

M001 SOURCE SELECTION

a. Basis for Contract Award

The Government will select the best overall offer, based upon an integrated assessment of Mission Capability, Past Performance, Proposal Risk, and Price/Cost. This is a best value source selection conducted in accordance with Federal Acquisition Regulation (FAR) 15.3 and its supplements. A contract may be awarded to the Offeror who is deemed responsible in accordance with the FAR, as supplemented, whose proposal conforms to the solicitation's requirements (to include all stated terms, conditions, representations, certifications, and all other information required by Section L of this solicitation) and is judged, based on the evaluation factors and to represent the best value to the Government. The Government seeks to award to the Offeror who gives the Air Force the greatest confidence that it will best meet or exceed the requirements affordably. This may result in an award to a higher rated, higher priced Offeror, where the decision is consistent with the evaluation factors and the Source Selection Authority (SSA) reasonably determines that the technical superiority and/or overall business approach and/or superior past performance of the higher price Offeror outweighs the cost difference. To arrive at a source selection decision, the SSA will integrate the source selection team's evaluations of the evaluation factors and subfactors (described below). While the Government source selection evaluation team and the SSA will strive for maximum objectivity, the source selection process, by its nature, is subjective and, therefore, professional judgment is implicit throughout the entire process.

b. Number of Contracts to be Awarded

The Government intends to award one contract for the STEC 2004 Program.

c. Rejection of Unrealistic Offers

The Government may reject any proposal that is evaluated to be unrealistic in terms of program commitments, including contract terms and conditions, or unrealistically high or low in cost when compared to Government estimates, such that the proposal is deemed to reflect an inherent lack of competence or failure to comprehend the complexity and risks of the program.

d. Correction Potential of Proposals

The Government will consider, throughout the evaluation, the "correction potential" of any deficiency or proposal inadequacy. The judgment of such "correction potential" is within the sole discretion of the Government. If an aspect of an Offerors proposal not meeting the Government's requirements is not considered correctable, the Offeror may be eliminated from the competitive range.

M002 EVALUATION FACTORS

a. Evaluation Factors and Subfactors and their Relative Order of Importance

Award will be made to the Offeror proposing the combination most advantageous to the Government based upon an integrated assessment of the evaluation factors and subfactors described below. The evaluation factors are listed in descending order of importance, except factors 1 and 2, which are equal in importance. Within the Mission Capability factor, the subfactors are equal in importance.

Factor 1: Past Performance

Factor 2: Mission Capability

Subfactor 1: Mission Accomplishment

Subfactor 2: Engineering Development

Subfactor 3: Program Management

Subfactor 4: Transition / Phase-in

Factor 4: Proposal Risk

Factor 5: Cost / Price

b. Importance of Cost/Price

In accordance with FAR 15.304(e), the evaluation factors other than cost or price, when combined, are significantly more important than cost or price. However, cost/price will contribute substantially to the selection decision.

c. Factor and Subfactor Rating

A Performance Confidence Assessment will be assigned to the Past Performance factor as described in paragraph d below. Performance confidence represents the Government's assessment of the probability of an Offeror successfully performing as proposed and is derived from an evaluation of the offeror's present and past work record. A color rating will be assigned to each subfactor under the Mission Capability factor. The color rating depicts how well the Offeror's proposal meets the Mission Capability subfactor requirements in accordance with the stated explanation, within the subfactor, of how the subfactor will be evaluated. The Mission Capability subfactors are described in paragraph e below. A proposal risk rating will be assigned to each of the Mission Capability subfactors. Proposal risk represents the risks identified with an Offeror's proposed approach as it relates to the Mission Capability subfactor as described in paragraph f below. Price/cost will be evaluated as described in paragraph g below. When the integrated assessment of all aspects of the evaluation is accomplished, the color ratings, proposal risk ratings, performance confidence assessment, and evaluated cost/price will be considered in the order of priority listed in paragraph a and b above. Any of these considerations can influence the SSA's decision.

d. Past Performance Factor

Under the Past Performance factor, the Performance Confidence Assessment represents the evaluation of an Offeror's present and past work record to determine

confidence in the Offeror's probability of successfully performing as proposed. The Government will evaluate the Offeror's demonstrated record of contract compliance in supplying products and services that meet user's needs, including cost and schedule. The Past Performance factor is equal in importance to the Mission Capability factor. The Past Performance Evaluation is accomplished by reviewing aspects of an Offeror's relevant present and recent past performance, focusing on performance that is relevant to the Mission Capability sub-factors. In determining relevance, consideration will be given to similar technology, type of effort (development, maintenance, contract scope, schedule and type). The relevancy tables listed below will be used as a guide for determining relevancy. The government reserves the right to adjust the relevancy criteria if proposal data or data obtained from independent sources warrants it.

