



Welcome to the Pentagon Memorial Industry Day



- ☞ Don't forget to sign in at the Registration Table.
- ☞ Please turn off all cell phones and pagers.
- ☞ Use the index cards to write down any questions. Please turn them in during the break.



Pentagon Memorial



Industry Day

March 5, 2003



Family Statement



Tuesday, September 11, 2001, was a pivotal day for America and the world. From the horror of the September 11 attacks has grown a fierce resolve that terrorism may wound, but will never defeat us. The global community has united with the American people to battle against the insanity that we have endured and we, as Americans and citizens of the world, will prevail over this catastrophic day.

For all, but particularly for those of us who lost loved ones in the attacks on the Pentagon, the World Trade Center, and at Shanksville, September 11 was a day of immeasurable, profound loss and sorrow.

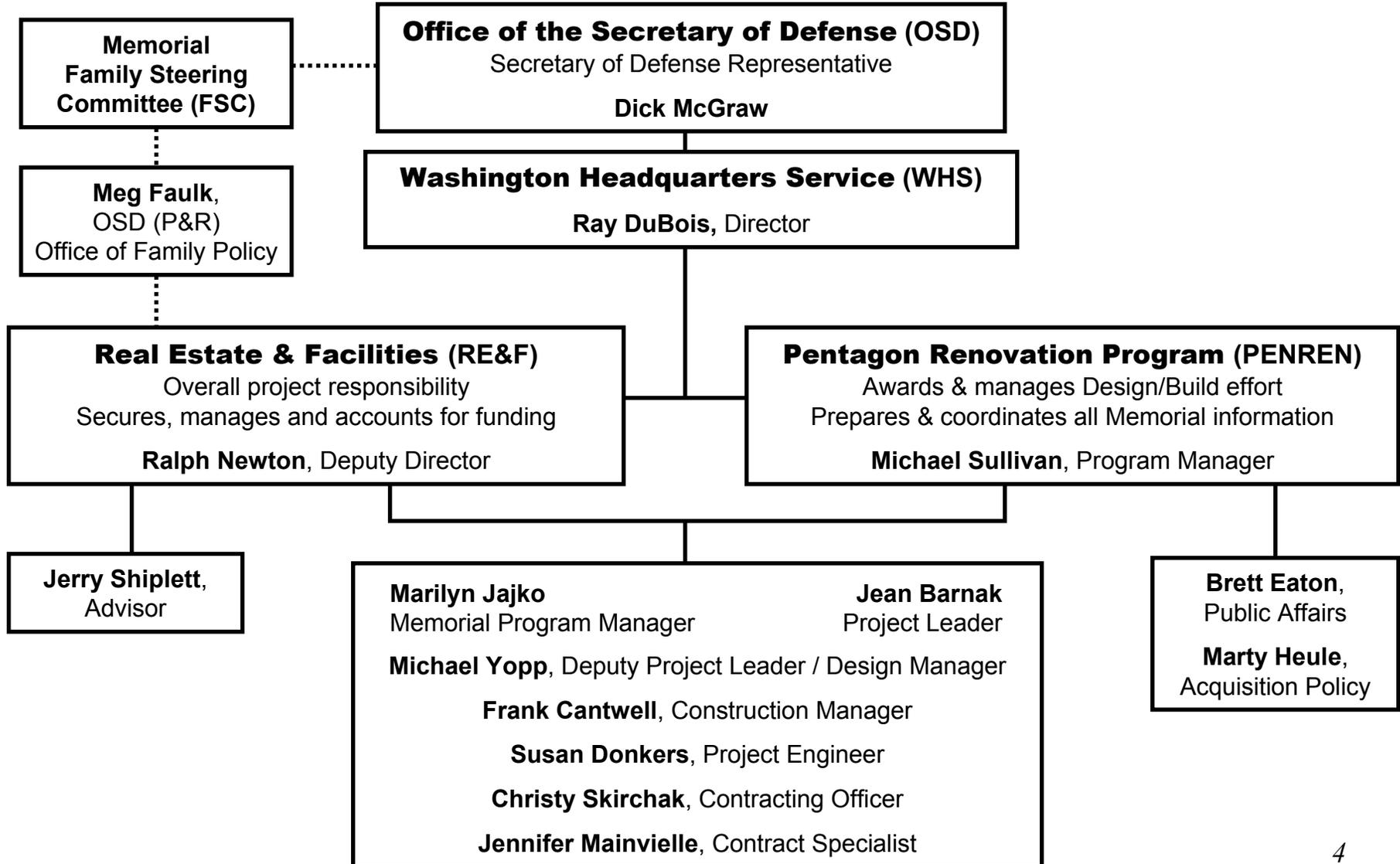
As family members of those lost in the attack on the Pentagon, we ask that you search your souls and envision a memorial that inspires visitors to contemplate what the attack means to them personally, to us as family members, to the community, to the country, and to the world. Visitors should comprehend that our loved ones were murdered simply because they were living and working in, and enjoying the benefits of, a free society. The memorial should instill the ideas that patriotism is a moral duty, that freedom comes at a price, and that the victims of this attack have paid the ultimate price. Indeed, the memorial should bring an understanding that all of us have paid severely. Our loved ones' deaths have ended the ripple effect of their lives touching many others through the universe; their loss has created an incalculable emptiness.

