



US Army Corps  
of Engineers  
Northwestern Division

# WELCOME



## Northwestern Division US Army Corps of Engineers

### Pre-Solicitation Meeting

Daniel Saniuk

*Chief Military Programs*

*Northwestern Division*



# Agenda



- 0800 – 0942 Registration
- 0943 – 1000 Greetings & Introductions
- 1000 – 1100 Program Overviews
- 1100 – 1200 Acquisition Strategy
- 1200 – 1330 Lunch
- 1330 – 1430 Small Business & Bonding Overview
- 1430 – 1530 Panel Q&A
- 1530 – 1600 Break
- 1600 – 1630 10 Tips
- 1630 – 1700 Networking



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# Introduction



- Welcome
- Introduce key participants:
  - Bill Waugh, Chief Military Programs Branch
  - Bud Marks, Chief Military Contracts Branch
  - Arthur Saulsberry, Deputy for Small Business



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# Purpose



- Inform Industry of what's on the horizon
- Collect Market Information to complete an Acquisition Plan



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# NWD Pre-Solicitation

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## **Northwestern Division (NWD) Military Construction Program**

**17 Oct 2005**



# Topics



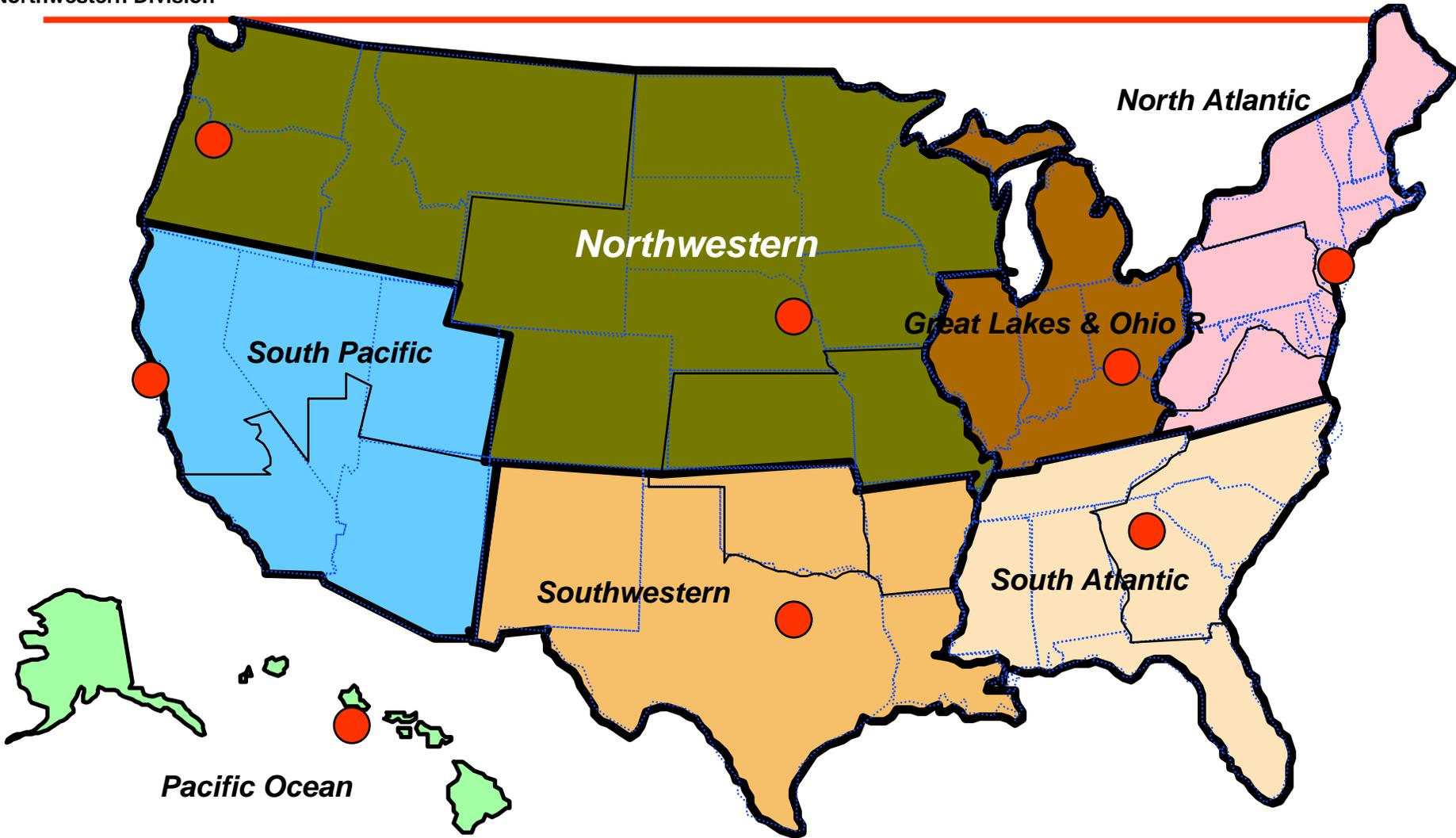
- Overview of the NWD Military Program for FY06 and FY07 +
- More Specifics on Ft Riley, Ft Carson and Ft Lewis
- Overview of Army Transformation