The following tables outline the criteria to be used for evaluating contract relevance and provide performance assessment guidelines.

RELEVANCY CRITERIA TABLES

Sub-factor 1A: Mission Accomplishment (Concept Development)
Highly Relevant = 5
<p>Sizing Contract value exceeded \$30M Period of performance spanned 5 or more years</p> <p>Research and Development/Design of Experiments Contract required research, planning, <u>and</u> implementing experiments related to space operations.</p> <p>Concept Development Contract required developing ops concepts for Research and Development missions for new missions/customers from scratch including space control, formation flying, and imaging with taskable sensors.</p>
Somewhat Relevant = 3
<p>Sizing Contract value exceeded \$15M Period of performance spanned 3 or more years</p> <p>Research and Development/Design of Experiments Contract required research, planning, <u>or</u> implementing experiments related to space operations.</p> <p>Concept Development Contract required developing ops concepts for Research and Development missions for new missions/customers from scratch including space control, formation flying, <u>or</u> imaging with taskable sensors.</p>
Low Relevant = 1
<p>Sizing Contract value exceeded \$5M Period of performance spanned 1 or more years</p> <p>Research and Development/Design of Experiments Contract required research, planning, or implementing experiments related to space systems.</p> <p>Concept Development Contract required developing ops concepts for Research and Development missions for new missions/customers from scratch.</p>
Not Relevant = 0
<p>Sizing Contract value did not exceeded \$5M Period of performance did not span at least 1 year</p> <p>Research and Development/ Design of Experiments Contract did not have any R&D requirements.</p> <p>Concept Development Contract did not require developing ops concepts for new missions/customers from scratch.</p>

Sub-factor 1B: Mission Accomplishment (Mission Readiness & Operations Support)**Highly Relevant = 5****Sizing**

Contract value exceeded \$30M
Period of performance spanned 5 or more years

Mission Readiness

Contract required readiness activities over a broad range of missions. Specifically, contract required all of the following: planning, preparation, execution, and evaluation for satellite and launch vehicle rehearsals, exercises, and compatibility tests.

Operations Support

Contract required mission planning, real-time operations, and orbit determination for nominal and launch and early orbit support.

Multi-user Network Experience

Contract required use of AFSCN and at least one of the following: TDRSS, NASA, and commercial multi-user network.

Operations Procedures

Contract required creating and maintaining operations procedures.

Non-GEO Satellite Experience

Contract required operations for multiple satellite families in varied orbits with multiple payloads, and at least one "taskable" payload.

Somewhat Relevant = 3**Sizing**

Contract value exceeded \$15M
Period of performance spanned 3 or more years

Mission Readiness

Contract required readiness activities for at least two missions. Specifically, contract required all of the following: planning, preparation, execution, and evaluation for satellite and launch vehicle rehearsals, exercises, and compatibility tests.

Operations Support

Contract required mission planning, real-time operations, and orbit determination for launch and early orbit support.

Multi-user Network Experience

Contract required use of AFSCN.

Operations Procedures

Contract required maintaining operations procedures.

Non-GEO Satellite Experience

Contract required operations for multiple satellite families in varied orbits with multiple payloads.

Low Relevant = 1**Sizing**

Contract value exceeded \$5M
Period of performance spanned 1 or more years

Mission Readiness

Contract required few readiness activities. Specifically, contract only required two of the following: planning, preparation, execution, and evaluation for satellite and launch vehicle rehearsals, exercises, and compatibility tests.

Operations Support

Contract required mission planning, real-time operations, and orbit determination for nominal support.

Multi-user Network Experience

Contract required use of a multi-user network.

Operations Procedures

Contract required use of operations procedures.

Non-GEO Satellite Experience

Contract required operations for at least one non-GEO satellite.

Not Relevant = 0**Sizing**

Contract value did not exceed \$5M
Period of performance did not span at least 1 year

Mission Readiness

Contract did not require readiness activities. Specifically, contract did not require: planning, preparation, execution, and evaluation for satellite and launch vehicle rehearsals, exercises, and compatibility tests.

Operations Support

Contract did not require conduct of mission planning and real-time operations.

Multi-user Network Experience

Contract did not require use of a multi-user network.

Operations Procedures

Contract did not require use of operations procedures.

Non-GEO Satellite Experience

Contract did not require satellite operations for non-GEO satellites.

