

Proposal Writing for Government Contracts



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Essential Truths

*There are far more losing proposals
than winning ones*

Many lose only due to problems in writing

Why Proposals Lose

- Failure to address all requirements
- Noncompliance with instructions
- Insufficient substantiating information
 - Simply reiterates requirements
 - Lack of relevant examples
- Unclear to the reader (wordiness, poor structure, poor grammar)

Why Proposals Win

(Yes, Some do win....)



- They answer the solicitation
- They convince the reader they have the best solution
 - Include practical examples
 - Show the bidder's capabilities
- Avoid grandiose, sweeping, unsubstantiated claims – and stick to the facts

Winning Proposals Convince!

The Evaluator must be convinced that you...

- Understand the problem
 - Have a detailed plan
 - Identify Issues
 - Risk reduction
- Can solve the problem
 - Relevant experience
- Can deliver the solution
 - Well qualified and dependable
 - Good track record



Winning Proposals

- Respond to the needs of the Agency
 - Where documented? RFP, Agency's Goals, Mission, Vision, Literature, Strategic Plan, etc



The image is a screenshot of the DHS Science and Technology website. At the top, there is a dark blue header with the DHS logo and the text "Homeland Security". To the right of the logo are social media icons for Facebook, Twitter, Instagram, YouTube, and a mail icon. Below the header is a navigation bar with links for "Topics", "How Do I?", "Get Involved", "News", and "About DHS". A search bar is located on the right side of this navigation bar. Below the navigation bar is a large banner with the text "Science and Technology" in white on a dark background. Underneath the banner is another navigation bar with links for "Our Work", "Strategic Directions", "Business Opportunities", "S&T News", and "About S&T". The main content area shows a breadcrumb trail: "Science and Technology > Strategic Directions > Visionary Goals". There is a "Share / Email" button with a plus sign. On the left side, there is a sidebar with a "Strategic Directions" header and a "Visionary Goals" section. The main content area features the heading "Visionary Goals" and a paragraph of text. To the right of the text is an image of a smartphone displaying a network diagram. On the far right, there is a "Related Resources" section with several links.

Strategic Directions

- Visionary Goals**
- [Apex Programs](#)
- [Apex Engines](#)
- [National Conversation](#)
- [Harnessing Our Labs](#)

Visionary Goals

Based on today's threats and technologies, what should the homeland security environment look like in 20 to 30 years? What challenges will DHS components, responders and other end users face? How should the homeland security community change in order to best respond to these challenges? What should S&T plan for now to ensure the nation is more resilient and secure in the future?



Related Resources

- [S&T Events](#)
- [S&T Publications](#)
- [FirstResponder.gov](#)
- [Defense Innovation Marketplace](#)
- [BAA Current Solicitations](#)

Proposals

A proposal is

A good idea which solves a problem, well expressed, with a clear indication of methods

A marketing document introducing your reader to your company

Is often a legal and binding contract

Should be a “companion book” to the solicitation

A communication process

A relationship building exercise



**I THINK THIS IS THE BEGINNING
OF A BEAUTIFUL FRIENDSHIP.**

Proposals

A proposal is not

“All about ME”

Anything, anyone really wants to read

Something that can be successfully thrown together at the last minute.

Proposals

A proposal must

Convince the evaluator that you have a clear understanding of the requirements

Address all requirements

Be clear and easy to follow

The 5 C's

- Clear
- Complete
- Comprehensive
- Concise
- Convincing

The Government Contract Award Process

- Tell 'em what you're gonna do
- Do what you said you'd do
- Eliminate unfair advantages
- Suit Government's best interest
- Stay IAW FAR



(In accordance with Federal Acquisition Regulation)

