMY TACTICAL EQUIPMENT MAINTENANCE FACILITIES (TEMF)

24 July 2003

Volume 1: PROJECT MANAGEMENT MANUAL

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CHAPTER 1
INTRODUCTION TO THE DESIGN-BUILD PROCESS AND IT'S APPLICATION TO THE ARMY TACTICAL EQUIPMENT MAINTENANCE FACILITY PROGRAM EXECUTION

1-1 PURPOSE AND ORGANIZATION.

1-1.1 Purpose. This document consolidates into one source the uniform criteria for the planning, design, solicitation, proposal evaluation, and construction of Tactical Equipment Maintenance Facilities. and associated support requirements. It also contains guidance on the use of negotiated, two-phase, design-build procedures for procurement of new and/or renovated facilities. It provides U.S. Army Corps of Engineers (USACE) Project Architects/Project Engineers (PA/PE), Project Managers (PM) and Major Army Command (MACOM) planners with a single source to guide the process of planning, developing, and executing projects utilizing competitively negotiated source selection processes.

1-1.2 Organization. This document is organized in two volumes. The first volume, this document, is the Project Management Manual which describes the process of planning, developing, and executing a two phase design-build project. Reference materials supporting the source selection process are provided in the appendices. The second volume is a generic model Request for Proposals (RFP) to be used in developing solicitations. The generic model follows the USACE Standard Contract Format for construction prescribed by EFARS 14.201-1(a)(1), (reference 1-1). The generic model STATEMENT OF WORK (SOW) in Volume II, contains the design criteria to be implemented for Army projects. This model, when edited for a specific site and project composition, will form the basis for an RFP. Detailed instructions for using the Project Management Manual, for editing the Project Management Manual appendices, and for editing the model solicitation are provided in Chapter 2 of this volume. Please note that contracting guidance contained in this document is provided as an outline and should not be used as a substitute for thorough knowledge of current acquisition regulations. If a conflict arises between this guidance and the acquisition regulations, the acquisition regulations shall govern.

1-2 THE DESIGN-BUILD APPROACH IN FACILITY CONSTRUCTION.

1-2.1 Background. Since the early 1980s, the Congress has urged the military services to explore alternative construction methods which have the potential to reduce costs and increase competition. An area of particular interest is procurement by nontraditional approaches such as design-build, which includes both design and construction in a single contract. In most cases, this procurement process can provide significant advantages over the traditional, two contract, design-bid-build methodology. Some of the advantages of the design-build process include the following:

1-2.1.1 Offerors are allowed freedom to optimize design and construction methods in meeting design program requirements.

1-2.1.2 The Government can achieve results (completed facilities) faster than with conventional design-bid-build techniques.

1-2.1.3 Having a single Contractor responsible for design and construction reduces disputes over the meaning of contract documents.

1-2.1.4 Negotiated procurement encourages the Government and Contractor to work together to optimize design objectives, construction cost, and construction time period.

1-2.1.5 Integration of construction professionals into the facility design process.

1-2.1.6 Can provide the Government with multiple design solutions to consider in response to the described need.

1-2.2 Definition. Design-build contracting results in a construction contract combining both the design and construction of a facility into a single contract. By comparison, in traditional design-bid-build contracting, design and construction are sequential and contracted for separately. There are a variety of design-build contracting methods; a two-phase selection procedure under FAR 36.3 (reference 1-2) is one of the types and is the methodology recommended.

1-2.3 General Procedures. In general, the design-build process uses an RFP to solicit for design and construction of a project by a single contractual entity. This entity may be a design-build firm, a joint venture between an architect-engineer (A-E) and a construction firm, a construction management firm joint venture with an A-E and a construction firm, a construction contractor prime with an A-E firm subcontractor, an A-E firm prime with a construction subcontractor, a construction management firm at risk, etc. A design-build RFP states the project minimum functional requirements, necessary design and engineering criteria, technical performance requirements, proposal submission requirements, and proposal evaluation factors. Potential contractors develop their proposals for the Government to evaluate competitively, with the contract award based on a combination of technical merit and price. Therefore, the contract is not awarded on the basis of initial construction cost alone, but also considers technical quality, offeror qualification and management expertise, proposed materials and systems life-cycle costs, aesthetics, and any other factors important to a specific project as identified in the RFP. This process is referred to as a “Best Value” procurement.

1-2.4 The Two-Phase Process (reference 1-2). This document will highlight the process for using the two-phase design build methodology. The Two-Phase Process, in summary, proceeds according to the following steps; a solicitation is issued which includes the general scope of work for the project, the project budget, the Phase One and Phase Two proposal submission requirements, all evaluation criteria to be used, and identifies the maximum number of proposals which will participate in the second phase of the solicitation. Offerors are requested to submit their narrative technical approach, their relevant experience and technical competence, their capability to perform, proposed key personnel, their past performance examples and some other general information. No cost or pricing information is requested or received in the Phase One process. Following completion of the Phase One proposal evaluations, the most highly qualified offerors (not more than five) will proceed to Phase Two and receive detailed technical requirements from which they will prepare their technical and cost proposal. Completion of the evaluation of Phase Two proposals will result in an award to the most highly qualified contractor whose proposal (offer) represents the best value solution to the solicitation. The two phase methodology is best utilized when several conditions of the solicitation are anticipated, most significant of these conditions are as follows:

1-2.4.1 Three or more offers are anticipated
1-2.4.2 Substantial expense to prepare technical proposals is expected
1-2.4.3 The following criteria must also be considered:
- 1-2.4.3.1 The extent to which the project requirements can be adequately defined
- 1-2.4.3.2 The time constraints for project delivery are known
- 1-2.4.3.3 The capability and experience of potential contractors
- 1-2.4.3.4 The capability of the design agent to manage a two-phase selection process
- 1-2.4.3.5 Any other specific criteria issued by the head of the Contracting Activity

1-2.5 Best Value and the Tradeoff Process. The tradeoff process is used when it is in the best interest of the Government to consider award to other than the lowest price offeror or the highest technically rated offeror. Under this process, both the cost and the non-cost factors are compared and analyzed and award is made to the proposal which provides the Government the best value based on the published evaluation criteria. Inherent in this process is the necessity to make tradeoffs considering the non-cost strengths and weaknesses, risks, and the cost (or price) offered in each proposal. The Source Selection

Authority will select the successful offeror by considering these tradeoffs and applying judgment to determine the proposal which represents the best value.

1-3 THE TACTICAL EQUIPMENT MAINTENANCE FACILITY (TEMF) PROGRAM.

This document addresses requirements for the MCA TEMF program.

1-3.1 Military Construction Program. Construction may be accomplished either by design-build methods or by conventional design-bid-build methods. Either methodology should result in a firm-fixed-price contract for the construction of the new facilities. Design-Build methodology is considered the preferred methodology for this program, however, if the Design-Construct Agent can provide ample supporting documentation that the design-build methodology is not suitable for a particular project, that information shall be forwarded through the appropriate Division Office for concurrence and consideration by HQ USACE.

1-3.2 Host Nation. Various host nations provide facilities to support the United States military presence in that country. When the host nation provides facilities, they will be constructed to the standards expressed in the SOW to the maximum extent practical.

1-3.2.1 Adjustments may be made to accommodate local conditions (i.e., vehicle parking, utility systems requirements) so long as they do not exceed the standards for normal United States military construction. To the extent practical, program management and design reviews will be accomplished at the local level in order to avoid delays to the host country's schedules. Architectural design will be sensitive to local aesthetic tastes.

1-3.2.2 Local building codes and standards may be used, except that United States life safety and fire protection standards will not be waived or otherwise compromised. Security fencing and lighting standards will be commensurate with the need. When the lawful or "normal construction practice" of the host country will not allow provision of certain amenities, such as air conditioning, supplemental funds may be programmed for timely completion of the additional work. Particular attention should be given to the local practice of long-term facility maintenance, which may differ from United States standards. Provisions will be made for the selection of materials and finishes that can be easily maintained.

1-3.2.3 Force Protection Measures. Force protection measures cannot be waived or reduced in any manner. Force protection requirements are mandatory.

1-4 LEGAL BASIS

1.4.1 FAR 36.3 (Reference 1-2) authorizes the use of the two-phase design-build process for military construction projects. Procedures for developing design-build projects are contained in ER 1180-1-9 (reference 1-4); CEMP-EA Memorandum, 25 August 1995, Delegation of Design Build Approval Authority; Design-Build Instructions (DBI) For Military Construction (reference 1-5), and Technical Requirements for Design-Build TI 800-03 (reference 1-6).

REFERENCES

1-1 FAR 15, "Contracting by Negotiation”
1-2 FAR 36.3, “Two-Phase Design-Build Selection Procedures”
1-3 Not Used
1-4 ER 1180-1-9, "Design-Build Contracting", 31 July 1999
1-5 "Design Build Instructions (DBI) For Military Construction", 29 October 1994
1-6 TI 800-03, "Technical Requirements for Design-Build," 1 July 1998

GENERAL ABBREVIATIONS

DB	Design-Build
PM	Project Manager
PA/PE	Project Architect/Project Engineer (Technical Point)
CS	Contract Specialist
TM	Army Technical Manual
ER	Army Engineer Regulation
PDT	Project Delivery Team
TEMF	Tactical Equipment Maintenance Facility
OSD	Office of the Secretary of Defense
USACE	U.S. Army Corps of Engineers
ACSIM	Assistant Army Chief of Staff for Installation Management and the Environment
SSEB	Source Selection Evaluation Board
SSA	Source Selection Authority
UFC	Unified Facilities Critieria
TOE	Table of Organization and Equipment
TDA	Table of Distribution and Allowances
IFTE	Integrated Forward Test Equipment
DOL	Directorate of Logistics
DPW	Directorate of Public Works

CHAPTER 2
UTILIZING THIS DOCUMENT FOR TEMF DESIGN-BUILD SOLICITATIONS

2-1 VOLUME I, USING THE PROJECT MANAGEMENT MANUAL.

2-1.1 The Project Management Manual provides a step by step discussion of the process of procuring facilities and associated supporting site improvements utilizing the two-phase design-build process. Each chapter describes a specific phase of the process, and the chapters are placed in project execution sequence. Checklists of activities are included at the end of most chapters. Project design teams are encouraged to review and modify these checklists to reflect the specific work assignments and methodologies of their specific Districts, the Activity Lead identification is only an example of a possible process. The appendices which follow the Project Management Manual are provided to facilitate the evaluation and source selection process. This chapter discusses the ways of using the Project Management Manual, its appendices, and the Model Request for Proposals (Volume 2).

2-2 VOLUME I, APPENDIX A, PHASE 1 EVALUATION MANUAL.

2-2.1 Appendix A will form the basis of the Phase 1 Evaluation Manual which establishes standards of acceptability and desirability with regard to recent relevant experience, past performance information, and key personnel. Specific requirements for demonstration of the offeror's capability and past performance are provided in Volume 2, Section 00110. Section 00120, PROPOSAL EVALUATION CRITERIA outlines the evaluation process for Phase 1 proposals. This appendix shall be reviewed and edited to suit project specific requirements and must be fully coordinated with RFP Sections 00110 and 00120.

2-3 VOLUME I, APPENDIX B, PHASE 2 EVALUATION MANUAL.

2-3.1 Appendix B will form the basis of the Phase 2 Evaluation Manual which is designed to be used by the team that evaluates the quality of offerors' proposals and assigns quality ratings to reflect the relative value to the Government. The Phase II Evaluation Manual must be coordinated with Volume 2 of this TI, Section 00120, PROPOSAL EVALUATION CRITERIA; Volume 2 Section 00110, PROPOSAL SUBMISSION REQUIREMENTS; and Volume 2, STATEMENT OF WORK. Although minor modification of these areas is acceptable to reflect unusual user requirements and site conditions, extensive modifications to format and content, in general, are discouraged.

2-4 VOLUME 2, MODEL REQUEST FOR PROPOSALS (RFP), EDITING NUMBERED SECTIONS.

2-4.1 Volume 2 has been compiled in the required contracting format for a Design-Build RFP, the USACE Contract Format. Contract clauses cited are for informational purposes and must be updated each time an RFP is prepared. Contracting guidance in this document is not to be used as a substitute for thorough knowledge of the current acquisition regulations. If a conflict arises between this guidance and the acquisition regulations, the acquisition regulations govern. A sample listing of the contract sections and their titles is shown below:

SECTION	TITLE
00010	SOLICITATION, OFFER AND AWARD (STANDARD FORM 1442) AND PRICING SCHEDULE
00100	INSTRUCTIONS, CONDITIONS AND NOTICES TO BIDDERS/OFFERORS, AND EVALUATION CRITERIA FOR AWARD
00110	PROPOSAL SUBMISSION REQUIREMENTS AND INSTRUCTIONS
00120	PROPOSAL EVALUATION CRITERIA
00600	REPRESENTATIONS, CERTIFICATIONS AND OTHER STATEMENTS OF BIDDERS/OFFERORS
00700	CONTRACT CLAUSES
00800	SPECIAL CONTRACT REQUIREMENTS

2-5 VOLUME 2, STATEMENT OF WORK, EDITING INSTRUCTIONS FOR NEW, REPLACEMENT, AND RENOVATED CONSTRUCTION.

2-5.1 Applicability. The STATEMENT OF WORK (SOW) is a narrative description of the project requirements and the associated site development requirements. In addition, the SOW contains some prescriptive requirements set forth by Federal Law or mandate and below which the proposed facilities would NOT be acceptable. The SOW should be used as a criteria document to develop projects for procurement by Design-Build or Design-Bid-Build methodologies. The SOW is organized in the following order and the subparagraphs which follow contain information for use when modifying the SOW.

SOW PARA. NO.	TITLE
1	DESIGN OBJECTIVES
2	FUNCTIONAL AND AREA REQUIREMENTS
3	SITE PLANNING AND DESIGN
4	SITE ENGINEERING
5	ARCHITECTURAL DESIGN
6	STRUCTURAL DESIGN
7	THERMAL PERFORMANCE

SOW PARA. NO.	TITLE
8	PLUMBING
9	ELECTRICAL SYSTEMS
10	HEATING, VENTILATING AND AIR CONDITIONING
11	ENERGY CONSERVATION
12	FIRE PROTECTION
13	SUSTAINABLE DESIGN

2-5.2 New and Replacement Construction. The model STATEMENT OF WORK is the standard for development of new and replacement TEMF and associated facilities. Local options for editing are shown in brackets where applicable. USACE design activities should edit the STATEMENT OF WORK to reflect site specific conditions. Upgrades of the stated criteria in response to installation requests must have been itemized and the required funding identified on the programming documents.

2-5.2.1 Where an installation expresses a particular desire for a finish or material, that information can be included in the Statement of Work and identified as a possible material quality increase (betterment) for additional consideration during the Phase 2 evaluation. Following that identification, a statement must be included that this identification is not authorization to exceed the maximum construction funds available for this project as indicated in Section 00010 of the solicitation.

2-5.2.2 Force Protection and Anti-Terrorism Considerations. All new construction and major renovation projects will require construction in accordance with applicable DoD standards. The current criteria is "DoD Antiterrorism Construction Standards". The standard is continually being updated and revised and the Design District shall ensure that the latest information is utilized in the packages prepared for solicitation.

2-5.2.3 Additions of prescriptive requirements to the statement of work is strongly discouraged as prescriptive requirements decrease the flexibility and innovation possible with the design build procurement methodology.

2-5.3 Using the STATEMENT OF WORK for Renovation.

2-5.3.1 Design Objectives and Criteria References. The intent of this document is to provide the Army with facilities which closely approximate similar facilities in the other DoD Armed Forces and which are comparable with those available in the commercial market in the United States. The technical criteria contained in the STATEMENT OF WORK rely on industry standards as references whenever possible to provide facilities comparable to private (commercial) construction. Objectives and criteria references are the same for new, replacement, and renovated construction.

2-5.3.2 Site Planning. The objectives of site planning are the same for new, replacement, and renovated construction. The goal is to provide tactical equipment maintenance facilities which are cost effective, integrate commercial standards, and provide a suitable environment in which to maintain the equipment. These facilities include administrative space, storage space, workshops, parking areas, and all other associated requirements. The site planning must consider the access to and from the facility and the constraints imposed by the tactical equipment being serviced. The internal relationships within the

facility must provide for an orderly transition from maintenance to active service as well as provide suitable access to areas for training and/or operations of the equipment.

2-5.3.3 Site Engineering. When site utilities are replaced or upgraded as part of a major renovation project, they should comply with the criteria as stated. New construction performed in connection with renovation will follow the criteria stated. Renovated construction should also consider requirements for soil treatment, decay treatment, contaminated solids, asbestos, lead based paint, and radon mitigation.

2-5.3.4 Architecture. The goal of the STATEMENT OF WORK as it applies to renovation is to provide a facility of equal usability to a newly constructed facility. Critical elements of the plan to be considered are the traffic patterns within and immediately outside the facility, fire protection/life safety considerations, the interior finishes, exterior modifications compatibility with the Installation Design Guide (IDG) recommendations, parking areas, and the ancillary support facilities necessary.

2-5.3.4.1 Functionality, Dimensions and Areas. In renovation, functionality goals are of primary importance. Minor deviations in minimum dimensions are acceptable to accommodate existing walls.

2-5.3.4.2 Life Safety, Fire Protection, and Sound Attenuation. Upgrading facilities to comply with construction standards for fire protection and sound attenuation is required.

2-5.3.4.3 Finishes. When upgrading facilities, comply with the SOW. Preserve existing good quality finishes, repairing whenever possible. Give careful consideration to retaining good quality finishes such as brick facing, roofing, ceramic tile, doors, windows, built-in equipment, and other reusable features.

2-5.3.5 Design - Structural. Comply with the criteria as stated.

2-5.3.6 Design - Thermal Performance. Base thermal performance decisions on life cycle cost analysis using the information contained in the Statement of Work as a starting point.

2-5.3.7 Design - Plumbing. Comply with the SOW., however, consider retaining existing plumbing fixtures which can be refinished or are suitable for reuse.

2-5.3.8 Design - Electrical. Comply with the SOW., however, consider retaining good quality or distinctive lighting fixtures.

2-5.3.9 Design - Heating, Ventilating and Air Conditioning (HVAC). Comply with the SOW. In renovation, pay special attention to energy conservation features. Equivalent and innovative approaches to meeting these criteria are encouraged.

2-5.4 Using the STATEMENT OF WORK for Historic Facilities. Historic facilities should be maintained in a way which preserves their historic significance, integrity, and military history. Significant materials, spaces, and features are as follows:

2-5.4.1 Planning and Programming. To preserve historic character, significant interior and exterior features must be identified and documented prior to programming a project for renovation of historic facilities. Concerned parties including the State Historic Preservation Officer (SHPO), installation planning and maintenance staff, design architects and engineers, and facility users should agree on the scope, intent, and preservation objectives of a proposed project. When agreement cannot be achieved with the SHPO, the Advisory Council on Historic Preservation may be called upon to achieve resolution. Preserving historic character takes precedence over full compliance with the criteria in the STATEMENT OF WORK.

2-5.4.2 Life Safety and Fire Protection. Life safety and fire protection requirements will be met to provide protection to the occupants, the building, and its historic features. Protection will by accomplished by means which are unobtrusive and do not degrade the historic features of the building.

2-5.4.3 Features and Finishes. Preservation of historic features, finishes, and spaces is of primary importance. Repair using matching materials is the best approach. Historic features may include landscaping, site features, building materials, and features of the building plumbing, mechanical and electrical systems (e.g., plumbing fixtures, fireplaces, grilles, radiators, stoves, lighting fixtures).

2-5.4.4 Historic Structures. The Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings is the primary source of information on the treatment of historic structures. Chapter 16 of Technical Instructions, Design Criteria, (TI 800-01) provides sources and additional information on historic preservation laws, regulations, definitions, design issues, and available treatment resources.

2-6 VOLUME 2, EDITING THE ATTACHMENTS TO THE STATEMENT OF WORK.

2-6.1 The ATTACHMENTS reflect project specific requirements and should be edited to suit the project. See the following table for a summary of ATTACHMENTS and notes:

ATTACHMENTS		
NO.	**TITLE**	**NOTES**
1	TECHNICAL SPECIFICATIONS	USACE Design activity to provide
2	RESERVED	
3	RESERVED	
4	NOT USED	
5	PROPOSAL DRAWING FORMAT	USACE Design Activity title block, format, symbols, etc.
6	SITE AND LOCALITY MAPS	USACE Design Activity to provide.
7	PROJECT AND SAFETY SIGNS	USACE Design Activity to provide, samples included with in Volume 2.
8	GEOTECHNICAL REPORT	USACE Design Activity to provide.
9	EXCERPTS FROM THE INSTALLATION DESIGN GUIDE.	USACE Design Activity to provide.
10	FIRE FLOW DATA	USACE Design Activity to provide.

ATTACHMENTS		
NO.	**TITLE**	**NOTES**
11	LIST OF DRAWINGS	USACE Design Activity to provide.
12	ASBESTOS AND LEAD PAINT SURVEY RESULTS	USACE Design Activity to provide. This attachment will only be used for projects which include demolition requirements.

2-6.2 Technical Specifications. The technical specifications included in the solicitation as Attachment #1 to the statement of work represent the project administration type specifications. Inclusion of USACE guide technical specifications into the design build package is discouraged.

CHAPTER 3
PROJECT DEVELOPMENT AND SITE SELECTION

3-1 PROJECT DEVELOPMENT.

3-1.1 Programming is the responsibility of the military installation, Army Major Command (MACOM), and the Assistant Chief of Staff for Installation Management (ACSIM). The U.S. Army Corps of Engineers (USACE) is responsible for execution. This chapter addresses the process of project development from the perspective of USACE validation of the project developed by the installation, and validated by the MACOM and ACSIM. USACE activities may provide programming assistance on a reimbursable basis and are encouraged to offer this service to the Installations they support. Programming should conform to the requirements of AR 210-50 (reference 3-1), and AR 415-15 (reference 3-2).

3-2 PROJECT PROGRAMMING.

3-2.1 The Department of the Army shall provide suitable facilities for military personnel to service and maintain, service, and repair tactical equipment. In planning, the following should be considered:

3-2.1.1 Project Scope and Cost Limits. The scope of each construction project will provide for land planning, site preparation, design, construction, equipment, and support facilities such as roads, streets, walks, utility systems, parking, and hardstands. The maximum project cost, including supervision and administration costs, are fixed when Congress approves the programming documents.

