



# SPAWAR Industry Executive Network (SIEN) Admiral Kidd Club

March 29, 2010



# Agenda

- ▼ 1530 – 1540 Kickoff and Welcome Remarks Ken Slaght
- ▼ 1540 – 1600 SPAWAR Leadership Update Gary Wang
- ▼ 1600 – 1610 BREAK
- ▼ 1610 – 1630 Developing a Winning Proposal Diane Thornewell
- ▼ 1630 – 1640 BREAK
- ▼ 1640 – 1700 Small Business Update Faye Esaias
- ▼ 1700 Wrap-up and Question & Answer Ken Slaght
- ▼ 1700 - 1800 Social Hour



# Gary Wang

## Team SPAWAR CIO & Director of Corporate Operations (8.0)

“Why I wanted this job”

SIEN Presentation

29 March 2010

Statement A: Approved for public release, distribution is unlimited (29 MARCH 2010)



## Why I wanted this job

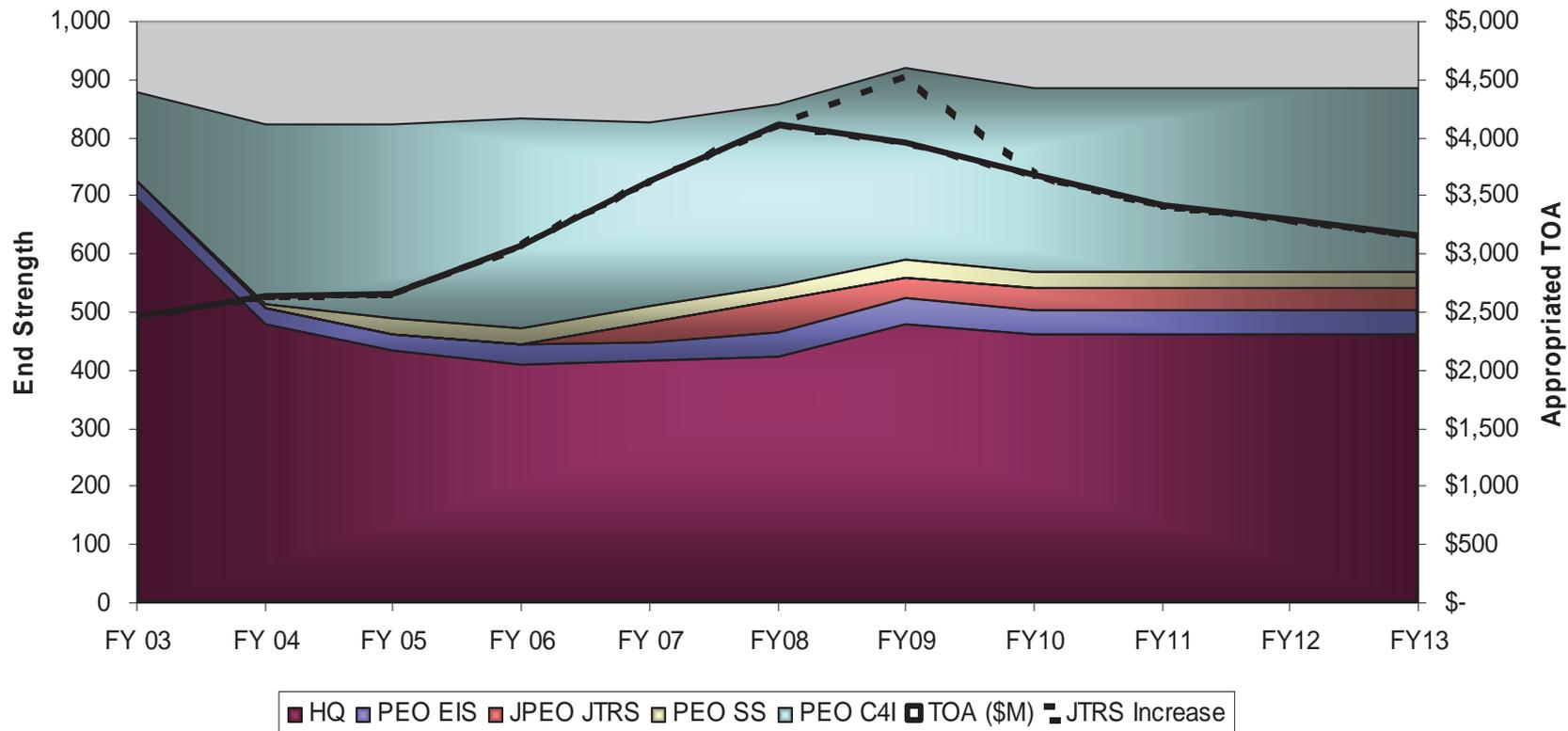
- ▼ To develop a strategy for smart growth...
- ▼ To create a great environment to excel...
- ▼ To become the cornerstone for Navy IT...

...Within the context of the current environment...



