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# Understanding Past Performance Evaluations

7/23/2024

# Objectives & Points of Reference

This is the 3<sup>rd</sup> seminar segment of seven segments on Understanding Source Selection Evaluations

In this short period, we provide you a broad forum for discussion of Past Performance Evaluations

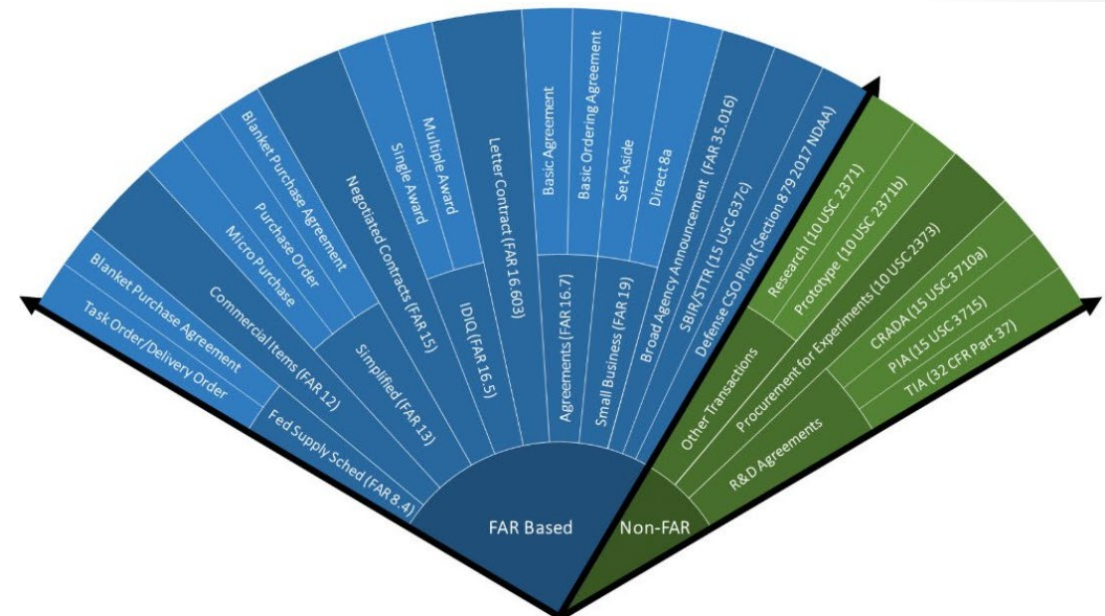
Multiple personalities abide here: “Am I source selection (former)?”, or “Am I industry (currently)?”

- I will talk from both perspectives (I will try to be clear as to role) – if not, ask please

We use selected guidance references, including Protest Case outcomes, though evaluation specifics can vary between agencies (slightly, in the big scheme of things)

- E.g., Is it FAR or an Agency specific supplement, e.g., DFAR for DoD, or NFS for NASA, etc. ...or is it not even FAR based?
- We refer to multiple FAR Clauses, USC’s, and Protest Cases to: Agency / Court of Federal Claims / Government Accountability Office
  - We WILL be splitting hairs (that’s the name of the game with the FAR – rules are very detailed and specific – following a “well it seems...” course of thinking is VERY dangerous – LOOK IT UP – key reference links are provided below

Small Print!



# Discussion Topics...

The **statutory and regulatory provisions** affecting past performance evaluations

**Why Evaluate** Past Performance ?

## **Evaluation Considerations**

- **Sources** of past performance Information
- Determining past performance **recency & relevancy**
- Analyzing past performance **quality**

## **Special Past Performance Considerations**

- **Attribution** of past performance (JVs, subcontractors, teaming partners)
- **No record of past performance**
- **Responding to adverse past performance** information
- Information **“Too close at hand”**