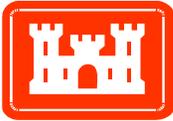


# USACE MILCON Responsibilities by Divisions



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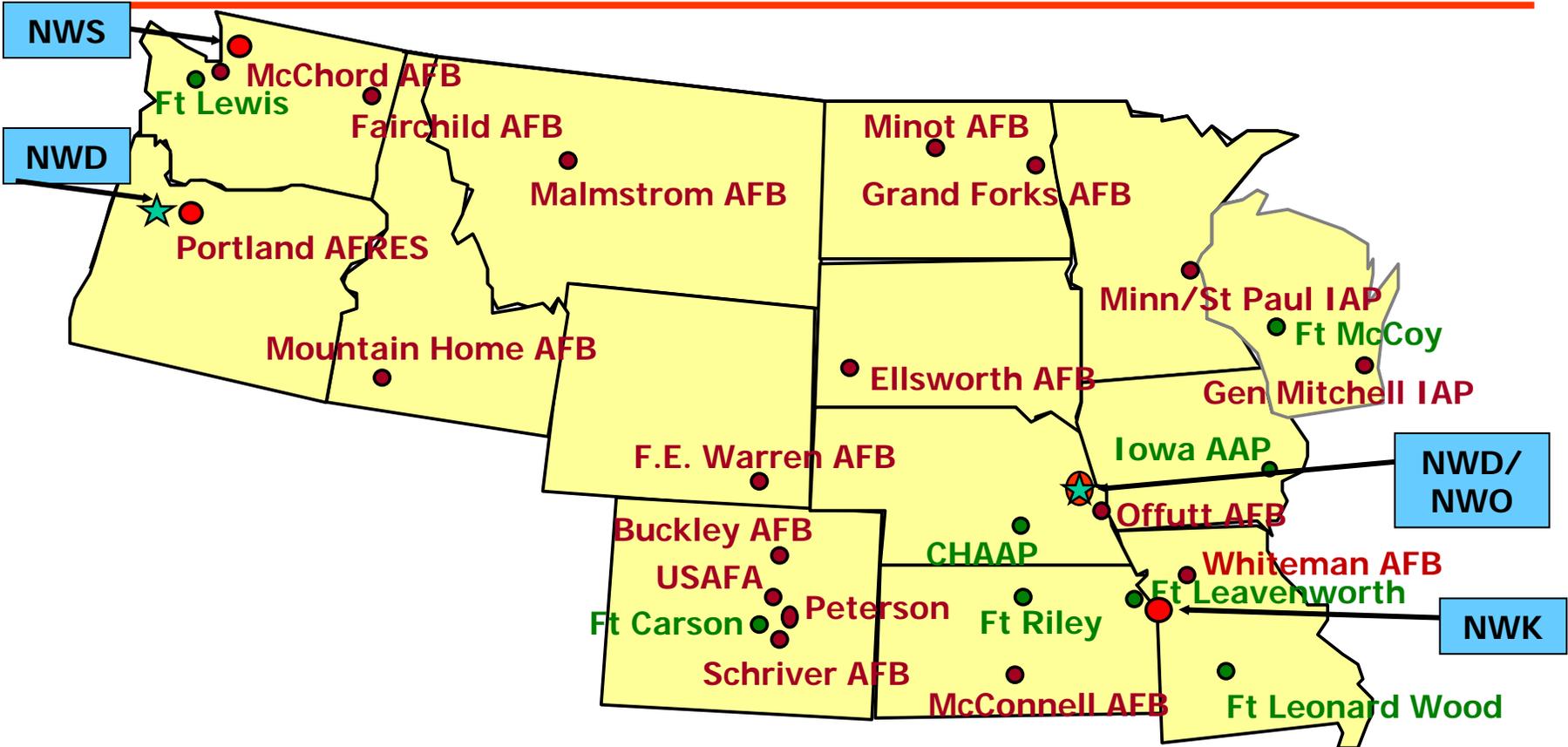




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# Northwestern Division Region