# Manpower & TOA Trend Chart

End Strength vs. Appropriated TOA

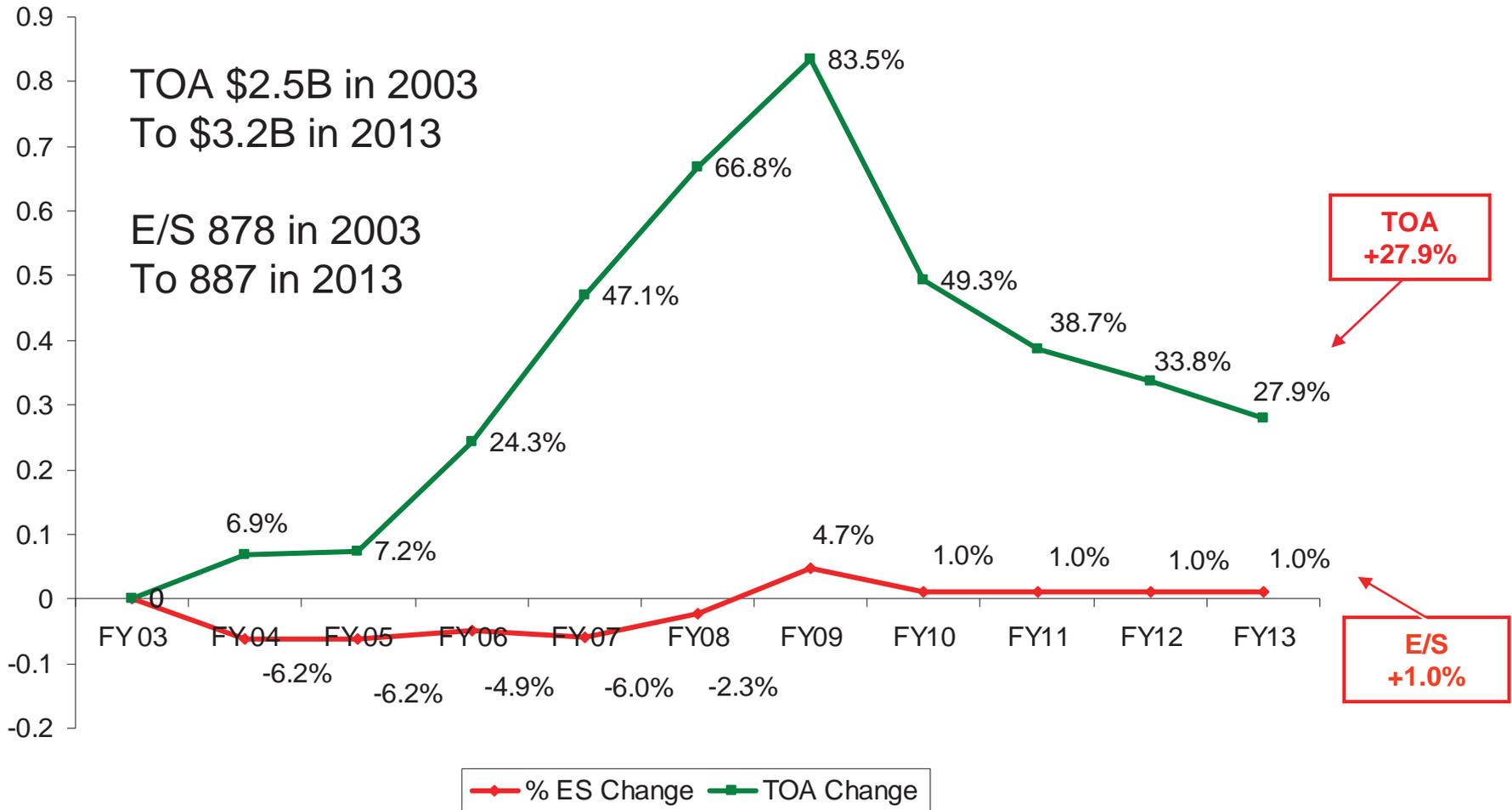


Source: OSD09 with post OSD adjustment of -\$5M and -32 End Strength<sub>5</sub>



# SPAWAR Program Management Health

Percent Change In E/S & TOA Versus FY 03 Baseline

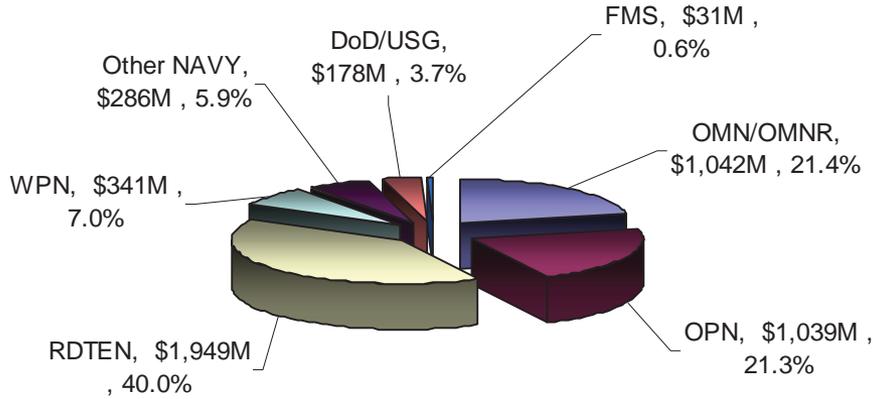


**Evidence of Risk**

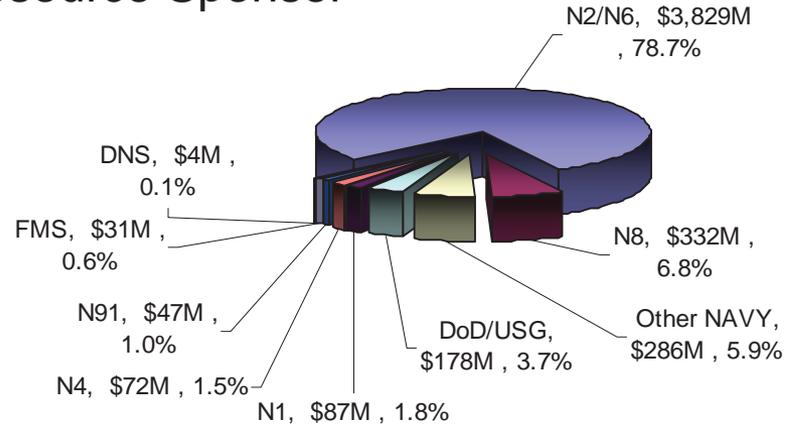


# SPAWAR FY09 Funding

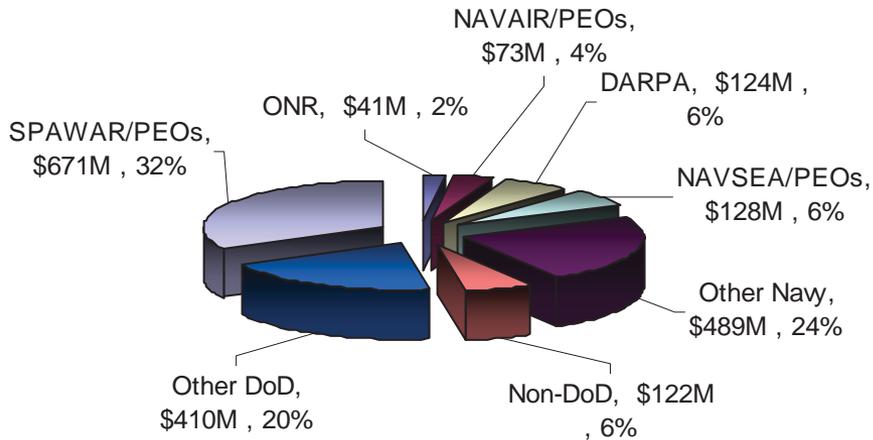
## Appropriation



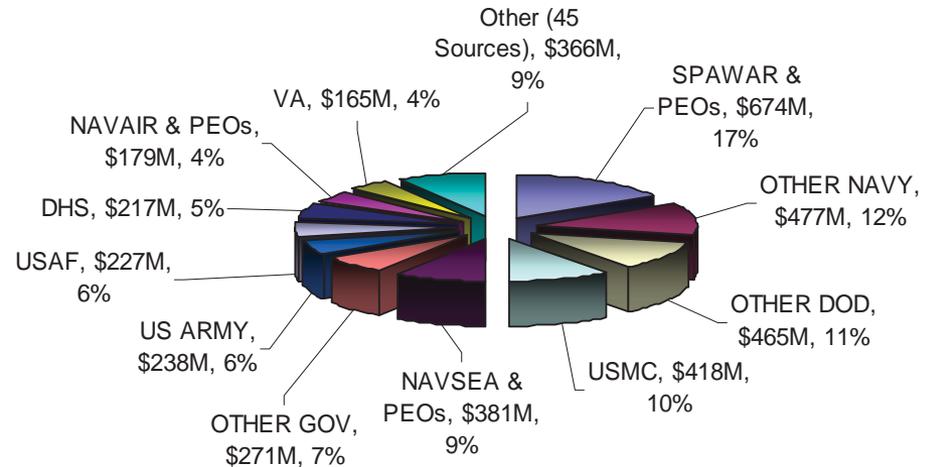
## Resource Sponsor



## SSC PAC Customers



## SSC LANT Customers



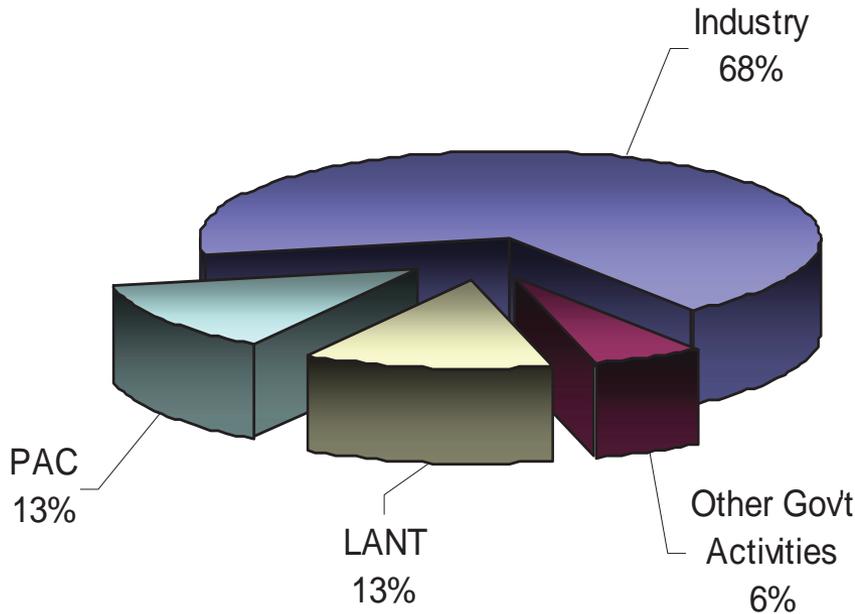
Source Data : PB11 FY09 Mar 10

OCF - SAP Sales Orders, PAC/LANT Customer Data Provided by SSCs



# SPAWAR FY09 Outflow

## SPAWAR HQ/PEOs



## ▼ Top 10 Industry Performers

- Lockheed Martin
- Other (204 Vendors)
- SSC PAC, SSC LANT (tie)
- Boeing
- Other Gov't Activities
- BAH, General Dynamics, IBM, EDS (tie)
- Raytheon
- BAE
- VIASAT



# Developing a strategy for smart growth

- ▼ How to handle the first growth period since the 80's
- ▼ Own the process for developing Team SPAWAR strategy & vision
- ▼ Grow leadership talent pool

# Creating an environment to excel

## ▼ Mentoring/Coaching

- Develop the next generation of Leadership
- Personal growth and training



