

**Periodic Table of Acquisition Innovations**

**IRS Reverse Industry Day (RID): Content Page**

<b>Document Title</b>	<b>Page Number (PDF count)</b>
IRS Reverse Industry Day (RID): Content Page	1
Planning Guide	2-4
Announcement (posted on FBO.gov)	5
RID I Agenda, Description, and Summary	6-12
RID II Agenda, Description, and Summary	13-18
RID III Agenda and Summary	19-24
Post Event Survey Questions	25-26



## Reverse Industry Day Planning Guide

**Purpose of Reverse Industry Day:** This learning event is designed to increase transparency, hear industry's perspective and experience in working with the IRS (and government as a whole), and understand how levels of industry engagement affect prices, innovation, and competition. The event will provide IRS's acquisition workforce an opportunity to learn about the issues that are most important to industry when doing business with the IRS.

### 12 to 16 Weeks Before Event

1. Identify and book a large auditorium or conference space for event so a date is secured (preferably a government facility or other free/low-cost venue if possible).
2. Brainstorm internally with procurement management about agenda/presentation topics that would be most valuable and relevant to government attendees.
3. Contact industry association representatives; schedule a preliminary planning meeting to discuss and co-create agenda, format, and presentation topics for event, explain industry panelist nomination/selection process, etc.
  - a. Examples of Industry Associations (This is not an exhaustive list):
    - i. Armed Forces Communications & Electronics Association (AFCEA)
    - ii. American Council for Technology-Industry Advisory Council (ACT-IAC)
    - iii. Advanced Technology Academic Research Center (ATARC)
    - iv. Coalition for Government Procurement (CGP)
    - v. Government Technology & Services Coalition (GTSC)
    - vi. Homeland Security & Defense Business Council (HSDBC)
    - vii. National Contract Management Association (NCMA)
    - viii. Professional Services Council (PSC)
    - ix. Washington Homeland Security Roundtable (WHSR)
4. Finalize event agenda.
5. Email final event agenda and industry panelist nomination request/instructions to industry associations. Provide two-week response deadline for industry panelist nomination submissions.
6. Email/publicize an event Save-the-Date to IRS acquisition staff.

### 8 to 12 Weeks Before Event

1. Review industry panelist nominations.
2. Select industry panelists. (Try to get a diverse group of panelists that represent each industry association and different sized companies, industries, products, services, etc. Direct acquisition experience with IRS is preferred but not required.)
3. Notify industry associations of panelist selections. Thank all nominees that were not selected for their time and consideration.

4. Schedule orientation call with selected industry panelists and respective industry association representatives.
5. Schedule weekly panelist check-in calls through the event date to guide industry panelists as they develop their presentation session content, answer questions, brainstorm ideas, etc.
6. Identify registration tool (e.g., internal learning/registration tool or external tool such as Eventbrite, Cvent, etc.) and establish registration webpage with registration instructions, event details, facility/security instructions for the event, etc.
7. Work with acquisition workforce/training staff to establish course for the event so attendees can earn Continuous Learning Points (CLPs) through their registration and attendance.
8. Email/publicize the event with registration instructions, directions and parking info, etc.
9. Request and confirm agency executives that can provide keynote remarks at event (e.g., the IRS Commissioner, IRS Chief Procurement Officer, etc.).
10. Confirm a Master of Ceremonies (MC) or facilitator for the event.

#### **4 Weeks Before Event**

1. Continue weekly panelist check-in calls.
2. Continue publicizing the event with registration instructions, directions and parking info, etc.
3. Recruit internal registration check-in staff, visitor escorts, notetakers, photographer, and other volunteers to support logistics before and during event.
4. Invite additional government agency employees to attend if permissible.
5. Invite media representatives to attend if appropriate and helpful for promoting industry engagement and continuous learning.
6. Post announcement on Contract Opportunities webpage for external industry/government awareness of your agency's learning event and industry engagement efforts. (Be clear that this posting is for informational purposes only and the event is only for your agency's employees if external registration is not available.)
7. Invite special industry guests or other government VIPs that may like to attend.

#### **2 Weeks Before Event**

1. Continue weekly panelist check-in calls; schedule additional check-in meetings if need be.
2. Continue publicizing the event with registration instructions, etc.
3. Meet with conference space staff; confirm stage setup, audiovisual equipment, emergency procedures, etc. for event.
4. Meet with the facility's security staff to ensure procedures are understood and everything is ready for event day.
5. Develop post-event survey questions for attendees.

#### **1 Week Before Event**

1. Schedule a dry run with panelists.
2. Obtain panelist presentation slides/documents (if any will be used during event).
3. Close attendee registration. Compile final attendee list for registration check-in staff, etc.
4. Ensure all logistics, volunteers, and agency executive speakers are prepared for event.
5. Check in with conference space staff to confirm everything.

### **1 Day Before Event**

1. Schedule an additional dry run with panelists if helpful.
2. Prepare conference space for event. Hang marketing/directional signs, reserve front row seats for industry panelists and keynote speakers, organize registration check-in tables, stage setup and audiovisual equipment, a VIP/speaker breakroom, etc.

### **Day of Event**

1. Have water or snacks in VIP/speaker breakroom if possible.
2. Ensure MC, keynote speakers, and industry panelists are checked in and escorted to VIP/speaker room and front row seats before/during event.
3. Ensure all speakers, volunteers, and attendees are welcomed and thanked for their participation.
4. Have notetakers record thorough notes during each panel session and keynote remark session for summary notes document that will be distributed after event.
5. Take photos during each panel session and keynote remark session.
6. Have fun, learn, and build partnerships!
7. Clean conference space after event.

### **1 Day After Event**

1. Distribute post-event survey to all attendees with a 7-day deadline.
2. Have notetakers finalize their notes; compile into one succinct summary notes document.
3. Send email thank you to all industry panelists, industry association representatives, keynote speakers, and volunteers that supported event.
4. Coordinate post-event media interviews with agency public affairs team if appropriate.

### **1 Week After Event**

1. Close post-event survey; collect and analyze results, formulate into a report.
2. Draft article (with photos) for internal employee newsletter, agency intranet site, etc.
3. Distribute summary notes document internally and externally as an update to FBO announcement. Consider also reposting via LinkedIn and other mediums.

### **2 Weeks After Event**

1. Share post-event survey results with internal team. Identify lessons learned and areas for improvement for future events.
2. Share post-event survey results with industry panelists and industry associations representatives. Schedule a meeting to discuss panelist feedback, lessons learned, areas for improvement for future events, etc.



March 28, 2018

The purpose of this special notice is to announce that the Internal Revenue Service will host its second Reverse Industry Day training event for IRS employees on Wednesday, April 4, 2018 in Lanham, MD.

