

## **Defense Threat Reduction Agency Industry Partner Survey**



## **Survey Results Analysis Report**

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## EXECUTIVE SUMMARY

DTRA's industry partners, under contract to the agency, play a vital role in the performance of DTRA's very diverse mission. DTRA's industry partners include large and small business concerns, institutions of higher education, and non-profit concerns. DTRA accomplishes its mission through a variety of means, including the acquisition of supplies, services, and technology development from industry partners.

The quality and timeliness of the contractual vehicles DTRA awards and administers, as well as contractor performance under those contracts, is vital to the Agency's success. As part of DTRA's commitment to process improvement, a comprehensive web-based survey of their industry partners was conducted focusing on: (1) the pre-award process – from requirements identification through announcement of award decision; and (2) the post-award process – from contract award through contract completion. The objective is to collect information in order to benchmark the contract relationships, solicit best practices directly, and help focus specific "Industry Day" events so they are productive for the Agency and for DTRA industry partners.

Overall, results of the anonymous survey were favorable. The majority of industry partners were pleased with DTRA's pre-award and post-award processes, and DTRA fared well when compared to other federal agencies. Instructions are clear and reasonable for the contracting and invoicing offices. DTRA excelled over other federal organization in the overall quality of solicitations and in communications. Communication appears to be a key strength for DTRA throughout the pre and post award process. While at least two thirds of the responses concerning debriefings, timeliness to evaluate proposals and award contract, and timeliness to accomplish various post-award tasks were favorable, some support types and offices received poorer reviews. Therefore, further analysis was conducted to identify potential problem areas.

For the most part, the feedback expressed in the seven free response questions was also positive. Respondents felt DTRA was doing a good job throughout. Industry involvement including "Industry Days" was described as a major benefit with some respondents asking for more and sooner involvement.

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## 1.0 BACKGROUND ON DTRA INDUSTRY PARTNER SURVEY

DTRA's industry partners, under contract to the agency, play a vital role in the performance of DTRA's very diverse mission. DTRA's industry partners include both large and small business concerns along with institutions of higher education and non-profit concerns. DTRA accomplishes its mission through a variety of means, including the acquisition of supplies, services, and technology development from industry partners. Industry provides the agency a comprehensive set of tools which range from world-class R&D to project management services.

The quality and timeliness of the contractual vehicles DTRA awards and administers, as well as contractor performance under those contracts, is vital to the Agency's success. As part of DTRA's commitment to process improvement, a comprehensive web-based survey of their industry partners was conducted focusing on: (1) the pre-award process – from requirements identification through announcement of award decision; and (2) the post-award process – from contract award through contract completion. The objective is to collect information in order to benchmark the contract relationships and solicit best practices directly. Through this survey DTRA is asking its industry partners to express their ideas and opinions concerning the DTRA acquisition process. This survey provides valuable information about how DTRA is doing, how DTRA compares to other government organizations, and where DTRA can improve. It will also help DTRA focus specific "Industry Day" events so they are productive for the Agency and for DTRA industry partners.

The survey has 4 sections with a total of 60 questions, of which about 90% are multiple choice or check all that apply questions and the remaining allow for free-form descriptive feedback as comments and suggestions. The survey was designed to take a respondent 15 to 20 minutes to complete. The "DTRA Industry Partner Survey" was submitted to the Office of Management and Budget (OMB), and received OMB approval on February 28, 2007 under the Paperwork Reduction Act. The OMB Control Number is 0704-0442. See Appendix A for the Notice of Office of Management and Budget Action, and Appendix B for the approved survey instrument.

## 2.0 ELECTRONIC SURVEY DESIGN AND IMPLEMENTATION

DTRA contracted with BRTRC to develop the electronic survey web application and web-based administration, provide webhosting services and conduct analysis and statistical reporting for the DTRA Industry Partner Survey instrument. A simple user-friendly web application was developed in Microsoft ASP.Net with responses saved in a MS SQL database. The web application was designed to keep responses confidential and anonymous. The survey is not hosted on DTRA servers, and only aggregated response information is provided to DTRA. Demographic data will be used for statistical analysis only. DTRA personnel can not see any individual responses. Safeguards were built into the system to prevent identifying individual responders.

The web survey application was created and is hosted on two separate websites, one designed for the Industry Partners invited by DTRA to specifically participate in the survey and website open to the general public. The invited site was created to capture feedback from companies that have received DTRA awards over the past three years. It used an unadvertised URL (<http://www.dtrasubmission.net/ips>) that was provided only to invitees. DTRA sent out over a thousand e-mails to contractors awarded contracts greater than \$100,000 since FY2003 requesting them to complete the DTRA Industry Partner Survey at the invited website.

In addition, DTRA advertised the survey on FedBizOps and on the DTRA main website. The URL for the public survey website is <http://www.dtrasubmission.net/industrypartnersurvey>. The goal of the public DTRA Industry Partner Survey site was to capture feedback from companies that did not receive an email invitation and have not received an award from DTRA in the past three years. These companies and/or contractors could access the survey through hyperlinks provided on [www.DTRA.mil](http://www.DTRA.mil), and the DTRA vendor's side of the [www.FedBizOpps.gov](http://www.FedBizOpps.gov) website, as well as other DTRA websites hosted by BRTRC: [www.dtrasbir.net](http://www.dtrasbir.net), [www.dtrasubmission.net](http://www.dtrasubmission.net), and [www.dtrabasicresearch.net](http://www.dtrabasicresearch.net) websites. The web system is able to segregate responses received from email invitations and those received from the public website. All survey responses were collected in a relational MS SQL database. Each survey response identified whether it was entered via the public website URL or the invitation

URL. Personal or identifying information was not collected. The IP address of the respondent was encrypted and recorded as a way to determine if a respondent submitted more than one survey; however, this information does not identify who the submitter is.

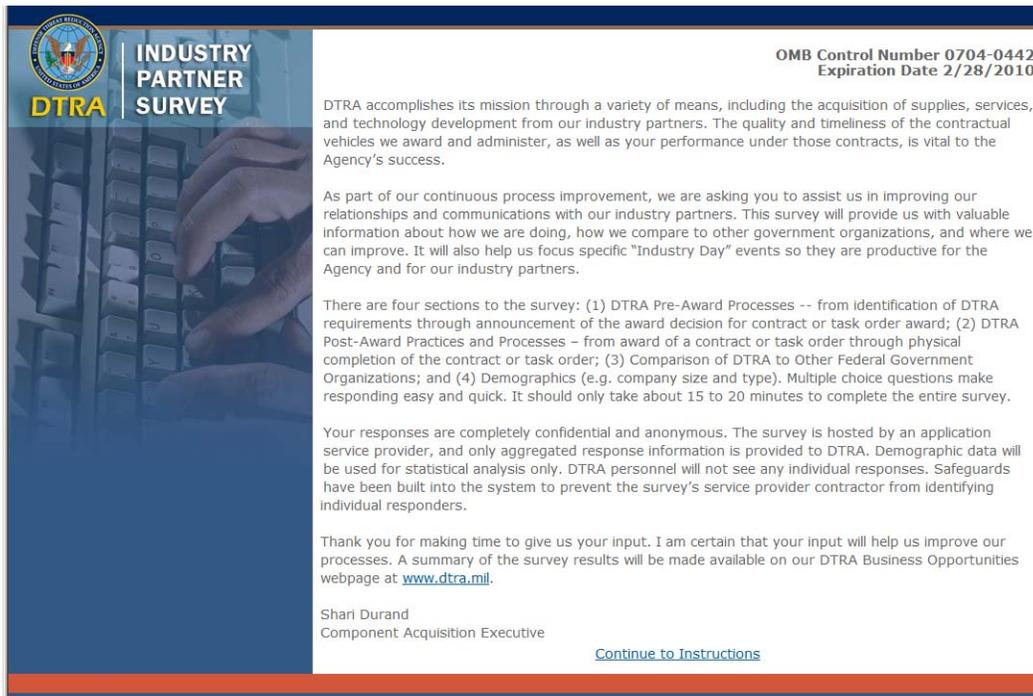


Figure 2.1. DTRA Industry Partner Survey "Home" Page

The DTRA Industry Partner survey "home" page prominently displayed the OMB Control Number (See Figure 2.1). It is followed by survey instructions and definitions. Then each survey question appears on its own screen and has navigation buttons to go back to the previous question and to continue to the next question. The survey respondent is not able to advance to the next screen until the current question has been answered. A link in the upper right corner allows the survey taker to return to the instructions page. Definitions to words/phrases can be easily viewed by clicking on the hyperlink for the word. Every survey question screen displays the percentage complete based on the number of questions remaining (See Figure 2.2).

BRTRC quality assurance engineers pre-tested the survey application on a development website. Followed by DTRA review and testing. Once approved by DTRA, BRTRC transferred the application to production servers and went "live" on August 24, 2008 for both the invited and

public websites. Invitations were emailed on September 5, 2007. The survey websites are slated to remain open for one year; however, preliminary analysis was conducted on feedback collected before November 1, 2007. Upon approval for public release, a summary of the survey results will be made available on the DTRA Business Opportunities webpage at [www.dtra.mil](http://www.dtra.mil).



The screenshot shows a web-based survey interface. At the top left is the DTRA logo, which includes the Department of Defense seal and the text "DTRA". To the right of the logo, the title "INDUSTRY PARTNER SURVEY" is displayed. Below the title bar, there is a navigation area with a "Back" button on the left, a "Continue" button on the right, and a status indicator in the center that reads "Status: 0% Complete". A link for "Instructions" is located in the top right corner. The main content area contains the following text:

**A. DTRA Pre-Award Processes**

**1. Information about upcoming opportunities to provide products and services to DTRA is reasonably available to potential vendors.**

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

At the bottom of the screen, there is a dark blue footer containing the text: "Questions/Comments: Phone: 1-800-947-4192 (Toll Free)".

Figure 2.2. Typical Survey Question Screen

In addition, a password-protected administrative website (<http://www.dtrasubmission.net/ips/admin/login.aspx>) was developed for DTRA to check the number of surveys submitted and view summary data (See Figure 2.3).



Figure 2.3. Survey Administration Website

### 3.0 SURVEY ANALYSIS

#### Overall Results (of data collected before November 1, 2007)

Table 3.1 shows the breakdown of the respondents to the survey. There were a total of 335 surveys created, but only 196 responses (55%) of those that started the survey completed and submitted it. Sixty percent of those that submitted the survey were invited and 40% came in from the public site. Seventy percent of the invitees that started the survey finished while only 40% of those that started the survey through the public site finished. Due to the nature this anonymous survey, the respondent had to finish the survey at one sitting because there was no anonymous way to log back in to a specific partially completed survey to continue. Since duplicate incomplete response may have been captured from users who may have started the survey several times before finishing, the survey results presented in this report are based solely on completed submitted surveys. The survey was designed to take 15-20 minutes to complete.

The web application logged start and completion times for each respondent. On average the survey took 18 minutes to complete and submit. About 80% of all respondents completed and submitted the survey in less than 20 minutes.

<b>Respondents</b>	<b>Started Survey</b>	<b>Submitted Survey</b>
Invitees	168	117
Public	188	79
Total	335	196

Table 3.1 - Response rates from Public and Invited websites

The survey consisted of 60 questions. Most of the questions were multiple choice or checkbox options in order to make responding easy and quick. There were seven free response questions designed to capture other important opinions and ideas of the DTRA industry partners. Frequency distributions of answers and charts were created for each non-free response question. These distributions and charts were created for the invitee responses, responses from the public site and the combined responses. Appendix C contains a detailed look at individual survey questions. There are four sections to the survey:

- (1) DTRA Pre-Award Processes -- from identification of DTRA requirements through announcement of the award decision for contract or task order award;
- (2) DTRA Post-Award Practices and Processes – from award of a contract or task order through physical completion of the contract or task order;
- (3) Comparison of DTRA to Other Federal Government Organizations; and
- (4) Demographics (e.g. company size and type).

**Pre-Award Processes Results**

This section contained questions 1 – 26. It was designed to encompass the DTRA pre-award process, including all processes related to a solicitation up to and including the contract/task order award. Survey questions elicited one of two types of subjective responses: Type I - The first type asked the respondent if they (a)Strongly Agree, (b)Agreed, (c)Slightly

Agreed, (d)Slightly Disagreed, (e)Disagreed, (d)Strongly Disagreed with a posed question. A favorable response was considered any response which ranged from slightly agreed to strongly agreed. Type II - The second type of question asked the respondents to rate quality, availability, and/or timeliness of an aspect of the acquisition process. The responses provided could be (a) Excellent (b) Good (c) Fair or (d) Poor. A favorable response was considered an answer of good or excellent. A negative response was a poor. On average the invitees had slightly more favorable opinions of the pre award process than the respondents from the public site.

Fifty nine percent of the respondents obtained most of their information about potential DTRA requirements and upcoming opportunities from FedBizOpps. Twenty two percent of this information came from DTRA program and project managers. See Figure 3.2 for the rest of the distribution. Breakdown of this question into invitees and public respondents shows two big discrepancies between the respondent groups: 80% of the public respondents obtained this information from FedBizOpps, while only 45% of invitees did. Thirty two percent of the invitees obtained this information from DTRA program/project managers, while only 9% of the public respondents did.

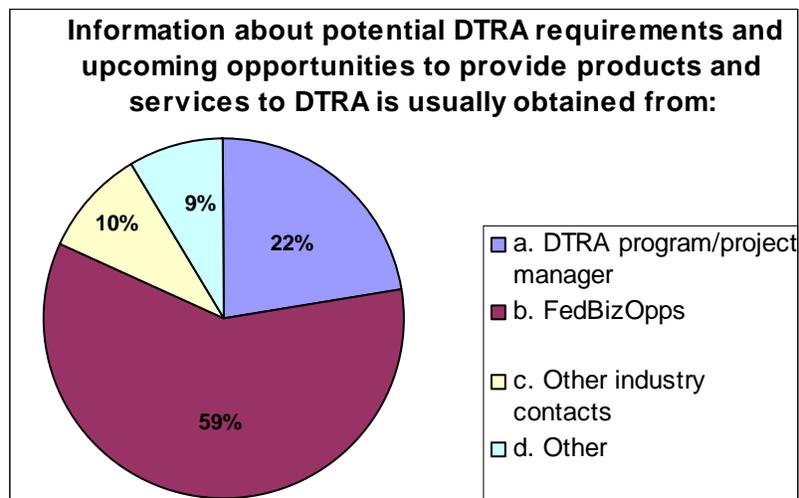


Figure 3.2. Sources of DTRA Requirements and Opportunities

To better organize the survey results, the DTRA Pre-Award Processes are broken down into two subcategories: (1) Quality, clarity, and availability of helpful information and (2) Fairness, timeliness, and reasonableness of the requirements and evaluation.

Ten questions provided information about the quality, clarity, and availability of helpful information in the pre-award process. Table 3.3 shows a summary of percentage of favorable responses for each question of all submitted surveys. For Type II questions, “fair” results are displayed in a { } in addition to favorable responses. Overall, at least 80% of all respondents had fair to favorable responses in 9 out of these 10 questions. DTRA appears to do an excellent job in communicating its requirements. In fact, over 97% of the respondents thought that the clarity of requirements in the Statement of Work/Statement of Objectives and for proposal preparation/delivery in DTRA solicitations is fair or better (most rated them good or great). One area of potential improvement concerns DTRA’s debriefings. One third of all respondents thought DTRA debriefings did not provide enough adequate and useful information regarding non-selection.

Web Survey Question	Favorable Response {Fair Response }
1. Information about upcoming opportunities to provide products and services to DTRA is reasonably available to potential vendors.	84%
5. DTRA pre-solicitation notices (e.g., sources sought) include sufficient detail to prepare an adequate response.	82%
7. Solicitation background information (i.e., information on the DTRA website or provided at an Industry Day/pre-proposal conference) is reasonably helpful.	85%
8. Please rate the responsiveness of DTRA staff to contractor questions about contract/task order solicitations:	67% {25% }
9. The clarity of requirements in the Statement of Work/Statement of Objectives in DTRA solicitations is:	67% {30% }
10. The clarity of requirements for proposal preparation/delivery in DTRA solicitations is:	78% {20% }
11. DTRA solicitations provide adequate information to prepare a proposal response.	88%
13. The evaluation criteria in DTRA solicitations are clear.	86%

21. DTRA debriefings provide adequate and useful information regarding non-selection.	65%
22. Award/incentive fee plans in DTRA solicitations are clear, reasonable and appropriate to the work to be performed.	80%

Table 3.3. Summary of Pre-Award Process Questions Pertaining to Quality, Clarity, and Availability of Helpful Information

Thirteen questions concerned the fairness and reasonability of the requirements and evaluation. Note that question 22 is in both subcategories because it concerns both clarity and reasonability of information. Table 3.4 shows a summary of percentage of favorable responses for each question of all submitted surveys. Overall, the favorable responses ranged from 69% - 90% satisfaction on all 13 questions. Over 90% of respondents agreed that the requirements for the proposal package (level of detail required, page limits, etc.) are reasonable and appropriate. Three questions had less than 80% favorable responses. 79% of all respondents agreed that DTRA provides fair opportunities to compete for work. Only 74% of the respondents agreed that the time from submission of a proposal until announcement of an award is reasonable. Over two thirds of the respondents felt like DTRA provides adequate opportunities through small business set-asides and small business subcontracting requirements. However, only 60% of respondents from small businesses shared this opinion.

Web Survey Question	Favorable Response
2. The time from contractor awareness of a potential DTRA requirement to issuance of a Request for Proposal (RFP) is reasonable.	83%
4. DTRA provides fair opportunities to compete for work.	79%
6. DTRA provides sufficient time to respond to a pre-solicitation notice (e.g., sources sought).	88%
12. The requirements for the proposal package (level of detail required, page limits, etc.) are reasonable and appropriate.	90%
14. The evaluation criteria in DTRA solicitations are appropriate to the requirement.	87%
15. Vendors/offerors are notified in a timely manner of modifications to solicitations.	89%
16. The time frame from issuance of a solicitation or RFP to the proposal submission date is adequate to prepare a quality proposal.	83%

17. DTRA proposal evaluations are fair.	85%
18. DTRA’s Organizational Conflict of Interest (OCI) requirements help to maintain the integrity of the competitive process.	88%
19. DTRA proposal evaluations adequately balance technical, past performance and price evaluation criteria.	85%
20. The time from submission of a proposal until announcement of an award is reasonable.	74%
22. Award/incentive fee plans in DTRA solicitations are clear, reasonable and appropriate to the work to be performed.	80%
23. DTRA provides adequate opportunities for small business through small business set-asides and small business subcontracting requirements.	69%

Table 3.4. Summary of Pre-Award Process Questions Pertaining to the Fairness and Reasonability of the Requirements and Evaluation

There were three free response questions in the Pre-Award Processes section designed to capture other important opinions and ideas of the DTRA Pre-Award Process. Response to these questions was optional. The free response questions for this section are:

*24. Are there any aspects of DTRA’s solicitation and contract/task order award processes that work well and should not be changed?*

Of the 196 that submitted the survey, only 78, responded to this question. Twelve respondents felt like the entire process was good and/or should not be changed; fifteen answered “N/A”, “no experience”, “no comment”, or “not sure”; and seven answered “No”. Fifteen comments were suggestions that did not pertain to question 24. Ten responses cited that communication with DTRA staff was great; several of these praised DTRA for its use of email during the process. Five commended the clarity of information. Other positive aspects that were mentioned multiple times consisted of interaction with industry (specifically industry days), use of FedBIZOpps, and the overall Contract/Task order process.

*25. What suggestions for improvement, or best practices from other government organizations, would you recommend DTRA consider adopting related to solicitations and contract/task order awards?*

Ninety one respondents attempted this question. Twenty one respondents answered “N/A”, “no experience”, “no suggestions”, “no comment”, “none”, “no” or “not sure”. Fourteen requested

better quality, availability, and/or more details concerning information and requirements. Two of these respondents mentioned the Defense Contract Audit Agency (DCAA) training classes, website and manual as very good sources for new contractors and suggested DTRA publicize this information. Twelve of the responses requested speeding up and/or streamlining a portion or all of the solicitation and award process. Eighteen of the responses concerned award opportunities. Ten of these desired more award opportunities for small businesses; and 5 of the 18 responses suggested that the opportunities should be published further in advance. Four respondents wanted more industry involvement, with two recommending earlier industry involvement as well.

Of the 94 comments, most had suggestions and/or comments as previously mentioned, but only 4 actually referenced another government organization for adopting their best practices as the original question requested. The Navy SBIR program, AF SBIR program, and the USMC Commercial Enterprise Omnibus support services (CEOss) were mentioned as good award process models to adopt. Use of e-mail to provide funding opportunities similar to that of the NIH was also recommended.

*26. DTRA would particularly appreciate your specific feedback regarding our proposal evaluations compared to other Federal or Department of Defense Agencies.*

Seventy nine respondents answered this question. Twenty eight respondents answered “N/A”, “no experience”, “no suggestions”, “no comment”, “none”, or “not sure”. Twelve respondents answered that they thought DTRA was “similar” or “comparable” to other federal and DoD agencies regarding proposal evaluation. An additional 7 respondents wrote that DTRA was fair in proposal evaluations. A total of 7 more felt DTRA did a good job, with 3 claiming DTRA proposal evaluations were superior to other federal and DoD agencies. Six respondents felt that DTRA evaluation process was unfair and/or predetermined. A total of 5 respondents commented on the length of time of the evaluation process. Four out of the 5 thought that DTRA evaluation process was slower than other federal and DoD agencies.

### **Post-Award Practices and Processes Results**

This section contained questions 27 – 43 and was designed to evaluate the DTRA Post-Award Practices and Processes from award of a contract or task order through physical

completion of the contract or task order. One hundred twenty four out of 196 submitted surveys, or 63%, answered that they have provided products, service, and/or contracted support to DTRA in the last 3 years. Broken down by respondent type: 84% of the invitees and 33% of the public respondents answered that they have provided products, service, and/or contracted support to DTRA in the last 3 years. To better organize the survey results for this section, the DTRA Post-Award Processes are analyzed in three subcategories:

- Technical
- General and Contracting Office (CO)
- Invoice and Finance

Table 3.5 shows a summary of percentage of favorable responses for each question of all submitted surveys. Responses concerning the technical office ranged from 76%-92% fair to favorable. Ninety two percent of the responded fair to favorable for the responsiveness of the technical office/program staff to contractor inquiries. In fact, 38% rated their responsiveness excellent. Communication appears to be a decided strength for the contracting and technical offices. Instructions are clear and reasonable for contracting and invoicing offices.

Web Survey Question	Subcategory	Favorable Response { Fair Response }
28. DTRA provides my company with adequate, timely feedback about our performance.	Technical	76%
31. The responsiveness of DTRA’s technical office/program manager staff to contractor inquiries is:	Technical	81% { 11% }
29. We know whom to contact at DTRA on questions and other issues (e.g., Contracting Officer(CO)/Contract Specialist, Contracting Officer’s Representative (COR) or Program/Project Manager (PM)).	General / CO	91%
30. The responsiveness of DTRA’s Contracting Office personnel to contractor inquiries is:	General / CO	71% { 18% }
34. We are provided adequate time to perform the modified work resulting from a contract modification.	General / CO	94%
35. DTRA instructions on submission of deliverables and work products are:	General / CO	82% { 17% }
36. DTRA instructions on submission of status reports are:	General / CO	85% { 13% }
38. The process to closeout a task order or contract in a timely manner is clear.	General / CO	82%

33. How would you rate DFAS in terms of timeliness of payments?	Invoice	67% { 17% }
37. DTRA instructions on submission of invoices are:	Invoice	77% { 21% }

Table 3.5. Summary of Post-Award Process

Overall, eighty four percent of the respondents thought timeliness of payments by DFAS was fair to favorable. Figure 3.6 shows the distribution of invoicing methods used by respondents. All respondents that submitted direct billing to DFAS thought timeliness of payments by DFAS was fair to favorable. Eighty one percent and 83% of those that submitted original to DTRA/BFKF with copy to COR for certification or through Wide Area Workflow (WAWF) thought payments by DFAS was fair to reasonable respectively.

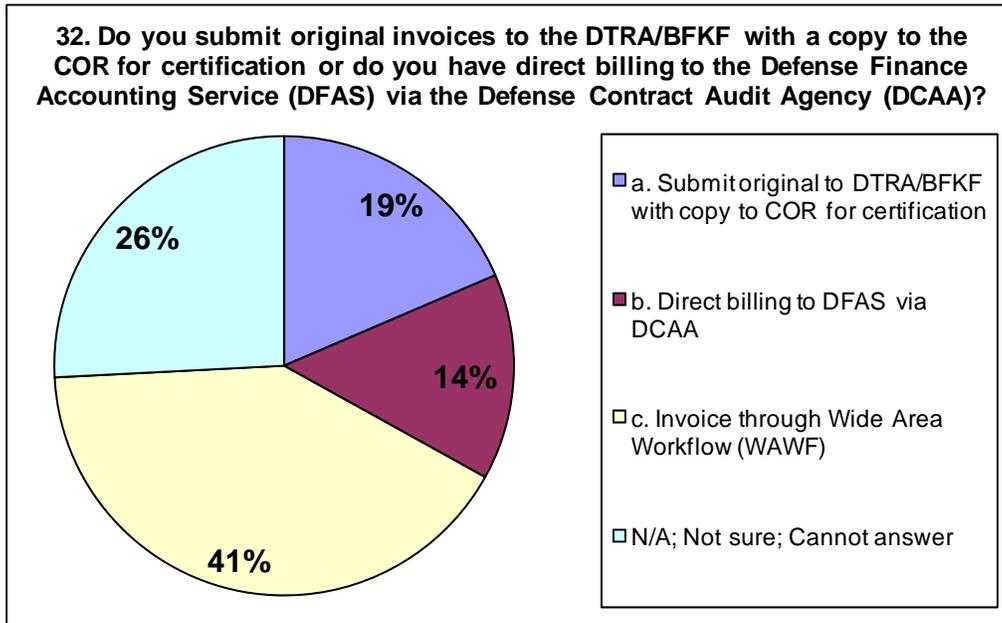


Figure 3.6. Distribution of Invoicing Method

The voluntary free-response questions for this section are:

40. *Are there any aspects of DTRA’s post-award practices and processes that work well and should not be changed?*

Forty two respondents answered this question. Ten respondents answered “N/A”, “no experience”, “no suggestions”, “no comment”, “none”, or “not sure”. Twelve respondents

thought that all aspects of DTRA's post-award practices and processes worked well and should not be changed. Eight comments cited good communication as a positive strength in the post-award process. Six respondents were pleased with the payment process and/or the WAWF system.

*41. What suggestions for improvement, or best practices from other government organizations, would you recommend DTRA consider adopting related to post-award contract management?*

Forty seven respondents answered this question. Fifteen respondents answered "N/A", "no experience", "no suggestions", "no comment", "none", or "not sure". Four respondents felt like DTRA post-award practices and processes worked well and should not be changed. Nine comments concerned DTRA invoicing and payment process. Four of them suggested that payments of submitted invoices should be quicker and more consistent. Four of the nine comments recommended improving the invoice set up instructions and process, and one respondent thought that the NIH PMS system is much more user friendly than the WAWF process. Three responses elicited to DTRA needing and retaining more skilled personnel. Two responses requested better availability of close-out timeframe and procedures.

*42. What could Contracting Officers do to improve the post-award contract management processes?*

Forty six respondents answered this question. Of the 46 respondents, 13 answered "N/A", "no experience", "no suggestions", "no comment", "none", "not sure", or their response did not apply to this question. Seven responded that the Contracting Officers did a good job. Six respondents suggested the contracting officers need to be more responsive with them and/or the program managers. Six respondents requested more guidance throughout the contract process, especially amongst small and/or new DTRA contractors. Three respondents thought that hiring more personnel that are both skilled and knowledgeable would improve the post-award process.

*43. What could Program/Project Managers do to improve the post-award contract management processes?*

Forty three respondents answered this question. Of the 43 respondents, 21 answered "N/A", "no experience", "no suggestions", "no comment", "none", "not sure", or their response did not apply to this question. Five respondents felt DTRA program managers did an exceptional job.

Five respondents desired closer contract support including more face time with the program manager. Three responses thought that some program managers needed to be more experienced and informed of their responsibilities. Two respondents wanted program managers to help plan for future work.

**Comparison of DTRA to Other Federal Government Organizations Results**

This section contained questions 44 - 52 and was designed to compare DTRA to other federal government organizations. A favorable response in this section consist of better quality, faster evaluation, more easily and readily available information, and easier to contact. Table 3.7 shows a summary of these comparisons. Most of the responses indicated that DTRA performed about the same as other federal organizations. DTRA excelled over other federal organization in the overall quality of solicitations and requests for proposals and in communicability and availability of the DTRA staff within the contracting and technical offices. Other federal organizations tended to have a more favorable view over DTRA on availability of general information and timeliness.

Web Survey Question	DTRA Superior	Same	Other Federal Organizations Superior
44. Compared to other Federal Government organizations, availability of information about DTRA’s business opportunities and proposal preparation and submission is:	8%	68%	24%
45. Compared to other Federal Government organizations, the overall quality of DTRA solicitations and requests for proposals are:	18%	75%	7%
46. Compared to other Federal Government organizations, the length of time it takes DTRA to evaluate proposals and award contracts is:	15%	55%	30%
48. Compared to other Federal Government organizations, availability of information about how to work with DTRA and DTRA processes and procedures is:	11%	65%	24%
49. Compared to other agencies, the length of time it takes DTRA to accomplish various post-award tasks is:	19%	48%	33%
51. Compared to other Federal Government organizations, when seeking information, answers to questions, or a meeting, availability of DTRA Contracting Office personnel is:	25%	57%	18%

52. Compared to other Federal Government organizations, when seeking information, answers to questions, or a meeting, availability of DTRA technical office/program manager staff is:	32%	47%	21%
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Table 3.7. Comparison of DTRA to other Federal Organizations

Two questions compared DTRA to other federal organizations concerning solicitation contract award/post-award practices, describing DTRA’s practice as more conservative or more flexible. There is no correct answer. Conservative could be interpreted as following clear guidelines and dependable while flexible may imply willingness to take risk or change procedure. Summary of these two questions is displayed in Table 3.8. Again, most of the responses indicated that DTRA is viewed the same as other federal organizations. However, more respondents thought DTRA was more conservative in their award practices than viewed DTRA as more flexible than other federal organizations.

Web Survey Question	DTRA more Conservative	Same	DTRA more Flexible
47. Compared to other Federal Government organizations, DTRA’s overall solicitation and contract/task award practices are:	29%	58%	13%
50. Compared to other Federal Government organizations, DTRA’s overall post-award practices are:	31%	53%	16%

Table 3.8. Conservativeness of DTRA compared to other Federal Organizations

**Demographics Results**

This section contained questions 53 – 60 and represents demographic information about the survey response data. Figure 3.9 shows the distribution of company size and type of all submitted surveys.

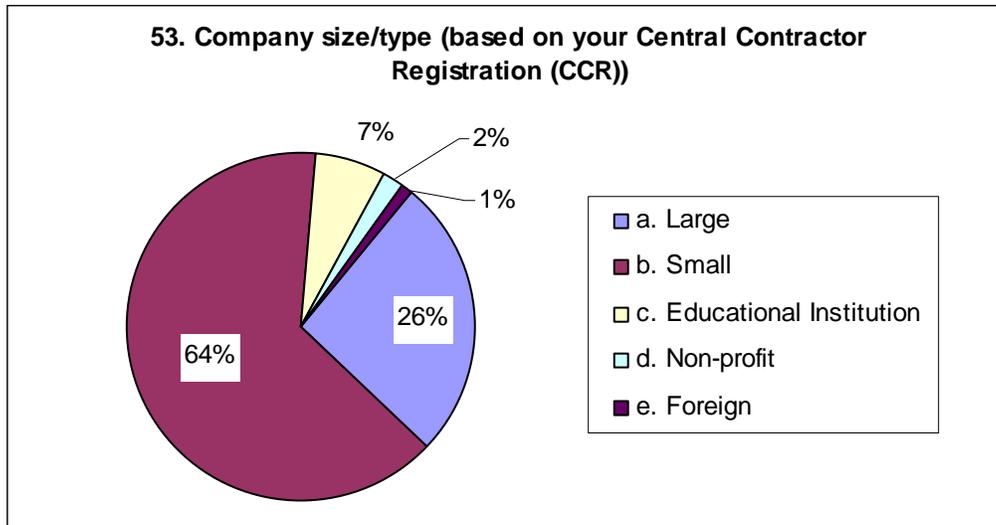


Figure 3.9. Distribution of Company Size / Type

As expected most responses were from businesses rather than education organizations or non-profit concerns. Seven out of ten of the businesses that responded were small businesses. The percentage of small companies from the invitees and public site were 65% and 63%, respectively. There were no surveys submitted from the public site that were non-profit or foreign organizations, and only 2% were from educational institutions. Only 21% of the invitees which responded were from large companies, but 34% of public responders were large businesses. One interesting note is that the company size/type distribution of respondents that have provided products, service, and/or contracted support to DTRA in the last 3 years were similar, +/-2%, to the overall distribution.

Table 3.10 describes the distribution of types of major contracts received from DTRA. Each respondent could select multiple answers to this question and therefore the total adds to more than 100%.

Major Contract(s) with DTRA:	Total	Percent
a. Simplified Acquisition Procedures (SAP) or General Services Administration (GSA) Schedule Order	24	12%
b. Single Award (not an Indefinite Delivery Indefinite Quantity (IDIQ), Blanket Purchase Agreement (BPA), SAP or GSA Schedule Order)	83	42%
c. Single award IDIQ or BPA	45	23%
d. Multiple award IDIQ	29	15%
e. Other	28	14%
f. No contracts with DTRA over the past 3 years	56	29%

Table 3.10. Distribution of Major Contracts with DTRA

Figure 3.11 shows the distribution of directorates, offices, and Enterprises that that the respondents' contracts primarily support. This distribution is composed of respondents that have provided products, service, and/or contracted support to DTRA in the last 3 years.

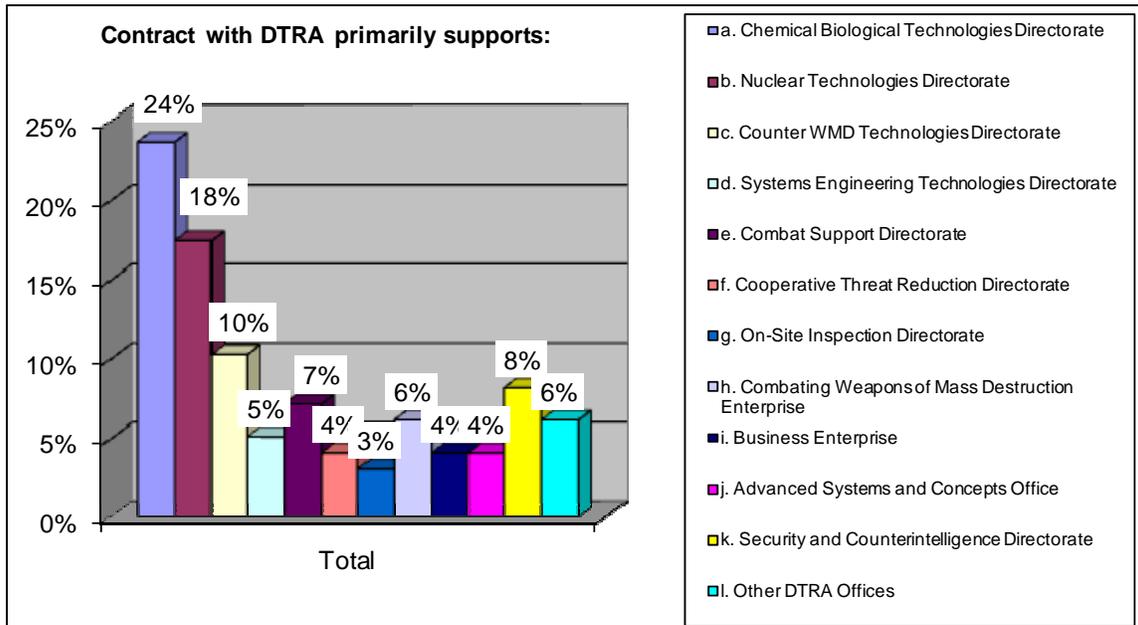


Figure 3.11. Distribution of Directorate, Office, or Enterprise that Contract Primarily Supports

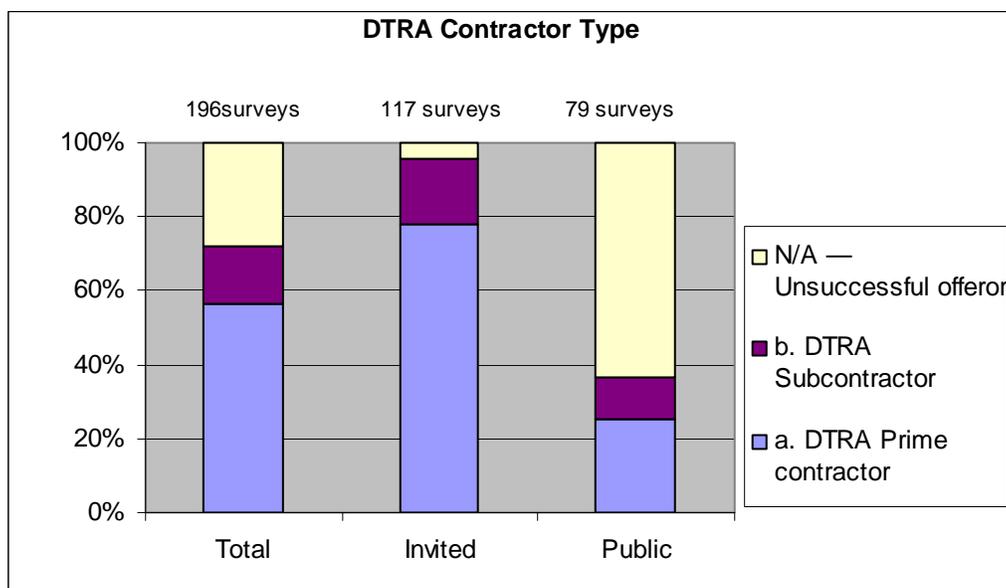


Figure 3.12. Contractor Type

Figure 3.12 shows the distribution of responses which categorize as primarily subcontractor, prime contractor or unsuccessful offeror to DTRA. Fifty seven percent of the total respondents represent DTRA prime contractors while only 15% represent DTRA subcontractors. All invitees had a contract with DTRA, but only 78% considered themselves to be primarily a prime to DTRA. Most (63%) of the respondents to the public site categorized themselves as unsuccessful offerors or N/A. Two interesting notes:

- (1) 80% of the DTRA subcontractors were small businesses.
- (2) 61% of DTRA prime contractors were small businesses.

The survey also asks the length of the industry partner’s relationship with DTRA. Thirty six percent of all respondents selected that their relationship with DTRA was longer than 4 years, 30% said their relationship with DTRA was 1 to 4 years and 13% said that it is less than a year. Twenty two percent responded that they were an unsuccessful offeror or N/A.

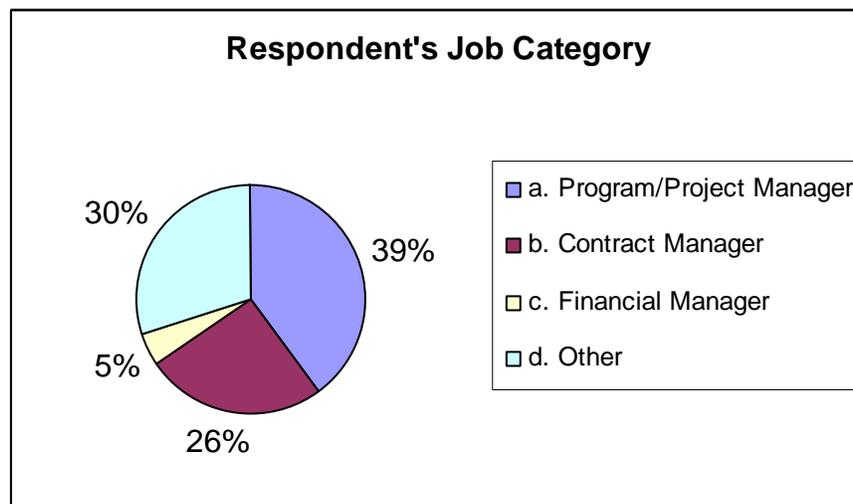


Figure 3.13. Distribution of Job Category

The location of the industry partner’s staff that directly supports DTRA was also captured in the survey. Of the applicable responses, 21% responded that their staff that directly supports DTRA is on-site at DTRA locations/offices/sites while 79% answered that their staff that directly supports DTRA is off-site at company offices. Figure 3.13 shows the distribution of job category of all the respondents that completed the survey. Thirty nine percent were

Program/Project managers, 26% were Contract managers, 5% were financial managers, and 30% responded other.

### Further Analysis

DTRA requested further analysis of the survey responses concerning debriefings (question 21), timeliness to evaluate proposals and award contract (question 46), and timeliness to accomplish various post-award tasks (question 49). The responses to these questions were not as favorable to DTRA as the rest of the survey questions. Therefore, a closer look into certain demographics in regards to these questions was examined in order to isolate potential problem areas. In particular, DTRA wanted them cross referenced against following three demographics:

- Major Contract Vehicle Types (question 55)

Contract vehicles types with DTRA, question 55, were broken down into three groups for this cross reference analysis. The first grouping combined answers (55a) Simplified Acquisition Procedures (SAP) or General Services Administration (GSA) Schedule Order and (55b) Single Award (not an Indefinite Delivery Indefinite Quantity (IDIQ), Blanket Purchase Agreement (BPA), SAP or GSA Schedule Order). The second grouping consisted of (55c) Single award IDIQ or BPA and (55d) Multiple award IDIQ. The third grouping consisted of (55e) all other contracts and (55f) No contracts with DTRA over the past 3 years. Because a company is able to have multiple contract vehicles types, each respondent could select multiple answers to question 55. This created some overlap between groupings. Initial analysis of all non-N/A answers that included overlapping group responses were inconclusive. All groupings tended toward the overall average. However, when responses spanning across groups within question 55 were not used, the analysis was able to isolate attributes to a single grouping. Figures 3.14, 3.17, and 3.20 show analysis containing these groups.

- Support Type (question 54)

The demographic concerning the primary areas of support that the respondent offers DTRA, question 54, was broken down into three groups for this cross reference analysis. The first group is (54a) Research and Development (R&D). The second grouping consisted of (54b) Commercial Services and (54c) Commercial Items/Supplies. The third grouping consist of (54d) Military/Department of Defense specific services and (54e) Military/Department of Defense specific items/supplies. Because a company is able to provide support in many areas, each

respondent could select multiple answers to question 54. Similar to the case above, responses spanning across groups within question 54 were not used for the cross-reference analysis. Figures 3.15, 3.18, and 3.21 show analysis containing these groups.

- Technology Office/Directorate/Enterprise (question 56)

Questions 21, 46, and 49 were also cross referenced against Technology Office/Directorate/Enterprise. Figures 3.16, 3.19, and 3.22 show responses concerning debriefings, timeliness to evaluate proposals and award contract, and timeliness to accomplish various post-award tasks broken down by DTRA technology office, directorate or enterprise.

One area of potential improvement concerns DTRA’s debriefings. Although most respondents were satisfied with debriefings, one third of all respondents thought DTRA debriefings did not provide adequate and useful information regarding non-selection. Debriefings are presented to companies who were not selected for an award. Thus, it is not surprising that they were not satisfied with the reasons that they were not selected.

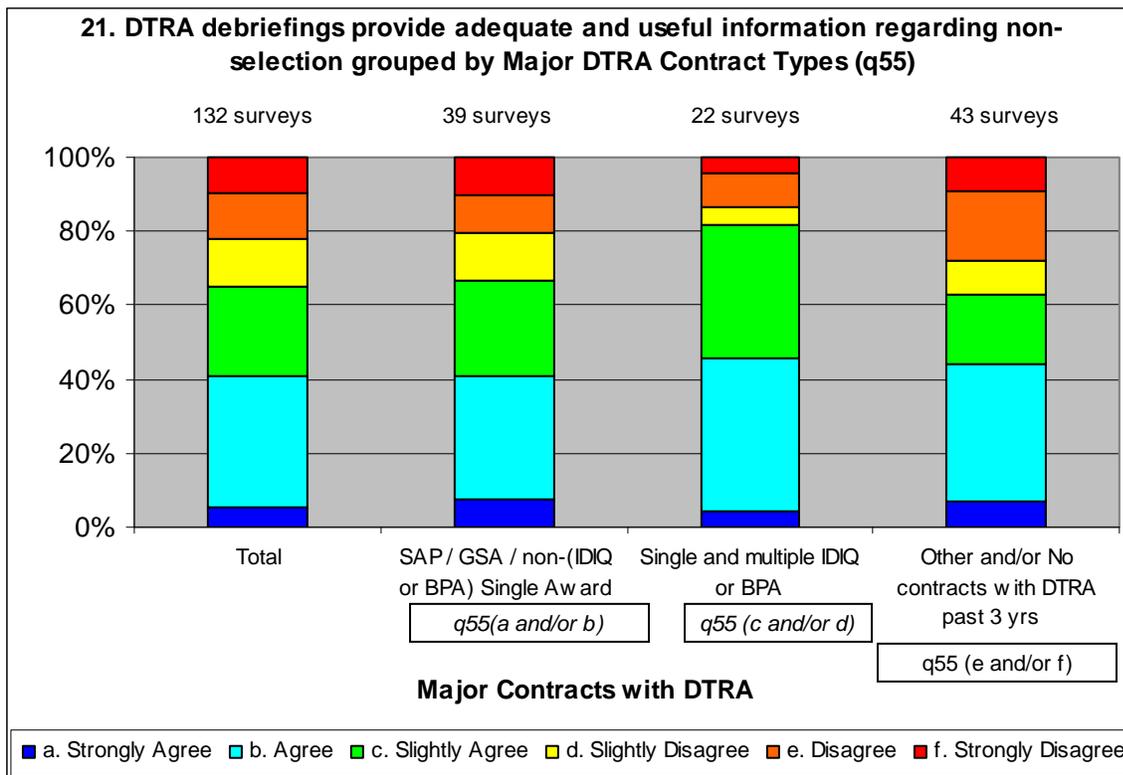


Figure 3.14. DTRA debriefings grouped by Major DTRA Contract Types

Figure 3.14 shows a detailed look at how debriefings were evaluated with regards to type of contract vehicle. A total of 196 answered the debriefing question. Sixty four answered N/A. Therefore, the chart addresses only the 132 respondents with non-N/A answers. One third of the 132 responses showed some dissatisfaction toward the quality of information received in DTRA debriefs. Similar results were shown for SAP / GSA / non-(IDIQ or BPA) Single Award grouping as well as other and/or no contracts with DTRA past 3 years. One interesting note is that respondents with no contracts within the last 3 years show a higher degree of dissatisfaction (orange or red in the chart) than the other groups. Single / Multiple IDIQ and/or BPA received a much better review showing over 80% positive results with regards to debriefing.

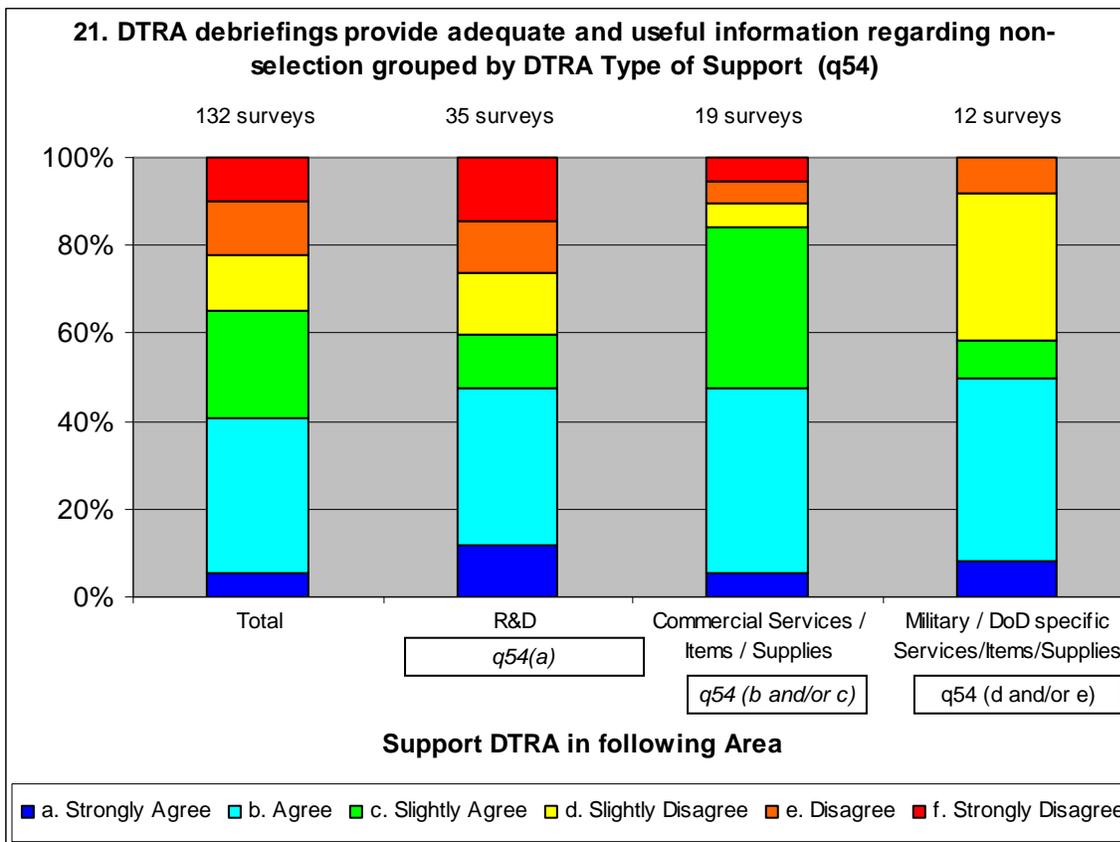


Figure 3.15. DTRA debriefings grouped by DTRA Type of Support

Figure 3.15 shows a detailed look at how debriefings were evaluated with regards to type of support. As with figure 3.14, figure 3.15 addresses only the 132 respondents with non-N/A answers. The grouping consisting of Commercial Services / Items / Supplies outshined the other

groupings with over 84% positive responses in regards to debriefing information. This could be because awards concerning commercial services / items / and supplies are often heavily determined by price and therefore, debriefs would be rather simple compared to the other groupings. Of the primary areas of support, the R&D group showed the highest percentage of dissatisfaction concerning debriefing information.

When cross referenced against Technology Office/Directorate/Enterprise there were a few interesting notes. See Table 3.16 for a listing of these results. At least half (5/9) and (6/12) of respondents that support the Combat Support Directorate and Nuclear Technologies Directorate, respectively, thought DTRA debriefings did not provide enough adequate and useful information regarding non-selection. All respondents that support DTRA in the areas of On-Site Inspection Directorate, Business Enterprise, Advanced Systems and Concepts Office and eighty two percent of respondents that support the DTRA Security and Counterintelligence Directorate had positive responses concerning debriefings. It should be noted that the sample sizes within the each Office/Directorate/Enterprise are small and might not reflect the entire population. Therefore these results should only be used as potential indicators until a larger sample size can be studied.

Technology Office / Directorate / Enterprise	Percentage of Positive Responses	Total Respondents (Excluding N/A responses to Q21)
a) Chemical Biological Technologies Directorate	61%	18
b) Nuclear Technologies Directorate	50%	12
c) Counter WMD Technologies Directorate	67%	9
d) Systems Engineering Technologies Directorate	60%	5
e) Combat Support Directorate	44%	9
f) Cooperative Threat Reduction Directorate	60%	5
g) On-Site Inspection Directorate	100%	3
h) Combating Weapons of Mass Destruction Enterprise	60%	5
i) Business Enterprise	100%	2
j) Advanced Systems and Concepts Office	100%	2
k) Security and Counterintelligence Directorate	82%	11
l) Other DTRA Offices	100%	5
Don't know / Not sure / N/A	63%	46

Table 3.16. Comparison of responses from question 21 (debriefing) and question 56 (Directorates)

Another area of potential improvement concerns the length of time it takes DTRA to evaluate proposals and award contract, question 46. On this question, most of the responses indicated that DTRA performed about the same as other federal organizations. However, overall other federal organizations received a more favorable view over DTRA on timeliness.

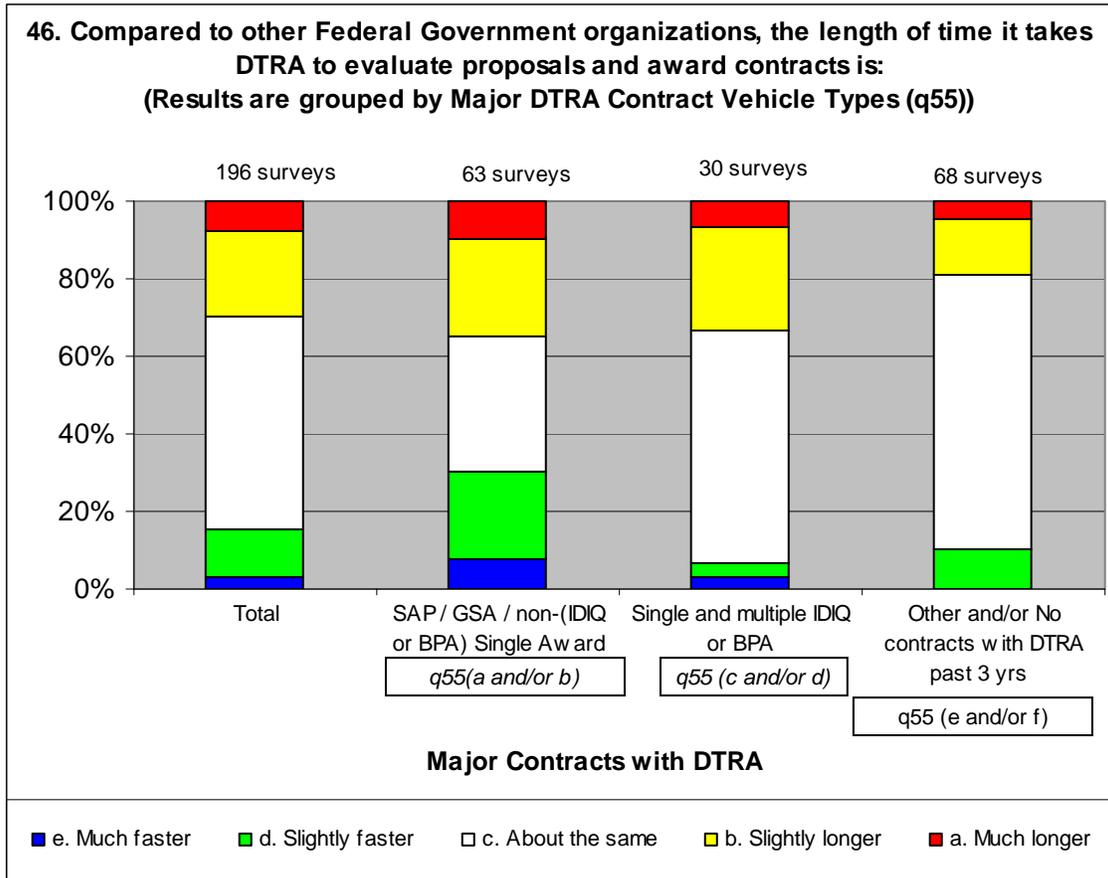


Figure 3.17. Time to evaluate proposals and award contract grouped by Major DTRA Contract Types

Figure 3.17 shows a detailed look at how evaluation and award timeliness were assessed with regards to type of contract vehicle. A total of 196 answered question 46. Fifty five percent of the respondents felt like DTRA performed about the same as other federal organizations, 30% felt like other federal organizations were quicker in the evaluation and award process, and 15% felt like DTRA was quicker. Out of the three groupings, the SAP / GSA / non-(IDIQ or BPA) Single Award grouping showed the most favorable results, with over 30% of respondents answering that the time it took DTRA to evaluate proposals and award contract was faster than

other federal organization. The grouping containing Single and multiple IDIQ or BPA showed the least favorable results compared to other federal organizations.

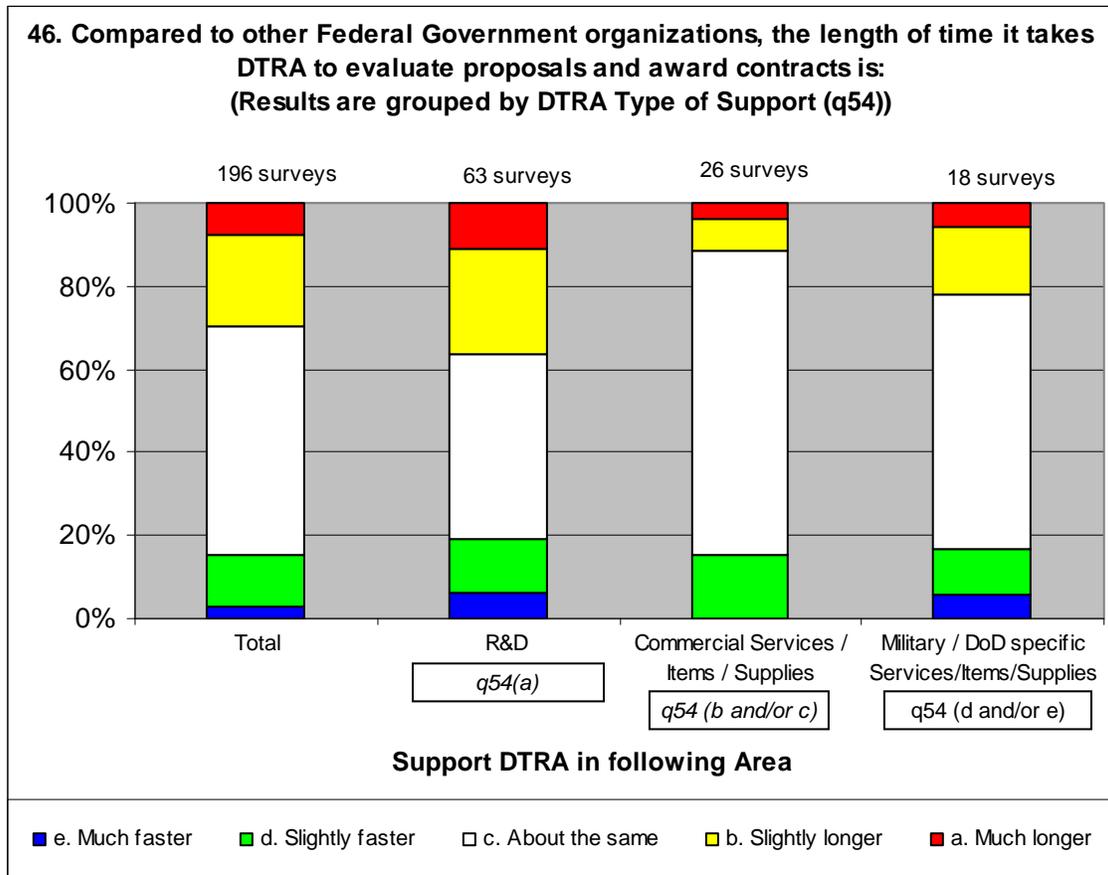


Figure 3.18. Time to evaluate proposals and award contract grouped by DTRA Type of Support

Figure 3.18 shows a detailed look at how evaluation and award timeliness were assessed with regards to type of support. The grouping consisting of Commercial Services / Items / Supplies again outshined the other groupings with 88% of responses indicating that DTRA was at least as fast as other federal organizations. Of the primary areas of support, the R&D group showed the highest percentage of respondents answering that other federal organizations were faster at evaluating proposals and awarding contracts.

When cross referenced against Technology Office/Directorate/Enterprise there are a few interesting notes. See Table 3.19 for a listing of these results. Sixty one percent of the respondents supporting the Nuclear Technologies Directorate answered that other federal organizations were faster than DTRA with regards to time it takes to evaluate proposal and

award contract. Fifty five percent of respondents supporting Counter WMD Technologies Directorate also answered that other federal organizations were faster than DTRA. These two directorates have the most room for improvement as far as proposal evaluation and award timeliness. Business Enterprise and Other DTRA Offices showed the most favorable results; with both showing over 40% of respondents indicating that DTRA was faster than other federal organization. It should be noted that the sample sizes within the each Office/Directorate/Enterprise are small and might not reflect the entire population. Therefore these results should only be used as potential indicators until a larger sample size can be studied.

Technology Office / Directorate / Enterprise	DTRA Faster	Same	Other Federal Organizations Faster	Total Respondents
a) Chemical Biological Technologies Directorate	21%	41%	38%	29
b) Nuclear Technologies Directorate	11%	28%	61%	18
c) Counter WMD Technologies Directorate	18%	27%	55%	11
d) Systems Engineering Technologies Directorate	11%	44%	44%	9
e) Combat Support Directorate	33%	33%	33%	9
f) Cooperative Threat Reduction Directorate	20%	60%	20%	5
g) On-Site Inspection Directorate	0%	100%	0%	3
h) Combating Weapons of Mass Destruction Enterprise	0%	67%	33%	6
i) Business Enterprise	40%	60%	0%	5
j) Advanced Systems and Concepts Office	25%	25%	50%	4
k) Security and Counterintelligence	8%	77%	15%	13
l) Other DTRA Offices	43%	43%	14%	7
Don't know / Not sure / N/A	10%	70%	19%	77

Table 3.19. Comparison of responses from question 46 (proposal evaluation and award contract timeliness) and question 56 (Directorates)

Another area of potential improvement concerns the length of time it takes DTRA to accomplish post-award tasks, question 49. On this question, almost half of the responses indicated that DTRA performed about the same as other federal organizations. However, overall other federal organizations received a more favorable view over DTRA on timeliness of post-award tasks.

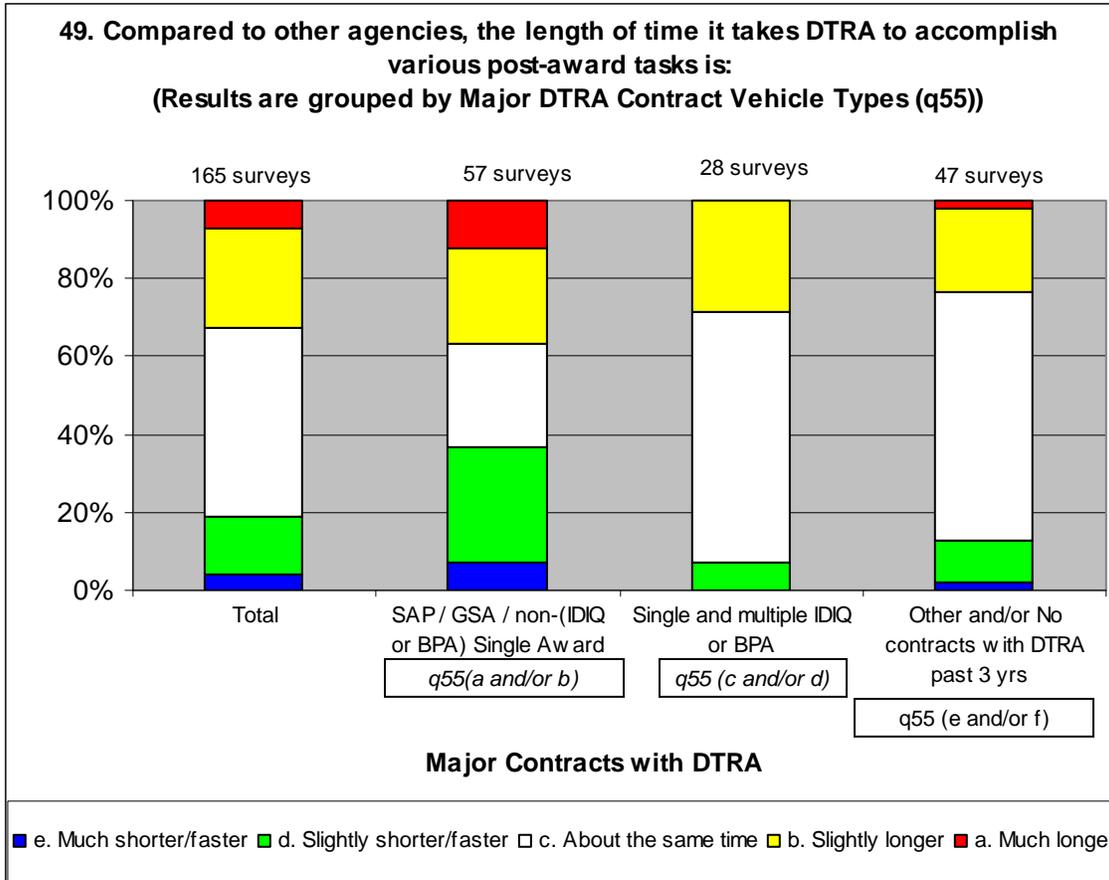


Figure 3.20. Time to accomplish post-award tasks grouped by Major DTRA Contract Types

Figure 3.20 shows a detailed look at how post-award tasks timeliness was evaluated with regards to type of contract vehicle. A total of 196 answered question 49. Thirty one answered N/A. Therefore, the chart addresses only the 165 respondents with non-N/A answers. Forty eight percent of respondents thought DTRA performed about the same as other federal organizations, 33% felt like other federal organizations were quicker accomplishing post-award tasks, and 19% felt like DTRA was quicker. Out of the three groupings, the SAP / GSA / non-(IDIQ or BPA) Single Award grouping showed the most favorable results, with 37% of respondents answering that the length of time it takes DTRA to accomplish various post award tasks is shorter than other federal organization. The grouping containing Single and multiple

IDIQ or BPA showed the least favorable results compared to other federal organizations.

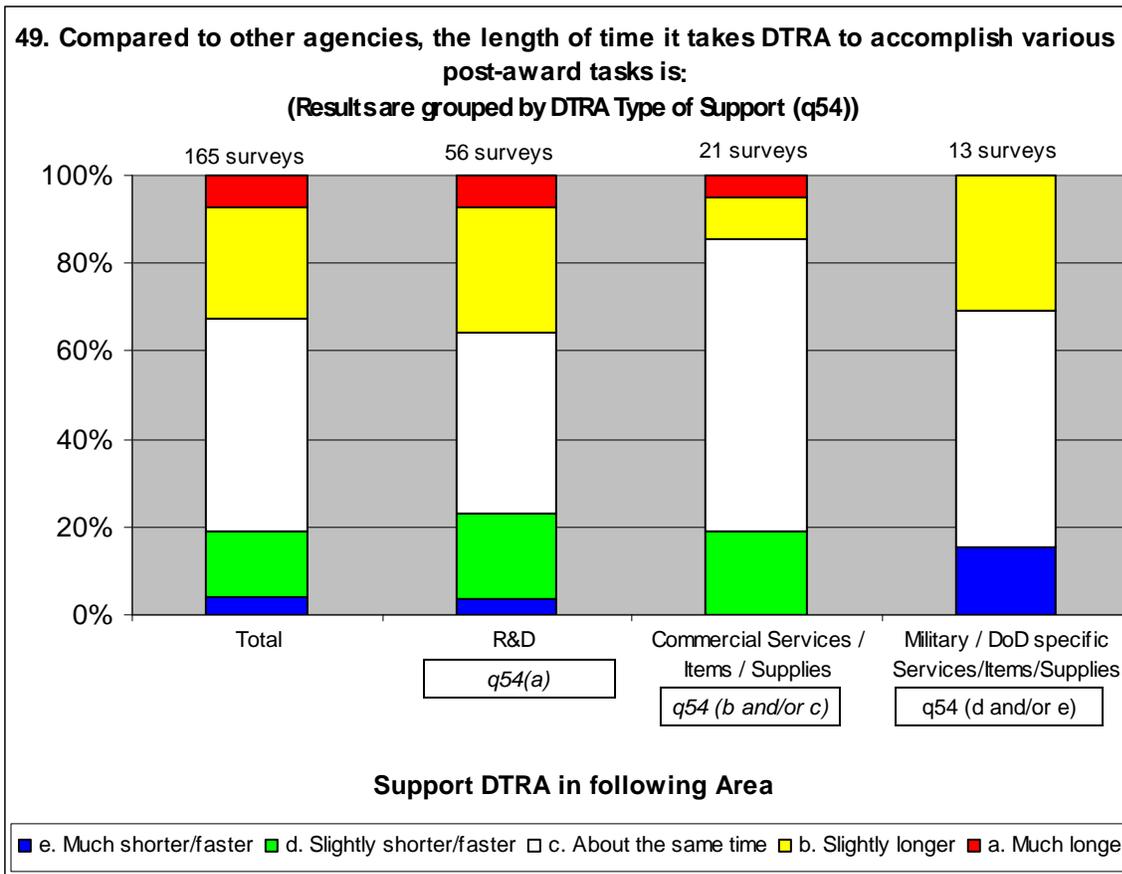


Figure 3.21. Time to accomplish post-award tasks grouped by DTRA Type of Support

Figure 3.21 shows a detailed look at how post-award tasks timeliness was assessed with regards to type of support. The grouping consisting of Commercial Services / Items / Supplies again outshined the other groupings with 86% of responses indicating that DTRA was at least as fast as other federal organizations. Of the primary areas of support, the R&D group showed the highest percentage of respondents answering that other federal organizations were faster at post-award tasks than DTRA.

See Table 2.22 for a grouping of Technology Office/Directorate/Enterprise results with regards to timeliness of post-award tasks. More than 50% of respondents supporting the Nuclear Technologies Directorate, Counter WMD Technologies Directorate, or Combating Weapons of Mass Destruction Enterprise answered other federal organizations were faster than DTRA. These two directorates and one Enterprise have the most room for improvement as far as speed to accomplish post-award tasks. Business Enterprise, Combat Support Directorate, and

the On-Site Inspection Directorate showed the most favorable result. It should be noted that the sample sizes within the each Office/Directorate/Enterprise are small and might not reflect the entire population. Therefore these results should only be used as potential indicators until a larger sample size can be studied.

Technology Office / Directorate / Enterprise	DTRA Faster	Same	Other Federal Organizations Faster	Total Respondents
a) Chemical Biological Technologies Directorate	32%	32%	36%	28
b) Nuclear Technologies Directorate	6%	41%	53%	17
c) Counter WMD Technologies Directorate	10%	30%	60%	10
d) Systems Engineering Technologies Directorate	0%	57%	43%	7
e) Combat Support Directorate	33%	56%	11%	9
f) Cooperative Threat Reduction	0%	50%	50%	4
g) On-Site Inspection Directorate	33%	67%	0%	3
h) Combating Weapons of Mass Destruction Enterprise	20%	20%	60%	5
i) Business Enterprise	60%	20%	20%	5
j) Advanced Systems and Concepts Office	25%	50%	25%	4
k) Security and Counterintelligence	8%	75%	17%	12
l) Other DTRA Offices	29%	43%	29%	7
Don't know / Not sure / N/A	15%	59%	26%	54

Table 3.22. Comparison of responses from question 46 (post-award tasks timeliness) and question 56 (Directorates)

#### 4.0 CONCLUSIONS

Overall, results of the anonymous survey were favorable. On average the invitees has slightly more favorable opinions of the award process than the respondents from the public site. The majority of industry partners were pleased with DTRA’s pre-award and post-award processes, and DTRA faired well when compared to other federal agencies. DTRA excelled over other federal organizations in the overall quality of solicitations and requests for proposals, communications, and in the availability of the DTRA staff within the contracting and technical offices. Communications appears to be strengths for both the contracting and technical offices.

Instructions are clear and reasonable for the contracting and invoicing offices. Respondents thought DTRA was more conservative in their award practices than other federal organizations.

Over two thirds of the respondents felt like DTRA provides adequate opportunities through small business set asides and small business subcontracting requirements; however, only 60% of small businesses respondents shared this opinion. Other federal organizations were viewed more favorably than DTRA on availability of general information and timeliness. Another area of potential improvement concerns the DTRA debriefings. Although most respondents were satisfied with debriefings, one third of all respondents thought DTRA debriefings did not provide adequate and useful information regarding non-selection. Since debriefings are provided to companies who were not selected for an award, it is not surprising that some would not be satisfied with any reason for non-selection.

Cross-cutting analysis was conducted to examine in more detail how type of major contract vehicle, type of support, and technology office/directorate/enterprise influenced responses concerning debriefings, timeliness to evaluate proposals and award contract, and timeliness to accomplish various post-award tasks. Results of this analysis show that DTRA's Nuclear Technologies Directorate was viewed poorly in all three of these areas, with less than 50% favorable results. The Counter WMD Technologies Directorate and Combating Weapons of Mass Destruction Enterprise were also considered slower in regards to proposal evaluation and post-award tasks than other federal organizations. The grouping consisting of Commercial Services/Items/Supplies were viewed much more favorably than other support types concerning debriefings, proposal evaluation timeliness, and post award tasks.

The free response questions gave the respondents a place to express their opinions with DTRA award process. Of the 196 respondents, only 40% responded to the pre-award free response questions, and only 20% responded to the post-award free response questions. For the most part, the feedback expressed in the free response was positive. Several respondents felt that DTRA was doing a good job throughout the award process. Again, communication was expressed a big strength. Industry involvement including "Industry Days" was described as a major benefit with some respondents asking for more and sooner involvement. Many of the opinions expressed were unique to one respondent, but a handful of similar suggestions did come out the free responses. In the pre-Award process, one common suggestion was to post DTRA opportunities sooner. Some requested a place where new DTRA contractors could sign up and

receive email notifications of all funding opportunities as soon as they become available to invitees. A few responses from small companies and/or new contractors indicated that they would have benefited from more guidance and “hand-holding” throughout the post award process. Some respondents suggested that the invoice set-up process, specifically on the WAWF system, could be streamlined and more user friendly.

Appendix A. OMB Approval

**NOTICE OF OFFICE OF MANAGEMENT AND BUDGET ACTION**

Date 02/28/2007

Department of Defense  
 Departmental and Others  
 FOR CERTIFYING OFFICIAL: Priscilla Guthrie  
 FOR CLEARANCE OFFICER: Patricia Toppings

In accordance with the Paperwork Reduction Act, OMB has taken action on your request received 12/04/2006

ACTION REQUESTED: New collection (Request for a new OMB Control Number)  
 TYPE OF REVIEW REQUESTED: Regular  
 ICR REFERENCE NUMBER: 200612-0704-001  
 TITLE: Defense Threat Reduction Agency (DTRA) Industry Partner Questionnaire  
 LIST OF INFORMATION COLLECTIONS: See next page

OMB ACTION: Approved with change

OMB CONTROL NUMBER: 0704-0442

The agency is required to display the OMB Control Number and inform respondents of its legal significance in accordance with 5 CFR 1320.5(b).

EXPIRATION DATE: 02/28/2010

DISCONTINUE DATE:

BURDEN:	RESPONSES	HOURS	COSTS
Previous	0	0	0
New	209	70	0
Difference			
Change due to New Statute	0	0	0
Change due to Agency Discretion	209	70	0
Change due to Agency Adjustment	0	0	0
Change Due to Potential Violation of the PRA	0	0	0

**TERMS OF CLEARANCE:**

OMB Authorizing Official: John F. Morrall III  
 Acting Deputy Administrator,  
 Office Of Information And Regulatory Affairs

## Appendix B. Survey Instrument

**DTRA INDUSTRY PARTNER SURVEY**  
**on**  
**DTRA Pre-Award and Post-Award Processes**

Thank you for taking the time to provide feedback on DTRA’s pre and post-award contract processes. DTRA accomplishes its mission through a variety of means, including the acquisition of supplies, services, and technology development from our industry partners. The quality and timeliness of the contractual vehicles we award and administer, as well as your performance under those contracts, is key to the Agency’s mission success.

As part of our continuous process improvement, we are asking you to assist us in improving our relationships and communications with our industry partners. This survey will provide us with valuable information about how we are doing, how we compare to other government organizations, and where we can improve. It will also help us focus upcoming “Industry Day” events so they are productive for the Agency and for our industry partners.

This survey focuses specifically on two areas: (1) DTRA “pre-award” processes – from identification of DTRA requirements through announcement of the award decision for contract or task order award; and (2) DTRA “post-award” practices and processes - from award of a contract or task order through physical completion of the contract or task order. It should only take about 15 to 20 minutes to complete.

If you have to logout of the survey before completing it, logout after finishing a section, not in the middle of a section. The software will save what you have completed, and will log you back in at the start of the next section (not in the middle of a section). There are four sections in the survey.

Your responses are completely anonymous. The survey is hosted by an application service provider, and only aggregated response information is provided to DTRA. Demographic data will be used for statistical analysis only. DTRA personnel will not see any individual responses. Safeguards have been built into the system to prevent the survey’s service provider contractor from identifying individual responders.

Thank you for taking time to give us your input. I am certain that your input will help us improve our processes. A summary of the survey results will be made available on our DTRA Business Opportunities webpage at [www.dtra.mil](http://www.dtra.mil).

Shari Durand  
Component Acquisition Executive

**Please review the following definitions and use them when responding to survey questions:**

**Contracting Officer:** The person with the authority to enter into, administer, terminate and closeout contracts.

**Contract Specialist:** The person who performs the contracting tasks in the pre- and post- award phases of the contract. The Contract Specialist does not have a Contracting Officer's warrant and is thus not authorized to make any commitments for the government.

**Program/Project Manager:** The individual who has responsibility for overall or day-to day operational management of all activities and functions for a designated program or project. The Program Manager is responsible for the performance, cost and schedule of the program/project but has no authority to make any contractual commitments.

**Contracting Officer's Representative (COR):** The individual who represents the Contracting Officer and performs as a technical information conduit, contracting and regulatory liaison and business partnership manager. The COR may not provide any direction that changes contract performance, cost or schedule.

**Contract Manager (Contractor/Private Industry):** Job scope ranges from administrative skills of managing, organizing and planning to the negotiation of contract actions. The Contract Manager has overall responsibility for contracting actions on assigned contracts.

**Financial Manager (Contractor/Private Industry):** Performs the regular (funding, planning) and non-recurring (special actions) financial functions. Provides leadership in the cost-effective use of an organization's financial resources and is actively involved in decision making by providing financial and performance information.

**Pre-Award Issues:** Includes all processes related to a solicitation up to and including the contract/task order award, e.g. synopsis, draft solicitations, release of request for proposals, etc.

**Post-Award Issues:** Includes all processes related to a contract, including task orders, after the contract/task order is awarded.

## A. Pre-Award Issues

1. Information about upcoming opportunities to provide products and services to DTRA is reasonably available to potential vendors.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

2. The time from contractor awareness of a potential DTRA requirement to issuance of a Request for Proposal (RFP) is reasonable.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

3. Information about potential DTRA requirements and upcoming opportunities to provide products and services to DTRA is usually obtained from:

- DTRA program/project manager
- FedBizOpps
- Other industry contacts
- Other

4. DTRA provides fair opportunities to compete for work.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

5. DTRA pre-solicitation notices (e.g., sources sought) include sufficient detail to prepare an adequate response.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

6. DTRA provides sufficient time to respond to a pre-solicitation notice (e.g., sources sought).

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree

- Disagree
- Strongly Disagree
- N/A

7. Solicitation background information (i.e., information on the DTRA website or provided at an Industry Day/pre-proposal conference) is reasonably helpful.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

8. Please rate the responsiveness of DTRA staff to contractor questions about contract/task order solicitations:

- Excellent
- Good
- Fair
- Poor
- N/A

9. The clarity of requirements in the Statement of Work/Statement of Objectives in DTRA solicitations is:

- Excellent
- Good
- Fair
- Poor

10. The clarity of requirements for proposal preparation/delivery in DTRA solicitations is:

- Excellent
- Good
- Fair
- Poor

11. DTRA solicitations provide adequate information to prepare a proposal response.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree

- Disagree
- Strongly Disagree
- N/A

12. The requirements for the proposal package (level of detail required, page limits, etc.) are reasonable and appropriate.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

13. The evaluation criteria in DTRA solicitations are clear.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

14. The evaluation criteria in DTRA solicitations are appropriate to the requirement.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

15. Vendors/offerors are notified in a timely manner of modifications to solicitations.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

16. The time frame from issuance of a solicitation or RFP to the proposal submission date is adequate to prepare a quality proposal.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

17. DTRA proposal evaluations are fair.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

18. DTRA's Organizational Conflict of Interest (OCI) requirements help to maintain the integrity of the competitive process.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

19. DTRA proposal evaluations adequately balance technical, past performance and price evaluation criteria.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

20. The time from submission of a proposal until announcement of an award is reasonable.

- Strongly Agree
- Agree

- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

21. DTRA debriefings provide adequate and useful information regarding non-selection.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

22. Award/incentive fee plans in DTRA solicitations are clear, reasonable and appropriate to the work to be performed.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

23. DTRA provides adequate opportunities for small business through small business set-asides and small business subcontracting requirements.

- Strongly Agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

**Comments on Pre-Award Processes and Procedures**

24. Are there any aspects of DTRA’s solicitation and contract/task order award processes that work well and should not be changed?

25. What suggestions for improvement, or best practices from other government organizations, would you recommend DTRA consider adopting related to solicitations and contract/task order awards?

26. DTRA would particularly appreciate your specific feedback regarding our proposal evaluations compared to other Federal or Department of Defense Agencies.

## **B. Post-award Issues**

1. Within the past 3 years, has your company provided products, services, and/or other contracted support to DTRA? (Checking “No” will result in skipping this section on “post-award” issues.)

- Yes
- No

2. DTRA provides my company with adequate, timely feedback about our performance.

- Strongly agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

3. We know whom to contact at DTRA on questions and other issues (e.g., Contracting Officer(CO)/Contract Specialist, Contracting Officer’s Representative (COR) or Program/Project Manager (PM)).

- Strongly agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree

4. The responsiveness of DTRA’s Contracting Office personnel to contractor inquiries is:

- Excellent
- Good
- Fair
- Poor
- N/A

5. The responsiveness of DTRA's technical office/program manager staff to contractor inquiries is:

- Excellent
- Good
- Fair
- Poor
- N/A

6. Do you submit original invoices to the DTRA/BFKF with a copy to the COR for certification or do you have direct billing to the Defense Finance Accounting Service (DFAS) via the Defense Contract Audit Agency (DCAA)?

- Submit original to DTRA/BFKF with copy to COR for certification
- Direct billing to DFAS via DCAA
- Invoice through Wide Area Workflow (WAWF)
- N/A; Not sure; Cannot answer

7. How would you rate DFAS in terms of timeliness of payments?

- Excellent
- Good
- Fair
- Poor
- N/A; Cannot rate

8. We are provided adequate time to perform the modified work resulting from a contract modification.

- Strongly agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

9. DTRA instructions on submission of deliverables and work products are:

- Excellent
- Good
- Fair
- Poor

10. DTRA instructions on submission of status reports are:

- Excellent
- Good
- Fair
- Poor
- N/A

11. DTRA instructions on submission of invoices are:

- Excellent
- Good
- Fair
- Poor
- N/A

12. The process to closeout a task order or contract in a timely manner is clear.

- Strongly agree
- Agree
- Slightly Agree
- Slightly Disagree
- Disagree
- Strongly Disagree
- N/A

13. Does your company currently utilize Wide Area Workflow for submission of invoices under other Department of Defense contracts?

- Yes
- No

### **Comments on Post-Award Processes and Procedures**

13. Are there any aspects of DTRA's post-award practices and processes that work well and should not be changed?

14. What suggestions for improvement, or best practices from other government organizations, would you recommend DTRA consider adopting related to post-award contract management?

15. What could Contracting Officers do to improve the post-award contract management processes?

16. What could Program/Project Managers do to improve the post-award contract management processes?

**C. How does DTRA compare to other Federal Government organizations you support?**

1. Compared to other Federal Government organizations, information about DTRA's business opportunities and proposal preparation and submission is:

- More readily and easily available
- About the same in terms of availability
- Not as readily or easily available

2. Compared to other Federal Government organizations, the overall quality of DTRA solicitations and requests for proposals are:

- Better quality
- About the same
- Lower quality

3. Compared to other Federal Government organizations, the length of time it takes DTRA to evaluate proposals and award contracts is:

- Much longer
- Slightly longer
- About the same time
- Slightly faster
- Much faster

4. Compared to other Federal Government organizations, DTRA's overall solicitation and contract/task award practices are:

- Much more conservative
- Slightly more conservative
- About the same
- Slightly more flexible
- Much more flexible

5. Compared to other Federal Government organizations, information about how to work with DTRA and DTRA processes and procedures is:

- More readily and easily available
- About the same in terms of availability
- Not as readily or easily available; more difficult to get information
- N/A

6. Compared to other agencies, the length of time it takes DTRA to accomplish various post-award tasks is:

- Much longer
- Slightly longer
- About the same time
- Slightly shorter/faster
- Much shorter/faster
- N/A

7. Compared to other Federal Government organizations, DTRA's overall post-award practices are:

- Much more conservative
- Slightly more conservative
- About the same
- Slightly more flexible
- Much more flexible
- N/A

8. Compared to other Federal Government organizations, when seeking information, answers to questions, or a meeting, DTRA's Contracting Office personnel are:

- More readily available; easier to contact
- About the same in terms of availability
- More difficult to contact or meet with
- N/A

9. Compared to other Federal Government organizations, when seeking information, answers to questions, or a meeting, DTRA technical office/program manager staff are:

- More readily available; easier to contact
- About the same in terms of availability
- More difficult to contact or meet with
- N/A

#### **D. Demographics**

1. Company size/type (based on your Central Contractor Registration (CCR) )

- Large
- Small

- Educational Institution
  - Non-profit
  - Foreign
2. Support to DTRA is primarily in the following products and/or services areas (Unsuccessful offerors please indicate your major product/service areas) (check all that apply):
- Research and Development (R & D)
  - Commercial Services
  - Commercial Items/Supplies
  - Military/Department of Defense specific services
  - Military/Department of Defense specific items/supplies
  - Other (Facilities, construction, etc.)
3. Major Contract(s) with DTRA: (check all that apply)
- Simplified Acquisition Procedures (SAP) or General Services Administration (GSA) schedule order
  - Single Award (not an Indefinite Delivery Indefinite Quantity (IDIQ), Blanket Purchase Agreement (BPA), SAP or GSA Schedule order)
  - Single award IDIQ or BPA
  - Multiple award IDIQ
  - Other
  - No contracts with DTRA over the past 3 years
4. Our contract with DTRA primarily supports:
- Chemical Biological Technologies Directorate
  - Nuclear Technologies Directorate
  - Counter WMD Technologies Directorate
  - Systems Engineering Technologies Directorate
  - Combat Support Directorate
  - Cooperative Threat Reduction Directorate
  - On-Site Inspection Directorate
  - Combating Weapons of Mass Destruction Enterprise
  - Business Enterprise
  - Advanced Systems and Concepts Office
  - Security and Counterintelligence Directorate
  - Other DTRA Offices
  - Don't know/Not sure/N/A
5. My company is a:
- DTRA Prime contractor
  - DTRA Subcontractor
  - N/A
6. Length of relationship with DTRA:

- Less than 1 year
- 1 to 2 years
- 2 to 4 years
- More than 4 years
- N/A

7. Our staff that directly supports DTRA are primarily located:

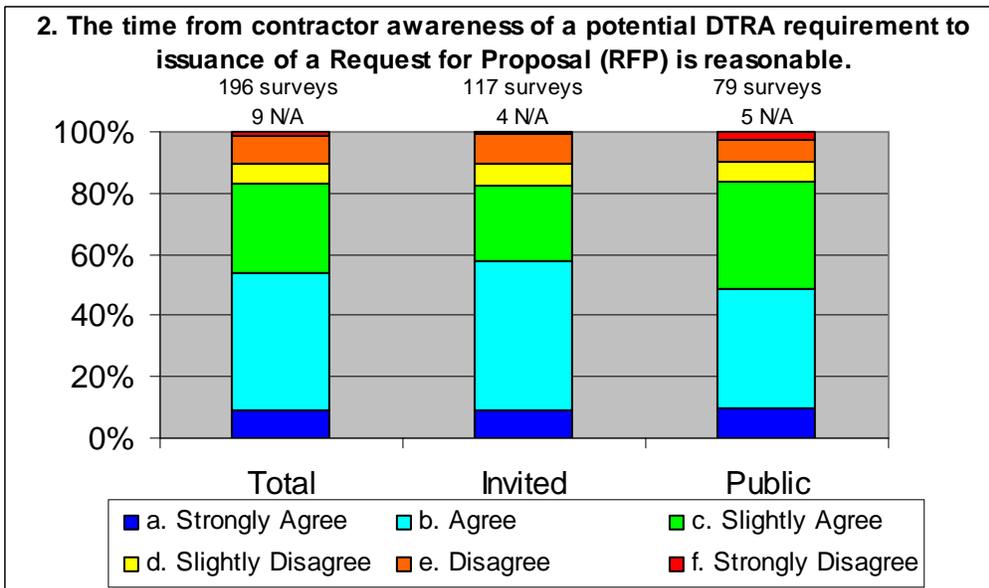
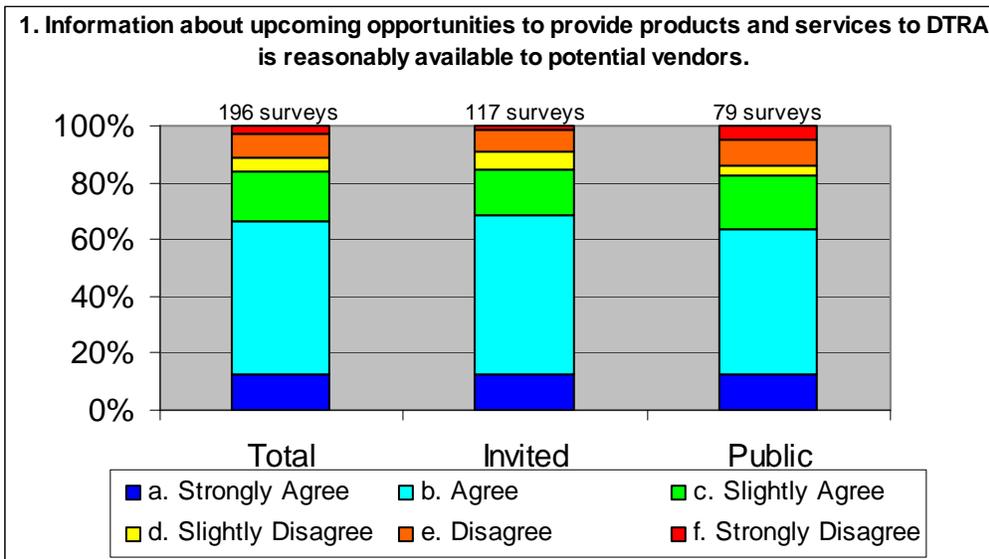
- On-site at DTRA locations/offices/sites
- Off-site at company locations/offices
- N/A

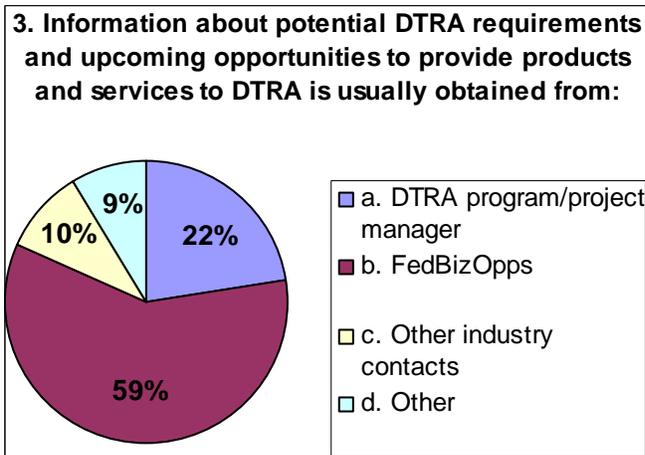
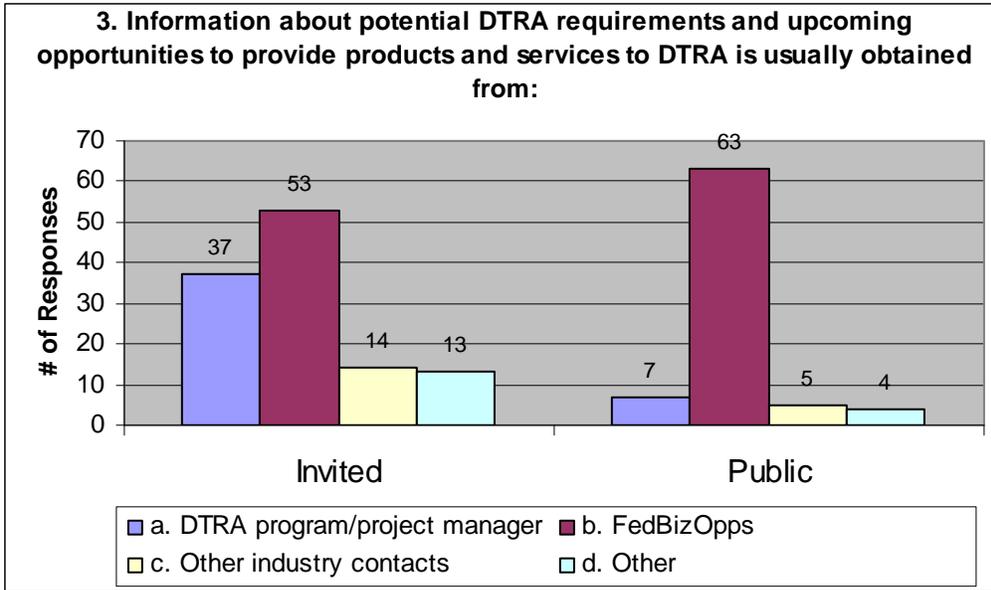
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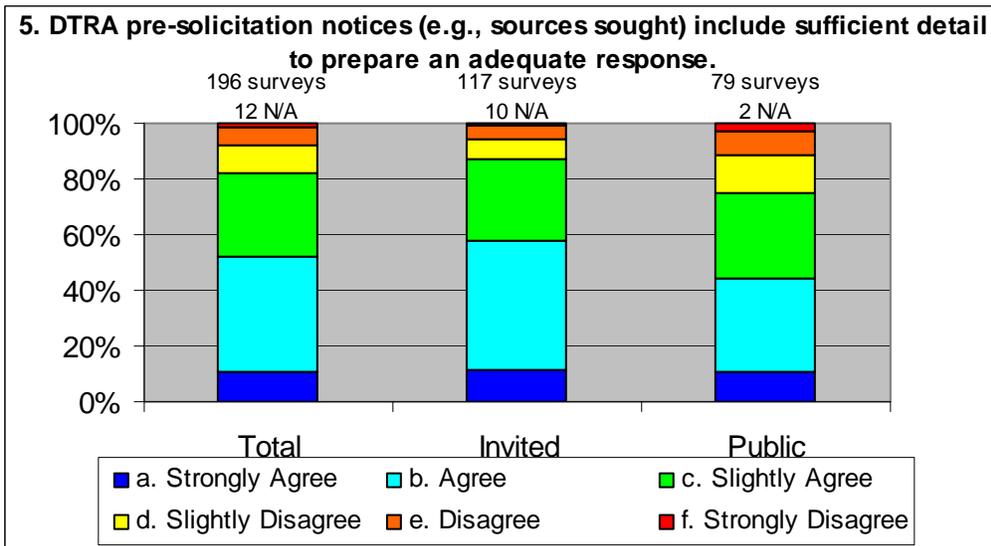
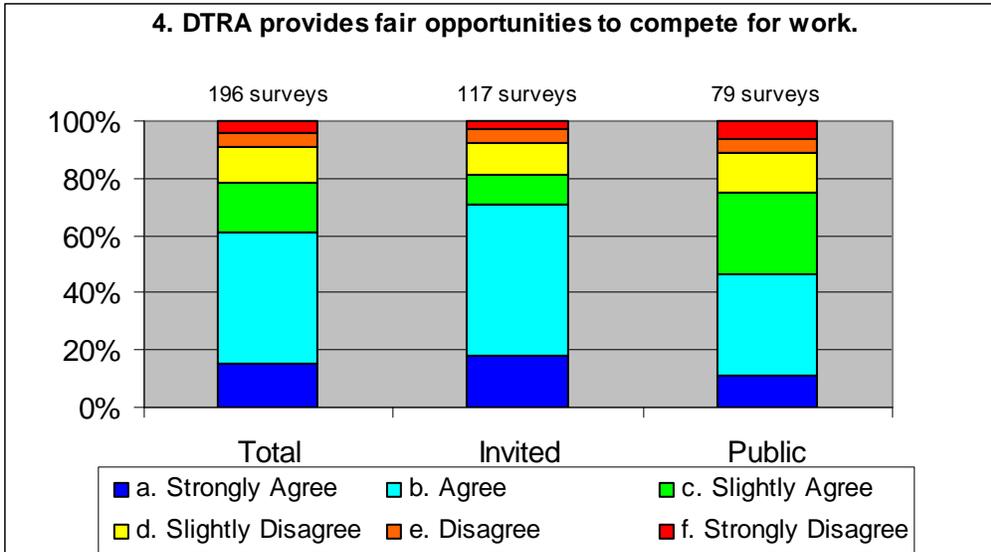
- Program/Project Manager
- Contract Manager
- Financial Manager
- Other

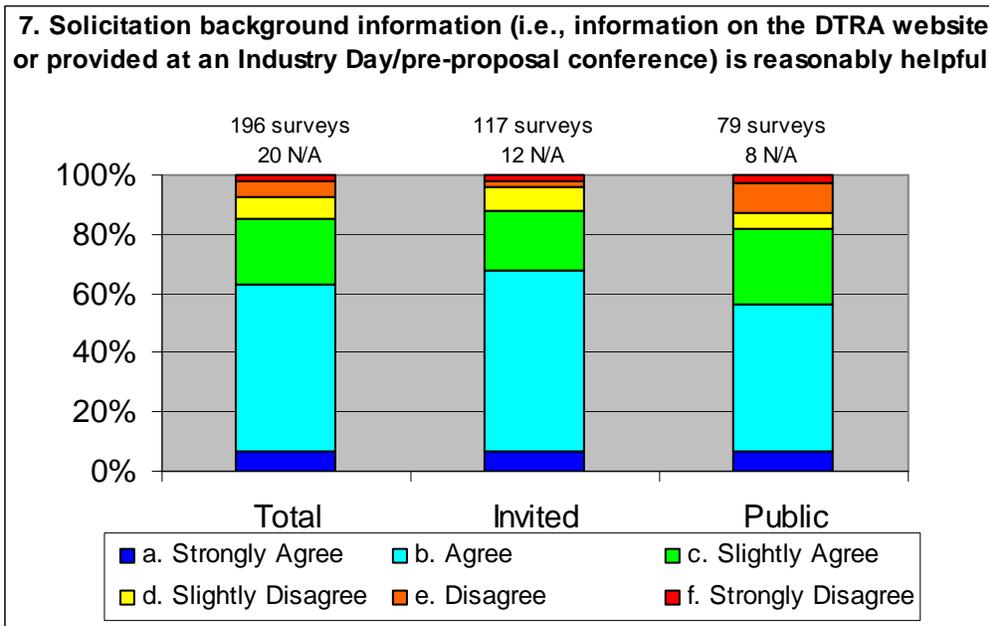
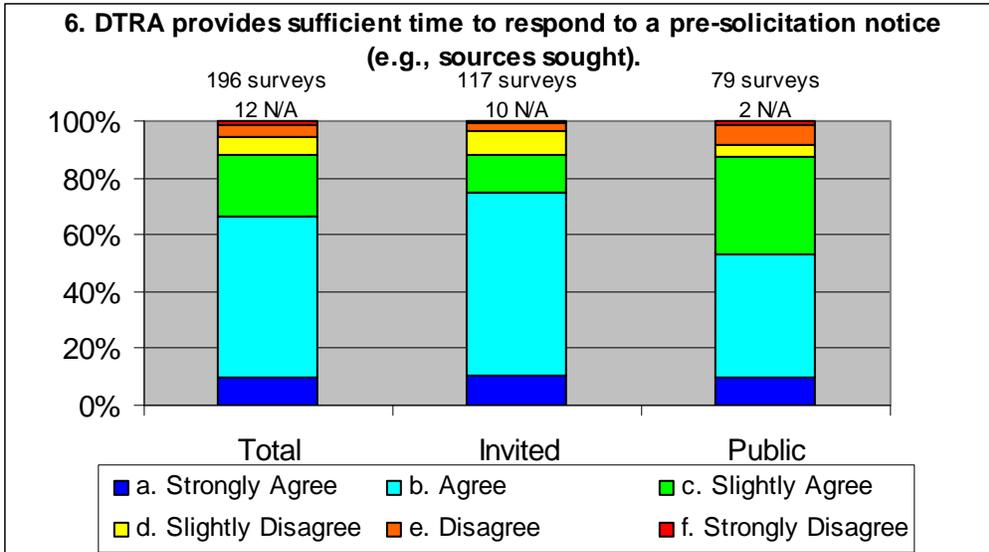
Thank you for taking time to complete this survey and providing feedback to DTRA!