## ▼ Improving the climate for Innovation

- Unleashing Entrepreneurial Spirit
- Fostering Creativity



## ▼ Management v. Leadership (motivation/inspiration)





# Manager vs. Leader

## Manager

- Coping with complexity
- Planning and budget
- Organizing / structuring
- Controlling and solving

vs.

## Leader

- Coping with change
- Setting direction (vision/strategy)
- Aligning of people
- Motivating and inspiring

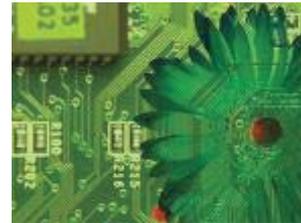
Manage Things – Lead People

John P. Kotter, “What Leaders Really Do”

# Becoming the cornerstone for Navy IT

## ▼ CIO Goals and objectives

- IT Provider of choice/ Investor of choice/ Employer of choice
- Mobile Services Strategy
  - Location Based Services, iNavy
- Green IT
- Consolidation
  - Applications, Infrastructure
- Open Source
- Social Media
- Public/Private Enclave





# The road ahead

- ▼ Glad to be back at HQ!
  
- ▼ Leadership transitions
  
- ▼ As a service organization, partner & business enabler...
  - Be relevant to the PEOs and National Competency Leads
    - Be “cross-pollinators” for Team SPAWAR
    - Provide best value

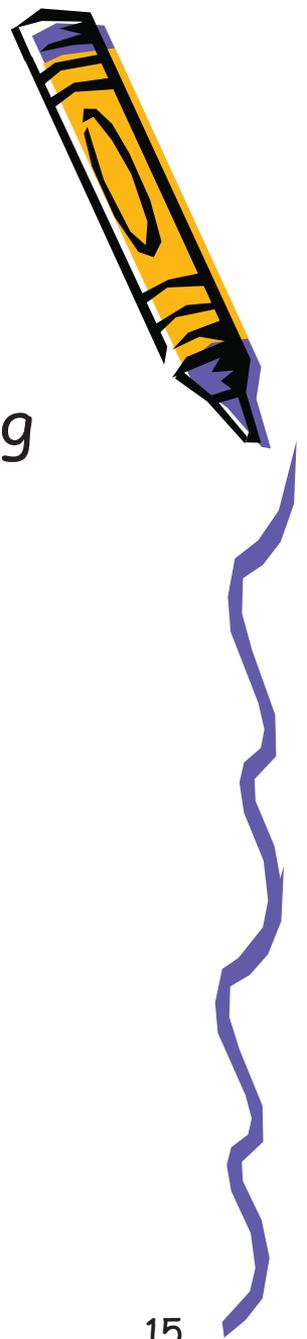


# Developing a Winning Proposal

Diane Carol Thornewell  
Contracting Officer  
Space and Naval Warfare Systems Command  
Presented at SIEN on 29 March 2010