Please note that this is not a traditional industry engagement event where the audience will be comprised primarily of industry attendees. The audience for this Reverse Industry Day will be made up primarily of government attendees, and **registration will not be available for industry attendees**. The intent of this Federal Business Opportunities notice is to inform the public of internal activities the IRS Office of the Chief Procurement Officer is implementing to foster greater collaboration with our industry partners and improve how IRS does business.

This learning event is designed to increase transparency, hear industry's perspective and experience in working with the IRS (and government as a whole), and understand how levels of industry engagement affect prices, innovation, and competition. The event will provide IRS's acquisition workforce an opportunity to learn about the issues that are most important to industry when doing business with the IRS.

Please continue to monitor Federal Business Opportunities for announcements of upcoming IRS industry engagements in Fiscal Year 2018. The IRS appreciates your interest in our mission and will continue to solicit industry input in different mediums. We look forward to seeing you at future industry engagements.



**Reverse Industry Day**  
**Wednesday, April 19, 2017**  
**New Carrollton Federal Building – Auditorium**  
**5000 Ellin Road, Lanham, MD 20706**  
**Agenda**

7:15am – 8:00am	<b>Registration Check-in</b>
8:00am – 8:10am	<b>Overview and Format of Event</b> <i>Shanna Webbers, Chief Procurement Officer, IRS</i> <i>Harrison Smith, Deputy Chief Procurement Officer, IRS</i>
8:10am – 9:20am	<b>Panel 1: How Industry Views the Acquisition Timeline</b> <i>Andy Beamon, Maximus Federal Services</i> <i>Jim Gaul, Accenture Federal Services (Moderator)</i> <i>Kay Ramesh, Cybermedia Technologies, Inc.</i> <i>Paul Tartaglione, Booz Allen Hamilton</i>
9:20am – 9:30am	<b>Keynote Remarks</b> <i>John Koskinen, Commissioner, IRS</i>
9:30am – 9:40am	<b>Break</b>
9:40am – 10:50am	<b>Panel 2: How Industry Decides Whether or Not to Bid on an Opportunity</b> <i>Ivette Grainer-Smith, General Dynamics Information Technology</i> <i>Sukumar Iyer, Brilliant Corporation</i> <i>Sarah Mattingly, ESCGov</i> <i>Kimberly Pack, Wolf Den Associates (Moderator)</i>
10:50am – 11:00am	<b>Break</b>
11:00am – 12:10pm	<b>Panel 3: How Industry Interprets Solicitation Requirements</b> <i>Suzanne Liscouski, NCI Inc.</i> <i>Karen Morrison, Acuity</i> <i>Mike Pullen, CGI Federal (Moderator)</i> <i>LaJuanna Russell, Business Management Associates, Inc.</i>
12:10pm – 12:15pm	<b>Event Recap and Closing Remarks</b> <i>Iris Cooper, Senior Procurement Executive, U.S. Department of the Treasury</i>



**Reverse Industry Day**  
**Wednesday, April 19, 2017**  
**Panel Session Descriptions**

**How Industry Views the Acquisition Timeline (First Panel)**

This panel will focus on the overarching industry activities and decision points that occur during the government's acquisition timeline. This discussion should include a visual depiction of both government activities (e.g., defining the need, identifying alternatives and resource requirements, identifying supporting projects and contracts, planning to obtain, obtaining solution, implementing solution, etc.) and industry activities (e.g., market positioning, opportunity assessment, capture strategy development, solution development, proposal development, post-submittal, execution, etc.) that occur during the acquisition timeline to illustrate what industry goes through during various stages of an acquisition. The primary question to be addressed in the panel is, 'What would industry want the IRS to know about its timelines when pursuing an acquisition?'

**How Industry Decides Whether or Not to Bid on an Opportunity (Second Panel)**

This panel will focus on the specific processes and timelines which influence a company's decision whether or not to bid on an opportunity. Panelists should discuss actual scenarios to demonstrate the factors that influence their business decisions (e.g., costs, risks, size of the requirement, etc.) and how certain aspects impact their ultimate choice to bid or not bid (e.g., how communicative the agency is, whether the opportunity is a recompetes or brand new requirement, familiarity with the agency, company size, prime contract vs. subcontract opportunity, etc.). The primary question to be addressed in this panel is, 'What would industry want the IRS to know about what influences a company's decision to bid or not bid on an opportunity?'

**How Industry Interprets Solicitation Requirements (Third Panel)**

This panel will focus on how industry analyzes and interprets the various requirements of a solicitation. Panelists should concentrate on the critical elements of a solicitation (e.g., clarity of deliverable information, key personnel, security clearances, evaluation criteria, opportunity for questions and answers, etc.), and how industry reacts to these elements, including the nature of the proposed solution, pricing, etc. The primary question to be addressed in this panel is, 'What would industry want the IRS to know about how it responds to and interprets solicitation requirements?'



**Synopsis of Internal Revenue Service Office of Procurement  
Reverse Industry Day  
Wednesday, April 19, 2017  
New Carrollton Federal Building – Auditorium  
5000 Ellin Road, Lanham, MD 20706**

**Opening Remarks and Overview of Event**

***Speakers:** Shanna Webbers, Chief Procurement Officer, Internal Revenue Service; Harrison Smith, Deputy Chief Procurement Officer, Internal Revenue Service*

Internal Revenue Service (IRS) Chief Procurement Officer (CPO) Shanna Webbers provided opening remarks focusing on the importance of the IRS and government as a whole to understand our industry partners (e.g., contractors, associations, etc.) and customers (e.g., taxpayers, IRS program offices, etc.), and how to best support those individuals. Events like Reverse Industry Day (RID) will allow the government to understand what our industry partners need in order to provide us with the necessary products and services to successfully accomplish our mission. Webbers emphasized the three priorities within IRS Procurement: (i) look externally to increase discipline on the requirements development process so packages are complete and received timely; our ability to be successful depends on clear requirements so that our industry partners can comprehend what we need, (ii) look internally at accountability, productivity, and timeliness of the contracting process, and (iii) establish a common operating picture for transparency.

Deputy Chief Procurement Officer Harrison Smith reinforced RID goals and that understanding our industry partners' perspective of the acquisition process helps the IRS make the market more efficient. With increased market efficiency, the IRS will receive more competition, innovation, and better prices. This will ultimately benefit the IRS's main goals of supporting taxpayers. Smith closed by thanking the many industry representatives that helped with the planning and implementation of the RID.