3-2.1.2 Programming. Close attention must be given to preliminary planning actions. The Department of Defense (DoD) relies on the programming documents which result from preliminary planning accomplished by the military installations to support the program presented to Congress. After legislative enactment, project scope revisions due to inadequate preliminary planning can result in project cancellation.

3-3 PROJECT DOCUMENTATION, REVIEW, AND CERTIFICATION.

3-3.1 The programming document, DD Form 1391, is the product of the investigations described in this chapter. The DD Form 1391 should accurately reflect the project scope in terms of the facility (building) type, facility size limitations, facility development criteria, site development requirements, supporting utility upgrades, sustainability issues, demolition (as applicable), estimated design costs for design build projects and all other anticipated costs to accomplish the project.

3-3.1.1 In accordance with AR 415-15, Paragraph 3-5, (reference 3-2), the USACE Major Subordinate Command (MSC) will review the project documentation submitted by the MACOM for compliance with technical standards, criteria, and cost engineering requirements and realism. This chapter outlines specific requirements which must be checked. This programming documentation review will include a site visit.

3-3.1.2 Once the review has been completed and revisions made, the MSC will forward to the MACOM a statement that the project scope and anticipated costs comply with Army standards, criteria, and cost engineering considerations, that deviations indicated are justified, and that sufficient information is available to commence the RFP process. In addition, this statement will list those outstanding issues that must be resolved before budget submission to prevent project delay or loss.

3-4 ENVIRONMENTAL EFFECTS.

3-4.1 In accordance with the requirements of the National Environmental Policy Act (NEPA) 42 USC 4321-4361 (reference 3-3) environmental effects will be considered in the planning of projects. A

preliminary environmental assessment should be made, by the installation, at the earliest stages of project development. A written environmental assessment will be prepared for all projects and made a part of the planning record. For those projects having a significant impact on the environment, or anticipated to be controversial, an environmental impact statement will be prepared and processed in accordance with DoD Directive 6050.1 (reference 3-4) and AR 200-2 (reference 3-5).

3-5 SITE SELECTION.

3-5.1 Site Selection. Selection of candidate sites must be based on a thorough site analysis. The site analysis consolidates and documents the potential site opportunities and constraints that will ensure the site meets the program requirements. The site analysis should be used to develop a TEMF area development plan that will reflect a compatible and functional area development that emphasizes optimal use of the site elements with the least disruption to the existing natural environment.

3-5.1.1 Installation Real Property Master Plan Documents. The recommendations of the installation Real Property Master Plan which concern the candidate site and/or TEMF in general should be documented.

3-5.1.1.1 Installation Real Property Master Plan. Installation Real Property Master Plans may include TEMF area requirements. Master plans provide comprehensive documentation of existing conditions of the natural, man-made and human resources of the installation as a whole. It guides the future land use development and provides for the orderly growth of the installation. Master planning is accomplished in accordance with AR 210-20 (reference 3-7) and TM 5-803-1 (reference 3-8).

3-5.1.1.2 Installation Design Guide. The Installation Design Guide provides guidelines for creating a visually consistent, harmonious, and attractive installation. The recommendations of the design guide must be considered in the facilities layout and design. The Installation Design Guide is developed in accordance with TM 5-803-5 (reference 3-9).

3-5.1.2 Site Analysis. Provide a documented analysis of on-site and adjacent off-site existing conditions and evaluate the impacts these conditions have on the program requirements. Complete documentation of the analysis and evaluation are important as a thorough site analysis is fundamental to a responsible area development plan and site design. The site survey map is the base map for the site analysis. The analysis and evaluation include the following in accordance with guidance discussed in TM 5-803-14 (reference 3-6):

3-5.1.2.1 Off-Site Conditions.

3-5.1.2.2 Land Use.

3-5.1.2.3 Transportation Systems. A site traffic impact analysis should determine the proper location and design of site access. The analysis should consider the trip generation and design-hour volumes, trip distribution and traffic assignment, existing and projected volumes, capacity analysis, traffic accident analysis, and traffic improvement plan.

3-5.1.2.4 Utilities. Because of the high cost of constructing utility mains, proximity to existing utilities such as water, electricity, gas, storm and sanitary sewer, and provision for gravity flow in storm and sanitary sewers should be discussed. The impact of the proposed project on the existing utility systems and the proximity to existing utilities should be evaluated. The cost of providing appropriate utility support for the proposed project will be addressed.

3-5.1.2.5 Environmental Conditions and Hazards. Clearance from sewage treatment plant. Minimum - conservation safety distances from ordnance activities. Special storm drainage or storm water management requirements.

3-5.1.2.6 Historical or archaeological resources.

3-5.1.2.7 Safety Hazards. Proximity to airfields, ordnance, and other sources of hazards.

3-5.1.2.8 Physical Security. Force Protection Considerations (See specific guidance)

3-5.1.2.9 Sources of Air, Noise, or Light Pollution. Proximity to airfields, highways, and other sources of noise.

3-5.1.2.10 Visual Conditions.

3-5.1.2.11 On-Site Conditions.

3-5.1.2.12 Subsurface Conditions. A geotechnical investigation must be conducted for each project. A site requiring extensive excavation of bedrock should be avoided. Soils should be suitable to support construction project requirements.

3-5.1.2.13 Topography. Sites requiring excessive cut and fill should be avoided.

3-5.1.2.14 Hydrology. Site requiring an elaborate drainage system should be avoided.

3-5.1.2.15 Not Used.

3-5.1.2.16 Climate.

3-5.1.2.17 Microclimate. Potential for passive solar orientation.

3-5.1.2.18 Vegetation.

3-5.1.2.19 Wildlife Habitat.

3-5.1.2.20 Environmental Conditions and Hazards. An investigation should be conducted to determine if the site contains radon or other substances that will impact on the safe use of the site for facilities. Determine that the site is free of Hazardous and Toxic Waste (HTW) to include the following:

3-5.1.2.20.1 Soil contamination.

3-5.1.2.20.2 Underground storage tanks (UST).

3-5.1.2.20.3 Solid waste disposal.

3-5.1.2.20.4 Leaking fuel lines.

3-5.1.2.20.5 Ground water contamination.

3-5.1.2.20.6 Ordnance impact waste.

3-5.1.2.20.7 Former oil and hazardous spill sites, gas leakage, etc.

3-5.1.2.21 Historic or archaeological resources. An archeological investigation should be conducted for sites being considered to ensure that the sites do not include anything that will prohibit their use.

3-5.1.2.22 Visual Conditions.

3-5.1.2.23 Wetlands Protection.

3-5.1.3 Site Opportunities and Constraints. Provide the evaluation as a written and graphic summary of site opportunities and constraints for TEMF. The documentation should show the boundaries and acreage, the number and types of facilities to be situated on the land, any waivers, conditions or restrictions, and the points of connection to the required utility systems. Footprints of the facilities within the site boundaries are not required.

3-6 SITE VERIFICATION.

3-6.1 Based upon the site opportunities and constraints and comparison to the program requirements, verify that the site meets the project requirements. The validation of a site will be in accordance with specific guidance issued for each project in the Code 1 Design Directive. The USACE activity (design agency) should verify, as a minimum, the following planning areas of the selected site:

3-6.1.1 Suitability of the existing utility infrastructure to support the new development.

3-6.1.2 Consideration of the mitigation of negative effects on the environment from the proposed development.

3-6.1.3 Adequacy of the selected site to suit the proposed development

3-7 COST ESTIMATES.

3-7.1 Cost estimates for the site procurement and/or required improvements to the site to support the new development will reflect the impact of the findings from the above investigations. This information must also be forwarded to the MACOM for input into the programming documents.

REFERENCES

3-1 AR 415-50,
3-2 AR 415-15, "Army Military Construction Program Development and Execution," 4 Sept 1998
3-3 National Environmental Policy Act (NEPA) of 1969 (Public Law 91-190), January 1, 1970, 42 USC 4321-4361
3-4 DoD Directive 6050.1, "Environmental Effects in the United States of DoD Actions," July 30, 1979
3-5 AR 200-2, "Environmental Effects of Army Actions," 23 December 1988
3-6 TM-5-803-14, "Site Planning and Design," 14 October 1994
3-7 AR 210-20, "Master Planning of Army Installations," 30 July 1993
3-8 TM-5-803-1, "Installations Master Planning," 13 June 1986
3-9 TM-5-803-5, "Installation Design," 1 March 1981

CHAPTER 4
CODE 1 ACTIVITIES

4-1 PROJECT INITIATION - CODE 1 DIRECTIVE.

4-1.1 Directive. All MILCON project designs are initiated by directive from HQUSACE (CEMP-MA). The Design Code 1 shown on the directive is normally the initial design authorization and allows for selection of a support architect-engineer (A-E), accomplishment of site investigation work including topographic surveys, subsurface and utilities investigations, and other work identified in AR 415-15 (reference 4-3) or, to the extent defined by special instructions of individual directives.

4-1.2 Project Management. The USACE Project Manager (PM), in consultation with the PDT, should establish an overall project schedule as soon as possible after receipt of the Code 1 Directive. Normally, this should be completed within the first 30 days and entered into Project Reporting and Management Information System (PROMIS). Financial management data should be entered in the Corps of Engineers Financial Management System (CEFMS) as well as in PROMIS. The PM is responsible for complying with the requirements of ER 5-1-11 (reference 4-1). The duties and responsibilities described in the following chapters belong collectively to the PM and the members of the project delivery team.

4-1.3 In-house Versus A-E Solicitation Development. The Phase 1 portions of the solicitation should be prepared by the in-house staff whenever possible. The decision whether the technical requirements of Phase 1 of the solicitation are to be developed using in-house staff or by contract A-E is critical to scheduling. All technical criteria, (the statement of work (SOW), and any attachments to the SOW, drawings, Section 00110, PROPOSAL SUBMISSION REQUIREMENTS AND INSTRUCTIONS and Section 00120, PROPOSAL EVALUATION CRITERIA, and any other technical information) are developed by the respective technical specialists from the USACE Design District or the contract A-E firm in close coordination with the customer and user. The preparation of the RFP sections normally referred to as the 'contract' (Section 00010-00800) are prepared by the PDT Contract Specialist with the exception of Section 00110, PROPOSAL SUBMISSION REQUIREMENTS AND INSTRUCTIONS and Section 00120, PROPOSAL EVALUATION CRITERIA. Section 00010 is developed by the CS with input from the PM and the Cost Engineer. The decision on whether to use In-house personnel or an A-E for development of Phase 2 requirements depends on the availability and expertise of in-house technical staff as well as the District expected workload. In-house preparation is the preferred method. Advantages of preparing the RFP documents in-house include:

4-1.3.1 The level of knowledge and understanding of the competitive negotiations and the proper preparation for the source selection process is directly related to staff involvement in the development of the RFP documents.

4-1.3.2 Technical personnel become involved and familiar with the project from the start.

4-1.3.3 Expertise in design-build procurement is developed and maintained.

4-1.3.4 Considerably more cost and staff time may be required for the use of an A/E contractor, providing direction, information, and review of an A-E developed RFP document package.

4-1.3.5 In-house staff should have the needed familiarity with standards, criteria, and installation requirements. Consultant A/E firms are not generally familiar with RFP preparation and performance oriented criteria.

4-1.3.6 The team that prepared the RFP stays with the project, participates in the proposal technical reviews, may participate in the evaluation of proposals, reviews of design submissions after contract award, and provides technical support to the construction field office.

4-1.4 Combination In-House – A-E Solicitation Development. In many instances it may not be possible to completely staff the project team with in-house technical specialists either due to workload or availability of the required expertise. The integration of a team of technical specialists, some from a consultant firm, working with the available in-house technical specialists can provide a suitable solution. In this teaming arrangement it is imperative that the PM focus the team members and orchestrate a responsibility matrix to ensure that all tasks are being addressed by in-house staff or the consultant staff. Of particular concern would be the final assembly of the document and the Quality Assurance Checking to assure completeness and lack of internal conflicts.

4-1.5 Project Delivery Team. The project delivery team is lead by the PM. The team members include the technical disciplines and interested parties needed to successfully execute the project. Composition of the team will change as the project progresses through the two phases of the solicitation. At this initial stage of the project, the project delivery team should include at least the following members:

4-1.5.1 Customer Representative or Customer Project Manager
4-1.5.2 MACOM Representative
4-1.5.3 USACE Project Manager
4-1.5.4 Contracting.
4-1.5.5 Legal.
4-1.5.6 PA/PE supplemented by technical specialists as necessary.
4-1.5.7 Environmental specialist.
4-1.5.8 Construction representatives.
4-1.5.9 Cost Engineer

4-2 SCOPE VERIFICATION.

4-2.1 Scope of Work. The PM should ensure that a complete scope of work is available to the project team developing the RFP document. The first opportunity to accomplish this is through a thorough review of the project DD Form 1391, including the back-up data.

4-2.2 Programming. A comparison of the project DD Form 1391 to the topics addressed in Chapter 3 will provide an outline of things that should have been addressed in the programming of the project.

4-2.3 Clarification. Clarification should be requested from the installation, Army Major Command (MACOM), USACE Major Subordinate Command (MSC), and HQUSACE if conflicts exist or if data are omitted from the documentation.

4-3 PROJECT DEFINITION CONFERENCE.

4-3.1 This initial pre-solicitation development conference is normally held at the installation, and is a directed activity by HQUSACE. The PM schedules the conference with representatives of the user, MACOM, and USACE. This conference is very important because it establishes the procedures and responsibilities for all subsequent activities and identifies the roles of the entire project team. The conference is also the PM's opportunity to ask questions and to satisfy him/herself that the project scope and constraints are accurately reflected in the project DD Form 1391.

4-3.2 The PM is responsible for explaining to the user the Two Phase Design-Build process and his or her role as the leader of the PDT. Unless the user has recently participated in a two phase design build project, he/she may be unaware of the possibilities and restraints imposed by process and the applicable regulations. This lack of knowledge will cause confusion and frustration, and is best addressed at the start of the project. If the PM is not sufficiently knowledgeable about the two phase design-build process he or she shall request support from a local expert from Engineering or Contracting or shall request, fund, and coordinate support from a sister District or from HQ USACE. It is imperative to the success of the project that the customer become familiar with the process and the responsibilities they will have during the entire process.

4-3.3 This initial conference sets the stage for the coming Data Gathering Conferences and Charettes.

4-4 SITE INVESTIGATION.

4-4.1 Drawings. Site Survey drawing(s) at 1:500 [approximately 1" = 40'] showing site boundaries; existing utilities with their sizes; access roads; topographic survey with contours at a maximum spacing of 500 mm [or 2-foot] intervals (Design Districts are encouraged to utilize contours at 250 mm [or 1 foot] intervals where appropriate for the selected site); existing structures; endangered wildlife; wetlands boundaries; specific trees or groups of trees to be retained; areas set aside for future facilities; and the locations of the preliminary soil borings. Installation Real Property Master Plan drawing(s) showing the immediate area of the master plan, project site, surrounding area, primary circulation patterns through the site, mandatory streets (when required), and any other data necessary for site development should be at a smaller scale.

4-4.1 The technical portions of each solicitation should include a Site Analysis and Development Plan. The preliminary identification of these material requirements and their availability should be addressed at the Project Definition Conference.

4-4.3 Site Analysis.

4-4.3.1 Fixed-site boundaries should be indicated that provide the acreage of buildable land that will result in a well developed TEMF. The acreage of buildable land should include provisions for building setback lines, force protection considerations, and construction limits as well as any anticipated expansion requirements.

4-4.3.2 Topography and the preliminary Geotechnical Report will be of such quality and quantity as to permit proposers to prepare their proposals without the need for additional extensive site investigations. Investigations shall be performed to a level which assures adequate information to determine the general type of structure best suited to the site conditions and sufficient to ascertain the costs of the project.

4-4.3.3 Mandatory site planning considerations, such as access to future project sites and any required utility stub-outs and sizing should be determined and indicated as requirements in the STATEMENT OF WORK.

4-4.3.4 Utilities and Energy Studies. Utilities, fuel selection, and energy conservation studies should also be completed under the Code 1 Design Directive.

4-4.3.5 Documented site opportunities and constraints.

4-5 CODE 1 ACTIVITIES MATRIX.

4-5.1 AR 415-15 (reference 4-3) code 1 allows “site investigation work, preparation of pre-design cost estimate, and other pre-design work to the extent defined by special instructions of individual directives. Selection and negotiation (not award) of an architect-engineer (A-E) contract for design is also authorized. The AR has a complete section (para 5-6) that lists what is expected. The PM will ensure that the following activities are accomplished:

CODE 1 ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Verify design start-up funds were provided with the Code 1 Directive. (If not, request funds as soon as possible)		X		

CODE 1 ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
b. Verify the selected site is on the approved Real Property Master Plan. (If not, ask Installation if a request for a Real Property Master Plan revision has been initiated.)	X	X		
c. Provide Real Property Master Plans of the Installation indicating the locations of the existing utilities and roads on and adjacent to the proposed project site.	X			
d. Check to see if a topographic survey and Geotechnical investigation have recently been performed.		X	X	
e. Determine if a topographic survey and/or Geotechnical investigation will be completed by in-house staff or contract A/E. Initiate necessary A/E actions.		X	X	
f. Determine if energy conservation, passive/active solar studies have been completed by the Installation or need to be accomplished.		X	X	
g. Provide any existing fuel and utilities studies applicable to the project site.	X			
h. Obtain confirmation that an Environmental Assessment (EA) or Environmental Impact Statement (EIS), as applicable, has been prepared and approved.		X		
i. Request site category code from the Installation to determine if hazardous materials are present and need to be abated in accordance with AR 200-1 (Reference 4-2)	X	X		
j. Review the project scope and the Programmed Amount (PA). Site development costs can normally be expected to be 25 to 40% of the project cost.	X	X	X	
k. Establish the initial project delivery team.	X	X	X	
l. Develop the project schedule and enter in PROMIS		X		
m. Schedule Project Definition Conference. Notify participants in writing of the meeting date, time, and place.		X		
n. Prepare and Staff Acquisition Plan		X	X	X

REFERENCES

4-1 ER 5-1-11, "Programs and Project Management", 27 Feb 1998
4-2 AR 200-1, "Environmental Protection and Enhancement," 21 Feb 1997
4-3 AR 415-15, “Army Military Construction Program Development and Execution”, 04 Sep 98

CHAPTER 5
DEVELOPING A REQUEST FOR PROPOSALS (RFP)

5-1 DESIGN INITIATION.

5-1.1 Code 3 Directive. The Code 3 Design Directive authorizes the Parametric Effort/Design and the development of budget cost estimate (ENG Form 3086). The Project Manager (PM) is responsible for initiating the request for a Code 3 Design Directive after completion of Code 1 activities. The Code 3 Directive contains special instructions which must be carefully read. These instructions may include requirements of significant impact on the project.

5-1.2 Cost Adjustments. Although the facility cost may be dictated by budget guidance, USACE design activities have the opportunity to revise the cost estimate based on the increased knowledge of the scope and the attributes of the site selected. USACE design activities are required to submit a revised cost estimate, indicating revisions to scope, unique requirements, and/or special site requirements. This submittal shall be made on ENGR Form 3086, and shall be submitted to HQUSACE, not later than 1 August of the program year, and must be submitted prior to the request for Code 7 Design Directive. AR 415-15 (reference 5-1) provides additional information.

5-1.3 Code 7 Directive. The Code 7 Design Directive is the authorization to prepare the RFP documents. No specific RFP development activities shall take place prior to receipt of the Code 7 Design Directive.

5-2 DATA GATHERING CONFERENCES.

5-2.1 Prior to developing the draft RFP the PDT shall hold at least one data gathering conference at the installation. This conference must include all the members of the project team as well as installation local staff familiar with utilities and specific information about the installation and the project site specifically. The PM shall generate an attendance list and agenda for each conference.

5-2.2 The data gathering conference may also be completed as a design charette in which the initial development of the project siting and design requirements are categorized. This charette must include staff from the installation, the MACOM, the USACE design District, the USACE construction Division, as well as any A-E who will be participating in the development of the RFP. The charette is typically held at the installation to allow as many customer participants as possible. The PM shall be responsible for documenting all results and decisions reached at the design charette.

5-2.3 It is imperative that at the completion of the data gathering conference that a list of information still required to complete the draft RFP be identified and the following information identified for each item:

5-2.3.1 Person responsible for obtaining the information
5-2.3.2 Person who requires the information
5-2.3.3 The date the information is required without project schedule slippage

5-3 PREPARING THE DRAFT RFP.

5-3.1 General. Although the solicitation will be issued to industry in two distinct phases, the development of draft RFP should include both phase 1 and phase 2 requirements. Every effort should be made for this draft submission to be complete as possible so that it may be effectively reviewed and that all missing information is clearly identified. See Chapters 6 and 8 for the requirements of each phase of the solicitation.

5-3.2 Project Criteria. The technical portions of the RFP provide criteria for design and construction of the new facilities, site improvements, and utilities. They also set forth the requirements for submitting

proposals, evaluating proposals, stipulates design development requirements, and submission requirements after contract award. The RFP also includes contract clauses, wage rates, special contract requirements, and Contractor Quality Control (CQC) requirements. Drawings are also a part of the RFP showing the project site, boundaries and topography, existing utilities and roadways, and the desired connection points for utilities.

5-3.3 Model RFP. Volume 2 of this document contains a model RFP. The USACE Design District must edit the STATEMENT OF WORK to ensure that the project scope and site specific data are accurately reflected in the RFP. Project requirements and restrictions should be incorporated into the draft document prior to submission for review. Other RFP sections should be reviewed and updated to reflect current contracting requirements. Particular attention should be paid to Section 00110 and Section 00120. Legal and contractual aspects of the procurement require close coordination with the technical requirements of the RFP.

5-3.4 Proposal Submission Requirements. With the development of the RFP, the proposal submission requirements for each phase of the solicitation must begin development in this same period. The development of the proposal submission requirements must be aligned with the evaluation factors and sub-factors chosen for the proposal evaluation. The samples shown in Sections 00110 and Section 00120 (Volume 2) are coordinated. Special care and emphasis shall be placed on maintaining the proposal submission requirements at the lowest level possible which will allow the Government sufficient confidence that the proposal addresses the needs of the Government. Excessive proposal submission criteria discourages participation by potential offerors in the project. Once completed, the proposal submission requirements become part of the source selection plan.