# If You Remember Nothing Else...

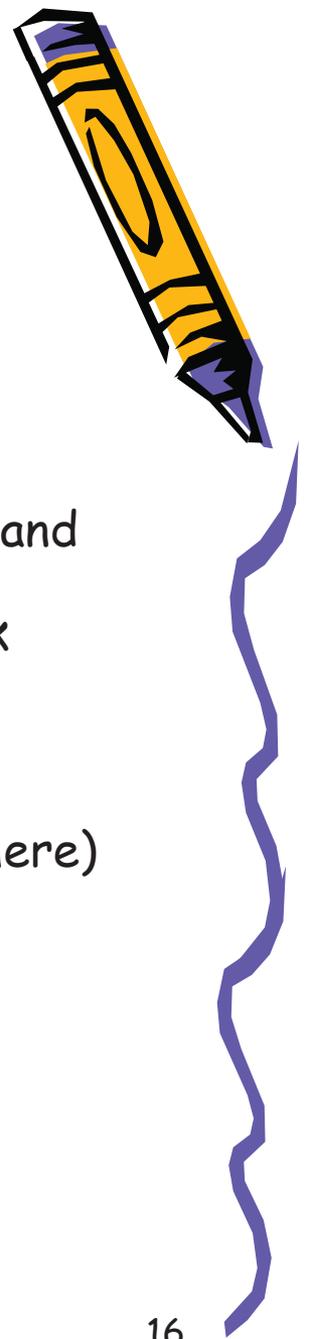


- Read the solicitation - all of it (even the boring parts)
- Reread the solicitation - all of it - again
- If you have any questions - ask (BEFORE the solicitation closes), don't assume
- Prepare your proposal
- Have someone (not the preparer) check the proposal against the solicitation requirements
- Submit your proposal ON TIME



3/29/2010

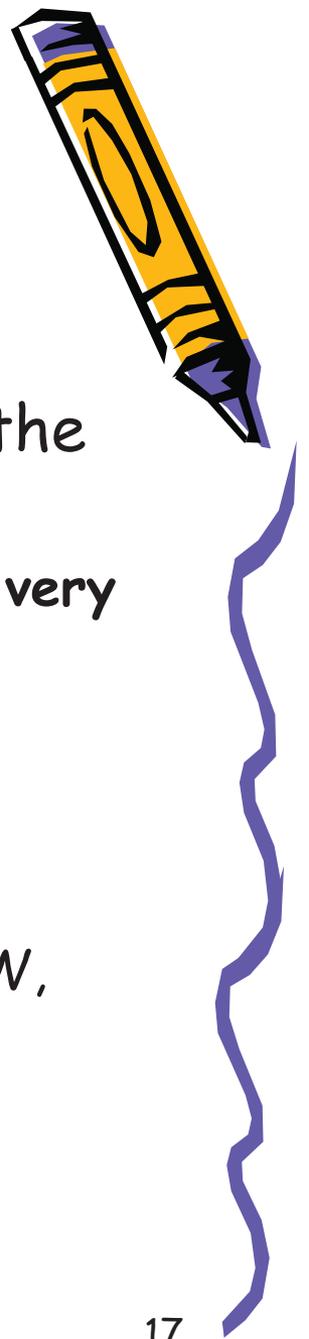
# Uniform Contract Format (and what it means)



- Part I -- The Schedule (becomes part of the contract)
  - Section A - Solicitation/contract form (cover page)
  - Section B - Supplies or services and prices/costs (CLINs and SLINs - what/how many/how much)
  - Section C - Description/specifications/statement of work (describes/defines the what)
  - Section D - Packaging and marking (how to pack/box)
  - Section E - Inspection and acceptance (who and where)
  - Section F - Deliveries or performance (when/how long/where)
  - Section G - Contract administration data
  - Section H - Special contract requirements



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# Uniform Contract Format (and what it means) (cont'd)

- Part II -- Contract Clauses (becomes part of the contract)
  - Section I - Contract clauses (the most boring - but very important - part of the contract)
- Part III -- List of Documents, Exhibits, and Other Attachments (becomes part of the contract)
  - Section J - List of attachments (Specification, SOW, SOO, CDRL, DD254, etc.)





# Uniform Contract Format (and what it means) (cont'd)

- Part IV -- Representations and Instructions (does NOT become a part of the contract)
  - Section K - Representations, certifications, and other statements of offerors or respondents (read very carefully - some of these carry legal penalties if you mis-certify)
  - Section L - Instructions, conditions, and notices to offerors or respondents (what to put into your proposal and where - can you follow directions?)
  - Section M - Evaluation factors for award (the grading system - what you need to demonstrate to win)



# First Steps/Decisions



- Read Sections B & C
  - Is this a market area that I am in or want to get into?
  - Should I propose as a prime contractor or as a subcontractor?
  - If I want to be a prime, can I do it all myself or do I need to find others to round out my team?
  - If I want to be a subcontractor, how do I identify others who are planning to propose and position myself as a part of their team?



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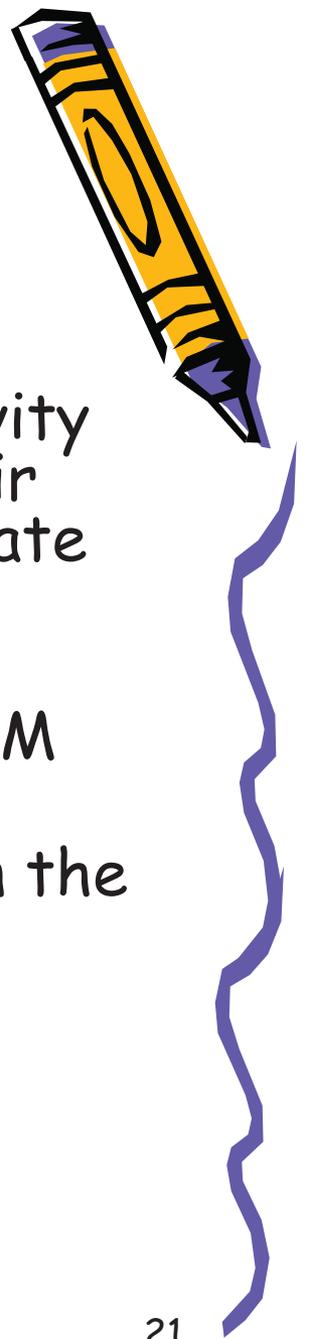
# First Steps/Decisions (cont'd)



- Can I meet all the specification requirements?
- Can I deliver on time in the quantities specified?
- Can I put together a quality proposal in the time specified?