**Panel 1: How Industry Views the Acquisition Timeline**

***Speakers:** Jim Gaul, Accenture Federal Services (Moderator); Andy Beamon, Maximus Federal Services; Kay Ramesh, Cybermedia Technologies, Inc.; and Paul Tartaglione, Booz Allen Hamilton*

The acquisition timeline and the 'Shipley Process' were discussed in detail. Specifically, industry aligns the government's acquisition timeline with the six phases of the Shipley Process to determine what opportunities to pursue (see attached slides for details on each phase: Market Segmentation, Long-term Positioning, Opportunity Assessment, Capture Planning, Proposal Planning, and Proposal Development/Submission). Industry also creates a strategy based on



capabilities, vision, and what value they can bring to a specific requirement or agency. As a result, industry-government engagement is critical so that industry can clearly understand what the government needs and government can recognize what industry has to offer. Industry needs to have open, meaningful dialogue early in the acquisition process to fully help the government receive better and defined solutions in terms of what's available in the market. If companies cannot have proactive conversations with government buyers about the nature of their challenges, then the firm's leadership will not allow the company to bid. Waiting until the solicitation is issued to have dialogue is much too late, especially when there is an incumbent contractor.

The newer and more technically complex that a requirement is, the more amount of time is needed for industry to respond. If there is a requirement that's never been done in the government before, a Request for Information (RFI) should be provided to industry prior to the release of the solicitation. Industry often feels that government agencies underestimate how long it takes companies to respond to questions in an RFI, Request for Proposal (RFP), etc. Additionally, short response deadlines send a direct signal to industry. For example, if a solicitation is released on a Friday with a short turnaround time and there is an incumbent contractor, then industry may view this as something that will likely be awarded to the incumbent. Thus, this perception will influence industry's decision about whether or not to respond to the proposal despite all of the capture and planning work that may have already been completed. Moreover, draft RFPs can also lead to better procurement outcomes. Consider an example: an upcoming contract is envisioned by a government agency to be best structured as a time-and-materials contract. However, in reading the requirements in the draft RFP, some companies perceive that they could actually best perform the work under a fixed-price contract, and so state in their comments on the draft RFP. Thus, hearing this insight from industry before issuing the final RFP is extremely beneficial for the government.

When the market is flooded with solicitations at the end of the fiscal year, industry must make tough decisions to determine which opportunities to pursue. It usually comes down to the company's core competencies and long-term strategy. Companies will likely be properly positioned for a requirement that they know is being released, but if it's the end of the fiscal year and it's a new or unknown requirement, then it's unlikely that the firm will submit a proposal. Furthermore, industry will also look at the probability of receiving an award. For instance, if there are 10 potential opportunities in the marketplace, industry will rank opportunities and use systematic trade-off analyses so that resources are properly allocated.

Industry also incurs progressively higher costs as they progress through each phase of the Shipley Process to prepare and ultimately submit proposals. Depending on the size of the company and the size and complexity of the requirement, the total cost to prepare and submit a proposal can range from under \$20,000 to over \$1 million. At a large company, there can be 50-60 people working on a single proposal, and the cost associated with allocating those kinds of resources can be extremely high. From a small business viewpoint, a specific, calculated amount of money is set aside each year for proposals, so they must be extremely selective in what they bid on. When small businesses do bid, some proposals require an "all-hands-on-deck" approach.

## **Keynote Remarks**

***Speaker:** John Koskinen, Commissioner, Internal Revenue Service*

Keynote speaker IRS Commissioner John Koskinen remarked RID is part of an overall IRS strategy to reach out to industry on a more regular basis. He cited last year's successful 50 percent decrease in identity theft was due in large part to cooperation with industry. Koskinen emphasized how important it is for both sides (i.e., government and industry) to understand where the other is coming from, and highlighted that RID is a unique opportunity to turn the tables to look at industry's challenges. Koskinen closed by stressing that RID is an important learning opportunity and thanking IRS procurement staff and industry representatives for planning the RID and recognizing the value of training.

## **Panel 2: How Industry Decides Whether or Not to Bid on an Opportunity**

***Speakers:** Kimberly Pack, Wolf Den Associates (Moderator); Ivette Grainer-Smith (General Dynamics); Sukumar Iyer (Brilliant Corporation); and Sarah Mattingly (ESCGov)*

The Bid/No Bid process was discussed in detail and compared to a funnel. As an opportunity makes its way through the Capture/Proposal lifecycle, the Bid/No Bid process acts as a sieve that filters against "bad fit" opportunities at each review gate. Early decisions take into consideration those factors that are evident across the competitive landscape, such as type of work and customer. As the opportunity matures, the process filters out those opportunities that cannot continue to meet the thresholds for "good fit", such as size, competition, and timing.

The small business Bid/No Bid process of finding fit is: Step 1, the RFP is identified and reviewed by the sales team; Step 2, evaluate if a partnering opportunity exists; Step 3, review responses provided; and Step 4, formulate the responses with the review team to arrive at a Bid/No Bid decision. The mid-size business Bid/No Bid process includes: Step 1, Explore (e.g., 100 solicitations); Step 2, Qualify (e.g., 10 solicitations); Step 3, Capture (e.g., three solicitations); and Step 4, Proposal (e.g., one solicitation is targeted for proposal preparation and submission). Many mid-size firms use computer software with a 0-5 scored set of weighted questions that qualify their company for a solicitation. No bid decisions are made for those solicitations with less than a 50 percent score. The large business Bid/No Bid process utilizes a similar standard process with the key difference being the quantity of reviews.

Key factors that are considered when determining Bid/No Bid decisions include knowledge of the agency, ability to gather information to meet qualifications, and internal budget proposal constraints. One red flag in determining not to bid is if the RFP is hyper-specific, which is often perceived by industry as being tailored for an incumbent contractor or specific company. Another warning indicator is if the proposal has a short turnaround time, which provides for a higher probability of project failure. Other factors include clarity, timeline milestones, and progress payments, as noted in the solicitation. Specifically, one of the most important factors is the ability to meet with the government customer. This is one of the first factors companies use when making Bid/No Bid decisions.

Suggestions were offered to improve proposal responses such as a “to-and-fro” dialogue with vendors on upcoming requirements, super-specification of evaluation criteria, and the use of other contract types or pricing models such as the Consumption Model (particularly for IT acquisition needs because the consumption model can remove refresh challenges or hardware/software obsolescence issues). Another suggestion was for agencies to consider tighter proposal page limits to encourage clarity and reduce costs for industry. The panelists noted that, depending on the size of the requirement or company proposing, each proposal page can cost from \$1,200 - \$2,000 per page.

### **Panel 3: How Industry Interprets Solicitation Requirements**

***Speakers:** Mike Pullen, CGI Federal (Moderator); Suzanne Liscouski, NCI Inc.; Karen Morrison, Acuity; and LaJuanna Russell, Business Management Associates, Inc.*

In analyzing how industry interprets solicitation requirements, a pointed focus is consistency in the requirement description and to evaluate if the customer explicitly knows what they need. Next steps include evaluating if the period of performance is worthwhile for the company, the revenue generation and cost savings over time, alignment of industry and government timelines, and if the selected procurement approach (e.g., contract vehicle chosen) was what was expected. When analyzing the technical requirements in a solicitation, companies must consider what staffing types and levels they need, and if there is ample time to recruit, secure, or clear the right type of personnel to fulfill the contract deliverables. If industry sees a key personnel requirement with overly strict criteria, then they wonder if the solicitation is being steered towards an incumbent contractor or particular firm. Hence, looser key personnel clauses allow industry to better approach key personnel staffing by reducing risk and cutting business costs—which ultimately saves the government money as well.