5-3.5 Evaluation Criteria. With the development of the RFP, the proposal evaluation criteria for each phase of the solicitation must begin development in this same period. This evaluation criteria shall be based on the acceptable model contained in Section 00120 in Volume 2. Using that information as a basis, the PM should facilitate a 'brainstorming' session with the entire PDT to validate the importance of the various evaluation factors, sub-factors, and elements included. Rated evaluation criteria utilized must be true discriminators between proposals. Once completed, the evaluation criteria becomes part of the source selection plan and determines the relative importance and rankings of the various technical and offeror capability aspects of the proposals. This evaluation criteria must reflect the requirements of Phases 1 and 2 of the solicitation.

5-3.6 Cost Estimate. With the receipt of the Code 7 Design Directive and the preparation of the draft RFP, the Cost Engineering Activity of the Design District should begin work on preparing and completing the construction cost estimate. This cost estimate must include provisions for the design costs which will be included in the proposals from contractors. Additionally, the Current Working Estimate (CWE) must also include the Government review costs to support the review of the designs provided by the contractor after award. The final cost estimate should be completed and forwarded to Contracting Division, with a copy to the PM, prior to receipt of proposals.

5-4 DRAFT RFP REVIEW AND COORDINATION.

5-4.1 Distribution. Upon completion of the draft RFP, copies should be distributed for review to the Major Army Command (MACOM), installation, and USACE in-house staff including design, counsel, construction, and contracting. This process should ensure that project requirements have been accommodated and that the RFP is current and complete in all aspects. Comment submission requirements for reviewing agencies will be established by the PA/PE. Twenty-one calendar days should be adequate for review of the draft RFP and receipt of comments.

5-4.2 The USACE design activity will finalize and submit a concept design level cost estimate (ENG Form 3086) based on the draft RFP, including site specific support costs, to HQUSACE by 1 July of the design year. The USACE design activity will assure compliance with the approved project DD Form 1391 and highlight any scope or cost changes on the ENG Form 3086

5-5 DRAFT (PRE-FINAL) RFP COORDINATION MEETING.

5-5.1 Review Comments and Meeting. The PA/PE is responsible for assembling the review comments. Following receipt of comments, an RFP coordination meeting should be held at the installation where the project is to be constructed. Each reviewing agency should be provided advance notification of the meeting place, time, and date to afford maximum participation and involvement.

5-5.2 Procedure. The PA/PE should have available, at the meeting, sufficient copies of the review comments for distribution to the attendees. The PA/PE will act as chairman of the meeting and will prepare and distribute minutes of the meeting indicating the agreed upon disposition of each review comment. All comments must be answered. Particular attention shall be paid to customer comments and concerns to ensure that customer input is maintained at all times during the RFP development.

5-6 FINAL RFP REVIEW AND COORDINATION.

5-6.1 Upon completion of the draft RFP review and coordination, the RFP document shall be finalized to include all revisions required in response to review comments as well as any information which was not available during the development of the draft. A final RFP package shall be developed and copies should again be distributed for review to the Major Army Command (MACOM), installation, and USACE in-house staff including design, counsel, construction, and contracting. Comment submission requirements for reviewing agencies will be established by the PA/PE. Fourteen calendar days should be adequate for review of the final RFP and receipt of comments.

5-6.2 A Value Engineering study of the final RFP document shall be completed prior to advertisement. This Value Engineering study is mandatory for all projects over $2 million in construction cost.

5-6.3 COE Review. The final RFP document shall be provided to Construction for review and preparation of the BCOE Certification prior to the advertisement of the project.

5-6.4 Electronic Bid Set (EBS) Requirements. The PA/PE shall review the format of all materials which will be incorporated into the advertised solicitation with respect to EBS considerations. Coordination with the PDT Contract Specialist is required to ensure timely development of the electronic representation of all the RFP requirements.

5-6.5 Quality Assurance. It is imperative that the solicitations developed receive a quality assurance check prior to their issuance. The project management plan shall include provisions for a quality assurance check. The PDT should consider utilizing a sister District with Design-Build expertise or some other independent reviewer for this check.

5-6.6 Final RFP Review and Coordination Meeting. Any comments generated during the review of the final RFP shall be resolved at the Final RFP Review meeting. This is the last opportunity for the PDT to include or remove requirements from the RFP prior to advertisement.

5-7 SOURCE SELECTION PLAN DEVELOPMENT.

5-7.1 A source selection plan shall be developed for each project. The source selection plan shall review and include all proposal evaluation information as well as the following information.

5-7.1.1 A description of what you are buying
5-7.1.2 A description of the source selection evaluation process
5-7.1.3 Planned presolicitation activities
5-7.1.4 The proposed evaluation factors and their relative importance
5-7.1.5 The source selection milestones
5-7.1.6 The proposal submission requirements
5-7.1.7 Evaluation/rating information – worksheets
5-7.1.8 The basis for award

5-7.2 Sample Source Selection Staffing and Responsibilities. Each of the members of the SSEB shall receive a Notice of Appointment Memorandum from the Contracting Officer. This notification shall require their signature and return to the CS. The memorandum will outline the responsibilities of the position as well as include the requirements for Nondisclosure, Procurement Integrity, and the specific operating rules of the SSEB. Signed copies of this memorandum shall be kept in the Contract File.

5-7.3 Upon completion of the source selection plan it shall be staffed through District Council and the Contracting Officer for review, approval, and signature. This source selection plan must be approved and signed prior to issuance of the solicitation. Where the Contracting Officer has appointed a separate Source Selection Authority, the review, approval, and signature on the source selection plan shall be accomplished by that individual.

5-7.4 If required, the Source Selection Authority shall designate in writing the individuals who will serve on the Source Selection Evaluation Board. These board members must sign the appointment memorandum which explains the duties and responsibilities of the board members. These signed appointment memorandums shall become part of the contract file.

5-8 ACQUISITION REGULATIONS AND SOURCE SELECTION.

5-8.1 Those involved in the preparation of any portion of the RFP must be familiar with the process of contracting by negotiation as detailed in FAR 15 (reference 5-2). When preparing the RFP, the goal should be to negotiate a successful source selection with a minimum of administrative complexity. A clearly developed RFP and source selection plan will minimize protests associated with competitively negotiated contracts. Protests result from both errors and omissions in the RFP package, as well as from flaws in the Government's source selection process. The following issues must be considered when preparing the RFP:

5-8.2 FAR 15.209 (reference 5-3) requires the Contracting Officer to state whether the Government intends to award with or without discussions. Serious consideration must be given to the proper alternate selected for use in FAR 15.504 (reference 5-4). Use of the basic clause is encouraged.

5-8.2.1 Alternate I states that proposals will be evaluated with, and award made after discussions with the offerors. Alternate I encourages discussions. This alternative describes the situation which occurs most frequently, and may occur even when the basic clause is specified. Since the basic clause would allow discussions if they became necessary, the selection of Alternate I is discouraged.

5-8.2.2 The basic clause states that proposals will be evaluated and award made, without discussions with offerors. This alternate also reserves the right of the Government to conduct discussions if it is later determined to be necessary by the Contracting Officer. Experience with previous solicitations indicates that award based on initial offer, without discussions, is rarely possible.

5-8.3 Evaluation Factors. The RFP must state the evaluation factors and any significant sub-factors for each phase, that will be considered in making the source selection and their relative importance. FAR 15.304 (reference 5-5) states that all evaluation factors, which will have a significant impact on the source selection decision, must be included in the solicitation. Offerors must be told of the minimum requirements that apply to a particular evaluation factor or sub-factor, and their relative importance in the evaluation process. FAR 15.304 (reference 5-5) states that the solicitation must clearly state the relative order of importance of all evaluation factors and any significant sub-factors. Evaluation factors and sub-factors may not be described using numerical weights (reference 5-6). A descriptive phrase shall be included, such as, "sub-factors listed in descending order of importance" or "sub-factors are of equal importance" or “this factor is the most important”. See Volume 2, Section 00120, for an acceptable model.

5-8.4 Importance of Price. Each negotiated solicitation must describe the relative order of importance of price to the technical evaluation criteria. Offerors must be told whether price is more, less, or of equal

importance to the technical evaluation factors. If the relative order of importance is not stated, price and technical factors must be treated equally. See Volume 2, Section 00100, for an acceptable model.

5-9 CODE 7 ACTIVITIES MATRIX.

5-9.1 The PM will ensure that the following activities are accomplished:

CODE 7 ACTIVITIES	Activity Lead			
	Customer	PM	PA/ PE	CS
a. Distribute copies of the model RFP to In-House USACE personnel or support A-E firm for initial review and editing.			X	
b. Distribute copies of the project DD Form 1391 to In-House USACE personnel or support A-E defining the scope of work.		X		
c. Schedule the initial Data Gathering Conference or Charette to begin RFP development.		X		
d. After initial editing of the draft RFP, distribute to appropriate reviewing agencies including the MSC, MACOM, the Installation, and the USACE construction activity (when design and construction are split)			X	
e. Request comments from all reviewing agencies for incorporation into the final RFP.			X	
f. Schedule a draft RFP coordination meeting to discuss incorporation of review comments into the RFP.			X	
g. Distribute draft review comments to In-House USACE personnel for incorporation into the final RFP.			X	
h. After editing of the draft RFP, distribute the final RFP to appropriate reviewing agencies including the MSC, MACOM, the Installation, and the USACE construction activity (when design and construction are split)			X	
i. Request comments from all reviewing agencies for incorporation into the RFP.			X	
j. Schedule a final RFP coordination meeting to discuss incorporation of review comments into the RFP.			X	
k. Distribute final review comments to In-House USACE personnel or support A-E for incorporation into the final RFP.			X	
l. Submit ENGR Form 3086 to HQUSACE, not later than 1 August of the design year.		X	X	
m. Start Source Selection Plan.		X	X	
n. Not Used				
o. Complete cost estimate and forward to Contracting Division			X	
p. Begin development of the Source Selection Plan		X	X	X

REFERENCES

5-1 AR 415-15, "Army Military Construction Program Development and Execution," 9/4/1998
5-2 FAR Part 15, "Contracting By Negotiation"
5-3 FAR 15.209, "Solicitation Provisions and Contract Clauses"
5-4 FAR 15.504, "Award to Successful Offeror"
5-5 FAR 15.304, "Evaluation Factors and Significant Subfactors"
5-6 PARC Memorandum dated March 5, 2001

CHAPTER 6
ADVERTISING PHASE 1 OF THE RFP

6-1 DIRECTIVES.

6-1.1 The Code 7 Design Directive is the authorization to complete the RFP. Once the RFP document has been completed, the next directive issued will provide the authority to advertise the project. Normally this is done in response to a request from the Design District indicating that they are ready and requesting the authority to advertise. A CWE for the project should be included with the request to issue advertisement authority.

6-2 OVERVIEW OF THE TWO PHASE DESIGN-BUILD PROCESS

6-2.1 Projects shall be solicited using the two-phase design-build process (FAR 36.3 reference 6-2) since technical proposal costs are expected to require a substantial expense and more than three offerors are expected for each project.

6-2.2 Phase I of the solicitation requires offerors to submit a “Qualifications” proposal only. FAR 36.3 (reference 6-2) lists the following evaluation factors to be considered in evaluating Phase I proposals. They include:

6-2.2.1 Specialized experience and technical competence
6-2.2.2 Capability to perform
6-2.2.3 Past performance of offeror’s team
6-2.2.4 Technical approach to the RFP project design criteria

Following receipt and evaluation of the Phase 1 proposals, up to five of the highest rated offerors will be selected and forwarded to participate in Phase 2 of the solicitation.

6-2.3 The Phase 1 portions of the solicitation shall include, as a minimum, the information shown below. While it is permissible and a benefit to the potential proposers, the inclusion of the complete technical requirements package during Phase 1 of the solicitation is not mandatory.

6-2.3.1 The scope of work;
6-2.3.2 The basis of award;
6-2.3.3 The phase-one evaluation factors, including--
- 6-2.3.3.1 Technical approach (but not detailed design or technical information);
- 6-2.3.3.2 Technical qualifications, such as--
  - 6-2.3.3.2.1 Specialized experience and technical competence;
  - 6-2.3.3.2.2 Capability to perform;
  - 6-2.3.3.2.2 Past performance of the offeror's team (including the architect-engineer and construction members); and
- 6-2.3.3.3 Other appropriate factors (excluding cost or price related factors, which are not permitted in Phase One);

6-2.3.4 Phase-two evaluation factors;
6-2.3.5 Proposal submission requirements for Phase 1 and Phase 2;
6-2.3.6 A statement of the maximum number of offerors that will be selected to submit phase-two proposals. The maximum number specified shall not exceed five unless the contracting officer determines, for that particular solicitation, that a number greater than five is in the Government's interest and is consistent with the purposes and objectives of two-phase design-build contracting.

6-2.4 Phase Two of the solicitation shall be prepared in accordance with FAR Part 15, and shall include phase-two evaluation factors. Examples of potential phase-two technical evaluation factors include design

concepts, management approach, key personnel, and proposed technical solutions. Phase Two of the solicitation shall require submission of technical and price proposals, which shall be evaluated separately, in accordance with FAR Part 15.

6-3 ADVERTISING.

6-3.1 After all required information is obtained and approvals received synopsize in the Federal Business Opportunities (FedBizOps) utilizing the Army Single Face to Industry (ASFI) website (www.acquisition.army.mil) and through the Contracting Divisions internet Electronic Bid Set (EBS) site. With large projects, competition can be expected on a nationwide basis.

6-3.2 The synopsis must be in the FedBizOps 15 days prior to issuance of the solicitation. Allow approximately 21 days from the transmittal of the synopsis to FedBizOps to issuance of the solicitation to allow FedBizOps to publish the synopsis. The FedBizOps posting must also include target ceiling or ceiling cost for award.

6-3.3 Issue the solicitation package to prospective offerors through the EBS system in place at the respective Design District.

6-3.4 Normally, an 8-week proposal period is adequate for preparation of proposal information.

6-4 QUESTIONS DURING PHASE ONE PROPOSAL PERIOD.

6-4.1 Point of Contact. The RFP will designate the Contract Specialist as the single point of contact for offerors who have questions regarding the RFP. The solicitation shall include the name, address, phone number, FAX number, and e-mail address of the CS. The CS will, insofar as possible, answer questions by reference to the RFP itself, and will carefully avoid making any statement that could be construed as interpreting or modifying the terms of the RFP. A written record of all questions and answers must be maintained and kept in the official contract file.

6-4.2 Errors and Misunderstandings. If questions arising during the proposal period indicate an error in the RFP, or any point upon which serious misunderstanding by offerors could occur, a formal amendment should be issued to all holders of proposal packages, clarifying the points in question.

6-4.3 Amendments. Every effort should be made to prepare the RFP in such a manner to minimize the number of amendments necessary, particularly in the Phase 1 process. The content of each amendment should be reviewed to ensure clarity of intent.

6-4.4 Responses to Written Questions. All written questions submitted to the USACE Design activity should be cataloged and responded to in writing and those questions and answers furnished to all plan holders. It is imperative that all potential proposers receive the same information, at the same time.

6-4.5 Phase 1 Pre-Proposal Conference. If the subject project includes complex Phase 1 submittal requirements or the overall project is considered complex, a pre-proposal conference may be beneficial to the potential offerors. The decision to have a pre-proposal conference shall be made by the PM prior to the issuance of the Phase 1 solicitation.

6-5 SOURCE SELECTION.

6-5.1 The selection process can be complex, and if not followed precisely, can lead to re-procurement or cancellation of the contract due to incorrect procedures or protests. Familiarization with FAR 15 (reference 6-1) will assist those involved in the selection process in avoiding potential problem areas. A source selection plan must have been prepared and be approved by the Source Selection Authority prior to issuance of the solicitation.

6-6 AUTHORITY TO ADVERTISE ACTIVITIES MATRIX.

6-6.1 The PM will ensure that the following activities are accomplished:

AUTHORITY TO ADVERTISE ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Verify that the date, time, and location for proposal receipt is included in the RFP.			X	X
b. Verify that all RFP review comments have been incorporated or otherwise resolved to the reviewer's satisfaction.			X	X
c. Review basis of award stated in the RFP to ensure it is clear.		X	X	X
d. Review the explanation of the evaluation process in the RFP to ensure that it is clearly defined.		X	X	X
e. Verify that the RFP had a final Contracting and Legal review		X		X
f. Prepare Source Selection Guidelines for review and approval.			X	X
g. Verify that Source Selection Plan is completed.		X		X

REFERENCES

6-1 FAR Part 15, "Contracting By Negotiation"
6-2 FAR Part 36.3 "Two-Phase Design-Build Selection Procedures"

CHAPTER 7
RECEIVING, EVALUATING AND SELECTING PHASE 1 PROPOSALS

7-1 PLANNING FOR THE RECEIPT OF PHASE ONE PROPOSALS AND EVALUATION.

7-1.1 Receipt of Proposals. The date and time for receipt of phase one proposals will be established in the RFP. The PDT should use this date as a milestone from which to set the tentative dates for the evaluation.

7-1.2 Contracting Officer Approval. The source selection guidelines must have been written, reviewed by counsel, and approved by the Contracting Officer prior to issuance of the final RFP.

7-1.3 Proposal Review. When the date for receipt of proposals is finalized, the PM should identify and begin selecting the phase I review team, and block out time for reviews. Prompt handling of proposals is necessary to assure that the review is complete and written comments prepared in an expedient manner.

7-1.4 Logistics For Evaluation of Proposals

7-1.4.1 Location. Evaluation of proposals may be held at the USACE activity or at the project Installation. Use of the USACE activity meeting space is difficult due to possible interruptions and demands on the evaluation staff from their normal positions, however, the use of District conference space will likely provide the most suitable Internet access capability. The PM must ensure that all evaluation team members understand the importance of the evaluation procedures and agree to dedicate 100% of their time to the project during the evaluation process.

7-1.4.2 Hotel. The evaluators may be in temporary duty status and will need hotel reservations. The PA/PE is encouraged to make inquires with local hotels to obtain the best accommodation package to serve the evaluation team.

7-1.4.3 Conference Room. The conference room should be comfortable and well lighted, but foremost it must provide a secure location for evaluating and storing proposals. Adequate workspace shall be provided for each evaluator allowing for review of submitted materials and the generation of evaluation comments. The evaluation team may wish to work longer than an eight hour day, and the conference room should be available on a twenty-four hour basis. Coordination with the Contracting Division is required to obtain the conference room.

7-1.4.4 Telephone and Internet Access. Meeting space chosen for this evaluation must have at least a single dedicated telephone (voice) line to allow for telephonic interviews and a dedicated internet access port for each member of the evaluation team. The PM shall coordinate with each evaluator, well prior to the evaluation period, as to the required computer and internet support. If the evaluators bring their own laptop or personal computers, the PM shall coordinate with the appropriate District staff to ensure compatibility with the internal District LAN/WAN requirements. If the evaluators are not able to bring personal computers, the PM shall ensure that suitable computer resources are available in the evaluation room to enable the evaluators to independently complete the review process. The provision of Internet access and computer support is critical to the success of the Phase I evaluation process.

7-1.5 Source Selection Requirements. The Source Selection Authority shall formally establish an evaluation group structure appropriate to the requirements of the particular solicitation. Working with the Contracting Division, the PM should develop a list of recommended personnel to participate in the evaluation. Each participating agency will be contacted and asked to provide the names of individuals designated to represent their agency. Composition of the evaluation team shall ideally consist of

individuals with experience in design build construction. The evaluation team shall consist of at least four, and not more than six individuals with appropriate experience in design and construction projects.

7-1.5.1 Composition of the Evaluation Team. The evaluation team shall be composed of not less than four and not more than six members representing the USACE design activity, the USACE construction activity, the Installation DPW, the ACSIM, and one or more technical experts from another District with design build experience. As soon as the names of the evaluation team members are finalized, the PA/PE will have their names added to the list of RFP package holders, and will provide a copy of the RFP and amendments to them prior to the evaluation.

7-1.5.2 Travel, per diem, and salary costs for evaluation team member's participation are funded from project design costs. Military Interdepartmental Purchase Requests (MIPR) should be forwarded to the participating evaluation team members in sufficient time to permit processing of travel orders.

7-2 LEGAL AND CONTRACTING REVIEW.

7-2.1 General Conformity. Proposals must be opened by the Contracting Division. Proposals must not be opened publicly. The Contracting Division will also review proposals to ensure that the required personnel and performance data for each proposal are provided in accordance with Section 00110, PROPOSAL SUBMISSION REQUIREMENTS AND INSTRUCTIONS.

7-2.2 Cost Information. No cost information shall be included with the Phase 1 proposal.

7-2.3 Non-Disclosure. All evaluators are required to sign a certificate which includes procurement integrity, nondisclosure, standards of conduct, and conflict of interest provisions before they receive proposals for review. In addition to reviewers, any and all personnel who see the proposals must sign the required certificates.

7-3 EVALUATING OFFEROR PERFORMANCE CAPABILITY.

7-3.1 An offeror's performance capability may be determined by evaluating design, construction and management personnel qualifications, relevant corporate experience, past performance information, financial capability, and organizational structure proposed for the project. FAR 15.304 (reference 8-3) specifically permits evaluating such relevant factors. The management review should involve Government representatives experienced in construction management and design. Complete documentation of strengths and weaknesses of each proposal for each factor and subfactor is extremely important. A performance capability evaluation format is provided at Appendix A. It is extremely important to set up and follow a prescribed evaluation process to avoid possible potential conflicts later and avoid time consuming protests.

7-3.2 Past Performance. As a part of the Phase 1 evaluation process the Government representatives shall review the offeror reference questionnaires which have been provided to the Contract Specialist. Each proposal must have at least three reference questionnaires received. Where less than three are received, the offeror will receive a lesser rating for this factor. It is the offeror’s responsibility to ensure that his or her references return the required information. If a particular offeror does not have past performance information to provide, this offeror should so indicate in his/her proposal and shall be provided a neutral rating. The lack of past performance information is not the same as the failure of an identified reference to complete and provide the reference questionnaire required.