The FAR Guiding Principles

Satisfy the customer in terms of cost, quality, and timeliness

- Require competition
- Commercial products

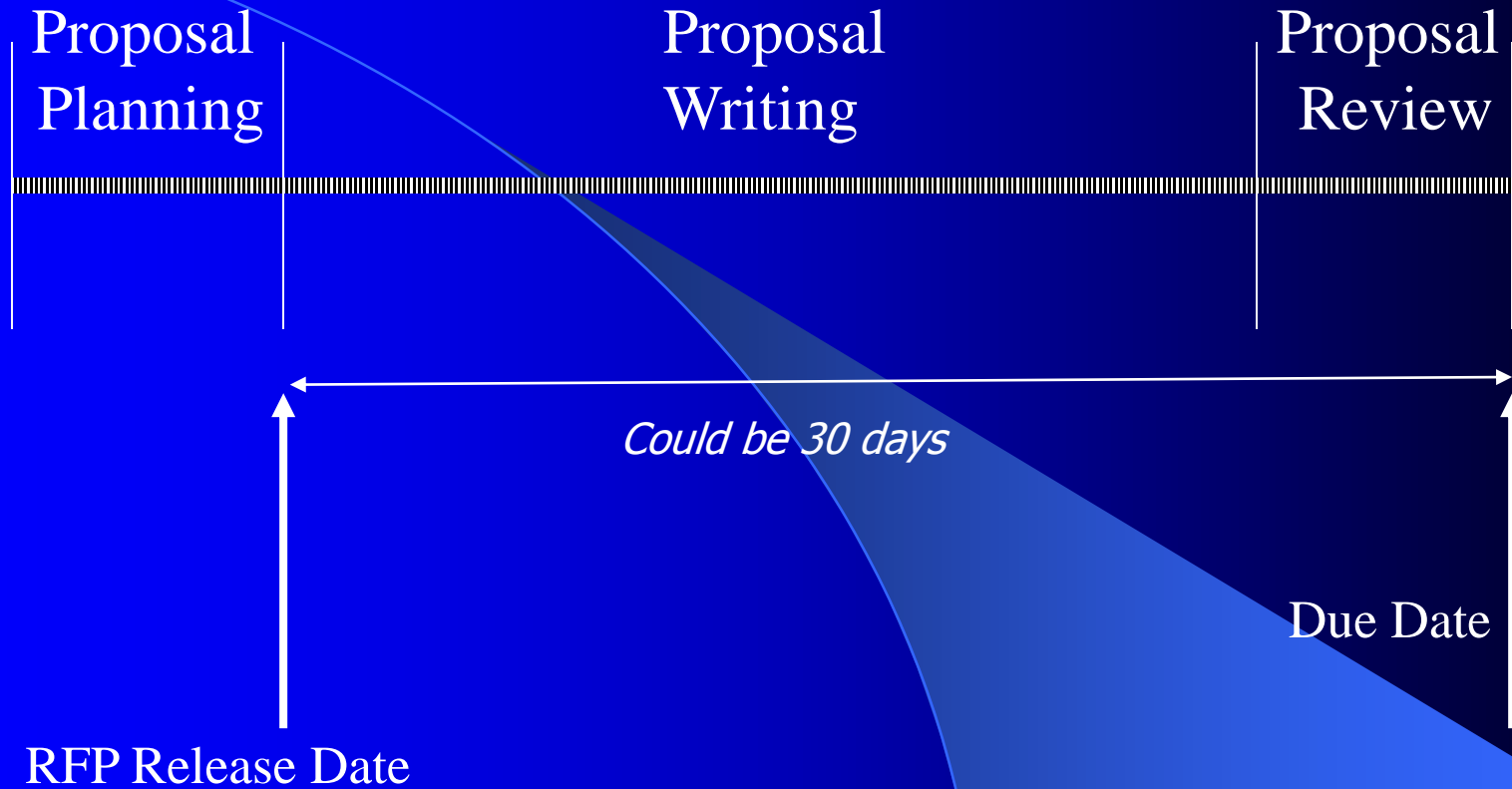
Conduct business with Integrity, Fairness, and Openness

- Publicize procurements
- Protest procedures

Fulfill public policy objectives

- Small business
- Minority business
- Woman-owned business
- “Green” goals

Proposal Writing Process



Finding a Bid Opportunity!



Beta.Sam.Gov
(Formerly Fed Biz Opps)

Agency Web sites

What's Out There?

Types of awards

- Full and Open Competition
 - Sealed bid (low bidder)
 - Best Value
 - Two Step (Lowest Price Technically Acceptable)
 - Tradeoff
- Other than Full and Open Competition
 - Sole Source



Government Contracting 101

Eval Factor Hierarchy	Cost Factors Most Important	Cost and Non-Cost Factors Equally Important	Non-Cost Factors Most Important
Non-Cost Factors Increasingly Important 			
Common Characteristics	<ul style="list-style-type: none"> -Govt Requirements not complex -Previously performed -Low technical risk 	<ul style="list-style-type: none"> -Moderate technical risk -Some development work required 	<ul style="list-style-type: none"> -Govt Requirements complex -Multiple solutions possible -High technical risk

Sealed Bid



Best Value

What's Out There?

- **IFB** *Invitation for Bids*
 - Requirements easily defined
 - Only concerned with price
 - Public opening of sealed bids
- **RFQ** *Request for Quotations*
 - Primarily concerned with price
 - Possible “Best Value” considerations
 - No negotiations; Perhaps no contract
- **RFP** *Request for Proposals*
 - Generally most comprehensive
 - Allows for negotiation of final contract

What's Out There?

- Sources Sought

- Government “tests the water”
- Feasibility or New Technology
- Need for Competition

- Notice of Intent

- Intention to award a contract without competition
- “Sole Source” Award

What's Out There?

- RFI (Request for Information)
 - More detailed than Sources Sought
 - “Advisory Multi-Step Process”
 - Gov’t releases high level requirements
 - Interested offerors submit capability statement
 - Gov’t provides “opinion” of competitiveness
 - Anyone can still respond to formal RFP

Contract Opportunities ▾

I'm looking for..



Search

Contract Opportunities



 Change Filters

 Clear All

Status

Active Only

Keywords

Clear All

Inactive Date

From

Month Day Year

To

Month Day Year

 Clear

 Filter

Published Date

Search Results

Showing 1 - 10 of 99,660 results

Sort By

Last Updated Date ▾



Helium/Hydrogen Supply, Tank Rental, and Delivery for NWS Eastern Region

A Blanket Purchase Agreement (BPA) was issued to Praxair Distribution, Inc. for helium/hydrogen supply, delivery, and 6-pack/cylinder/tank rental f

...

Awardee

PRAXAIR DISTRIBUTION, INC. (042845636)

Department/Ind. Agency

COMMERCE, DEPARTMENT OF

Sub-tier

NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION

Office

DEPT OF COMMERCE NOAA

Contract Opportunities

Notice ID

1305M220ANWWN0060

Last Updated Date

Mar 6, 2020

Last Published Date

Mar 6, 2020

Type

Original Award Notice

Z2DA--Project 652-17-911, Hybrid Operating Room

Contract Opportunities

Notice ID

266246280046

Basic Data

- Solicitation Number
- Due Date for Proposal
- Synopsis, Solicitation, Other
- Issuing Agency
- Contracting Officer, email, website
- Set aside?
- Opportunities for Partnering

