

SECTION L

INSTRUCTIONS TO OFFERORS AND PROPOSAL SUBMISSION REQUIREMENTS

In order to be considered for award, the Offeror must be registered in the System for Award Management (SAM) under North American Industry Classification System (NAICS) 541611, Administrative Management and General Management Consulting Services (Size Standard \$15M).

The Offeror's proposal shall be submitted electronically. No hard copies or CDs will be accepted. The proposal must be received by the Government before the deadline for proposal submissions listed in block 9 of the SF1449 form and at the bottom of this paragraph. Proposals shall remain valid for a period of 120 days from the date listed in block 9 of the SF1449 form. Proposals shall be submitted electronically via email to Mr. Gabriel Feltenstein, gabriel.h.feltenstein.civ@army.mil, and Ms. Salma K. Williamson, salma.k.williamson.civ@army.mil. It is the responsibility of the Offeror to allow adequate time to submit proposal files before the submission deadline. Any proposal that is received after the appointed deadline is "late" and WILL NOT be considered for award. The deadline to submit proposals is **14 October 2025** by 3:00PM EST.

Performance Work Statement shall be provided to Offerors upon written request via email to the above points of contact. The deadline for requesting Performance Work Statement shall be no later than five (5) days prior to the proposal submission deadline of **14 October 2025** by 3:00PM EST. Performance Work Statements shall only be provided to Offerors who are wholly owned and operated within the United States.

The Offeror's proposal shall consist of five (5) Volumes. The Volumes are:

- Volume I – Technical Approach (Factor 1)
- Volume II – Management Approach (Factor 2)
- Volume III – Past Performance (Factor 3)
- Volume IV – Cost (Factor 4)
- Volume V – Executive Summary

Offerors shall submit all information that the Offeror wishes to have considered with the initial proposal. The proposal shall be clear, concise, and shall include sufficient detail for effective evaluation and for substantiation of the validity of stated claims. The Offeror shall present the information in sufficient detail for effective evaluation of the Offeror's proposal against the evaluation criteria. The Offeror shall not simply rephrase or restate the Government's requirements, but rather provide rationale that addresses how the Offeror intends to meet the requirements. The Offeror shall assume the Government has no prior knowledge of its capabilities and experience. Offeror's proposals with vague or terse statements, such as "will comply," "noted," and "understood," etc., may not be accepted by the Government.

The Offeror shall submit documentation demonstrating their approach for satisfying the requirements of this solicitation. The Government will base its evaluation on the information presented in the Offeror's proposal, unless stated otherwise. Proposals must clearly demonstrate how the Offeror intends to accomplish the performance of work and must include convincing rationale and substantiation of all claims. The Offeror shall describe its proposal, through the use of graphs, charts, diagrams, and narrative; in sufficient detail for the Government to understand and evaluate the nature of the approach. In its evaluation, the Government will consider the degree of substantiation of the proposed approaches in the proposal volumes.

The Offeror's proposal must include all information requested and must be submitted in accordance with these instructions. The Government will consider how well the Offeror complied with these instructions when evaluating the Offeror's capability to perform the prospective contract. Offerors are advised to ask the Contracting Officer for clarification of any part of these instructions they do not understand. Questions shall be submitted to Mr. Gabriel Feltenstein, gabriel.h.feltenstein.civ@army.mil, and Ms. Salma K. Williamson, salma.k.williamson.civ@army.mil no later than 12:00PM EST on 15 September 2025.

PROPOSAL SUBMISSION REQUIREMENTS

1. The Offeror's proposal must include all information requested and must be submitted in accordance with these instructions. Any Offeror who submits an incomplete package will not be evaluated. The offer shall be compliant with the requirements as stated in the PWS. Non-conformance with the instructions provided may result in an unfavorable proposal evaluation.
2. The Offeror's proposal is presumed to represent its best effort to respond to the solicitation. All inconsistencies, whether real or apparent, between promised performance and price, shall be explained in the proposal. Unexplained inconsistencies, such as those appearing to result from the Offeror's lack of understanding of the nature and scope of work for the overall solicitation, may result in an unfavorable proposal evaluation.
3. Content Requirements. All information shall be confined to the appropriate volume. Information included in the incorrect volume will not be evaluated. Each volume of the proposal shall consist of a Title Page, Summary Section, and the Narrative discussion. The Summary section shall contain a brief abstract of the volume. Proprietary information shall be clearly marked.
4. The Government intends to award without discussions with Offerors, IAW FAR 52.215-1(f)(4). Therefore, the Offeror's initial proposal should contain the Offeror's best terms from a cost or price and technical standpoint. However, the Government reserves the right to conduct discussions if the Contracting Officer later determines them necessary. If the Contracting Officer conducts discussions,