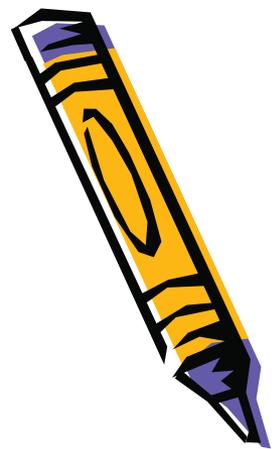
# Understand the Groundrules



- Federal regulations require the acquiring activity to inform all offerors of the criteria, and their relative importance, that will be used to evaluate proposals (Section M)
- Government evaluators may only evaluate the proposal against the criteria listed in Section M
- Government evaluators may only evaluate a proposal using the information provided within the proposal itself
  - The only exception is information relating to past performance



# Understand the "Grading System"



- Read Section M very carefully
  - It contains the criteria that will be used to evaluate your proposal
  - It specifies the relative importance of those criteria
  - It (frequently) provides information on how the criteria will be applied (e.g., what constitutes an outstanding vice satisfactory rating)
- Use this information when deciding where and how to focus the efforts of your proposal writing team



# Follow the Instructions



- Section L tells you how the Government expects you to put your proposal together (e.g., how many volumes, what to put into those volumes, how many pages, etc.)
  - This is not the time to get creative - if information is requested in Section 1 of Volume 2, put it there (or at least provide a cross reference to where you DID put it)
    - don't make the evaluator have to hunt for information
  - Ensure that you complied with any page limitations - Government evaluators are not allowed to review any pages in excess of the limitation and PCOs frequently remove these pages before giving them to the technical evaluators to ensure they are not reviewed



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# Writing Your Proposal



- Determine who is going to write the proposal (an individual, a team?)
- Ensure that everyone involved with the proposal understands the requirements, the evaluation factors and the proposal instructions
  - If you are unsure of something in the solicitation, get clarification, in writing, from the PCO BEFORE the solicitation closes
- Decide how you are going to allocate time and resources (use the evaluation criteria as your guide)



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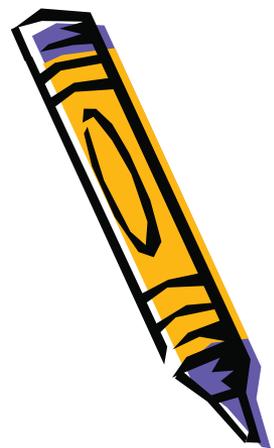
# Writing Your Proposal (cont'd)



- Put your best effort forward the first time - never assume that you will be given an opportunity to have discussions/fine tune your proposal
  - Taking exception/putting conditions on your proposal is a risky business and may make your proposal unacceptable
- Ensure that your cost/price proposal is a reasonable reflection of your technical proposal
  - This admonition is particularly important for any cost type contract where the Contracting Officer must assess whether your cost proposal is a **REALISTIC** representation of your technical approach



# Writing Your Proposal (cont'd)



- Have someone who was not involved with writing/assembling the proposal review it against the solicitation to ensure that ALL of the requirements of the solicitation were addressed and/or followed
- Ensure your proposal is signed and that it includes an acknowledgement of the receipt and acceptance of all the solicitation amendments
- Make sure your proposal is submitted **ON TIME**
  - A late proposal, with VERY rare exceptions, may not be evaluated and is usually returned unopened



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# After the Award Decision



- Request a debriefing
  - To ensure that you get a debriefing, it must be requested, in writing, within 3 days of being notified of the award decision
- Debriefings can be a learning opportunity
  - Solicit information on what you can improve on for next time



# The Debriefing

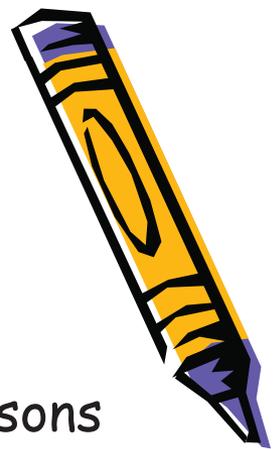


- FAR Part 15.506 states that the debriefing information shall include:
  - The Government's evaluation of the significant weaknesses or deficiencies in the offeror's proposal, if applicable;
  - The overall evaluated cost or price and technical rating, if applicable, of the successful offeror and the debriefed offeror, and past performance information on the debriefed offeror;
  - The overall ranking of all offerors, when any ranking was developed by the agency during the source selection;
  - A summary of the rationale for award;
  - For acquisitions of commercial items, the make and model of the item to be delivered by the successful offeror; and
  - Reasonable responses to relevant questions about whether source selection procedures contained in the solicitation, applicable regulations, and other applicable authorities were followed



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# The Debriefing (cont'd)



- The debriefing shall not include 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; and
  - The names of individuals providing reference information about an offeror's past performance.



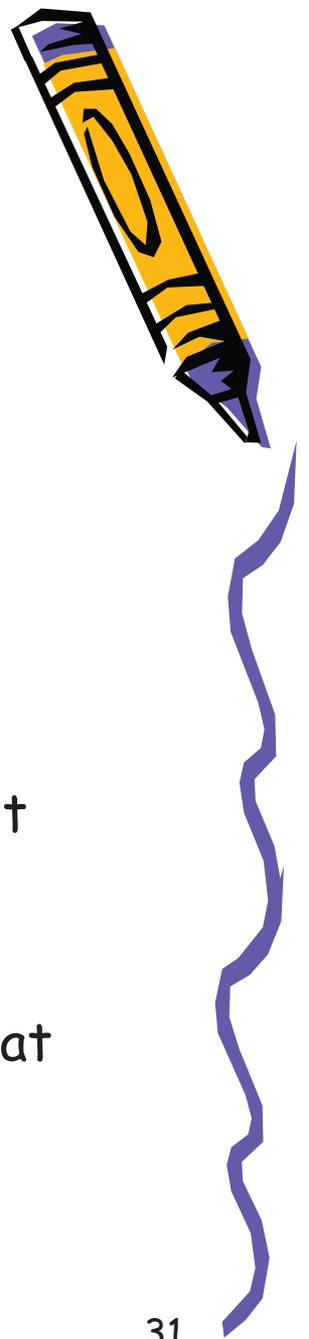
# E-commerce at SPAWAR



- The SPAWAR e-commerce homepage has links to the following:
  - SPAWAR Small Business Office
  - E-Commerce News
  - Links to Other Sites of Interest (e.g., Navy Electronic Commerce Online (NECO), Online Representations and Certifications Application (ORCA), SPAWAR Home Page)
  - SPAWAR Claimancy-Wide Business Opportunities