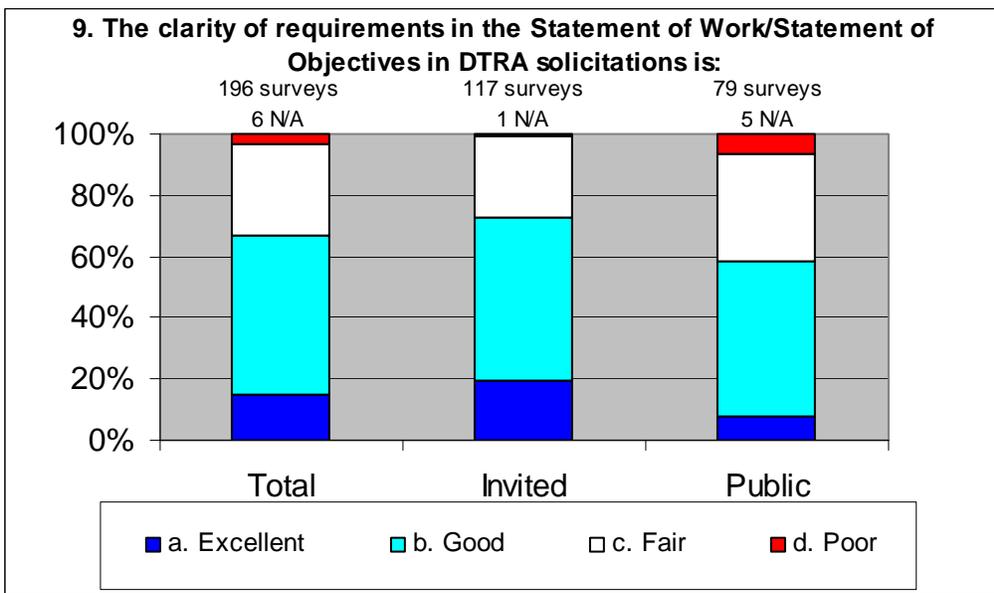
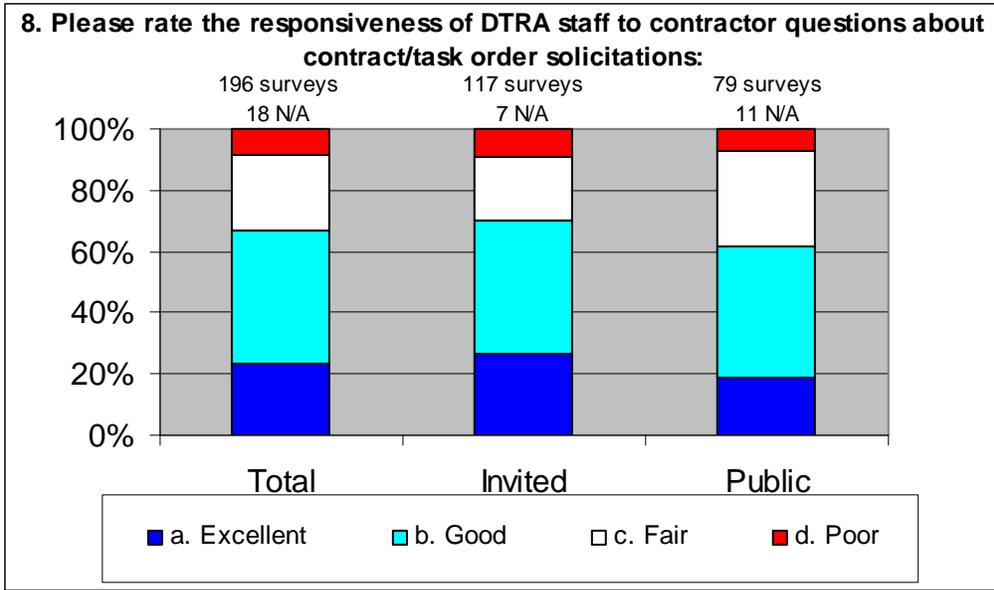
Appendix C. Survey Question Results Charts

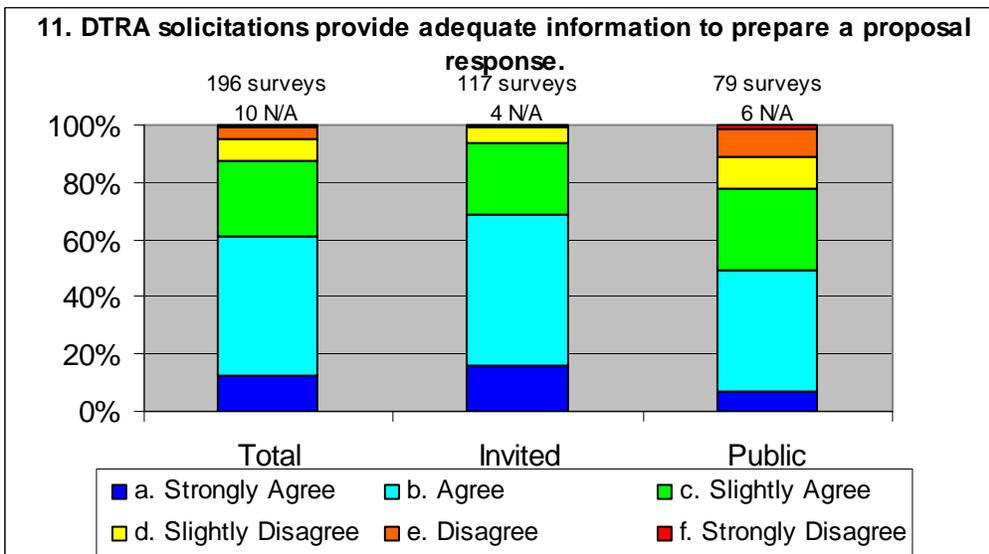
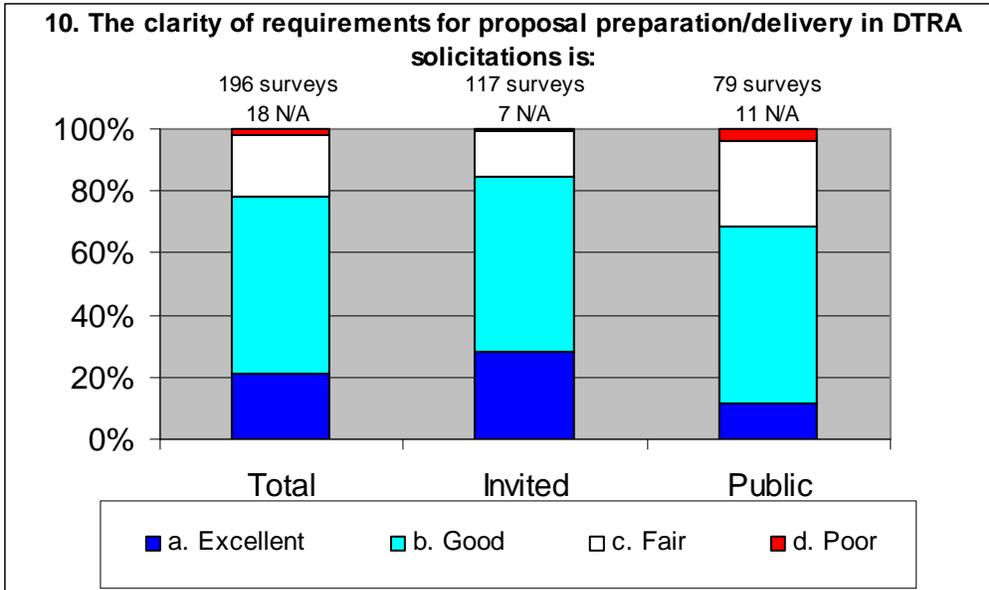


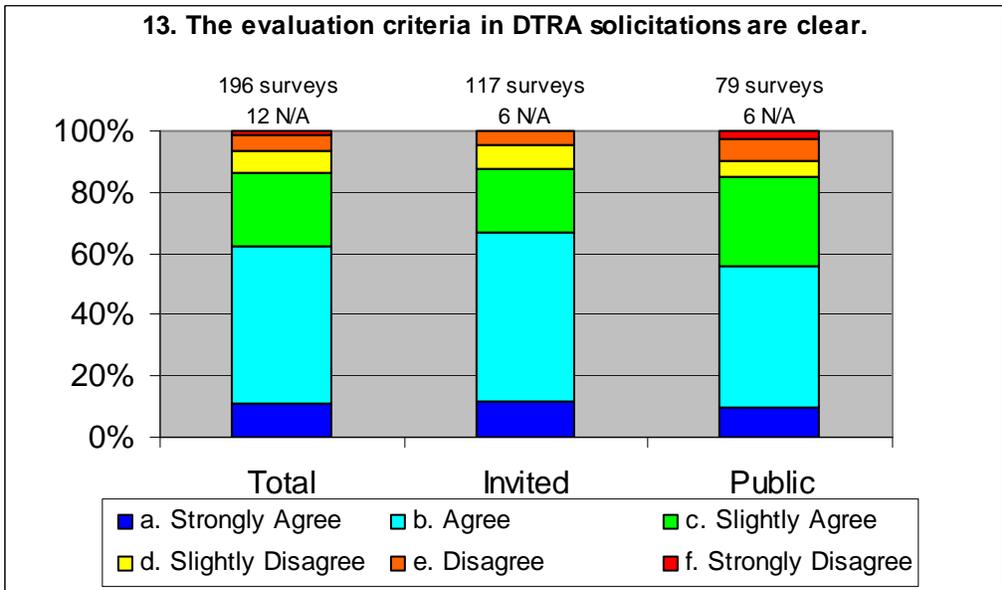
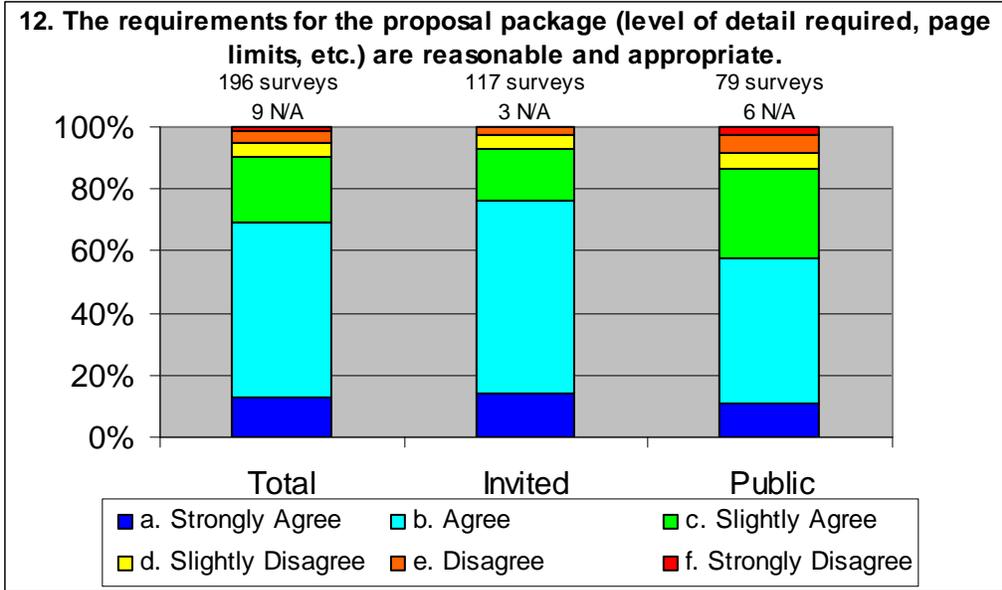


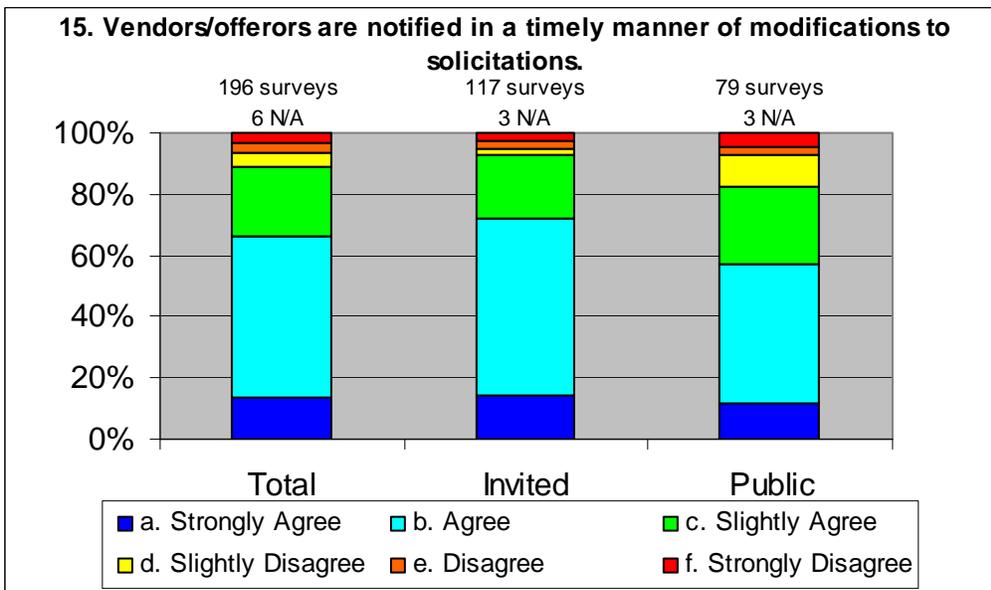
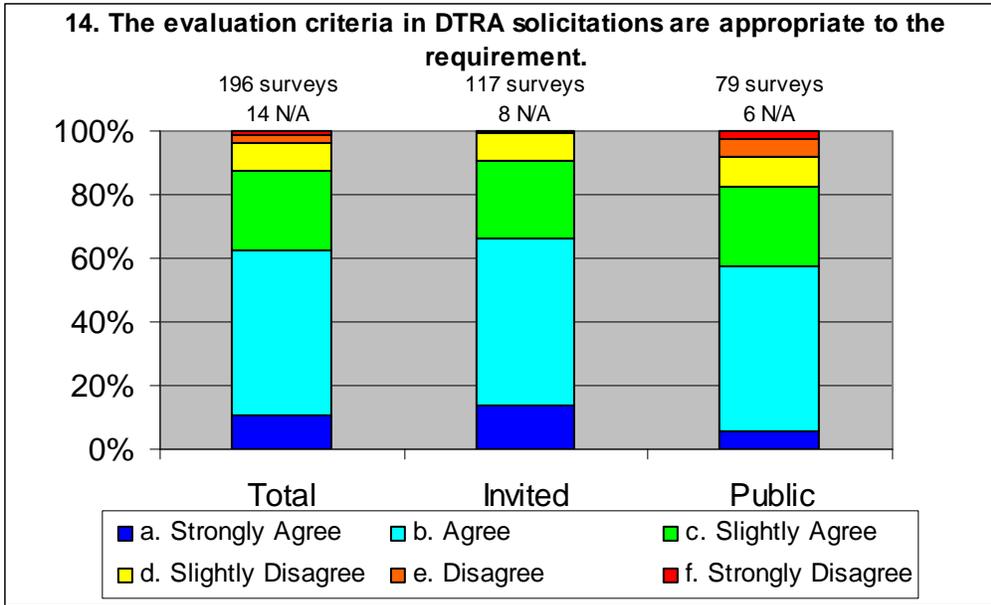


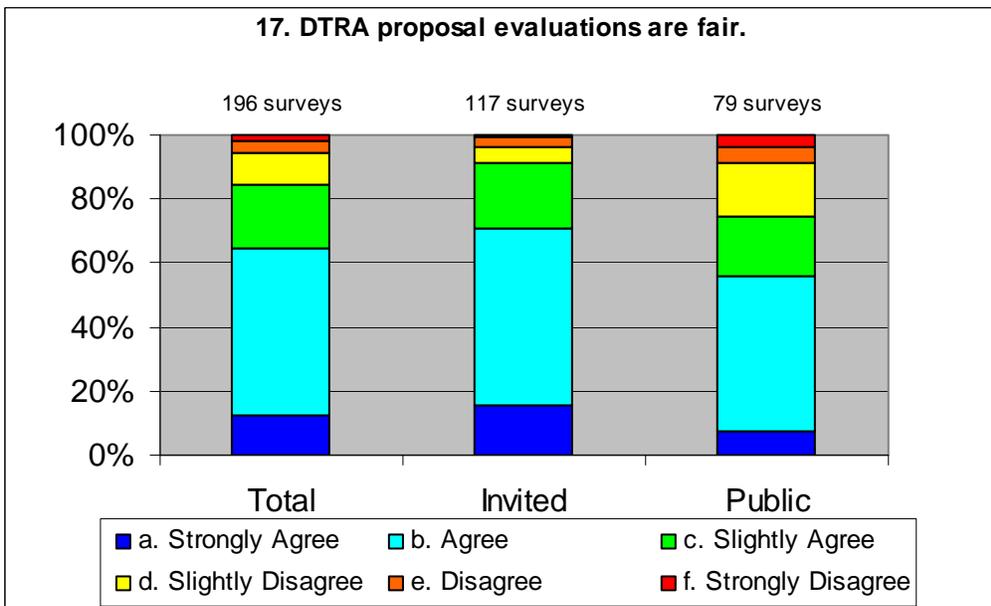
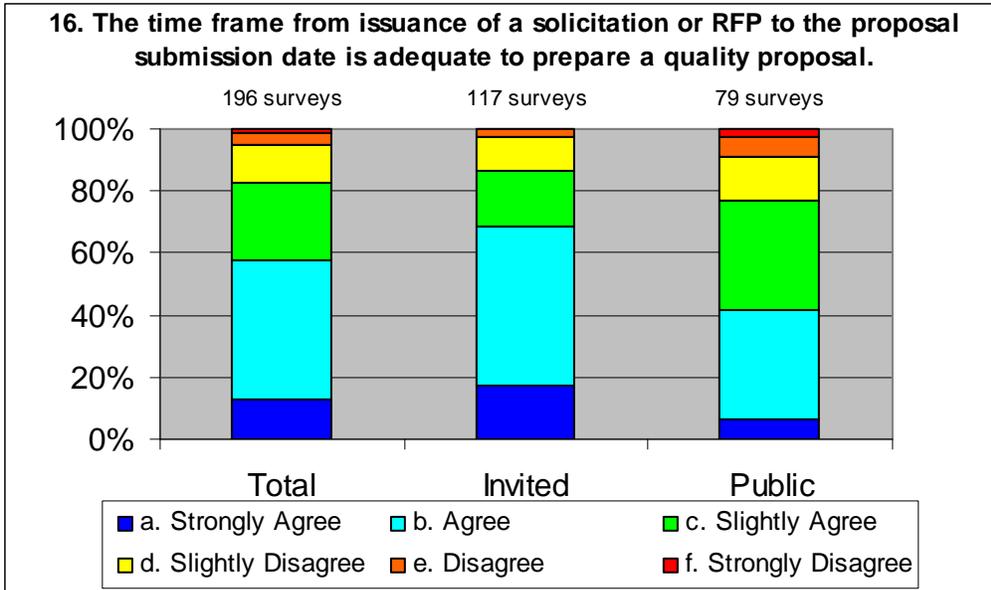


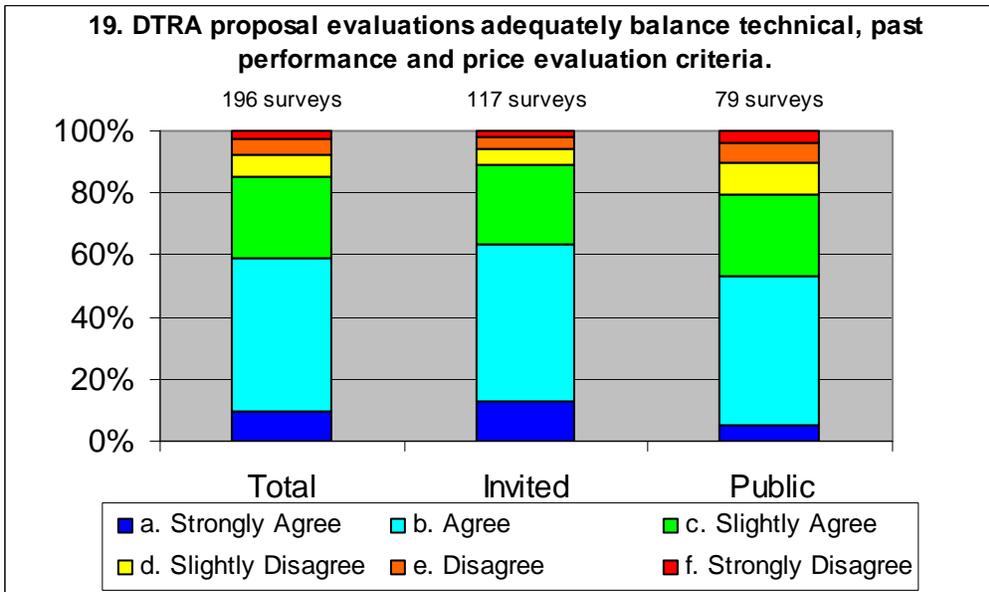
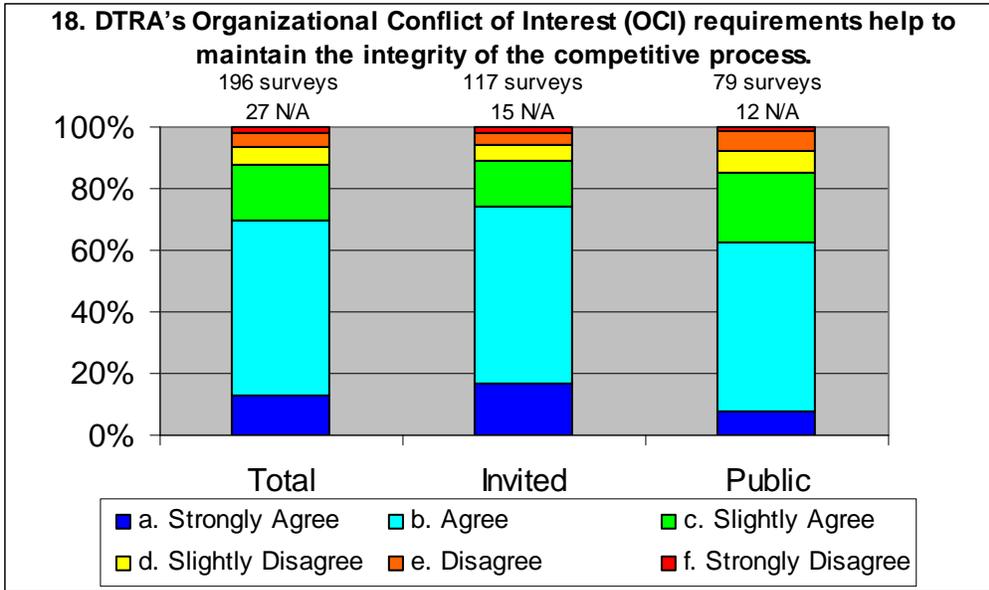