We challenge you to create a memorial that translates this terrible tragedy into a place of solace, peace, and healing.

The Pentagon Memorial Family Steering Committee
June 28, 2002



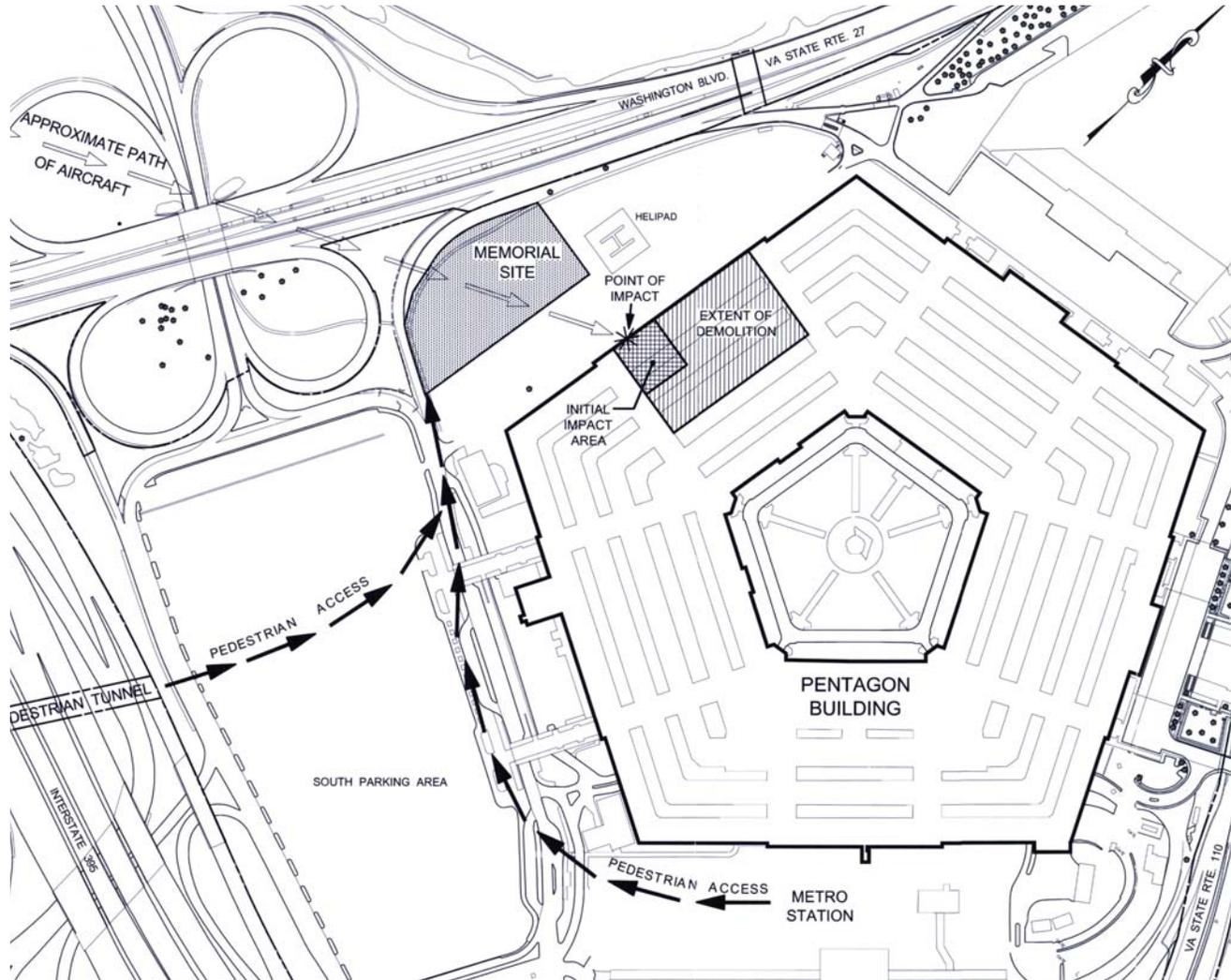
Team Effort





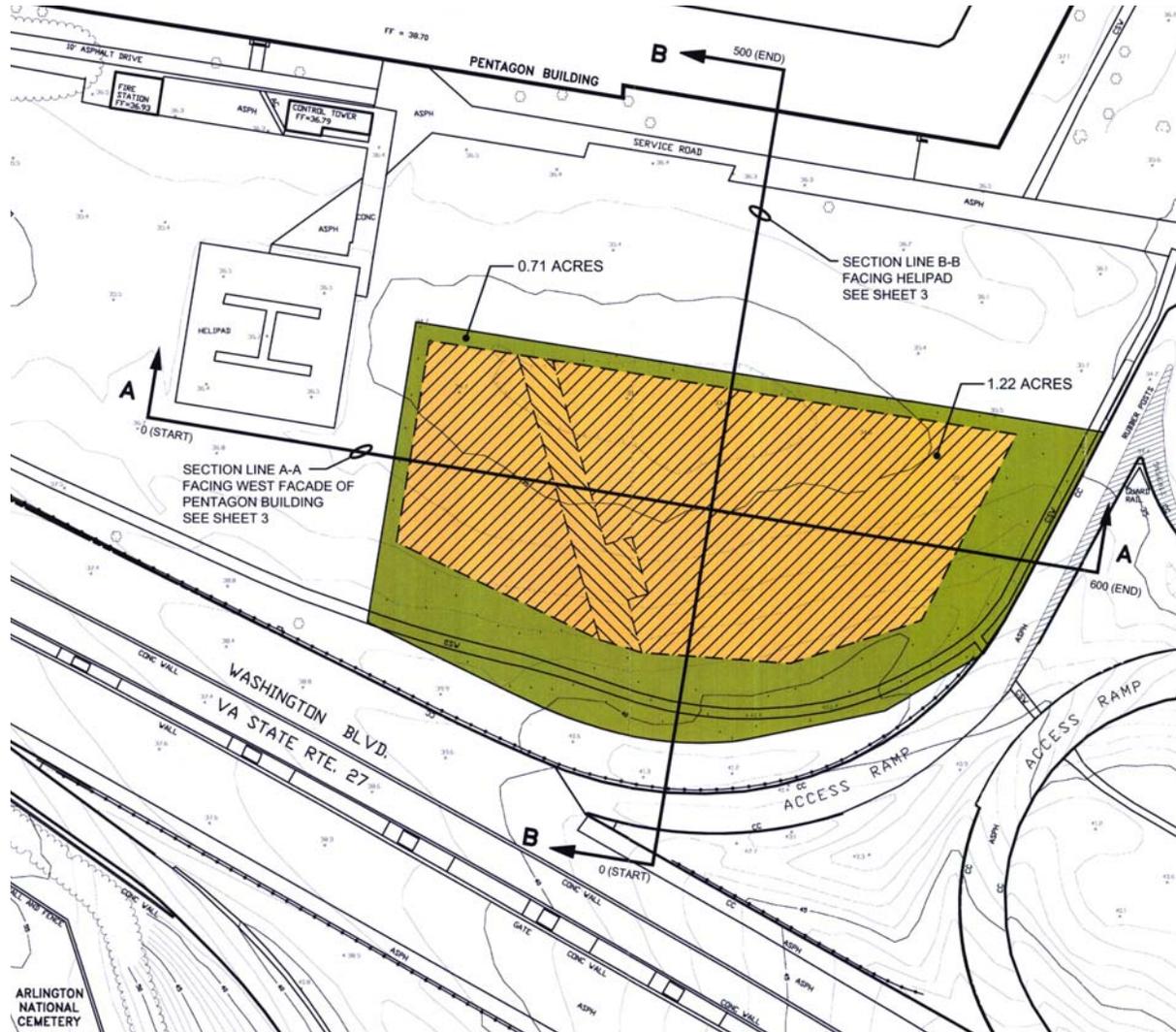
Project Overview

Location Plan





Site Plan





Site Specifics



The Memorial site:

- Is located 165 feet west of the Pentagon Building in an area bounded by the RDF Secure Access Lane (under construction), the South Parking Lot, and an open area (formerly a heliport, currently utilized as construction staging for the renovation of Wedges 2-5);
- Is within clear view of the point at which Flight 77 struck the building (the flight path crosses directly over the site along an easterly vector);
- Is currently being utilized for construction staging and contract support for the Wedge 1/Phoenix Project; and
- Consists of approximately 1.93 acres with water, sanitary sewer, storm sewer, telecommunications, and electric power utilities crossing the site.



Adjacent Construction



Concept Design



Julie Beckman
Keith Kaseman



A field of commemorative objects; the concept is reminiscent of a cemetery with gravestones and trees.

The markers are sculptural cantilevered aluminum benches, arranged in lines that parallel the flight path.