7-3.3 Recent Relevant Experience. The offeror shall provide a list of past projects on which they were involved within the last three to five years which the offeror feels are relevant to the project under consideration. Design Districts may lengthen the amount of time permissible for inclusion of recent relevant experience projects.

7-3.4 Key Personnel. This information provided at Phase 1 will only address the key individuals for construction and design. For Construction, these individuals typically include the prospective

superintendent and Quality Control Officer or other individuals associated with the management of the contract. For design areas, only the designers of record will be included.

7-3.5 Narrative Approach Information. The offerors will provide narrative information which addresses the project, the home office support, the resources available to this project, and an organizational chart. This information should also demonstrate the proposers knowledge and capability in the design build arena and his knowledge and capability to utilize fast track design-build procedures.

7-3.6 Other Sources. Section 00120 shall include language to make the contractor aware that the Government will use other sources of performance/capability information. Typically those sources could include ACCASS, CCASS, owner references, owner interviews, and direct knowledge. ACCASS and CCASS ratings will be assembled by the Contract Specialist and provided to the Phase I evaluation team at the initial meeting. The evaluation team shall review the materials available for evaluation and determine the need and extent for owner interviews and contacts with previous clients identified by the proposers. If the evaluation team decides to perform telephonic interviews, the same individuals shall make all reference calls and provide feedback on each to the entire group. It is important that this function not be delegated to multiple individuals since each individual will inherently have a different evaluation experience in this highly subjective area.

7-3.6.1 Telephonic Interviews: Where possible, it is recommended that the entire evaluation team participate in the in the interviews through a speaker phone. A single “spokesperson” would be identified but all team members would hear the same information and be given an opportunity to ask any questions of the interviewees.

7-3.7 This evaluation process must include complete documentation on all ratings which are defendable and represent a significant or important aspect of the proposal or package. Since offerors face potential elimination from further competition at the completion of this stage, the CS and the PA/PE shall make certain that sufficient information is contained in the selection memorandum to support the selection of the contractors (up to five) who go forward and the elimination of those who will not continue to Phase 2.

7-3.8 Evaluation factor weights shall be described in terms of adjectives. In no case shall numerical or percentage scores be used in this process.

7-4 PROPOSAL EVALUATION PROCESS

7-4.1 The proposal evaluation process includes several key elements which are necessary to ensure success of the project and conformance with the Source Selection Plan. These same steps shall be accomplished in both Phase 1 and Phase 2 evaluations. These basic steps are as follows:

7-4.2 Conduct Training. Training should be provided for all staff who will participate in the evaluation of the proposals. This training shall center on the definition of the design build process and familiarity with the specific solicitation. The training will explain the overall evaluation process and stress to the participants the importance of comments and documentation of each proposal’s strengths, weaknesses, and risks.

7-4.3 Perform Initial Screening of Proposals. Upon receipt of proposals, the Contract Specialist shall conduct an initial screening of the proposals to ascertain if the proposal includes all the information and material required. Proposals which do not include the necessary information or provide the correct number of copies may be excluded from consideration.

7-4.4 Identify and Document Proposal Ambiguities and Inadequate Substantiation. Evaluators shall review the proposals to identify ambiguous language or areas where the Offeror has not provided sufficient information to allow a quality evaluation and rating to be accomplished. Instances shall immediately be discussed with the PDT Contract Specialist for instructions on procedures.

7-4.5 Identify and Document Deficiencies, Strengths, Weaknesses, and Uncertainties. All members of the evaluation team shall each review each proposal. Any strengths, weaknesses, deficiencies, or uncertainties shall be identified and documented to allow discussions during the consensus evaluation meeting to take place at the end of the evaluation period.

7-4.5.1 Definitions:

Proposal Deficiency: A material failure of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level. Examples of deficiencies include statements by the offeror that it cannot or will not meet a requirement; an approach that clearly does not met a requirement, or an omission of data required to assess compliance with a Government requirement.

Proposal Strength: An aspect of a proposal that appreciably decreases the risk of unsuccessful contract performance or that represents a significant benefit to the Government.

Proposal Weakness: A flaw in the proposal that increases the risk of unsuccessful contract performance. A "significant weakness" in the proposal is a flaw that appreciably increases the risk of unsuccessful performance.

Uncertainty: Any aspect of the proposal for which the intent of the offeror is unclear because there may be more than one way to interpret the offer or because inconsistencies in the offer indicate that there may be an error, omission, or mistake. Examples include a mistake in calculation or measurement and contradictory statements.

7-4.6 Evaluation of all Non-Cost Factors. Following completion of the individual evaluators review, all quality evaluators shall meet to discuss results and select appropriate adjectival evaluations to each of the proposals in each of the factors. Final adjectival selections must be done by consensus unless the evaluators cannot agree, at which time, the evaluators shall prepare a majority and minority opinion on the particular proposal and evaluation factor. This information will be forwarded to the Source Selection Authority.

7-4.7 Prepare a Summary Evaluation Report. The final step of the evaluation process is the development of a summary report which lists all factor ratings for all proposals as well as providing a detailed listing of strengths and weaknesses of each proposal.

7-5 PROPOSAL EVALUATION STANDARDS.

7-5.1 Evaluation standards are guides for evaluators to measure how well each offeror has addressed the requirements set forth in the solicitation. Using standards facilitates evaluation against a common basis, thereby minimizing bias that can result from an initial direct comparison of proposals. The following rating scale will be used for the phase 1 proposals:

RATING	EXPLANATION
Unknown Performance Risk	Past performance information provided does not provide sufficient depth and breadth of experience to allow a definitive rating.
Outstanding/Very Low Performance Risk	Based on the offeror's performance record, no doubt exists that the offeror will successfully perform the required effort.

Above Average/Low Performance Risk	Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.
Satisfactory/Moderate Performance Risk	Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort. Normal contractor emphasis should preclude any problems.
Marginal/High Performance Risk	Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort.
Unsatisfactory/Very High Performance Risk	Based on the offeror's performance record, extreme doubt exists that the offeror will successfully perform the required effort.

7-6 PHASE 1 SELECTION MEMORANDUM

7-6.1 Compilations of proposal strong/weak points, evaluation ratings, and any items requiring additional information or clarification will be used by the PM or the Contract Specialist to prepare the Phase 1 Selection Memorandum. The selection memorandum will address all offerors, considering the results of the Phase 1 evaluation team. Review and approval of the Phase 1 selection memorandum is required before the potential offerors are notified of the outcome of the Phase 1 evaluations.

7-6.2 Evaluation Ratings. After evaluation of proposals has been completed, the PA/PE will compile the final consensus ratings developed for each proposal including all documentation of the strengths and weaknesses and forward them to the Contracting Division. Items identified by the evaluators which may require clarification by the offerors should be directed to the Contracting Division for resolution. The Contracting Division will also open, close, and document all clarifications with the offerors. All these items become part of the report of the Source Selection Evaluation Board and the Phase 1 Selection Memorandum.

7-6.3 Up to five (5) offerors may proceed into Phase 2 of the process and be requested to provide a technical and cost proposal, as well as additional capability information for the project.

7-7 PHASE 1 CONTRACTOR NOTIFICATIONS

7-7.1 Following completion and approval of the Phase 1 Selection Memorandum, the CS shall prepare notification letters for all the offerors who provided proposals in Phase 1 of the process. The notification letters shall indicate the result of the Phase 1 evaluation with respect to competing in Phase 2 of the process.

7-7.2 Proposals which are determined to represent the most qualified (up to 5) candidates of those proposals received shall be notified in writing of their selection and provided with the Phase 2 technical requirements, the additional capability information requirements, a price proposal schedule and any changes to the original solicitation. If Phase 2 information is not immediately available, the written notification shall include the date the materials shall be provided. In any case, the delay between the notification of participation in Phase 2 and the offeror's receipt of the technical requirements should be minimal.

7-7.3 Proposals which have been evaluated and which are not being included in Phase 2 of the project shall receive written notification of their elimination from further competition. The notification letter shall include the contractor's options with respect to debriefings (post vs. pre-award) and shall not disclose

any further information concerning the solicitation or other offerors. See Chapter 12 for further information regarding debriefing of offerors.

7-8 DRAFT PHASE 2 ISSUANCE

7-8.1 Following the completion of Phase 1 activities and the selection of the offerors to proceed into Phase 2, the Government may issue a "draft" Phase 2 to the potential offerors to allow them to comment on content, ambiguities, difficult site and geotechnical conditions, or excessive proposal requirements. This step may help avert problems later in the process by identifying major questions and concerns of the offerors prior to the contractual issuance of the Phase 2 amendment when there is still time to make corrections or adjustments. The decision to utilize a "draft" Phase 2 process rests with the PM, with consultation from the PDT, and only with the consultation and complete endorsement by the customer.

7-9 PHASE 1 ACTIVITIES MATRIX

7-9.1 The PM will ensure that the following activities are accomplished:

PHASE 1 PROPOSAL RECEIPT AND EVALUATION ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Prepare review worksheets for evaluations.			X	
b. Meet with In-House USACE staff to set time frame for evaluation and operating procedures.			X	
c. Assure sufficient copies of the solicitation are available for the evaluators.			X	
d. Track the schedule, receipt, and review of proposals by Contracting Division		X		
e. Receive proposals from Contracting Division and make available to the evaluators.			X	
f. Physically set up the evaluation space including adequate administrative supplies.			X	
g. Discuss the project with the evaluation team. Review the operating rules. Outline the necessity for the written identification of strengths and weaknesses of each proposal.		X	X	X
h. Convene the Phase I evaluation team.		X		X
i. Ensure proposals are returned and accounted for following the evaluation procedures.			X	X
j. Obtain written comments from each evaluator before they are dismissed.			X	X
k. Assemble all comments for each proposal, from each evaluator, regarding strengths and weaknesses, For any items to be determined to be 'non-conforming' particular comments must address the proposal and the specific solicitation requirement which has not been met.			X	X
l. Forward initial report to Contracting Division for it's use in preparing the Phase 1 Selection Memorandum. Include the following: consensus worksheets, recommended ratings, narrative comments, a list of potential discussion items and questions, and a list of any items requiring clarification.			X	X
m. Return proposal materials to Contracting Division for access control.			X	X
n. Complete and forward for review and concurrence the Phase 1 Selection Memorandum.				X
o. Provide written notification for each of the offerors indicating the				

PHASE 1 PROPOSAL RECEIPT AND EVALUATION ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
results of Phase 1 evaluations.				X

REFERENCES

8-1 FAR 3.104, "Procurement Integrity"
8-2 FAR 15.306, "Exchanges with Offerors after Receipt of Proposals"
8-3 FAR 15.304, "Evaluation Factors and Significant Subfactors"

CHAPTER 8
ISSUING THE PHASE 2 AMENDMENT

8-1 PHASE 2 AMENDMENT CONTENTS.

8-1.1 An amendment shall be issued to the original solicitation after the completion of all Phase 1 activities. This amendment shall include all technical requirements of the project, any additional capability information required, the cost/price proposal schedule, and any other information necessary for the contractors to prepare their proposal.

8-1.2 The technical information provided to the contractors shall include the narrative scope of work, site utility and topographic information, Geotechnical Report, any drawings, HTRW surveys (where applicable), the Phase 2 submission content requirements (if not included with the original solicitation), and other project specific data or requirements deemed necessary to prepare a complete proposal.

8-1.3 The price proposal schedule shall include all items for which a separate cost is desired. This schedule can also include optional items, however, the list of optional items should be kept to an absolute minimum to minimize the impact on the offerors. If a detailed cost breakdown is required to be submitted consideration should be given to allowing the offerors an additional three (3) to five (5) calendar days to formulate and document their price proposal.

8-1.4 Normally, an 8-week proposal period is adequate for preparation of technical proposals using a predominately functional (nominal) development of the statement of work and requirements. The complexity of the project and the degree of information developed by the Government and issued to the contractors shall also be considered in determining an acceptable proposal preparation period.

8-2 PRE-PROPOSAL CONFERENCE.

8-2.1 Purpose. Offerors normally engaged in the construction industry may not be knowledgeable about competitive negotiation procedures, especially the two phase source selection acquisition method used by the Government. As a result, the pre-proposal conference is very important. The conference, however, must be conducted with skill and caution. The purpose of the conference is to explain and clarify the technical requirements of the solicitation and the contracting procedures. Conference agenda and recommended activities are described in Chapter 9 of Volume 1 of this document.

8-2.2 Time, Place, and Preparation. The conference should be held within the first quarter of the proposed time for preparation of phase two proposals and the date, time, and location must be included in the Phase 2 amendment. The conference should be held at the installation where the project is to be built, if possible. Representatives from the installation should be invited to the pre-proposal conference. A tour of the site must always be made available to the offerors prior to the proposal submission date. Government provided transportation, such as a bus, is needed to transport the attendees to and from the project site from the conference site.

8-3 ACTIVITIES MATRIX.

8-3.1 The PM will ensure that the following activities are accomplished:

PHASE 2 AMENDMENT ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Finalized Pre-proposal Conference details including transportation to the project site.		X		
b. Review basis of award stated in the RFP to ensure it is clear.		X	X	X
c. Review the explanation of the evaluation process in the RFP to ensure that it is clearly defined.		X	X	
d. Verify that all drawings are complete and ready to publish.			X	
e. Check that the special requirements from the Installation are incorporated into the final Statement of Work.			X	
f. Verify that the RFP had a final Contracting, Legal, and BCOE review		X		
g. Verify that the wage rates are current and appropriate.			X	X
h. Verify that the amount of funds available for construction are identified in the amendment price proposal schedule.			X	
i. Verify that Source Selection Plan is being followed.		X		

CHAPTER 9
PHASE 2
PROPOSAL PREPARATION PERIOD

9-1 PRE-PROPOSAL CONFERENCE.

9-1.1 Conference Minutes and Transcript. Accurate minutes of the conference proceedings are essential. Some USACE activities obtain the services of a court recorder who will prepare a transcript of the proceedings. It is important that the pre-proposal conference attendees be told at the beginning of the conference that the transcript of the conference will be distributed, to all potential offerors. Verbal answers may not be totally accurate or may be misleading and USACE staff are cautioned to avoid providing verbal responses to questions posed during the pre-proposal conference. The recommended method is to state to all participants that the transcript of the meeting is intended to provide the Government with a complete record of all questions and issues raised such that specific answers can be provided in writing. The amendment issued following the conference should include any changes to the RFP, all proposer questions and answers to date, and shall constitute the official position of the Government. Attendees should understand that oral comments do not amend the solicitation, and only a written amendment alters the solicitation. If verbal responses are provided at the Pre-Proposal Conference, questions should be answered by directing the attention of the attendees to a specific paragraph of the RFP that answers the question and reading the pertinent points from that paragraph. Questions from attendees should be recorded with the name of the person and the company represented included.

9-1.2 Major Points. Most of the pre-proposal conference time should be devoted to an explanation of the provisions of the RFP. The technical, contractual, and administrative portions of the RFP should each be explained in detail. Special attention should be directed to the following points:

9-1.2.1 The technical proposal and the cost proposal must be submitted on the same date, and must be kept separate.

9-1.2.2 The Government reserves the right to negotiate with the offerors, or to make an award without negotiation. If negotiations are entered into with one offeror, then negotiations (written or oral) will be conducted with all offerors in the competitive range.

9-1.2.3 Award to the low dollar proposal is not mandatory. Offerors must be told in the RFP whether cost is more or less important than the technical evaluation factors.

9-1.2.4 A review of the proposal submission requirements should be conducted, so that potential offerors understand what material is required to be submitted in response to the RFP.

9-1.2.5 The Government will review all portions of the proposal package to determine compliance with the RFP criteria and to evaluate technical quality.

9-1.3 Questions. Most questions asked by attendees at a pre-proposal conference originate from the lack of understanding of the RFP. Offerors should be encouraged to submit written questions prior to the pre-proposal conference. Questions submitted in writing during the conference should also be accepted.

9-1.4 Government Attendance at the Pre-Proposal Conference. As a minimum, the CUSTOMER, the Contract Specialist, the Project Manager, and the PA/PE should attend the pre-proposal conference. Prior to the meeting, the PDT shall determine who will be Government spokesperson(s) and what areas of the solicitation/project they will cover. Typically the PM briefs the overall project and takes technical questions and the CS covers the contractual aspects of the solicitation. If available, the technical

specialists who prepared the various technical portions of the statement of work may add value to the conference and should be encouraged to attend if funding permits.

9-1.5 Attendance Roster and Minutes. A roster of attendees should be compiled for the conference. Minutes of the conference should be taken and distributed to all RFP holders. If an amendment is required to address or resolve questions asked, the attendee list and conference minutes may be issued as an attachment to that amendment.

9-1.6 The minutes of the conference, responses to questions, and attendee list shall not be issued as an amendment to the original solicitation but attached to an amendment, if required, or sent directly to the Offerors in Phase 2 for information.

9-2 QUESTIONS DURING PHASE TWO PROPOSAL PERIOD.

9-2.1 Point of Contact. The RFP will designate the Contract Specialist as the single point of contact for offerors who have questions regarding the RFP. The solicitation shall include the name, address, phone number, FAX number, and e-mail address of the CS. The CS will, insofar as possible, answer questions by reference to the RFP itself, and will carefully avoid making any statement that could be construed as interpreting or modifying the terms of the RFP. A written record of all questions and answers must be maintained and kept in the official contract file.

9-2.2 Errors and Misunderstandings. If questions arising during the proposal period indicate an error or omission in the RFP, or any point upon which serious misunderstanding by offerors could occur, a formal amendment should be issued to all Phase 2 participants, clarifying the points in question.

9-2.3 Amendments. Every effort should be made to prepare the RFP in such a manner to minimize the number of amendments necessary. The content of each amendment should be reviewed to ensure clarity of intent.

9-2.4 Performance Criteria. Offerors are each designing, at their own expense, a proposal which satisfies their interpretation of the RFP. Guidance should be oriented toward performance criteria as contrasted with specific criteria used in conventional procurements.

9-2.5 Responses to Written Questions. All written questions submitted to the USACE Design activity should be cataloged and responded to in writing and those questions and answers furnished to all Phase 2 participants. It is imperative that all potential proposers receive the same information, at the same time.

9-2.6 Timing of Additional Amendments. Given the short proposal periods and the potential impacts of late or substantial amendments, the issuance of amendments to the solicitation should be done as quickly as possible to avoid potential delays to the proposal receipt date. As a general rule, the amendment following the pre-proposal conference should be issued within 7 calendar days following the pre-proposal conference and should address all known issues and corrections at that point. Amendments issued after this point must be carefully considered with respect to potential schedule and cost impacts.

9-3 PLANNING FOR THE RECEIPT OF PHASE TWO PROPOSALS AND EVALUATION.

9-3.1 Receipt of Proposals. The date and time for receipt of phase two proposals will be established in the amendment to the solicitation issued to provide the Phase 2 technical and other requirements. The PDT should use this date as a milestone from which to set the tentative dates for the evaluation.

9-3.2 Contracting Officer Approval. The source selection guidelines must have been written, reviewed by counsel, and approved by the Contracting Officer prior to issuance of Phase 1 of the solicitation, no changes are permitted at this point.

9-3.3 Technical Review. When the date for receipt of proposals is finalized, the PDT should identify and begin coordinating with the review teams, and block out time for contracting, capability, and technical

reviews. Prompt handling of proposals is necessary to assure that the review is complete and written technical comments are prepared for use by the evaluation team in an expedient manner.

9-3.4 Evaluation of Proposals. Chapter 10 addresses the specifics of the phase 2 evaluation process; however, planning for the evaluation should start at this time.

9-3.4.1 Location. Evaluation of proposals may be held in proximity to the USACE activity or to the project site. If the USACE activity has appropriate facilities, the evaluation can be held on its premises. The PM should also explore the possibility of using other Government facilities which may be available for the evaluation. The use of a non-appropriated fund (NAF) club, which charges for its use, may be an alternative when the project site is selected for the evaluation.

9-3.4.2 Hotel. The majority of evaluators will be in temporary duty status and will need hotel reservations. Leasing a conference room in the hotel where the evaluators stay is often the best situation. Depending on the number of people staying at the hotel, the hotel may be asked to provide the conference room at no additional cost to the Government. The PA/PE is encouraged to make inquires with local hotels to obtain the best accommodation package to serve the evaluation team.

9-3.4.3 Conference Room. The conference room should be comfortable and well lighted, but foremost it must provide a secure location for evaluating and storing proposals. Adequate layout tables, approximately 900 mm by 1500 mm [3-ft by 5-ft] should be provided for each evaluator. Tables should also be provided for the PA/PE and CS, and for the distribution and storage of evaluation materials. The evaluation activity requires a minimum of 4.5 m^2 [48 ft^2] for each person attending the evaluation. The evaluation team may wish to work longer than an eight hour day, and the conference room should be available on a twenty-four hour basis. Coordination with the Contracting Division is required to obtain the conference room.

9-3.5 Source Selection Requirements. The Source Selection Authority formally established an evaluation group structure appropriate to the requirements of the particular solicitation prior to the Phase 1 evaluation procedure. Working with the Contracting Division, the PM should develop a list of recommended personnel to participate in the Phase 2 evaluation. Each participating agency will be contacted and asked to provide the names of individuals designated to represent their agency. Composition of the evaluation team shall consist of individuals with experience in design build construction. The evaluation team shall consist of at least four, and not more than six individuals and shall include one or more technical experts from another District with design build experience.

9-3.5.1 Composition of Technical Quality Evaluation Team. The evaluators who served on the Phase I evaluation may be used in the Phase II evaluation process. If at all possible, alternate individuals from the same organizations represented on the Phase I evaluation team should be used for the technical evaluation process. However, where additional “Phase I” type information is evaluated, the same evaluators from Phase I of the process must be used. An advantage of using different staff for the technical evaluation process in Phase II is the evaluators will not be “swayed” by the information presented in, nor the results of, the Phase I evaluation process.

9-3.5.2 Travel, per diem, and salary costs for evaluation team member's participation are funded from project design costs. Military Interdepartmental Purchase Requests (MIPR) should be forwarded to the participating evaluation team members in sufficient time to permit processing of travel orders.