then such discussions will be held with the Offerors whose proposals have been determined to be within the competitive range, IAW FAR 15.306(c). If the Contracting Officer determines that the number of proposals that would otherwise be in the competitive range exceeds the number at which an efficient competition can be conducted, the Contracting Officer may limit the number of proposals in the competitive range to the greatest number that will permit an efficient competition among the most highly rated proposals. Again, Offeror's initial proposal should contain the Offeror's best terms from a cost and technical standpoint. Offerors excluded from the competitive range or otherwise eliminated from the competition before award will receive prompt written notice of this decision IAW FAR 15.503. The Government may reject any or all offers if such actions are in the public interest and the Government may waive informalities and minor irregularities in the proposals received.

5. No cost information shall be in any volumes other than Volume IV – Cost, with the exception of amounts in Volume II – Management Approach, to support the Small Business Subcontracting Plan. Proposals that fail to separate the cost factor may be determined unacceptable and may not be considered for award.
6. The Government may, at its discretion, incorporate portions of the successful Offeror's proposal, including information provided by the Offeror during discussions, into the resultant contract.
7. Each factor shall be submitted as a separate volume IAW the below table. Each volume shall be written on a stand-alone basis so that its contents may be evaluated with no cross-referencing to other volumes of the proposal. Each volume shall contain a cover sheet, table of contents, and acronym list specific to that volume. Cover sheets, table of contents, and acronym lists shall be excluded from the total page count limit of any respective volume. The use of hyperlinks in the proposal is prohibited. Proposals shall adhere to the page count limitations below.
8. Pages that exceed the required page limitations will not be evaluated. Additional pages over the maximum allowed will be removed from the proposal by the Contracting Officer, prior to turning the proposal over to the Government evaluation team(s) and will not be considered in the evaluation. Cover sheets, tables of content, and acronym lists shall be excluded from the page count limitations. Documents shall use the following page setup parameters:

Margins – Top, Bottom, Left, Right – 1”
Gutter – 0”
From Edge – Header, Footer – 0.5”
Page Size, Width – 8.5”
Page Size, Height – 11”
Font – 12 point Arial or Times New Roman required

Each paragraph shall be separated by at least one blank line. Tables, illustrations/graphics, and headers/footers may be a reduced font size no less than 8-point and may be landscape. All volumes and plans shall include pagination with the exception of any excluded pages as stated in the note under

the table in Paragraph 11. All pages of each volume shall be appropriately numbered and identified by the complete company name, date and Request for Proposal (RFP) number in the header and/or footer.

9. Each file name submitted shall be with the Volume number first, then the Volume Title/Description, then FDG8, and lastly the company name which may be abbreviated. For example, "Vol 1-Techical Approach-FDG8-XYZ Company."
10. File Packaging: Files shall be in read-only format, using PDF files, except that all price breakdown information shall be submitted in Microsoft Office Excel unprotected format and viewable in Microsoft Excel versions 2010 and later. Please note – Self extracting .exe files are not acceptable.

Volume	Title	Maximum Pages
I	Technical	80
II	Management	10
III	Past Performance	15
IV	Cost	No Page Limit
V	Executive Summary	No Page Limit

Note: Pages that exceed the page limitation will not be evaluated. Page count includes all pages including but not limited to: body, table, graphics, figures, and all appendices. Cover sheet, table of contents, and acronym lists are excluded from the page count. Additional pages over the maximum allowed will be removed and not read and will not be evaluated by the Government.