Concept Design



Julie Beckman
Keith Kaseman

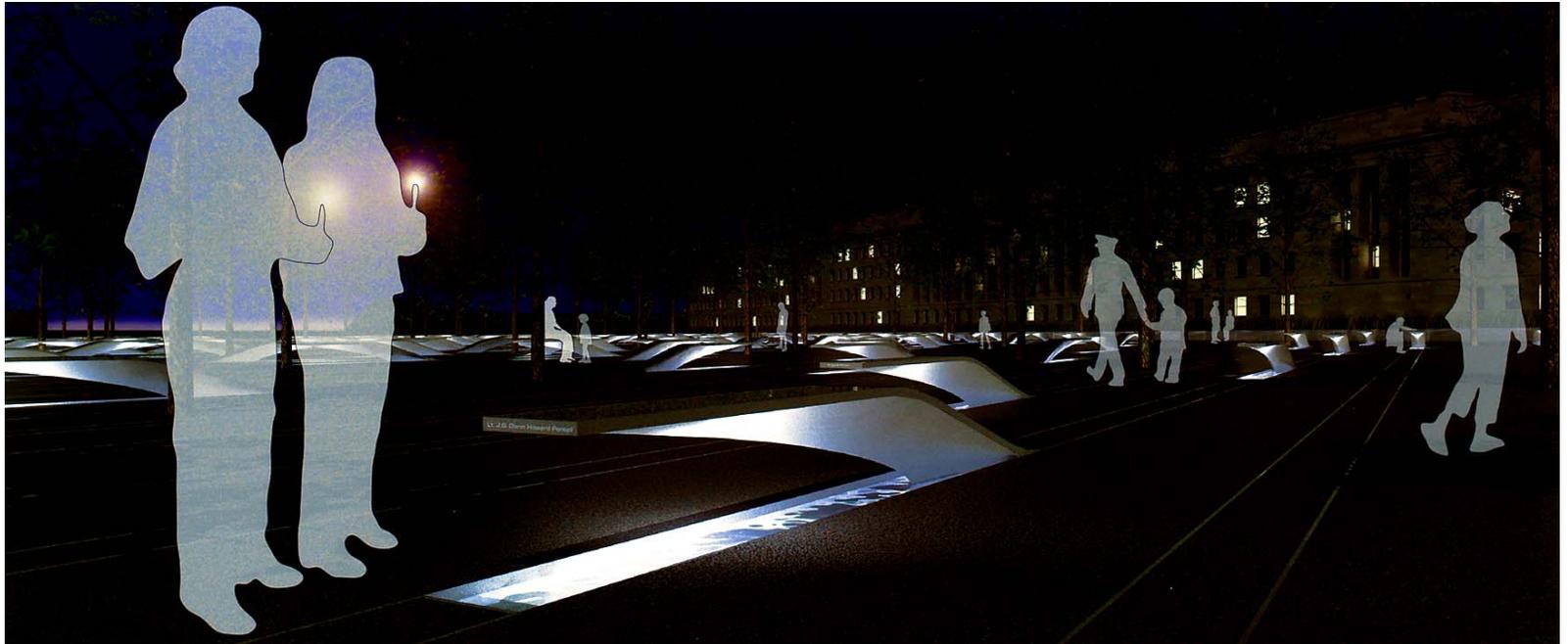


Each bench is engraved with the name of a victim and is placed in the order of the victims' ages, with the youngest – a child of three – at the far left, and the oldest - a 71-year-old – at the far right.