9-4 ACTIVITIES MATRIX

9-4.1 The PM will ensure that the following activities are accomplished:

PHASE TWO PROPOSAL PERIOD ACTIVITIES	Activity Lead			
	Customer	PM	PA / PE	CS
a. Prepare written responses to potential offeror's letters and questions. Contracting should ensure that this information is distributed to all potential offerors.			X	X
b. Follow-up on coordination for the pre-proposal conference including time, place, date, and transportation for site visit.	X		X	X
c. Prepare attendance sheet for the pre-proposal conference.			X	
d. Identify Government personnel who will be attending the pre-proposal conference.		X	X	
e. Define the roles of all individuals attending the pre-proposal conference.		X		X
f. Prepare pre-proposal minutes and responses to questions.			X	X
g. Prepare amendment to RFP to incorporate any required changes and corrections to the solicitation documents.			X	X
h. Issue Phase II amendment to prospective offerors				X
i. Alert Contracting, Construction, and Engineering with respect to proposal receipt date and expected support required.			X	X
j. Contact evaluation team members and establish commitments for participation. Include meeting dates, time, and place. Provide information concerning local hotels to out of town evaluators.			X	
k. Provide MIPR to fund evaluation team member support.		X		
l. Reserve hotel space and meeting space to support the evaluation efforts.			X	X
m. Provide evaluators with RFP and amendments.			X	
n. Issue copies of the RFP and amendments to In-House USACE personnel who will support the proposal review effort.			X	

CHAPTER 10
RECEIVING AND EVALUATING
PHASE TWO PROPOSALS

10-1 LEGAL AND CONTRACTING REVIEW.

10-1.1 General Conformity. Phase 2 proposals shall be opened by the Contracting Division. They must not be opened publicly. The Contracting Division will also review proposals to ensure that the required cost, technical, and capability data for each proposal are provided in accordance with Section 00110, PROPOSAL SUBMISSION REQUIREMENTS AND INSTRUCTIONS and Section 00010 PRICE PROPOSAL SCHEDULE.

10-1.2 Technical Review. Technical proposals can be forwarded to the Engineering for a minimum technical review. This review is provided to screen proposals for overall technical compliance and to provide comments for the Technical Quality Evaluation Team with respect to the technical aspects of the proposals.

10-1.3 Non-Disclosure. All reviewers are required to sign a certificate which includes procurement integrity, nondisclosure, standards of conduct, and conflict of interest provisions before they receive proposals for review. In addition to reviewers, any and all personnel who see the proposals must sign the required certificates.

10-2 ENGINEERING TECHNICAL REVIEW.

10-2.1 Upon receipt of proposals, from the Contract Specialist, the PA/PE is responsible for ensuring that a complete proposal package is available for each technical reviewer. The technical review team of the USACE activity will consist of personnel with appropriate experience and an understanding of the constraints of the TEMF program. Technical reviewers will develop comments indicating how each offer meets, exceeds, or falls short of the requirements for each requirement of the STATEMENT OF WORK. The PA/PE will assemble written comments generated by the technical reviewers and make copies available to the evaluation team members.

10-3 TECHNICAL EVALUATION STANDARDS

10-3.1 General. The proposals from the Offerors who reach Phase 2 will be evaluated by a Government team to determine compliance with this solicitation (as a minimum), and to evaluate the quality of the proposed materials, methods, and procedures. The proposal information which addresses each of the evaluation Factors for Phase 2 will be analyzed by the Government and a final overall "Adjective" for the proposal shall be determined by consensus of the Government evaluation team. The adjectival scheme for Phase 2 of the process is as shown below:

EXCELLENT: The offeror greatly exceeds the scope of the solicitation requirements in all aspects of the particular factor or sub-factor. The offeror also provides significant advantage(s) and exceeds the solicitation requirements in performance or capability in an advantageous way and has no apparent or significant weaknesses or omissions.

ABOVE AVERAGE: The offeror exceeds the scope of the solicitation in most aspects of the particular factor or sub-factor. The offeror provides an advantage in key areas or exceeds performance or capability requirements, but has some areas of improvement remaining.

AVERAGE: The offeror matches the scope of the solicitation in most aspects of the particular factor or sub-factor. The offeror meets the performance or capability requirements of the element but not in a way advantageous to the Government. There is room for improvement in this element.

POOR: The offeror does not meet the minimum scope of the solicitation for the particular factor or sub-factor. The offeror does not include any advantages and does not meet the minimal performance or capability requirements for this element. The offeror contains many apparent weakness and requires improvement.

UNACCEPTABLE: The offeror fails to meet the scope of the solicitation in all aspects of the factor or sub-factor or has not submitted any information to address this evaluated item. The offeror does not include any advantages in any areas of the element and does not meet the minimum performance or capability requirements of this factor or sub-factor. The proposal includes large apparent weaknesses and the proposal will require extensive modifications to come into compliance with the minimum requirements of the solicitation.

10-4 PERFORMANCE CAPABILITY EVALUATION

10-4.1 An offeror's management and performance capability may be determined by evaluating design, construction and management personnel qualifications, experience, financial capability, and organizational structure for the project. FAR 15.304 (reference 10-4) specifically permits evaluating such relevant factors. The management review should involve Government representatives experienced in construction management and design. Complete documentation of strengths and weaknesses of each proposal for each factor and subfactor is extremely important. A performance capability evaluation format is provided at Appendix B for information to be provided with the Phase 2 proposals. It is extremely important to set up and follow a prescribed evaluation process to avoid possible potential conflicts later and minimize time consuming protests.

10-5 PRICE EVALUATION

10-5.1 Price Proposal. The Contracting Officer may empower a proposal price evaluation team who will perform a price analysis, and a complete review of the Price Proposal. It is imperative that the PDT cost engineer be included on this team. The review of the Price Proposal will normally lead to negotiations with offerors in the competitive range. Questions resulting from a price analysis and from the technical analysis will both be addressed in the discussions.

10-5.1.1 Pricing data will be submitted with proposals. This information is administratively "for official use only" and will be delivered only to the Contracting Officer.

10-5.1.2 The Contract Specialist will also review representations and certifications, sub-contracting plans, proposal guarantees, SF 1442, the schedule of prices, etc. Proposals will be reviewed to ensure that proposal guarantees are adequate and valid for the full period for which proposals are to be effective, in accordance with the RFP.

10-6 TECHNICAL QUALITY EVALUATION PROCEDURES.

10-6.1 Confidentiality and Security. In a competitive negotiations, matters pertaining to the proposals must be treated with confidentiality prior to award. Security of all proposal material must be maintained at all times to avoid the possibility of compromising the competitive negotiation process. The number of proposals received, the names of the offerors, and all other information are source selection information in accordance with FAR 3.104. (reference 10-1).

10-6.2 Evaluation Room. The PA/PE should schedule access to the evaluation room and ensure complete setup prior to the arrival of the technical quality evaluation team members. A properly prepared evaluation room reflects the USACE activity's professionalism and establishes an efficient working environment for the team. The PA/PE should ensure that the following are available to evaluators:

10-6.2.1 Copies of the technical review comments from Engineering.

10-6.2.2 Copies of the RFP with all amendments.

10-6.2.3 Supplies including: pencils, pens, highlighters, erasers, writing pads, file folders, simple calculators, staplers and staples, architectural and engineering scales, paper clips, masking and transparent tape, and a pencil sharpener

10-6.3 Technical Transfusions. The Contracting Officer and other Government personnel involved in proposal evaluations must not take an offeror's good ideas or technical information and transfer that information to competing proposers. FAR 15.306 (reference 10-2) explicitly prohibits this type of technical transfusion in the source selection process.

10-6.4 Conduct. Each quality evaluation team member will independently rate each proposal in accordance with the approval evaluation plan. See Appendix B for a model. Evaluation will be based strictly on the requirements stated in the STATEMENT OF WORK and Section 00120 PROPOSAL EVALUATION CRITERIA. Decisions and recommendations of the quality evaluation team will be by consensus of the members.

10-6.5 Consensus. Individual evaluator ratings will not be averaged or otherwise manipulated mathematically to produce a single rating for any technical evaluation factors or sub-factors. Ratings will be established as the result of a consensus of the evaluators. Where divergent evaluations exist, and none of the evaluators have misinterpreted or misunderstood any aspects of the proposal(s), consideration should be given to providing the Source Selection Authority (SSA) with written majority and minority opinions. The SSA is not bound by the recommendations of the quality evaluation team.

10-6.6 Contract Specialist (CS) Responsibilities. The CS can act as quality evaluation team chairman and discussion moderator, but will be impartial toward all proposals. (The PM or PA/PE could also act as the evaluation team chairman based on the processes within the Design District.) The CS will brief the team on the evaluation procedures. The following procedures should be presented each time the team is convened:

10-6.6.1 Security and integrity. Each member of the evaluation team is responsible for maintaining security of proposals and all Government evaluation documents. As such, no material is permitted to be removed from the evaluation room during the evaluation or after completion of the evaluation. The evaluation room will be locked when not in use. Proposals should not be discussed outside the evaluation room.

10-6.6.2 Procurement integrity and non-disclosure. Members of the evaluation team must sign a non-disclosure statement as required by the procurement integrity regulations. This also applies to anyone who looks at the proposals, even if not actually involved in the evaluation process.

10-6.6.3 Attendance sheets. Attendance sign-in sheets should be maintained to provide accountability, ensure consistency in member participation, and reinforce the creditability to the evaluation process.

10-6.6.4 Access to the evaluation room. Evaluation team members may work beyond a normal 8-hour day. Since material is not permitted to be removed from the evaluation room, the team should be able to obtain access to the evaluation room in the evening and early in the morning.

10-6.6.5 “Unacceptable” Ratings. An “Unacceptable” rating on the consensus evaluation worksheet is an indication that the item or feature being evaluated does not meet a stated minimum requirement of the RFP. A rating of “Unacceptable” can only be made by consensus of the evaluating members and must be supported by written documentation, with reference to specific RFP requirements.

10-6.6.6 Individual Evaluations. Each evaluation team member will review the information provided on their worksheets and prepare for the consensus evaluation at the completion of the quality evaluation period.

10-6.6.7 Written comments. Written comments are required of each evaluation team member identifying the advantages and disadvantages of each proposal. These comments are essential to the PA/PE and CS in preparing the brief for the Source Selection Authority, completing negotiations, and in the debriefing of offerors. Comments are to be objective and should not transfer ideas and design concepts from one proposal to another. Full documentation is vital for the support of the Government's technical evaluation and rating. It may be beneficial to include an administrative assistant to take notes during the consensus discussions so that all of the key comments identified can be cataloged. Consensus evaluation team comments are also necessary for defending the Government's selection in the event that a protest is filed.

10-6.6.7.1 Identify and Document Deficiencies, Strengths, Weaknesses, and Uncertainties. All members of the evaluation team shall each review each proposal. Any strengths, weaknesses, deficiencies, or uncertainties shall be identified and documented to allow discussions during the consensus evaluation meeting to take place at the end of the evaluation period.

10-6.6.7.2 Definitions:

Proposal Deficiency: A material failure of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level. Examples of deficiencies include statements by the offeror that it cannot or will not meet a requirement; an approach that clearly does not met a requirement, or an omission of data required to assess compliance with a Government requirement.

Proposal Strength: An aspect of a proposal that appreciably decreases the risk of unsuccessful contract performance or that represents a significant benefit to the Government.

Proposal Weakness: A flaw in the proposal that increases the risk of unsuccessful contract performance. A “significant weakness” in the proposal is a flaw that appreciably increases the risk of unsuccessful performance. Examples include offer features which meet the absolute minimum requirements of the Government but contain aspects which are not considered desirable by the Government.

Uncertainty: Any aspect of the proposal for which the intent of the offeror is unclear because there may be more than one way to interpret the offer or because inconsistencies in the offer indicate that there may be an error, omission, or mistake. Examples include a mistake in calculation or measurement and contradictory statements.

10-6.7 Additional Information. Additional information may not be provided by an offeror during the technical evaluation. If additional information is necessary to complete the evaluation process, then the requirements should be communicated to the Contract Specialist. If allowed, the Contract Specialist will request needed information in writing from the offeror during discussions. At the descretion of the CS, a telephonic conference with the proposer may be used to clear up small deficiencies or inconsistencies. If a telephone conference is used, it shall be verified in writing as soon thereafter as possible. Verbal clarifications have no contractual value.

10-7 DRAFT SOURCE SELECTION MEMORANDUM

10-7.1 Evaluation Ratings. After the technical quality evaluation of proposals has been completed, the PA/PE will compile the final consensus ratings for each proposal including all documentation of the strengths and weaknesses and forward them to the Contract Specialist. Items identified by the evaluators which require clarification by the offerors should be directed to the Contract Specialist for resolution. The Contract Specialist will also open, close, and document all negotiations/discussions with the offerors. All these items become part of the report to the SSEB and the DSSM.

10-7.2 Evaluation ratings, evaluation comments on particular proposals strengths and weaknesses, the independent Government estimate, the proposal prices, and any other significant items will be used by the Contract Specialist to prepare the draft Source Selection Memorandum (DSSM). The DSSM will address all offers in the competitive range, considering technical ratings, capability ratings, and price. Review and approval of the DSSM by the Contracting Officer is required before negotiations with the offerors can begin.

10-7.3 Government Estimate. The independent Government estimate as well as the results of the price/cost evaluation team will also be used by the Contract Specialist in preparing the DSSM.

10-7.4 Capability Information. The results of the evaluation of the offeror capability shall also be utilized by the CS in preparing the DSSM.

10-7.5 Competitive Range. Per FAR 15.306 (reference 10-2), the competitive range will be determined on the basis of cost or price and other factors that were stated in the solicitation, and based on the ratings of each proposal against all evaluation criteria, the Contracting Officer shall establish a competitive range composed of the most highly rated proposals.

10-8 ACTIVITIES MATRIX

10-8.1 The PM will ensure that the following activities are accomplished:

PHASE TWO PROPOSAL RECEIPT AND EVALUATION ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Prepare technical review worksheets for minimum technical check.			X	
b. Meet with In-House USACE technical staff to set time frame for review and operating procedures.			X	
c. Assure sufficient copies of the solicitation are available for the technical reviewers.			X	
d. Track the schedule, receipt, and review of proposals by Contracting Division		X		
e. Receive proposals from Contracting Division and make available to the technical reviewers.			X	
f. Receive, compile, and reproduce copies of the Minimum Technical Evaluation Comments for use by the quality evaluators.			X	
g. Physically set up the quality evaluation space including adequate administrative supplies.			X	
h. Discuss the project with the quality evaluation team. Review the operating rules. Outline the necessity for the written identification of strengths and weaknesses of each proposal.			X	X
i. Secure the total technical and offeror capability ratings from the evaluations.			X	X
j. Ensure proposals are returned and accounted for.			X	X
k. Obtain written comments from each evaluator before they are dismissed.			X	X
l. Assemble all comments for each proposal, from each evaluator, regarding strengths and weaknesses, For any items to be determined to be 'Unacceptable' particular comments must address the proposal and the specific solicitation requirement which has not been met.			X	X
m. Forward initial report to Contracting Division for it's use in preparing the DSSM. Include the following: consensus worksheets, ratings, classification items, narrative comments, a list of potential discussion items and questions, and a list of any items requiring clarification.			X	X
n. Return proposal materials to Contracting Division for access control.			X	X

REFERENCES

10-1 FAR 3.104, "Procurement Integrity"
10-2 FAR 15.306, "Exchanges with Offerors after Receipt of Proposals"

CHAPTER 11
DISCUSSIONS AND AWARD

11-1 AWARD BASED ON INITIAL OFFER.

11-1.1 Chapter 5, of this document indicates that award based on discussion with offerors is likely, however, the use of the basic clause is encouraged since it in fact allows the award of the project without discussions should an exceptional proposal be received, see FAR 15.209 (reference 11-1). If award based on initial offer is possible, the Contracting Division should proceed immediately with the preparation of the Source Selection Memorandum for immediate award after approval. Award based on an initial offer may be advantageous to the Government if:

11-1.1.1 It represents the best value to the Government under the Request for Proposals (RFP) evaluation criteria.

11-1.1.2 It does not differ from the RFP requirements in any material way, that is, no substantive flaws exist in the technical or cost proposals.

11-1.1.3 The price is reasonable.

11-1.1.4 The proposal contains no deficiencies or non-conforming items.

11-1.1.5 FAR clause 52.215-1 (reference 11-2) in it's basic form (no alternatives) was included in the solicitation.

11-2 AWARD BASED ON DISCUSSIONS.

11-2.1 Even when the basic clause is selected, award is not always possible based on initial offers. Questions and clarification items normally surface during the evaluation process which require discussions (negotiations) with the offerors in the competitive range.

11-2.2 Discussions. Discussions with offerors should be conducted by the Contracting Division in a timely and orderly manner so that a contract award can be made in the minimum time. The Government has the ability to request revised proposals from offerors and continue discussions. Multiple rounds of discussions should be avoided whenever possible. Some USACE activities use face-to-face or telephonic discussions, while others require all discussions be conducted in writing. The recommended method is to delineate the discussion items to each offeror in writing. Responses must be in writing, response is required for all discussion items, and should replace or expand upon elements in the initial proposal. Discussion items normally fall into the following five categories:

11-2.2.1 Those items in which the proposal appears to fail to meet RFP criteria.

11-2.2.2 Those items which require clarification due to contradictions, errors, or omissions in the proposal.

11-2.2.3 Those items which, due to physical or material conditions, may cause an unsafe or hazardous condition.

11-2.2.4 Those items which may meet the minimum RFP requirements, but are too expensive, unwanted, undesirable, or which could otherwise be revised to better meet the Governments needs.

11-2.2.5 Prices or cost breakdown information which appears to be too high, too low, mistaken, or unrealistic for the corresponding technical proposal.

11-2.3 Corrected Documents. The corrected documents may be the basis for re-evaluating the ratings developed during the phase 2 evaluation.

11-2.3.1 In-house technical reviewers and in-house members of the evaluation team will determine the need for adjustments to the ratings for the corrected items.

11-2.3.2 Re-adjust the rating of each proposal based on the results of discussions. For minor changes, telephone coordination with participating members of the evaluation team may be adequate. Brief them on the changes made by offerors and the recommendations of the in-house technical reviewers and evaluation team members. Revise rating sheets to achieve consensus of all evaluation team members.

11-2.4 Competitive Range. See FAR 15.306 (reference 11-3) for a definition of the competitive range. When discussions are initiated with any offeror, they must be conducted with all offerors in the competitive range. If requirements are revised for one offeror, they must be revised for all offerors. This is done by amending the solicitation which may be done throughout the negotiation phase, see FAR 15.206 (reference 11-4).

11-2.5 Wage Rates. If applicable wage rates will expire prior to contract award, new wage rates should be obtained. Offerors should be advised so that these new wage rates must be considered. See FAR 22.404-6 (reference 11-5) for additional guidance.

11-2.6 At the conclusion of discussions, each offeror will be requested to submit a final Proposal Revision which shall document any changes to the proposal prices or technical information. The offerors will be given a reasonable period of time to respond to any remaining issues needing clarification. No indication will be made to any offeror of a price, which must be met to obtain further consideration except that the Government may emphasize the available funding limit or cost ceiling for award.

11-3 SOURCE SELECTION.

11-3.1 Formal source selection in accordance with FAR 15.302 (reference 11-6) is permitted but not required. After discussions are completed, proposals are re-evaluated and the proposal most advantageous to the Government, based on technical and price factors identified in the RFP, is selected. The USACE activity, Installation, and Major Army Command (MACOM) should all have a voice in source selection, but the final selection shall be made by the Source Selection Authority.

11-3.2 Criteria. The following information should be considered in source selection:

11-3.2.1 Offeror's original proposal

11-3.2.2 Original proposals as modified by discussions.

11-3.2.3 Maximum price allowed under the RFP.

11-3.2.4 Basic proposal price.

11-3.2.5 Prices of options.

11-3.2.6 Overall proposal rating.

11-3.2.6.1 If basic only is exercised.

11-3.2.6.2 If basic and options are exercised.

11-3.2.7 Priority recommendation or ranking.

11-3.2.8 Summary chart comparing features of each proposal.

11-3.2.9 Tradeoff Process Documentation.

11-3.2.9.1 Identify the proposal differences that surfaced during the evaluations

11-3.2.9.2 Analyze their impact on the acquisition objectives in light of the relative importance of the evaluation factors.

11-3.2.9.3 Compare each proposal to each of the other proposals.

11-3.2.9.4 Assess the best mix of cost (price) and non-cost benefits and determine whether the strengths of higher rated proposals are worth the extra costs.

11-3.2.10 Site plan.

11-3.2.11 Typical facility layouts.

11-3.2.12 Typical elevations.

11-3.2.13 Proposed construction materials.

11-3.2.14 Biographies of the evaluators. (This information should be a short, one paragraph narrative of the evaluators experience and capabilities. The information is provided to give the SSA some idea of the qualifications of the evaluators.)

11-3.3 Errors and/or Omissions. Should errors and/or omissions in the evaluation process be noted, the proposals will be referred back to the Contracting Division for appropriate action.

11-3.4 Final Selection. The final selection must be defendable, reasonable, and well documented. FAR 15.305 (reference 11-7) provides guidance on what should be documented in the contract file, including the following:

11-3.4.1 Introduction. Include information including data about the Source Selection Process, the basis for award, evaluation factors and sub-factors, summary of the solicitation requirements, the number of offerors solicited, responded, and maintained within the competitive range.

11-3.4.2 Evaluation Results. Summarize the evaluation results of each offeror's proposal. A matrix to display this data is desirable.

11-3.4.3 Comparative Analysis of Proposals. Compare both the cost and non-cost factors of the proposals, a matrix of the data is acceptable. Discuss the evaluation factors and subfactors first individually and then comparatively. Include each proposals major strengths, weaknesses, and risks, as well as the details and results of the technical tradeoff analysis and justification for payment of a premium, if applicable.

11-3.4.4 Risk Assessment. Discuss the overall impact of significant risks associated with each proposal within the competitive range, including production and performance risks and the degree of confidence in the offeror's price proposal.

11-3.4.5 Summary and Award Recommendations. Summarize the comparative analyses, expressed in brief statements, and the issues considered significant to the Source Selection Authority's decision. Include a selection recommendation.

11-3.5 Documentation. Complete and thorough documentation of the evaluation and selection process is critical when protests are filed, since the General Accounting Office carefully scrutinizes the records

prepared by both the Contracting Division and the evaluation teams in evaluating the legitimacy of the protest.