11. Restriction of Disclosure/Proprietary Information. If the Offeror wishes to restrict the disclosure or use of its proposal, use the legend permitted by FAR 52.215-11(e). Individual subcontractor/vendor proprietary information may be submitted via separate ~~DoD-SAFE procedures~~. The information contained in these emails must be referenced (title, page and section numbers as appropriate) within the main proposal where the information would have been included if it were not subcontractor/vendor proprietary. The information in these submissions is subject to all other requirements of the RFP. Subcontractors can submit their Organizational Conflict of Interest (OCI) identification and OCI Risk Management Plans (required within Volume V) directly to the Contracting Officer and Contract Specialist ~~via the DoD-SAFE procedures~~.

PROPOSAL CONTENT REQUIREMENTS

VOLUME I – Factor 1 – Technical Approach

The Offeror shall demonstrate a clear understanding of the PWS requirements, with specificity to the sections prescribed by the Technical Subfactors as described below. Offeror proposals should articulate a logical, comprehensive, and actionable plan to successfully perform the requirements under this section. The volume shall address and be organized into the following sections:

(1) Subfactor 1. This subfactor considers the Offeror's ability to demonstrate in depth knowledge and ability to perform the support required for the Directorate of Materiel (DOM) as stated in section 3.4.1 & 3.5 and Directorate of Integration (DOI) as stated in section 3.6 of the PWS support. Demonstration of in depth knowledge and ability to perform the requirements of PWS Sections 3.1 - 3.3.

(2) Subfactor 2: The subfactor considers the Offeror's understanding of the tasks required to support DCS G-8, and how the Offeror plans to provide the relevant support to complete those tasks. The Offeror shall provide information to substantiate the following:

Description of Offeror's understanding of:

- How an Army equipment system program's requirements are developed and approved;
- The process and procedures used to fund such program;
- The acquisition events and milestones associated with program development;
- Demonstration of Offeror's understanding of PWS Sections:
 - o 1.1.1 (FD);
 - o ~~1.1.2 Program, Analysis, and Evaluation (PAE);~~
 - o ~~1.1.3 Center for Army Analysis (CAA);~~
 - o 1.1.4 The Director's Initiatives Group (DIG) mission
- Description of Offeror's understanding of the key force development-related databases and web-based applications described in the PWS which are used by HQDA and DCS G-8 FD staff and discuss the inter-relationships between the different systems, databases, web-based applications, and processes.

(3) Subfactor 3: Key Personnel Qualifications and Resumes.

The Offeror shall provide Key Personnel Resumes and Letters of Intent, which shall include the following information:

- Resumes: The Offeror shall provide one resume for each proposed Key Personnel as identified in PWS Part 2 Personnel Requirements and PWS paragraphs 3.5, 3.6 and 3.10. No more than one resume for each Key Personnel shall be accepted. Resumes shall be no longer than three (3) pages, and shall include the following information:

- 1. Name
 - 2. Security Clearance (level, date issued, and agency)
 - 3. Name of employer
 - 4. Identify if a current employee (if not a current employee, provide completed Letter of Intent)
 - 5. Education (academic credentials or demonstration of equivalent skills and knowledge through experience; include year, degree, institution, and subject area)
 - 6. Labor category and level
 - 7. Description of current and previous project experience and roles performed (indicate if experience was as a result of a project included in the Past Performance proposal, and start/end dates)
 - 8. Relevant skills demonstrated
- Letters of Intent: A Letter of Intent to employ each proposed key individual in the specific proposed position shall be completed, signed by both the Offeror and the employee, and included with the proposal. If the individual being proposed is not currently an employee of the Prime contractor or major subcontractor and there is no signed letter of intent for that individual, the individual will not be considered sufficient to meet the requirement.

VOLUME II – Factor 2 – Management Approach

The Offeror shall address the following in its Volume II – Management Approach Factor submission:

(1) Subfactor 1: Organizational Chart.

