

L-III - INFORMATION TO OFFERORS (ITO) and INSTRUCTIONS FOR PROPOSAL PREPARATION

1.0 Program Structure and Objectives

The new Space Test and Engineering Contract (STEC 2004) will provide follow-on support after the current STEC contract, which ends 30 Sep 2003. Support for VOF, which manages the RDT&E Support Complex (RSC), will not change materially from the support provided in the existing contract, except that greater emphasis will be placed on mission-unique software development. Support for VOC, which manages the Center for Research Support (CERES), will place greater emphasis on concept development activities, particularly with regard to the design of experiments.

STEC 2004 will be a Cost Plus Award Fee Level of Effort contract. The labor hours will be exercised as either Core Operations, funded by VO, or Customer Workload, funded by our customers. Core Operations effort will be exercised at the award of the contract and for each contract option year. Customer Workload effort will be added as required via work authorizations. The Sample Workload, Paragraph 5.5, delineates between Core Operations and "Representative" Customer Workload. The total contract value will be determined by the contract award and all options.

2.0 General Instructions

(a) This section of the ITO provides general guidance for preparing proposals as well as specific instructions on the format and content of the proposal. The Offeror's proposal must include all data and information requested by the ITO and must be submitted in accordance with these instructions. The offer shall be compliant with the requirements as stated in the Statement of Work (SOW), Contract Data Requirements List (CDRL) and Solicitation. **Non-conformance with these instructions provided in the ITO may result in an unfavorable proposal evaluation.**

(b) The proposal shall be clear, concise, and shall include sufficient detail for effective evaluation and for substantiating the validity of stated claims. The proposal should not simply rephrase or restate the Government's requirements, but rather shall provide convincing rationale to address how the Offeror intends to meet these requirements. Offerors shall assume that the Government has no prior knowledge of their experience, and will base its evaluation on the information presented in the Offeror's proposal.

(c) Elaborate brochures or documentation, binding, detailed artwork, or other embellishments are unnecessary and are not desired.

(d) The proposal acceptance period is specified in Section A of the solicitation. The Offeror shall make a clear statement in Section A of the proposal documentation volume that the proposal is valid until this date.

(e) In accordance with FAR Subpart 4.8 (Government Contract Files), the Government will retain one copy of all unsuccessful proposals. Unless the Offeror requests otherwise, the Government will destroy extra copies of such unsuccessful proposals.

2.1 General Information

2.1.1. Point of Contact

The Contracting Officer (CO) is the sole point of contact for this acquisition. Address any questions or concerns you may have to the CO. Written requests for clarification may be sent to the CO at the address located in Section A of the solicitation.

2.1.2. Debriefings

The CO will promptly notify Offerors of any decision to exclude them from the competitive range, whereupon they may request and receive a debriefing in accordance with FAR 15.505. The CO will notify unsuccessful Offerors in the competitive range of the source selection decision in accordance with FAR 15.506. Upon such notification, unsuccessful Offerors may request and receive a debriefing. Offerors desiring debriefing must make their request in accordance with the requirements of FAR 15.505 or 15.506, as applicable.

2.1.3. Discrepancies

If an Offeror believes that the requirements in these instructions contain an error, omission, or are otherwise unsound, the Offeror shall immediately notify the CO in writing with supporting rationale. The Offeror is reminded that the Government reserves the right to award this effort based on the initial proposal, as received, without discussion.

2.1.4. Reference Library

A reference library has been established containing documents such as general information, mission requirements documents, management processes, and Air Force Satellite Control Network (AFSCN) Interface documents. This library is available Government contractors on Compact Disc and can be obtained by contacting:

Lt Jeremy Perry, (505) 846-4597, or by e-mail at jeremy.perry@kirtland.af.mil, or Mr Raynie Vanderford, (505) 846-5084, or by e-mail at raynie.vanderford1@kirtland.af.mil

2.2 Organization/Number of Copies/Page Limits

The Offeror shall prepare the proposal as set forth in the Proposal Organization Table (Table 2.2 below). The titles and contents of the volumes shall be as defined in this table, all of which shall be within the required page limits and with the number of copies as specified in Table 2.2. The contents of each proposal volume are described in the ITO paragraph as noted in the table below.

Table 2.2 - Proposal Organization

| VOLUME | ITO PARAGRAPH NUMBER | VOLUME TITLE | HARD COPIES | SOFT COPIES | PAGE LIMIT / GOAL |
|---------------|-----------------------------|--|--------------------|--------------------|--------------------------|
| I | 3.0 | EXECUTIVE SUMMARY | 1 Original | 2 | 3 |
| II | 4.0 | MISSION CAPABILITY | 1 Original | 2 | 90 |
| | 4.2.3 | Subfactor One - Mission Accomplishment | 7 Copies | | |
| | 4.2.3.1 | Mission Planning and Real-time Operations | | | |
| | 4.2.3.2 | 24/7 Operations | | | |
| | 4.2.3.3 | Proficiency Assurance | | | |
| | 4.2.3.4 | Operations Processes and Procedures | | | |
| | 4.2.3.5 | Operations Concepts | | | |
| | 4.2.3.6 | Readiness Activities | | | |
| | 4.2.3.7 | Research and Development Projects | | | |
| | 4.2.4 | Subfactor Two - Engineering Development | | | |
| | 4.2.4.1 | Development Languages, Applications, Platforms | | | |
| | 4.2.4.2 | Software Requirements Definition | | | |
| | 4.2.4.3 | Software Design and Development | | | |
| | 4.2.4.4 | Test Plans and Procedures | | | |
| | 4.2.5 | Subfactor Three - Program Management | | | |
| | 4.2.5.1 | Organizational Structure and Processes | | | |
| | 4.2.5.2 | Training Program | | | |
| | 4.2.5.3 | Work Breakdown Structure | | | |
| | 4.2.5.4 | Integrated Schedule | | | |
| | 4.2.5.5 | Information Management | | | |
| | 4.2.5.6 | Small Business Participation | | | |
| | 4.2.5.7 | Cost-Constrained and Volatile Schedule Environment | | | |
| | 4.2.6 | Subfactor Four - Transition / Phase-in | | | |
| | 4.2.6.1 | Transition Plan | | | |
| | 4.2.6.2 | Manning Requirements | | | |
| | 4.2.6.3 | Training and Certification of Personnel | | | |

| | | | | | |
|-----|---------|--|------------------------|---|----------------------|
| | 4.2.6.4 | Software Development Schedules | | | |
| III | 5.0 | COST / PRICE | 1 Original 2 Copies | 2 | Un-limited |
| IV | 6.0 | CONTRACT DOCUMENTATION | 1 Original | 2 | Un-limited |
| V | 7.0 | RELEVANT PAST AND PRESENT PERFORMANCE | 1 Original 3 Copies | 2 | Refer to Section 7.0 |

2.2.1 Page Limitations

Page limitations shall be treated as maximums. If exceeded, the excess pages will not be read or considered in the evaluation of the proposal and (for paper copies) will be returned to the Offeror as soon as practicable. Page limitations shall be placed on responses to Evaluation Notices (ENs). The specified page limits for EN responses will be identified in the letters forwarding the ENs to the Offerors. When both sides of a sheet display printed material, it shall be counted as 2 pages. Each page shall be counted except the following: cover pages, tables of contents, tabs, glossaries, resumes, security clearance information, relevancy matrices, Subcontractor/Teaming Partner Consent Letter, and client authorization letters.

2.2.2 Cost or Pricing Information

All cost or pricing information shall be addressed ONLY in the Cost/Price Proposal and Contract Documentation Volumes. Cost trade-off information and work-hour estimates may be used in other volumes only as appropriate for presenting rationale for alternatives and trade-off decisions. Mission Capability and Proposal Risk information shall only be addressed in Volume II.

2.2.3 Cross Referencing

To the greatest extent possible, each volume shall be written on a stand-alone basis so that its contents may be evaluated with a minimum of cross-referencing to other volumes of the proposal. Information required for proposal evaluation which is not found in its designated volume will be assumed to have been omitted from the proposal. Cross-referencing within a proposal volume is permitted where its use would conserve space without impairing clarity. The Offeror shall fill out the cross-reference matrix indicating the proposal reference information as it relates to Section L and Section M.