## *Major Army and Air Force Partners*



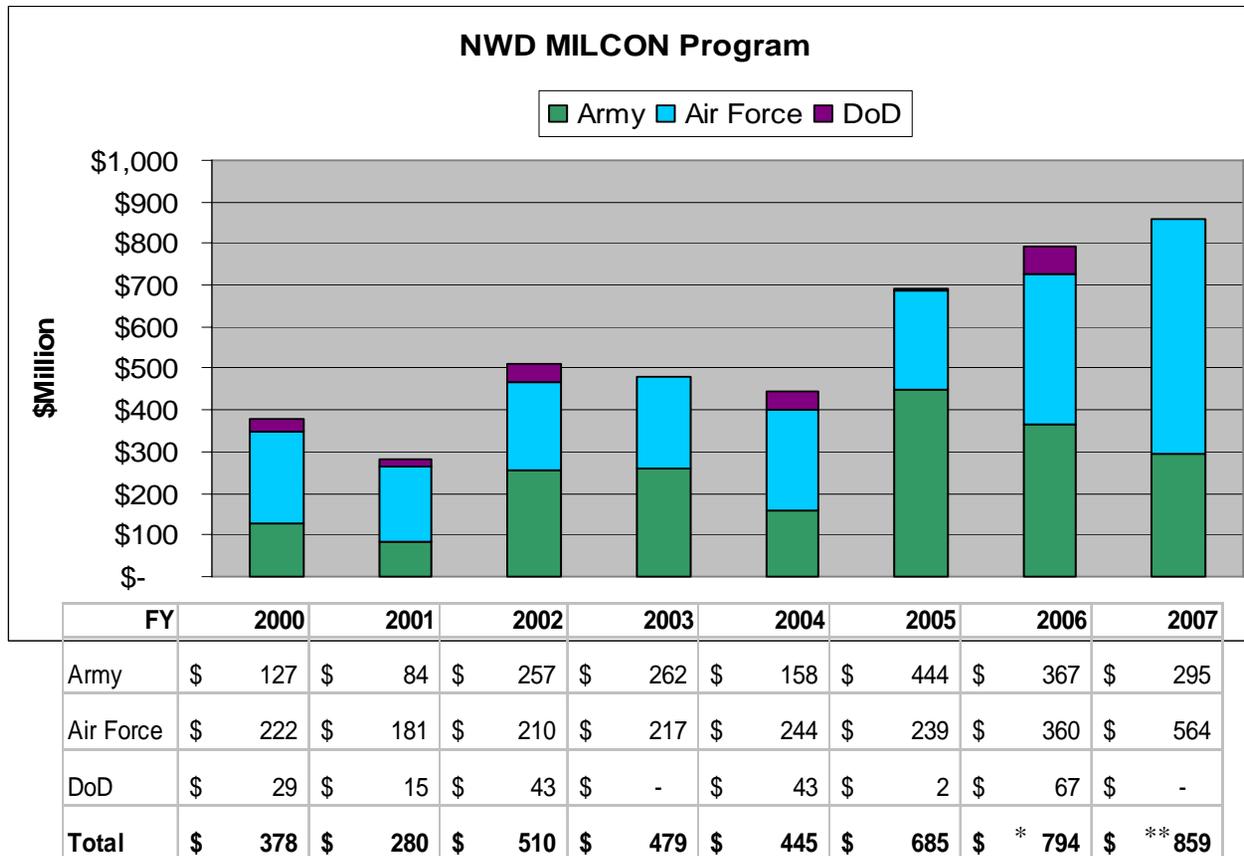
LEGEND	
	Division Headquarters
	District Headquarters
	Military District
	Division Boundary
	State Boundary



# Military Construction



## Past, Current and Future Workload Trends



\* Projected to be \$1.7B

\*\* Projected to be \$1.4B



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# NWD Mil Const Program



Dist.	Program	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)								
NWK	Army	12	880.9	13	439	19	566	18	336.9	11	336.8
	Air Force	1	26.9	1	22	0	0	2	24.8	4	80
	DoD	1	15.8	1	24	1	11.8	1	223	0	0
	Total	14	923.6	15	485	20	577.8	21	584.7	15	416.8
NWO	Army	16	278.5	10	342.1	3	300	2	109	0	22
	Air Force	15	239.3	9	156	17	221.5	17	139.6	15	150.8
	DoD	1	1.8	0	0	1	4.3	2	4.4	2	17.4
	Total	32	519.6	19	498.1	21	525.8	21	253	v	190.2
NWS	Army	3	165	3	113	3	122	3	102	5	48
	Air Force	5	150.9	5	302	8	121.6	13	191.4	9	182.8
	DoD	3	53.3	0	0	2	35	1	20	3	62.2
	Total	11	369.2	8	415	13	278.6	17	313.4	17	293
NWD	Army	?	1324.4	26	894.1	25	988	23	547.9	16	406.8
	Air Force	21	417.1	15	480	25	343.1	32	355.8	28	413.6
	DoD	5	70.9	1	24	4	51.1	4	247.4	5	79.6
	Total	26	1,812	42	1,398	54	1,382	59	1,151	49	900



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# NWD Mil Const Program



## Northern Plains Zone Summary of MILCON Program FY06 - FY10

Program	Installation	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)
AIR FORCE	Ellsworth *	1	14.3			1	16.0	2	10.0		
	Grand Forks	2	57.0	1	38.3	1	52.2				
	Minot	2	52.9	2	27.3	3	33.0			2	22.5
	<b>Total</b>	<b>5</b>	<b>124.2</b>	<b>3</b>	<b>65.6</b>	<b>5</b>	<b>101.2</b>	<b>2</b>	<b>10.0</b>	<b>2</b>	<b>22.5</b>
DOD	DLA					1	4.3			1	4.4
	DODM	1	1.8					2	4.4	1	13.0
	<b>Total</b>	<b>1</b>	<b>1.8</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>4.3</b>	<b>2</b>	<b>4.4</b>	<b>2</b>	<b>17.4</b>
<b>Northern Plains Total</b>		<b>6</b>	<b>126.0</b>	<b>3</b>	<b>65.6</b>	<b>6</b>	<b>105.5</b>	<b>4</b>	<b>14.4</b>	<b>4</b>	<b>39.9</b>



# NWD Mil Const Program



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## Southern Plains Zone Summary of MILCON Program FY06 - FY10

Program	Installation	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)								
ARMY	Leavenworth	1	42.6	2	110	2	46.4	1	11		
	Leonard Wood	1	8.1	0	0	7	129.4	5	82.5	7	166.8
	Leo Wd - AMF	1	50	1	50	1	50				
	Riley	6	588.2	8	104	8	240.2	12	243.4	4	170
	Riley - AMF	3	192	2	175	1	100				
	<b>Total</b>	<b>12</b>	<b>880.9</b>	<b>13</b>	<b>439.0</b>	<b>19</b>	<b>566.0</b>	<b>18</b>	<b>336.9</b>	<b>11</b>	<b>336.8</b>
AIR FORCE	McConnell							2	24.8	2	54.7
	Offutt	2	49.6	2	35.6	1	10.5	1	13.4	1	25.0
	Whiteman	1	26.9	1	22					2	25.3
	<b>Total</b>	<b>3</b>	<b>76.5</b>	<b>3</b>	<b>57.6</b>	<b>1</b>	<b>10.5</b>	<b>3</b>	<b>38.2</b>	<b>5</b>	<b>105</b>
DoD	DLA	1	15.8								
	DODM			1	24	1	11.8	1	223		
	<b>Total</b>	<b>1</b>	<b>15.8</b>	<b>1</b>	<b>24.0</b>	<b>1</b>	<b>11.8</b>	<b>1</b>	<b>223.0</b>	<b>0</b>	<b>0.0</b>
<b>Southern Plains Total</b>		<b>16</b>	<b>973.2</b>	<b>17</b>	<b>520.6</b>	<b>21</b>	<b>588.3</b>	<b>22</b>	<b>598.1</b>	<b>16</b>	<b>441.8</b>



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# NWD Mil Const Program



## Front Range Zone Summary of MILCON Program FY06 - FY10

Program	Installation	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)								
ARMY	Carson	8	82.0	4	41.5	?	30.0	?	9.0	?	22.0
	Carson-AMF	3	160.0	3	270.0	3	270.0	2	100.0		
	MCAR	5	36.5	3	30.6						
	<b>Total</b>	<b>16</b>	<b>278.5</b>	<b>10</b>	<b>342.1</b>	<b>3</b>	<b>300</b>	<b>2</b>	<b>109</b>	<b>0</b>	<b>22</b>
AIR FORCE	Academy	1	13.1	1	12.6	1	15.7	2	17.1	3	20.6
	Buckley	4	27.2	1	5.5	4	28.9	3	15.1		
	FE Warren					2	16.6	4	35.4	4	37.7
	Peterson	2	14.2			1	12.7	4	40.5	2	20.0
	Schiever	1	11.0	2	36.7	3	35.9	1	8.1	3	25.0
	<b>Total</b>	<b>8</b>	<b>65.5</b>	<b>4</b>	<b>54.8</b>	<b>11</b>	<b>109.8</b>	<b>14</b>	<b>116.2</b>	<b>12</b>	<b>103.3</b>
DOD	DLA					1	4.3			1	4.4
	DODM	1	1.8					2	4.4	1	13.0
	<b>Total</b>	<b>1</b>	<b>1.8</b>	<b>0</b>	<b>0.0</b>	<b>1</b>	<b>4.3</b>	<b>2</b>	<b>4.4</b>	<b>2</b>	<b>17.4</b>
<b>Front Range Total</b>		<b>25</b>	<b>345.8</b>	<b>14</b>	<b>396.9</b>	<b>15</b>	<b>414.1</b>	<b>18</b>	<b>229.6</b>	<b>14</b>	<b>142.7</b>



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# NWD Mil Const Program



## Northwestern Plains Zone Summary of MILCON Program FY06 - FY10

Program	Installation	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)	Projs	PA (\$M)
AIR FORCE	Fairchild					2	25.0	7	128.8	2	119.5
	Malmstrom	1	68.4	4	193.0	4	63.0	4	36.0	4	36.4
	Mt Home	3	70.1	1	109.0	1	13.8	1	15.5	2	17.9
	<b>Total</b>	<b>4</b>	<b>138.5</b>	<b>5</b>	<b>302</b>	<b>7</b>	<b>101.8</b>	<b>12</b>	<b>180.3</b>	<b>8</b>	<b>173.8</b>
DOD	DLA					1	5.0	1	20.0	1	12.2
	DODM					1	30.0	0		2	50.0
	SOF	3	53.3								
	<b>Total</b>	<b>3</b>	<b>53.3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>35</b>	<b>1</b>	<b>20</b>	<b>3</b>	<b>62.2</b>
<b>Northwestern Plains Total</b>		<b>7</b>	<b>191.8</b>	<b>5</b>	<b>302</b>	<b>9</b>	<b>136.8</b>	<b>13</b>	<b>200.3</b>	<b>11</b>	<b>236</b>