Concept Design



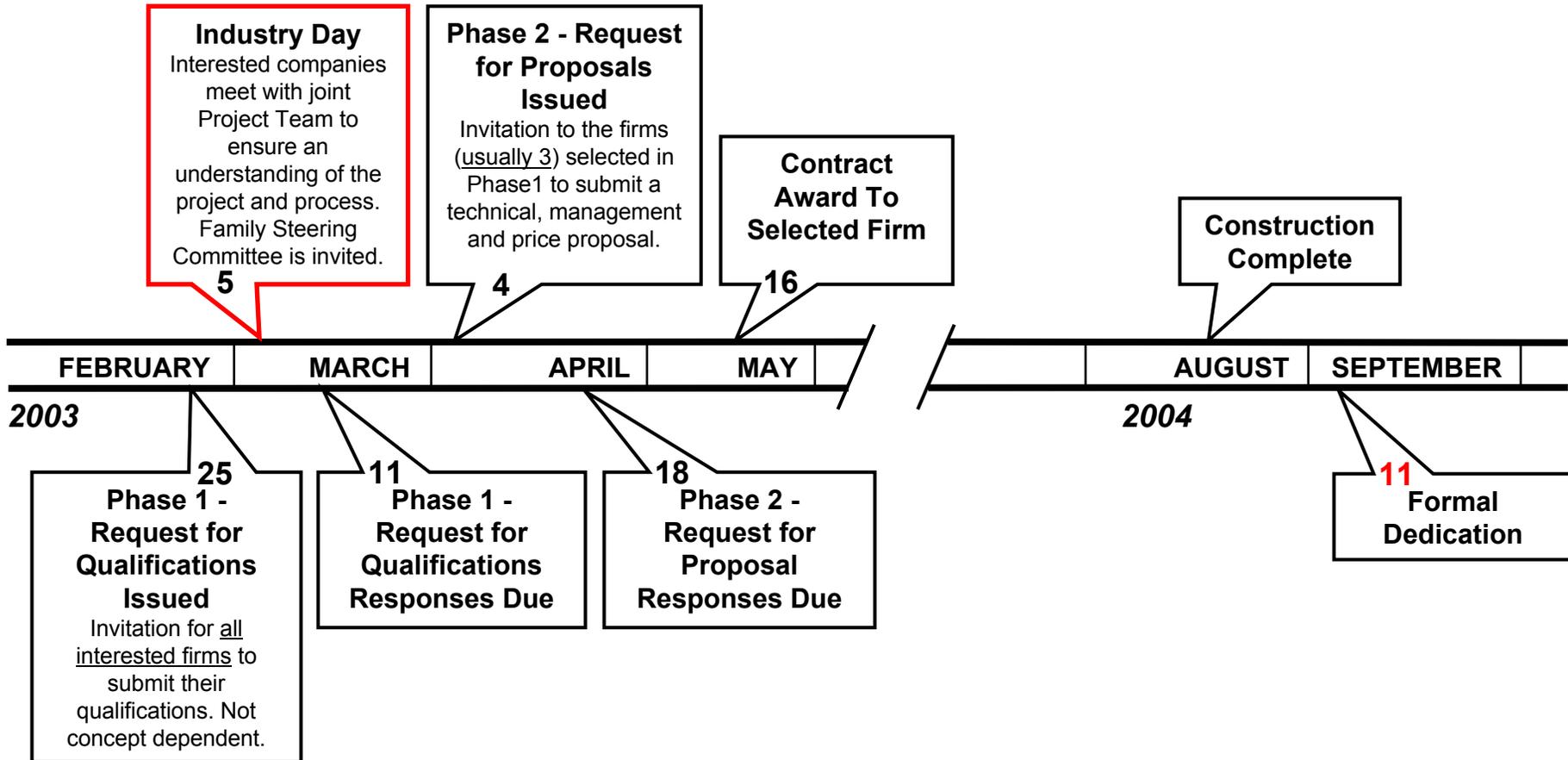
Julie Beckman
Keith Kaseman



The benches are fabricated to include a light and water – like a small reflecting pool – and be sheltered by trees. Benches representing those killed in the building would face toward the Pentagon; benches representing those on the plane would face away from the building.



Project Timeline





Key Message



Criteria for a successful Memorial Project:

- Ability to meet or exceed the quality of the finished product without compromising the winning Concept Design
- Ability to perform within the scheduled timeframe while meeting all interim milestones
- Ability to accommodate safety and security requirements while integrating the interests, programmatic and functional requirements of other project teams and government contractors
- Ability to execute a Project to the satisfaction of all family members represented by this Memorial and the DoD community as a whole

A dedicated website has been established for the Memorial Project:

<http://memorial.pentagon.mil>



Contract Overview



Acquisition Approach



- Two-phased source selection in accordance with FAR 36.3.
- Phase I – Full and open competition
 - Request for Qualifications leading to the establishment of a pool of approximately 3 of the most highly qualified offerors to compete in Phase II.
- Phase II – Limited to the offerors selected in Phase I
 - Request for Proposals leading to a contract award.



Contract Structure



- Design-Build
- Fixed Price Incentive (Firm Target) with an Award Fee
See FAR 16.403-1
 - Target Cost
 - Ceiling Cost
 - 0% Target Profit
- Statement of Work
 - Listing of the tasks the contractor will be responsible for performing
- Performance Specifications
 - Document detailing the quality of work required
- Audit at contract completion



Contract Features

Award Fee



- No Base Fee
- 10% Award Fee Pool
- Anticipated Award Fee Factors
 - AE and Construction Performance
 - Working Relationship with Concept Designer
 - Change Management
 - Socioeconomic Performance
 - Project Closeout
 - Post Construction/ Warranty
- Monthly Feedback – No surprises from the Award Fee Board



Contract Features

Incentive Sharing - Overruns



- Government will share contract overruns up to 120% of the contract Target Cost on a 50/50 basis with the Contractor
 - Result is a 110% ceiling on total cost to the Gov't
- Overruns in excess of 120% will be borne by the Contractor alone

Example: \$5M Target Cost

<u>Actual Cost</u>		<u>Gov't Pays</u>	<u>Contractor Pays</u>
\$5.5M (110%)	→	\$5.25M	\$.25M
\$6.0M (120%)	→	\$5.5M	\$.5M
\$7.0M (130%)	→	\$5.5M	\$1.5M



Contract Features



Incentive Sharing - Underruns

- Government will share contract underruns with the Contractor on a 70/30 basis
(Government 70%/ Contractor 30%)
- Contractor must qualify to receive underrun share
 - Minimum 85% score on Award Fee
- Sharing will be paid at the completion of the contract audit



Contract Features

Non-Disclosure



- Release of any information about the project **must** go through PENREN Public Affairs.
- This requirement must flow down to subcontractors at all levels.
- Violation of this requirement may be grounds for immediate termination of the contract.