Sample Cross-Reference Matrix

| CROSS REFERENCE MATRIX | | | |
|-------------------------------|------------------|------------------|---------------------------|
| MISSION CAPABILITY | Section L | Section M | Proposal Reference |

| | | | |
|--|--------------|-------------------|--|
| Subfactor One - Mission Accomplishment | 4.2.3 | M002 e (1) | |
| Mission Planning and Real-time Operations | 4.2.3.1 | M002 e (1) | |
| 24/7 Operations | 4.2.3.2 | M002 e (1) | |
| Proficiency Assurance | 4.2.3.3 | M002 e (1) | |
| Operations Processes and Procedures | 4.2.3.4 | M002 e (1) | |
| Operations Concepts | 4.2.3.5 | M002 e (1) | |
| Readiness Activities | 4.2.3.6 | M002 e (1) | |
| Research and Development Projects | 4.2.3.7 | M002 e (1) | |
| Subfactor Two - Engineering Development | 4.2.4 | M002 e (2) | |
| Development Languages, Applications, Platforms | 4.2.4.1 | M002 e (2) | |
| Software Requirements Definition | 4.2.4.2 | M002 e (2) | |
| Software Design and Development | 4.2.4.3 | M002 e (2) | |
| Test Plans and Procedures | 4.2.4.4 | M002 e (2) | |
| Subfactor Three - Program Management | 4.2.5 | M002 e (3) | |
| Organizational Structure and Processes | 4.2.5.1 | M002 e (3) | |
| Training Program | 4.2.5.2 | M002 e (3) | |
| Work Breakdown Structure | 4.2.5.3 | M002 e (3) | |
| Integrated Schedule | 4.2.5.4 | M002 e (3) | |
| Information Management | 4.2.5.5 | M002 e (3) | |
| Small Business Participation | 4.2.5.6 | M002 e (3) | |
| Cost-Constrained and Volatile Schedule Environment | 4.2.5.7 | M002 e (3) | |
| Subfactor Four - Transition / Phase-in | 4.2.6 | M002 e (4) | |
| Transition Plan | 4.2.6.1 | M002 e (4) | |
| Manning Requirements | 4.2.6.2 | M002 e (4) | |
| Training and Certification of Personnel | 4.2.6.3 | M002 e (4) | |
| Software Development Schedules | 4.2.6.4 | M002 e (4) | |

2.2.4 Indexing

Each volume shall contain a more detailed table of contents to delineate the subparagraphs within that volume. Tab indexing shall be used to identify sections.

2.2.5 Glossary of Abbreviations and Acronyms

Each volume shall contain a glossary of all abbreviations and acronyms used, with an explanation for each. Glossaries do not count against the page limitations for their respective volumes.

2.3. Page Size and Format

(a) Page size shall be 8.5 x 11 inches, not including foldouts. Pages shall be single-spaced. Except for the reproduced sections of the solicitation document, the text size shall be no less than 12 point. Tracking, kerning, and

leading values shall not be changed from the default values of the word processing or page layout software. Use at least 1-inch margins on the top and bottom and 3/4 inch side margins. Pages shall be numbered sequentially by volume. These page format restrictions shall apply to responses to ENs. These limitations shall apply to both electronic and hard copy proposals.

(b) Legible tables, charts, graphs, and figures shall be used wherever practical to depict organizations, systems and layout, implementation schedules, plans, etc. These displays shall be uncomplicated, legible and shall not exceed 11 by 17 inches in size with 3/4-inch side margins all around. Foldout pages shall fold entirely within the volume, and count as two pages. Foldout pages may only be used for large tables, charts, graphs, diagrams and schematics; not for pages of text. For tables, charts, graphs and figures, the text shall be no smaller than 8 point. These limitations shall apply to both electronic and hard copy proposals.

2.4 Binding and Labeling

Each volume of the proposal should be separately bound in a three-ring loose-leaf binder, which shall permit the volume to lie flat when open. Staples shall not be used. A cover sheet should be bound in each book, clearly marked as to volume number, title, copy number, solicitation identification and the Offeror's name. The same identifying data should be placed on the spine of each binder. All document binders shall have a color other than red or other applicable security designation colors. Apply all appropriate markings including those prescribed in accordance with FAR 52.215-1(e), Restriction on Disclosure and Use of Data, and 3.104-4, Disclosure, Protection, and Marking of Contractor Bid or Proposal Information and Source Selection Information.

2.5 Electronic Offers

For electronic copies, indicate on each CD-ROM the volume number and title. Use separate files to permit rapid location of all portions, including exhibits, annexes, and attachments, if any. The Offeror shall submit volumes I through V in electronic format, using IBM-compatible, virus-free CD-ROM. Each volume shall be on a different CD-ROM. All files shall not be compressed. The electronic copies of the proposal shall be submitted in a format readable by Microsoft (MS) Office 2000 and MS Project 2000, as applicable. If discrepancies exist between the hard copy and soft copy versions of the proposal, the hard copy version will take precedence.

2.5 Distribution

The "original" proposal shall be identified. Proposals shall be addressed to the Contracting Officer and delivered to:

**Ms Maria Chavez-Mann, SMC/PKV
Bldg 413, Room 230
3548 Aberdeen Ave, S.E.
Kirtland AFB, NM 87117-5778**

Be sure to advise the Administrative Contracting Officer (ACO) and the Defense Contract Audit Agency (DCAA) for prime and subcontractors that the proposal is "For Official Use Only" and "Source Selection Information--See FAR 3.104".

3.0 Volume I - Executive Summary

In the executive summary volume, the Offeror shall provide a master table of contents of the entire proposal as well as a concise written narrative summary of the entire proposal, including significant risks, and a highlight of any key or unique features. In particular, the Offeror shall highlight how the approach would improve VO's ability to execute in a cost-constrained and volatile schedule environment. The salient features should tie in with Section M evaluation factors/subfactors. Any summary material presented here shall not be considered as meeting the requirements for any portions of other volumes of the proposal.

4.0 Volume II - Mission Capability Volume

4.1 General

The Mission Capability Volume should be specific and complete. Legibility, clarity and coherence are very important. Your responses will be evaluated against the Mission Capability subfactors defined in Section M, Evaluation Factors for Award. Using the instructions below, provide as specifically as possible the actual methodology you would use for accomplishing/satisfying these subfactors. All the requirements specified in the solicitation are mandatory. By your proposal submission, you are representing that your firm will perform all the requirements specified in the solicitation. It is not necessary or desirable for you to tell us so in your proposal. Do not merely reiterate the Statement of Work or reformulate the requirements specified in the solicitation.

4.2 Format and Specific Content

4.2.1 Mission Capability and Proposal Risk

Mission Capability and Proposal Risk will be addressed in the Mission Capability volume. In this volume, address your proposed approach to meeting the requirements of each Mission Capability subfactor, as well as the risks in your proposed approach in terms of mission capability/performance, cost, and/or schedule.

Address Proposal Risk by identifying those aspects of the proposal you consider to involve cost and/or mission capability subfactor risk and classify each in accordance with AFFARS 5315.305(a)(3)(B). Provide the rationale for each risk and its rating, including quantitative estimates of the impact on cost, schedule, and performance. Describe the impact of each identified risk in terms of its potential to interfere with or prevent the successful accomplishment of other contract requirements (for example: SOW requirements), whether or not those

requirements are identified as subfactors. Suggest a realistic "work-around" or risk mitigator for identified risks that will eliminate or reduce risk to an acceptable level. Identify and classify any new risks introduced by such risk mitigation.

4.2.2 Volume Organization

The Mission Capability volume shall be organized according to the following general outline:

Volume II

- Table of Contents
- List of Tables and Figures
- Glossary
- Subfactor One –Mission Accomplishment
- Subfactor Two – Engineering Development
- Subfactor Three – Program Management
- Subfactor Four – Transition / Phase-in

4.2.3 Subfactor One – Mission Accomplishment

This subfactor will evaluate the Offeror's ability to meet critical mission needs. The Offeror shall demonstrate understanding of the VO environment and their ability to tailor best practices to fit this environment. Situations will be presented describing hypothetical circumstances and the Offeror must address several problems relating to these situations through their approach.

In the response, the Offeror shall include the information requested, as well as an overall summary of risks as described in Paragraph 4.2.1.

4.2.3.1 Mission Planning and Real-time Operations

Demonstrate understanding of the skill mix required to conduct mission planning and real-time operations for nominal and launch and early orbit. Relate these skills to the available resources in the organizational chart, as described in paragraph 4.2.5.1. Reference any corporate processes, tools, or other resources proposed to aid in accomplishment of these tasks.

4.2.3.2 24/7 Operations

Demonstrate understanding of staffing levels required to conduct operations 24 hours per day/7 days a week for multiple one-of-a-kind satellite missions. Relate these positions to the available resources in the organizational chart.

4.2.3.3 Proficiency Assurance

Describe your process for reviewing operational errors, attributing causes, and assigning corrective actions. Describe what constitutes "certification" in terms of skills, knowledge, and task proficiency. Describe your methods for maintaining proficiency, in particular describe your initial certification, recurring certification, de-certification, and re-certification processes. Reference any corporate processes, tools, or other resources proposed to aid in accomplishment of these tasks.

