

L INSTRUCTIONS TO OFFERORS

(a) The anticipated procurement schedule is as follows:

Draft RFP Released: June 11, 2007

Draft RFP Questions Due: July 6, 2007

Final RFP Released: September 25, 2007

Final RFP Questions Due: October 9, 2007

Final Answers to RFP: October 16, 2007

Past Performance Due (VOLUME 4): October 26, 2007

Proposals Due (VOLUMES 1, 2, 3, and 5): November 2, 2007

(b) Offers consist of and shall include the following proposal documents with the page limits as specified. Pages or written material exceeding the number specified will be discarded and will not be considered in the evaluation.

COVER LETTER (5 pages)

VOLUME 1 – Program Management

- Section 1 – Program Management and Administration Approach (20 pages)
- Section 2 – Staffing Approach (10 pages)

VOLUME 2 – Technical Services

- Section 1 – Technical Services Approach (15 pages)
- Section 2 – Training and Certification Approach (10 pages)

VOLUME 3 – Personnel Qualifications (15 pages)

- Section 1 – Key Personnel Resumes (maximum of three pages per resume)

VOLUME 4 – Past Performance (15 pages/3 pages per reference)

VOLUME 5 – Cost/Price (10 pages)

Specific instructions for each volume are described below. No price information shall be included Volumes 1, 2, 3, or 4.

COVER LETTER: The cover letter is a stand alone document and should include the following information and must be signed by an official authorized to contractually commit the Offeror.

- a) Name and phone number of persons authorized to represent the company for clarification, questions and negotiations of this proposal
- b) Statement that the proposal is firm for a period of not less than 120 days from the proposal due date
- c) Complete business address of the Offeror; the corporate name to be used on any resultant contract and the remittance address (if different from that above)

- d) A list of all sub-contractors, team members, and consultants (include names and addresses)
- e) Executive summary contains an overview of the Offeror's proposal

An effective cover letter will function as an executive summary and will help the government evaluator understand the Offeror's overall approach to satisfying the requirements in the RFP.

VOLUME 1 – Program Management: Volume 1 shall describe Offeror's management approach in sufficient detail to allow assessment of Subfactor 1.1 and 1.2 as described in Section M.

Section 1 – Program Management and Administration

The Offeror shall describe their approach to performing the program management and administration services tasks outlined in the SOW (sections 3, 4, and 9). The Offeror shall address each part of the SOW in sufficient detail to allow the government assessment of the Offeror's understanding of the requirements and the soundness of the proposed approach. The Offer shall also address risk management and quality control and improvement. This section shall include CDRL MP001 – Program Management Plan and CDRL MP004 – Work Breakdown Structure.

Section 2 – Staffing Approach

The Offeror shall describe their approach to staffing to satisfy all tasks outlined in the SOW. The Offeror shall describe the staffing approach and staffing risk mitigation approach in sufficient detail to allow the government assessment of the Offeror's understanding of the requirements and the soundness of the proposed approach. This section shall include CDRL MP003 –Staffing Plan.

VOLUME 2 – Technical Services: Volume 2 shall describe Offeror's technical services in sufficient detail to allow assessment of Subfactor 2.1 and 2.2 as described in Section M.

Section 1 – Technical Services Approach

The Offeror shall describe their approach to performing the technical services tasks outlined in the SOW (sections 5, 6, 7, and 8) including a mapping of tasks to staff positions. The Offeror shall address each part of the SOW in sufficient detail to allow the government assessment of the Offeror's understanding of the requirements and the soundness of the proposed approach.

Section 2 – Training and Certification Approach

The Offeror shall describe their approach to training and certification as outlined in the SOW. The Offeror shall address training and certification requirements in sufficient

detail to allow the government assessment of the Offeror's understanding of the requirements and the soundness of the proposed approach.

VOLUME 3 – Personnel Qualifications: Volume 3 shall contain the key personnel resumes and will be used to evaluate Subfactor 1.3 and Factor 3 as described in Section M. The offeror shall provide resumes for all Key Personnel. The following positions are considered key positions:

- Program Manager
- Operations Manager
- Lead Ground Systems Engineer
- Lead Spacecraft Engineer
- Flight Dynamics Engineer

The resumes must follow the template format provided in Attachment 1. The resumes in the aggregate should demonstrate that the Offeror's Key Personnel have the qualifications and experience to perform their duties.

By submission of a resume, the Offeror certifies that the individual(s) shall be made available upon the start date of the resultant contract to the extent noted in the resume, and as approved by the government program office. Offerors shall submit resumes only for those personnel they intend to commit, and believe are qualified, to perform under the resultant contract.