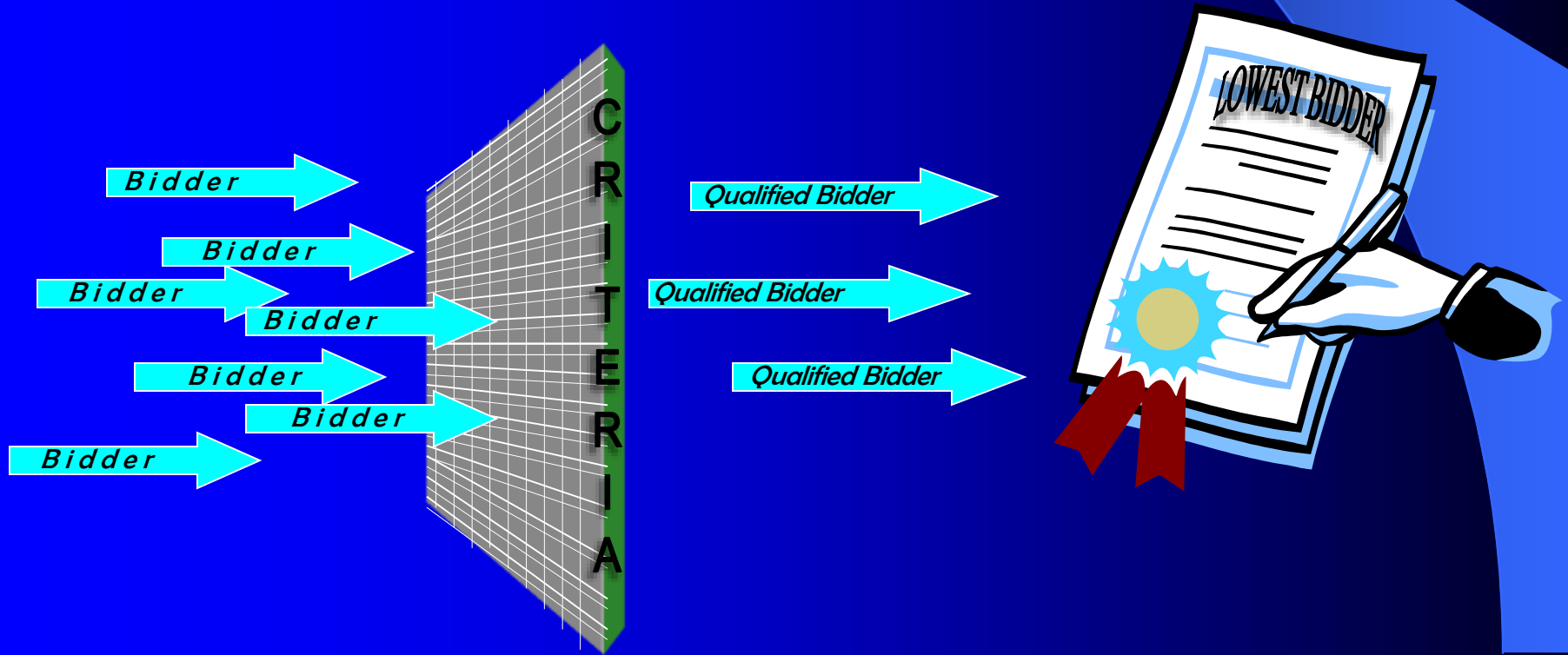
“Two Step” Award

Also “Lowest Price Technically Acceptable”

- Technical evaluation followed by low bid award

STEP 1: Verify Specific Qualifications (Filter out unqualified bidders)

STEP 2: Low-Bidder Contract Award



“Two Step” Award

For a successful “Two Step” proposal:

- Identify the criteria
- Make sure you pass each criteria
- Ensure the reader absolutely, positively can tell you pass each criteria

Otherwise.... You are at risk!

Best Value Tradeoff

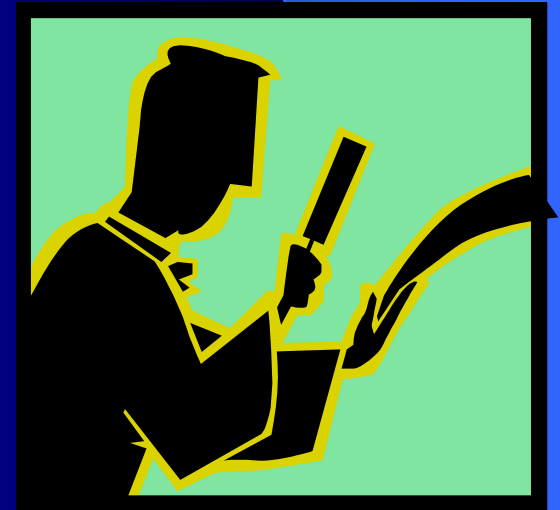
Awarding to Someone Who May Not Be the Low Bid

- Award based on
 - Who?
 - What?
 - When?
 - Where?
 - How?
- In addition to How much?

Best Value Tradeoff

Awarding to Someone Who May Not Be the Low Bid

- Award not based primarily on cost
 - Cost is one of several factors
 - Non-cost areas can be significantly more important than cost areas
- Requires extremely thorough evaluation of non-cost areas of the proposal



Where do we start?

- The Solicitation: *Your roadmap*
- Read it thoroughly
 - What is really being asked for?
 - What is the acquisition method?
 - How exactly will the winner be decided?
- Develop cross reference matrix of requirements (will become your checklist)
- Critical information may be scattered among many different sections of the RFP, but all essential information is in there



The Request for Proposals (RFP)

Documents the intended contract tasks
(Performance Work Statement; Statement of Work; Statement of Objectives)

Documents all requirements of “responsive” bidders (Section L)

Documents how the award decision will be made (Section M)

The Request for Proposals (RFP)

- Part I – The Schedule

Section A – Solicitation /contract form

Section B – Supplies or services; pricing

Section C – Description / specifications

Section D – Packaging and marking

Section E – Inspection and acceptance

Section F – Deliveries or performance

Section G – Contract administration data

Section H – Special contract requirements

The Request for Proposals (RFP)

- Part II – Contract Clauses

Section I – Contract clauses

- Part III – Other Attachments

Section J – List of documents, exhibits, and other attachments

The Request for Proposals (RFP)

- Part IV – Representations and Instructions

Section K – Representations, certifications, and other statements of bidders

And most importantly.....