4.2.3.4 Operations Processes and Procedures

Propose a process to establish new operations procedures, including identification of the need for a procedure. Discuss how new and modified procedures would be implemented. Propose a process to maintain all operations procedures. Reference any corporate processes, tools, or other resources proposed to aid in accomplishment of these tasks.

4.2.3.5 Operations Concepts

Readiness Situation, Part I

This Readiness Situation will be supplied with final RFP

Using the above information, address the following:

- Discuss options to satisfy goals for real-time telemetry during maneuvers and re-entry. Discuss options for providing on-orbit command and telemetry processing.
- Describe your process for evaluating these options. Do not evaluate the options, but do provide the evaluation criteria you would use. Include a description of the interactions with the government and other parties (e.g., other contractors, the customer) in this process.

DO NOT RECOMMEND A SOLUTION AS PART OF YOUR RESPONSE

4.2.3.6 Readiness Activities

Readiness Situation, Part II

This Readiness Situation, including Tables 1 and 2, will be supplied with final RFP

Using the above information, and information from the Readiness Situation Part I, address the following:

- Explain your approach for planning the major readiness events for the mission, including rehearsals, exercises, and compatibility tests; address the rationale for the number and scope of these events. Describe the major objectives for each event. Develop a draft schedule using Table 2 as a baseline, accommodating the new events. Identify potential schedule conflicts and explain your approach to resolving those conflicts.
- Using the schedule developed above and the Space Vehicle (SV) development schedule in Table 1, identify products (e.g., documentation, training) and create a delivery schedule for those items needed from Chandler SPO.

4.2.3.7 Research and Development Projects

Research Situation

This Research Situation will be supplied with final RFP

Using the above information, address the following:

- Discuss the skill mix and resources you require to develop a solution.
- Explain your process for “proving the concept.”
 - Indicate what information you would require and where you would acquire the information.
 - Discuss processes for evaluating the technical feasibility of the project.
- Explain how you would implement and test a solution.
- Explain your process for transitioning the system to ThriftSOC.

DO NOT RECOMMEND A SOLUTION AS PART OF YOUR RESPONSE

4.2.4 Subfactor Two – Engineering Development

This subfactor will evaluate the Offeror’s ability perform mission database and mission unique software (MUS) activities and support infrastructure development and modifications. The Offeror shall demonstrate an understanding of the VO environment and their ability to tailor best practices to fit this environment. A situation will be presented describing a hypothetical circumstance and the Offeror must address several problems relating to these situations through their approach.

In the response, the Offeror shall include the information requested, as well as an overall summary of risks as described in Paragraph 4.2.1.

4.2.4.1 Development Languages, Applications, and Platforms

Describe the minimum education and experience required for software development. In particular, describe abilities with regard to application development and experience with various platforms and operating systems.

4.2.4.2 Software Requirements Definition

Engineering Situation, Part I

This Engineering Situation will be supplied with final RFP

Using the above information, address the following:

- Describe your approach to resolving the issues identified above. Focus on the process for analyzing requirements and working with the customer to develop a ‘good’ requirements document. Describe your process for allocating functional requirements between operations and engineering as well as within engineering alone. Describe your

process for analyzing and documenting software and interface requirements throughout the life of the program.

Engineering Situation, Part II

This Engineering Situation will be supplied with final RFP

Using the above information, and information from the Engineering Situation Part I, address the following:

- Address the implications of the discrepancy in command list formats and how you would proceed. Address your approach for dealing with missing information and how you would document and track changes to command information during the evolution of the program. Discuss the risks of your approach, and measures you would take to mitigate these risks.

4.2.4.3 Software Design and Development

Using the information from the Engineering Situation, Parts I and II above, address the following:

- Describe your process in determining the Level of Effort (LOE) required to perform command software development for TestSat#1.

Engineering Situation, Part III

This Engineering Situation will be supplied with final RFP

Using the above information, and information from the Engineering Situation, Parts I, and II, address the following:

- Describe how you would assign and manage engineering resources (personnel) for TestSat#1 and ReadySat command software development (reference your organization chart). Highlight the role of technical leadership in executing mission design and development, and ensuring that all software needed for FCT has been developed and tested. Describe the risks of your approach, and discuss measures you would take to mitigate these risks.

DO NOT RECOMMEND A SOLUTION AS PART OF YOUR RESPONSE

4.2.4.4 Test Plans & Procedures

Engineering Situation, Part IV

This Engineering Situation will be supplied with final RFP

Using the above information, and information from the Engineering Situation, Parts I, II, and III, address the following:

- Describe your approach for designing and testing command software to leverage off previous missions in an effort to reduce cost and development schedule.

DO NOT RECOMMEND A SOLUTION AS PART OF YOUR RESPONSE

4.2.5 Subfactor Three – Program Management

This subfactor will evaluate the Offeror's corporate management practices and processes as applied to the VO environment. The Offeror shall demonstrate an understanding of the VO environment and their ability to tailor best practices to fit this environment. A situation will be presented describing a hypothetical circumstance and the Offeror must address several problems relating to these situations through their approach.

In the response, the Offeror shall include the information requested, as well as an overall summary of risks as described in Paragraph 4.2.1.

4.2.5.1 Organizational Structure & Processes

Provide an organizational structure to encompass Core Operations, paragraph 5.5.1, and Customer Workload, paragraph 5.5.2.

Provide a chart to show how you will organize to accomplish the work. The explanation below refers to each block as a position, but each block may also refer to a group of positions or a specific function.

You must relate all the following information within each position on your chart:

- Title of the position (or positions)
- Company (or Companies) providing this position (or positions). Identify any company that meets the Small Business criteria and specify which criteria they meet.
- List of SOW tasks primarily performed by the position
- A reference to a narrative explanation of the knowledge, skills, abilities, experience level, and recruitment strategy required for that position.
- Security clearance level required for the position.

Describe your management processes to ensure the available manpower is used most effectively, particularly with respect to cross training and sharing of resources between operating locations. Describe how the various team members will perform their tasks. Also explain how surges in workload will affect the labor profile.

Only provide resumes for personnel filling 'key positions' and those individuals requiring a current DoD TS/SSBI as outlined in the Sample Workload, paragraph 5.5, at the end of the transition period.

4.2.5.2 Training Program

Provide a training concept that outlines the proposed training for each identified position. Describe how that plan will be managed, implemented, tracked, and updated. Identify the personnel used to manage training, as well as their qualifications.

4.2.5.3 Work Breakdown Structure

The Offeror shall develop a Contract Work Breakdown Structure (CWBS) and dictionary, which reflects their view of the contract effort. The CWBS shall serve as the framework for organizing the STEC effort to include in-house, inter-divisional, subcontractor, and associate contractor activities. The reference document for developing the WBS and dictionary is MIL-HDBK-881. The CWBS shall be developed to a depth (level) and breadth sufficient to accurately describe the Offeror's understanding of the effort required as reflected in the SOW. Each element of the CWBS shall include a reference to the primary SOW paragraph or paragraphs. Only the top three levels will be placed on contract as the CWBS. Illustrate how the CWBS will be used to manage the work outlined in the Representative Customer Workload.

4.2.5.4 Integrated Schedule

Illustrate how the resources, both skills needed and equipment required, will be allocated to complete the work outlined in the Representative Customer Workload, using an Integrated Schedule. Illustrate how potential conflicts might be identified and how priorities might be established.

4.2.5.5 Information Management

Referencing the Representative Customer Workload, paragraph 5.5.2, discuss your requirements for information management techniques/systems needed to facilitate control of resources and data.

4.2.5.6 Small Business Participation

Referencing all situations presented above, describe the role of subcontractors, particularly their skills and contributions.

4.2.5.7 Cost-Constrained and Volatile Schedule Environment

Dynamic Situation

This Dynamic Situation will be supplied with final RFP

Using the above information, and Readiness Situation, Parts I and II, address the following:

- Describe how you would accommodate these changes.
- Highlight the adjustments in staffing and funding.
- Discuss the considerations you would have in meeting the technical challenges caused by these changes.

- Highlight the adjustments you would make to your schedule and use of resources.
- Discuss the risks of your approach, and any ways you would mitigate those risks.
- Describe your method of maintaining a sufficient workforce.

4.2.6 Subfactor Four – Transition / Phase-in

This subfactor will evaluate the Offeror's proposed approach for providing a smooth and efficient transfer of responsibility during the designated phase-in period. The Offeror shall demonstrate an understanding of the VO environment and their ability to tailor best practices to fit this environment.

The Offeror shall identify major risks associated with the transition and describe strategies to mitigate these risks. Specifically address the risks associated with supporting ongoing missions at RSC and CERES spanning or immediately following the transition period.