VOLUME 4 – Past Performance: The information in Volume 4 and information from references will be used to evaluate Factors 4 and 5 as described in Section M. The Offeror shall provide past performance information on a minimum of three (3) and a maximum of five (5) previous projects similar in size, complexity and technical scope to the project specified herein, performed by offeror's business segment currently or completed or terminated within the past 3 years. Information for each reference must be submitted using the template at Attachment 2.

VOLUME 5 – Cost/Price: Volume 5 shall contain the proposal cost information and will be used to evaluate the completeness, realism, and reasonableness of the cost numbers. The cost proposal must include all costs, including subcontracts, required to perform the work under this contract. Assumptions that impact the cost proposal (e.g., duration of temporary duty assignments) must be clearly noted.

The offeror must also identify any requirements for Flight Operations Team support proposed above and beyond the requirements specified in the Statement of Work which represent additional cost to the Government. Examples of such costs are any increase in facility space, or personnel support cost (MSP) required by the proposal, above that currently allocated to support the MOC, or any new GFE equipment required to implement any part of the proposed FOT functionality, organization, or work processes. These costs would not be considered as an element of the cost of this contract, however such cost will be considered during cost evaluation.

- (a) The cost proposal shall contain a table of contents and a list of figures. All pages in the cost proposal must be numbered and identified with the offeror's company name, RFP number, and date. Subsequent revisions shall be similarly identified to show the revision number and date.
- (b) For pricing purposes each of the options should be priced at 12-month increments beginning XX/XX/2008.

Prepare a summary of cost and fee for each of the ten individual performance years. The summary shall include the total cost.

- (c) The offeror shall submit cost or pricing data prepared in accordance with FAR 15.408 Table 15.2 and the following:
 - (1) Provide separate cost or pricing data for each separate line item and/or major task, including any option for additional periods or items. Summary data for each item or lot (showing total proposed cost for each cost element) must be provided on a cover sheet. Detailed cost or price data may be presented in narrative form or on a spreadsheet, provided that all cost or pricing data is adequately and clearly described.
 - (2) Clearly identify all costs and data in support of the proposed cost/price.
 - (3) If other divisions, subsidiaries, a parent or affiliated companies will perform work or furnish materials under this proposed contract, please provide the name and location of such affiliate and your inter-company pricing policy.
- (e) Individual Cost Elements: The following individual cost elements apply to the prime contractor and all subcontracts.

- (1) Direct Labor

- (i) Proposed Direct Labor Costs - The offeror shall propose direct labor costs for the base and option periods.
- (ii) Identify the number of nonproductive hours per person per year. A nonproductive hour is an hour expended for non-work time such as vacation, holidays, sick leave, and other personal leave. State the number of hours for each of these elements. Explain how the nonproductive hours will be accumulated and charged. State your policies for treating accumulated vacation and unused sick leave hours, as well as for their treatment at contract completion. Explain policies for overtime eligibility, the amount of overtime premium and charging of overtime premium. Also, explain treatment, rates, and cost for shift differentials. Shift differential includes the following:

Some activities require different types of shifts including but not limited to: (1) 3 shifts per day, 5 days per week and (2) a minimum of 20 hours per day, 7 days per week, and has expected requirements supporting full 24 hours per day, 7 days per week.

The first shift (day shift) is expected to be performed during regular business hours, the second shift (swing shift) is expected to be performed after the day shift ends, and the third shift (graveyard) is expected to be performed after the second shift ends.

- (iii) Attach support schedules with labor hours for each category, indicating rate of compensation. Indicate the method used in computing the labor rate.
 - (iv) Indicate whether current rates or escalated rates are used. If escalation is included, state the degree (percent) and methodology
 - (v) State whether any additional direct labor (new hires) will be required during the performance period of this acquisition. If so, state the number required. Included in this item are the Program Management personnel and direct charge administration support personnel.
 - (vi) Indicate by labor category, whether the category is covered by the Department of Labor Wage Determination Service Contract Act (SCA) or is exempt from the SCA. NOTE: WD = SCA; NWD = exempt from SCA.
- (2) Indirect Costs (overhead, general and administrative). Provide detailed supporting computations on cost pools, bases, work and sales projections, and allocation methods. Indicate whether your computations are based upon historical or projected data. If rates have been established by audit (DCAA) or negotiations with the Government, provide relevant information, including a copy of any applicable forward pricing or negotiated rate agreement. Provide proposed ceiling rates, which shall be used for the purposes of negotiating and completing (at the time of award) the provision found at H.7 H1385 Indirect Costs – Billing and Ceiling Rates (Modified). Also include a description of what costs are included in indirect costs such as training/education, severance packages, safety programs, and foreign travel insurance, etc.
 - (3) Consultant service. Identify the contemplated consultants. State the amount of service estimated to be required and the consultant's quoted daily or hourly rate. For the purpose of this solicitation use \$500,000 for pricing consultant services .
 - (4) Subcontracts. When proposing the use of a subcontract, include details of subcontract costs in the same format as the prime contractor's costs.
 - (5) Other direct costs.