<p>Sub-factor 2: Engineering Development</p>
<p style="text-align: center;">Highly Relevant = 5</p>
<p>Sizing Contract value exceeded \$30M Period of performance spanned 5 or more years</p> <p>Software Development Contract required disciplined software development in a space operations environment. This included configuration management of software artifacts (designs, coding). Contract required determination of software requirements or interface specifications. This included performing software requirements analysis, and working with customers to implement interface specifications for satellite unique applications.</p> <p>Software Languages Contract required development of real-time applications using C, C++, JAVA, and XML.</p> <p>Development Platforms Contract required development of software for the platforms and operating systems used by Det 12/VO. This included software development in a UNIX (SUN/SOLARIS) environment.</p> <p>Test Planning and Test Execution Contract required test planning and test execution for space operations applications.</p>
<p style="text-align: center;">Somewhat Relevant = 3</p>
<p>Sizing Contract value exceeded \$15M Period of performance spanned 3 or more years</p> <p>Software Development Contract required disciplined software development in an operations environment. This included configuration management of software artifacts (designs, coding). Contract required determination of software requirements or interface specifications. This included performing software requirements analysis, and working with customers to implement interface specifications for unique mission applications.</p> <p>Software Languages Contract required development of real-time applications using C, C++, and JAVA.</p> <p>Development Platforms Contract required development of software for similar platforms and operating systems used by Det 12/VO. This included software development in a UNIX environment.</p> <p>Test Planning and Test Execution Contract required test planning and test execution for operations applications.</p>
<p style="text-align: center;">Low Relevant = 1</p>
<p>Sizing Contract value exceeded \$5M Period of performance spanned 1 or more years</p> <p>Software Development Contract required disciplined software development. This included configuration management of software artifacts (designs, coding). Contract required determination of software requirements or interface specifications. This included performing software requirements analysis, and working with customers to implement interface specifications.</p> <p>Software Languages Contract required development of real-time applications using C, and C++.</p> <p>Development Platforms Contract required development of software.</p> <p>Test Planning and Test Execution Contract required test planning or test execution.</p>
<p style="text-align: center;">Not Relevant = 0</p>
<p>Sizing Contract value did not exceeded \$5M Period of performance did not span at least 1 year</p> <p>Software Development Contract did not require disciplined software development. Contract did not required determination of software requirements or interface specifications.</p> <p>Software Languages Contract did not require development of real-time applications using C, C++, JAVA, or XML.</p> <p>Development Platforms Contract did not require software development.</p> <p>Test Planning and Test Execution Contract did not require test planning or test execution.</p>

<p>Sub-factor 3: Program Management</p>
<p style="text-align: center;">Highly Relevant = 5</p>
<p><u>Sizing</u> Contract value exceeded \$30M Period of performance spanned 5 or more years</p> <p><u>Program Planning</u> Contract required full participation in corporate-level decision making.</p> <p><u>Workforce Fluctuations</u> Contract required a flexible workforce to satisfy fluctuating requirements.</p> <p><u>24/7 Operations</u> Contract required operations 24 hours per day/7 days a week for multiple one-of-a-kind satellite missions.</p> <p><u>Teamwork</u> Contract required participation with the Government and other contractors in a collaborative, team environment. Team members included a diverse community of mission stakeholders (payloaders, bus manufacturers), contractors, Government agencies, and foreign entities.</p> <p><u>Work Breakdown Structure</u> Contract required a Work Breakdown Structure (WBS) to track and forecast on-going efforts.</p> <p><u>Scheduling</u> Contract used an Integrated Master Schedule (IMS) to track and forecast on-going efforts.</p> <p><u>Industrial Funding</u> Contract was a reimbursable Government contract with multiple customers and ACRNs (industrially funded).</p> <p><u>Technical Training</u> Contract required a technical training program to ensure contractor personnel were position certified and qualified to work assigned missions.</p>
<p style="text-align: center;">Somewhat Relevant = 3</p>
<p><u>Sizing</u> Contract value exceeded \$15M Period of performance spanned 3 or more years</p> <p><u>Program Planning</u> Contract required frequent participation in corporate-level decision making.</p> <p><u>Workforce Fluctuations</u> Contract required an ability to increase or decrease the workforce within 6 months notification of need.</p> <p><u>24/7 Operations</u> Contract required operations 24 hours per day/7 days a week for multiple satellite missions.</p> <p><u>Teamwork</u> Contract required participation with other contractors in a collaborative, team environment. Team members included of mission stakeholders (payloaders, bus manufacturers), and other contractors.</p> <p><u>Work Breakdown Structure</u> Contract required a Work Breakdown Structure (WBS) to track on-going efforts.</p> <p><u>Scheduling</u> Contract used an Integrated Master Schedule (IMS) to track on-going efforts.</p> <p><u>Industrial Funding</u> Contract was a reimbursable contract with multiple customers and ACRNs (industrially funded).</p> <p><u>Technical Training</u> Contract required a technical training program to ensure contractor personnel were position certified to work assigned missions.</p>
<p style="text-align: center;">Low Relevant = 1</p>
<p><u>Sizing</u> Contract value exceeded \$5M Period of performance spanned 1 or more years</p> <p><u>Program Planning</u> Contract required input into corporate-level decision making.</p> <p><u>Workforce Fluctuations</u> Contract required an ability to increase or decrease the workforce within 12 months notification of need.</p> <p><u>24/7 Operations</u> Contract required operations 24 hours per day/7 days a week.</p> <p><u>Teamwork</u> Contract required participation in a collaborative, team environment.</p> <p><u>Work Breakdown Structure</u> Contract required a Work Breakdown Structure (WBS).</p> <p><u>Scheduling</u> Contract used an Integrated Master Schedule (IMS).</p> <p><u>Industrial Funding</u> Contract was a reimbursable contract.</p>

<p>Technical Training Contract required a technical training program.</p>
Not Relevant = 0
<p>Sizing Contract value did not exceeded \$5M Period of performance did not span at least 1 year</p> <p>Program Planning Contract did not require any input into corporate-level decision making.</p> <p>Workforce Fluctuations Contract did not require an ability to increase or decrease the workforce.</p> <p>24/7 Operations Contract did not require operations 24 hours per day/7 days a week.</p> <p>Teamwork Contract did not required participation in a collaborative, team environment.</p> <p>Work Breakdown Structure Contract required a Work Breakdown Structure (WBS).</p> <p>Scheduling Contract used an Integrated Master Schedule (IMS).</p> <p>Industrial Funding Contract was not a reimbursable contract.</p> <p>Technical Training Contract did not require a technical training program.</p>

<p>Sub-factor 4: Transition / Phase-in</p>
Highly Relevant = 5
<p>Sizing Contract value exceeded \$30M Period of performance spanned 5 or more years</p> <p>Transition Contract required a transition/phase-in period to accommodate on-going concept development, mission readiness, and operations.</p> <p>Software Development Schedule Contract required a transition/phase-in period to prevent delays to on-going software development.</p> <p>Mission Unique Retraining Contract required a transition/phase-in period to certify the workforce for accomplishment of mission unique tasks for programs in the mission readiness phase.</p> <p>Training and Certification Contract required a transition/phase-in period to certify the workforce for accomplishment of core tasks and for mission unique tasks for programs in the operations phase.</p>
Somewhat Relevant = 3
<p>Sizing Contract value exceeded \$15M Period of performance spanned 3 or more years</p> <p>Transition Contract required a transition/phase-in period to accommodate on-going mission readiness and operations.</p> <p>Software Development Schedule Contract required a transition/phase-in period to minimize delays to on-going software development.</p> <p>Mission Unique Retraining Contract required a transition/phase-in period to certify the workforce for accomplishment of mission unique tasks for programs entering the mission readiness phase.</p> <p>Training and Certification Contract required a transition/phase-in period to certify the workforce for accomplishment of core tasks.</p>
Low Relevant = 1
<p>Sizing Contract value exceeded \$5M Period of performance spanned 1 or more years</p> <p>Transition Contract required a transition/phase-in period to accommodate on-going operations.</p> <p>Software Development Schedule Contract required a transition/phase-in period to accommodate on-going software development.</p> <p>Mission Unique Retraining Contract required a transition/phase-in period to train the workforce for accomplishment of mission unique tasks.</p> <p>Training and Certification Contract required a transition/phase-in period to train the workforce for accomplishment of core tasks.</p>

Not Relevant = 0

Transition

Contract did not require a transition/phase-in period to accommodate on-going operations.

Software Development Schedule

Contract did not require a transition/phase-in period to accommodate on-going software development.

Mission Unique Retraining

Contract did not require a transition/phase-in period to train the workforce for accomplishment of mission unique tasks.

Training and Certification

Contract did not require a transition/phase-in period to train the workforce for accomplishment of core tasks.

The information evaluated may include data on efforts performed by other divisions, critical subcontractors, or teaming contractors, if such resources will be brought to bear or significantly influence the performance of the proposed effort. The Government may consider as relevant, efforts performed for agencies of the federal, state, or local governments and commercial customers. As a result of an analysis of the favorable and unfavorable information (strengths and risks) identified, a past performance confidence assessment will be done at the subfactor level and integrated into an overall Past Performance Factor level confidence assessment recommendation. Each Offeror will receive one of the following Past Performance Factor ratings: High Confidence, Significant Confidence, Confidence, Unknown Confidence, Little Confidence, or No Confidence. The ratings are defined in AFFARS 5315.305(a)(2).