In managing investment and risk, industry will determine if they have enough information to solve the problem (i.e., if the requirement has gaps or is too vague) or if the Statement of Objectives is too specific and restrictive (i.e., if the requirement prohibits creativity or innovation), which may result in industry determining not to bid. The best contract type is the appropriate contract type for the work to be performed, and determining this entails conducting a formal assessment of risk. Additionally, Lowest Price Technically Acceptable (LPTA) approaches for services are typically viewed negatively by industry. LPTA requirements for services often signal to industry that the government either wants to keep the incumbent or is not willing to allow industry to offer creative solutions that may bring more value for all parties. Furthermore, LPTA for services can force companies to dive low to competitively bid, which can result in low morale for the company and low-quality solutions for the government. In addition, numerous past performance requirements (e.g., more than three) are often difficult to obtain quickly, particularly for small businesses. A suggestion is for solicitations to allow offerors to submit blended past performance (i.e., a combination of the offeror’s past performance and their subcontractor’s past performance).

Although the Federal Acquisition Regulation (FAR) limits communication after a proposal is submitted, the FAR encourages appropriate industry-government dialogue throughout the acquisition process. When assessing solicitation criteria, industry must determine if there is ample opportunity for questions and answers, and sufficient time for quality proposal development and submission. Accordingly, more proactive, open, and frequent communication and collaboration with government enables industry to propose better solutions, which ultimately results in better support for government missions and American taxpayers.

### **Closing Remarks**

***Speaker:** Iris Cooper, Senior Procurement Executive, Department of the Treasury*

After the conclusion of the three panels, Treasury Department Senior Procurement Executive Iris Cooper provided closing remarks and an event recap. She noted that the majority of Treasury Department and bureau contracts should not strictly define key personnel or other requirements—the focus should not be on specific qualifications, but rather on fulfilling the mission effectively. Despite an increasingly tight budget environment that will not change in the foreseeable future, it is still important to embrace regulations and the guiding principles of federal acquisition. Government and its industry partners must work together to find creative ways that reduce costs and still fulfill the mission. Cooper closed by thanking the IRS procurement staff and industry representatives that executed the RID, and reinforcing her support for hosting similar future events and building stronger partnerships with industry.



**Reverse Industry Day II**  
**Wednesday, April 4, 2018**  
**New Carrollton Federal Building Auditorium**  
**5000 Ellin Road, Lanham, MD 20706**  
**Agenda**

8:15am – 9:00am	<b>Registration Check-in</b>
9:00am – 9:10am	<b>Welcome and Overview of Event</b> <i>Shanna Webbers, Chief Procurement Officer, IRS</i>
9:10am – 9:20am	<b>Keynote Remarks</b> <i>Jeffrey Tribiano, Deputy Commissioner for Operations Support, IRS</i>
9:20am – 10:30am	<b>Panel 1: Strengthening Acquisition Planning Through Proactive Industry Engagement</b> <i>Andy Bove, Converge Networks Corporation (Moderator)</i> <i>Norman Briere, Northrop Grumman Corporation</i> <i>Jim Brown, CSRA Inc.</i> <i>John Roman, Huntington Ingalls Industries, Inc.</i>
10:30am – 10:50am	<b>Break</b>
10:50am – 12:00pm	<b>Panel 2: Industry Pricing Models and Factors That Drive Bid Price</b> <i>Kenneth Folger, Leidos Corporation</i> <i>Bob Nunnally, Oasys International Corporation</i> <i>Jacob Sapp, ASRC Federal</i> <i>Jim Williams, Schambach and Williams Consulting (Moderator)</i>
12:00pm – 1:00pm	<b>Lunch and Networking Break</b>
1:00pm – 2:10pm	<b>Panel 3: Mock Bid/No-Bid Review (Role-playing Exercise)</b> <i>Terry Fitzpatrick, Deep Water Point, LLC</i> <i>Scott Harley, Northrop Grumman Corporation</i> <i>Bob Lohfeld, Sev1Tech, Inc. (Moderator)</i> <i>Jay Macmillan, IBM Corporation</i>
2:10pm – 2:20pm	<b>Break</b>
2:20pm – 3:30pm	<b>Panel 4: What I Wish I Knew When I Was a Federal Employee</b> <i>David Grant, Potomac Ridge Consulting, LLC</i> <i>Pamela LaRue, Former Chief Financial Officer, IRS</i> <i>Harrison Smith, Deputy Chief Procurement Officer, IRS (Moderator)</i> <i>Nick Nayak, Green Light Acquisition</i>
3:30pm – 3:45pm	<b>Event Recap and Closing Remarks</b> <i>Harrison Smith, Deputy Chief Procurement Officer, IRS</i>



**Reverse Industry Day II**  
**Wednesday, April 4, 2018**  
**Panel Session Descriptions**

**Strengthening Acquisition Planning Through Proactive Industry Engagement (First Panel)**

This panel will focus on the importance of early and meaningful communication with industry. The discussion should include industry's perspective on various market research methods (e.g., RFIs, industry days, one-on-one meetings, roundtable sessions, etc.), how industry itself conducts market research, and the criticality of knowing government acquisition strategies as soon as possible. The discussion should address how the government's willingness and ability to exchange information drives industry decisions during multiple phases of their acquisition timeline (e.g., market positioning, opportunity assessment, capture strategy development, solution development, proposal development, post-submittal, execution, etc.). The conversations should include suggested dos and don'ts for successful communication and visual depictions that illustrate the mutual benefits of early engagement with industry. The primary question to be addressed in this panel is, 'What would industry want the IRS to know about its information needs when pursuing an acquisition?'

**Industry Pricing Models and Factors That Drive Bid Price (Second Panel)**

This panel will discuss the many factors that impact how industry assesses risk, creates pricing strategies, and determines final prices for their proposed contract solutions. The discussion should include explanations of the specific elements (e.g., size/risk of requirement, acquisition timelines, information access, competitive intelligence, etc.), pricing concepts (capture, Bid & Proposal, staffing/recruiting, security, overhead, etc.), and processes (e.g., Bid Decision Gate Reviews) involved when companies develop a bid price. The conversation should also use real-world examples to explain how industry analyzes and responds to various contract types (e.g., fixed-price, cost-reimbursement, time and materials, etc.) when formulating their own pricing models. The primary question to be addressed in this panel is, 'What would industry want the IRS to know about how it responds to risk and other factors that determine their overall bid price?'