- (i) Include an estimate of travel costs including temporary and extended travel.
- (ii) Include personnel relocation costs, if applicable.

If Offeror’s proposal contains any interpretations, deviations, or exceptions to the specifications or statement of work, these should be clearly described, along with supporting rationale. Include any deviations from the performance schedule and requirements for submission of reports. Offeror is cautioned that deviation and exceptions to solicitation requirements may be detrimental to the evaluation of the offeror's proposal. If any such exceptions or deviations are made, they must also be identified (along with exceptions from other parts of the proposal) in a summary Statement of Exceptions and Conditions.

(c) Offerors shall submit proposals in both hard copy and soft copy.

Hard Copy Instructions: Offerors shall submit 10 (ten) hardcopies of their full proposals. The page format shall consist of standard letter size pages (8 ½ x 11 inches) with an image area of 6 ½ x 9 inches. Foldout pages are not permitted. Type size shall be 12 point Arial font. Each volume shall be bound separately. The Volume Name, Number, and copy number shall be placed on the binding cover. If the volumes contain proprietary data, this must be clearly indicated on the binding cover as well.

Soft Copy Instructions: Offerors shall submit their proposal in electronic version on a standard CD or DVD. All media shall be write-protected and no file shall be password protected. Offerors shall submit proposals using appropriate Microsoft Office 2000 (or newer version) applications. The CD or DVD shall include the Offeror’s name, the solicitation number, and the Disk Number (e.g., 1 of 3) on the label. The Offeror must submit three CDs or DVDs containing the following files and using the following file naming convention.

Disk Number	File Name	Contents
1 of 3	cover letter.doc	Cover letter
1 of 3	program_management.doc	Volume 1 - Program Management
1 of 3	technical_services.doc	Volume 2 – Technical Services
1 of 3	key_resumes.doc	Volume 3 – Personnel Qualifications
2 of 3	past_performance.doc	Volume 4 – Past Performance
3 of 3	Cost.doc	Volume 5 – Cost/Price

M EVALUATION FACTORS

(a) The Government intends to select-to-award one contract resulting from this solicitation to the responsible Offeror whose offer conforms to this solicitation and is judged to be the most advantageous and of best value to the government cost and other

factors considered. The Government reserves the right to award no contract at all depending on the quality of the proposals, the availability of funding, and the continued existence of the requirement. 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.

(b) Each Offeror's response to the solicitation will be evaluated in the following areas: Non-Cost and Cost. The Non-Cost Area is more important than the Cost Area. The Non-Cost Areas are:

1. Program Management and Administration Approach (40 points)
2. Technical Approach (30 points)
3. Organizational Experience (30 points)
4. Past Performance (Confidence level)

The Program Management and Administrative Approach, Technical Approach, and Organizational Experience will be evaluated and assigned a point value. The maximum point value for Program Management and Administrative Approach is 40, the maximum point value for Technical Approach is 30 and the maximum point value for Organizational Experience is 30. The Past Performance will be assigned a Confidence Level.

FACTOR 1 - Program Management/Administration Approach – The Program Management/Administrative Approach factor will be used to evaluate the Offeror's approach to satisfying the management and administration requirements in the SOW. The Program Management/Administration factor contains three subfactors: program management approach, staffing approach, and key personnel qualifications. They will be weighted as follows to determine the overall score for factor 1:

- Subfactor 1.1 - Program Management and Administration Approach: 30%
- Subfactor 1.2 - Staffing Approach: 40%
- Subfactor 1.3 - Key Personnel Qualifications: 30%

Subfactor 1.1: Program Management and Administration Approach (30%) – This subfactor evaluates the Offeror's program management and administrative function necessary to provide technical direction, organizational leadership, performance planning, control and reporting, earned value management, and resource administration. The standard is met when the Offeror demonstrates through written proposal an appropriate approach to:

- Satisfying the program management tasks and administration requirements in the SOW
- Developing and delivering the Mission Plan CDRLs
- Managing the contract to ensure all tasks are accomplished in a timely and complete manner.
- EVM that meets the requirements in section C and complies with ANSI/EIA Standard 748-A