The Request for Proposals (RFP)

- Section L : Instructions, conditions, and notices to bidders (General Instructions for Offerors)

Read !

Understand !

Comply !

- Section M : Evaluation Description

Basis for award: Best Value, Low Bid, etc

(Tell 'em what you're gonna do)

3.1. Basis for Contract Award. This source selection is a best value source selection conducted in accordance with the Federal Acquisition Regulation (FAR) 15.3, Air Force Federal Acquisition Regulation Supplement (AFFARS) 5315.3, and Mandatory Procedure (MP) 5315.3. The Government will select the best overall offer, based upon an integrated assessment of Mission Capability, Proposal Risk, Past Performance, and Cost/Price. To be eligible for award, the offeror must be deemed responsible in accordance with FAR 9.104; meet all requirements of the solicitation; conform to all required terms and conditions; and include all required certifications. The Government intends to award one and only one contract as a result of this solicitation and seeks to award to the offeror who gives the Air Force the best value in meeting or exceeding the requirements. This may result in an award to a higher rated, higher priced offeror, where the decision is consistent with the evaluation factors and the Source Selection Authority (SSA) reasonably determines that the technical superiority or overall business approach or superior past performance of the higher priced offeror outweighs the cost difference. Proposals unrealistic in terms of technical, management, or price commitments will be deemed indicative of an inherent lack of comprehension of the complexity and risks of the requirements. To arrive at a best value decision, the SSA will assess each offer in accordance with the evaluation factors and subfactors described below. The Government may reject any proposal that is evaluated to be unrealistic in terms of program commitments, including contract terms and conditions, or unrealistically high or low in cost when compared to Government estimates, such that the proposal is deemed to reflect an inherent lack of competence or failure to comprehend the complexity and risks of the program.

All necessary information is in the solicitation

Basis for Contract Award : The Government will select the best overall proposal, based upon evaluation of the Areas, Factors and Subfactors defined in section M.6.1 against the criteria of Understanding the Requirements, Compliance with Requirements, and Soundness of Approach. Performance Risk and Proposal Risk will also be part of the integrated assessment. Proposals will be evaluated by the SEB in accordance with applicable regulations, which include the FAR and the NFS, except as otherwise noted in this solicitation. Contract(s) may be awarded to the Offeror(s) deemed responsible in accordance with the FAR, as supplemented, whose proposals conform to this solicitation's requirements (to include all stated terms, conditions, representations, certifications, and all other information required by Section L of this solicitation) and is judged, based on the evaluation, to represent the best value to the Government.

.... Although it may be hard to see at first!

The Request for Proposals (RFP)

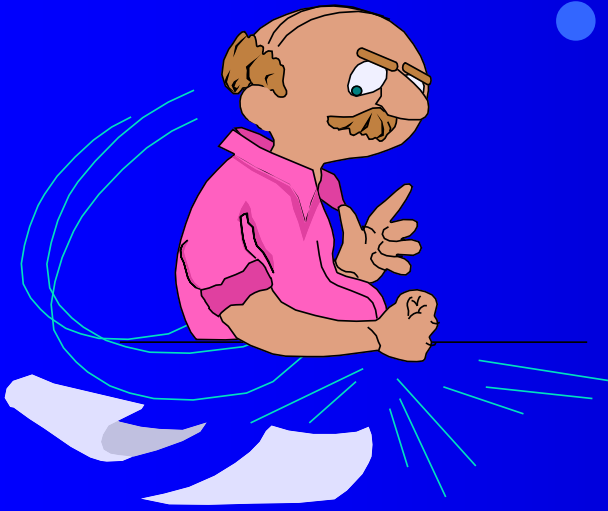
Don't assume....

- The Government Team knows what it's asking for.
- The Government Team is knowledgeable about the required work
- The RFP is complete and error-free

Questions about the RFP

- If you don't understand it....
...ASK! (in writing)
- Be sure your questions are succinct
- Word questions carefully
- Verbal information provided by Government is **NOT BINDING!** Ask the Issuing office to publish response with Q&A's to all recipients.

Let's Go For It!



- First steps?
- Set up a Time Line
 - Work backward from proposal due date to establish when tasks must be accomplished
 - Identify critical dates: question cut off date; site visits, etc.
- Develop a requirements matrix
- Start to build the proposal shell (annotated outline)

The Schedule

- Proposal Schedule--
 - MAKE ONE and stick to it!
 - Leave plenty of time for printing, copying, binding, and delivering the proposal.
 - Have a backup plan!
 - Make sure everybody on the proposal team has a copy of the schedule, and understands his/her role in meeting it.

Section M

Evaluation Criteria

- Technical
- Management
- Past Performance
- Relative importance?

Technical Approach

- Must Answer....
 - Who?
 - What?
 - When?
 - Where?
 - How?

Explain what you are going to do and how you are going to do it

Management Approach

- Depends on instructions in RFP
- May contain discussion on --
 - How you will manage the overall project
 - How you will manage/oversee the work of your staff and subcontractors
 - Your organization chart of the project
 - Position descriptions of project staff

Past Performance

- Read carefully what's being asked
- Is it relevant?
 - Similar services, location, constraints
- Demonstrated successful performance
- Compliments other proposal areas
- Be truthful – The reviewer will see “the other side of the story” too

Relative Importance

All things are not treated equally

3.3. Relative Importance. The relative importance of each factor and subfactor is as follows: Mission Capability, Proposal Risk, and Past Performance are of equal importance. The Cost/Price factor is of less importance than any of the other three factors individually. However, cost/price will contribute substantially to the selection decision. Under Mission Capability, Factor 1, the subfactors Management – Personnel (subfactor 2), and Mission Services - Operations & Maintenance (subfactor 4), are equal and greatest in importance. The subfactors Management - Program Control (subfactor 1), and Mission Services – Range Management (subfactor 3), are of equal importance and less important than subfactors 2 and 4. Mission Capability and Proposal Risk, when combined, are significantly more important than Cost or Price.

Relative Importance

The relative importance of each Area, Factor and Subfactor is as follows:
The **Technical Area** is significantly more important than the **Management Area**

Within the **Technical Area**

Factors T-1 and T-2 are equal in importance.

Factors T-3 and T-4 are equal in importance.

Factors T-1 and T-2 each are more important than either **T-3** or **T-4**.

Within **Factor T-2**:

Subfactor T-2-1 is significantly more important than either
Subfactors T-2-2 or **T-2-3**.

Subfactors T-2-2 and **T-2-3** are equal in importance.

The **Management Area** is more important than the **Operations Area**.

The **Operations Area** is more important than the **Flight Application of Spacecraft Technology Area**.

In accordance with FAR 15.304(e), evaluation Areas other than cost or price, when combined, are significantly more important than cost or price; however, cost/price will be considered in the selection decision.

First Steps

Start Writing

- There's no recipe to follow
 - But here's one approach.....



First Steps

Start Writing

- Proposal Shell – Annotated Outline
 - Using the actual solicitation, reiterate proposal requirements verbatim
 - Delete original text
 - You now have basic outline and all requirements in a format consistent with the solicitation

First Steps

Start Writing

- Next....
 - Now embellish each statement using WWWWH model
 - Check criteria's relative importance for page allotment
 - Starting to take shape!

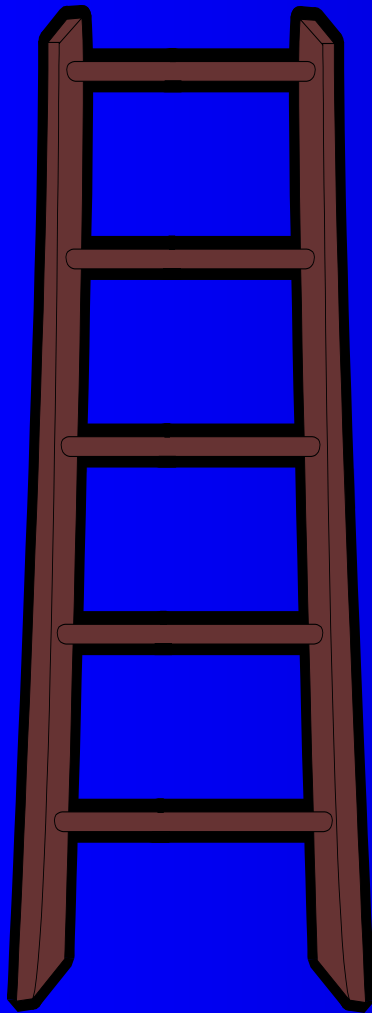
Proposal Writing

- Get to the point and be accurate
- Don't bury important points
- Start with main point and then amplify
- Avoid ambiguity
- Less is Best
- Don't lose sight of evaluation criteria
 - If it's not asked for, you don't need it

General Guidelines

- Remember the Problem / Solution aspect. Get to the heart of the problem. Ask “what are they worried about?”
- Provide solutions that will leave the evaluator worry-free
- Write proposals that include information that is
 - Relevant
 - Compelling
 - Solution focused
 - Supported with facts/details

Climb the Ladder!



Meeting the
Organization's Needs

Providing a good solution

Meeting the Criteria

Responsive Bidder (Section L)

General Guidelines

(Cont)

- Tailor your proposal
 - Ensure your proposal is tailored for this specific solicitation
 - The unique problem presented by this office
 - Mention the soliciting agency or office frequently
 - NEVER use the term “client”
- Use professional language; be strong and confident
- Repetition for emphasis– use sparingly
- Keep an eye on the page count throughout

General Guidelines

- A good proposal will correspond to the RFP & Statement of Work
- Cross reference tables are acceptable
- Combining requirements can save time and pages

Configuration Control

The Art of Keeping Control Despite Changes

- You must have a version control system
 - Easy to understand; Easy to work with
 - Limits, controls, and records changes
 - Provide a complete and thorough audit trail
 - File naming system, Back-Ups, Dates
- A good system will
 - Document every change (author & date)
 - Confirm changes made as planned
 - Prevent more than one person from accessing files at the same time
 - Tightly control the “master”

Flow & Traceability

- All statements and claims in the proposal should be traceable back to a requirement...
...and flow to a result
- Ask... “Why is this in my proposal?”
and... “So what?”
and.... “Who cares?”

Flow & Traceability

Test Your Proposal

- Do the following really contribute to your proposal?

When you were founded

Who the founder was

How much you have grown

How long you have been in business

How big you are

How many employees you have

How many locations you have

What your mission is

About your other customers

Where you are located

We're ISO certified

We're certified in...

- Only if they address a requirement or provide benefit back to the Government

Substantiate Every Claim

- Be careful of the following...

State-of-the-art technology

Top firm

Great reputation

Premier

Low risk

Excellent customer service

Best value

Respected

Our customers come first

We are the only ones

Leading edge

Quality focused

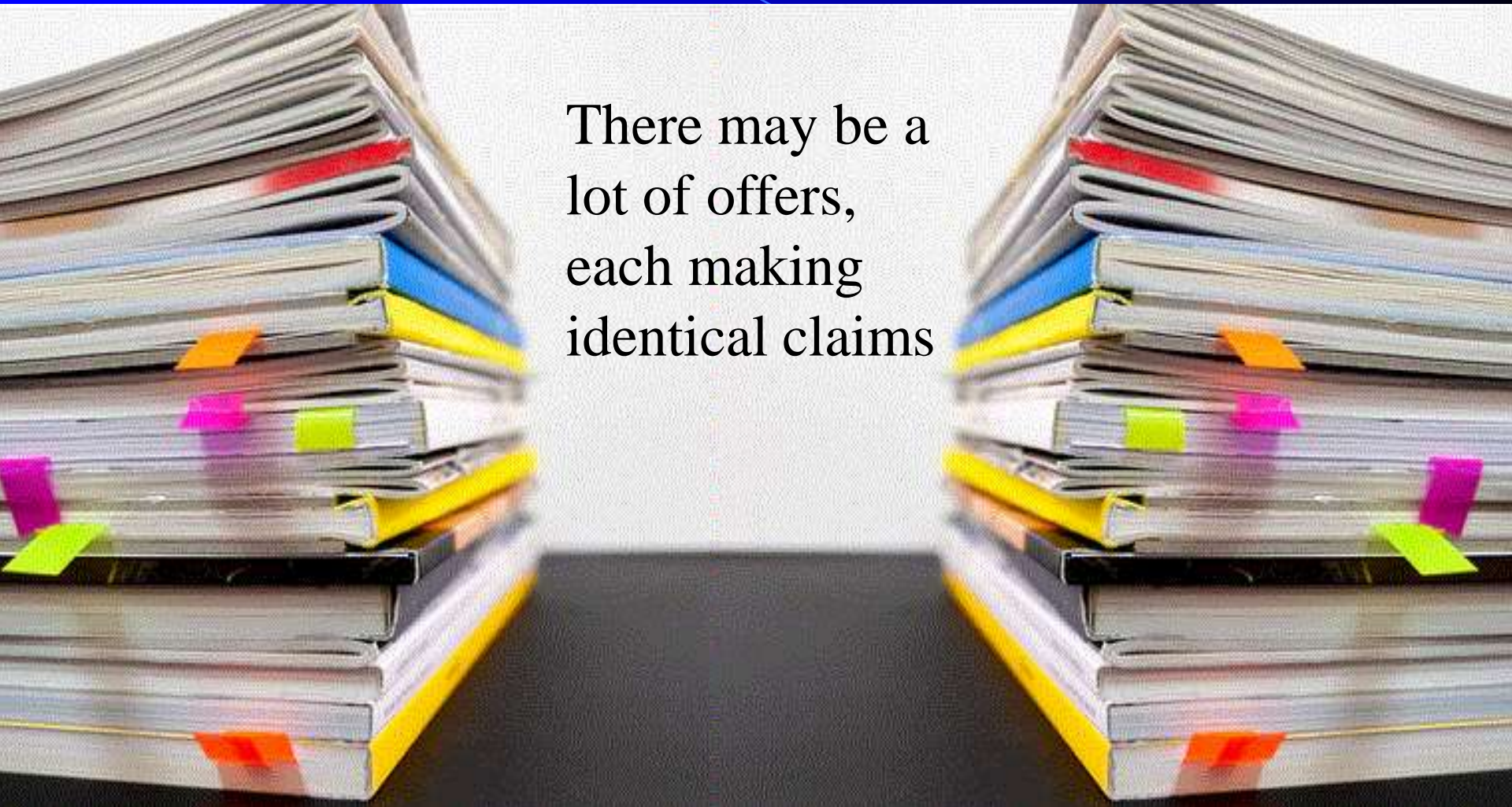
Uniquely qualified

Innovative

- Without backing these phrases up, they are hollow, worthless, and annoying to the reader

And remember...

There may be a
lot of offers,
each making
identical claims



Cost

- From Technical and Management portions, develop checklist of costs to be included
- Review the solicitation for “hidden costs.”
 - Special insurance requirements
 - Minimum wages established by law
- Be sure your proposed budget is consistent with your proposed effort
- Gov’t will check for completeness, reasonableness, realism

Be explicit! What’s included & what’s not included

Other Information

- As required by RFP, such as--
 - Executive Summary
 - Discussion of your Understanding of the Problem
 - Oral presentation
 - Sample of product

Executive Summary

- Executive Summary
 - Convey important points
 - Major features & benefits
 - Guides the remainder of the proposal
 - Be convincing
 - Substantiate

Personnel Section

- Depends on instructions in RFP
- May contain discussion on --
 - Experience and skills of your proposed staff members
 - Resumes of key staff may be required
 - Tailor them for this purpose !
 - Consider... Why were these specific individuals chosen for your team?

Oral Proposals

- At discretion of Contracting Officer
 - Can be
 - Combined with written proposal
 - Instead of written proposal
- Usually very structured
- Common with demonstration of product



Oral Proposals

(Cont)

- Gather as much information as possible
 - Room layout, equipment, audience
- Remember, the oral proposal is a proposal!
 - Clear, Concise, Convincing, etc
- Practice, Practice, Practice
 - Rehearse in presentation room
 - Plan for things to go wrong



Graphics

- A picture is worth a thousand words -- use tables, charts and graphics to summarize information or to break up your narrative
 - *but don't overdo it!*
- Anything vital to understanding your proposal should be in both text and graphic form
- Captions – Steer, focus, emphasize, describe

Don't Assume

- Anything!
Got a question... *Ask!*
- That the Government knows your organization's capabilities, staff or the projects you have done.
 - Even if you've performed work for this office in the past
- That the Government team is all that smart

Proposal Review

- Validation! Check statements, check math, check format
- Ensure that every element of evaluation criteria is met
- “Red Team” – Independent team conducts a review prior to submittal

Proposal Review

(Cont)

- Consistency (good) & Redundancy (bad)
- Spelling errors
- Flow, Uniformity, Logic, Continuity
- Page numbering
- Section/Subsection numbering or lettering
- Appearance of headings, subheadings, font types and font sizes

Check Your Costs

(Re) Do the Math!



- Check and recheck your numbers and formulas
- Document any assumptions and include them in proposal
- Don't make the government guess

Almost done ...

- Edit to fit page requirements
 - Aim for “maximum minus 10%”
 - Are graphics necessary?
- Page Limit Panic !
 - Last minute editing may be necessary
 - ~~Find, eliminate and remove any useless, redundant, and unnecessary words or paragraphs~~



And of course...

- Get it there **ON TIME!**
- USPS, FedEx, UPS
- Electronic Delivery
- Hand Delivery
- Call to verify receipt



Essential Truths

*RFP defines "on time submittal" of
the proposal.....*

Anything else is late

*It is the offeror's responsibility to
ensure timely delivery*

"Do you accept late homework?"

GAO Rulings on Electronic Delivery

- "It is the offeror's responsibility, when transmitting its proposal electronically, to ensure the proposal's timely delivery"
- Timely Start Not Enough; Deadline Applies to Entire Bid
- Bid Must Reach Final Destination Timely, Not Just Initial Point of Entry
- "Occasional errors in computer systems are a fact of life"
- "... emails arrived 7 minutes late, and the agency rejected the bid "

"Do you accept late homework?"

GAO Rulings on Electronic Delivery

- "Since the offeror's proposal was not received in the e-mail mailbox of the contracting officer until 3:01:00 p.m., the late proposal cannot be accepted."

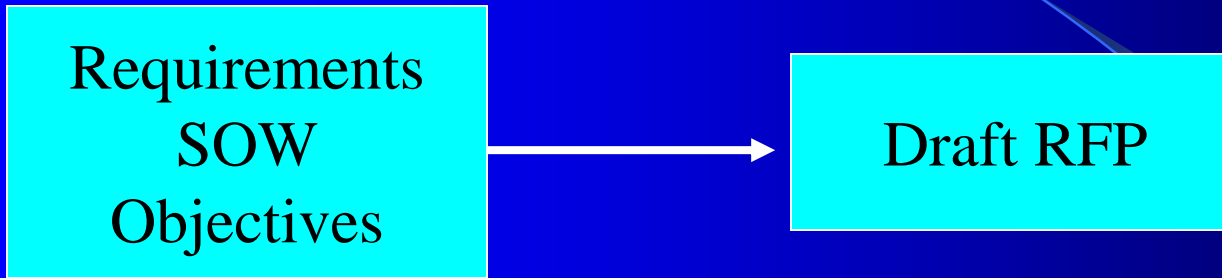
And then what happens?

A look inside the Government's
Contract Award Process



SOURCE SELECTION PROCESS

(Example)



The Draft RFP

Question:

Why does the Government issue a draft RFP?