**Mock Bid/No-Bid Review (Role Playing Exercise Illustrating How Industry Decides Whether to Bid)**  
**(Third Panel)**

This session allows the audience to "be in the room" when companies discuss a potential bid pursuit. Role Players will talk through the processes, timelines, and questions they confront as they decide whether or not to bid on an opportunity. Panelists should discuss actual scenarios to demonstrate the factors that influence their business decisions (e.g., costs, risks, size of the requirement, etc.) and how certain aspects impact their ultimate choice to bid or not bid (e.g., how communicative the agency is, whether the opportunity is a recompetes or brand new requirement, familiarity with the agency, company size, prime contract vs. subcontract opportunity, etc.). The primary question to be addressed in this panel is, 'What would industry want the IRS to know about what influences a company's decision to bid or not bid on an opportunity?'



**Synopsis of Internal Revenue Service Office of Procurement  
Reverse Industry Day  
Wednesday, April 4, 2018  
New Carrollton Federal Building – Auditorium  
5000 Ellin Road, Lanham, MD 20706**

**Opening Remarks and Overview of Event**

***Speakers:** Shanna Webbers, Chief Procurement Officer, Internal Revenue Service; Harrison Smith, Deputy Chief Procurement Officer, Internal Revenue Service;*

Internal Revenue Service (IRS) Chief Procurement Officer (CPO) Shanna Webbers provided opening remarks focusing on the importance of the IRS and government to understand our industry partners (e.g., contractors, associations, etc.) and customers (e.g., taxpayers, IRS program offices, etc.), and how to best support those individuals. Events such as Reverse Industry Day (RID) will allow the government to understand what resources our industry partners require in order to provide us with the necessary products and services to successfully accomplish our mission.

Webbers emphasized that the purpose of Reverse Industry Day is for listening and absorbing the needs of industry partners throughout the whole IRS procurement process.

Deputy Chief Procurement Officer Harrison Smith reinforced RID goals and the importance of helping industry partners be as efficient as possible, thus procurement staff can be as efficient. This will ultimately benefit the IRS's main goals of supporting taxpayers. Smith closed by thanking the many industry representatives that helped with the planning and implementation of the RID.

**Keynote Remarks**

***Speakers:** Jeffrey Tribiano, Deputy Commissioner for Operations Support, Internal Revenue Service.* Keynote speaker, IRS Deputy Commissioner for Operations Support Jeffrey Tribiano quoted "We cannot solve our problems today with the same type of thinking we used when we created them." Highlighting that the IRS is fundamentally changing the way it conducts business and how events, such as Reverse Industry Day, are a critical part of the "new" business methods of the IRS. Tribiano emphasized the importance of a discussion between the IRS and other business partners and further explained that the goal is collaboration and knowledge sharing which leads to comprehensive proposals.

**Panel 1: Strengthening Acquisition through Proactive Industry Engagement**

***Speakers:** Andy Bove, Converge Networks Corporation (Moderator); Norman Briere, Northrop Grumman Corporation; Jim Brown, CSRA Inc.; John Roman, Huntington Ingalls Industries, Inc.*

The panel discussed the importance of effective pricing models and mitigation of risks, while also sharing key aspects of information that drive decision making. For every procurement, there should be an assessment of contract type which best supports the mission and requirements to ensure the federal government is allowing the benefit of industries innovation and not locking themselves into a contract type that stifles innovation. The panelists also expanded on how the federal government articulates it's wants within a contract in depth, and the importance of not overloading with information. Because it is not necessary and can be dangerous. There is a happy medium with being detailed and having a clear statement of objectives.

The panelists all agreed the RFI process is effective as it allows the procurement process to begin sooner. If the RFI is timely and comprehensive, industry partners may invite IRS in for a one on one with the company. At that meeting, the IRS could potentially restate exactly what is needed in the contract which will lead to better pricing as well as a better understanding of what we need.

A large short coming of the current IRS' current evaluation criteria process, is that the team whom sets the requirements are not the end users. The IRS should take the time to ensure that they are getting everything done correctly, as industry needs to ensure they have the right people working to produce the best quality product. Industry uses a lot of money to create a matrix and they use it as a writing guide to create their bid price. The IRS is large and complex; therefore, industry will cross reference wording, etc. to that of contracts from the IRS to help get a clearer understanding. Consistency is extremely important across Contracting Officers. There is a lot of interpretation that goes on when looking at evaluation criteria

## **Panel 2: Industry Pricing Models and Factors That Drive Bid Price**

*Speakers: Jim Williams, Schambach and Williams Consulting (Moderator); Kenneth Folger, Leidos Corporation; Bob Nunnally, Oasys International Corporation; Jacob Sapp, ASRC Federal*

<b><u>Large Business</u></b>	<b><u>Small Business</u></b>
<ul style="list-style-type: none"> <li>• Indirect components, such as overhead, are really about the cost of doing business with the federal government which includes management, benefits, overhead structure, all can affect the price and flexibility, including G&amp;A, and fee. When it comes to affecting the price, the fee almost comes last</li> <li>• Risk is immediately determined. The biggest influence is the customer; a Capture Manager job is to look at the risk and win, which drives price up.</li> </ul>	<ul style="list-style-type: none"> <li>• Other similar industry partners might be cheaper but it depends on what our needs are.</li> <li>• If the price is low, think about what kind of team you are going to get when you look at the labor categories.</li> <li>• The more they know, the less risk for them which can lower the price.</li> <li>• B&amp;P – is a budget (bid and proposal) dollars that are set aside to try to produce government work.</li> </ul>



The panel suggests that the IRS, while performing acquisition planning to think strategically about whom they are engaging and communicating with. The panel also emphasized that RFIs are fantastic if included and state that there will be dialogue. From a pricing perspective, industry tries to bring on experts to get an understanding of what we want on price as well as technically.

### **Panel 3: Mock Bid/No-Bid Review**

***Speakers:** Bob Lohfeld, SevITech, Inc. (Moderator); Jay Macmillan, IBM Corporation; Scott Harley, Northrop Grumman Corporation; Terry Fitzpatrick, Deep Water Point, LLC*

During this interactive aspect of the event, attendees viewed a three-act play that was designed to explain the acquisition process. The first phase is the Development phase, which starts about eighteen to two years out, and during this time frame the government is looking for what they want to buy. There should be engagement from all stakeholders, which would in turn incentivize the industry to develop it. The following stage is the Shaping Phase, and during that time the government is working on market research. The industry is attempting to align solution, partnering opportunities, and pricing. And the last phase is Execution, and at that point everyone must work together to facilitate the transaction.