11-4 COORDINATING THE FINAL SOURCE SELECTION MEMORANDUM

11-4.1 The Contracting Division will normally prepare the Final Source Selection Memorandum with the recommendation for contract award to the selected offeror in accordance with the findings and recommendations of the Source Selection Authority. The PM should monitor the progress of the Source Selection Memorandum preparation and be available to provide support if needed. When completed the Source Selection Memorandum must be signed by all members of the Source Selection Board or Authority. The requirements of contracting regulations regarding subcontracting to small and disadvantaged businesses should be addressed at this time by including that information from the Offeror's proposal as applicable.

11-5 PREPARING FOR AWARD.

11-5.1 Request for Funds. As soon as the Source Selection Memorandum is approved, HQUSACE (CEMP-MA) should be advised in writing of the contract award cost data with a request for funding and authority to award. HQUSACE (CEMP-MA) will review the request for funding and authority to award, and will issue a Code 9 construction directive with a breakdown of the funds provided. When different USACE activities will be designing and constructing the project, the construction funds will be forwarded to the USACE construction activity in lieu of the USACE design activity. The receiving USACE construction activity will in turn provide a certification of funds available for contract award to the USACE design activity.

11-5.2 Congressional Notification (Projects over five (5) million dollars only). Congressional liaison must be notified 48 working hours prior to the date of intended award. This time may be critical for award on a tight schedule. Normally, notification will be accomplished by the USACE design activity's Contracting Division.

11-5.3 Public Affairs Announcement. The PM will provide the necessary information to the USACE Design Activity's Public Affairs Officer to announce the award of the project. The notice will not be released until after the actual award.

11-6 AWARD.

11-6.1 Following the receipt of funds and authority from HQ USACE an award to the successful proposer can be made. The formal contract between the Government and the successful offeror is comprised of the following items:

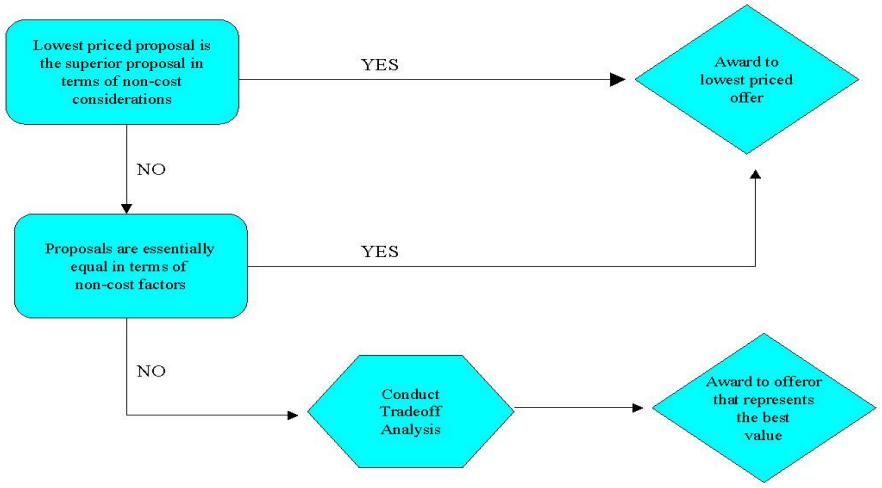
11-6.1.1 Request For Proposal (RFP). The RFP becomes part of the contract, including all provisions, amendments, and drawings.

11-6.1.2 Proposal. The offeror's proposal in its entirety, which shall include all drawings, cuts and illustrations, and modifications to the proposal made during evaluation or selection.

11-6.1.3 Any betterments or enhancements included in the proposal.

11-6.2 This material constitutes a formal contract and defines the entire agreement between the offeror and the Government. No documentation should be omitted which in any way bears upon the terms of that agreement. When discrepancies may arise the Government and the successful offeror shall review the Order of Precedence Special Contract Requirement which specifically delineates the order of precedence in conflict or omissions situations.

Decision Model for Determining the Successful Offeror



11-7 ACTIVITIES MATRIX.

11-7.1 The PM will ensure that the following activities are accomplished:

DISCUSSION AND AWARD ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Coordinate with Contracting Division to set up the Source Selection Board		X		
b. Ensure that Contracting Division has sufficient information to begin and execute discussions with offerors.		X	X	
c. Coordinate and lead efforts for evaluations of the proposer's clarifications and corrections.			X	X
d. Determine if clarifications and corrections require a re-convene of the evaluation team. If so, prepare requests for reconvene and funding to support.		X	X	X
e. Compile summary of evaluation ratings and comments.			X	X
f. Assemble documents required for Source Selection Board Brief and reproduce.			X	X
g. Hold Source Selection Board Meeting and prepare final Source Selection Memorandum.			X	X
h. Request Authority from HQUSACE for funds to award project.		X		
i. Coordinate award package		X		X
j. Request Contracting Division prepare Congressional notification		X		
k. Prepare Public Affairs Announcement and forward to PAO		X		
m. Award				X
n. Coordinate with Contracting Division for identification and empowerment of the ACO for the contract.		X		X

REFERENCES

11-1 FAR 15.209, "Solicitation Provisions and Contract Clauses"
11-2 FAR 52.215-1, "Instructions to Offerors – Competitive Acquisitions"
11-3 FAR 15.306, "Exchanges with Offerors after Receipt of Proposals"
11-4 FAR 15.206, "Amending the Solicitation"
11-5 FAR 22.404-6, "Modifications of Wage Determinations"
11-6 FAR 15.302, "Source Selection Objectives"
11-7 FAR 15.305, "Proposal Evaluation"

CHAPTER 12
POST AWARD ACTIVITIES

12-1 DEBRIEFING UNSUCCESSFUL OFFERORS.

12-1.1 Requests for Debriefing. Requests for debriefing should be made in writing to the Contracting Division. When an offeror requests a debriefing, he or she should be offered an opportunity to visit the USACE design activity for a face-to-face critique of his or her proposal. This meeting should be held in the spirit of being helpful and cooperative, with the goal of improving future submittals. The debriefing can also be done in writing or by telephone if the offeror prefers. Debriefings may be accomplished pre-Award (reference 12-4) for proposals which were eliminated from competition as a result of Phase 1 of the process or conducted in a post-Award (reference 12-5) timeframe. An official summary of all debriefings shall be included in the contract file

12-1.2 Debriefings should be conducted by the CS in coordination the PA/PE or other technical representative knowledge enough about the proposal to discuss the identified technical strengths and weaknesses of that proposal. Discussions should be limited to the individual offeror's own proposal. Technical comparisons with the other proposals must be avoided. Concentrate on important advantages and weaknesses of the proposal and avoid discussion of minor points. The Government may reveal the comparative rating between the debriefed offeror and the winning proposal.

12-1.3 At a minimum, a pre-Award debriefings shall include the following considerations: (1) The agency's evaluation of significant elements in the offeror's proposal; (2) A summary of the rationale for eliminating the offeror from the competition; and (3) Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed in the process of eliminating the offeror from the competition. Pre-Award debriefings shall not disclose: (1) The number of offerors; (2) The identity of other offerors; (3) The content of other offerors' proposals; (4) The ranking of other offerors; (5) The evaluation of other offerors; or (6) Any of the information prohibited in FAR 15.506(e) (reference 12-5).

12-1.4 As a minimum, post-Award debriefings shall include the following information: (1) The Government's evaluation of the significant weaknesses or deficiencies in the offeror's proposal; (2) The overall evaluated cost or price (including unit prices) and technical rating, if applicable, of the successful offeror and the debriefed offeror, and past performance information on the debriefed offeror; (3) The overall ranking of all offerors, when any ranking was developed by the agency during the source selection; (4) A summary of the rationale for award; (5) For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror; (6) Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed. Post-Award debriefings shall not include: (1) point-by-point comparisons of the debriefed offeror's proposal with those of other offerors. Moreover, the debriefing shall not reveal any information prohibited from disclosure by 24.202 or exempt from release under the Freedom of Information Act (5 U.S.C. 552) including, Trade secrets; Privileged or confidential manufacturing processes and techniques; Commercial and financial information that is privileged or confidential, including cost breakdowns, profit, indirect cost rates, and similar information; The names of individuals providing reference information about an offeror's past performance.

12-2 PRE-DESIGN / PRE-CONSTRUCTION CONFERENCE

12-2.1 The pre-design / pre-construction conference represents the passing of project focus from Engineering to Construction. The conference is normally held at the office of the Resident Engineer for the installation. The Resident Engineer is normally the Contracting Officer's Representative (COR) and may also be the Administrative Contracting Officer (ACO). See EP 415-1-260 (reference 12-1),

for additional definitions of these roles and responsibilities. The conference presents the best opportunity for the Resident Engineer, PM, PA/PE, Government reviewers, and the Contractor to establish working relationships and understandings necessary for the successful execution of the project.

12-2.2 Timing. As soon as possible after contract award the conference should be held to facilitate completion of design and establish the procedures for construction. Timing is important because it affects the Contractor's schedule as discussed in Volume 2 Section 01012.

12-2.3 Resident Engineer. The Resident Engineer should run the conference, and define the roles of the persons involved in the completion of design and construction. The Resident Engineer, who is normally the ACO, should define the appropriate points of contact, method of communication, transmission of materials, and the expected scheduling of submissions. In addition, the Resident Engineer should invite other military and, if affected, non-DoD utility agencies to the meeting to brief them on the expected process, the transmission of comments, and ground rules. Resident Engineer responsibilities with respect to the pre-design / pre-construction conference are as follows.

12-2.3.1 Prepare meeting agenda.

12-2.3.2 Establish roles for the Contractor, in relationship to the responsibilities assigned to the Contracting Officer (CO), Contracting Officer's Representative (COR), and Administrative Contracting Officer (ACO). Define the single point of contact for the design review process and delineate the activities of that individual. The role of the Government reviewers is to clarify design issues.

12-2.3.2 Review the design for construction procedures as they apply in the design-build process. Clearly define the roles and responsibilities of the design-build Contractor.

12-2.3.3 Review the design and construction schedules and the required design submission contents. Establish the due dates for design submissions, completion of review, and review conferences.

12-2.3.4 Follow-up with the Contractor to ensure responses to comments and minutes of the review conferences will be distributed to all conference attendees within 10 days of the review conferences.

12-2.3 Project Manager. The PM should clearly define his/her role (e.g., that all design issues should be coordinated through his or her office and formal directives will originate from his or her office and be transmitted to the Contractor in writing through the ACO.) The contractor shall be reminded that the only contractually binding directions can come from the Contracting Officer or the ACO, no other Government staff may direct the contractor’s activities. The PM should reiterate with all Government reviewers, that they are tied to the RFP requirements and the Contractor's proposal in that order. Design criteria and functional changes are to be avoided. The PM's support should include the following actions, most of which may be performed by the PA/PE:

12-2.3.1 Prepare a memorandum to remind reviewing activities when design submissions are scheduled to be submitted, reviewed, and completed.

12-2.3.2 Coordinate with the in-house USACE design review personnel and ensure that the necessary human resources will be available when needed.

12-2.3.3 Receive and consolidate comments from the reviewing activities. Forward copy of comments to the Contractor for review prior to the review conference.

12-2.3.4 Reproduce comments for distribution to review conference attendees.

12-3 COMPLETION OF DESIGN.

12-3.1 Government Reviews. Design reviews by the Government are primarily to verify that the final design conforms with the RFP and the Contractor's proposal. They are not for technical verification of the design. Where possible, obvious errors and omissions should be noted and brought to the Contractor's attention. However, the Government does not assume responsibility for the technical adequacy of the design. **THE GOVERNMENT NEVER "APPROVES" THE DESIGN.**

12-3.2 Stages of Review. A minimum of two formal reviews are required: the 100 percent site/utility design combined with the 50 percent building design, and the 100 percent building design. Volume 2, Section 01012, defines the submission requirements. The design review team should be composed of personnel from the USACE design and construction activities who participated in the development of the RFP and evaluation of the proposals whenever possible (including the Resident Engineer for the project). In the spirit of partnering, the contractor, the construction area office, and USACE design reviewers should work continuously to clarify issues, preclude lost design effort, and ensure the constructability of the project. If "fast tracking" was included in the project development the Government must execute the design reviews within the time frames indicated in Section 01012. Failure of the Government to comply with the review periods indicated will be justification for delay costs and impacts to the contractor.

12-3.3 Timeliness. Government reviewing activities should receive design review submissions from the Contractor approximately 14 days prior to review conferences. These documents should represent the current design status. Work by the Contractor should continue during the review process. The design shall be 100 percent complete prior to distribution for final review. The Government must complete the reviews in accordance with the schedule agreed upon at the predesign conference for construction. Unlike Invitation for Bid (IFB) contracts, the Government is working within the constraints of the Contractor's performance period. Government delays may form the basis for a Contractor claim for damages and/or time extensions.

12-3.4 Procedures. A review conference should be held at the Resident Engineer's office following the review period for each design submission. Government personnel should present review comments for discussion and resolution. Copies of comments, annotated with comment action agreed upon, should be made available to all parties by the Contractor within 10 days after the conference date. Unresolved comments should be resolved by immediate follow-up action. Upon receipt of the final corrected design documents, the USACE design activity should backcheck the design and ensure that follow-up actions are complete for all previously unresolved issues. Upon completion and Government acceptance of the design, the ACO should authorize construction in accordance with the RFP and the contractor's completed design.

12-4 CONSTRUCTION.

12-4.1 A primary advantage of the design-build process is the ability of the contractor to "fast track" his construction start without completion of all design information. In preparing the solicitation the Design District shall include the applicable special contract requirement with respect to "fast track" construction.

12-4.2 Authority to Initiate Site Construction. Authority to initiate site construction should be given to the Contractor upon the completion of a Government review for conformance of the 100 percent site design with the awarded proposal and the solicitation requirements. Following incorporation and/or resolution of all design related comments the Resident Engineer or ACO can release the contractor to begin construction on the phases of work which have been reviewed and found to be in conformance with the original proposal and the solicitation. The responsibility for a totally integrated design, in accordance with the solicitation and the accepted proposal, remains with the Contractor and the site construction authority should so state. A preconstruction conference should be held at the Resident Engineer's office when this authority is given.

12-4.3 Authority to Initiate Facility Construction. Authority to initiate facility construction should be given to the Contractor upon the completion of a Government review for conformance of the 100

percent design for conformance with the awarded proposal and the solicitation requirements. The Contractor's final design must be submitted, reviewed, comments incorporated, and accepted prior to the start of building construction.

12-5 RECORD KEEPING.

12-5.1 During the entire Design-Build procurement process it is important to keep accurate records of dates, timelines, schedules, correspondence and other important project data. In the post award phase it is particularly important to keep accurate records of proposed and actual design schedules, design submission dates, comment submission dates, review meeting dates, NTP date, comments at each review stage, and comment resolutions. This information should be kept readily available by the PA/PE and the ACO and must include all Installation interactions, as well as those with the contractor.

12-6 POST AWARD ACTIVITIES MATRIX.

12-6.1 The PM will ensure that the following activities are accomplished:

POST AWARD ACTIVITIES	Activity Lead			
	Customer	PM	PA /PE	CS
a. Notify proposers of results of evaluation and offer debriefings. This notification shall be in writing.				X
b. Receive requests for debriefing and schedule debriefings.				X
c. Prepare strengths and weakness in support of the debriefing of an unsuccessful contractor.			X	
d. Debrief the unsuccessful contractors.			X	X
e. Distribute copy of the successful proposal to each Government review agency.			X	X
f. Coordinate the date, time, and location of the pre-design conference.		X		
g. Receive, review, and coordinate the design review schedule with the Engineering Division and the customer in concert with the ACO.		X		
h. Determine and set locations and times for the design review meetings.		X		
i. Issue construction NTP when the site development plans are completed and all review comments have been satisfactorily addressed.				X

REFERENCES

12-1 EP 415-1-260, "Resident Engineer's Management Guide", 06 Dec 1990
12-2 FAR 15., "Contracting By Negotiation"
12-3 Not Used
12-4 FAR 15.505, Pre-Award Debriefing of Offerors
12-5 FAR 15.506, Post-Award Debriefing of Offerors

APPENDIX A
PHASE 1 EVALUATION MANUAL

1. GENERAL

The purpose of this document is to establish a uniform evaluation procedure for Phase 1 of the solicitation based on contractually defined criteria. The Evaluation Team will evaluate each proposal individually using the qualitative/quantitative procedures which follow. Each proposal will be reviewed and rated by each of the evaluators. During this process, discrepancies between evaluations will be discussed and resolved within the team. Following the completion of the individual evaluations, a consensus evaluation will be derived. The results of this consensus evaluation will determine which proposals proceed into Phase 2 of the solicitation process.

2. EVALUATION PROCEDURES.

a. Security. Each evaluator is responsible for maintaining security of offerors' proposals and Government evaluation documents. No material is permitted to be removed from the evaluation room during the evaluation or after completion of the evaluation. The evaluation room will be locked when not in use. Proposals are not to be discussed outside of the evaluation room.

b. Procurement Integrity and Non-disclosure. Evaluators must sign a non-disclosure statement as required by the procurement integrity regulations. This also applies to anyone who looks at the proposals, even if not actually involved in the evaluation process.

c. Written Comments. Written comments are required of each evaluator identifying the strengths and weaknesses of each proposal on the rating worksheets. These comments are essential to the Contract Specialist (CS) in preparing the Phase 1 Selection Memorandum, and debriefing of unsuccessful offerors.

d. Additional Information. Additional information may be needed to complete the evaluation process, or to assure that all proposals in the competitive range are conforming to the Request for Proposals (RFP). The Contracting Division will request the information or clarification be provided by the offeror in writing.

e. Prior to beginning the review or evaluation of any of the Offeror’s proposals, the evaluators must familiarize themselves with the solicitation statement of work, proposal submission requirements (Section 00110) and the proposal evaluation criteria (Section 00120).

f. Evaluators shall review and evaluate all proposals independently. No discussions of proposals between the evaluators shall take place prior to the final consensus discussions.

g. Substitutions for evaluators will not be allowed once the evaluation process has begun. No consensus sessions may be held unless all evaluators are present as well as the non-rating board Chairperson.

3. PROPOSAL REQUIREMENTS

a. Section 00110, Proposal Submission requirements identifies all the necessary submittal information to be included in the Contractor proposals. Proposals which reach the evaluation stage have passed an initial Contracting Division review to assure that they are complete and responsive. All proposals which are provided to the evaluation team must be evaluated and rated.

b. Past Performance Questionnaires. Each proposal shall include at least three completed questionnaires from previous offeror projects. If more than three questionnaires have been returned the evaluation team shall determine which three questionnaires are to be evaluated. If less than three questionnaires have been returned for a particular proposal, that proposal shall receive an “UNKNOWN” rating for each of the questionnaires not received.

4. INDIVIDUAL PROPOSAL RATING WORKSHEETS

a. On the following pages individual worksheets are provided for use by the evaluators to review and rate the individual proposals. During the consensus evaluation, a single "consensus rating" worksheet shall be completed for each proposal and signed by all the evaluators. It is imperative that all comments and supporting rational for the rating assigned be included on this consensus sheet. Comments are required to support all ratings above or below "Satisfactory".

5. RATING METHODOLOGY

a. Proposals will be evaluated in each evaluation Factor based on the following rating scheme:

RATING	EXPLANATION
Unknown Performance Risk	Past performance information provided does not provide sufficient depth and breadth of experience to allow a definitive rating.
Outstanding/Very Low Performance Risk	Based on the offeror's performance record, no doubt exists that the offeror will successfully perform the required effort.
Above Average/Low Performance Risk	Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.
Satisfactory/Moderate Performance Risk	Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort. Normal contractor emphasis should preclude any problems.
Marginal/High Performance Risk	Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort.
Unsatisfactory/Very High Performance Risk	Based on the offeror's performance record, extreme doubt exists that the offeror will successfully perform the required effort.

b. Yes - No Items. Where the specific evaluation sheets indicate a YES – NO Rating these items shall be treated as informational items. They are included in the evaluation worksheets to assure a similar focus among the evaluators and to ensure that individual evaluators do not overlook proposal information provided.

6. EVALUATION FACTORS

a. As indicated in Section 00120, PROPOSAL EVALUATION AND CONTRACT AWARD, the following factors will be evaluated and rated for each proposal:

FACTOR 1-1: OFFEROR PAST PERFORMANCE: This factor is the most important factor in the evaluation or Phase 1 proposals.

FACTOR 1-2: OFFEROR PROJECT KEY PERSONNEL: This factor is slightly less important than Factor 1-1 but represents a significant level of importance in evaluating proposals.

FACTOR 1-3: TECHNICAL APPROACH NARRATIVE: This factor is equal in importance to Factor 1-2.

FACTOR 1-4: OFFEROR RELEVANT EXPERIENCE: This factor is less important than Factor 1-2.

7. OVERALL PROPOSAL RATING

a. Following completion of the consensus rating, each proposal will be assigned a single overall adjectival rating. This final overall rating will be the determinant as to which offerors proceed into Phase 2 of the solicitation. In no case will more than five (5) proposals be included in the Phase 2 process.

b. It is the responsibility of the evaluation team to provide and document sufficient strengths, weaknesses, and omissions to suitably support the assigned rating in each Factor as well as the overall Phase 1 rating. Documentation/comments are required for all ratings other than “SATISFACTORY”.

c. Following the completion of the consensus discussions and rating assignments, the individual rating worksheets from each of the evaluators will be collected by the Chairperson and destroyed. Each evaluator shall sign the final rating assignment sheet.

PROPOSAL RATING WORKSHEET

FACTOR 1-1

OFFEROR PAST PERFORMANCE

Offeror: _____

Evaluator:_____

1. General: Evaluators will use this factor to evaluate the success of the offeror based on the satisfaction of previous customers and clients as illustrated on the completed questionnaires. These completed questionnaires shall be used as a basis to begin the evaluation of this factor.

Has Government Received Three Completed Questionnaires for this Offeror ____ YES ___ NO

Do All the Questionnaires Received Reflect Projects Completed Within the Last 3 Years ____ YES ____NO

2. ACASS – CCASS Ratings: Contract Specialist shall provide ACASS and CCASS Ratings for the offeror and the principal subcontractor (design firm or construction firm) if the offeror is not a single entity. Evaluators shall list below the names of the firms reported on the resultant ratings.