The Offeror shall provide the following items to satisfy the Organizational Chart subfactor under the Management Approach Evaluation Factor:

A staffing matrix which shall contain the following information:

- i. Proposed individual
 - a. Name of individual to fill the Key positions, ~~to include Letters of Intent~~ (TBD' is acceptable for non-key positions)
 - b. Security clearance
 - c. Position description
 - d. Position title/Labor Category
 - e. PWS reference
 - f. Indicate if key or non-key position
 - g. Identify if current employee, contingent hire, or position to be filled
 - h. Indicate if Prime or subcontractor
 - i. Relevant competencies/skill levels

ii. The matrix shall map the proposed employees to the appropriate PWS tasking, the respective DCS G-8 FD office (e.g., “Force Development Intelligence (FDI)”), and the Government labor category. The matrix must clearly identify all personnel as either “key” or “non-key.”

(2) Subfactor 2: Small Business Subcontracting Plan

i. The Offeror shall demonstrate small business participation by detailing its proposed approach to meet the requirements under the Small Business Participation factor by addressing the following areas in its Small Business Participation Commitment Document:

- (a) Proposed Small Business Participation Plan in performance of the potential contract (applies to both Other Than Small Businesses and Small Businesses)
- (b) Commitment to Small Business
 - (i) Payment Procedures (applies to both Other Than Small Businesses and Small Businesses)
 - (ii) Compliance with Small Business Subcontracting Plans (applies to Other Than Small Businesses only)

ii. Commitment to Small Business

- (a) The Offeror shall include a written statement of its established procedures to ensure timely payments to small business subcontractors in accordance with FAR 52.219-8, Utilization of Small Business Concerns (for those contracts under which it was required within the past three years from the closing date of this solicitation). If not required in any recent contracts, the Offeror shall so state.
- (b) For Other than Small Businesses ONLY. Compliance with terms and conditions of FAR 52.219-9, Small Business Subcontracting Plan (if required in recent contracts). The Other than Small Business Offeror shall provide three Individual Subcontracting Reports (ISRs) for recent contracts (within the past three years from the closing date of this solicitation) that required a subcontracting plan. If not required in any recent contracts, the Offeror shall so state. If the Offeror has less than three recent contracts, the Offeror shall provide the most recent ISR for each contract it has, and state that the Offeror does not have three recent contracts.

VOLUME III – Factor 3 – Past Performance

The Offeror shall submit recent and relevant past performance information for its proposed team. Offerors shall submit no more than three (3) citations, and each citation shall not be greater than **five (5)** pages. “Recent” is defined as contracts under which work has been performed within the past three (3) years from the release date of this RFP. “Relevant” is defined as substantially the same in size, scope, and complexity as the requirements of this RFP. The Government will use past performance information provided by the offeror, and other information obtained from other sources, including data in Government files or data obtained through interviews with personnel familiar with the contractor and their current and past performance under Federal, State or Local

government or commercial contracts for same or similar services to develop an assessment of the offerors.

The Offeror shall provide Past Performance Information (PPI) for no more than three (3) previous contracts. The Offeror shall complete the Past Performance Questionnaire (See Section J, Attachment J.10) for each contract cited for evaluation, not included in the page limit. Each PPI will be limited to five (5) pages and shall contain the following information:

- (1) Contractor place of performance, CAGE Code and DUNS number
- (2) Government contracting activity
- (3) Contracting POC name, telephone number and email
- (4) Government's technical representative/COR name, telephone number and email
- (5) Contract Number, Duration, Contract title
- (6) Awarded price/cost
- (7) Final or projected final price/cost
- (8) Original delivery schedule
- (9) Final or projected final delivery schedule
- (10) Narrative - A brief summary of the services provided. Offerors shall provide a specific narrative explanation of each contract listed describing the objectives achieved and detailing how the effort is relevant to the requirements of this solicitation. The offeror shall also specify to what extent subcontractors were involved in gaining related experience, and their level of involvement with respect to the scope of work, objectives achieved, and personnel resources utilized, and how previous contracts relate to this effort. The narrative shall also identify whether any of the Key Personnel proposed contributed directly or indirectly to any of the past performance citations.

VOLUME IV – Factor 4 – Cost

This is a solicitation for a Cost-Plus-Fixed-Fee (CPFF) completion contract for services and the necessary travel and Other Direct Costs (ODCs) to support those services.