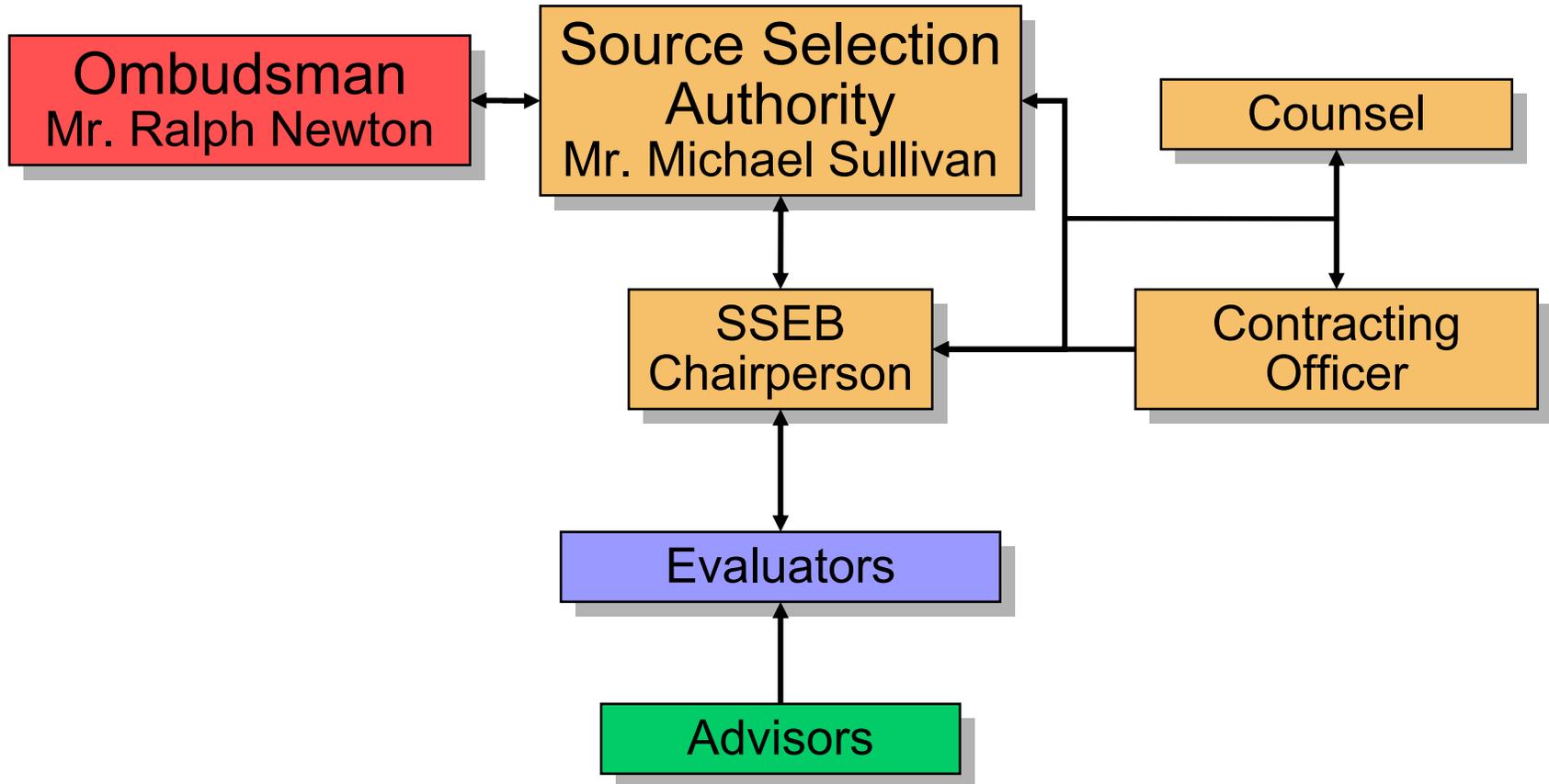


Solicitation Overview



Phase I

Source Selection Organization





Phase I

Source Selection Documents



- Request for Qualifications
 - Issued electronically only!
 - Posted to the PENREN website on Feb 25, 2003
 - Amendments released through the website only!
 - Q&A released through the website only!
- Pentagon Renovation Website
 - <http://renovation.pentagon.mil>
 - Click on “Contractor Opportunities”, then
 - Click on “On-going Competitive Acquisitions”



Phase I

Source Selection Process



- Phase I objective – Select approximately 3 offerors to participate in Phase II
- Phase I Evaluation Factors
 - Factor 1 – Past Performance
 - Factor 2 – Approach Overview
 - Sub-factor 1 – Role of Concept Designer
 - Sub-factor 2 – Organizational Structure
 - Past Performance is more important than Approach Overview
 - Within Approach Overview, Role of Concept Designer is more important than Organizational Structure
- Do not submit material in addition to what has been requested.



Phase I

Past Performance



Submission Requirements

- **Project Master List**
 - All projects involving public spaces, landscaping, parks, memorials and/or monuments, and water features
 - Ongoing or completed in the last 5 years
 - Construction value of over \$2,000,000 and less than \$15,000,000
 - Projects by either the GC or AE
- **Description of 5 most relevant projects**
 - 1 page per project
 - Ongoing or completed in the last 10 years - see RFQ Amendment 0001
 - 2 from GC + 2 from AE + 1 from either
- **Questionnaires for the 5 most relevant projects**
 - Have project owner/COR submit directly to PENREN
- **NOTE: Ensure that references (names & phone numbers) are current and correct.**



Phase I

Past Performance



Relevance Chart

Relevance Aspect		SR	R	VR	HR
A	Project performed by proposing division/business segment			X	X
B	Design-Build project			X	X
C	Design-Build project that involved the proposing GC and AE team				X
D	Project was ongoing or completed in the last 5 years				X
E	Project was completed 6-10 years ago	X	X	X	
F	Project has fixed end date	X	X	X	X
G	Project was in a regulated, public place	X	X	X	X
H	Project involved landscaping	X	X	X	X
I	Contract was with a Government organization			X	X
J	High profile or sensitive project			X	X
K	Project had significant site constraints			X	X
L	Project had a pre-selected designer				X
M	Project involved design/ construction of a park	At least 1 of M, N, O, or P	At least 2 of M, N, O, or P	At least 3 of M, N, O, or P	At least 3 of M, N, O, or P
N	Project involved design/ construction of a memorial or monument				
O	Project involved design/ construction of water features				
P	Project commemorates a historical event				

An X in a column indicates that aspect is required to be part of the project for that project to be assessed as having that level of relevance to the Pentagon Memorial project.



Phase I

Past Performance



Evaluation Criteria

- Evaluated based on information received from:
 - Past Performance Questionnaires
 - Telephone interviews
 - Project descriptions and Relevant Project Summaries
- Evaluated on:
 - Recency of experience
 - Relevance of experience
 - Performance on projects
 - Quality
 - Cost Control
 - Schedule
 - Customer satisfaction
 - Meeting performance/ technical requirements



Phase I

Role of Concept Designer



Submission Requirements

- Describe how you intend to integrate the concept designer into your organizational structure
- Describe the specific role and depth of involvement that you intend for the concept designer in the execution of this project
- Page limit – 2 pages

Evaluation Criteria

- The evaluation will assess:
 - The adequacy of your plans to integrate the concept designer into their organizational structure.
 - The adequacy of your intended level of participation of the concept designer.



Phase I

Organizational Structure



Submission Requirements

- Provide an organization chart for your team for this project showing organizational positions/ functions.
 - Show lines of authority and responsibility within your organization, as well as lines of communication between the project organization, their corporate organization(s), and the Government.
- For each position on your proposed organization chart for this project, describe the position and how the position interfaces with others shown on the organization chart.

Evaluation Criteria

- The evaluation will assess:
 - The adequacy of your proposed organizational lines of authority, responsibility, and communication, to include communication between the project, their corporate organization(s), and the Government.



Phase I

Organizational Structure



Submission Requirements

- Describe how your proposed organization structure will facilitate the management of the design and construction processes.
 - Description should include approaches for quality control, schedule compliance, and cost control

Evaluation Criteria

- The evaluation will assess:
 - The adequacy of your proposed organizational structure to successfully manage the design and construction processes.



Phase I

Organizational Structure



Submission Requirements

- Demonstrate how you will accommodate the Pentagon Memorial project within your known and projected workload.
- Describe your long-range plans for securing and maintaining the resources necessary to effectively respond to and complete the known and projected projects as well as the Pentagon Memorial project.

Evaluation Criteria

- The evaluation will assess:
 - The adequacy of your plan for providing and maintaining adequate resources over the term of this project.



Phase I

Organizational Structure



Submission Requirements

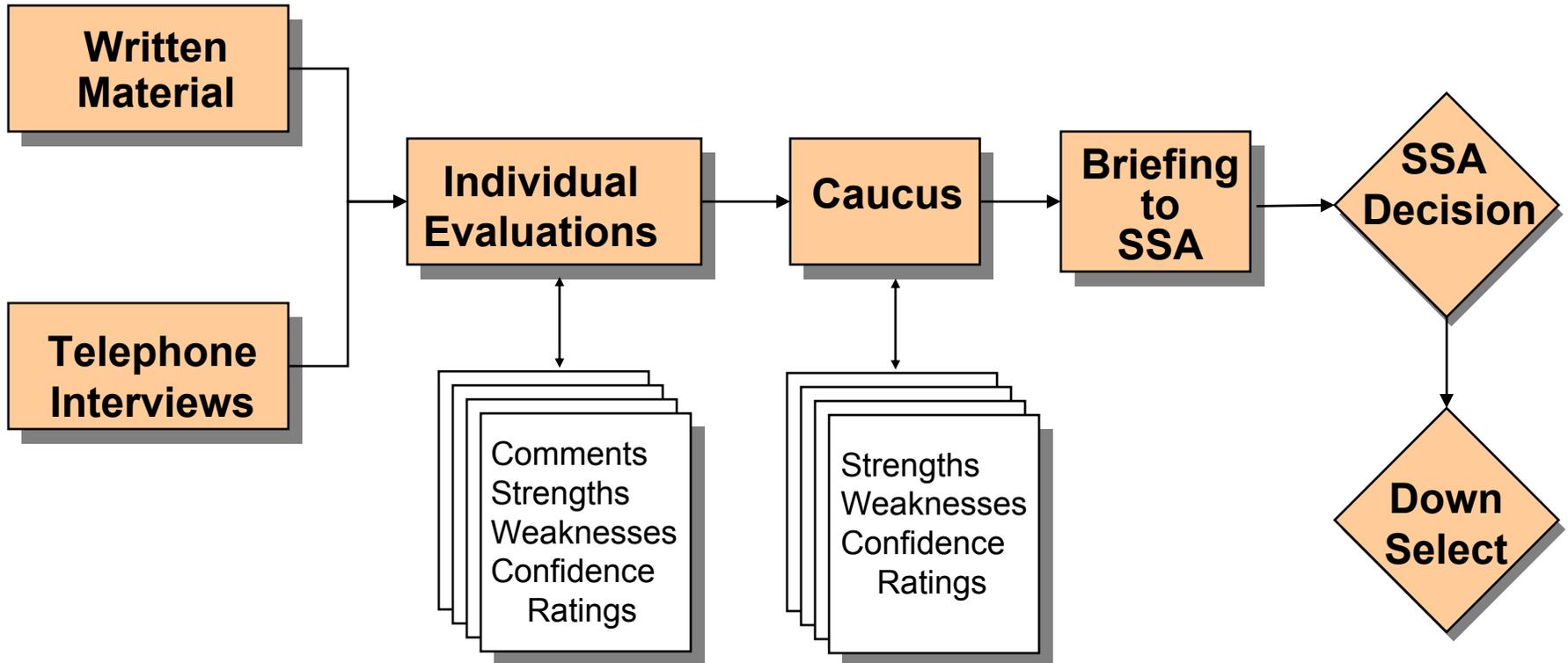
- Provide documentary evidence of your ability to obtain the appropriate levels of 1) performance bonds, 2) payment bonds, and 3) insurance.
- Page limit – 10 pages.