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# NWD Mil Const Program



## Northwestern Coastal Zone Summary of MILCON Program FY06 - FY10

Program	Installation	FY06		FY07		FY08		FY09		FY10	
		Projs	PA (\$M)								
ARMY	Lewis	3	165.0	3	231.0	4	272.0	3	102.0	5	48.0
	<b>Total</b>	<b>3</b>	<b>165.0</b>	<b>3</b>	<b>113.0</b>	<b>3</b>	<b>122.0</b>	<b>3</b>	<b>102.0</b>	<b>5</b>	<b>48.0</b>
AIR FORCE	McChord					1	19.8	1	11.1	1	9.0
	Portland ANG	1	12.4								
	<b>Total</b>	<b>1</b>	<b>12.4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>19.8</b>	<b>1</b>	<b>11.1</b>	<b>1</b>	<b>9</b>
DOD	DLA					1	5.0	1	20.0	1	12.2
	DODM					1	30.0	0		2	50.0
	SOF	3	53.3								
	<b>Total</b>	<b>3</b>	<b>53.3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>35</b>	<b>1</b>	<b>20</b>	<b>3</b>	<b>62.2</b>
<b>Northwestern Coastal Total</b>		<b>7</b>	<b>230.7</b>	<b>3</b>	<b>113</b>	<b>6</b>	<b>176.8</b>	<b>5</b>	<b>133.1</b>	<b>9</b>	<b>119.2</b>

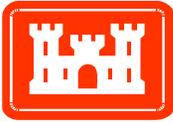


# NWD Mil Const Program



<b>Non-Transformation FY06 Projects</b>			
<b>Range (\$M)</b>	<b>NWK</b>	<b>NWO</b>	<b>NWS</b>
<b>1.0 - 5.0</b>	<b>1</b>	<b>4</b>	<b>1</b>
<b>5.0 -10.0</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>10.0 - 25.0</b>	<b>2</b>	<b>6</b>	<b>1</b>
<b>25.0 - 50.0</b>	<b>2</b>	<b>3</b>	<b>3</b>
<b>50.0 - 100.0</b>			<b>2</b>

- Not Including BRAC & Army Transformation



# FY06 MILCON



- **Fort Lewis**
  - Barracks Complex-North Fort
  - Whole Barracks Renewal, Jackson
  - SOF Aviation Battalion
  - SOF Training Facility
  - SOF Expand Compound
  
- **Fort Carson**
  - Combined Arms Collective Train. Fac
  - Barracks Complex
  - A/DACG Complex, Ph 1b
  - Shoothouse
  - Shoothouse (USASOC)



# FY06 MILCON



- **Fort Riley**
  - Construct Alert Holding Areas
  - Deployment Support Facility
  - Digital Multipurpose Training Range
  - Deployment Facility Ramp Extension
  
- **Fort Leavenworth**
  - Lewis & Clark Instruct Facility, Increment 3
  
- **Fort Leonard Wood**
  - Construct Barracks, Phase 1
  - Countermine Training Complex, Phase 2



# FY06 MILCON



- **Whiteman AFB**
  - Conventional Munitions Storage
  - Replace Family Housing
  
- **Offut AFB**
  - HQ AF Weather Agency
  - Repair Runway
  
- **Mountain Home AFB**
  - Improve Family Housing (12 Units)
  - Replace Family Housing
  - Base Ops/RAPCON Facility
  
- **Minot AFB**
  - Replace Family Housing
  - Security Forces Vehicle Bldg



# FY06 MILCON



- **Air Force Academy**
  - Upgrade Academic Facility
- **Buckley AFB**
  - ADAL Communications Center
  - Consolidated Services Facility
  - Leadership Development Center
- **Peterson AFB**
  - West Gate Access
  - Life Skills Support Center
- **Malmstrom AFB**
  - Replace Family Housing
- **McConnell AFB**
  - Hydrant Fuel System



# Ft Riley FY06 BRAC/AMF



- Combat Aviation Brigade (Temporary)
  - Admin, Billets, Motorpools (\$50M+)
- 1ID HQ & Sustainment Brigade (Temporary)
  - Admin, Billets, Motorpools (\$25M+)
- Air Field Replacement (\$10M+)
- CAB (Permanent) (\$250M+)
  - North Airfield (Veh Maint, Co Ops)
  - South Airfield (HQ, Hangers, COF, Aviation Maint.,)
  - Barracks
  - Displaced Units
- 1ID HQ & Sustainment (Permanent) (\$100M+)



# Ft Carson FY06 BRAC / AMF



- 3<sup>rd</sup> Brigade Combat Team (Temporary)
  - Admin, Motorpools (\$40M+)
- 3<sup>rd</sup> Brigade Combat Team Complex (Permanent)
  - Admin, Motorpools, Infrastructure (\$60M+) [\$200M+]
- 4<sup>th</sup> Brigade Combat Team Complex (Permanent)
  - Admin, Billets, Motorpools, Infrastructure (\$100M+) [\$350M+]
- Division Headquarters Complex (Permanent)
  - Admin, Motorpools, Infrastructure (\$50M+) [\$100M+]