### **Panel 4: What I Wish I Knew When I Was a Federal Employee**

***Speakers:** Harrison Smith, Deputy Chief Procurement Officer, IRS (Moderator); David Grant, Potomac Ridge Consulting, LLC; Pamela LaRue, Former Chief Financial Officer, IRS; Nick Nayak, Green Light Acquisition*

<b><u>David Grant</u></b>	<b><u>Pamela LaRue</u></b>	<b><u>Nick Nayak</u></b>
I will offer a few observations. I did have the privilege of working with Nick and Pam. I spent 21 years at IRS. I was the 88 <sup>th</sup> person hired. I saw it grow to over 500 at one point when we brought on the TCM folks. I watched IRS Procurement grow over time. It is a great organization with an important mission that is often misunderstood. My hat is off to you as well. A couple of things I have learned – Number One. There is a lot of bureaucracy in companies as well. My second point about communication. Communication is so important. They have some many ways to figure out what you guys and the	Between 2010 and 2011, we had some great scrutiny within the IRS related to conferences and examinations. We were very close to it. I spent a lot of time – I met with people on the Hill. In the budget world, you spend a lot of time up there. The number one thing that you can do is build those relationships. I spent a lot of time working with people. DCOS was very good with those relationships. That goes for the people that work for and with you. As I advise you, although I have been gone for four years, I know that there is no shortage of challenges now. Ask yourself, “Who can I work with?” That would go a long	I need to share some general love before we get started. I recognized that all my former bosses were here. I have great respect for what the IRS does. Procurement is close to my heart. I did not have the privilege of working directly with Pam LaRue. The CFO and Procurement offices do a lot of work together. I started when I was 26. I did the cost proposals. There was no FedBizOps. It really is all about relationships. Everyone is coming at you for something. Every day I went to the office, I decided to try to win the interaction. At the end of the

<p>program folks are thinking as well. I have sat in meetings where we've spent hours talking about one line. This drives a lot about their thinking. There is no such thing as a blackout period. There is always time to talk with the private sector. Benefit is better informed, knowledgeable contractors that are prepared to respond to requests. The people who will help you resolve problems will be those around you. When a conflict occurs, they will be the first in line to help you. The more you communicate with them, the better off you will be.</p>	<p>way. In my career, I had the opportunity to work at Treasury and GAO. It was wonderful to work with those organizations. It was great to be able to leverage those relationships. We were successful in getting the GAO to back off in the '11 and '12 timeframe because of those relationships. Able to address their concerns. It is very hard when you are in a process-driven situation, to think about the mission, organization, and relationships. Use relationships to leverage and get the best story and credibility for your organization. It doesn't always end well, but it ends as well as it can.</p>	<p>day, the similarities are that everyone wants to have good people. If I were in government, what I would do is get more quality of life actions – promotions, special act awards. Risk is a simple thing. Everyone talks about it ad nauseam. Government is inherently risk. It takes on problems that are not in the private sector. You are going to get scrutinized. It is a lot of bureaucracy.</p>
--	---	--

### **Closing Remarks**

***Speakers:** Harrison Smith, Deputy Chief Procurement Officer, IRS*

Deputy Chief Procurement Officer Harrison Smith encouraged everyone to look at everything from different perspectives before deciding. He explained that this approach helps one to appreciate where others are coming from and will aid in the development of relationships which are essential for being successful. Smith closed by explaining how the Office of Procurement funds the business of government and to increase the benefits of all the hard work we are doing, it is essential to build those relationships within the industry.



**Reverse Industry Day III**  
**Wednesday, May 15, 2019**  
**New Carrollton Federal Building – Auditorium**  
**5000 Ellin Road, Lanham, MD 20706**  
**Agenda**

7:15am – 8:00am	<b>Registration Check-in</b>
8:10am – 8:20am	<b>Welcoming Remarks and Overview of Event</b> <i>Shanna Webbers, Chief Procurement Officer, IRS</i> <i>Mitchell Winans, Special Assistant, Office of the Chief Procurement Officer, IRS</i>
8:20am – 9:30am	<b>Panel 1: From Shutdowns to Personnel Changes: How Industry Perceives and Responds to Risks</b> <i>Cos DiMaggio, LMI</i> <i>Atacan Donmez, Salient CRGT, Inc. (Moderator)</i> <i>Ben Edson, VariQ</i> <i>Tom Eldridge, SAIC</i>
9:30am – 9:40am	<b>Break</b>
9:40am – 10:50am	<b>Panel 2: Best-in-Class and Spend Under Management: How Industry is Adapting to Category Management Goals</b> <i>Jacqueline Everett, Leidos Corporation</i> <i>Dave Grant, Potomac Ridge Consulting (Moderator)</i> <i>Kiran Gullapalli, Anika Systems, Inc.</i> <i>Raza Latif, NuAxis Innovations</i>
10:50am – 11:00am	<b>Break</b>
11:00am – 12:10pm	<b>Panel 3: Understanding the Post-Award Factors that Influence Timely Contract Execution</b> <i>Randall Brown, Citizant</i> <i>David Dastvar, Attain, LLC</i> <i>Tan Wilson, Entellect, LLC (Moderator)</i> <i>Ross Woodley, Red River Technology</i>
12:10pm – 12:15pm	<b>Closing Remarks</b> <i>Shanna Webbers, Chief Procurement Officer, IRS</i>



**Synopsis of Internal Revenue Service Office of Procurement  
Reverse Industry Day III  
Wednesday, May 15, 2019  
New Carrollton Federal Building- Auditorium  
5000 Ellin Road, Lanham, MD 20706**

**Opening Remarks and Overview of Event**

***Speakers:** Shanna Webbers, Chief Procurement Officer, IRS  
Mitchell Winans, Special Assistant, Office of the Chief Procurement Officer, IRS*

Mitchell Winans, Special Assistant, Office of the Chief Procurement Officer, Internal Revenue Service (IRS) opened the event by welcoming attendees and thanking the industry representatives and associations as well as IRS staff members that helped with the planning and implementation of the Reverse Industry Day.

IRS Chief Procurement Officer Shanna Webbers commenced the training by highlighting the importance of interpersonal communications in achieving successful federal procurement outcomes. To achieve effective communications, she suggested that practice makes perfect. Like professional athletes, procurement professionals must practice interactions by first reflecting on how we interact, speak, and think. We must also find opportunities to practice having a conversation. She encouraged the audience to feel bold and empowered to use this Reverse Industry Day event to practice conversing with our industry colleagues in a supportive environment.

**Panel 1: From Shutdowns to Personnel Changes: How Industry Perceives and Responds to Risks**

***Speakers:** Cos Dimaggio, LMI; Atacan Donmez, Salient CRGT, Inc. (Moderator); Ben Edson, VARiQ;  
Tom Eldridge, SAIC*

The panelists offered their observations on how their companies handled operations during the federal government shutdown. One panelist shared that his company was meeting with investors during the shutdown and needed to convince them that working with the federal government would be a good investment. All companies studied each of their federal contracts to identify potential financial losses. A panelist from a large company noted that the company was able to spread risk and damage, but he also recognized that some small businesses were not able to do the same. Another panelist observed company employees assisting each other, which included the employee-led creation of a pool of paid time off for employees to share during the shutdown. A panelist also recalled that during the recession, company owners did not take compensation for a year to keep people on board because they strongly believed in the federal customer's mission.