Subfactor 1.2: Staffing Approach (40%) – This subfactor evaluates the Offeror’s ability to provide reasonable, time-phased staffing throughout all mission phases. The standard is met when the Offeror demonstrates through written proposal:

- An adequate Staffing Plan that contains position descriptions, management structure, duty hours, and staffing throughout the mission phases. The staffing plan should include projections of total staffing per quarter for five years. The plan should include the work location for each position (such as MOC or spacecraft contractor) and describe whether this is the permanent location, a temporary duty assignment, or an extended temporary duty assignment of the staff member. If support is provided from the contractor facility or other vendor facility, describe how this support is provided (e.g., via telecon, TDYs, extended TDYs). The staffing plan should include position descriptions for the key personnel – Program Manager, Operations Manager, Lead Ground Engineer, Lead Spacecraft Engineer, and Flight Dynamics Engineer.
- An adequate staffing risk mitigation approach that describes hiring, training, and cross-training used to reduce turnover and position vacancies. Other company methods including use of award fee, incentives, promotions, etc. to reduce turnover should be included and described.
- An adequate approach to reducing staff when the staffing plan calls for a reduction in numbers.

Subfactor 1.3: Key Personnel Qualifications (30%) – This subfactor evaluates the Offeror’s ability to provide qualified and experienced personnel in key positions. The standard is met when the Offeror demonstrates through written proposal:

- Key personnel resumes are complete, in accordance with the resume template (Attachment 1) and demonstrate appropriate experience, education, and certifications
- Signed commitments of availability on the start date

FACTOR 2 - Technical Services Approach – The Technical Services Approach factor will be used to evaluate the Offeror’s approach to satisfying the technical requirements in the SOW. The Technical Services factor contains two subfactors: technical services approach, and training and certification approach. They will be weighted as follows to determine the overall score for factor 2:

- Subfactor 2.1 – Technical Services Approach: 70%
- Subfactor 2.2 – Training and Certification Approach: 30%

Subfactor 2.1: Technical Services Approach (70%): This subfactor evaluates the Offeror’s understanding of all the technical tasks and subtasks in the SOW. The standard is met when the Offeror demonstrates through written proposal:

- Methodology to provide adequate engineering support
- Methodology to provide adequate flight operations support
- Methodology to provide adequate service throughout all mission phases

- Approaches to preparing for and supporting pre-launch and integration and test activities
- A complete mapping of all technical SOW tasks (sections 5, 6, 7, 8) to the technical positions in the staffing plan. (note: It is acceptable for one SOW requirement to map to more than one FOT position, if applicable)

Subfactor 2.2: Training and Certification Approach (30%): This subfactor evaluates the Offeror's ability to provide adequately trained and certified staff as described in the SOW. The standard is met when the Offeror demonstrates through written proposal:

- An adequate training and certification approach that assures mission success by cultivating a diverse, competent staff of FOT professionals
- An approach to training and certification that includes an active process of progressive skills enhancement, cross-training and contingency operations readiness for both online and engineering personnel
- An approach to training and certification that includes certification of subsystem engineers on daily, special, and contingency operations and cross-training of subsystem engineers to provide technical continuity of subsystem operations during vacations, sickness, and attrition
- An approach to training and certification of each position in the staffing plan

FACTOR 3 – Organizational Experience – The Organizational Experience factor evaluates the Offeror's work experience within the last five years on jobs of similar technical scope, magnitude, and complexity to that detailed in the SOW. The Government will consider the experience of the organization, proposed subcontractors, and proposed key personnel. The standard is met when the Offeror demonstrates through written proposal:

- Experience on relevant projects similar in magnitude and complexity to the work anticipated under this SOW
- Experience gained in skills related to the SOW
- Experience in satellite flight operations as described in the SOW

FACTOR 4 - Past Performance: The Past Performance factor will evaluate each offeror's record (including the record of any significant subcontractors and/or teaming partners) of performing services or delivering products that are similar in size, content, and complexity to the requirements of this solicitation. The adjective rating assigned to Past Performance (see below) will reflect consideration of information obtained from the customer references provided in the Key Personnel resumes and from the contract references listed in Volume 4 of the offeror's proposal, as well as from any other useful and relevant sources obtained by the government. Offerors without a record of relevant past performance, or for whom information on past performance is not available, shall receive a neutral rating in accordance with FAR 15.305(a)(2)(iv).

Past Performance Ratings - The ratings set forth below will be used to evaluate the Past Performance factor for each offeror.