# Ft Lewis FY06 BRAC / AMF



- No FY06 BRAC/AMF
- Design effort in FY06 for FY07 Program
  - Barracks, 3<sup>rd</sup> Division drive (\$30M+)
  - Barracks, Stryker Ave (\$45M+)
  - Modularity Complex, PH1 (\$100M+)
  - Child Development Center (\$10M+)



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# MILCON TRANSFORMATION (Faster, Better and Cheaper)



- Change in criteria and processes
  - From prescriptive requirements to performance based criteria
  - Plan, acquire and execute like private sector
- Standardization
  - Standard functional and technical criteria
  - Adaptable, reusable, reconfigurable designs for BCT (UA)
  - Design-build acquisition process for BCT (UA) program execution
- With more performance based criteria:
  - Facility service life of 25 to 30 years vice 50
  - Contractor builds on post as if he were building off post
  - Material is commercially available that meets requirements
  - Method – no learning curve in constructing the Army way.... Faster completion
- With these changes, we will see.....



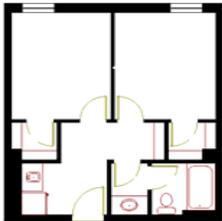
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# Reduction in Costs



## MILCON Barracks

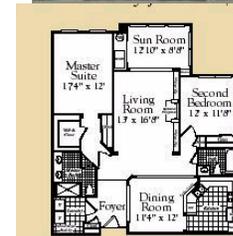
\$168/SF (OSD Unit Cost)



## Installation

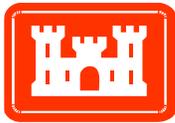
- Function: House Soldiers
- Construction Type: Type I or II non-combustible
- Occupancy Type: Residential
- Operations: Accommodate Sleeping/Bathing, Relaxation/Cooking, Accommodate Privacy, Gather People, Facilitate Circulation

## Private Industry Apartment



## Industry

- Function: House People
- Construction Type: All Types
- Occupancy Type: Residential
  - Operations: Accommodate Sleeping/Bathing, Relaxation/Cooking, Accommodate Privacy, Gather People, Facilitate Circulation

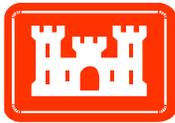


# NWD Regional Planning



- Technical RFP Requirements
  - Working regionally to develop standard RFP
  - Sharing standard designs between districts and standard design centers
  - Using HQ technical guidance for FY06. Looking for opportunities to use FY07 standards and criteria.





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# NWD Military Program



- Military Program Increasing Rapidly
- Uncertainties with Current Forecast
- FY06 Execution by Each District
- FY07 New Acquisition Strategy
- Army Transformation
- Regional Model RFP



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# NWD Military Program



- Summary:
  - Significant Programs Ahead
  - Using Revised Methods and Tech Requirements
  - USACE Looking to Partner with Industry
  - Need to Deliver Programs for Army & Air Force



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# NWD Pre-Solicitation



## Northwestern Division (NWD) Acquisition Strategy

Bud Marks

Chief, Military Contracts Branch



# Acquisition Strategy

## The Evolution of Construction Contracting Vehicles

After FARA and FASA, other methods gradually gained widespread use.

- **Best Value** (other than price-only factors)
- **Design-Build** (forced by Congressional Inserts)  
(but not done according to Industry Standards)

*However, these tools were limited to awarding a single project at a time.*



# Acquisition Strategy

## The Evolution of Construction Contracting Vehicles

The need for greater even greater flexibility brought about even newer methods.

- **Indefinite Delivery Indefinite Quantity (Task Orders)**
  - **Single Award (SATOC)** (Task Orders essentially sole source).
- **Multiple Award (MATOC)** (competed under fair opportunity).
  - **“Real” Design-Build** (2-Step process).
- **Construction Manager at Risk (CMR).**

*Driving Factors: Cost; Time; Flexibility; Industry Feedback; Market Conditions; and Proper Allocation of Risk.*



# Acquisition Strategy

## Challenges faced by Northwestern Division (NWD):

- **Large Size of NWD Geographic Territory**
- **Different Market Areas:**
  - **North Central States: ND, SD, MN, WI**
  - **Midwest States: NE, IA, KS, MO**
  - **Eastern Rocky Mountain: WY, CO**
  - **Eastern WA, ID, MT**
  - **Western WA, OR**
- **Different Customers:**
  - **Army**
  - **Air Force**
  - **Reserves & National Guard**
  - **Other Military (Navy & Marines)**
  - **Non-Military DoD**



# Acquisition Strategy

## Northwestern Division Approach:

- **Align Division by regional Zones.**
- **Zones aligned with Customers & Markets.**
- **Use Design-Build more like Industry does.**
- **Create Multiple Pools of MATOC Contractors:**
  - **Small Business Pools**
    - **Service Disabled Veteran Awards**
    - **HUBZone Awards**
    - **8(a) Awards**
  - **Full and Open Pools**
    - **Small Business Awards**
    - **Large Business Awards**
- **Cascading Order of Precedence within Zone:**
  - **1st preference for local small businesses.**
  - **2nd preference for non-local small business.**
  - **If not available/capable, open to F&O pools.**



# Acquisition Strategy

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## QUESTIONS FOR THE AUDIENCE

- **Would a draft copy of the new RFP approach be a benefit if you could review and comment on it?**  
(Let us know.)
- **Market Survey -- Have you filled it out yet?**  
(We need Market Information to support our Acquisition Planning.)
- **Why it is important?**  
(If you want to be included in our plans, we need your input.)
- **How we will use it?**
  - **To Finalize our Acquisition Plan**
  - **To Determine number and type of MATOC Pools**
  - **To Assure SBA support**
- **How will we decide which Pool to use for a particular project?**  
(We need the survey results before we can decide.)