The panelists considered what federal partners could do to assist industry during shutdowns. They appreciate advanced preparation. The IRS, for example, was able to list its contracts on a website to differentiate between essential and non-essential contracts. The announcement of that information occurred after approval from OMB; although release of that information may not have been early, but it was still appreciated by industry.

The panel described strategies that their companies are employing to prepare for future shutdowns. Companies are analyzing the upcoming appropriations cycle, closely watching the news. They are tending to their relationships with their banks, discussing the possibility of extending lines of credit earlier. They are working with their federal customers to identify essential work and when work can be done off-site.

The panel considered the risk to innovation posed by continuous government shutdowns. They suggested that it contributes to a culture of risk aversion. Contractors consistently ask, “Am I going to have funding?” which can lead to a paralysis. In the information technology context, there are many legacy systems that need to be upgraded. However, needed innovation will not occur if government and industry are constantly being stopped and started. Industry does not want to develop partnerships if we are just going to disappoint. More generally, industry evaluates each contracting opportunity to determine if the federal government is interested in innovation. Companies look at the requirement – does it look like a problem statement or a specification? Does the government provide detailed and prescriptive labor category definitions? If Request for Proposals appear prescriptive, then industry will deliver only what is prescribed. In addition, even if the Request for Proposals asks for best value, industry evaluates the past behavior of the federal customer; if the customer historically acts like a Lowest Price Technically Acceptable (LPTA) shop, industry will deliver work without as much innovation.

The panelists offered suggestions for federal employees to ensure that innovation occurs. Some companies are innovation experts that take great pride in bringing innovation to their customers. They seek the highest certifications. They locate offices near centers of innovation. They are members of venture capital firms, so they can see and bring the full range of technology to their customers. They understand that federal employees want to improve systems, and they want to help. To take full advantage of that expertise, they suggest that interactions with industry must involve decisionmakers and should include meaningful discussions about how to manage risk. Requests for Information must be used as invitation for dialogue with innovative companies. It is helpful to define what is meant by the term “innovation;” there are multiple types of innovation, such as process innovation, labor innovation, technical innovation. The last thing industry wants to do is spend time in their labs trying to define innovation, then learn that it is not wanted in the procurement.

The panel considered various contracting models in procuring innovative solutions. One panelist noted that companies are members of various consortiums, which helps with prototyping in defense, and a matrix approach to problem solving is used. The panelist thought this model may not assist IRS. The panel refocused the conversation on encouraging IRS to not become too risk adverse, which blocks innovation. They want IRS to share information about future procurements through a forecast. IRS used a forecast for TIPSS-4, which was a simple mechanism that allowed industry to research. DHS used a more telling forecast that had a budgetary range, time range, and procurement mechanism. If a procurement was going to use an 8(a) approach, companies would use this information to seek an 8(a) partner. In the world of Best in Class vehicles, industry is unclear where they are going to land and will be looking more seriously at what it will be bringing to the IRS.

## **Panel 2: Best-in-Class and Spend Under Management: How Industry is Adapting to Category Management Goals**

***Speakers:** Jacqueline Everett, Leidos Corporation; Dave Grant, Potomac Ridge Consulting (Moderator); Kiran Gullapalli, Anika Systems, Inc.; Raza Latif, NuAxis Innovations*

During this session, attendees viewed a simulated board room discussion that was designed to demonstrate how bid strategy is based on information availability. The first part of the simulation focused on what occurs in a company’s board room after a Request for Information is issued. In this instance,

there was a draft SOW with background and objectives but did not have a section L or M. There were three weeks to respond, which was considered good by the board. The board believed the procurement could relate to its other work at the Treasury level. The board determined that it did not have in-house bandwidth. It questioned whether work could be done on-site or off-site, clearances were needed, small businesses could augment, and any existing relationships could be leveraged. It considered costs and resources. Also, the board members noted that IRS wanted a Rough Order of Magnitude (ROM), which has a cost to prepare. The board noted that while a ROM was not required to compete, there would not be an opportunity to showcase the work. The board decided that the company would pursue the opportunity and explore partnerships and published job announcements in preparation for the RFP.

The panelists took a break from the simulation to offer these insights: Companies are reluctant to invest Bid and Proposal (B&P) costs if they lack advanced knowledge, e.g., no customer interaction and no information on the agency procurement forecast. The more information is available (i.e., technical and acquisition strategy), the better. They also indicated that you should never say that you are definitely doing X, because you may get information back in the RFI that impacts your decision-making. The panelists indicated that in an RFI, it is okay to indicate when you do not know something important. For example, the panelists encouraged IRS to ask in an RFI about a suitable vehicle to assist with making a more informed decision. Similarly, companies invest heavily in RFP preparation. A typical cost could be anything from \$100,000 or more, which is about \$3,000 per page of the RFP. The panelists caution about limiting information in the RFP in response to this statistic. Information is still needed. Yet, be aware that industry may spend three to four hours talking about two to three sentences in a short paragraph. When there is profit on the line, industry gives considerable thought when submitting a proposal, so there needs to be enough time for questions and answers.

The panel returned to the simulation, where the RFP indicated that the IRS was going to use an entirely different vehicle. Now, the board realized that their small business sub-contractor would be the prime and they would be the sub-contractor. There was concern about the capabilities of one of the possible small business partners, and the board decided to also consider other possible partners. The board considered whether a partner could write the proposal. The board questioned whether the past performance of their company or the small business partner would be used; a small business may not have as much experience. One board member was concerned about the personnel recruiting that had already occurred and asked several questions: Does the RFP have any key personnel requirements? Would we get some of those 50 positions? Does PMRS have experience with managing staff on site? The board recalled that they were still subject to the 49/51 constraint for workload sharing. They decided to pursue a credit check on any possible small business partner. The board was glad that no oral presentations would be required.

The panel concluded the simulation and identified some key takeaways: First, communication is critical. It should occur early, often, and open as you can. If the customer is known to change approach at the last minute, companies will not bid. Similarly, if companies are caught off guard, they think that the customer is communicating with another company. A non-standard turnaround time is also a non-verbal message that could be interpreted negatively. From a small business perspective, there is only a certain dollar amount available for the B&P costs, so federal staff must be cognizant about last-minute changes, such as the one highlighted in the proposal. Second, highly communicative customers will have companies flock to them. Remember that there is no dead period for communications; after the RFP drops, you can still communicate, but you must communicate fairly with a FedBizOpps notice. Third, consider whether a specialized skill set is necessary or if a more general skill set through a BIC would work. Some companies specialize in tax administration but may not be a holder of all BIC contracts.