Evaluation Criteria

- The evaluation will assess:
 - The adequacy of your ability to obtain the appropriate levels of bonding and insurance capacity to support the project.



Phase I Evaluation Process



- All factors will be rated on the basis of the Government's confidence in your ability to perform the required effort.



Past Performance

Confidence Ratings



High Confidence: Evaluated that virtually no doubt exists that the offeror will successfully perform the required effort. No Government intervention is expected to be required in achieving the proposed level of performance.

Significant Confidence: Evaluated with a certainty, that the offer will successfully perform the required effort. Little Government intervention is expected to be required in achieving the proposed level of performance.

Confidence: Offeror can successfully perform the required effort. Some Government intervention is expected to be required to meet the contract requirement.

Unknown Confidence: No performance record identifiable (see FAR 15.305). This is a neutral rating. It does not hinder nor help the offeror.

Little Confidence: Substantial doubt exists that the offer will successfully perform the required effort. Substantial Government intervention is expected to be required to meet the contract requirements. Changes to the offeror's existing approach may be necessary in order to achieve contract requirements.

No Confidence: Extreme doubt exists that the offeror will successfully perform the required effort. Regardless of the degree of Government intervention, successful performance is doubtful.



Approach Overview

Confidence Ratings



High Confidence: The Offeror's understanding of the project and soundness of approach is such that virtually no doubt exists that the Offeror can successfully complete the required effort within the budget and schedule, and will probably significantly exceed the threshold performance requirements.

Significant Confidence: The Offeror's understanding of the project and soundness of approach is such that little doubt exists that the Offeror can successfully complete the required effort within the budget and schedule, and will probably exceed the threshold performance requirements.

Confidence: The Offeror's understanding of the project and soundness of approach is such that the Offeror can successfully complete the project at the threshold level within the budget and schedule.

Little Confidence: The Offeror's understanding of the project and soundness of approach is such that substantial doubt exists that the Offeror can successfully complete the project at the threshold level within the budget, or within the schedule. Changes to the Offeror's existing approach may be necessary in order to achieve project requirements within the budget.

No Confidence: The Offeror's understanding of the project and soundness of approach is such that extreme doubt exists that the Offeror can successfully complete the project at the threshold level within the budget, or within the schedule. The Offeror's understanding of and approach to managing their role in this project is such that successful performance is doubtful.



Phase II

Source Selection Process



- RFP issued after Phase I down-select decision
 - Issued only to those offerors selected in Phase I
- Evaluation Factors
 - Technical Approach
 - Sub-factors TBD
 - Management Approach
 - Sub-factors TBD
 - Past Performance
 - Rating from Phase I carried forward to Phase II
 - Cost
- Best Value
 - Cost is not the most important factor.
 - The Government may select for award the offeror whose price is not necessarily the lowest, but whose technical proposal is more advantageous to the Government and warrants the additional cost.



Communications With The Offerors



Tentative Procurement Schedule



<u>Event</u>	<u>Date</u>
Request For Qualifications (RFQ) Release	Feb 25, 2003
Industry Day	Mar 5, 2003
RFQ Responses	Mar 11, 2003
RFQ Evaluation	Mar 12 to Apr 1, 2003
Down Select Announcement	Apr 4, 2003
Request For Proposals (RFP) Release	Apr 4, 2003
RFP Responses Due	Apr 18, 2003
Proposal Evaluation	Apr 21 to May 9, 2003
Award Decision	May 13, 2003
Contract Award	May 16, 2003



Communication with Offerors



- We will be as open as possible--nothing is a secret.
- Communications must go through PENREN Contracting Officer, Contracts Specialist, or the Ombudsman.
- Ombudsman
 - The role of the Ombudsman is to provide contractors and other interested parties a conduit to address issues of impropriety on the part of Government officials and other concerns related to this source selection not suitable for a more open forum.



Communication with Offerors



Points of Contact

- Ombudsman
 - Mr. Ralph Newton, Deputy Director RE&F
703-697-7241
rnewton@osd.pentagon.mil
- Contracting Officer
 - Ms. Christy Skirchak
703-693-8946
memorial@army.pentagon.mil
- Contract Specialist
 - Mr. Marty Heule
703-697-1134
memorial@army.pentagon.mil



BREAK

Please turn in your questions to one of
the Government Representatives