# SPAWAR Business Opportunity Page (BOP)



- Lists all business opportunities within the SPAWAR claimancy
  - Headquarters
  - System Center Pacific (SSC-PAC)
  - System Center Atlantic (SSC-LANT)
- Opportunities sorted by acquisition phase
  - Future Opportunities - potential requirements, draft documents
  - Open Solicitations - requirements currently in the solicitation and award process
  - Awarded contracts - recently awarded contracts that may have potential subcontracting opportunities



# BOP Subscription Service

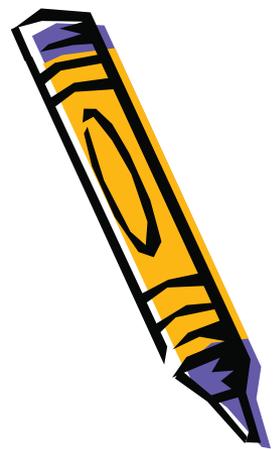


- Provides electronic notification of actions posted on the BOP
- Contractors subscribe to specific CBD/FSC categories
  - contractors may subscribe to all or any subset of the listed codes
- *Replaces paper (manual) bidders lists within the SPAWAR claimancy*



# Points of Contact/Resources

- Diane Thornewell 619-524-6378  
[diane.thornewell@navy.mil](mailto:diane.thornewell@navy.mil)
- Defense Procurement and Acquisition Policy  
<http://www.acq.osd.mil/dpap/>
- FAR/DFAR/Service Regulations  
<http://farsite.hill.af.mil/>
- Defense Acquisition Guidebook (DoD 5000)  
<https://dag.dau.mil/Pages/Default.aspx>
- SEAPORT <http://www.seaport.navy.mil/>
- SPAWAR E-commerce Central <https://e-commerce.sscno.nmci.navy.mil/command/02/acq/navhome.e.nsf/homepage?readform>
- SPAWAR Contract Management Process Guide  
[http://enterprise.spawar.navy.mil/cmpg/public\\_cmpg\\_in dex.htm](http://enterprise.spawar.navy.mil/cmpg/public_cmpg_in dex.htm)





## Welcome

### A Message from our Commander

"As the Navy's C4I experts, we listen to our customers and find the right solutions for their C4I challenges. In response, we emphasize providing information solutions versus just information systems." [Read more](#)

### News

- [Information on Submitting your Electronic Proposal, Market Survey Response and Electronic Unsolicited Proposals..](#)
- [Activation of Client SSL Authentication on e-Commerce Servers](#)
- [Other News...](#)

- [E-CC Home](#)
- [Read Me First!](#)
- [Section 508](#)
- [Submitting A Proposal?](#)
- [Vendors Users Guide](#)
- [CMPG](#)
- [Small Business Office](#)
- [e-Commerce News](#)
- [Links](#)
- [Contact Us](#)
- [Submit Unsolicited Proposals](#)

- HEADQUARTERS**
- SSC CHARLESTON**
- SSC SAN DIEGO**
- SSC NEW ORLEANS**
- SSC NORFOLK**
- [i-Services](#)

### Recently Issued

- [N65236-07-Q-2264](#) receptical connectors (D.G O'brian (MFG.))
- [N00039-07-R-0014](#) Next Generation Command and Control Processor (NGC2P)
- [N66001-07-Q-2501](#) MAINTENANCE SUBSCRIPTION FOR TELEPHONE SUPPORT, SOFTWARE UPGRADE AND DOCUMENTATION

### Closing Soon

- [N00039-04-R-0014](#) System Development & Demonstration for the Advanced Deployable System
- [N65236-07-T-2231](#) VARIOUS COMPONENTS
- [N66001-07-Q-2501](#) MAINTENANCE SUBSCRIPTION FOR TELEPHONE SUPPORT, SOFTWARE UPGRADE AND DOCUMENTATION
- [N65236-07-Q-2264](#) receptical connectors (D.G O'brian (MFG.))



# NDIA SPAWAR Industry Executive Network (SIEN) Brief on the SPAWAR Office of Small Business Programs

Faye Esaias  
SPAWAR Small Business Program Office  
29 March 2010

Statement A: Approved for public release; distribution is unlimited (29 MARCH 2010)



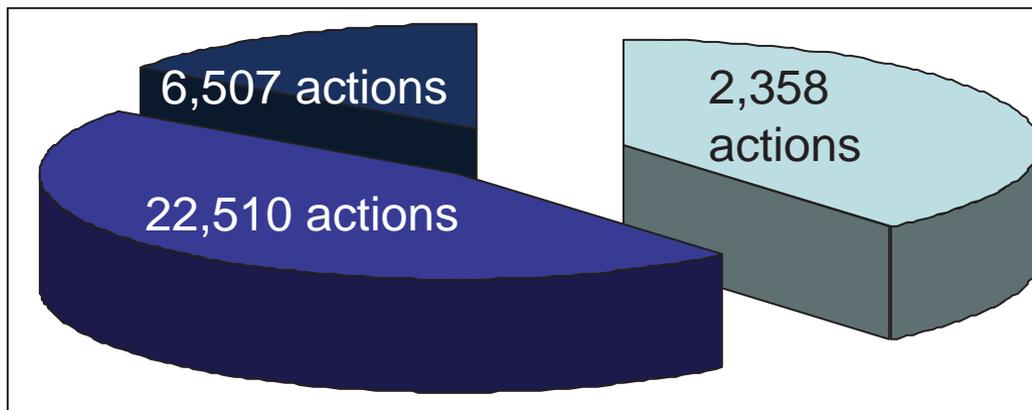
# Today's Agenda

- ▼ FY09 Contract Awards
  - Total FY09 Obligations
  - FY09 Top 10 NAICS Codes
  - FY09 Top 10 Contractors by Total Dollars
  - FY09 Obligations to Small Businesses
  - FY09 SPAWAR Small Business Targets and Accomplishments
  - DoD Targets
  