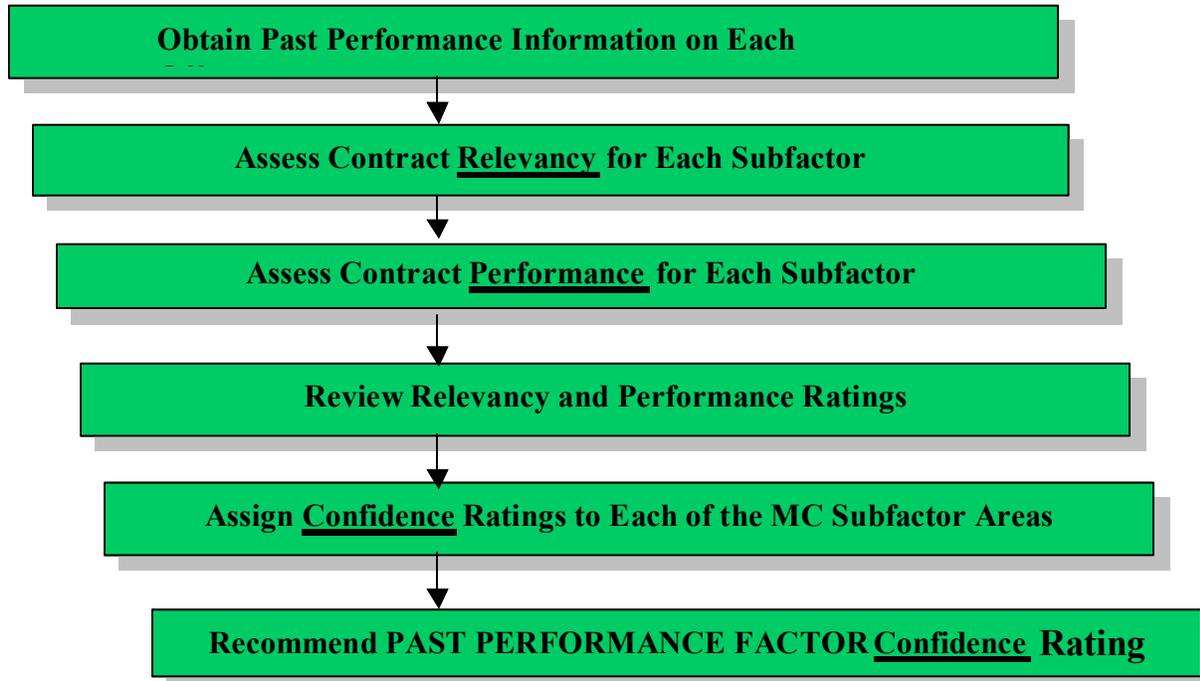
Where the performance record indicates performance problems, the Government will consider the number and severity of the problems and the appropriateness and effectiveness of any corrective actions taken (not just planned or promised). The Government may review more recent contracts or performance evaluations to ensure corrective actions have been implemented and to evaluate their effectiveness. Offerors will have the opportunity to address any negative or adverse past performance information received by the past performance team during this past performance evaluation (subject to the restrictions of FAR 15.306 (e)(4)), for which they have not had an opportunity to address in the past.

Offerors without a record of relevant past performance or for whom information on past performance is not available will not be evaluated favorably or unfavorably on past performance and, as a result, will receive an "Unknown Confidence" rating for the Past Performance Factor.

More recent and relevant performance will have a greater impact on the Performance Confidence Assessment than less recent or relevant effort. A strong record of relevant past performance may be considered more advantageous to the Government than an "Unknown Confidence" rating. Likewise, a more relevant past performance record may receive a higher confidence rating and be considered more favorably than a less relevant record of favorable performance.

Past performance information will be obtained through the Contractor Performance Assessment Reporting Systems (CPARS), similar systems of other Government departments and agencies, questionnaires tailored to the circumstances of this acquisition, Defense Contract Management Agency (DCMA) channels, interviews with program managers and contracting officers, and other sources known to the Government, including commercial sources. Offerors are to note that, in conducting this assessment, the Government reserves the right to use both data provided by the Offeror and data obtained from other sources.

Evaluation/Assessment Process Another View



Step 1. Obtain Past Performance Information On Each Offeror:

The PRAG obtains Offeror's Volume, responses to questionnaires, CPARs and DCMC historical data on the bidding/performing business units, interviews, and other external sources (business/internet).

Step 2. Assess Contract Relevancy For Each Subfactor:

The PRAG will evaluate all contracts submitted by the Offerors in their Volume V for relevancy at the Mission Capability subfactor level. Each contract subfactor will be evaluated against the Relevancy Criteria described in the tables above. The methodology used will be centered on a numeric rating scale. For each of the Mission Capability Subfactors, all contracts will be reviewed and given one of the numeric relevancy ratings: i.e. 5 (Highly Relevant); 3 (Somewhat Relevancy); 1 (Low Relevancy); and 0 (Not Relevant). The numeric ratings will help the PRAG focus on the most relevant contracts per subfactor. Intermediate ratings (4,2) may also be used.