# NWD Zones



## Eastern Region

### Zone 1 - Northern Plains

*North Dakota, South Dakota, Minnesota, & Wisconsin*

- Ellsworth AFB
- Minot AFB
- Ft. McCoy
- Grand Forks AFB
- Twin Cities Army Ammunition Plant
- Badger Army Ammunition Plant



# NWD Zones



## Eastern Region

### Zone 2 - Southern Plains

*Nebraska, Iowa, Kansas, & Missouri*

- Ft. Riley
- Ft. Leavenworth
- Ft. Leonard Wood
- Offutt AFB
- McConnell AFB
- Whiteman AFB
- Iowa Army Ammunition Plant
- Kansas Army Ammunition Plant
- Lake City Army Ammunition Plant



# NWD Zones

## Eastern Region

### Zone 3 - Front Range

*Wyoming & Colorado*

- Ft. Carson
- Buckley AFB
- Schriever AFB
- Peterson AFB
- Air Force Academy
- FE Warren AFB
- Cheyenne Mountain AFB
- Pueblo Army Depot



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# NWD Zones

## Western Region

### **Zone 4 - Northwest Plains**

*East Washington, Idaho, & Montana*

- Fairchild AFB
- Mountain Home AFB
- Malmstrom AFB



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# NWD Zones



## Western Region

### Zone 5 - Northwest Coast

*Western Washington & Oregon*

- Ft. Lewis
- McChord AFB
- Yakima Training Center
- Portland Air National Guard

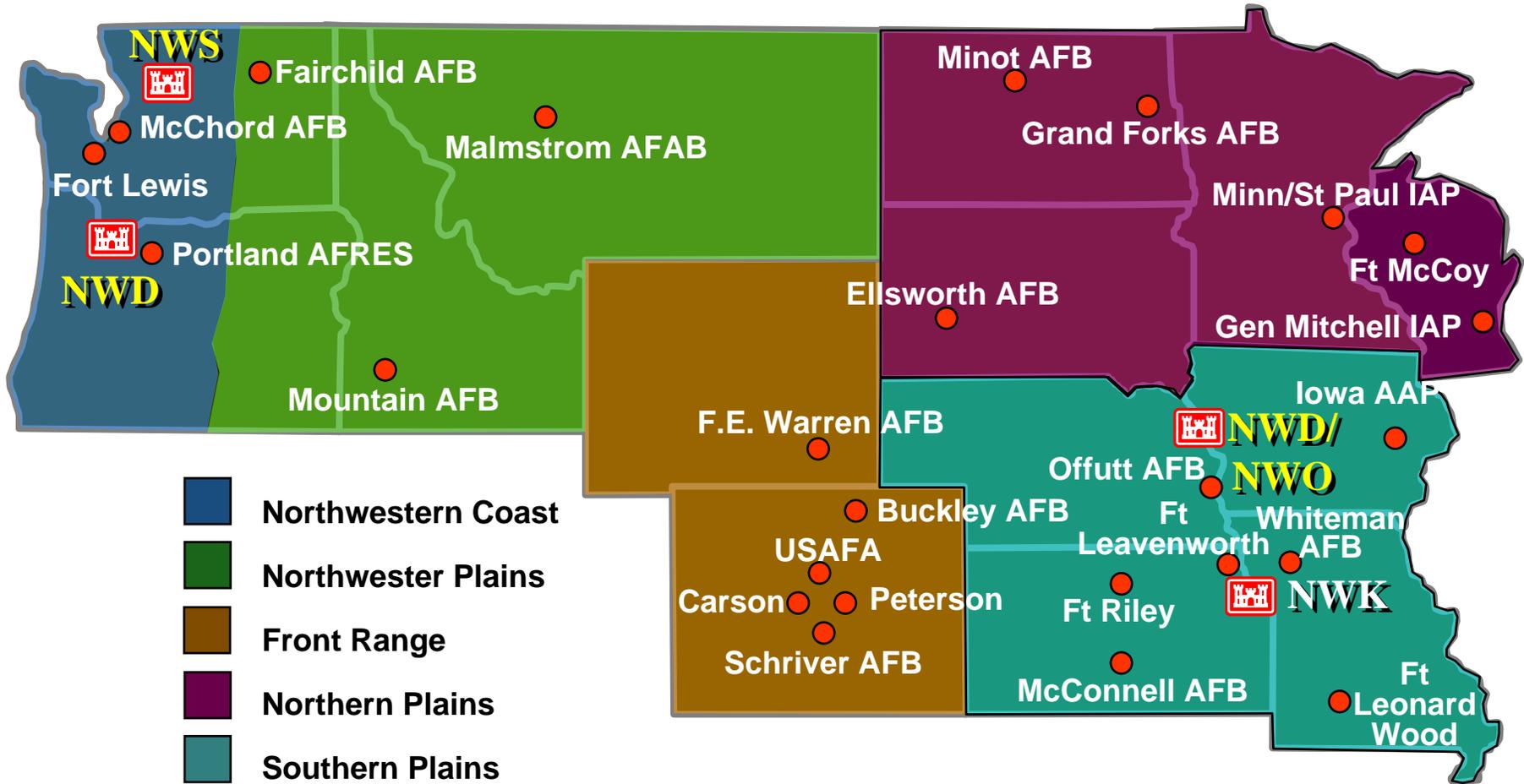


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# Northwestern Division Region

## *Major Army and Air Force Partners*





# NWD Regional Planning



- **Acquisition Strategy:** *Two strategies developed*
  - **FY06**
    - All districts have individual action plans developed
    - Use primarily Design/Build
    - No special overall acquisition plan required
  - **FY07 (and beyond)**
    - Acquisition Plan being developed for *region-wide* needs for MILCON & BRAC
    - Will need HQUSACE – Army approval
    - Will be coordinated with SBA and local Chambers of Commerce through Industry Days in Oct 2005
    - Districts will also complete project-by-project acquisitions



# NWD Regional Planning



- **FY07 (and beyond) (cont.)**

- **Contract Types:**

- **Approx \$2B in Region**

- With 3 yr base + 2 yr options based on need

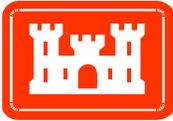
- Potential for doubling capacity based on need

- **Multiple small MATOCs**

- Set-aside for Certain Small Business

- Individual “normal” acquisitions by each district as well.

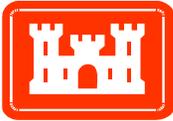