Each prime Offeror and subcontractor shall complete the Cost Model Excel workbook found within Attachment J.11 in its entirety. If any prime Offeror or any of its respective subcontractors do not provide a completed Cost Model (See Section J, Attachment J.11) and a Cost Narrative “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF), inclusive of the requirements set forth below, the entire prime proposal may be considered nonresponsive and ineligible for award. To the maximum extent possible, prime and subcontractor costs shall be consolidated into a single Cost Model Workbook (Attachment J.11), submitted by the prime Offeror. The only exception to this requirement being the conditions covered by Paragraph 4, hereunder, whereby a subcontractor’s proprietary data may only be disseminated directly to the Government.

1. The Government-provided skill mix and level of effort is provided in Attachment J.11 is based on the Government’s estimate of the requirements, Offerors shall propose in accordance with their Basis of Estimate to complete the tasks required in the PWS.. The submission shall include all proposed labor categories and hours for the Offeror and its subcontractor regardless of the contractual

relationship between the Offeror and subcontractor (i.e., Firm-Fixed-Price (FFP), Time and Materials (T&M), Cost Plus Fixed Fee (CPFF), etc.).

2. Each Offeror and its subcontractor(s) shall provide whatever information is necessary to help the Government understand why the proposed costs are realistic in the “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF). Each Offeror's cost proposal shall contain sufficient quantitative and narrative documentation to adequately support and explain the costs proposed, including subcontractor proposed costs. The Offeror and its subcontractor(s) shall disclose the location (Government site or the Contractor site per the PWS) of each proposed labor category's performance in their respective cost proposal(s).
3. Each Offeror shall identify all proposed subcontractors, and the contract type the Offeror has with each subcontractor in its “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF). IAW FAR 15.404-3(b), the prime contractor or subcontractor shall: (1) Conduct appropriate cost or price analyses to establish the reasonableness of proposed subcontract costs/prices; and (2) Include the results of these analyses in the cost/price proposal. If the Offeror or subcontractor relied upon its approved purchasing system to establish its subcontracts, it shall state so and provide documentation of its approved purchasing system (including date of approval) within its “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF) (see FAR 15.404-3).
4. Reference FAR 15.404-3: If the Offeror is unable to obtain the required documentation from its subcontractors to conduct the appropriate cost or price analysis as required, the subcontractor shall provide the information directly to the Government following the submission instructions of this RFP. However, the Offeror and its subcontractor in this scenario shall provide the rationale detailing exactly why the Offeror is unable to conduct the price or cost analysis required by FAR 15.404-3 in its “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF). For example, if a price/cost analysis is required for a subcontractor, that analysis requires a breakout of the individual cost elements to a prime, and a subcontractor is unable to provide its proprietary data to the Offeror, the Offeror may then do a total price analysis IAW FAR 15.404-1(b) and the subcontractor shall submit its proprietary cost breakout directly to the Government.

Reference FAR 15.403-1: If an exception to certified cost or pricing data requirements applies to the subcontractor's proposal submission, the Offeror shall provide, within its “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF), an explanation as to which exception applies and why.

Each Offeror shall provide its basis of estimate within its cost narrative for any deviation in the Government Provided skill mix and/or Level of Effort. Key Personnel may not be modified.

5. IAW FAR 15.403-1(b), data other than certified cost or pricing data is required to support cost realism. Each Offeror's and subcontractor's cost proposal shall be broken out by cost element as specified in FAR 15.408, Table 15-2, and in further supporting detail as shown in the SAMPLE cost breakdown provided in

RFP Cost Model Excel workbook, Attachment J.11. If a subcontractor submits its cost proposal directly to the Government, the subcontractor's "Vol4-CostNarr-FDG8-[Company Name].docx" (or PDF) and Cost Model Excel workbook shall contain all the same documentation, by cost volume, required by this RFP. The subcontractor shall identify the applicable Prime Offeror in its "Vol4-CostNarr-FDG8-[Company Name].docx" (or PDF).