Step 3. Assess Contract Performance For Each Subfactor:

In order to address past/present performance by the Offerors, the PRAG will then assess the data obtained and assign past/present performance ratings by subfactor by contract. For each of the Mission Capability Subfactors, all contracts will be reviewed and given one of six performance ratings: Blue [Exceptional]; Purple [Very Good]; Green [Satisfactory]; Yellow [Marginal]; Red [Unsatisfactory] and N/A [Not Applicable].

Step 4. Review Relevancy And Performance Ratings:

The PRAG will review the Relevancy/Performance ratings in the Electronic Source Selection (ESS) tool showing all relevant contracts assessed both on relevancy and performance for all Mission Capability subfactors. This review is intended to verify the accuracy of the ratings recorded from Steps 2 & 3.

Step 5. Assign Confidence Ratings To Each Of The Mc Subfactor Areas:

The PRAG will use the relevancy ratings (ie, 5, 4, 3, 2, 1, 0) to identify contracts that are most comparable in scope or complexity to the proposed effort. Contracts with "5" relevancy ratings (Highly Relevant) will be the focus of the PRAG's performance confidence assessment at the subfactor level. Contracts with "3" relevancy ratings (Somewhat Relevant) will also be considered but will carry less weight. Intermediate ratings (4, 2) may also be used. Given the past performance on relevant contracts identified, the PRAG will assess each Offeror's performance confidence by Mission Capability Subfactor and assign confidence ratings of High Confidence, Significant Confidence, Confidence, Unknown Confidence, Little Confidence or No Confidence for each of the Offeror's six Mission Capability Subfactors.

Step 6. Recommend Past Performance Factor Confidence Rating :

The PRAG will assess each Offeror's Mission Capability Subfactor performance confidence ratings and recommend an overall Offeror "Confidence" rating for the Past Performance Factor. The overall past performance ratings possible are High Confidence, Significant Confidence, Confidence, Unknown Confidence, Little Confidence and No Confidence.

e. Mission Capability Factor

Each subfactor within the Mission Capability factor will receive one of the color ratings described in AFFARS 5315.305(a)(3)(A), based on the assessed strengths and proposal inadequacies of each Offeror's proposal as related to each of the Mission Capability subfactors. Subfactor ratings will not be rolled up into an overall color rating for the Mission Capability factor.

In arriving at a best value decision, the Government reserves the right to give positive consideration for performance in excess of threshold requirements.

Not all tasks or critical areas will be evaluated under the Mission Capability subfactors. The critical areas chosen for evaluation under this factor are those deemed to have the highest risk and provide a means to discriminate among Offerors.

The chart below indicates the basis for evaluating the subfactors.

		SITUATION				MANPOWER			RESOURCES			
		Readiness	Research	Engineering	Dynamic	Head Count	Skill Mix	Organization	Processes	Procedures	Tools	Other Resources
Mission Accomplishment	1 Mission Planning and Realtime Operations											
	2 24/7 Operations											
	3 Proficiency Assurance											
	4 Operations Processes and Procedures											
	5 Operations Concepts											
	6 Readiness Activities											
	7 Research and Development Projects											
Engineering Development	1 Development Languages, Applications, Platforms											
	2 Software Design and Development											
	3 Software Requirements Definition											
	4 Test Plans and Procedures											
Program Management	1 Organizational Structure and Processes											
	2 Training Program											
	3 Work Breakdown Structure											
	4 Integrated Schedule											
	5 Information Management											
	6 Small Business Participation											
	7 Cost-Constrained and Volatile Schedule Environment											
Transition / Phase-in	1 Transition Plan											
	2 Manning Requirements											
	3 Training and Certification of Personnel											
	4 Software Development Schedules											

(1) Subfactor 1: Mission Accomplishment

(a) Definition. This subfactor will evaluate the Offeror’s ability to meet critical mission needs. Central to the evaluation of this subfactor is the Offeror’s understanding of the VO environment and the ability to tailor best practices to fit this environment.

(b) References. This subfactor primarily focuses on SOW Section 5.0, Concept Development; SOW Section 6.0, Mission Readiness; and SOW Section 7.0, Operations Support.

(c) Threshold requirements:

- Offeror demonstrates ability to conduct mission planning and real-time operations for nominal and launch and early orbit.
- Offeror demonstrates ability to conduct operations 24 hours per day/7 days a week for multiple one-of-a-kind satellite missions.
- Offeror demonstrates ability to achieve all mission objectives during real-time contacts by maintaining proficiency. In particular, Offeror demonstrates an ability to obtain recurring training in those areas that aren't

exercised day-to-day and on errors that have been experienced among the workforce.