# Sample Capability Matrix by Facility Type



Facility Type	Contractor				
	A	B	C	D	E
Battalion HQ Office Buildings				X	X
Brigade HQ Office Buildings				X	X
Company Operations Facilities				X	X
Unit Storage			X	X	X
Tactical Vehicle Equipment Shops			X		X
Organizational Vehicle Parking	X				X
Dining Hall Facilities				X	X
Child Development Centers			X		X
Fitness Facilities			X		X
Libraries			X		X
Recreation Centers			X		X
Athletic Fields	X				X
Fire/Rescue Facilities			X	X	X
Police Stations			X	X	X
Religious Facilities					X
Postal Facilities			X	X	X
Sitework, General Grading	X				X
Sitework, Roadwork	X				X
Sitework, Utilities	X	X			X



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# Sample Award Pool Matrix by Zone



Eastern Zones			Western Zones	
Northern Plains	Southern Plains	Front Range	Northwest Plains	Northwest Coast
Co "A" (SDV)	Co "A" (SDV)	Co "B" (SDV)	Co "C" (SDV)	Co "C" (SDV)
Co "D" (8-a)	Co "E" (8-a)	Co "F" (8-a)	Co "G" (8-a)	Co "H" (8-a)
Co "I" (HUB)	Co "I" (HUB)	Co "J" (HUB)	Co "K" (HUB)	Co "K" (HUB)
Co "L" (SB)	Co "M" (SB)	Co "N" (SB)	Co "O" (SB)	Co "O" (SB)
Co "P" (LB)	Co "P" (LB)	Co "P" (LB)	Co "P" (LB)	Co "P" (LB)
	Co "Q" (SDV)	Co "Q" (SDV)		Co "R" (SDV)
	Co "S" (8-a)	Co "T" (8-a)	Co "U" (8-a)	Co "U" (8-a)
	Co "V" (HUB)	Co "V" (HUB)		Co "W" (HUB)
	Co "X" (SB)			
	Co "Y" (LB)	Co "Y" (LB)		
	Co "Z" (SB)			
	Co "AA" (LB)			
5 Contractors	12 Contractors	9 Contractors	6 Contractors	8 Contractors



# NWD Regional Planning



- FY07 Acquisition Planning (cont.)
  - Timeline:
    - Industry Days (for FY06 & FY07) 17-21 Oct '05
    - Submit Draft Acq Plan to HQ Nov '05
    - PARC Approval of Acq Plan Jan '06
    - Issue FBO Feb '06
    - Issue RFP Mar '06
    - Ready to Award Contracts Aug'06



# Acquisition Strategy



## Networking:

- Large Businesses and Small Businesses, *you need each other.*
- Take advantage of the opportunity to make connections.



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# NWD Pre-Solicitation

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## Lunch Break

(Be Back @ 1330)



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# Q & A Panel



- Dan Saniuk, Chief Military Programs NWD
- Tor Brunso, NWD Liaison w/ IMA
- Bill Waugh, Chief Military Programs NWK
- Bud Marks, Chief Military Contracts Branch
- Arthur Saulsberry, Deputy for Small Business NWK
- Jeff Carey, Bonding