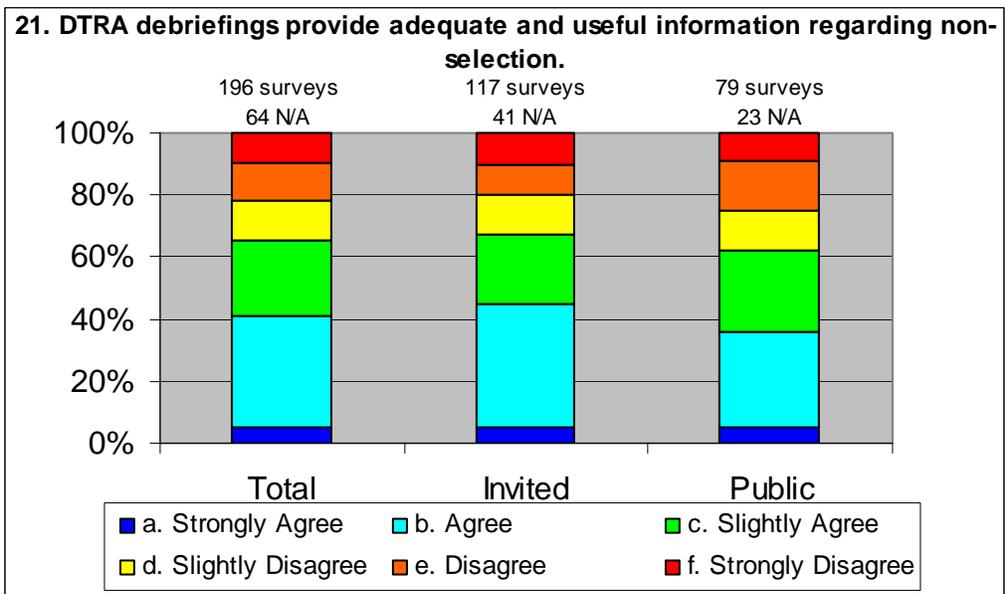
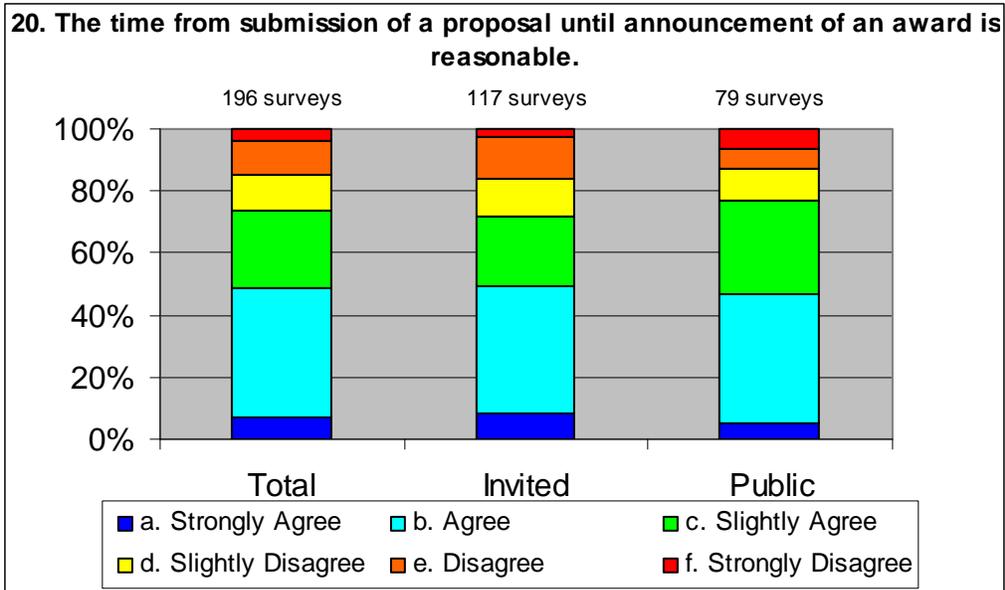


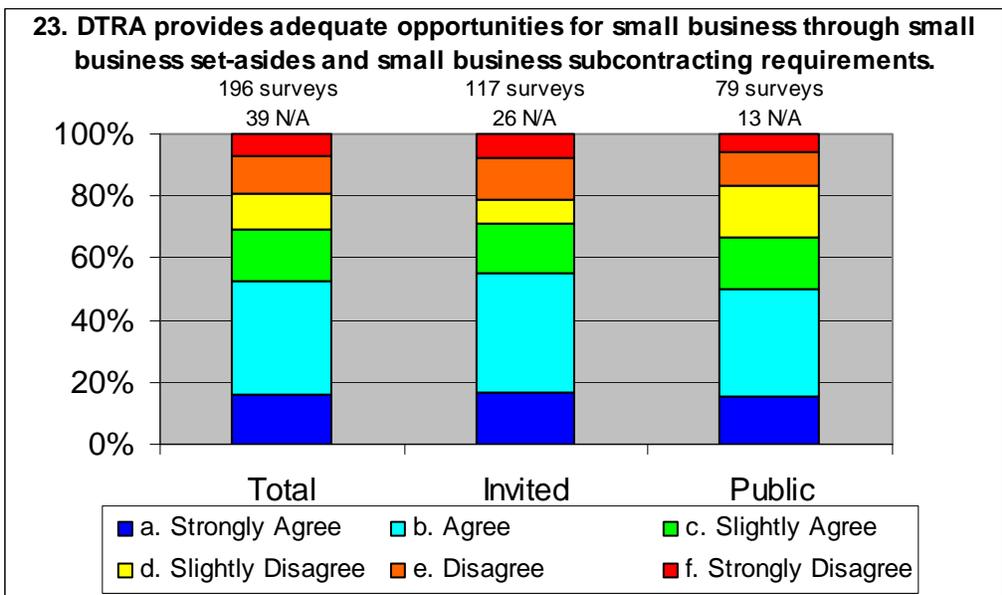
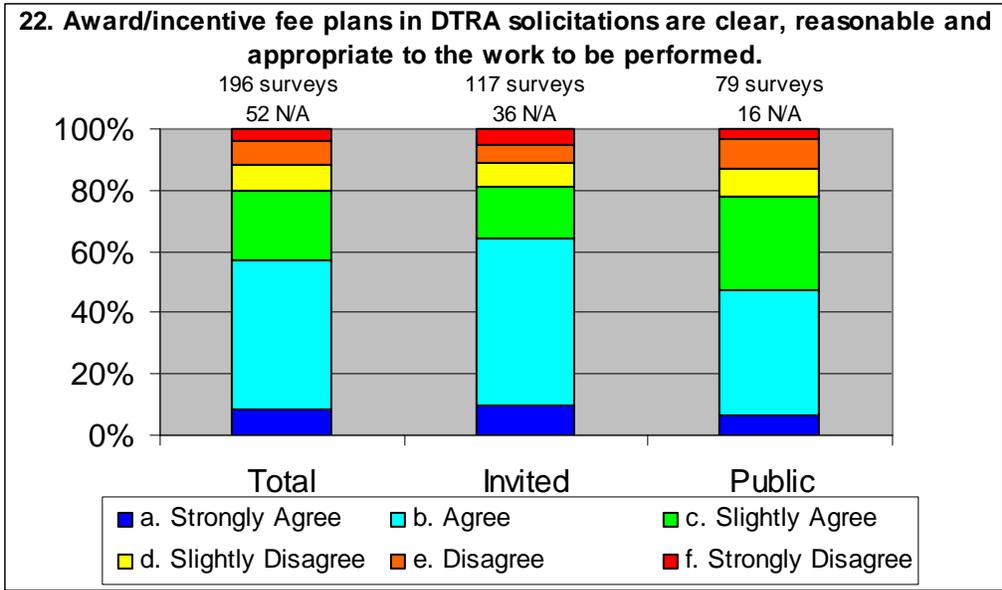


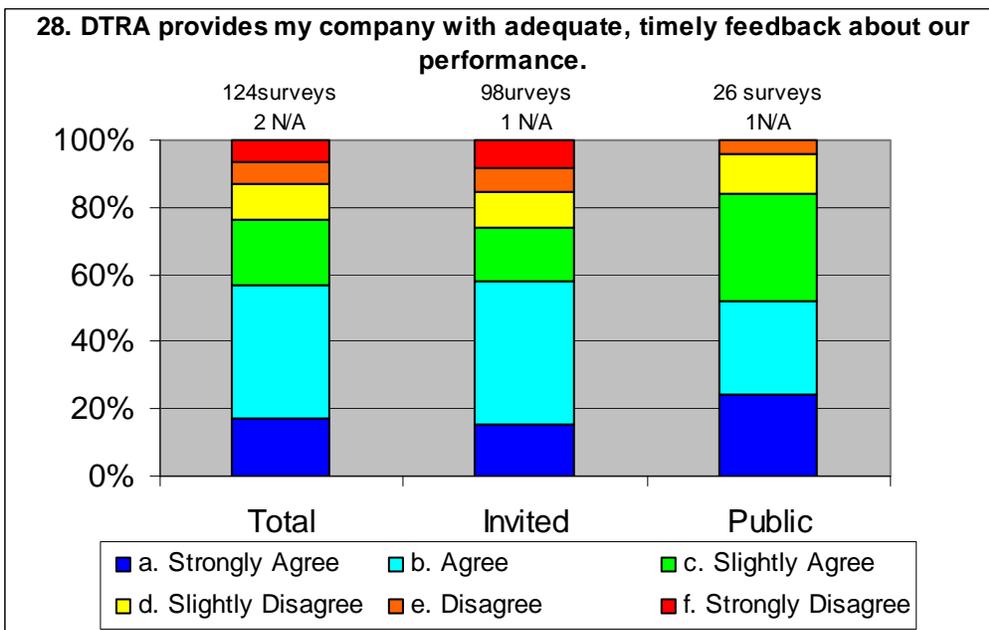
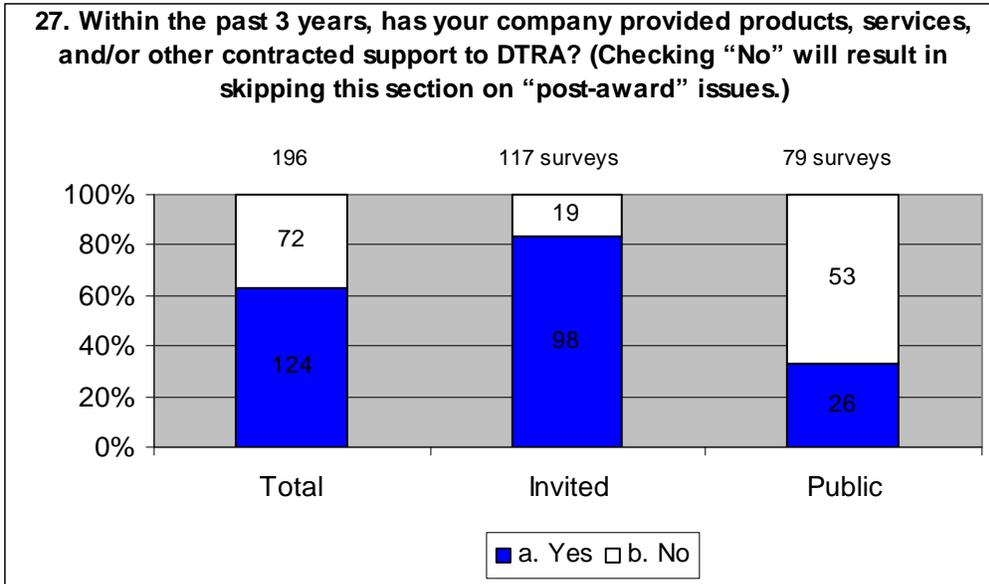


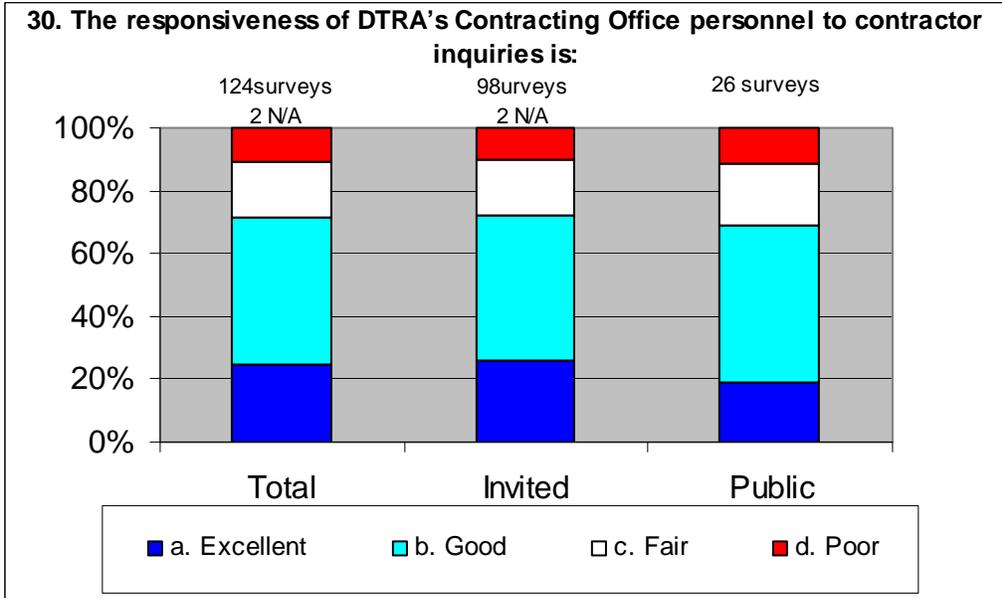
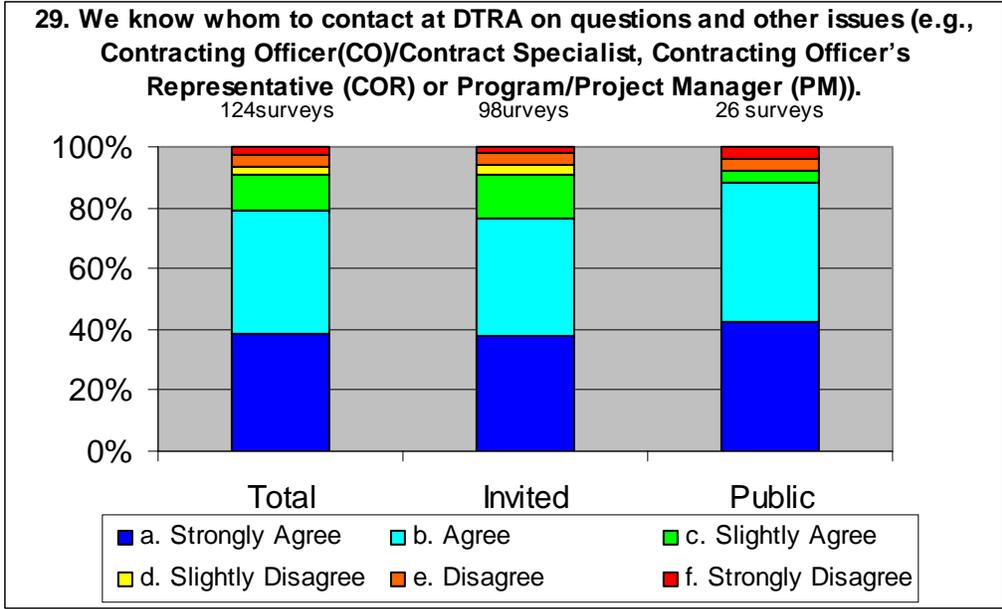


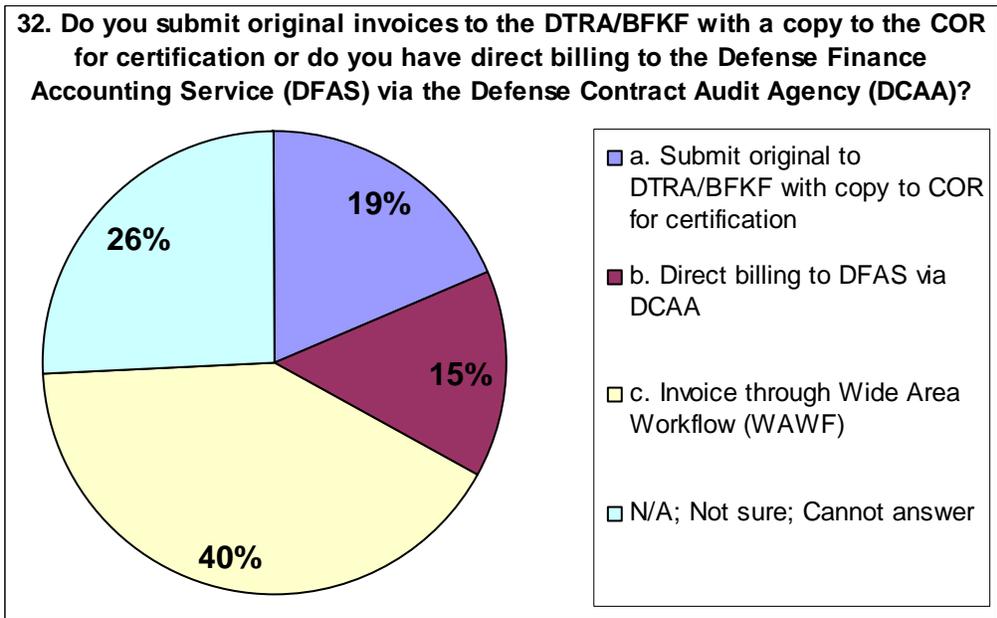
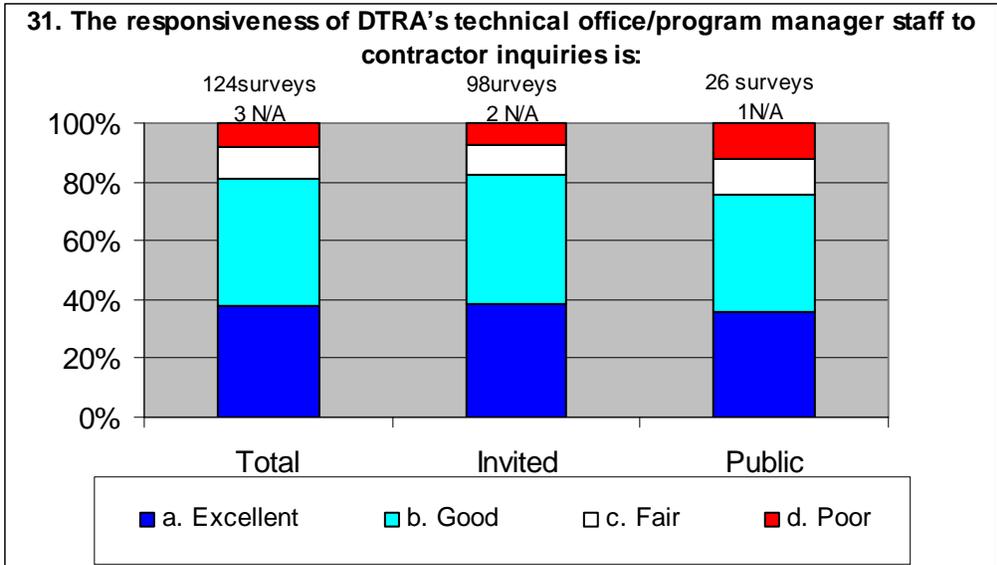


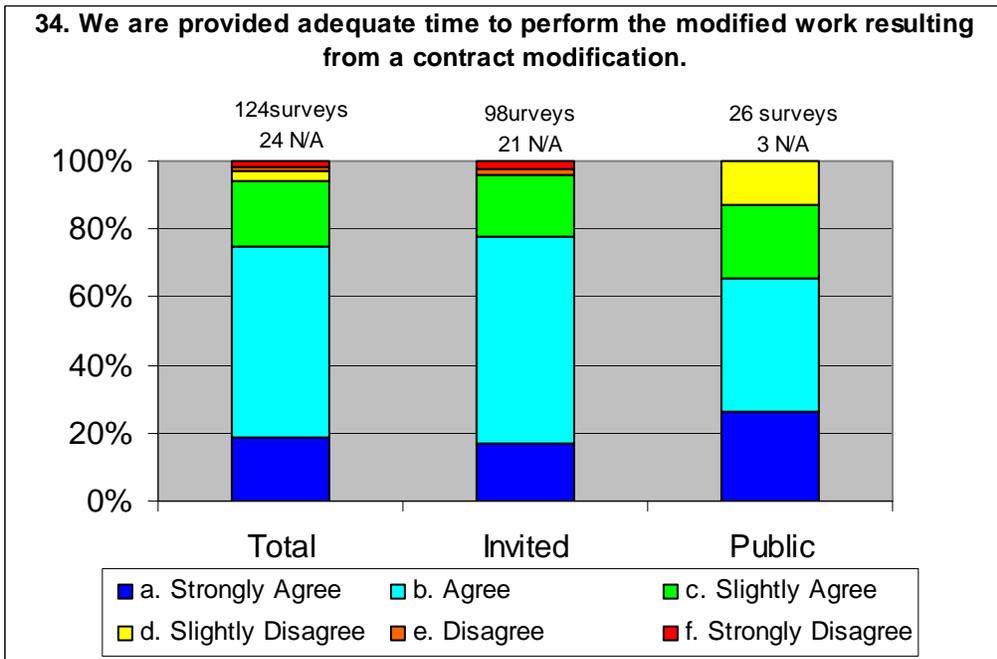
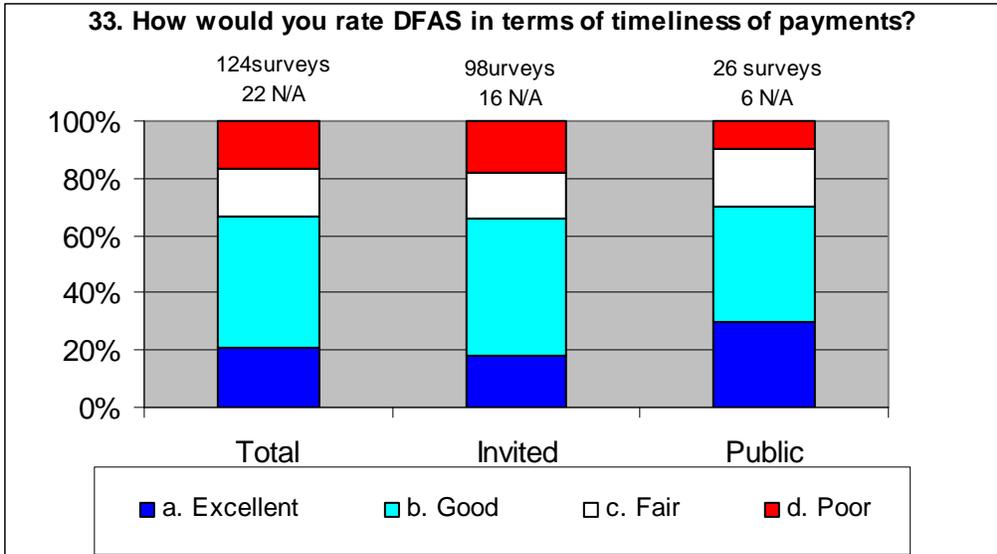


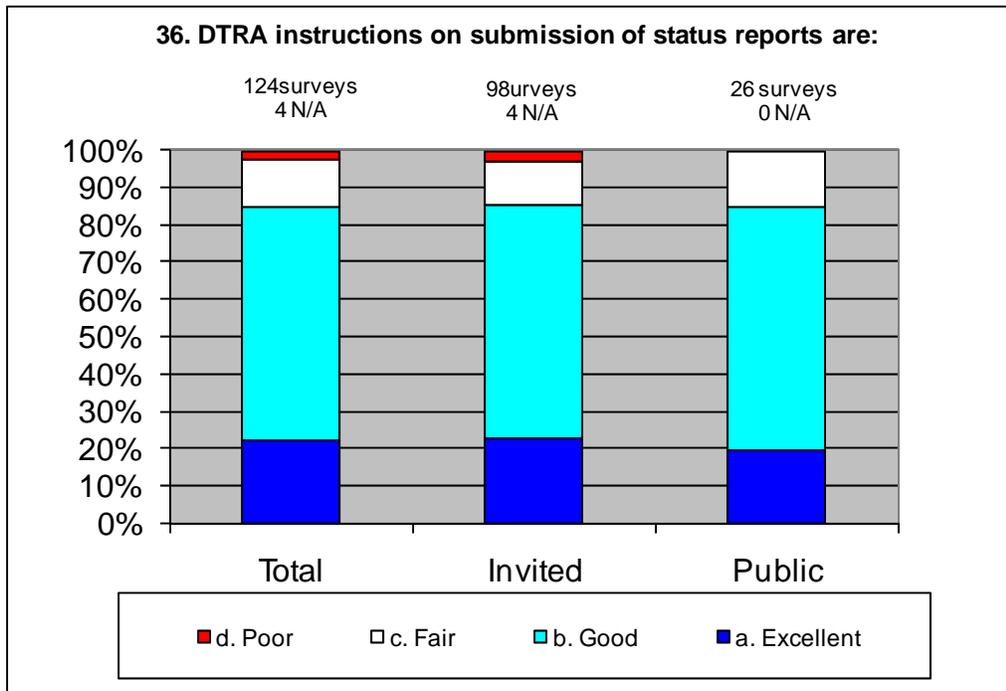
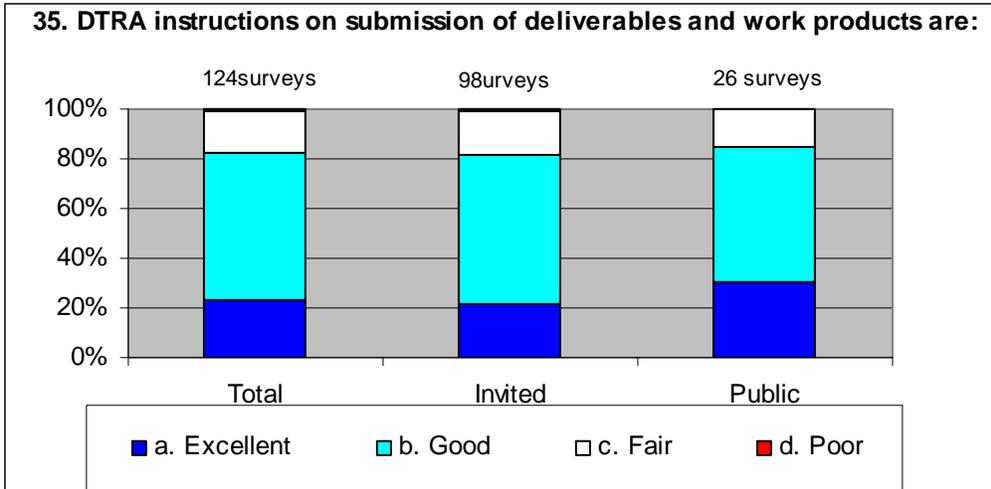


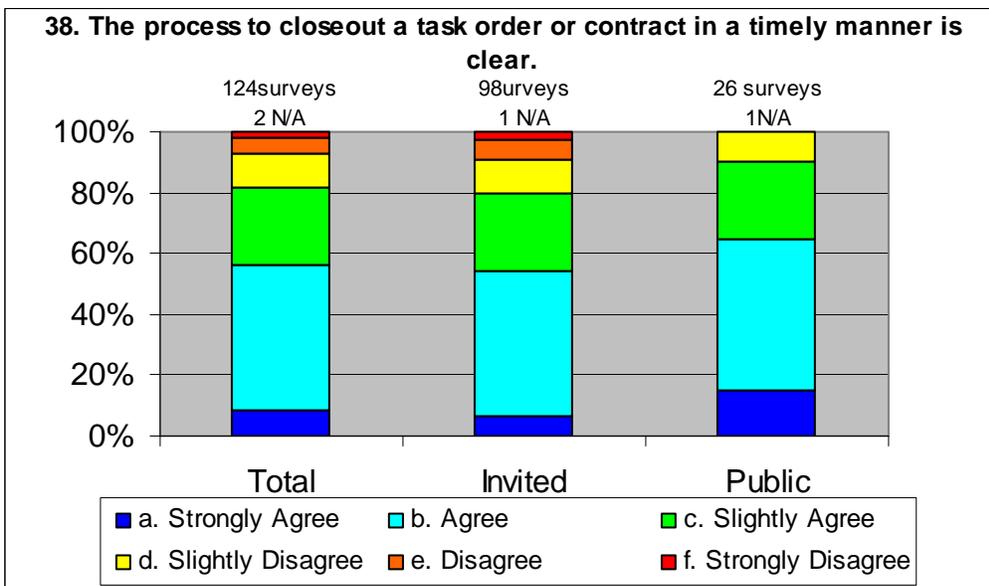
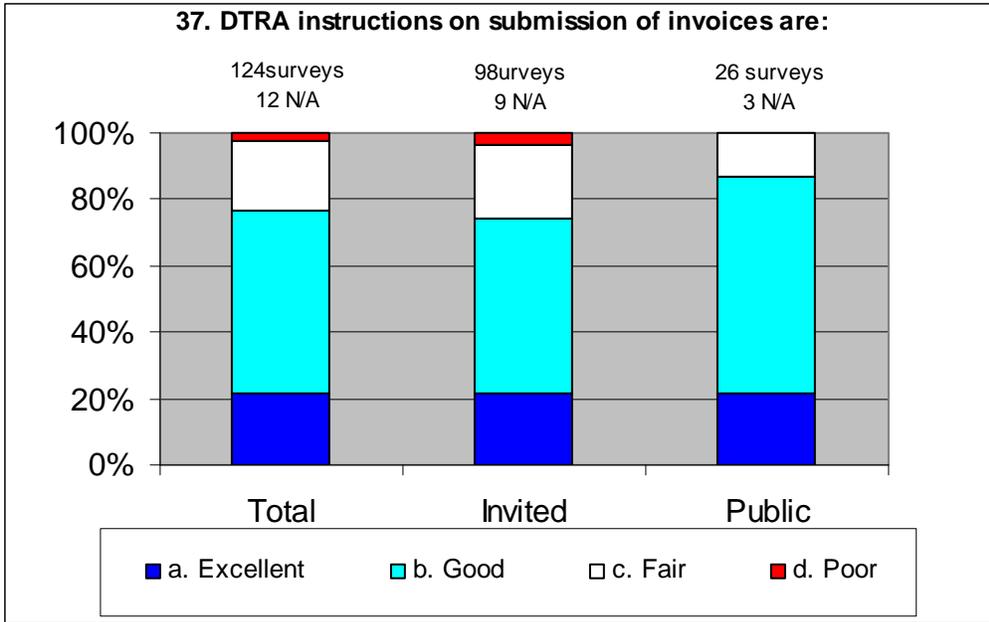




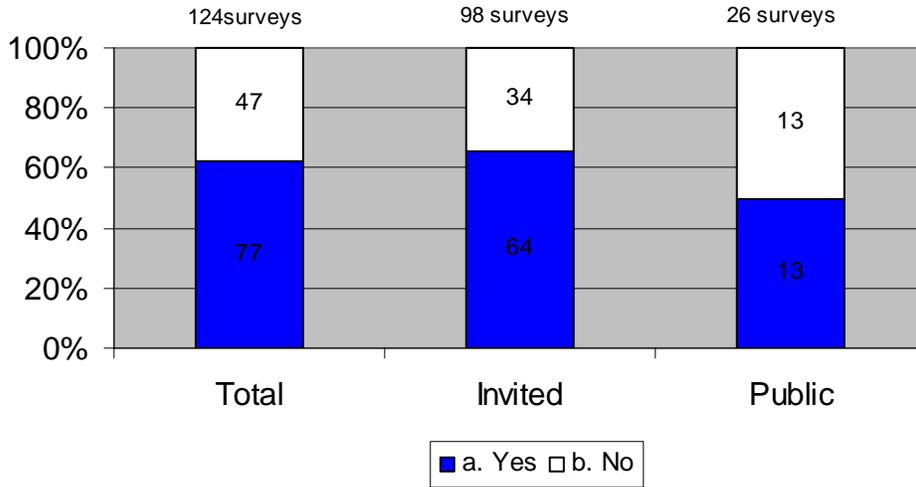




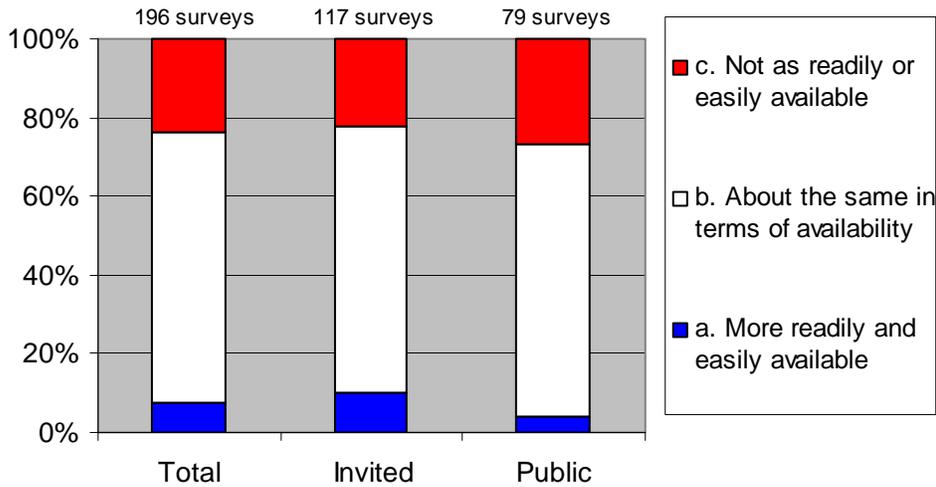


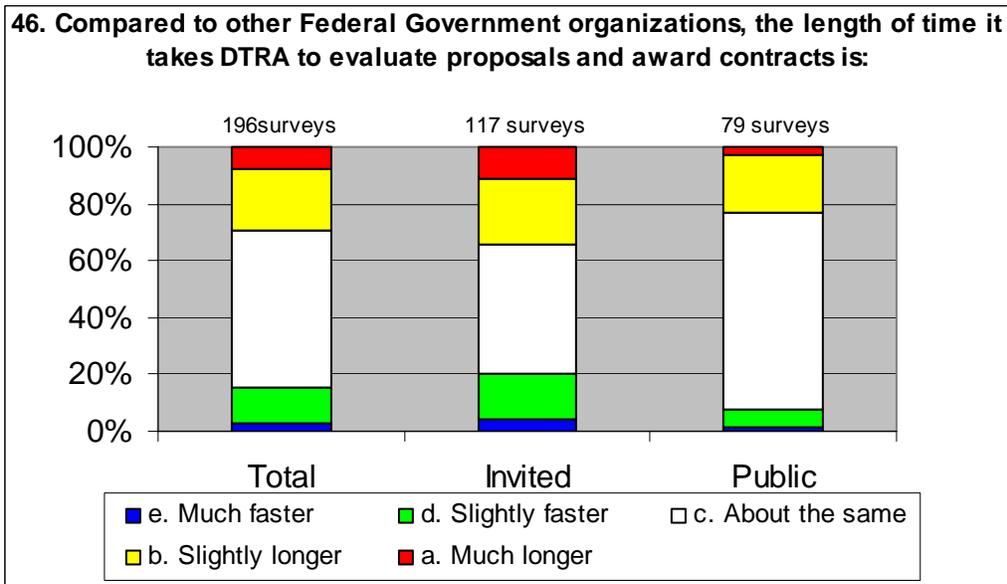
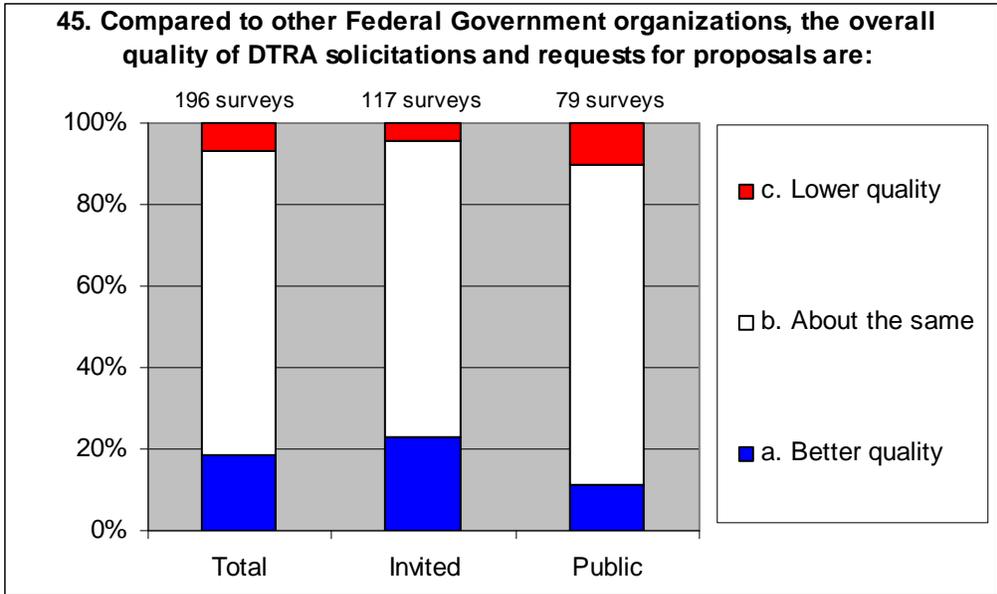


**39. Does your company currently utilize Wide Area Workflow for submission of invoices under other Department of Defense contracts?**

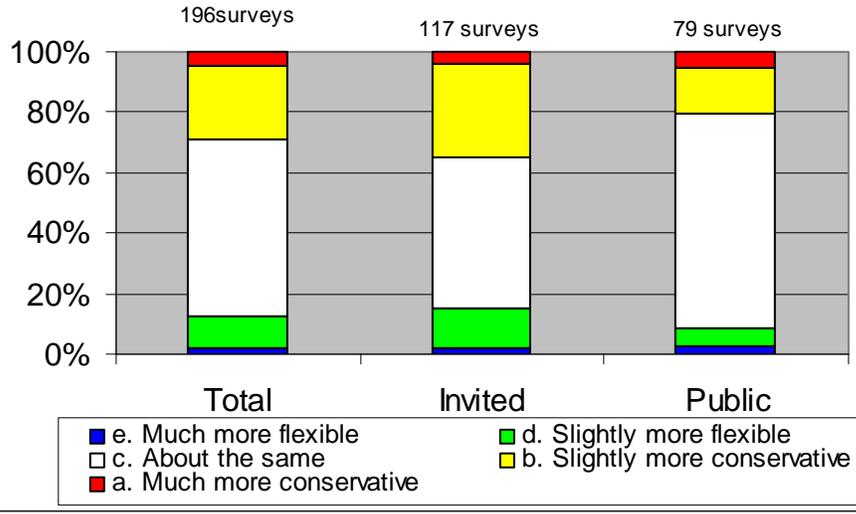


**44. Compared to other Federal Government organizations, information about DTRA's business opportunities and proposal preparation and submission is:**





**47. Compared to other Federal Government organizations, DTRA's overall solicitation and contract/task award practices are:**



**48. Compared to other Federal Government organizations, information about how to work with DTRA and DTRA processes and procedures is:**