Construction Rating (CCASS)

Firm Name: _____

Number of Ratings: Outstanding _____
Above Average _____
Satisfactory _____
Marginal _____
Unsatisfactory _____

Design Rating (ACASS)

Firm Name: _____

Number of Ratings: Outstanding _____
Above Average _____
Satisfactory _____
Marginal _____
Unsatisfactory _____

Select an appropriate overall rating for the CCASS and ACASS evaluation information available:

/__/ Outstanding /__/ Above Average /__/ Satisfactory /__/ Marginal /__/ Unsatisfactory

/__/ Unknown

3. Relevant Evaluator Personal Knowledge: Has this evaluator had documented personal experiences with the offeror or the prime subcontractors? If so, describe below:

4. Quality of Products Produced: Evaluators shall carefully review the information provided in the completed questionnaires to ascertain a level of customer satisfaction with the quality of the past projects. Based on that review, provide a rating for the Quality of the Past Completed Projects below. Include a listing of any apparent weaknesses or strengths of the offeror and the proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

4a. Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to final product quality.

4b. Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to final product quality.

4c. Other: Include any other comments/rationale to support the overall rating provided for this offeror.

5. Timeliness of Products Produced: Evaluators shall carefully review the information provided in the completed questionnaires to ascertain customer satisfaction with the timeliness of the past projects. Based on that review, provide a rating for the Timeliness of the Past Completed Projects below. Include a listing of any apparent weaknesses or strengths of the offeror and the proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

5a. Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to timeliness.

5b. Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to timeliness.

5c. Other: Include any other comments/rational to support the overall rating provided for this offeror.

6. Offeror Management Processes. Offeror Management Processes will be evaluated in terms of the Offerors Documentation, Cooperation with the Customer/Client Personnel, and the Management of Subcontractors.

6a. Offeror Documentation: Evaluators shall carefully review the information provided in the completed questionnaires to ascertain a level of customer satisfaction with the documentation, reports, and other written materials completed by the offeror on the past projects. Based on that review, provide a rating for the Offeror Documentation Skills of the Past Completed Projects below. Include a listing of any apparent weaknesses or strengths of the offeror and the proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

6a.1 Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to Offeror Documentation and production of written materials.

6a.2 Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to Offeror Documentation and production of written materials.

6a.3 Other: Include any other comments/rationale to support the overall rating provided for this offeror.

6b. Offeror Cooperation with Customer/Client Personnel: Evaluators shall carefully review the information provided in the completed questionnaires to ascertain a level of customer satisfaction with the offeror cooperation and interactions on the past projects. Based on that review, provide a rating for the Offeror Cooperation on the Past Completed Projects below. Include a listing of any apparent weaknesses or strengths of the offeror the and proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

6b.1 Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to Customer/Client Cooperation.

6b.2 Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to Customer/Client Cooperation.

6b.3 Other: Include any other comments/rationale to support the overall rating provided for this offeror.

6c. Offeror Management of Subcontractors: Evaluators shall carefully review the information provided in the completed questionnaires to ascertain a level of customer satisfaction with the offeror Management of Subcontractors on the past projects. Based on that review, provide a rating for the Offeror Subcontractor Management Skills on the Past Completed Projects below. Include a listing of any apparent weaknesses or strengths of the offeror and the proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

6c.1 Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to Offeror Subcontractor Management.

6c.2 Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to Offeror Subcontractor Management.

6c.3 Other: Include any other comments/rationale to support the overall rating provided for this offeror.

Factor 1-1 Summary and Overall Rating

FACTOR 1-1 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Questionnaire Receipt	YES NO	
2.	ACASS/CCASS Rating		
3.	Personal Experience	N/A	No rating permitted here
4.	Quality Products Produced		
5.	Timeliness of Execution		
6a.	Offeror Documentation		
6b.	Offeror Cooperation		
6c.	Offeror Subcontractor Management		
OVERALL FACTOR 1-1 RATING**			

* Ratings may be either:
Unknown – Outstanding – Above Average – Satisfactory – Marginal – Unsatisfactory

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating.

PROPOSAL RATING WORKSHEET

FACTOR 1-2

OFFEROR PROJECT KEY PERSONNEL

Offeror: _____

Evaluator:_____

1. General: Evaluators will use this item to document receipt of Proposal Information with respect to Key Personnel.

Does the Proposal Include Identifications of the Key Personnel? ____ YES ___ NO

2. Key Personnel: Review and evaluate the proposed Offeror personnel to be included on this project team. Have these individuals worked Design/Build projects together previously? Do the key construction staff (superintendent, CQC, Project Manager) have experience with "fast-track" design/build projects? Are the designers of record registered professional engineers? Are the designers suitably experienced in their field to provide them a suitable level of design expertise? Based on that review, provide a rating for the Offeror proposed project team below. Include a listing of any apparent weaknesses or strengths of the offeror and the proposed project team.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

2a Strengths: Include a listing of any identified or obvious strengths of the offeror with respect to Offeror Subcontractor Management.

2b Weaknesses: Include a listing of any identified or obvious weaknesses of the offeror with respect to Offeror Subcontractor Management.

2c Other: Include any other comments/rationale to support the overall rating provided for this offeror.

PROPOSAL RATING WORKSHEET

FACTOR 1-3

OFFEROR TECHNICAL APPROACH NARRATIVE

Offeror: _____

Evaluator:_____

1. General: Evaluators will use this item to document receipt of a technical approach narrative with the Proposal Information.

Does the Proposal Include a Technical Approach Narrative? ____ YES ___ NO

2. Evaluate the Offerors described understanding the two phase Design/Build process being used in this solicitation. Does the Offeror demonstrate a suitable understanding of the process to enable him/her to adequately address and anticipate the risks associated with Design/Build processes?

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

3. Evaluate the Offerors described understanding of “fast track” design construction procedures.

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

4. Evaluate the Offerors described understanding of the integration of key subcontractors into the Design/Build process. Does the Offeror illustrate a clearly defined role and responsibility for each of his/her key subcontractors?

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

5. Strengths: Include a listing of any identified or obvious strengths the offeror demonstrated in the Technical Approach Narrative.

6. Weaknesses: Include a listing of any identified or obvious weaknesses the offeror demonstrated in the Technical Approach Narrative.

7. Other: Include any other comments with respect to the Technical Approach Narrative.

Factor 1-3 Summary and Overall Rating

FACTOR 1-3 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Technical Approach Narrative Included in Proposal?	YES NO	
2.	Understanding of the Design/Build Process		
3.	Use of "Fast Track" Design/Build Process		
4.	Integration of Key Subcontractors		
5.	Strengths	N/A	No rating permitted
6.	Weaknesses	N/A	No rating permitted
7.	Other	N/A	No rating permitted
OVERALL FACTOR 1-3 RATING**			

* Ratings may be either:
Unknown – Outstanding – Above Average – Satisfactory – Marginal – Unsatisfactory

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating.

PROPOSAL RATING WORKSHEET

FACTOR 1-4

OFFEROR RELATIVE EXPERIENCE

Offeror: _____

Evaluator:_____

1. General: Evaluators will use this item to document receipt of example project listings with the Proposal Information.

Does the Proposal Include an Example Project Listing with Suitable Explanation? ____ YES ___ NO

2. Evaluate the Offerors provided example projects. Are these projects similar in size (cost) and complexity with this solicitation requirements? Was the Offeror in responsible charge of the example projects? Was he/she a key subcontractor?

/__/ Outstanding /__/ Above Average /__ / Satisfactory /__ / Marginal /__ / Unsatisfactory

/__ / Unknown

NOTE: IF THE OFFEROR HAS NO RELEVANT EXPERIENCE LISTED OR THE EVALUATION PANEL DETERMINES THE EXAMPLE PROJECTS PROVIDED TO NOT REPRESENT RELEVANT EXPERIENCE, THE OFFEROR MUST BE RATED AS “SATISFACTORY”.

3. Strengths: Include a listing of any identified or obvious strengths the offeror demonstrated in the example projects included in the proposal.

4. Weaknesses: Include a listing of any identified or obvious weaknesses the offeror demonstrated in the example projects included in the proposal.

Offeror:_____

Phase 1 Summary and Overall Rating

PHASE 1 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Factor 1-1 Offeror Past Performance		The most important Factor.
2.	Factor 1-2 Offeror Project Key Personnel		This Factor is slightly less important than Factor 1-1
3.	Factor 1-3 Technical Approach Narrative		This Factor is slightly less important than Factor 1-1
4.	Factor 1-4 Offeror Relevant Experience		This Factor is less important than Factor 1-1
OVERALL PROPOSAL RATING**			

* Ratings may be either:
Unknown – Outstanding – Above Average – Satisfactory – Marginal – Unsatisfactory

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the four factors. A final rating must be reached based on discussions and a consensus among the evaluators

Attach additional sheets to this rating summary to provide supporting rational for assignment of ratings.

_____ Board Member 1

_____ Board Member 2

_____ Board Member 3

_____ Board Member 4

_____ Board Chairperson

APPENDIX B
PHASE 2 EVALUATION MANUAL

1. GENERAL

The purpose of this document is to establish a uniform evaluation procedure for Phase 2 of the solicitation based on contractually defined criteria. This process will be an extension of the Phase 1 evaluation process. The Evaluation Team will evaluate each proposal individually using the qualitative/quantitative procedures that follow. Each proposal will be reviewed and rated by each of the evaluators. During this process, discrepancies between evaluations will be discussed and resolved within the team. Following the completion of the individual evaluations, a consensus evaluation will be derived. The results of this consensus evaluation will determine the final overall Phase 2 rating.

2. EVALUATION PROCEDURES.

a. Security. Each evaluator is responsible for maintaining security of offerors' proposals and Government evaluation documents. No material is permitted to be removed from the evaluation room during the evaluation or after completion of the evaluation by the evaluators. The evaluation room will be locked when not in use. Proposals are not to be discussed outside of the evaluation room.

b. Procurement Integrity and Non-disclosure. Evaluators must sign a non-disclosure statement as required by the procurement integrity regulations. This also applies to anyone who looks at the proposals, even if not actually involved in the evaluation process.

c. Written Comments. Written comments are required of each evaluator identifying the strengths and weaknesses of each proposal on the rating worksheets. These comments are essential to the Contract Specialist (CS) in preparing the Phase 2 documentation and the debriefing of unsuccessful offerors.

d. Additional Information. Additional information may be needed to complete the evaluation process, or to assure that all proposals in the competitive range are conforming to the Request for Proposals (RFP). The Contracting Division will request the information or clarification be provided by the offeror in writing. If the information necessary is minor or simple to explain, the CS may contact the proposer by telephone to discuss the questions and receive clarification in a teleconference with all the members of the evaluation team present. If a telephone conference is utilized, the CS must immediately document all discussions and validate the information received by a follow on written communication.

e. Prior to beginning the review or evaluation of any of the Offeror’s proposals, the evaluators must familiarize themselves with the solicitation statement of work, proposal submission requirements (Section 00110) and the proposal evaluation criteria (Section 00120).

f. Evaluators shall review and evaluate all proposals independently. No discussion of proposals between the evaluators shall take place prior to the final consensus discussions.

g. Substitutions for evaluators will not be allowed once the evaluation process has begun. No consensus sessions may be held unless all evaluators are present as well as the non-evaluating board Chairperson.

h. Identify and Document Proposal Ambiguities and Inadequate Substantiation. Evaluators shall review the proposals to identify ambiguous language or areas where the Offeror has not provided sufficient information to allow a quality evaluation and rating to be accomplished. Instances shall immediately be discussed with the Chairperson for instructions on procedures.

i. Prior to beginning any review and evaluation, each evaluator shall ensure that he/she has a complete copy of the Engineering Minimum Technical check results as applicable. In many instances these engineering review comments can save time and effort and provide validation for the identified strengths and weaknesses.

3. PROPOSAL REQUIREMENTS

a. Section 00110, Proposal Submission requirements identifies all the necessary submittal information to be included in the Contractor proposals. Proposals that reach this evaluation stage have passed an initial Contracting Division review to assure that they are complete and responsive and were selected as a result of the Phase 1 evaluation process. All proposals that are provided to the evaluation team must be evaluated and rated.

4. INDIVIDUAL PROPOSAL RATING WORKSHEETS

a. On the following pages individual worksheets are provided for use by the evaluators to review and rate the individual proposals. During the consensus evaluation, a single "consensus rating" worksheet shall be completed for each proposal and signed by all the evaluators. It is imperative that all comments and supporting rational for the rating assigned be included on this consensus sheet. Comments are required to support all ratings above or below "Average".

5. RATING METHODOLOGY

a. General. The proposals from the Offerors who reach Phase 2 will be evaluated to determine the quality of the proposed materials, methods, and procedures proposed. The acceptable Phase 2 ratings are as follows:

EXCELLENT: The offeror greatly exceeds the scope of the solicitation requirements in all aspects of the particular factor or sub-factor. The offeror also provides significant advantage(s) and exceeds the solicitation requirements in performance or capability in an advantageous way and has no apparent or significant weaknesses or omissions.

ABOVE AVERAGE: The offeror exceeds the scope of the solicitation in most aspects of the particular factor or sub-factor. The offeror provides an advantage in key areas or exceeds performance or capability requirements, but has some areas of improvement remaining.

AVERAGE: The offeror matches the scope of the solicitation in most aspects of the particular factor or sub-factor. The offeror meets the performance or capability requirements of the element but not in a way advantageous to the Government. There is room for improvement in this element.

POOR: The offeror does not meet the minimum scope of the solicitation for the particular factor or sub-factor. The offeror does not include any advantages and does not meet the minimal performance or capability requirements for this element. The offeror contains many apparent weaknesses and requires improvement.

UNACCEPTABLE: The offeror fails to meet the scope of the solicitation in all aspects of the factor or sub-factor or has not submitted any information to address this evaluated item. The offeror does not include any advantages in any areas of the element and does not meet the minimum performance or capability requirements of this factor or sub-factor. The proposal includes large apparent weaknesses and the proposal will require extensive modifications to come into compliance with the minimum requirements of the solicitation.

b. YES - NO Items. Where the specific evaluation sheets indicate a YES – NO Rating these items shall be treated as informational items. They are included in the evaluation worksheets to assure a similar focus among the evaluators and to ensure that individual evaluators do not overlook proposal information required.

c. GO NO-GO Items. Where specific evaluation items indicate a GO NO-GO Rating, these items shall be treated as basically a pass-fail item. No partial "GO" is acceptable – proposals must be complete and clear

enough to receive a “GO” Rating or they shall receive a “NO GO” rating. Any factor which includes a ”NO GO” evaluation item rating shall be rated as “UNACCEPTABLE”.

6. EVALUATION FACTORS

a. As indicated in Section 00120, PROPOSAL EVALUATION AND CONTRACT AWARD, the following factors will be evaluated and rated for each proposal:

FACTOR 2-1: BUILDING FUNCTION: This factor is the most important factor in the evaluation of Phase 2 proposals.

FACTOR 2-2: BUILDING SYSTEMS: This factor is slightly less important than Factor 2-1.

FACTOR 2-3: SITE DESIGN: This factor is slightly less important than Factor 2-2.

FACTOR 2-4: SITE ENGINEERING: This factor is significantly less important than Factor 2-3.

FACTOR 2-5: SUSTAINABLE DESIGN CONSIDERATIONS: This factor is approximately equal in importance to Factor 2-4.

FACTOR 2-6: OFFEROR MANAGEMENT PLANS AND SCHEDULES: This factor is equal in weight to Factor 2-5.

7. OVERALL PROPOSAL RATING

a. It is the intent of the evaluation worksheets that follow to focus the evaluators on the key issues and concerns with respect to construction, operation, and function of the facilities. These worksheets are meant to stimulate thought and analysis and provide a framework in which to document concerns, strengths, weaknesses, and omissions. Evaluators are encouraged to document all observations and analyses during the individual rating times and to share that analysis with the team during the consensus discussions.

b. It is the responsibility of the evaluation team to provide and document sufficient strengths, weaknesses, and omissions to suitably support the assigned rating in each Factor as well as the overall Phase 2 rating. Documentation/comments are required for all ratings other than “AVERAGE”.

c. The Chairperson shall distribute a copy of the Phase 1 ratings for each Offeror. The evaluation team, at this point, shall weigh the assigned ratings from Phase 1 and Phase 2, take into account the assembled strengths and weaknesses, and provide an overall proposal rating for each Offeror. This final combined rating shall be used for comparison and in the trade off process as applicable. For the purposes of this final proposal adjectival rating, the Phase 2 rating shall be significantly more important than the Phase 1 rating.

d. Following the completion of the consensus discussions and rating assignments, the individual rating worksheets from each of the evaluators will be collected by the Chairperson and destroyed. Each evaluator shall sign the final consensus rating assignment sheet.

PROPOSAL RATING WORKSHEET

FACTOR 2-1

BUILDING FUNCTION

Offeror: _____

Evaluator:_____

1. General: This factor is the most important factor in the technical analysis of the proposed solution offered by the Offeror. In some areas the evaluators will be required to use subjective judgment based on experience and expertise to arrive at a rating adjective. In this most basic area the subfactors are concerned with the "appeal" of the facility as well as its functionality in space arrangement and work/living space circulation patterns. This subfactor will also consider the aesthetics of the interior and exterior of the proposed facilities. The first two subfactors are GO/NO GO items. If either of these items is a "NO GO" rating, the entire factor (2-1) shall be rated as "UNACCEPTABLE".

2. Each individual subfactor will be rated separately with a combined rating made for all of Factor 2-1 at the completion of the rating for each subfactor. The relative subfactor importance is as follows:

Subfactor a. GO/NO GO – Pass Fail
Subfactor b. GO/NO GO – Pass Fail
Subfactor c. This is the most important sub-factor.

3. Subfactor Evaluations. *[Design District to edit subfactors as appropriate.]*

a. Appropriate Facilities. Has the contractor provided the facilities as required by the Statement of Work? This subfactor is to be evaluated on the "gross scale" of buildings and types of building provided. The actual evaluation of the technical quality of those facilities will be done in other factors and subfactors.

/__ / GO /__ / NO GO

b. Minimum Space and Facility Size. Does the proposal include all the spaces required by the statement of work and do those spaces comply with the minimum size or dimension requirements of the statement of work? Insufficient or incomplete information in the proposal for any of the facility types will be scored as a "NO GO".

/__ / GO /__ / NO GO Tactical Equipment Maintenance Facility (TEMF)

c. Functional Arrangement – TEMF. Consider the proposed layout of the facilities with respect to maintenance crew circulation space, adjacencies, life safety concerns, and flexibility considerations. Do the floor plans and arrangements offered comply with the minimum stated requirements from the statement of work? Has the offeror demonstrated knowledge of the expected facility operations in the offered plans?

Other Considerations: Overhead Crane Layouts, Built-In Worktables, Paint Booth, Specialized Exhaust System Layouts, Location of Maintenance Pits, Systems Furniture and Other Interior "Equipment" Layouts, Use/Adaptation of typical plans.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Functional Arrangement. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Functional Arrangement. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to Functional Arrangement here.

d. Building Aesthetics. Evaluators shall review and assess the appeal the proposed facilities. This assessment shall include interior and exterior considerations which enhance the interior spaces and improve the exterior presence of the facility. Attention shall be paid to compliance with the Installation Design Guide and in particular with the overall architectural themes desired for the new facilities.

For exteriors consider: facades, roof lines, colors, entrance delineation, fenestration in relation to elevations, textures, proportion and scale

For interiors consider: durability of interior finishes, ceiling heights and hallway widths, color schemes, cleaning requirements, natural lighting, acoustics considerations, signage

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Building Aesthetics. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Building Aesthetics. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Aesthetics here.

FACTOR 2-1 Summary Rating

FACTOR 2-1 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Subfactor a Appropriate Facilities		GO/NO GO
2.	subfactor b Minimum Space and Facility Size		GO/NO GO
3.	Subfactor c Functional Arrangement		This subfactor is equal in importance to subfactor d. The ratings of these factors shall determine the rating for Factor 2-1.
4.	Building Aesthetics		This subfactor is equal in importance to subfactor c. The ratings of these factors shall determine the rating for Factor 2-1.
FACTOR 2-1 RATING**			

* Ratings may be either:
Excellent – Above Average – Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the subfactors. A final rating must be reached based on discussions and a consensus among the evaluators

PROPOSAL RATING WORKSHEET

FACTOR 2-2

BUILDING SYSTEMS

Offeror: _____

Evaluator:_____

1. General: This factor is slightly less important in the technical analysis of the proposed solution proposed by the Offeror than Factor 2-1. In analyzing the various subfactors the evaluators must rate these items with respect to material quality, durability, life cycle cost considerations, and on-going maintenance required. Proposals which exceed the minimum requirements of the solicitation in these areas should be rated above "AVERAGE". Particular attention should be paid to energy conservation, maintenance considerations, and durability.

Subfactor a, b and c. These are the most important subfactors and are equal in weight.
Subfactor d, e, f, g, h, i, j, & k are equal and each slightly less important than subfactor a.
Subfactor l. This subfactor is a GO NO GO subfactor.

2. Subfactor Evaluations.

a. Building Interior Electrical Systems. This subfactor evaluates the electrical power and lighting systems within the facility. There are a significant number of methods available to reduce the electrical usage, and associated costs, of the new facilities. Proposals which comply with the minimum requirements of the statement of work shall be rated as "AVERAGE". Proposals which include energy saving materials and methods or propose innovative cost saving materials or designs should receive a higher evaluation. In addressing the potential energy savings from energy conservation systems the evaluators must also consider the possible impacts to maintenance and replacement costs for highly specialized or unusual systems proposed. Consideration of future maintenance and replacement costs must be included in evaluating this subfactor.