6. In support of the proposed Direct Labor Rates, the Offeror and its subcontractor(s) shall provide supporting documentation to include at least one of the below forms (a, b, c, and/or d).
 - A. Forward Pricing Rate Agreements (FPRAs) or Forward Pricing Rate Recommendations (FPRRs) from Defense Contract Audit Agency (DCAA) or Defense Contract Management Agency (DCMA) mapped to the proposed Labor Categories
 - B. Letter(s) of Intent (LOIs), which include, at a minimum, the following:
 - i. Position;
 - ii. Direct hourly rate, and Annual Salary;
 - iii. Submitted on Offeror's or subcontractor's letterhead;
 - iv. Signed by the employer and prospective employee; and
 - v. A statement that the LOI is for RFP W91CRB-25-R-A001, Force Development
 - C. Payroll records and/or paystubs showing Rate of Pay and referenced to the Labor Category in the proposal.
 - D. Salary Survey data, which shall include, at a minimum, the following:
 - i. Source of data;
 - ii. Job title and description;
 - iii. Years/level of experience applicable to the selected salary amount;
 - iv. Geographical location; and
 - v. Range of salary amounts with reference to applicability of amounts
 - vi. NOTE: If an Offeror is basing the proposed labor rates on salary survey data only (item d below), then the Offeror shall propose direct labor rates that are most likely to maximize recruitment and retention in accordance with FAR 52.222-46 with adequate qualitative justification included in the Cost Narrative volume.
~~Referenced salary surveys must be from industry-recognized, audited surveys (such as ERI). Commercial/consumer-oriented sites such as Glassdoor, Salary.com, etc. will not be accepted.~~
Offerors must provide screenshots/PDF prints of the data used.
~~The Government reserves the right to determine a rate unrealistic based upon competitive analysis.~~ If the rates proposed are not fully supported and/or the Government is unable to determine the realism of proposed labor rates, the Government may use salary survey data from ERI or other sources to make necessary adjustments.

7. In support of the proposed Indirect Expense Rates, Offeror and its subcontractor(s) shall provide documentation of the most recent Indirect Expense Rates, to include one of the following (a, b, c, or d):
 - a. Forward Pricing Rate Agreements (FRPAs) with DCAA or DCMA
 - b. Forward Pricing Rate Recommendation (FPRRs) from DCAA or DCMA
 - c. Forward Pricing Rate Proposal (FPRP), Approved Provisional Rates Proposal or other statement of current rates including three (3) years of Incurred Cost Submissions to DCAA detailing pools and bases (by expense accounts) information that validates the calculations or three years historical actual detailing pools and bases (by expense accounts) information that validates the calculations. Forecasted pools and bases for the current year (by expense account) shall also be submitted.
 - d. If an entity cannot include A-C above because it restructured or is a new entity, that company shall provide proof to include the date it restructured or the date the new entity was formed and include the pools and bases as well as all historical data detailing pools and bases information (by expense account) which validates the calculation from the date of the restructuring.

NOTE 1: The rates reflected in the FPRA, FPRR, FPRP, Approved Provisional Rates Proposal or other statements of current rates should directly match the rates proposed by the Offeror or subcontractor. If the rates do not match, the Offeror or subcontractor shall provide sufficient detail explaining how the proposed rates are realistic.

NOTE 2: For all documents that are provided to support the proposed rates, such documents shall be explained within the “Vol4-CostNarr-FDG8-[Company Name].docx” (or PDF). The explanation shall include a mapping of the supporting documentation to the proposed rate(s) and how the proposed rate(s) was developed.

8. Offeror shall include the exact Government-prescribed estimates as included in the Cost Model (Attachment J.11) for Travel and Other Direct Costs (ODCs) in its cost proposal. The Government-prescribed estimates included in the Cost Model are the total costs for Travel and ODCs exclusive of any Offeror's associated indirect charges. The Offeror shall propose any applicable indirect charges on the Travel and/or ODC estimates in accordance with its disclosed accounting practices. The Travel estimate plus the applicable indirect charges to Travel will be provided on the Cost-reimbursement (no fee) Contract Line Item Numbers (CLINs) identified in the Cost Model workbook (Attachment J.11).

9. If only one offer is received in response to this RFP, the Government may request additional information to include certified cost or pricing data and a Certificate of Current Cost or Pricing Data.
10. For CONUS labor, Offerors shall provide justification for proposing on any basis other than an eight-hour workday, forty-hour workweek.
11. If proposing a salary instead of hourly rates, Offerors shall indicate the hours upon which the salary is based.
12. IAW FAR 52.215-22, if the Offeror intends to subcontract more than seventy percent (70%) of the total cost of work to be performed under the task order, the Offeror shall identify in its proposal i) The amount of the Offeror's indirect costs and profit/fee applicable to the work to be performed by the subcontractor(s); and ii) A description of the added value provided by the Offeror as related to the work to be performed by the subcontractor(s).
13. For offerors who propose any indirect rates on an intra-divisional company, the Government will view these efforts as subcontractors. As such, Offerors shall propose accordingly in their Technical and Cost Volumes.
14. Identification of Uncompensated Overtime: "Uncompensated overtime" means the hours worked without additional compensation more than an average of 40 hours per week by direct charge employees who are exempt from the Fair Labor Standards Act. Compensated personal absences such as holidays, vacations, and sick leave shall be included in the normal work week for purposes of computing uncompensated overtime hours.

IAW FAR 37.115, the use of uncompensated overtime is not encouraged. Any usage of it shall be explained in detail and describe how recruitment and retention will not be affected. Offerors are cautioned that in the cost realism analysis the adjusted hourly rate (including uncompensated overtime) (see definition at 37.101), rather than the hourly rate, shall be applied to all proposed hours, whether regular or overtime hours. If uncompensated overtime is used, the Offeror shall clearly identify the labor category or categories on which uncompensated overtime will be applied. All Offerors, whether proposing uncompensated overtime or not, shall provide a copy of its policy addressing uncompensated overtime with its proposal.

 - a. For any proposed hours against which an uncompensated overtime rate is applied, the Offeror shall identify in its proposal the hours more than an average of 40 hours per week by labor category at the same level of detail as compensated hours, and the uncompensated overtime rate per hour, whether at the prime or subcontract level. This shall include uncompensated overtime hours that are in indirect cost pools for personnel whose regular hours are normally charged directly

- b. The Offeror's accounting practices used to estimate uncompensated overtime must be consistent with its cost accounting practices used to accumulate and report uncompensated overtime hours.
 - c. Proposals that include unrealistically low labor rates, or that do not otherwise demonstrate cost realism, a risk assessment will be conducted, and this assessment will be taken into consideration during the evaluation of their proposal.
 - d. The Offeror shall include a copy of its policy addressing uncompensated overtime with its proposal.
15. Each Offeror shall provide documented evidence of their possession of an accounting system adequate for determining and recording costs applicable to the contract. If the Offeror, or any subcontractor proposed on a cost reimbursable basis, has not received a determination from DCAA or DCMA on the adequacy of their respective accounting system, they should submit to the Contracting Officer a completed Standard Form 1408.
16. Offerors shall structure their "Vol4-CostModel-FDG8-[Company Name].xlsx" document IAW the CLIN structure annotated in the Cost Model Attachment J.11. No price information is to be found in any other Volume.

VOLUME V – Executive Summary

Within this section, the Offeror shall provide a Title Page, a Table of Contents, and Summary Section. This volume shall include the following:

- (1) Solicitation number;
- (2) Company Name, Commercial and Government Entity (CAGE) Code, and Tax ID No.;
- (3) proposal title;
- (4) point of contact and alternate, including last name, first name, street address, city, state, zip code, telephone, and electronic mail;
- (5) administrative point of contact, including last name, first name, street address, city, state, zip code, telephone and electronic mail;
- (6) date or proposal submission;
- (7) proposal expiration date (valid minimum 120 calendar days);
- (8) signed solicitation form;

- (9) System for Award management (SAM) record print-out of the company/Offeror's "Core Data";
- (10) matrix of all proposed subcontractors, which includes information from items 2 and 4 of this paragraph;
- (11) Completed Representations and Certifications (Section K);
- (12) Subcontractors/Team Members/Affiliates. Offerors proposing subcontractors/team members/affiliates or other organizational elements not part of the entity submitting the offer shall provide evidence of the commitment from these organizations to perform as presented in the proposal. Examples might include teaming agreements, subcontracts, joint venture agreements, or other similar commitments. If the Offeror is a division or subsidiary of another company an organizational chart depicting all parent and affiliated companies of the Offeror shall be provided.;
- (13) Personnel with Binding Authority. The Offeror shall provide the name, title, and contact information (current telephone number and email address at a minimum) of the personnel within the company who possess contractual binding authority and will be supporting the bid as well as any resulting contract award.;
- (14) Organizational Conflict of Interest Identification and Risk Mitigation Plan. Organizational Conflict of Interest Identification and Risk Mitigation Plan: The Offeror shall conduct due diligence and submit with their proposal an Identification and Mitigation Plan. This plan shall identify all facts that a reasonably prudent person would consider relevant in determining whether a potential conflict of interest currently exists or might arise under the performance of this contract. In accordance with FAR 9.505, the plan shall cover (a) the prevention of existing conflicting roles that might bias a contractor's judgement and (b) the prevention of an unfair competitive advantage. In addition to other situations specified in FAR 9.505, an unfair competitive advantage exists when a contractor competing for award of a contract possesses proprietary information that was obtained from a Government official without proper authorization and/or source selection information that is relevant to the contract but is not available to all competitors of which would assist that contractor in obtaining the contract.

The Offeror shall identify, at a minimum, all current contracts or financial interests that might be affected by the performance of the PWS. Additionally, the Offeror shall identify any potential conflicts of interest, as that term is defined in FAR part 9, that the Offeror reasonably believes could arise during the performance of this contract. The Offeror's submission shall include any subcontractors or team members. Offerors should be aware that the technical, financial, and operational assistance efforts anticipated under this contract may implicate budgets, priorities, or recommendations of other service or product/system acquisition of the Army or Department of Defense (DoD). Accordingly, Offerors should be particularly sensitive to the potential conflicts that might arise should the Offeror or its affiliates/subcontractors have any financial interest in other DoD audit contracts where the Offeror may be in a position to evaluate remediation efforts

performed in this contract. The accuracy of the findings presented shall be certified to the best of their knowledge and belief by an official authorized to bind the company.

If the conclusion reached by the Offeror is that no OCI exists, then a statement certifying that the Offeror (including subcontractors and affiliates) has no OCI issues relating to this RFP or contract, including supporting rationale, shall be submitted as well. In the context of OCI, involvement is defined as any participation or connection to a project, contract, program, or product which may create actual or perceived OCI. The Contracting Officer will review statements provided by each Offeror as to the work the company has performed; evaluate the submittals considering in-house knowledge as to the company's program support; and determine whether or not there is an OCI. This will include all subcontractors and affiliates. Subcontractor and affiliate OCI is equivalent to a prime contractor OCI.

To prevent the improper release or disclosure of information, or any actual or perceived personal or organizational conflict of interest that might arise in the performance of this contract, the contractor shall bring any potential conflicting relationships or financial interests held by the contractor, its key employees, or others executing performance on behalf of the contractor to the attention of the Contracting Officer throughout the life of this contract. If the Contracting Officer determines that an unacceptable conflict or violation exists, the contractor shall take the actions necessary to mitigate or eliminate the conflict or violation.

Additionally, the Offeror's submittal shall include a mitigation plan to be reviewed and approved by the Contracting Officer. The mitigation plan shall provide verifiable means of eliminating any conflict of interest identified by the Offeror. The mitigation plan shall also describe the contractor's current policies for identifying, reporting, and preventing future organizational and personal conflicts of interest that might arise in the performance of this contract.

The Contracting Officer will review statements provided by each Offeror as to the work the company has performed or anticipates; evaluate the submittals considering in-house knowledge as to the company's program support; and determine whether there is an adequate Identification and Mitigation Plan. Prior to award, if the Offeror's approach to mitigation is not deemed satisfactory by the Contracting Officer, the Contracting Officer may take other actions in accordance with FAR 9.504. The Government's consideration of this information is for purposes of assessing the contractor's OCI and proposed mitigation plan and is not otherwise part of the evaluation factors to be considered for award.

During contract performance, the contractor is responsible for ensuring compliance, both organizationally and individually, with regulatory and professional standards, including any standards relating to ethics, obtaining and releasing proprietary information, and individual or organizational conflicts of interest.