- ▼ Initiatives
  - Navy Office of Small Business Programs (OSBP) Focus Areas
  - SPAWAR OSBP Focus Areas
  
- ▼ Survey results
  - Responses
  - Strengths/Areas for Improvement
  - The way forward
  
- ▼ Identifying Business Opportunities and Contact Information



# FY09 Team SPAWAR Total Obligations

**Cumulative total: \$7.202B**





# Top 10 NAICS Awarded by Dollars

FY 2009

541330	Engineering Services	\$ 4,170,989,628.00
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	\$ 1,122,910,453.00
541512	Computer Systems Design Services	\$ 364,420,974.00
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	\$ 354,678,239.00
541519	Other Computer Related Services	\$ 237,442,353.00
517110	Wired Telecommunications Carriers	\$ 208,258,715.00
541511	Custom Computer Programming Services	\$ 193,507,429.00
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	\$ 171,347,097.00
334290	Other Communications Equipment Manufacturing	\$ 144,727,507.00
334111	Electronic Computer Manufacturing	\$ 110,226,184.00



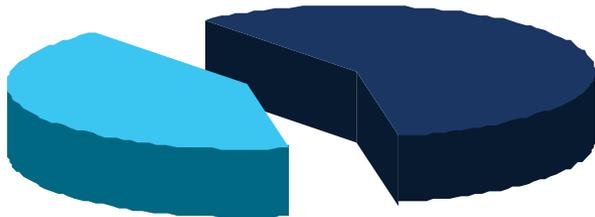
# Team SPAWAR Top 10 Contractors By Ultimate Contract Value

<b>BLACKBIRD TECHNOLOGIES INC</b>	<b>\$450,300,000.00</b>
<b>READINESS MANAGEMENT SUPPORT, LC</b>	<b>\$337,898,657.23</b>
<b>MANTECH SYSTEMS ENGINEERING CORPORATION</b>	<b>\$205,683,274.00</b>
<b>EAGAN, MCALLISTER ASSOCIATES INC</b>	<b>\$196,870,620.03</b>
<b>LOCKHEED MARTIN SIPPICAN, INC.</b>	<b>\$177,949,593.85</b>
<b>HOMELAND SECURITY SOLUTIONS</b>	<b>\$164,968,812.54</b>
<b>ITT INDUSTRIES, INC</b>	<b>\$160,252,327.00</b>
<b>HARRIS CORPORATION, RF COMMUNICATIONS</b>	<b>\$153,888,000.00</b>
<b>BOOZ ALLEN HAMILTON INC</b>	<b>\$136,579,740.24</b>
<b>THALES COMMUNICATIONS, INC.</b>	<b>\$133,000,000.00</b>



# FY09 Team SPAWAR Obligations and Contract Actions to Small Businesses

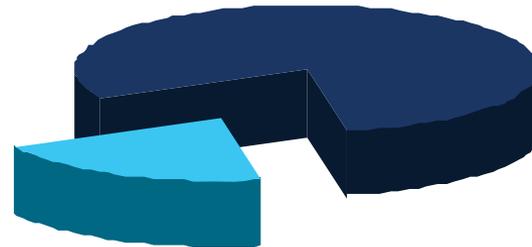
Total actions - 31,375  
13,153 to SB's  
18,222 to LB's