Other Considerations:
1. Placement of panels, receptacles, etc; capacity for future loads, logic and simplicity of power feeds and systems, quality of materials proposed
2. Lighting Design Considerations – Design methodology, fixture quality
3. Special Use Receptacles, Dedicated Circuits (Communications and Computer Equipment), Special Equipment Power Requirements

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Electrical Interior Power and Lighting Systems. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Electrical Interior Power and Lighting Systems. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to Electrical Interior Power and Lighting Systems here.

b. Building Heating, Ventilating, and Air Conditioning Systems (HVAC). Building HVAC systems are prime consumer of energy and represent a key possibility to reducing the overall energy usage of the facilities. Through a careful review of the proposal information the evaluators must keep energy conservation considerations forefront in their analysis. Closely associated with the costs of operating the HVAC equipment, the costs for maintenance of the equipment are a significant concern for the Installation staff. Evaluators shall also consider the maintainability of the HVAC equipment as proposed and consider this feature during the evaluation and the preparation of proposal strength and weakness summaries. Proposed systems which meet the minimum requirements of the statement of work should not be rated above "AVERAGE". Proposed materials and systems should be evaluated to determine their compliance with the solicitation requirements. Proposal narrative and information provided concerning the HVAC systems should address energy conservation as well as control of the various components.

Other Considerations:

1. Access to equipment for maintenance, noise considerations from central equipment, provision of individual space control, durability of materials proposed, suitability of materials exposed to heavy usage, integration into the facility wide control system where applicable, outside air (ventilation) considerations, outside equipment locations, quality of equipment proposed

2. Provision of special ventilation systems (welding exhaust, vehicle exhaust, pit exhaust, explosion proof considerations), specialized heating systems, paint spray booth exhaust system, heat recovery systems

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of HVAC Systems. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of HVAC Systems. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to HVAC Systems here.

c. Building Construction Materials (Other than HVAC, Structural, Electrical Systems). This subfactor considers the quality level of materials proposed for inclusion in the structure. These materials range from concealed supporting materials to exposed finish materials. In this subfactor the considerations of troop use and durability need to be considered for each finish or material exposed to troop use. Maintenance, maintainability, cleaning requirements, and replacement costs for materials proposed should also be considered.

Other Considerations: Floor materials, wall finishes, ceiling materials, toilet partitions, fixtures, signage, door hardware, furniture

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Building Construction Materials. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Building Construction Materials. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Building Construction Materials here.

d. Facility Equipment and Built-In Items. This subfactor evaluates the built-in equipment and facility equipment proposed for installation. Consideration should be given to operating and maintenance requirements, durability, and serviceability of the proposed equipment. Are the materials and equipment proposed suitable for long term heavy usage.

Other Considerations: Placement of equipment, coverage of cranes, work table designs, built-in storage bins, maintenance pit equipment, compressed air system (non-breathable), lockers, benches, vault door, window/reception area

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Facility Equipment and Built-Ins. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Facility Equipment and Built-Ins. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Facility Equipment and Built-Ins here.

e. Integration of Interior Support Systems. This subfactor evaluates the anticipated integration of the various interior building support systems. Since all proposal information will likely be narrative in nature, the evaluators must concentrate on expertise and experience to ascertain anticipated problems with the interaction of interior support systems. Interior support systems are all those interior systems which support the occupants within the facility. They include, HVAC, electrical power and lighting, plumbing, communications, compressed air (breathable and non-breathable), vehicle exhaust systems, overhead cranes, vehicle maintenance pits, building structural systems, and any other special support systems.

Other Considerations: None

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Integration of Interior Support Systems. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Integration of Interior Support Systems. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to the Integration of Interior Support Systems here.

f. Force Protection Considerations. This subfactor evaluates the inclusion of Force Protection Requirements within the facilities proposed. Evaluators must be familiar with the Force Protection Requirements to adequately evaluate this category. Proposals which do not completely address Force Protection Requirements will be rated as "UNACCEPTABLE" if the omissions are serious. If the omissions are minor and could easily be addressed, the evaluator shall use professional judgement in assigning the rating.

Other Considerations: Placement of parking and drives, landscaping, window materials, stand off distances, wall construction, door construction

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Force Protection. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Force Protection. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to Force Protection here.

g. Fire Protection Systems. This subfactor evaluates the fire protection systems proposed for installation. Consideration should be given to the system schematic strategy as well as to the actual materials proposed for installation. Proposal narratives must include information to demonstrate the proposers understanding of the fire protection and detection systems. The fire protection and detection subcontractors are considered key subcontractors and the proposal must demonstrate adequate qualifications and experience for these subcontractors.

Other Considerations: Placement of panels, placement of devices, simplicity of system, ease of repair, quality of materials, location of wiring, connection to base-wide system

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Fire Protection and Detection Systems. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Fire Protection and Detection Systems. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Fire Protection and Detection Systems here.

h. Building Thermal Performance. This subfactor considers the adequacy of the building envelope in respect to energy conservation. The statement of work sets a minimum level of prescriptive criteria. Evaluators shall ensure that the proposals meet this minimum level of compliance. Proposals which include enhanced energy conservation strategies through the use of higher insulation levels, infiltration blocks, heat recovery, or material selections should receive a rating above “AVERAGE”.

Other Considerations: Windows, doors, wall construction, perimeter insulation, roof insulation, wall and roof color, exhaust heat recovery

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Building Thermal Performance. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Building Thermal Performance. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Building Thermal Performance here.

i. Communication and Telephone Systems. This subfactor evaluates the communications and telephone systems proposed for installation. Consideration should be given to the system schematic strategy as well as to the actual materials proposed for installation.

Other Considerations: Placement of panels, placement of outlets, simplicity of system, ease of repair, quality of materials, location of wiring, paging system

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Telephone and Communication Systems. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Telephone and Communications Systems. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to Telephone and Communications Systems here.

j. Intrusion Detection and Security Systems. This subfactor evaluates the security systems proposed for installation. Consideration should be given to the system schematic strategy as well as to the actual materials proposed for installation.

Other Considerations: Placement of panels, placement of devices, simplicity of system, ease of repair, quality of materials, location of wiring, connection to base-wide system

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Security Systems. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Security Systems. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Security here.

k. Plumbing Systems. This subfactor evaluates the plumbing systems proposed for installation. Evaluators shall consider piping placement, material quality, and ease of repair/replacement. The plumbing fixtures will be exposed to troop use and the proposal should include narrative information which outlines how the proposed systems and materials will stand up to troop use. Durability of the plumbing fixtures is a prime concern in this subfactor.

Other Considerations: Placement of fixtures, simplicity of system, ease of repair, pipe chases, quality of materials, location of piping, durability

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Plumbing Systems. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Plumbing Systems. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Plumbing Systems here.

l. Building Structural Systems. This subfactor is considered a GO – NO GO element. Evaluators are still encouraged to provide comments to document significant strengths or weaknesses.

/__/ GO /__/ NO GO

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Building Structural Systems.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Building Structural Systems.

FACTOR 2-2 Summary Rating

FACTOR 2-2 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Subfactor a Building Interior Electrical Systems		This subfactor is the most important subfactor equal in weight to subfactor b and c.
2.	Subfactor b Building HVAC Systems		This subfactor is the most important subfactor equal in weight to subfactor a and c.
3.	Subfactor c Building Construction Materials		This subfactor is the most important subfactor equal in weight to subfactor a and b.
4.	Subfactor d Facility Equipment and Built-In Items		This subfactor is slightly less important than subfactor a.
5.	Subfactor e Integration of Interior Support Systems		This subfactor is slightly less important than subfactor a.
6.	Subfactor f Force Protection Considerations		This subfactor is slightly less important than subfactor a.
7.	Subfactor g Fire Protection Systems		This subfactor is slightly less important than subfactor f.
8.	Subfactor h Building Thermal Performance		This subfactor is slightly less important than subfactor f.
9.	Subfactor i Communications and Telephone Systems		This subfactor is slightly less important than subfactor f.
10.	Subfactor j Intrusion Detection & Security Systems		This subfactor is slightly less important than subfactor f.
11.	Subfactor k Plumbing Systems		This subfactor is slightly less important than subfactor f.
12.	Subfactor l Structural Systems		This is GO-NO GO Subfactor.***
FACTOR 2-2 RATING**			

* Ratings may be either:
Excellent – Above Average –Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the subfactors. A final rating must be reached based on discussions and a consensus among the evaluators

*** A NO GO rating for the Structural Systems Subfactor will require an overall rating of “Unacceptable” for this factor.

PROPOSAL RATING WORKSHEET

FACTOR 2-3

SITE DESIGN CONSIDERATIONS

Offeror: _____

Evaluator:_____

1. General: This factor is slightly less important in the technical analysis of the proposed solution offered by the Offeror than Factor 2-2. In analyzing the various subfactors the evaluators must rate these items with respect to material quality, durability, life cycle cost considerations, and on-going maintenance required. Proposals which exceed the minimum requirements of the solicitation in these areas should be rated above "AVERAGE". Particular attention should be paid to the inclusion of Force Protection considerations.

Subfactor a. This is the most important subfactor
Subfactor b. This subfactor is slightly less important than sufactor a.
Subfactor c. This subfactor is slightly less important than sufactor b.
Subfactor d. This subfactor is slightly less important than sufactor c.
Subfactor e. This subfactor is slightly less important than sufactor d.

2. Subfactor Evaluations.

a. Area Development Plan. The overall site development must complement the requirements of the Installation Design Guide as well as provide for a safe, organized, well thought out solution to the siting of the facilities and parking and hardstand areas. Development plan must clearly identify equipment maintenance access routes and the extent of hardstands and other specialty paving areas. Original innovative site designs which capitalize on the existing site possibilities shall be evaluated highly.

Other Considerations: Placement of equipment parking areas, extent of hardstands, orientation of the facilities, site lighting, placement of POV parking, security fencing, hazardous waste storage building, POL storage building, deployment storage building, sentry booth

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Area Development. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Area Development. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Area Development Plans here.

b. Force Protection Considerations. This subfactor evaluates the inclusion of force protection constraints on the site design. The requirements for this factor are prescriptive in nature. Proposals which have significant omissions or inconsistencies with respect to force protection issues will be rated "UNACCEPTABLE".

Other Considerations: Placement of parking areas, placement of pedestrian circulation, orientation of the facilities, landscaping, equipment placement and screening.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of site Force Protection. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of site Force Protection. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to site Force Protection here.

c. Grading. This subfactor considers the amount and type of grading required by the proposed site design. Also included are the impacts on storm drainage, retention ponds, cut and fill, and erosion control. Materials proposed for storm drainage systems are evaluated elsewhere.

Other Considerations: Placement of paved areas, placement of drainage structures

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of site Grading. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of site Grading. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to site Grading here.

d. Paved Areas. This subfactor considers the provision of paved areas within the site development. The actual design of the pavement surfaces proposed is evaluated elsewhere, this subfactor considers more the functional and organizational layout of the paved areas.

Other Considerations: Placement of parking areas, internal parking area circulation, parking entrances, exits, placement of drainage facilities, parking area lighting, hardstands, access paths to maintenance bays

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Paved Area Development. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Paved Area Development. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Paved Area Development here.

e. Landscaping. This subfactor considers the design, material quality, quantity, and applicability of all plantings selected for this project in the proposal. Evaluators should review the restrictions and recommendations contained in the Installation Design Guide as they evaluate this subfactor.

Other Considerations: Screening of Facility, site appeal, maintenance and up-keep required, sustainable design considerations

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Landscape Design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Landscape Design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Landscape Design here.

FACTOR 2-3 Summary Rating

FACTOR 2-3 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Subfactor a Area Development Plan		This is the most important subfactor.
2.	subfactor b Force Protection Considerations		This subfactor is slightly less important than subfactor a.
3.	Subfactor c Grading		This subfactor is slightly less important than subfactor b.
4.	Subfactor d Paved Areas		This subfactor is slightly less important than subfactor c.
5.	Subfactor e Landscape Design		This subfactor is slightly less important than subfactor d.
FACTOR 2-3 RATING**			

* Ratings may be either:
Excellent – Above Average – Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the subfactors. A final rating must be reached based on discussions and a consensus among the evaluators

PROPOSAL RATING WORKSHEET

FACTOR 2-4

SITE ENGINEERING

Offeror: _____

Evaluator:_____

1. General: This factor is significantly less important factor in the technical analysis of the proposed solution offered by the Offeror than Factor 2-3. In analyzing the various subfactors the evaluators must rate these items with respect to material quality, durability, life cycle cost considerations, and on-going maintenance required. Proposals which exceed the minimum requirements of the solicitation in these areas should be rated above “AVERAGE”. Particular attention should be paid to the inclusion of Force Protection considerations.

Subfactor a. This is the most important subfactor, equal to subfactor b, and c.
Subfactor b. This is the most important subfactor, equal to subfactor a, and c.
Subfactor c. This is the most important subfactor, equal to subfactor b, and a.
Subfactor d. This subfactor is less important than sufactor a.
Subfactor e. This subfactor is less important than sufactor a.
Subfactor f. This subfactor is less important than sufactor a.
Subfactor g. This subfactor is less important than sufactor a.

2. Subfactor Evaluations.

a. Water System. This subfactor considers the design and materials proposed for use with the domestic water and fire protection systems. Careful consideration should be given to reviewing the proposed site main sizes and materials proposed. Fire protection service to the facility should be separate from the domestic water system service.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Water System design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Water System design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Water System design here.

b. Fuel Piping and Storage Systems. This subfactor considers the fuel piping systems proposed for the facility. These systems include natural gas, fuel oil, propane, or other fuel type systems. Evaluators shall consider the narrative information with respect to installation location and material selection. To the greatest extent possible, evaluate the provisions for containment of leaks and the accessibility of the piping for replacement and repair.

Other Considerations: If fuel oil or propane storage tanks are proposed for use they must comply explicitly with the statement of work requirements.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Fuel Piping and Storage System design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Fuel Piping and Storage System design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Fuel Piping and Storage System design here.

c. Electrical Distribution System. This subfactor considers the design of the site electrical distribution system. It covers the system from the point of connection to the existing base infrastructure to the main power panel inside the new facility. Evaluators shall review and consider proposed material quality, access for repair/replacement, sizing/loading of transformers and other electrical issues. Coordination with the base-wide power distribution system is a requirement.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Electrical Distribution System design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Electrical Distribution design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Electrical Distribution design here.

d. Communications Systems (Com, Telephone, etc). This subfactor evaluates the site design and material quality proposed for these communication systems. Proposal narrative should demonstrate the Offeror's understanding of the requirements for connection to and extension of the base-wide systems. Maintainability considerations are also a prime evaluation item with respect to communications systems. Evaluate capability and provisions for future alterations/additions to the installed systems.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Communications Systems design. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Communications Systems design. Comments are required for all ratings above "AVERAGE".

- Other Comments. Include any other comments with respect to Communications Systems design here.

e. Sanitary Sewer System. This subfactor is considered important due to the desire to maintain a gravity sanitary sewer system. Consideration shall be given to the placement of sanitary sewer mains, provisions for cleaning, and to the inclusion of a pumping station/force main if required by the site development. Included in this subfactor is the evaluation of actual materials proposed for installation.

Other Considerations: Oil/Water Separator, Protection from Contamination

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Sanitary Sewer System design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Sanitary Sewer design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Sanitary Sewer design here.

f. Storm Sewer System. This subfactor is considered important due to the desire to maintain a gravity storm sewer system. Consideration shall be given to the placement of storm sewer mains, provisions for cleaning, and to the inclusion of a retention pond if required by the site development. Included in this subfactor is the evaluation of actual materials proposed for installation.

Other Considerations: Prevention of Contamination, runoff control

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Storm Sewer System design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Storm Sewer design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Storm Sewer design here.

g. Pavement Design. This subfactor considers the proposed design of the pavement surfaces for the parking areas and new roadways, as well as for maintenance access ways. Evaluators should consider the proposed materials with respect to the information provided in the geotechincal report and recommendations. Concentration should be on the provision of a durable pavement system to support the expected traffic. Unusual or innovative pavement designs shall be evaluated based on expertise and experience.

Other Considerations: Hardstands, special pavements

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the area of Pavement Design. Comments are required for all ratings above “AVERAGE”.

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses in the area of Pavement Design. Comments are required for all ratings above “AVERAGE”.

- Other Comments. Include any other comments with respect to Pavement Design here.

FACTOR 2-4 Summary Rating

FACTOR 2-4 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Subfactor a Water System		This is the most important subfactor.
2.	subfactor b Fuel Piping and Storage Systems		This subfactor is equal to subfactor a.
3.	Subfactor c Electrical Distribution System		This subfactor is equal to subfactor a.
4.	Subfactor d Communications System		This subfactor is less important than subfactor a.
5.	Subfactor e Sanitary Sewer System		This subfactor is less important than subfactor a.
6.	Subfactor f Storm Sewer System		This subfactor is less important than subfactor a.
7.	Subfactor g Pavement Design		This subfactor is less important than subfactor a.
FACTOR 2-4 RATING**			

* Ratings may be either:
Excellent – Above Average – Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the subfactors. A final rating must be reached based on discussions and a consensus among the evaluators

PROPOSAL RATING WORKSHEET

FACTOR 2-5

SUSTAINABLE DESIGN CONSIDERATIONS

Offeror: _____

Evaluator:_____

1. General: This factor is approximately equal in importance to Factor 2-4. Evaluators shall utilize the Offeror provided analysis to enter the chart below to determine the rating for this factor.

SUSTAINABILITY RATINGS			
Offeror Prepared Sustainability Level		***Associated Factor Rating***	***Comments***
SpiRIT Level	**LEED Level**		
Platinum	Certified Platinum	Excellent	
Gold	Certified Gold	High Average	
Silver	Certified Silver	Above Average	
Bronze	Certified	Average	
< Bronze	< Certified	UNACCEPTABLE	

Factor Rating: _____

PROPOSAL RATING WORKSHEET

FACTOR 2-6

OFFEROR MANAGEMENT PLANS AND SCHEDULES

Offeror: _____

Evaluator:_____

1. General: This factor is equal in importance to Factor 2-5. The information provided in response to this factor completes the Offeror Performance Information which was received, reviewed, and evaluated in Phase 1 of this solicitation. Through this factor the evaluators will review and evaluate the Offeror's demonstrated understanding of the design/build process as required in this solicitation. Each of the four subfactors are approximately equal in importance.

2. Subfactor Evaluations.

a. Quality Control Plan. Evaluators shall review and evaluate the Offeror's quality control procedures planned for application to this project. The quality control plan and procedures must address design as well as construction phases of the project. The proposed quality control program must include and address the Corps three phase quality control system and acknowledge experience and familiarity with the Corps Quality Assurance program. If personnel identified by the Offeror have changed, the alternate personnel shall be reviewed to assure a similar level of quality.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the Offeror's Quality Control Program. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses of the Offeror's Quality Control Program. Comments are required for all ratings above "AVERAGE".

b. Schedule Information. Evaluators shall review and evaluate the Offeror's proposed schedule information to determine the extent of "fast tracking" included. The schedule must reflect a single task oriented structure for both design and construction operations. Evaluators shall review and assess completeness, inclusion of required milestones, and realism. Proposed schedules which indicate project completion prior to the Government indicated maximum duration may receive favorable consideration.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the Offeror's proposed Project Schedule. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses of the Offeror's proposed Project Schedule. Comments are required for all ratings above "AVERAGE".

c. Closeout Plan. Evaluators shall review and evaluate the Offeror's proposed closeout plan. Particular emphasis shall be placed on the preparation of Operations & Maintenance Manuals and the training of the base personnel on the installed systems and materials.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the Offeror's proposed Closeout Plan. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses of the Offeror's proposed Closeout Plan. Comments are required for all ratings above "AVERAGE".

d. Sub-Contracting Plan. Evaluators shall review and evaluate the Offeror's proposed subcontracting plan in terms of achieving the required special emphasis group participations and the completeness and rationale for the plan proposed. Offerors who are not required to submit a subcontracting plan (i.e. Small Business concerns) will be assigned a rating equal to the highest evaluation of any subcontracting plan submitted in response to this solicitation.

Other Considerations: None.

/__ / Excellent /__ / Above Average /__ / Average /__ / Poor /__ / Unacceptable

- Proposal Strengths. Include narrative comments with respect to proposal strengths in the Offeror's proposed Sub-Contracting Plan. Comments are required for all ratings above "AVERAGE".

- Proposal Weaknesses. Include narrative comments with respect to proposal weaknesses of the Offeror's proposed Sub-Contracting Plan. Comments are required for all ratings above "AVERAGE".

FACTOR 2-6 Summary Rating

FACTOR 2-6 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Subfactor a Quality Control Plan		All subfactors are equal.
2.	subfactor b Schedule Information		All subfactors are equal.
3.	Subfactor c Closeout Plan		All subfactors are equal.
4.	Subfactor d Sub-Contracting Plan		All subfactors are equal.
FACTOR 2-6 RATING**			

* Ratings may be either:
Excellent – Above Average – Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the subfactors. A final rating must be reached based on discussions and a consensus among the evaluators

Offeror:_____

Phase 2 Summary and Overall Rating

PHASE 2 SUMMARY RATING CHART			
Item No.	**Description**	**Rating***	**Comments**
1.	Factor 2-1 Building Function and Aesthetics		The most important Factor.
2.	Factor 2-2 Building Systems		This Factor is slightly less important than Factor 2-1
3.	Factor 2-3 Site Design		This Factor is slightly less important than Factor 2-2
4.	Factor 2-4 Site Engineering		This Factor is significantly less important than Factor 2-3
5.	Factor 2-5 Sustainable Design Considerations		This Factor is approximately equal in importance to Factor 2-4.
6.	Factor 2-6 Offeror Management Plans and Schedules		This Factor is approximately equal in importance to Factor 2-4.
OVERALL PHASE 2 RATING**			

* Ratings may be either:

Excellent – Above Average – Average – Poor - Unacceptable

** Evaluators shall consider the ratings in the various items shown to determine a suitable overall rating. The overall rating cannot be an average, mode, or median of the ratings of the six factors. A final rating must be reached based on discussions and a consensus among the evaluators

Attach additional sheets to this rating summary to provide supporting rational for assignment of ratings.

_____ Board Member 1

_____ Board Member 2

_____ Board Member 3

_____ Board Member 4

_____ Board Chairperson

APPENDIX C

SUMMARY EVALUATION MATRIX

PROPOSAL SUMMARY SCORING MATRIX

Offeror	Phase 1 Rating*	Phase 2 Rating**	Final Overall Rating**	Comments

* Ratings may be either:
Unknown – Outstanding – Above Average – Satisfactory – Marginal – Unsatisfactory

** Ratings may be either:
Excellent – Above Average – Average – Poor - Unacceptable

_____ Board Member 1

_____ Board Member 2

_____ Board Member 3

_____ Board Member 4

_____ Board Chairperson