Discussion of past performance **rating schemes**

Past performance versus **corporate experience**

Past Performance versus **responsibility determination**

Industry **Best Practices to enable better proposal evaluation scores**

# Authorities for Past Performance Evaluations

1994 Federal Acquisition Streamlining Act (FASA) dated October 13, 1994 (Public Law 103-355)

- It is appropriate and relevant that a contracting official consider a contractor's past performance as an indicator that the offeror will successfully perform a contract to be awarded
- Federal Acquisition Regulation (FAR) 15.304(c)(iii)
  - All competitively negotiated acquisitions exceeding \$100,000 unless contracting officer documents why past performance is not an appropriate evaluation factor (re. "FAR...Always – Except")
    - DoD class deviation 99-O0002 (January 29,1999) the thresholds are: \$5.5M for systems and operations support; \$1M for services, information technology, and; \$100,000 for fuels or health care
- OFPP (Office of Federal Procurement Policy) Policy Letter 92-5, Past Performance Information
  - Policy Letter 92-5 established requirements for evaluating contractor performance and for using past performance information in the contractor selection process
    - The provisions of Policy Letter 92-5 have been implemented in FAR Subpart 42.15 and FAR sections 15.304 and 15.305
- OFPP Guide to Best Practices for Past Performance
  - [BEST PRACTICES for COLLECTING AND USING CURRENT AND PAST PERFORMANCE INFORMATION | The White House \(archives.gov\)](#) 2000 ( an "oldie but goodie")
- Remember the "Contracting Cone...."

# The “Contracting Cone”

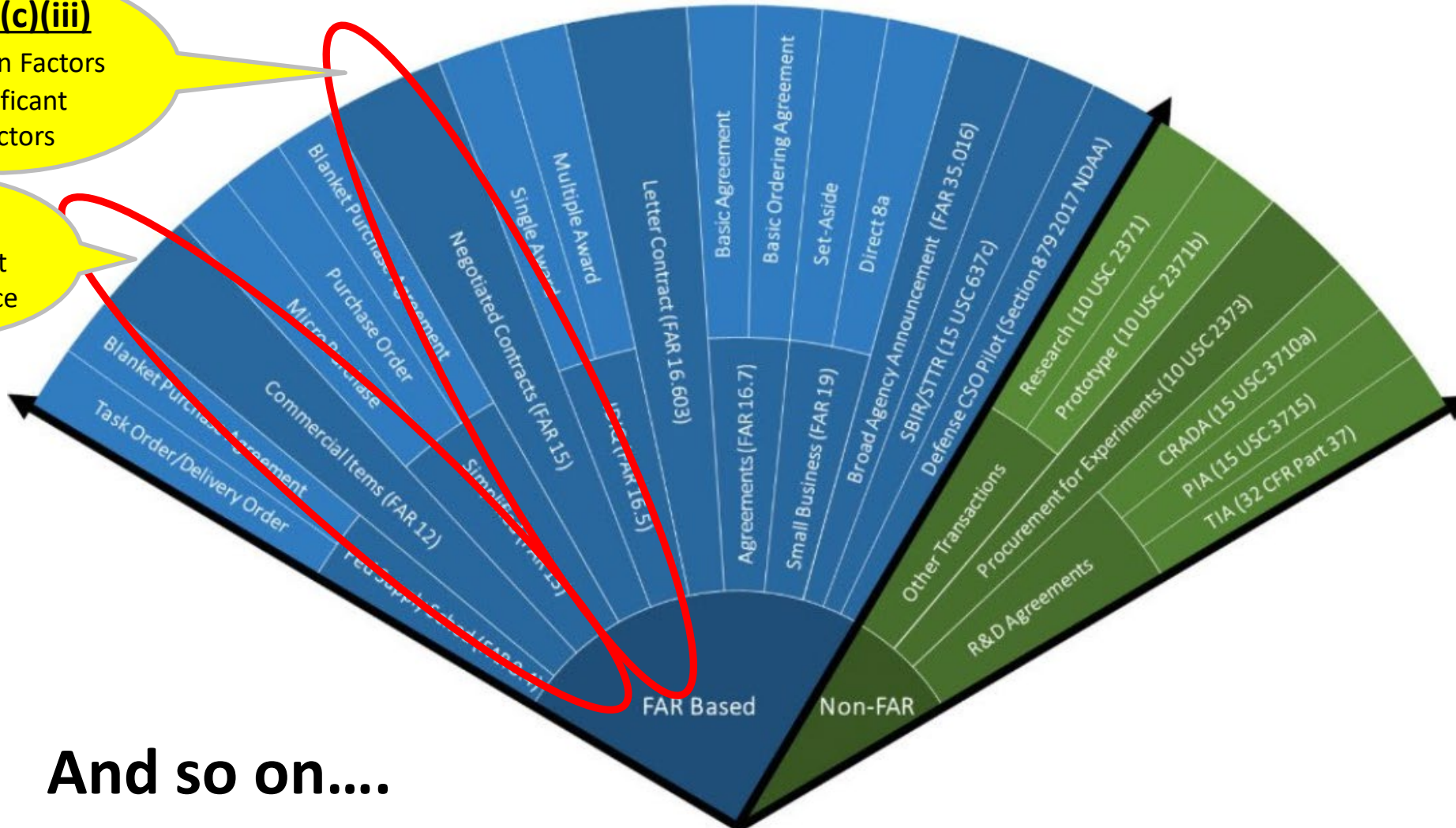
*Addresses both FAR and non-FAR – we are hitting areas of regulatory requirements, not all*