■ Small Business  
- 42%

■ Large Business  
- 58%

Total Obligated Dollars  
\$7.202B  
\$1.464B to SB's  
\$5.738 to LB's



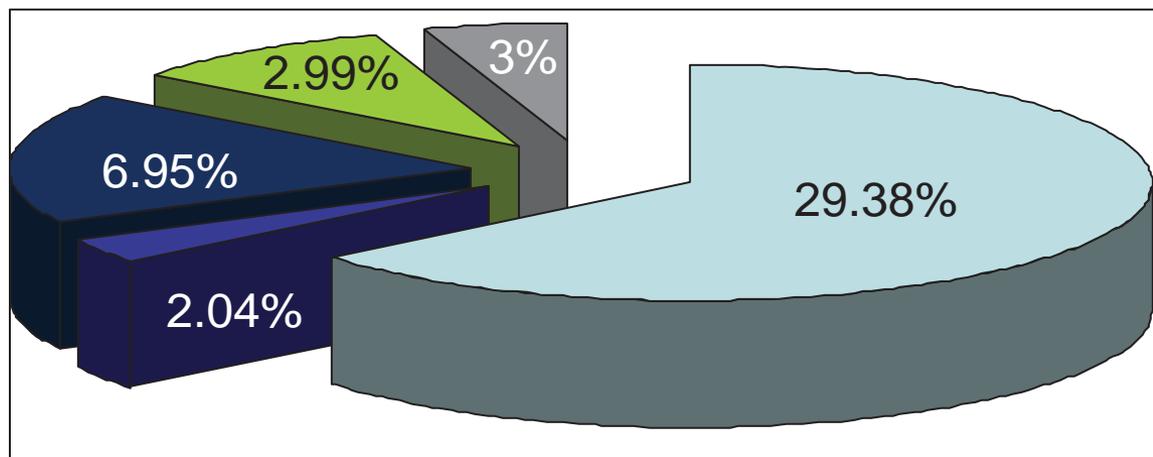
■ Small Business  
- 20.33%

■ Large Business  
- 79.67%

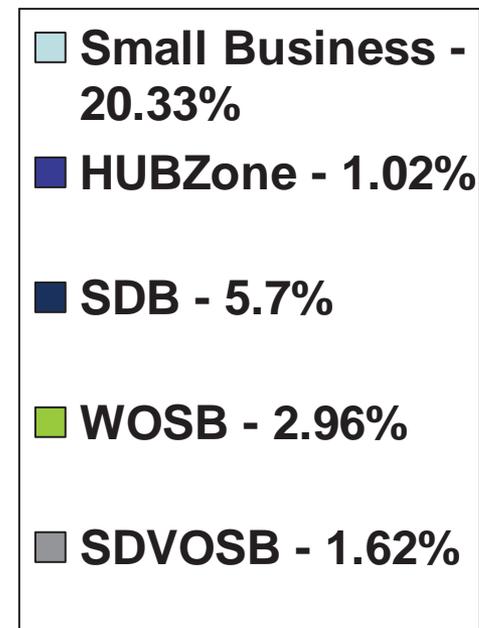


# FY09 Small Business Targets and Accomplishments

Total \$7.202B - 79.67% to LB's and 20.33% to SB's



↑  
Targets



↑  
Actuals



# DoD Small Business Program Goals (FY09)

Program	Prime	Sub	Statutory Reference
Small Business	23% (22.375%)	37.2%	Public Law 95-507 § 221 (1978) & 105-135 § 603(b) (1997 increase to 23%)
Small Disadvantaged Business (SDB) - includes 8(a)	5%	5%	Public Law 100-656 § 502 (1988)
Historically Black Colleges and Universities (HBCUs) and Minority Institutions (MI)	5%	5%	Public Law 99-661, National Defense Act 1987 Section 1207
Women-Owned Small Business (WOSB)	5%	5%	Public Law 103-355 § 7106(a) (1994)
HUBZone	3%	3%	Public Law 105-135 § 603(b) (1997)
Service-Disabled Veteran-Owned Small Business	3%	3%	Public Law 106-50 § 502(b) (1999)



## Navy OSBP 7- Focus Areas

Directors Guidance expected in coming weeks..

- ▼ 1) Alignment with SECNAV Initiatives;
- ▼ 2) Collaboration with RD&A;
- ▼ 3) Analysis of DON Small Business capacity to include small business;
- ▼ 4) Strategic Communications;
- ▼ 5) Building Strong Internal and External Partnerships;
- ▼ 6) Revitalizing the Awards and Recognition Program; and
- ▼ 7) Promoting Professional Development among the small business professionals.



# SPAWAR OSBP Focus Areas and Initiatives

- ▼ 1) Alignment with Navy OSBP focus areas;
- ▼ 2) Collaborate with internal partners and stakeholders (PM's, Project Teams and 2.0 and across the business units to) to articulate, policies, processes and advocate small opportunities;
- ▼ 3) Collaborate with industry small, medium and large business partners by actively working with the contracting community interested in supporting the SPAWAR mission and;
- ▼ 4) Regularly provide reports of progress in addressing areas identified for improvement and meeting mandated command goals and other important OSBP goals.

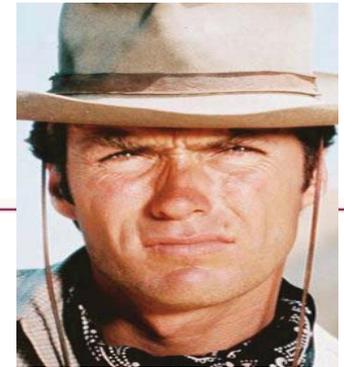


## Survey – Sent out via the NDIA Small Business Committee

- ▼ Survey questions:
  - 1) What are the top three things that Team SPAWAR Office of Small Businesses Programs (OSBP) is doing well in regards to small business initiatives?
  - 2) What are the top three areas that Team SPAWAR Office of Small Business Programs could improve upon in regards to small business initiatives?
  
- ▼ Received 32 responses from a variety of small, medium and large businesses.



# Survey Results – The good, the bad and the \_\_\_\_\_ →



- ▼ Things TEAM SPAWAR OSBP is doing well:
  - Being open and direct with small businesses
  - Great individual counseling sessions
  - Open door policy and “can do” attitude
  - OSBP participation with local committees (AFCEA, NDIA, DODWRC, etc.)
  - Providing insight into contracting process
  - OSBP personnel readily available and accessible
  - OSBP has influenced more set-asides and subcontracting goals in unrestricted actions
  - Good community/outreach engagement
  - Informing Small Businesses of processes, websites and other resources and available information



## Things Team SPAWAR OSBP could improve upon

- Forecasting opportunities
- Discouraging contract bundling
- Enforcement of SB subcontracting plan goals
- Increasing dollar thresholds puts contracts out of reach of small businesses
- OSBP assist in obtaining appointments with PEO's, PMW's, DPM's, APM's, BFM's, etc.
- MACs -Set-aside a contract for SB's and/or subsets of SB's
- Develop an executable evaluation criteria for SB participation in RFP's
- Set-aside opportunities for companies that have graduated from SB status and are in the twilight zone

\* Red text reflects multiple similar responses



## Things Team SPAWAR OSBP could improve upon cont.

- OSBP assist in performing meaningful market research
- Use more market surveys instead of CCR searches
- Provide information on how the OSBP interfaces with SPAWAR Programs
- OSBP not challenging prime contractors to improve SB subcontracting
- Better inform SB's about IDIQ vehicles – ceiling vs. funded amount
- Not enough emphasis on SDVOSB's
- Provide a forum for debriefing on responses to sources sought, RFI's, etc.
- Recognize large businesses who actively promote SB participation



# The Way Forward

- ▼ Continue to do the things we do well;
- ▼ Initiate informal meetings at least quarterly with government and industry representatives to promote candid and constructive exchange of information on areas for improvement;
- ▼ Identify action items, team members, and plan of action
- ▼ Ongoing reporting of issues, goals, etc.



# How To Locate Information on SPAWAR Opportunities

- ▼ On the SPAWAR website ([www.spawar.navy.mil](http://www.spawar.navy.mil)) click on "Business Opportunities" which will direct you to our e-commerce site. A list of our future opportunities, open solicitations, and contract awards is available for the SPAWAR Headquarters, as well as for SSC Atlantic and SSC Pacific.





## Welcome

### A Message from our Commander

"As the Navy's C4I experts, we listen to our customers and find the right solutions for their C4I challenges. In response, we emphasize providing information solutions versus just information systems." [Read more](#)

### Self-Service Password Reset now available

We have implemented a new feature on the e-Commerce Central website to allow users who have lost their password to reset it via an automated function without having to contact the SPAWAR Paperless Helpdesk. This feature is available under the i-Services section of the left navigation section of the site, and also from the following link: [e-CC Self-Service](#)

### News

[Attention SSC Pacific Industry Partners \(only\) - Navy ERP Update from SSC PAC](#)

[Attention ALL SSC PAC Employees! Invitation to attend the "C4ISR Symposium"](#)

[Information on Submitting your Electronic Proposal, Market Survey Response and Electronic Unsolicited Proposals..](#)

[Other News...](#)

### Recently Issued

### Closing Soon

**Current Server Time:**  
3/25/2010 18:07:15 Central

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[Section 508](#)

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[Vendors Users Guide](#)

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**HEADQUARTERS**

**SSC ATLANTIC**

**SSC PACIFIC**



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