4.2.6.1 Transition Plan

The Offeror shall describe their approach to transitioning ongoing projects and activities. Provide a schedule for meeting all transition objectives within the allotted three-month transition period. Include interim informal weekly reviews to the Government. In addition, establish incremental milestones that will be used to measure the progress of the transition at the reviews.

The Offeror shall describe their approach for establishing working relationships and process transition strategies with other contractors.

4.2.6.2 Manning Requirement

The Offeror shall describe their staffing approach to support timelines and task accomplishment, including incremental staffing levels.

Ensure the security clearance requirements are met. Explain how you will provide personnel meeting the security clearance levels required within the transition period.

In order for the evaluation team to verify the Offeror's capability to provide the clearances required, also provide a name and phone number for the Special Security Office (SSO) of the prime contractor.

4.2.6.3 Training and Certification of Personnel

The Offeror shall describe their approach for training and certifying personnel and how the approach minimizes any impact to the accomplishment of on-going missions.

4.2.6.4 Software Development Schedules

The Offeror shall describe their approach to meet on-going and near-term software development schedules, as outlined in the Representative Customer Workload, paragraph 5.5.2. In your approach, describe implementation of engineering processes and assumption of lead software engineering responsibilities.

5.0 Volume V Cost/Price Volume

5.1 General Instructions

5.1.1 Cost/Price Reasonableness And Realism

These instructions are to assist you in submitting information other than cost or pricing data that is required to evaluate the reasonableness, and realism of your proposed cost/price. Compliance with these instructions is mandatory and failure to comply may result in rejection of your proposal. Note that unrealistically low or high proposed costs or prices, initially or subsequently, may be grounds for eliminating a proposal from competition either on the basis that the Offeror does not understand the requirement or has made an unrealistic proposal. Offers should be sufficiently detailed to demonstrate their cost reasonableness and realism. The burden of proof for cost credibility of proposed costs/prices rests with the Offeror.

5.1.2 Estimating Techniques and Methods

When responding to the Cost/Price Volume requirements in the solicitation, the Offeror and associated subcontractors may use any generally accepted estimating technique, including contemporary estimating methods (such as Cost-to-Cost and Cost-to-Non-Cost Estimating Relationships (CERs), commercially available parametric cost models, in-house developed parametric cost models, etc.) to develop their estimates. If necessary, reasonable and supportable allocation techniques may be used to spread hours and/or cost to lower levels of the work breakdown structure (WBS).

5.1.3 Non-Required Data

Data beyond that required by this instruction shall not be submitted, unless you consider it essential to document or support your cost/price position. All information relating to the proposed price, including all required supporting documentation must be included in the section of the proposal designated as the Cost/Price volume. **Under no circumstances shall this information and documentation be included elsewhere in the proposal.**

5.1.4 Cost or Pricing Information Requirements

In accordance with FAR 15.403-1(b) and 15.403-3(a), information other than cost or pricing data may be required to support price reasonableness or cost realism. Information shall be provided in accordance with the tailored formats specified hereunder. Use of contractor formats is encouraged providing that all the required

information is made available. This information is not considered cost or pricing data and thus certification is not required in accordance with FAR 15.406-2. Information submitted shall be prepared following the instruction in FAR 15.403-5. If after receipt of proposals the PCO determines that there is insufficient information available to determine price reasonableness and none of the exceptions at FAR 15.403-1 apply, the Offeror shall be required to submit cost or pricing data.

5.1.5 Rounding

All dollar amounts provided shall be rounded to the nearest dollar. All labor rates shall be rounded to the nearest penny.

5.2 Volume Organization

The cost/price volume shall consist of the following sections:

SECTION 1 - Table of Contents, summary descriptions of estimating, purchasing, and accounting systems, changes to estimating, accounting practices or CAS Disclosure Statement.

SECTION 2 - Cost or pricing information and supporting data, to include estimating methodology.

SECTION 3 - Other applicable information, such as GFP/GFE, base support, long lead costs, termination costs, development/production schedule, inflation rate summary and explanation, life cycle cost, and special tooling/test equipment. List each exception to the ground rules and assumptions provided in the RFP and each qualification of the cost/price volume, if any, and provide complete rationale.

5.3 Estimating Methodology

5.3.1 Basis of Estimate for Blended Rate (Composite) Labor CLINS

Provide a detailed breakout showing how the proposed wrap-rate for Core Operations, paragraph 5.5.1, and Representative Customer Workload, paragraph 5.5.2, was developed. A wrap-rate is a fully burdened rate (based on labor hours) including all direct and indirect costs. Support detail must include the labor skill mix, hourly labor rates, and indirect cost rates used in the calculation. Offerors shall use a wrap rate for Core Operations and a separate wrap rate for Representative Customer Workload.

5.3.2 Estimating System

Provide a summary description of your standard estimating system or methods. The summary description shall cover separately each major cost element (e.g., Direct Material, Engineering Labor, Manufacturing Labor, Indirect Costs, Other Direct Costs, Overhead, G&A, etc.). Also, identify any deviations from your standard estimating procedures in preparing this proposal volume. Indicate

whether you have Government approval of your system and if so, provide evidence of such approval.

5.3.3 Purchasing System

Provide a summary description of your purchasing system or methods (e.g., how material requirements are determined, how sources are selected, when firm quotes are obtained, what provision is made to ensure quantity and how other discounts are obtained). Also, identify any deviations from your standard procedures in preparing this proposal. Indicate whether you have Government approval of your system and if so, provide evidence of such approval.

5.3.4 Accounting System

Indicate whether you have Government approval of your accounting system and if so, provide evidence of such approval. Also, identify any deviations from your standard procedures in preparing this proposal.

5.3.5 Management Reduction

If estimated costs required to perform the proposed effort have been decreased due to a management decision, provide a summary of the reduction by major cost element. Also provide complete rationale for the reduction. If the management reduction does not impact the estimated cost to perform the proposed effort, provide a description of the contractual mechanism proposed to make the management reduction contractually binding. NOTE: The Air Force does not encourage or require an Offeror to supplement DoD appropriations by bearing a portion of defense contract costs, whether through use of their IR&D funds or profit dollars.

5.4 Other Information

5.4.1 Commonality With Other Programs

Any cost reductions made in your proposal that are attributed to commonality with other programs, company-funded efforts, or capitalization of equipment must be supported with the following:

- | | |
|----------------------------|---|
| (1) Commonality | - Identify the specific program(s) and why it is applicable. - Address the cost allowability and allocability of this action per FAR and your CAS disclosure statement. |
| (2) Company Funded Efforts | - Identify the specific efforts, the planned start and end dates, the applicability to the current solicitation, the source of company funding and how you plan to account for or allocate these costs in accordance with generally accepted accounting principles, and your CAS Disclosure Statement, if applicable. |

(3) Capital Equipment

- Identify the specific item(s) capitalized and what other applications exist for the equipment, provide corporate approvals for each action, address the cost allowability and allocability of the action per the FAR and your CAS disclosure statement.

5.4.2 Funding Profile

Submit then-year-funding requirements by source of funds, by Government fiscal year. For consideration in developing your proposal, we have provided you a funding schedule as outlined in Paragraph 1.1 above. The Core Operations has a single funding source, 3400. The Representative Customer Workload has multiple funding sources, typically 3600.

5.4.3 Cost Summary by Cost Elements

Provide a cost summary, in then-year dollars, by major cost elements, by Core labor and ODCs, by Representative Customer Workload labor and ODCs, and by Government Fiscal Year (FY03 through FY08) using the format shown below. Note that the Core Operations and Representative Customer Workload ODC amounts are non-fee bearing.

| COST ELEMENT | Core Labor | Core ODCs | Customer Labor | Customer ODCs | TOTAL |
|---------------------------------------|------------|-----------|----------------|---------------|-------|
| Prime Hours | | | | | |
| Inter-Divisional hours | | | | | |
| Subcontractor hours | | | | | |
| Total Hours | | | | | |
| | | | | | |
| Direct Labor | | | | | |
| Overhead | | | | | |
| Material | | | | | |
| Subcontracts | | | | | |
| Inter-Divisional | | | | | |
| Other Direct Costs | | | | | |
| Subtotal | | | | | |
| G&A | | | | | |
| Estimated Cost | | | | | |
| Facility Capital Cost of Money | | | | | |
| Award Fee | | | | | |
| New Mexico Gross Receipts Tax (NMGRT) | | | | | |
| Total Cost Plus Award Fee | | | | | |

5.4.4 Person Loading Schedule and Basis of Estimate Sheets

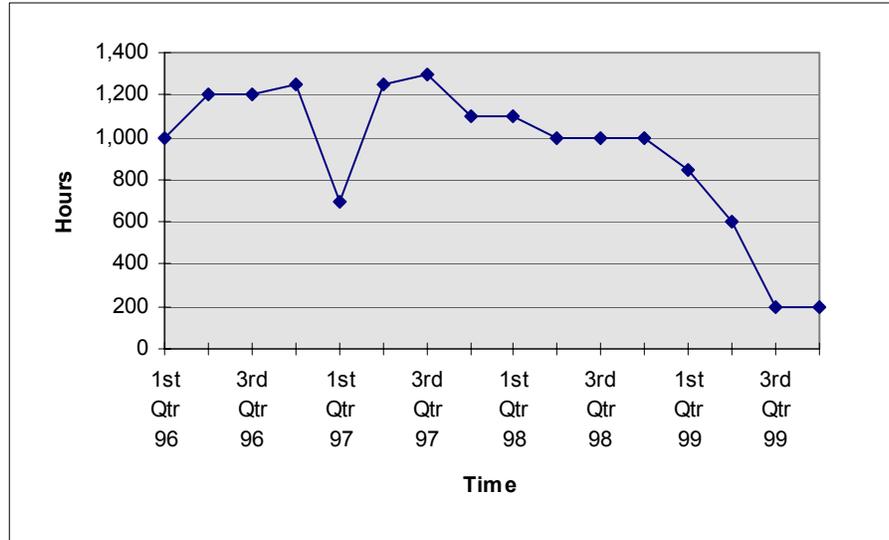
As a separate attachment to the cost/price volume, submit a person-loading schedule that is a summary of the total proposed hourly requirements by third

level WBS, and by Core Operations and Representative Customer Workload. These hourly requirements are to include (but separately identify) subcontractor(s) and inter-divisional transfer(s) hours. All hours shown in this attachment must agree with those reflected in the cost summary in paragraph 5.4.3 above. Also include the basis of estimate sheets supporting the proposed hours, material, and other direct costs (ODC) in this attachment. Following the suggested person loading format is a sample basis of estimate format, however, Offeror formats will be considered acceptable provided all requested data is provided.

| WBS NO | DESCRIPTION | FY03 | FY04 | FY05 | etc. | TOTAL HRS |
|--------|----------------------|------|------|------|------|-----------|
| 311000 | Program Management | | | | | |
| | Prime | | | | | |
| | Sub 1 | | | | | |
| | Sub 2 | | | | | |
| | Interdivisional | | | | | |
| 311000 | WBS Total | | | | | |
| 312000 | Financial Management | | | | | |
| | Prime | | | | | |
| | Sub 1 | | | | | |
| | Sub 2 | | | | | |
| | Interdivisional | | | | | |
| 312000 | WBS Total | | | | | |
| etc | etc | | | | | |
| | | | | | | |
| TOTALS | | | | | | |

Sample Basis of Estimate Format:

WBS: 15000 Systems Engineering



Summary Estimating Rationale: (Describe in general terms how the hour estimate for Systems Engineering was developed. Type of data used to develop the estimate i.e. historical experience from xyz program, why that program was relevant, engineering judgment cost estimating relationships, etc.)

WBS: Systems Engineering Labor Skill Mix

| Skill Mix | Hours |
|--------------------|---------------|
| Senior Engineer | 2,000 |
| Lead Engineer | 4,050 |
| Engineer | 7,950 |
| Technician | 950 |
| Etc | |
| Total Hours | 14,950 |

Summary Estimating Rationale: (Describe in general terms how the skill mix estimate for Systems Engineering was developed. Type of data used to develop the estimate i.e...historical experience from xyz program, why that program was relevant, engineering judgment, etc.)

5.4.5 Schedule of Hours by Labor Skill Mix

Submit a schedule showing total proposed hours summarized by labor skill mix, and by Core Operations and Representative Customer Workload. This schedule is to include (but separately identify) subcontractor(s) and inter-divisional transfer(s) hours. In addition, provide labor classification statements for each category of labor proposed (prime, subcontracts, and inter-divisional) describing position qualifications (education, years of experience, etc). (See below for suggested format). Also include rationale supporting the proposed labor skill mix.

| LABOR CATEGORY | PRIME HRS | SUB 1 HRS | SUB 2 HRS | IDT HRS | TOTAL HRS |
|---------------------------|-----------|-----------|-----------|---------|-----------|
| (all categories of labor) | | | | | |
| LC-1 Program Manager | | | | | |
| LC-2 Program Engineer | | | | | |
| LC-3 Project Engineer | | | | | |
| LC-4 Senior Engineer | | | | | |
| LC-5 Engineer | | | | | |
| LC-6 Technical Support | | | | | |
| Etc. | | | | | |
| GRAND TOTALS | | | | | |

5.4.6 Probable Subcontractors

Submit a listing of the proposed probable subcontractors and inter-divisional transfers showing (a) the supplier, (b) description of effort, (c) type of contract, (d) price and hours proposed by each, (e) price and hours included in prime’s proposal to the government, and (f) by Core Operations and Representative Customer Workload. (See below for suggested format).

| SUPPLIER | DESCRIPTION OF EFFORT | TYPE CONT-RACT | SUBS HRS | SUBS PRICE | PROP HRS | PROP PRICE |
|----------|-----------------------|----------------|----------|------------|----------|------------|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| TOTALS | | | | | | |

5.4.7 Major Material Items

Submit a listing of each major material item with an extended value exceeding \$10,000 showing nomenclature, part number, quantity required, unit price and extended price. . (See below for suggested format).

| Nomenclature | Part Number | Qty Req'd | Unit Price | Total Price |
|--------------|-------------|-----------|------------|-------------|
| | | | | |

| | | | | |
|--------|--|--|--|--|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| TOTALS | | | | |

5.4.8 Schedule of Rates

Submit a schedule showing proposed direct and indirect rates by year and by Core Operations and Representative Customer Workload. This schedule is to include (but separately identify) prime contractor, subcontractor(s) and inter-divisional transfer(s) rates. NOTE: if subcontractors or inter-divisional rates are not available to the prime contractor, have the companies send them directly to the PCO and reference this RFP number. (See format below).

| RATE DESCRIPTIONS | PRIME 19XX | PRIME 19XX | SUB 1 19XX | SUB 1 19XX | IDT 19XX |
|-------------------------------------|------------|------------|------------|------------|----------|
| (all categories of labor such as:) | | | | | |
| LC-1 Program Manager | | | | | |
| LC-2 Program Engineer | | | | | |
| LC-3 Project Engineer | | | | | |
| LC-4 Senior Engineer | | | | | |
| LC-5 Engineer | | | | | |
| LC-6 Technical Support | | | | | |
| Etc. | | | | | |
| (all indirect rates and profit/fee) | | | | | |
| Labor Overhead | | | | | |
| Material Overhead | | | | | |
| G & A | | | | | |
| Facilities Capital Cost of Money | | | | | |
| Profit/Fee | | | | | |
| NMGRT | | | | | |
| Etc. | | | | | |

5.4.9 Submission of cost models

The Offeror is requested to submit an electronically encoded cost/price model in support of their proposed price. Any cost/price model submitted must be consistent with your approved estimating system and must duplicate the logic and mathematical formula reflected in the paper copy of your proposal. Cost/price models submitted should normally comply with the following format

requirements: Data file should be submitted on CD-ROM in .XLS file format, consistent with paragraph 2.5.

5.5 Sample Workload

5.5.1 Scenario A: Core Operations

Provide minimum operational capability by providing adequate program management oversight, maintaining crew proficiency, and preserving new mission readiness expertise. The ODC CLIN for Core will include a baseline of \$125K. Provide 70,000 hours each year for the following:

- Two on-orbit Test And Checkout Only (TACO) satellites in two different types of orbit (GEO, Semi-Sync, or LEO) must be operated
- AFSCN, SGLS Operations
- No simultaneous contacts are required
- 95% contact success must be achieved
 - Excluding AFSCN related failures
 - No more than 0.1% of all contacts fail due to personnel error
- New mission readiness expertise must be maintained to support the start of two new missions
- Existing system architecture and MUS/MUE will be sustained
- For security clearance
 - All operations personnel will have a SECRET clearance
 - Sufficient TS/SSBI cleared personnel to support the start of one new mission
- The ODC CLIN for Core will include a baseline of \$125K
- For the RSC
 - 24 hours, 7 days per week operations
 - Two Operational Strings and one Development String will be available
- For the CERES
 - One 8-hour operations shift, 5 days per week
 - Two Operational Strings and One Development String will be available

5.5.2 Scenario B: Representative Customer Workload

Provide service to VO customers as required. These services may include any or all of the tasks outlined in the SOW. Provide the following using the skill mix obtained in Scenario C, parts I, II, and III:

| | |
|------------------------|---------------|
| Contract Award (FY04): | 170,000 hours |
| Option 1 (FY05): | 195,000 hours |
| Option 2 (FY06): | 220,000 hours |
| Option 3 (FY07): | 245,000 hours |
| Option 4 (FY08): | 270,000 hours |

5.5.3 Scenario C: Sample Task

Using the Ground Mission Requirements Document (GMRD), attachment 6 **(To Be Supplied at Final RFP release)**, provide a Work Authorization Proposal package in accordance with CDRL item A003 addressing each of these major Statement of Work (SOW) sections:

- Part I: Mission Readiness (Customer Workload, SOW paragraph 6.2)
- Part II: Operations Support (Customer Workload, SOW paragraph 7.2)
- Part III: Engineering Development (Customer Workload, SOW paragraph 8.2)

6.0 Volume IV - Contract Documentation

Each Offeror must submit an offer consisting of the following items:

- 1) Standard Form 33, with blocks 12 through 18 completed by the Offeror;
- 2) RFP Sections B-J, the schedule of items and prices, with appropriate fill-ins completed by the Offeror
- 3) RFP Section K, certifications, representations, and other statements completed by the Offeror; and
- 4) Subcontracting Plan

6.1 Exceptions to Terms and Conditions

Exceptions taken to terms and conditions of the model contract, to any of its formal attachments, or to other parts of the solicitation shall be identified. Each exception shall be specifically related to each paragraph and/or specific part of the solicitation to which the exception is taken. Provide rationale in support of the exception and fully explain its impact, if any, on the performance, schedule, cost, and specific requirements of the solicitation. Failure to comply with the terms and conditions of the solicitation may result in the Offeror being removed from consideration for award.

6.2 Government Offices

Provide the mailing address, telephone and fax numbers and facility codes for the cognizant Administrative Contracting Officer (ACO), DCAA, and Government Paying Office.

7.0 Volume V – Relevant Past And Present Performance

7.1 General

Past and present performance information is required for separate divisions or operating locations of the Offeror, all subcontractors, teaming partners, and/or joint venture partners proposed to perform aspects of the effort the Offeror considers critical to overall successful performance.

The information provided to the Performance Risk Assessment Group (PRAG) in Volume V and responses to the Performance Questionnaire are only two means used by the PRAG to obtain relevant past and present performance information. The government reserves the right to obtain information from other sources (e.g., CPARS) to assess Offeror's past and present performance. Problems not mentioned by the Offeror, but found by the PRAG during the course of assessing relevant past performance, may be addressed by the PRAG.

Each Offeror with relevant performance information must send a Performance Questionnaire (Attachment 1 of Section L) to at least two of the following points of contact for each contract described in the Past Performance Volume. Preferred points of contact are, in order of descending preference: program manager, PCO, technical or engineering lead, ACO. The points of contact shall return completed questionnaires to the PCO, identified below.

Ms Maria Chavez-Mann, SMC/PKV
Bldg. 413, Rm 230
3548 Aberdeen Ave SE
Kirtland AFB NM 87117-5778
Phone: (505) 846-6878
Fax: (505) 853-4074

Past performance information concerning subcontractors and/or teaming partners cannot be disclosed to a private party without the subcontractor's or teaming partner's consent. Because a prime contractor is a private party, the Government will need that consent before disclosing subcontractor/teaming partner past performance information to the prime during exchanges. In an effort to assist the PRAG in assessing the past performance relevancy and confidence, the Government requests that a consent form (Attachment 3 of Section L) be completed by each major subcontractor and teaming partner identified in your proposal. The completed consent forms should be submitted as part of your Past Performance Volume, Section 1 (not subject to page count limitation).

A separate copy of the client authorization letter(s) (Attachment 4 of Section L) sent to each commercial POC, shall be included in Volume V (not subject to page count limitation) for the PRAG's use in case additional questionnaires need to be sent after submission of this volume. Copies of all remaining client authorization letter(s) shall be submitted within one week of proposal submission.

7.2 Early Proposal Information

Each Offeror is requested to submit the Past Performance Volume two (2) weeks prior to the date set for receipt of proposals. Failure to submit early proposal information will not result in Offeror disqualification.

7.3 Relevant Contracts

Submit Past Performance Information on a minimum of 3 (goal), maximum of 10 recent contracts that the Offeror considers most relevant in demonstrating their ability to perform the proposed effort. Also include information on a minimum of 3 (goal), maximum of 10 recent contracts performed by each of the Offeror's teaming partners and significant subcontractors that the Offeror considers most relevant in demonstrating their ability to perform the proposed effort. Include rationale supporting the assertion of relevance. For a description of the characteristics or aspects the Government will consider in determining relevance, see Section M – Evaluation Factors, paragraph M002 d Factor 1 – Past Performance Factor.

Note that the Government generally will not consider performance on a newly awarded contract without a performance history or on an effort that concluded more than 5 years prior to this source selection. If no relevant past or present performance information exists, do not submit a Volume V. Instead, explain in the proposal transmittal letter that no relevant past or present performance exists. We will treat an Offeror's lack of past performance as an **unknown** performance risk, having no positive or negative evaluative significance.

The PRAG will assess an Offeror's relevant performance in the following areas: Subfactor 1: Mission Accomplishment, Subfactor 2: Engineering Development, Subfactor 3: Program Management, Subfactor 4: Transition / Phase-in. The PRAG will look for demonstrated performance as it relates to Mission Capability sub-factors, wherever possible. Details relating to how the PRAG will conduct its assessment are contained in Section M.

For the purpose of this solicitation, relevant past or present performance may be a part of any Federal, State, and local Government or their agencies' contract, or a commercial contract or subcontract having a performance period completion not earlier than five (5) years from the RFP release date.

7.4 Proposal Content

Offerors are required to explain what aspects of the contracts are deemed relevant to the proposed effort, and to what aspects of the proposed effort they relate. This may include a discussion of efforts accomplished by the Offeror to resolve problems encountered on prior contracts as well as past efforts to identify and manage program risk. The Offeror is required to clearly demonstrate management actions employed in overcoming problems and the effects of those actions, in terms of improvements achieved or problems rectified. For example, submittal of quality performance indicators or other management indicators that clearly support that an Offeror has overcome past problems is required. Categorize the relevance information into the specific Mission Capability sub-factors used to evaluate the proposal. Limit this portion to 3 pages per contract or subcontract using the formatting instructions for the Offeror's proposal. Keep the page count for Past

Performance Volume V Section 1 to 10 pages or less and Sections 2 and 3 to a total of 60 pages or less, excluding attachments. Organize relevant past/present performance information in the following manner:

7.4.1 Past/Present Performance Volume Organization

Section 1 – Volume Introduction

- a. Introduction
- b. Organizational Structure and Responsibilities
- c. Organizational Structure Change History
- d. Contract Data Matrix (contract number, current and previous CAGE codes, PCO address, etc)
- e. Questionnaire Status (matrix) (Attachment 5 of Section L)
- f. Other Relevant Contracts
- g. Consent/Authorization Forms (Attachment 3/4 of Section L)

Section 2 – Prime contractor narratives

- a. Description of work
- b. Relevancy Matrix
- c. Contract Performance
- d. Lessons Learned/Best Practices

Section 3 – Subcontractor narratives

- a. Description of work
- b. Relevancy Matrix
- c. Contract Performance
- e. Lessons Learned/Best Practices

7.4.2 Specific Volume Content.

Section 1 – Volume Introduction

- a. **Introduction.** Provide a brief introduction to the volume and overview its organization.
- b. **Organization Structure and Responsibilities.** Describe the organizational structure for the participating divisions within the prime contractor organization and any subcontractors that meet the cost/performance threshold listed above. Summarize the responsibilities of each organizational member. Provide an estimate of the total dollar value each participant will expend.
- c. **Organizational Structure Change History.** Many companies have acquired, been acquired by, or otherwise merged with other companies, and/or reorganized their divisions, business groups, subsidiary companies, etc. In many cases, these changes have taken place during the time of performance of relevant present or past efforts or between conclusion of recent past efforts and this source selection. As a result, it is sometimes difficult to determine what past

performance is relevant to this acquisition. To facilitate this relevancy determination, provide a "roadmap" describing all such changes, including all current and previous CAGE & DUNS codes, in the organization of the company, team partners and major subcontractors. As part of this explanation, show how these changes impact the performance of any efforts the Offeror identifies for past performance evaluation/performance confidence assessment. Since the Government intends to consider present and past performance information provided by other sources as well as that provided by the Offeror(s), the "roadmap" should be both specifically applicable to the efforts the Offeror identifies and general enough to apply to efforts on which the Government receives information from other sources.

- d. **Contract Data Matrix.** Provide the following data in matrix/table form.
 1. Contractor name, location of performing organization, including all current and previous CAGE codes and DUNS numbers.
 2. Name, address, telephone, fax numbers and initial tracking status for:
 - a. Procuring Contracting Officers, Contract Administrators, or Administrative Contracting Officers;
 - b. Program, Project, or Subcontract Managers;
 - c. Technical Representatives;
 - d. Other Cognizant Authorities (e.g., previous program managers, PCOs, technical leads).
 3. Contract or subcontract number, type, and award date.
 4. Awarded cost/price and final (or projected) cost/price.
 5. Original delivery schedule and final (or projected) delivery schedule.
 6. Percentage of fee for each major period during the last 5 years for Fee or Incentive type awards, together with rating and rationale.
- e. **Questionnaire Status.** Provide status of Past Performance Questionnaires by inserting data into Attachment 5 of Section L and discuss any problems.
- f. **Other Relevant Contracts.** Provide a list or table of other relevant contracts for prime and subcontractors. This table shall include the contract data defined above in Section 1.d for all relevant contracts beyond those described in Sections 2 and 3 for which the prime or subcontractors are performing or have performed work in the past 5 years. The Government may obtain and use performance information on any or none of these programs.
- g. **Consent/Authorization Forms.** Insert consent forms and client authorization forms on all subcontractors and/or teaming partners

Section 2 – Relevant Past/Present Performance (Prime Offeror)

This section contains relevant past/present performance pertaining to the Prime Offeror:

- a. **Description of Work.** Provide a brief narrative for each contract or subcontract listed. Explain the nature of the work involved and the extent the work involved was/is similar to the STEC 2004 effort in terms of type of effort (concept development, mission readiness, operations support, and engineering development), contract scope, schedule and risk.
- b. **Relevancy Matrix.** Complete a matrix for each contract or subcontract as shown in the example below. The left-hand column of the matrix contains rows for each of the critical Mission Capability sub-factors. The middle column rates the degree of relevance (Low, Medium, or High) that the Offeror feels the contract or subcontract has to the Mission Capability for this solicitation. Use the relevancy criteria described in Section M, paragraph M002 d Factor 1 to do this rating. Leave the rating blank for any sub-factors that have no relevance. The right-hand column summarizes in two or three bullets the rationale for the relevancy rating. Text narrative in this section can be used to amplify the entries in the matrix.

Relevancy Matrix

(format)

| Mission Capability Sub-factor | Rating | Rationale for Rating |
|--|---------------|--|
| Sub-factor 1A: Mission Accomplishment (Concept Development) | L | - (2 or 3 bullets substantiating rating) |
| Sub-factor 1B: Mission Accomplishment (Mission Readiness & Operations Support) | L | - (2 or 3 bullets substantiating rating) |
| Sub-factor 2: Engineering Development | H | - (2 or 3 bullets substantiating rating) |
| Sub-factor 3: Program Management | M | - (2 or 3 bullets substantiating rating) |
| Sub-factor 4: Transition / Phase-in | L | - (2 or 3 bullets substantiating rating) |

- c. **Contract Performance.** Describe contract performance in terms of the items listed in the Past Performance Questionnaire (Attachment 1 of Section L). If the contract in question includes an Award Fee provision, provide award fee data for the entire period of performance. For any work that did not meet original cost, schedule, or technical performance and requirements, explain the reason(s) for the disparity and any corrective actions taken to avoid recurrence. Provide

rationale as to why the price or delivery at the end varied from the beginning.

- d. **Lessons Learned/Best Practices.** Describe any significant problems encountered on the subject contract, root cause of the problem, corrective action instituted, objective evidence that the corrective action worked, and preventive actions to be instituted on STEC 2004 to preclude the occurrence of similar problems. If applicable, describe any unique or innovative approaches (Best Practices) used on this contract that proved to be effective.

Section 3 – Relevant Past/Present Performance (Subcontractors)

This section contains the same information on subcontractors as listed above for Section 2.

7.4.3 Past/Present Performance Questionnaire Responsibilities

The Prime Offeror shall send out Performance Questionnaires (Attachment 1 of Section L) to all POCs identified in paragraph 7.1 above. The Offeror shall send a standard transmittal letter (Attachment 2 of Section L) to request that all POCs complete an unclassified Performance Questionnaire and to submit (mail or fax) the questionnaire within five (5) working days.

The Offeror shall track the completion of Performance Questionnaires and document all exchanges and follow-ups with each of the POCs identified in the Summary Information. Initial Performance Questionnaire tracking status will be provided with the Past Performance Volume V (see Attachment 5 of Section L). The Offeror shall exert its best efforts to ensure that at least two POCs per contract or subcontract submit completed performance questionnaires by the time of proposal submission. A final tracking record shall be submitted on proposal due date in electronic format as well as printed form. The PRAG may conduct follow-up discussions with any of the POCs and reserves the right to send out additional questionnaires.

Performance Questionnaire (Attachment 1)

Background Information (for person filling out the survey):

| | |
|-------------------------------------|--|
| Name: | Rank and Service, if Military: |
| Title: | Organization: |
| Phone (commercial, not DSN): | FAX: |
| E-Mail Address: | Dates of Involvement From: _____ To: _____ |
| Mailing Address: | |

Contract Information (for the contract involved):

| | |
|--|---|
| Company Being Rated: | Contract Number: |
| Division, if any: | Total Contract Value: \$ |
| Brief Description of Work: | Complete <input type="checkbox"/> Ongoing <input type="checkbox"/> |
| Award date: | End Item Description(s) (In addition to describing end item deliverable, please indicate any significant products/service delivered in the past five years): |
| Any Major Milestones (Ex: Developmental, Acceptance, Integration, Operational, Flight Tests - list only those which have occurred in the past 5 years): | |
| Cost: Below Estimate <input type="checkbox"/> On Target <input type="checkbox"/> Above Estimate <input type="checkbox"/> by % | Schedule: Behind <input type="checkbox"/> On <input type="checkbox"/> Ahead <input type="checkbox"/> by months |
| Signature: | Date: |

Based on your knowledge of the contract identified above, please provide your assessment of how well the contractor performed on each of the following topics. Only performance in the past 5 years is relevant. **(Please check the appropriate rating and comment on all responses other than those rated Satisfactory or N/A)**

Performance Rating Definitions:

| Exceptional (1) | Very Good (2) | Satisfactory (3) | Marginal (4) | Unsatisfactory (5) | N/A |
|--|--|--|---|---|--------------------|
| Indicates performance clearly exceeded requirements. Area of evaluation contains few minor problems for which corrective action appears highly effective | Indicates performance exceeded some requirements. Area of evaluation contains few minor problems for which corrective action appears effective | Indicates performance clearly meets contractual requirements. The area of evaluation contains some minor problems for which the corrective actions appear satisfactory | Indicates performance meets contractual requirements. The area of evaluation contains a serious problem for which corrective actions have not yet been identified, appear only marginally effective, or have not been fully implemented | Indicates the contractor is in danger of not being able to satisfy contractual requirements and recovery is not likely in a timely manner. The area of evaluation contains serious problems for which the corrective actions appear ineffective | Neutral or Unknown |

Sub-factor 1A: Concept Development

For contracts that support the development of Operations and Employment Concepts for space missions.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|---|---|--------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 1 | Contractor effectively identified and analyzed conceptual problems and provided adequate and timely corrective actions. | 1 | 2 | 3 | 4 | 5 | NA | |
| 2 | Contractor consistently provided viable alternative concepts to new requirements within the time specified by the customer. | 1 | 2 | 3 | 4 | 5 | NA | |
| 3 | Contractor refines concepts to ensure customer needs are met. | 1 | 2 | 3 | 4 | 5 | NA | |
| 4 | Contractor demonstrated effective response to problems and changes in concepts. | 1 | 2 | 3 | 4 | 5 | NA | |

Sub-factor 1B: Mission Readiness & Operations Support

For contracts that a) support mission readiness activities in preparation for launch and operations of new satellites; and/or b) plan, support, and conduct operations for orbital space systems.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|---|---|--------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 5 | Contractor effectively identified and analyzed operations problems and provided adequate and timely corrective actions. | 1 | 2 | 3 | 4 | 5 | NA | |
| 6 | Contractor consistently provided viable mission alternatives to new requirements within the time specified by the customer. | 1 | 2 | 3 | 4 | 5 | NA | |
| 7 | Contractor refines mission requirements to ensure customer needs are met. | 1 | 2 | 3 | 4 | 5 | NA | |
| 8 | Contractor demonstrated effective response to problems and changes to mission requirements. | 1 | 2 | 3 | 4 | 5 | NA | |

Sub-factor 2: Engineering Development

For contracts that perform mission database and Mission Unique Software (MUS) development and sustainment activities.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|----|---|--------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 9 | Contractor used established, efficient technical processes. | 1 | 2 | 3 | 4 | 5 | NA | |
| 10 | Contractor's technical processes were responsive to changes in the mission. | 1 | 2 | 3 | 4 | 5 | NA | |
| 11 | Contractor consistently provided viable engineering alternatives to new requirements within the time specified by the customer. | 1 | 2 | 3 | 4 | 5 | NA | |
| 12 | Contractor refines engineering requirements to ensure customer needs are met. | 1 | 2 | 3 | 4 | 5 | NA | |
| 13 | Contractor demonstrated effective response to problems and changes in engineering requirements. | 1 | 2 | 3 | 4 | 5 | NA | |

Sub-factor 3: Program Management

For all contracts.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|----|---|--------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 14 | Contractor used established, efficient business processes. | 1 | 2 | 3 | 4 | 5 | NA | |
| 15 | Contractor's business processes were responsive to changes in the mission. | 1 | 2 | 3 | 4 | 5 | NA | |
| 16 | Contractor used an integrated management approach successfully in performance of the contract (i.e. tied cost, schedule, and technical performance together). | 1 | 2 | 3 | 4 | 5 | NA | |
| 17 | Contractor proactively informed the customer of activities status and potential concerns. | 1 | 2 | 3 | 4 | 5 | NA | |

Sub-factor 3 (Continued): Program Management

For all contracts.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|----|--|------------------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 8 | Contractor was able to apply proper resources (e.g. staffing, skill mix, tools, etc.) to resolve problems in a timely manner. | 1 | 2 | 3 | 4 | 5 | NA | |
| 19 | Contractor provided adequate documentation and training. | 1 | 2 | 3 | 4 | 5 | NA | |
| 20 | Contractor chose a subcontractor(s) who added value to the program. | 1 | 2 | 3 | 4 | 5 | NA | |
| 21 | Contractor maintained effective communication with and management of subcontractors. | 1 | 2 | 3 | 4 | 5 | NA | |
| 22 | Contractor effectively integrated their subcontractor(s) into the program. | 1 | 2 | 3 | 4 | 5 | NA | |
| 23 | Contractor provided timely and credible estimates of material and labor costs for all assigned tasks. | 1 | 2 | 3 | 4 | 5 | NA | |
| 24 | Contractor identified possible overruns/under-runs early enough that steps could be taken to reduce or eliminate the overrun or use under-run resources elsewhere. | 1 | 2 | 3 | 4 | 5 | NA | |
| 25 | I would hire this Offeror again. | YES or NO (Comments, if any) | | | | | | |

Sub-factor 4: Transition / Phase-in

For all contracts that acquired follow-on services.

| # | PAST PERFORMANCE ELEMENT | PERFORMANCE RATING | | | | | | COMMENTS |
|----|---|--------------------|---|---|---|---|----|----------|
| | | 1 | 2 | 3 | 4 | 5 | NA | |
| 26 | Contractor effectively planned and executed the contract transition. | 1 | 2 | 3 | 4 | 5 | NA | |
| 27 | Contractor's plan allowed your unit to maintain a high level of performance during the transition period. | 1 | 2 | 3 | 4 | 5 | NA | |

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**Transmittal Letter to Accompany Performance Questionnaire
[TO BE COMPLETED BY OFFEROR]**

RFP F04701-03-R-0201
ATTACHMENT 2

MEMORANDUM FOR: [OFFEROR'S POC]

FROM: [OFFEROR'S ADDRESS AND POINT OF CONTACT]

SUBJECT: Present/Past Performance Questionnaire for Contract(s)

-

1. We are currently responding to the Department of the Air Force (AF), Space & Missile Systems Center (SMC), Request For Proposal (RFP) F04701-03-R-0201 for the procurement of the STEC 2004. This RFP is being conducted as a Source Selection and specifically requires that we, as an Offeror, do the following:

The Offeror shall send out, and track the completion of, the Present/Past Performance Questionnaire to each of the Offeror's critical subcontractors', teaming subcontractors' and/or joint venture partners' Points of Contact (POCs). The responsibility to send out and track the completion of the Present/Past Performance Questionnaires rests solely with the Offeror - i.e., it shall not be delegated to any subcontractors, team contractors, and/or joint venture partners. The Offeror shall exert its best efforts to ensure that at least two POCs, per relevant contract, submits a completed Present/Past Performance Questionnaire **directly to the Government not later than (date TBD)**. Each of the Offeror's POC's shall **telefax** its completed Present/Past Performance Questionnaire directly to:

**Ms Maria Chavez-Mann, SMC/PKV
Bldg. 413, Rm 230
3548 Aberdeen Ave SE
Kirtland AFB NM 87117-5778
Phone: (505) 846-6878
Fax: (505) 853-4074**

Mailing the questionnaire(s) to the address above is an acceptable alternative method of transmission. If mailing, the outside envelope must be marked as follows:

NOTE: TO BE OPENED BY ADDRESSEE ONLY
SOURCE SELECTION INFORMATION - See FAR 3.104
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2. We have identified subject contract(s) as relevant to this acquisition and you as our POC. As such, please take a few moments of your time to fill out the attached questionnaire and send it directly back to LAAFB. The information contained in the completed Present/Past Performance Questionnaires is considered sensitive and can not be released to us, the Offeror. If you have any questions about the acquisition or the attached questionnaire, your questions must be directed back to the Government's points of contact identified above. Thank you for your timely assistance.

Sincerely,

Attachment(s) [OFFEROR'S POINT OF CONTACT]
Present/Past Performance Questionnaire
[Client Authorization Letter(s), if applicable]

SOURCE SELECTION INFORMATION - See FAR 3.104
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**Subcontractor/Teaming Partner Consent Form for the Release
of Present and Past Performance Information
(TO BE ACCOMPLISHED BY SUBCONTRACTOR/TEAMING
PARTNER)**

RFP F04701-03-R-0201
ATTACHMENT 3

Dear **(Contracting Officer)**

We are currently participating as a **(subcontractor/teaming partner)** with **(prime contractor or name of entity providing proposal)** in responding to the Department of the Air Force, **(location)** Request for Proposal **(solicitation #)** for the **(program title or description of effort)**.

We understand that the Government is placing increased emphasis on past performance in order to obtain best value in source selections. In order to facilitate the performance confidence assessment process we are signing this consent form in order to allow you to discuss our present and past performance information with the prime contractor during the source selection process.

(Signature and title of individual who has the authority to sign for and legally bind the company)

Company Name:
Address:
Cage Code:
Phone Number:
Fax No:

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**Commercial Client Authorization Letter
(TO BE ACCOMPLISHED BY OFFEROR)**

RFP F04701-03-R-0201
ATTACHMENT 4

NOTE TO OFFERORS: This procurement could be similar to commercial supplies/services. Therefore, to assist the Government's Performance Risk Assessment Group (PRAG) in assessing your present and past performance on relevant commercial contracts, the following letter must be sent to your points of contact (POCs) for those commercial efforts that you identify to us in your past performance volume. Should you propose to use critical subcontractors, teaming contractors, and/or joint venture partners, you must obtain a similar client authorization letter from each entity. HOWEVER, it is the your sole responsibility, as the Offeror, to send out these authorization letters with the questionnaires to your own POCs and to those of your subcontractors, teaming contractors, or joint venture partners.

Dear **(Client)**:

We are currently responding to the Department of the Air Force (AF), Space & Missile Systems Center (SMC), Request For Proposal (RFP) F04701-03-R-0201 for the procurement of the STEC 2004.

As you know an Offeror's past performance has become an element of increased emphasis in the AF's acquisitions. They are requesting that clients of companies who submit proposals in response to their RFP for the STEC 2004 Program be contacted, and that their participation in the validation process be requested. We, therefore, respectfully request and hereby authorize you to complete the attached Questionnaire with regards to work we have performed for you, and forward it directly to the Government Point(s) of Contact at the following address:

**Ms Maria Chavez-Mann, SMC/PKV
Bldg. 413, Rm 230
3548 Aberdeen Ave SE
Kirtland AFB NM 87117-5778
Phone: (505) 846-6878
Fax: (505) 853-4074**

We have identified Mr./Ms. (Name) of your organization as the point of contact based on their knowledge concerning our work. Your cooperation in this matter

is appreciated. Any questions may be directed to: ***[NAME, PHONE NUMBER, FAX NUMBER FOR THE OFFEROR'S POINT OF CONTACT]***

Sincerely,

[OFFEROR'S POINT OF CONTACT]

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SOURCE SELECTION INFORMATION - SEE FAR 3.104