**15.304(c)(iii)**

Evaluation Factors  
& Significant  
Subfactors

**12.206**

Use of past  
performance



And so on....



# The COFC/GAO Standard of Review

*Protests to: Agency / Court of Federal Claims / Government Accountability Office*

Was the agency's evaluation reasonable and consistent with stated evaluation criteria and applicable procurement statutes and regulations

Mere disagreement with an agency's judgment is insufficient to render an evaluation unreasonable

Agencies are in the best position to judge the past performance of offerors

Agencies get tremendous deference – if they adequately document conclusions and treat offerors equally

# In General, Why Evaluate Past Performance?

The Government HATES performance risk – past performance, in general, is an indication of a corporate ability to perform

Past Performance is a way of looking backward to assess performance risk going forward – but the Government is aware the past does not guarantee the future

The buyer is required to do so by statute and regulation

Could be done as part of responsibility, but usually it's an evaluation criteria on its own (we will discuss this more)



# Government POV - Why Evaluate Past Performance?

Validates contractor statements made in proposal

- Note: Industry best practice, cross reference claims made in your proposal to proof of performance and benefit to customer

Integral to best value source selection

Motivates contractors to strive for excellence

Recognizes good performance

Reduces risk and oversight

*To aid the government's decision process of awarding contracts to those companies which consistently produce and deliver quality products or services, on time and within cost!*

# Evaluation Considerations

There are various considerations that an agency should examine when evaluating an offeror's past performance:

- Source of the Past Performance Information
- Relevancy & Recency
- Quality
- Attribution of past performance (JVs, subcontractors, teaming partners)
- Responding to adverse past performance
- Stated evaluation criteria

And ... always treat offerors equally

# Sources of Past Performance Information

Multiple possible sources of past performance information which an agency may consider as part of its evaluation:

- Proposal References/Questionnaires
- CPARS (PPIRS/FAPIIS)
  - Contractor Performance Assessment Retrieval System
  - Past Performance Information Retrieval System (PPIRS, now merged into CPARS)
  - Federal Awardee Performance and Integrity Information System (FAPIIS)
    - CPARS includes FAPIIS which is a data base for reporting on terminations for cause or default, defective cost and pricing data, and determinations of non-responsibility
- Evaluator's personal knowledge (more on this later)
- Award Fee (CPAF) determinations
- Other methods & sources:
  - Methods: Government assessments or report cards, published commercial evaluations, references submitted by the contractor, surveys/questionnaires verbal or written conducted by Government personnel
  - Sources: Government contracts; State, Local, and Foreign Governments; Commercial companies; information regarding predecessor companies, key personnel, and subcontractors
  - Inputs from: PMOs, end users, contracting offices, item managers, Government Small Business Specialists, DCMA administration offices, DCAA field audit offices

# Sources of Past Performance Information

An agency can reasonably take into consideration the source of the past performance information, and discount evaluations which do not come from an objective source

When an offeror rates its own subcontractors (or competing offerors), the agency can reasonably consider the source of the past performance information in its evaluation

- *Metro Machine Corp., B-295744*
  - Acquisition was to perform phase maintenance on 7 LHA and LHD class Amphibious ships)
  - 3 offers submitted, all 3 in competitive range, conducted discussions with all three, and FPR
  - Cost realism evaluation protested as improper (indicated Agency concern over protestor pricing – was low, which was not heeded) - denied
  - Technical evaluation protest denied
  - Past performance evaluation protest was denied (insufficient to show it was unreasonable)
    - Initial ratings were outstanding for winner, and good for protestor
    - Good resulted from the protestor not providing the Agency with quality and relevance data supporting a rating for their subs above good (the protestor was rating their own subs, but did not substantiate the ratings) – the Navy had advised in the RFP the were going to evaluate past performance data from independent sources (e.g., CPARS)
    - Protestor also argued (unsuccessfully) that the Agency improperly graded the subcontractors and winners past performance – denied (CPARS indicated otherwise)

# Does an Agency Have to Check Each Past Performance Reference an Offeror Provides?

Probably Not....

- Generally, there is no legal requirement to check each reference submitted by an offeror
  - Keeton Corrections, Inc., B-293348; BTC Contract Servs., Inc., B-295877
    - Cost and Technical tradeoff with Past Performance stated as the most important evaluation factor – all current contracts and those completed within the last 3 years to be included – evaluation of existing and prior similar services
    - Three proposals – all in the competitive range, 2 rounds of discussions, FPRs submitted
    - All offerors had a LOT of past performance, only past performance considered within the Agency area of concern – only considered the most recent report, and only in three areas...Protest by Keeton (Past Performance score of 324 out of 400, winner 340 out of 400) – bottom line:
      - The Agency did not have to include all submitted past performance as long as rules were applied to all (e.g., only considered Past Performance at that agency)
      - The Agency was recommended to re-evaluate the past performance score, and if that required a change in awardee, make a new award to the other firm – recommended protestor be awarded reasonable legal fees -
- However, if the RFP indicates all references given to the agency will be checked/evaluated, then an agency must comply with the RFP
- Additionally, an agency must treat all offerors in a common manner

# Evaluating the Relevancy & Recency of Past Performance

The relevance of an offeror's past performance is the most important criteria:

- Relevant does not mean same or identical
  - Relevant means “same or similar to” current acquisition to provide indicators of performance.
    - Product or service similarity
    - Contract types
    - In size (\$ value)
    - Program phase
    - In scope
    - In complexity
    - Recency
    - Division of the offeror, major or critical subcontractors, teaming partners, Joint Venture
- If deemed not relevant, the quality of the performance is also not relevant (given little if any weight)

# Evaluating the Relevance of Past Performance

An agency may reasonably take the duration of an offeror's past performance reference into account when determining relevance

- *Chenega Tech. Prods., LLC.*, B-295451.5; *SWR, Inc.*, B-292896.3.
  - Alleged Past Performance evaluation was unreasonable and selection decision was improper
    - 16 offerors, 10 determined to be highly qualified (required to move forward in selection) – then compete on best value
    - All pricing was found fair and reasonable – 7 awards were made highly qualified, price fair and reasonable, and low performance risk
    - Protestor was found to be average performance risk based on past performance
  - Protest filed and was denied because protestor had several areas of SOW requirements where they only had 1 month of past performance at the time of the evaluation

Geographic location can be considered as part of determining relevance

- *Si-Nor, Inc.*, B-292748.2
  - Protestor submission of 7 contracts (5 in CONUS, 2 in Hawaii where the work was to be done on this contract)
  - Agency in Hawaii pulled 5 additional contracts for the protestor in Hawaii – generally less positive than the 7 submitted as part of the proposal, 4 of 5 answered they would not do business with the protestor again (and the 5<sup>th</sup> gave a qualified answer) – Protestor lost and protested
  - In response to protest Agency allowed: 1) they would also consider the CONUS Past Performances, 2) allow the protestor to respond to poor past performance information it had not previously been allowed to respond to, 3) disregard flawed tax information, 4) refer question of Protestor responsibility to SBA for a certificate of competency, and 5) conduct a re-evaluation and tradeoff analysis
    - NOTE: A huge number of not so flattering details came out with each dig deeper – and a huge hole was dug – and protestor lost again – protested again, denied

# Evaluating the Relevance of Past Performance

Agencies have had problems determining whether an offeror's past performance is "same or similar" to that set forth in the solicitation

- *Honeywell Tech. Solutions, Inc.*, B-400771, B-400771.2; *Health Net Federal Services, LLC*, B-401652.3, B-401652.5; *KMR, LLC*, B-292860; *Continental RPVs*, B-292768.2; *Si-Nor, Inc.*, B-292748.2 et al.; *Kamon Dayron, Inc.*, B-292997; *Entz Aerodyne, Inc.*, B-293531

Well...you get the picture – again....

- Relevant does not mean same or identical
  - Relevant means "similar to" current acquisition to provide indicators of performance.
- Relevant means "Same or similar" current acquisition to provide indicators of performance
  - Product or service similarity
  - Contract types
  - In size (\$ value)
  - Program phase
  - In scope
  - In complexity
  - Recency
  - Division of the offeror, major or critical subcontractors, teaming partners, Joint Venture

**Source selection is a significant undertaking which is taken seriously** – and as it was related to me as a new Source Selection Evaluation Team member "...sometimes, the best you can hope for is to get out of this with your career intact..."

[Search Decisions & Docket \(gao.gov\)](#)



# Evaluating the Quality of Past Performance

After determining relevance, then an agency can consider the quality of an offeror's past performance

Quality is completely independent of relevance

Opinion: Agencies have done a better job assessing the quality of an offeror's past performance than dealing with ambiguity in "same or similar to" for relevance...

An agency may use express or implied subfactors when evaluating the quality of an offeror's past performance  
Some of these are:

- Timeliness
- Cost Control
- Customer Satisfaction

An agency may consider trends when assessing the quality of an offeror's past performance

- E.g., satisfactory to good to excellent
- *Yang Enters., Inc.*, B-294605.4
- *Entz Aerodyne, Inc.*, B-293531



[Search Decisions & Docket \(gao.gov\)](https://www.gao.gov/search)

# Special Past Performance Considerations

*Attribution to JVs, subcontractors / teaming partners, key individuals, parent / affiliated company*

## Joint Venture Partners

- How is the agency going to evaluate the experience of a joint venture offeror?
  - Needs to be clearly identified before the RFP is released
  - Base Techs., Inc., B-293061.2
    - The performance history of one or more of the individual joint venture partners may be considered in evaluating the past performance of the entire joint venture, so long as doing so is not expressly prohibited by the RFP
  - JACO & MCC Joint Venture, LLP, B-293354.2 (a mentor/ protégé case)

## Subcontractors

- AC Techs., Inc., B-293013.2
- Also, don't forget the case earlier when the prime was evaluating their previous subs also on page 12

## Key Individuals

- United Coatings, B-291978.2
  - The past performance of the winner was that of a "different company", but was submitted from the perspective of the 3 key personnel (members of a previous company) who did the actual work for that other company were now part of the bidding (winner) company
  - The Agency evaluated the newly formed (winning) company on the basis of key individual experience – the Agency position was upheld, and United's protest denied
- SDS Int'l, B-285822

## Parent or Affiliated Company

- Health Net Federal Services, LLC, B-401652.3, B-401652.5 (...this will make your hair hurt!!! But it is a good representation of this challenge)
  - Protested winner in that they were pending acquisition by another firm and that added risk...has not occurred, and may never occur (DoJ block) – and even if it occurs, it will remain a wholly owned subsidiary – speculation of risk does not rise to level of certainty required – protest denied
  - Protest decisions regarding matters of corporate status and restructuring are highly fact-specific, and turn largely on the individual circumstances of the proposed transactions and timing
    - IBM U.S. Fed. a Div. of IBM Corp.; Presidio Networked Solutions, Inc., B-409806 et al., Aug. 15, 2015, 2014 CPD ¶ 241 at 22
- Aerosol Monitoring & Analysis, Inc., B-296197
- Universal Bldg. Maint., Inc., B-282456
- Comment: Parent and Affiliation weighs heavy in COI clauses...also



# Special Past Performance Considerations

## *No record of past performance*

In the case of an offeror without a record of relevant past performance, or for whom information on past performance is not available, the offeror may not be evaluated favorably or unfavorably on past performance

- FAR 15.305(a)(2)(iv)

What about proposed subcontractors without any past performance?

- The evaluation should consider past performance information regarding predecessor companies, key personnel who have relevant experience, or subcontractors that will perform major or critical aspects of the requirement when such information is relevant to the instant acquisition
  - FAR15.305(a)(2)(iii) and (iv)

Is “neutral” really Neutral?

- Well, if you are in the evaluator shoes?

# Special Past Performance Considerations

*Information that is "too close at hand..."*

In certain instances, an agency is not permitted to ignore what it knows regarding an offeror's past performance, even if this information is not in an offeror's proposal

- The GAO's "too close at hand" rule applies when the agency has actual knowledge of an offeror's past performance (usually, but not always, because the offeror is an incumbent contractor).
  - Note: When Offeror A alleges that Offeror B has performed poorly on a different contract, that does not make the agency knowledgeable of Offeror's B performance on that contract
- Continental RPVs, B-292768.2, B-292768.3, Dec. 11, 2003, 2004 CPD ? 56
- Airwork Limited-Vinnell Corp., B- 285247, B- 285247.2, Aug. 8, 2000, 2000 CPD ? 50 at 8

Applies to the specific agency individuals involved in the evaluation--not what the agency knows generally

Doesn't apply in circumstances where offeror did not help themselves (failed to include favorable information regarding themselves, e.g., CPARS report they did not respond to)

A good example of a bad example...

- Si-Nor, Inc., B-292748.2 (slide 15, second case)
  - Remember...A huge number of not so flattering details came out with each dig deeper – and a huge hole was dug – and protestor lost again – protested again, denied



# Special Past Performance Considerations

## *Addressing adverse past performance information*

If past performance is a significant factor in deciding whether the offeror will be selected for award, the government must hold discussions

- *Alliant Techsystems, Inc., B-260215.4*

The agency need not hold discussions with all offerors in order to permit an offeror to address adverse past performance information

Discussions are not necessary if the offeror had a previous opportunity to reply to the adverse information

- *American Combustion Indus., Inc., B-275057.2*

Must get subcontractor permission to discuss with prime, Should ask for such permission up-front in the RFP

# Discussion of Past Performance Rating Approaches

*Typical Agency steps...DoD in this case*

**Step 1** Conduct relevancy and recency screening by determining relevancy of each effort and validate recency

**Step 2** Search for additional relevant efforts

**Step 3** Pursue other sources of information on offerors: CPARS, PPIRS, DLA, DCMA, Dun and Bradstreet

**Step 4** Review questionnaire responses. Conduct and document interviews on completed questionnaires

**Step 5** Rate quality of performance for each offeror and critical subcontractors

- Rate performance on each relevant effort
- Evaluate poor performance if necessary
- Consolidate data for each offeror
- Identify positive and negative aspects for past performance factor

**Step 6** Perform an assessment of performance confidence at factor level as stated in Section M and thoroughly document the evaluation results in the PCAG Report.

**Step 7** Prepare Evaluation Notices (ENs) for adverse past Performance information and other past performance issues

**Step 8** Evaluate responses on ENs

**Step 9** Review performance confidence assessments and positive/negative aspects based on additional information in response to ENs. Thoroughly document any changes to the evaluation results in the Past Performance Evaluation Group(PPEG) Report

**Step 10** Prepare PPEG briefing charts and participate in the briefings to the SSA



# Discussion of Past Performance Rating Approaches

*The end-product: a performance risk rating – performance confidence assessments*

## Very Relevant

Past/present performance effort involved essentially the same magnitude of effort and complexities this solicitation requires. Examples may include such things as ...

## Relevant

Past/present performance effort involved much of the magnitude of effort and complexities this solicitation requires. Examples may include such things as ...

## Somewhat Relevant

Past/present performance effort involved some of the magnitude of effort and complexities this solicitation requires.

## Not Relevant

Past/present performance efforts involved little or none of the magnitude of effort and complexities this solicitation requires.

# Discussion of Past Performance Rating Approaches

## *Performance confidence assessment*

<b><u>Rating</u></b>	<b><u>Description</u></b>
<b>High Confidence</b>	Based on the offeror's performance record, the government has high confidence the offeror will successfully perform the required effort
<b>Significant Confidence</b>	Based on the offeror's performance record, the government has significant confidence the offeror will successfully perform the required effort
<b>Satisfactory Confidence</b>	Based on the offeror's performance record, the government has confidence the offeror will successfully perform the required effort. Normal contractor emphasis should preclude any problems
<b>Unknown Confidence</b>	No performance record is identifiable (see FAR15.305(a)(2)(iii) and (iv))
<b>Little Confidence</b>	Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort
<b>No Confidence</b>	Based on the offeror's performance record, extreme doubt exists that the offeror will successfully perform the required effort





# Discussion of Past Performance Rating Approaches

*The end product: A performance confidence risk rating*

The end product—a performance risk / confidence assessment—must be based on both the relevance and quality of an offeror’s past performance references

The final assessment cannot be a mechanical one (e.g., point scores for relevance and quality that are merely added together)

- The rating scheme should have interim relevance and quality ratings for each reference so that the final determination is a supported one

# Past Performance Versus Corporate Experience

*What is the difference with corporate experience & past performance?*

The distinction between past performance and organizational or corporate experience is often solicitation-specific

Experience assesses whether the offeror has previously performed same or similar work

Experience is different from past performance: experience considers only the relevance of prior work, while past performance considers both the relevance and quality of prior work (how well it was performed)

- *Cooperativa Muratori Riuniti, B-294980* - - Past performance looked at the quality of prior contracts while organizational experience looked at the relevance of prior contracts
- *Kamon Dayron, Inc., B-292997* - - The similarity of an offeror's experience was considered under the technical approach factor, which was separate from the past performance factor

# Past Performance Versus Responsibility Determination

## Responsibility Determination

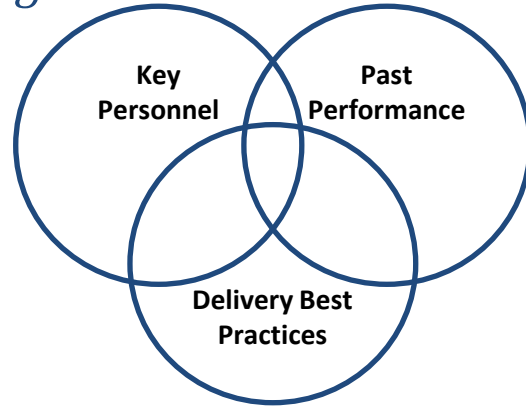
- Does the offeror have the capability to perform?
  - Conduct a Preadward survey
- Can the offeror do the work? PCO determines if offeror is responsible
- Check PPIRS

## Past Performance Evaluation

- Identifies the degree of confidence associated with each competing offeror
- Will the offeror do the work successfully?
- Evaluation describes the degree of confidence government has that the offeror will succeed
  - Based on the quality of recent, relevant performance

# Industry Past Performance Scoring Best Practices

The magic three...



Find it!  
Fix it!  
Feature it!

Past Performance Project Names Project XYZ	Past Performance Questionnaires				Additional Government Examples			Additional Industry Examples			
	Dept. of xyz (ABC)	Dept. of abc (DEF)	abc.gov	qrt Citizen's Network	Dept. of 123	hijkl	State Name Dept. of xyz	Commercial Client 1	Commercial Client 2	Other Client 1	Other Client 2
<b>Element</b>											
Section L/M Relevant Criteria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section L/M Relevant Criteria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Section L/M Relevant Criteria	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
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Section L/M Relevant Criteria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Characteristics</b>											
Number of Users	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx
Environment	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx
Locations	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx
<b>Key Benefits</b>											
[Type] Cost Savings	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx
Improved Business Performance	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx
Other Measurable Results Achieved	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx

# Keys to Succeeding In Past Performance

## Government

- Do what you told offerors you were going to do
- Document adequately what you did
- Treat offerors fairly/consistently

## Both Government & Contractor

- Understand completely the past performance evaluation terms of art
- Understand the underlying purpose of a past performance evaluation

## Contractor

- If something is vague, ask questions prior to submission-or you're stuck with the agency's interpretation
- Use the "magic three" to your advantage
- Kicking off your project right, and deliver what you promise – starting your Past Performance

# Contact

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# Richard “Rick A to Z” Agopsowicz

*CorVantage, LLC. Executive Vice President, Program Execution*



“Rick A to Z” leads CorVantage Program Execution of client strategies and programs to achieve their Business Objectives through Market Analysis, Pipeline and Business Development, Capture, Negotiations, and Public Sector Program Execution.

## **Professional Experience:**

“A to Z” has over 45 total years of Government and Industry experience in operations and government acquisition across R&D and operational programs, complex program management, systems development engineering, Information Assurance, Information Operations/Cyber Development & Special Technical Operations, and business capture.

During his preceding 30-year career with the U.S. Air Force, he held positions from B-52 operational squadron level up to that of Director at the Air Force Information Warfare Center. He has spent 20+ years as an industry senior executive working with over 50 clients winning and executing programs. This includes leading over 170 campaigns across 42 Federal Agencies and 17 State & Local Governments as well as commercial business-to-business. He has worked in defense, homeland security, intelligence, Special Operations, energy, health and human services, biotechnology & life sciences, IT/telecommunications, and transportation.

“A to Z” is actively involved in the Professional Services Council, Washington Homeland Security Roundtable, Coast Guard Industry Academy Alumni Association, University advisory boards, and Technology Incubators & Accelerators. He is a guest lecturer at Defense Acquisition University DAWIA Senior Program Management and Contracting Officer courses. He also is a professional educator in Accessing Government non-dilutive R&D Funding, Source Selection Evaluation, Innovative Contracting, DoD Adaptive Acquisition Framework, and Best Practices in Business & Capture Leadership with George Mason University, Public Contracting Institute, and Federal Publications Seminars as well as directly with CORTAC Clients.

About CorVantage, LLC. For more than 14 years, our team has worked together providing proven leadership to help our clients succeed in Business Expansion & Capture, and Public Sector Program execution. We bring a team of seasoned professionals which have demonstrated success and a commitment to foster a collaborative team environment. Our team leaders have an average of more than 25 years of experience capturing and managing multi-billion-dollar projects.

# Richard “A to Z” Agopsowicz

## *Selected Previous Experience*

EVP, Business Capture & Program Sector Execution, CORTAC Group, Inc.

Managing Director, Business Development, Robbins-Gioia, LLC.

Senior Vice President, Capture Practice, Steven Myers & Associates

Director, US Air Force Information Warfare Center (AFIWC/RM), and Technical Director, Advanced Programs “Skunk Works”

Planner and operational lead conducting special operations in support of SOCOM, EUCOM, CENTCOM, LANTCOM, Intelligence Community, and UK MOD

Conceptualized, organized, and led the development & employment of National level capabilities during Desert Storm Joint Force Component/Task Force Activities

Program Manager, Air Force Information Systems Security Research & Development

B-52 Squadron and Wing Combat Crew Flight Instructor (Defensive Air tactics, techniques, and procedures) and Combat Crew Training School Flight Instructor

Strategic Air Command, 1<sup>st</sup> Combat Evaluation Group, COMBAT SKYSPOT instructor, as well as assigned to multiple 1CEVG Sites

About CorVantage, LLC. For more than 14 years, our team has worked together providing proven leadership to help our clients succeed in Business Expansion & Capture, and Public Sector Program execution. We bring a team of seasoned professionals which have demonstrated success and a commitment to foster a collaborative team environment. Our team leaders have an average of more than 25 years of experience capturing and managing multi-billion-dollar projects.





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