### **Panel 3: Understanding the Post- Award Factors that Influence Timely Contract Execution**

*Speakers: Randall Brown, Citizant; David Dastvar, Attain LLC; Ross Woodley, Red River Technology; Tan Wilson, Entellect, LLC (Moderator)*

The panel developed and provided a handout to the audience with their top 4 factors that are a challenge during the post-award phase. They also developed Industry recommendations on how to overcome these challenges. The panel shared what other agencies have done well and stated that you never get a second chance to make a good impression and you must put your best foot forward, especially for new contractors.

The 4 factors are: **Transition In/Out, Kick Off, Option Year Transitions** and **Contract Modifications**. Below is a detailed description of each one including their challenges and recommendations.

#### **Transition In/Out:**

Purpose: gather elements and knowledge to be transferred from exiting to incoming vendor.

Challenges:

- Existing Prime unsupportive
- Insufficient time and/or funding
- Staff turnover and knowledge loss

The panel stated they worked with the customer and existing prime contractor and developed a list of key areas that needed to be addressed and insisted that the CORs and Program Managers attend those meetings to ensure that the knowledge transfer occurred, including a sign off statement. The panel suggested that there should be a paragraph in the PWS that describes the transition in/out phase.

#### **Kickoff:**

Purpose: Work with government task order customer and COR to present a clear understanding of the following:

- Roles and responsibilities
- Deliverable timeline
- Transition status of required equipment
- Present and confirm Communication Plan

Challenges: Stakeholder engagement and support

The panel stated that the kick off meeting sets the tone for how you will close out, transfer knowledge, communicate with people, handle clearances, etc. There is a lot that can go wrong at kick off and defining each persons' roles and responsibilities is very important. Try to obtain their contact information and define who are the decision makers and the technical experts. The panel said that decisions are sometimes bottlenecked at the Program Manager's level, so it is important to make their job as easy as possible. A key word is "cadence" because people don't show up at meetings and they wait a long time to get the work rolled out. There should be a commitment at the leadership level and downward. It is important to create an environment that you can freely share all information, especially if it is bad news.

Obstacles: Personnel changes from award and kick off. Clearance issues need to be improved.

### **Option Year Transitions:**

Purpose: Smoothly transition expectations, staff, and Government Furnished Equipment (GFE) between Option Years.

Challenges:

- Timely assessment of Level of Effort (LOE) requirements
- Lower than expected funding requiring Reductions in Force (RIF)
- Previously utilized optional CLINs not exercised with little warning

The panel stated that there are a lot of things that can change, such as funding changes, legislation and program changes. They recommend 3 months before the end of the period of performance to have discussions and to start the process to exercise option years early to avoid a break in service.

### **Contract Modifications:**

Purpose: Modify the contract either to take advantage of option CLINs, to add additional work within the scope, or to de-fund CLINs or some area of scope.

Challenges:

- Overcoming clearance and Government Furnished Equipment delays
- Not enough guidance provided for LOE requests
- Insufficient requirements or time to respond to LOE requests for new features

The panel stated that clauses matter a great deal. It is a challenge with the larger and more complex contracts. It is important to work with the Program Managers to resolve any discrepancies. They prefer to provide innovative ideas to the government and try to stay relevant through modifying contracts. They recommend acknowledgement at the solicitation stage that a CLIN structure should be done up front. It is good to leave room for optional CLINs so they are available if needed. They briefly discussed the use of Surge CLINs used at DHS and that IRS might want to consider that for certain requirements. IDIQ/multiple task order awards are another good idea for certain scenarios.

### **Closing Remarks**

*Speaker: Shanna Webbers, Chief Procurement Officer, IRS*

Chief Procurement Officer Shanna Webbers encouraged everyone to talk to their colleagues and to each other and to challenge ourselves to do better and be better. She also said that it is important to demonstrate our knowledge and ideas. Shanna stated she was very proud of everyone and thanked everyone for their participation in this important industry engagement.



**Survey Email:**

Greetings!

You are receiving this email because you recently attended IRS Procurement's Reverse Industry Day II training event on Wednesday, May 15, 2019. We're asking you to complete this brief 10-question survey so we can gain insight on your overall experience and satisfaction with the event. The survey will take approximately five minutes to complete.

[insert survey link here]

Your feedback is important to us and we appreciate your time in completing this survey. We will actively use your input to improve future events.

>>>END

**Survey Title:** IRS Reverse Industry Day III Event – May 15, 2019 (Attendee Survey)

**Survey Questions****1. Overall, how would you rate the event?**

- Excellent
- Very Good
- Fairly Good
- Poor
- Very Poor

*(Branch) If the survey recipient answered "Poor" or "Very Poor" They will receive this next:*

On the previous question you indicated you were dissatisfied, please tell us why: (mandatory)

**2. What did you like about the event?**

- Text Box for Answer

**3. What did you not like about the event?**

- Text Box for Answer

**4. What could have made the event better?**

- Text Box for Answer

**5. Overall, how would you rate the IRS leadership remark sessions you attended (i.e. Welcoming Remarks, Keynote Remarks, and Closing Remarks)?**

- Excellent
- Very Good
- Fairly Good
- Poor
- Very Poor

*(Branch) If the survey recipient answered "Poor" or "Very Poor" They will receive this next:*

On the previous question you indicated you were dissatisfied, please tell us why: (mandatory)

**6. Overall, how would you rate the industry panel sessions you attended (i.e., From Shutdowns to Personnel Changes: How Industry Perceives and Responds to Risks; Best-in-Class and Spend Under Management: How Industry is Adapting to Category Management Goals; and Understanding the Post-Award Factors that Influence Timely Contract Execution)?**

- Excellent
- Very Good
- Fairly Good
- Poor
- Very Poor

*(Branch) If the survey recipient answered "Poor" or "Very Poor" They will receive this next:*

On the previous question you indicated you were dissatisfied, please tell us why: (mandatory)

**7. During the event, how responsive was IRS Procurement to your questions, requests, etc.?**

- Extremely Responsive
- Very Responsive
- Somewhat Responsive
- Slightly Responsive
- Not at all Responsive

*(Branch) If the survey recipient answered "Slightly Responsive" or "Not at all Responsive" They will receive this next:*

On the previous question you indicated you were dissatisfied, please tell us why: (mandatory)

**8. How likely are you to attend a similar event in the future?**

- Extremely Likely
- Very Likely
- Somewhat Likely
- Slightly Likely
- Not at all Likely

*(Branch) If the survey recipient answered "Slightly Likely" or "Not at all Likely" They will receive this next:*

On the previous question you indicated you were dissatisfied, please tell us why: (mandatory)

**9. What different types of events would you like to see in the future?**

- Text Box for Answer

**10. If there is anything else you would like to share with IRS Procurement about the event, please provide in the comment space below.**

- Text Box for Answer