Each of the adjective ratings below has a "performance" component and a "relevance" component. The offeror must meet the requirements of both components to achieve a particular rating. In assessing relevance, the Government will consider the degree of similarity in size, content, and complexity to the requirements in this solicitation, as well as how current is the past performance.

In assessing performance, the Government will make an assessment of the offeror's overall performance record. Past performance will be evaluated in three areas with management past performance more important than technical and cost past performance:

- Technical past performance relates to the degree to which the offeror has performed effectively on similar technical projects.
- Management past performance relates to the offeror's management performance including demonstrated project control and the performance of proposed key personnel assigned to similar roles.
- Cost/schedule past performance relates to the degree to which the offeror met cost and schedule targets.

Isolated or infrequent problems that were not severe or persistent, and for which the offeror took immediate and appropriate corrective action, may not reduce the offeror's rating. On the other hand, ratings will be reduced when problems were within the contractor's control and were significant, persistent, or frequent, or when there is a pattern of problems or a negative trend of performance.

Excellent - Of exceptional merit; exemplary performance in a timely, efficient, and economical manner; very minor (if any) problems with no adverse effect on overall performance; and experience that is highly relevant to this procurement. Based on the offeror's performance record, essentially no doubt exists that the offeror will successfully perform the required effort.

Very Good - Very effective performance; fully responsive to contract requirements; contract requirements accomplished in a timely, efficient, and economical manner for the most part; only minor problems with little identifiable effect on overall performance; and experience is very relevant to this procurement. Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.

Good - Effective performance; fully responsive to contract requirements; reportable problems, but with little identifiable effect on overall performance; and experience is relevant to this procurement. Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort.

Fair - Meets or slightly exceeds minimum acceptable standards; adequate results; reportable problems with identifiable, but not substantial, effects on overall performance; and experience is at least somewhat relevant to this procurement. Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort. Changes to the offeror's existing processes may be necessary in order to achieve contract requirements.

Poor - Does not meet minimum acceptable standards in one or more areas; remedial action required in one or more areas; problems in one or more areas which adversely affect overall performance. Based on the offeror's performance record, extreme doubt exists that the offeror will successfully perform the required effort.

Neutral - no record of relevant past performance or past performance information is not available.

EVALUATION AND AWARD--NEGOTIATED

Award will be made to that Offeror whose proposal is determined to be most advantageous to the Government. In determining which proposal offers the greatest value or advantage to the Government, the Non-Cost Area will be significantly more important than evaluated price or cost to the Government. Cost will become the determining factor between proposals judged to be essentially equal in the Non-Cost Areas. While the Government anticipates award based primarily on the evaluation of the Non-Cost Area, no award will be made when the proposed cost is considered unreasonable.

Cost Realism. The government will conduct a cost realism analysis. A government calculated Most Probable Cost (MPC) analysis may be performed in the realism evaluation.

Attachment 1 – Key Personnel Resume Template

A. PERSONAL INFORMATION		
Full Name:		
B. PROPOSED POSITION AND AVAILABILITY		
Position Title:		
Availability Percentage:		
C. RELEVANT QUALIFICATIONS AND SPECIALTIES		
D. EMPLOYMENT HISTORY AND EXPERIENCE*		
Current employee or contingency hire?		
Dates:	Company:	
Position Title and Description of Duties:		
Dates:	Company:	
Position Title and Description of Duties:		
E. EDUCATION*		
Year:	Degree:	
Major:	Granting Institution:	
Year:	Degree:	
Major:	Granting Institution:	
F. CERTIFICATIONS AND ADDITIONAL TECHNICAL AND SPECIALTY TRAINING*		
Name:	Date:	
Granting Authority:	Description:	
Name:	Date:	
Granting Authority:	Description:	
F. ACHIEVEMENTS		
Honors, Awards:		
Publications:		
Professional Organizations		
G. CLEARANCES		
Clearances Held:		Effective Date:
Granting Organization:		
Pending Clearances:		Application Date
Granting Organization:		

* Repeat subsections as necessary

Attachment 2 – Past Performance Template

Point of Contact for Past Performance Information:

Name:	
Rank/Grade and Parent Organization:	
Duty Title	Organization:
Phone Number:	FAX Number:
email Address	Dates of Involvement: From: To:
Mailing Address:	

Contract Information (for the contract involved)

Company Being Rated:	
Division, if applicable:	
Contract Number/Type:	
Period of Performance:	
Total Contract Value (initial/current):	
Award Date:	Is this contract complete or ongoing?

Past Experience Relevancy and Information

Relevance to Current Effort:
Describe Relevant Technical, Management and Cost Experience: