

Attachment 0027
W52P1J-10-R-0155

Section L Instructions to Offerors

Proposals shall be submitted in accordance with this section. Offerors should thoroughly review Sections A, L and M prior to submitting a proposal. Instructions to offerors regarding proposal information can be found at Section A of the solicitation and at Attachments 0003 - 0026 of the solicitation. The Government intends to award a contract under this solicitation using the lowest price technically acceptable (LPTA) approach. The following factors will be evaluated on an acceptable/unacceptable basis: Transition Plan and Technical Approach.

1. Proposal Submission.

a. Offerors shall submit their original proposals in three-ring binders. Each volume shall be in its own binder. A complete proposal shall contain a cover letter, an index, and separate volumes as indicated below.

VOLUME 1: Transition Plan
VOLUME 2: Technical Approach
VOLUME 3: Price
VOLUME 4: Financial Capability

b. Offerors shall submit three hardcopies of the original proposal (includes all volumes), and two CD-ROM copies of the original proposal. In addition, offerors shall also submit an electronic copy of the completed Price Matrix on a single-write CD ROM and a paper copy of the completed Price Matrix to:

Rock Island Contracting Center
ATTN: CCRC-AL, Lorraine Geren
Rock Island, IL 61299-6000

c. Offerors shall designate the original proposal as such, and shall number all copies.

d. In cases where there are discrepancies between the original proposal and hardcopy/CD proposals, the original proposal shall be the controlling document for all parts of the proposal with the exception of Prices (completed

Attachments 0001 and 0002 to the solicitation). In the case of Prices, the electronic copy will be the controlling document.

e. CD-ROM copies must be entirely reproducible, be accessible, and printable using Microsoft Office 2000, 2003, 2007 or PDF Software (with the exception of the Pricing Volume, which must be submitted in Microsoft Excel format, 2000, 2003, 2007).

f. Proposal indexes and cross-references between the proposal and the solicitation are required for ensuring that all pertinent sections of the proposal are fully understood. The use of tabs to easily locate sections of the proposal also facilitates a thorough evaluation.

g. Each volume shall be as brief as possible and shall not exceed the page limitations as indicated below. Proposals shall use standard letter size paper (8 ½ X 11), contain 12 point Times New Roman, and contain margins of at least one-inch. All pages shall be numbered. Price proposals may contain 10 point Arial type. Pages printed on both sides will count as two (2) pages. Graphs and Spreadsheets may be included using legal paper size 8 ½ X 14 or 11 X 17 and shall count as one page. For any graphs, flowcharts, diagrams, spreadsheets, etc submitted on paper size 8 ½ X 11, 8 ½ X 14 or 11 X 17, where letters, numbers, or characters are imbedded into the image, these letters, numbers, or characters may be of any font size or type as long as they are clearly readable. All other narrative or numbers not imbedded into the image that are added to the legal size sheet must be 10 or 12 point Arial font.

h. The Transition Plan volume shall not exceed 100 pages. The Technical Approach volume shall not exceed 350 pages. Resumes are excluded from the page count. The Price, and Financial Capability volumes do not have a page limitation.

i. The Government will not read or evaluate pages exceeding prescribed page limitations. Excess pages will be removed from the proposals. Page limitations do not include table of contents, indexes, cross reference matrices, section tabs or resumes. Cover letters and proposal introductions shall not exceed a total of five pages combined.

j. Offerors are expected to provide sufficient detail in a clear and concise manner to completely and logically address each evaluation factor. The Government does not desire excess verbiage, unnecessary and elaborate brochures, or lengthy, repetitious, disorganized presentations beyond that sufficient to present a complete and effective offer. Deficiencies, whether informational or technical (e.g., failure of a proposal to comply with solicitation requirements, failure to provide a technical approach or information regarding an area to be evaluated, failure to address the solicitation requirements) may be cause for elimination from the competitive range or rejection of an offer. Unsupported promises to comply with the contractual requirements will not be sufficient. Proposals must not merely reiterate the contractual specifications, but rather must provide convincing documentary evidence of how contract requirements will be met.

k. The Government presumes the Offeror's proposal represents its best effort to respond to the solicitation. The proposal shall explain any inconsistency, whether real or apparent, between proposed performance and cost or price.

l. The successful offeror's proposal will be incorporated into the contract in whole or in part. If discussions are necessary, the results of the discussions shall be made part of the contract in whole or in part.

m. Offerors are responsible for submitting the original proposal and CD-ROMs of their proposal to the designated locations as specified in paragraph 1b. Any revisions and modifications shall reach the government office designated in the solicitation by the time specified in the solicitation. Failure to do so will cause the proposal to be considered late.

n. Offerors should note that the contract resulting from this solicitation will be awarded to the lowest priced technically acceptable offer received under this solicitation provided that offeror meets the standards of responsibility set forth in FAR 9.104.

2. Volume 1 - Transition Plan:

a. This volume shall be limited to 100 pages. This volume will be evaluated for award purposes and selected submissions may become a material part of the contract. Submissions must therefore be thorough and complete. Offerors shall provide the following:

b. The successful offeror shall support a timely and effective transition of all contractual responsibilities in accordance with the requirements of the new contract. In the event that this involves a new operating contractor the transition plan shall include interface with and transition of responsibilities from the incumbent.

c. Offerors shall provide a comprehensive plan for transition from the current contract to the new contract to effect a complete, safe and secure assumption of contractual responsibilities. It is the Government's intent to award the contract by 30 October 2010 with a transition period occurring from date of award through 31 Dec 2010. During the transition period, the successful offeror will be required to take all steps necessary IAW its transition plan towards assuming full operational control over HWAD on 1 Jan 2011. The Government expects the successful offeror to formalize transition planning and to put into place necessary agreements to implement and execute operation and maintenance of the facility on 1 Jan 2011. While this effort is expected to begin immediately upon contract award, transition of demilitarization items will be dependent upon the availability of demil assets since some may be encumbered by the incumbent at the outset. The incumbent and the new operating contractor must negotiate consideration for use of any facilities by the incumbent after 1 January 2011 as applicable.

d. The transition plan shall clearly identify the process to be utilized for assuming the responsibilities for operating and maintaining the facility beginning on day 1 of the new contract, for handling the operation and maintenance of the facility if the incumbent is encumbering portions of the installation and the assumption of applicable ARMS agreements; if any. Offerors' transition plans shall include anticipated tasks such as interviewing/hiring of personnel, applying for transfer of permits and having the permits in place when required, obtaining the Facility Security Clearance in accordance

with clause FAR 52.204-2 before award, creating procedures and policies for executing the various plans for operating and maintaining HWAD, coordination with the ACO/PCO, etc. Transition plans shall also include projected completion dates, the plan for reducing or eliminating any downtime, experience, background, and knowledge of contractor personnel responsible for transition and information pertaining to their efforts on transitions on similar efforts, a risk assessment of the risks associated with implementing the proposed plan, and anticipated tasks to help mitigate those risks.

All offerors are required to submit a Transition Plan, as outlined above, within their proposals.

3. Volume 2 - Technical Approach:

This volume shall be limited to 350 pages, excluding resumes and the signed copies of the proposed letters of intent, and/or the Joint Venture (JV) or teaming agreements. This volume contains two subfactors: Capability to Meet Supply Depot Operations, and Management Plan for the Operation and Maintenance of the Depot. Capability to meet Supply Depot Operations includes such things as shipping, receiving, storage, renovation/maintenance, inventory/accountability of ammunition and explosives, and demil of conventional ammunition. The Management Plan for the Operation and Maintenance of the Depot subfactor includes Safety, Installation Security/Antiterrorism, Environmental, Fire and Emergency Services, Property in the Possession of the Contractor, Information Technology Services and Support, Maintenance and the Health clinic. This volume will be evaluated for award purposes and selected submissions will become a material part of the contract. Submissions must therefore be thorough and complete. Offerors shall provide the following:

(1) Subfactor 1 - Capability to Meet Supply Depot Operations

This subfactor contains two parts, Storage Operations and Demilitarization of conventional ammunition. Offerors shall provide the following:

Part 1 - Storage Operations: The successful offeror will be required to physically store ammunition and explosive

(A&E), control A&E material movement on/off-post and report storage space management and use. Offeror shall provide a comprehensive plan delineating its approach to meeting the storage operations requirements. This plan shall demonstrate the offerors capability to achieve, maintain, and sustain A&E storage operations that are regulatory compliant, maximize storage space (cubic feet and net square feet), mitigate safety and security risks within the approved/assigned storage structures such as warehouses, above ground magazines, and earth covered magazines within the property limits of the installation, and commitment to work with the Government to implement activities that will allow the Government to continue to gain efficiencies in supply depot operations throughout the life of the contract.

Part 2 - Demilitarization: The successful offeror will be required to demilitarize specified families of conventional munitions, and guided missiles and components, at HWAD. Offeror shall provide a comprehensive plan delineating its approach to meeting the demilitarization requirements contained in Attachments 0001 and 0002. Offeror must demonstrate its capability to complete demilitarization efforts within the required timeframe and to dispose of all components in an environmentally safe manner. Note the timeframe normally allowed to complete a demilitarization project is three to eighteen months.

(2) Subfactor 2 - Management Plan for the Operation and Maintenance of the Depot

This subfactor contains two parts, Management Plan and Plans for Meeting the Operation and Maintenance Requirements of HWAD. Offerors shall provide the following:

Part 1 - Management Plan: Offeror shall provide a comprehensive plan delineating its overall management approach (including teaming or joint venture agreements) to operate and maintain HWAD at no direct cost to the Government. The plan shall demonstrate its effectiveness in meeting the Government's requirements for operating and maintaining HWAD and shall include at a minimum, the proposed management structure to include individual roles and responsibilities, reporting lines, resumes and key areas of responsibility and how they will be staffed and

integrated into the overall management approach. A letter of intent shall accompany resumes of key personnel. Offerors shall also describe its key management processes and enterprise information systems it intends to use to execute the contract and control cost/schedule risk. Offeror shall provide an outline of how the efforts required by the solicitation will be assigned for performance within the contractor's corporate entity and among proposed subcontractors or team members. In the case of a new corporate entity, a joint venture (JV), or "teaming" approach, a responsibility matrix shall be provided in the offeror's proposal along with signed copies of proposed letters of intent, and the applicable agreements. The responsibility matrix shall also be provided for separate entities within a corporation. This is applicable not only to JV's or "teams" but for individual companies who are providing proposals.

Part 2 - Plans for Meeting the Operation and Maintenance Requirements of HWAD

The successful offeror will be required to operate and maintain the depot in accordance with the specified Performance Work Statements (PWS) in the solicitation. Offeror shall provide a concise but complete Plan for meeting the requirements of each PWS as specified below. These plans shall include proposed staffing levels and clearly indicate the offeror has a comprehensive understanding, knowledge, and ability to perform IAW the specified requirements for each of these areas.

(a) A Maintenance Plan. Offeror shall provide a Maintenance Plan addressing each of the requirements set forth within the Maintenance PWS shown at Attachment 0016 of the solicitation.

(b) A Property Plan. Offeror shall provide a Property Plan addressing each of the requirements set forth within the Property PWS shown at Attachment 0010 of the solicitation.

(c) A Security/Antiterrorism Plan. Offeror shall provide a Security/Antiterrorism Plan addressing each of the requirements set forth within the Security/Antiterrorism PWS shown at Attachment 0011 of the solicitation.

(d) A Safety Plan. Offeror shall provide a Safety Plan addressing each of the requirements set forth within the Safety PWS shown at Attachment 0012 of the solicitation.

(e) A Fire & Emergency Services Plan. Offeror shall provide a Fire and Emergency Services Plan addressing each of the requirements set forth within the Fire and Emergency Services PWS shown at Attachment 0014 of the solicitation.

(f) An Environmental Plan. Offeror shall provide an Environmental Plan addressing each of the requirements set forth within the Environmental PWS shown at Attachment 0013 of the solicitation.

(g) An Information Technology Services and Support Plan. Offeror shall provide an Information Technology Services and Support Plan addressing each of the requirements set forth within the Information Technology Services and Support PWS shown at Attachment 0015 of the solicitation.

(h) A Health Clinic Plan. Offeror shall provide a Health Clinic Plan addressing each of the requirements set forth within the Health Clinic PWS shown at Attachment 0017 of the solicitation.

4. Volume 3 - Price:

Offerors are required to submit the following information with their pricing proposal:

(1) A completed pricing matrix as set forth in the Hawthorne Price Matrix at Attachment 0001 to the solicitation. Note: Refer to solicitation, Section A, for additional information that may impact proposed unit prices. Proposed firm-fixed unit prices are limited to two decimal places. The proposed firm-fixed unit prices shall be the prices used by the Government to calculate the evaluated total price and for issuance of delivery orders. Offerors must propose unit prices for all quantity ranges for each service and each ordering period identified in the Hawthorne Price Matrix at Attachment 0001. Failure to comply with the above requirements may result in the offer being rejected.

All prices for this acquisition shall be stated in current U.S. dollars.

The following ordering periods apply as specified on the Hawthorne Price Matrix:

Ordering Period One -	Date of Award -	31 December 2011
Ordering Period Two -	1 January 2012 -	31 December 2012
Ordering Period Three	1 January 2013 -	31 December 2013
Ordering Period Four	1 January 2014 -	31 December 2014
Ordering Period Five	1 January 2015 -	31 December 2015

Option Period -

Ordering Period Six	1 January 2016 -	31 December 2016
Ordering Period Seven	1 January 2017 -	31 December 2017
Ordering Period Eight	1 January 2018 -	31 December 2018
Ordering Period Nine	1 January 2019 -	31 December 2019
Ordering Period Ten	1 January 2020 -	31 December 2020

The proposal shall consist of:

a. An electronic copy (in Microsoft Excel as described in 1d) of the completed Price Matrix and a paper copy of the completed Price Matrix. The electronic copy of the completed Price Matrix shall be submitted on a single-write CD ROM to prevent accidental erasure or change of the data therein.

b. Any additional information considered necessary to explain the proposed pricing.

Instructions for completion of the Price Matrix:

a. All information to be filled in by the offeror is highlighted on the Price Matrix in blue.

b. The offeror shall enter its full name in the space provided.

c. Offerors are required to state binding prices. The offeror shall enter unit prices for each range in the spaces provided for contractor fill-in. Each range and weight shown applies to all ten (10) ordering periods.

d. The offeror shall provide, for each of the 8 FFP efforts identified on the Pricing Matrix at Attachment 0001, a breakdown of labor, (salaried and hourly job titles, number of employees within each job title), indirect costs, any other direct costs, and G&A. The breakdown shall be provided for Ordering Period 1 (CY 2011). In addition, the offerors shall provide the methodology used for determination of the requested information for all outyears.

e. No other information is to be added to the Price Matrix, nor shall offerors make any changes to the Price Matrix.

(2) A completed Ceiling Priced MIDAS Families worksheet as set forth in Attachment 0002 to the solicitation.

Instructions for completion of the Ceiling Priced MIDAS Families

a. Proposed ceiling prices are limited to two decimal places. The proposal shall consist of:

(1) An electronic copy (in Microsoft Excel) as described in (1)d of the completed worksheet and a paper copy of the completed worksheet. The electronic copy of the completed worksheet shall be submitted on a single-write CD ROM to prevent accidental erasure or change of the data therein.

(2) Any additional information considered necessary to explain the proposal pricing. The Instructions for completion of the Price Matrix as shown above at paragraph A. (1) also apply to completion of this worksheet with the exception of the following: Offerors must propose a ceiling price for each listed MIDAS family for all quantity ranges and ordering periods. These ceiling prices will not be included in the total evaluated price however they will be evaluated for price reasonableness. Submission of cost or pricing data will be required prior to award of any demil requirements priced on Attachment 0002.

With respect to pricing, the proposal response is presumed to represent the offeror's best effort to respond to the solicitation. Any significant inconsistency between promised performance and price shall be explained in the offer. For example, if the use of new and innovative techniques has an impact on unit price, their impact on

price shall be explained by the offeror. If a management decision has been made to absorb a portion of the program costs that have not been included in the proposed pricing, that decision shall be stated and quantified in the proposal. Any significant inconsistency, if not explained, raises a fundamental issue of the offeror's understanding of the nature and scope of the work required, and may be grounds for rejection of the proposal. The burden of proof as to price credibility rests with the offeror.

5. Volume 4 - Financial Capability:

Each offeror shall submit the information required below NLT two weeks prior to the solicitation closing in order to expedite the financial responsibility determination. The financial responsibility determination will be made in accordance with FAR 9.103.

The list is to be used as a guideline; however, deviation from the format specified below will not be considered grounds for disqualification from the competition so long as the information provided constitutes a reasonable substitute.

(1) The offeror shall provide the following:

(a) The most recent three years of financial statements (preferably audited). The Government reserves the right to audit all unaudited financial statements. The financial statements shall include the following, at a minimum:

- i. Balance sheet
- ii. Income statement
- iii. Statement of cash flows
- iv. Footnotes to the financial statements
- v. Copy of the Certified Public Accountant's opinion regarding the financial statements, if available
- vi. A copy of the current annual report if available.

(b) Copies of current loans, letters of credit, etc., are encouraged, particularly for those offerors whose statements show losses, significant decreases in working capital or cash flow, significant changes in sales or profitability, or the statements contain a comment addressing the company's ability to continue as a going concern.

(c) Additional information that the offeror would like the Government to consider in forming its opinion regarding the financial condition of the offeror. Examples of other information include: current part-year financial statements, current open credit lines, pro forma financial statements for future years, copies of financing obtained for this effort, forecasted cash flow statements, etc. Offerors whose financial statements contain any negative information similar to that discussed in paragraph 1b above are strongly encouraged to submit additional information that can show their ability to financially perform on any resulting contract.

(2) Each offeror shall also provide the following with its financial information:

(a) The legal name of the business unit that will actually perform the work

(b) The name of the business unit's parent company, if there is one

(c) The name, address, and phone number of a point of contact knowledgeable about the financial information submitted

(d) Identification of the cognizant Defense Contract Audit Agency and Defense Contract Management Agency offices, if known. Include the names, email address and phone numbers of the auditor and contract administrator/ACO, if known.

(3) The financial statements for the offeror shall pertain to the business unit that will actually perform the work. Providing the financial statements of the business unit's parent company is unacceptable unless one of the following is provided:

(a) A letter, signed by an official of the parent company with the authority to bind the parent company, stating that it will be financially responsible for the business unit in the performance of this contract. Merely stating that the business unit is a division or subsidiary is insufficient. The letter must clearly indicate that the parent company is financially responsible for the business unit.

(b) Legal documentation that clearly demonstrates the parent company is financially responsible for the business unit.

(4) If the business unit to be performing the work is a joint venture, limited liability company, or similar type of entity, the company shall submit the financial statements of all the participating firms. This includes any financial statements, pro forma or otherwise that exist for the performing entity. The company shall also submit legal documentation clearly disclosing the conditions of the business arrangement and the attendant financial terms.