- Offeror demonstrates efficient processes to establish, implement, and maintain operations procedures.
- Offeror demonstrates ability to develop operations concepts for new missions/customers.
- Offeror demonstrates ability to perform readiness activities including planning, preparation, execution, and evaluation for checkout, initialization, and on-orbit operations.
- Offeror demonstrates ability to explore, plan, and implement Research and Development projects.

(d) Additional consideration. The Government may consider beneficial enhancements that exceed the threshold performance requirements if they are evaluated to be strengths in accordance with AFFARS 5315.001. In particular, the Government will consider how the Offeror's approach could improve our ability to execute in a cost-constrained and volatile schedule environment.

(2) Subfactor 2: Engineering Development

(a) Definition. This subfactor will evaluate the Offeror's ability to perform mission database and mission unique software (MUS) activities and to support infrastructure development and modifications. Central to the evaluation of this subfactor is the Offeror's understanding of the VO environment and the ability to tailor best practices to fit this environment.

(b) References. This subfactor primarily focuses on SOW Section 8.0, Engineering Development.

(c) Threshold requirement:

- Offeror demonstrates ability to develop real-time applications using C, C++, JAVA, and XML.
- Offeror demonstrates ability to develop software for the platforms and operating systems used by Det 12/VO, including SUN/SOLARIS.
- Offeror demonstrates ability to manage and perform disciplined software design and development, including configuration management in a multi-mission environment.
- Offeror demonstrates ability to analyze and document software requirements, working with customers to implement interface specifications for satellite unique applications.
- Offeror demonstrates ability to develop, review, execute, and document test plans and procedures.

(d) Additional consideration. The Government may consider beneficial enhancements that exceed the threshold performance requirements if they are

evaluated to be strengths in accordance with AFFARS 5315.001. In particular, the Government will consider how the Offeror's approach could improve our ability to execute in a cost-constrained and volatile schedule environment.

(3) Subfactor 3: Program Management

(a) Definition. This subfactor will evaluate the Offeror's corporate management practices and processes as applied to the VO environment. Priority in the evaluation will be given to program management (to include cost, resource, and risk management), and to the flexibility to execute in a cost-constrained and volatile schedule environment. The subfactor also addresses planned participation of Small Business as subcontractors. Central to the evaluation of this subfactor is the Offeror's understanding of the VO environment and the ability to tailor best practices to fit this environment.

(b) References. This subfactor primarily focuses on SOW Section 3.0, Program Management; and SOW Section 4.0, Program Planning. This subfactor addresses the CWBS as a whole, as well as the Small Business Subcontracting Plan.

(c) Threshold requirements:

- Offeror presents an efficient organizational structure and management processes to accomplish the required tasks.
- Offeror demonstrates effective and efficient training management, which encompasses both operational and technical positions for all tasks outlined in the Statement of Work.
- Offeror demonstrates how their Work Breakdown Structure (WBS) facilitates tracking and forecasting of on-going efforts.
- Offeror demonstrates how their Integrated Schedule facilitates tracking and forecasting of on-going efforts.
- Offeror demonstrates how their use of information management techniques facilitates control of resources and data.
- Offeror proposes a logical, cost-effective, and beneficial participation of small business as subcontractors.
 - Proposal meets the subcontracting goal of 25% of the **total contract value**.
 - Proposal will also be evaluated as to the planned extent of participation of small business firms, expressed as dollars and percentages of **total contract value**.
 - Within the 25% goal, the Offeror will also be evaluated on the planned extent to which the following sub-goals (expressed as percentages of the amount subcontracted to small business firms) are met: 5% small disadvantaged business, 5% women-owned small business, and 1.5% hubzone business. NOTE: These goals will be incorporated into and become a part of the contract.
- Offeror demonstrates ability to react to dynamic (i.e. weekly) changes in fiscal constraints and mission requirements, adjusting timelines to meet

dynamic mission needs while tracking and forecasting resources to support the revised schedules.

- Offeror demonstrates ability to obtain sufficient workforce to satisfy both Core Operations and Representative Customer Workload as stated in the SOW and in the Sample Workload in Section L, paragraph 5.5.

(d) Additional consideration. The Government may consider beneficial enhancements that exceed the threshold performance requirements if they are evaluated to be strengths in accordance with AFFARS 5315.001. In particular, the Government will consider how the Offeror's approach could improve our ability to execute in a cost-constrained and volatile schedule environment.

(4) Subfactor 4: Transition/Phase-in

(a) Definition. This subfactor will evaluate the Offeror's proposed approach for providing a smooth and efficient transfer of responsibility during the designated phase-in period. Central to the evaluation of this subfactor is the Offeror's understanding of the VO environment and the ability to tailor best practices to fit this environment.

(b) References. This subfactor focuses on transition/phase-in activities.

(c) Threshold requirements:

- Offeror demonstrates a transition plan that will achieve all objectives required to perform the VO mission. The detailed schedule, which includes milestones with metrics to measure progress, successfully transitions all tasks within the designated transition period.
- Offeror proposed a phase-in schedule that would obtain the appropriate staffing levels, skill mix, expertise, and security clearances to provide enough trained, certified, and cleared personnel by 1 Oct 2003 to prevent degradation of mission tasks.
- Offeror demonstrates ability to train and certify personnel without any impact to the accomplishment of mission tasks. Transition ongoing tasks in such a manner that ensures there is no interruption to operations.
- Offeror demonstrates ability to meet software development schedules without any impact to the launch readiness schedules.

(d) Additional consideration. The Government may consider beneficial enhancements that exceed the threshold performance requirements if they are evaluated to be strengths in accordance with AFFARS 5315.001. In particular, the Government will consider how the Offeror's approach mitigates the risks to performance associated with transition/phase-in within the fixed cost and schedule constraints.

f. Proposal Risk Factor

Proposal Risk will evaluate the risks associated with each Mission Capability subfactor. It includes an assessment of the potential for disruption of schedule, increased cost, degradation of performance, and the need for increased Government oversight, as well as the likelihood of unsuccessful contract performance. For each identified risk, the assessment also addresses the Offeror's proposal for mitigating the risk and why that approach is or is not manageable. Each Mission Capability subfactor will receive one of the Proposal Risk ratings defined at AFFARS 5315.305(a)(3)(B).

This Proposal Risk assessment will also focus on the likelihood the Offeror's approach will be successful given the experience, staffing levels, and skill mix proposed. Be advised, SMC/VO operates in a high-risk environment. Meeting the criteria for a "Low" (good) Proposal Risk rating will require a solid, experienced staff profile for the entire contract effort, not just the effort being evaluated under the Mission Capability Subfactors. Offerors are notified that a significant risk in any element of work can become an important consideration in the evaluation process and may affect both the rating of the related subfactor and overall factor rating.

The Proposal Risk Factor is the mechanism the Government will use to ensure the technical approaches proposed under the Mission Capability Factor are consistent with the Cost Proposal. If the Government evaluates an offer (under the Cost/Price factor) as unrealistic and the Offeror fails to adequately explain their estimated costs, the Government will document the risk that the Offeror does not fully understand the technical requirements.

The Offeror identified the risks applicable to the proposed approach and properly assessed program impact for each. The offeror's risk mitigation plan has sufficient resources and funding to manage and handle the risks. The Offeror clearly defines alternatives and decision points and the overall program schedule contains margin sufficient to account for each risk.

g. Cost or Price Factor

(1) The Offeror's cost/price proposal will be evaluated by the Probable Cost (PC) computed by the Government for the basic requirements (basic award) and all options (excluding transition / phase-in). The Offeror's proposed estimated costs shall not be controlling for source selection purposes. PC shall be measured against the Government estimate of anticipated performance costs and proposed award fee.

(2) Evaluation of options shall not obligate the Government to exercise such options.

(3) The Offeror's cost/price proposal will be evaluated, using one or more of the price analysis techniques defined in FAR 15.404, in order to determine if it is reasonable and realistic.

(4) The Government will evaluate the realism of each Offeror's proposed costs. This will include an evaluation of the extent to which proposed costs indicate a clear understanding of solicitation requirements, and reflect a sound approach to satisfying those requirements. The Cost/Price Realism Assessment (CPRA) will consider technical/management risks identified during the evaluation of the proposal and associated costs. Cost information supporting a cost judged to be unrealistically low and technical/management risk associated with the proposal will be quantified by the Government evaluators and included in the CPRA for each Offeror. When the Government evaluates an offer as unrealistically low compared to the anticipated costs of performance and the Offeror fails to adequately explain these underestimated costs, the Government will document the Offeror's lack of understanding of the technical requirements under the Proposal Risk factor.

(5) The Government will evaluate each Offeror's proposed transition costs for realism and reasonableness, but will not add the transition costs to the overall PC of each proposal.

h. Discussions

If, during the evaluation period, it is determined to be in the best interest of the Government to hold discussions, Offeror responses to Evaluation Notices (ENs), and the Final Proposal Revision (FPR) will be considered in making the source selection decision.

M003 SOLICITATION REQUIREMENTS, TERMS AND CONDITIONS

Offerors are required to meet all solicitation requirements, such as terms and conditions, representations and certifications, and technical requirements, in addition to those identified as factors and subfactors to be eligible for award. Failure to comply with the terms and conditions of the solicitation may result in the Offeror being removed from consideration for award. Any exceptions to the solicitation's terms and conditions must be fully explained and justified.

All personnel who require access to unclassified computer and local area network administrative resources will require a National Agency Check. Each person requiring access to the satellite ground control systems in order to perform his/her work must obtain a Secret clearance.