Solicit industry feedback

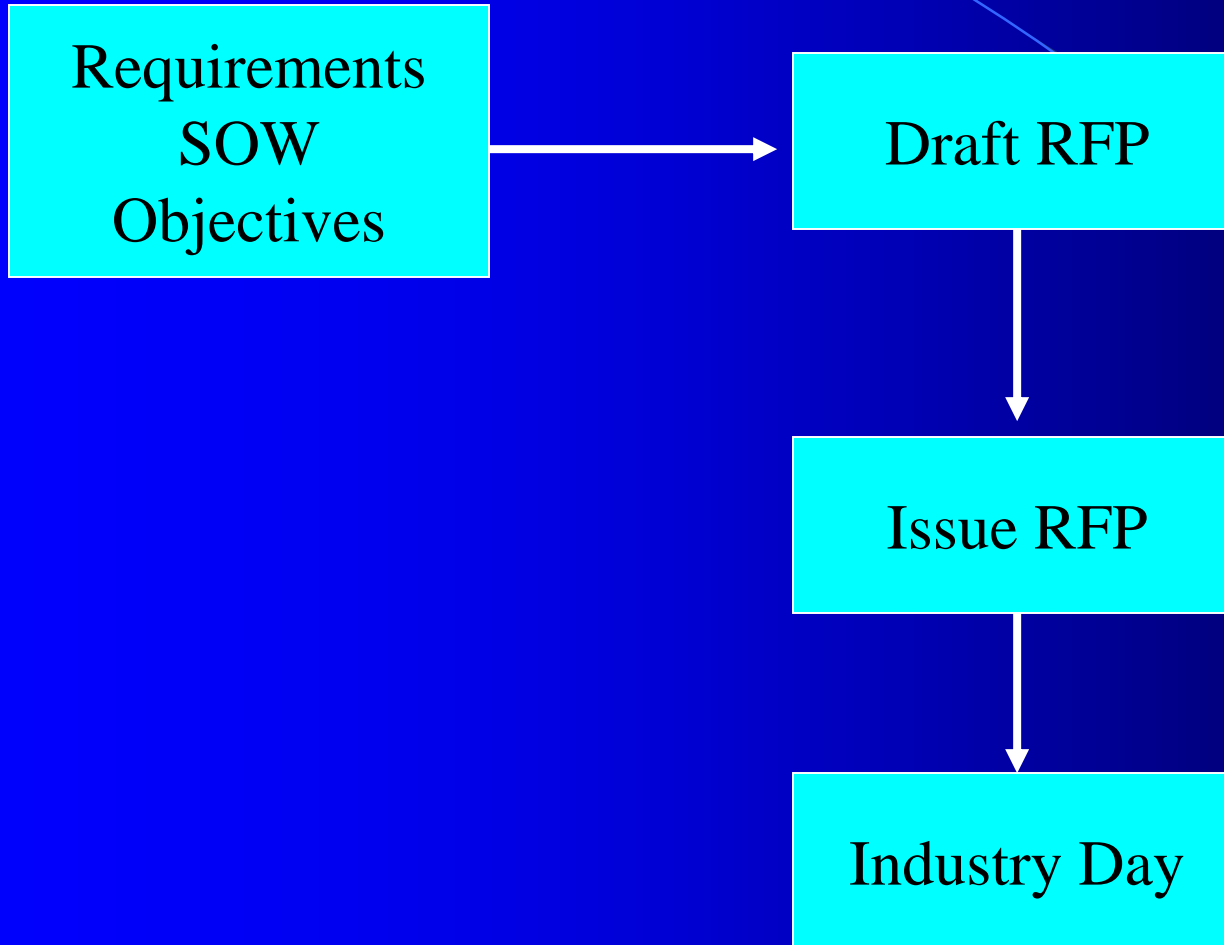
Increase industry awareness

Encourage questions, comments, suggestions

Better RFP yields better product !

SOURCE SELECTION PROCESS

(Best Value Example)



Industry Day Dilemma

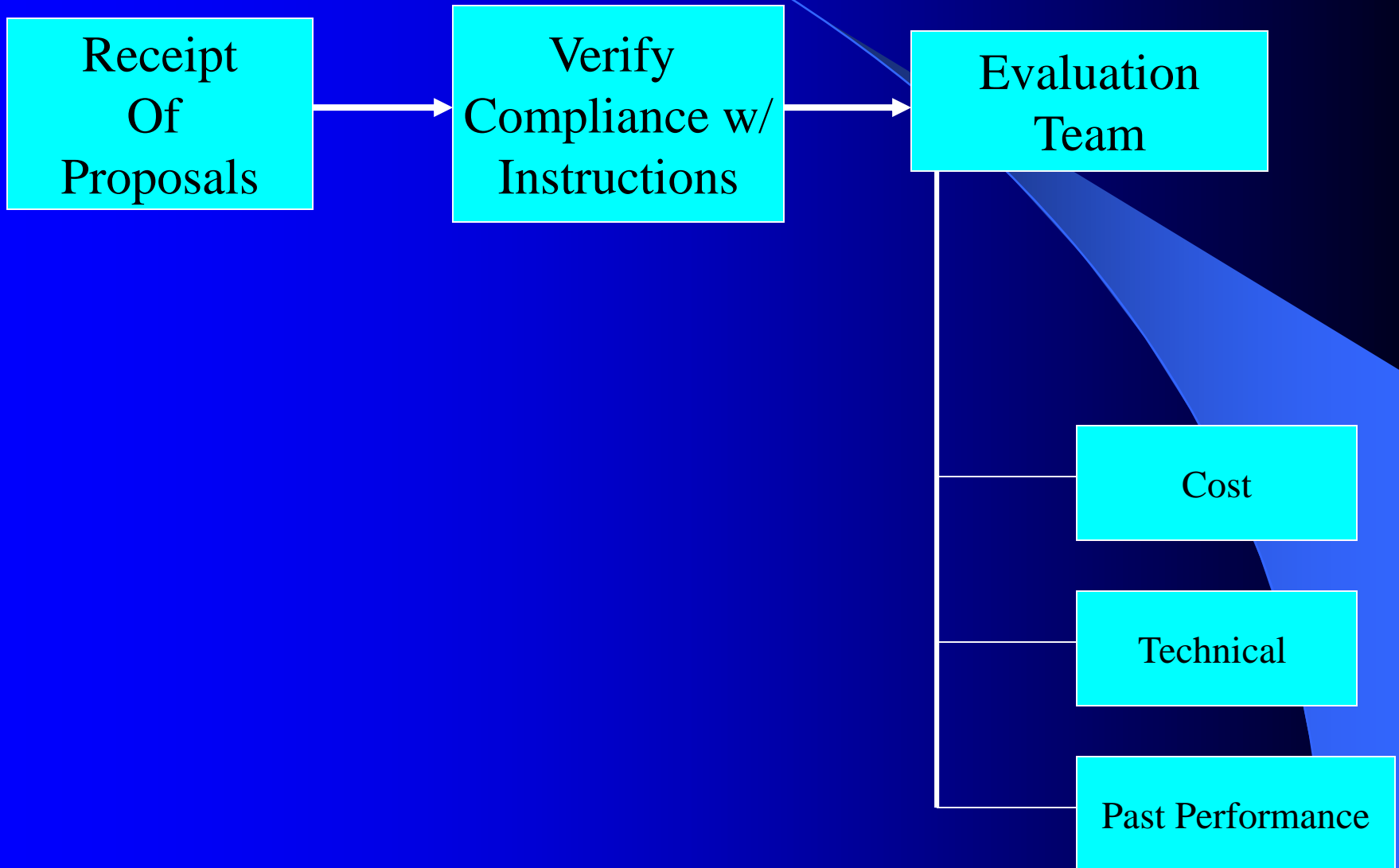
- Offerors get to size up the competition
- Offerors hesitant to ask questions (risk of “tipping their hand”)



.....*Government receives no benefit*

SOURCE SELECTION PROCESS

(Best Value Example)



EVALUATION HEIRARCHY

(Example)

Elements

Areas

Items

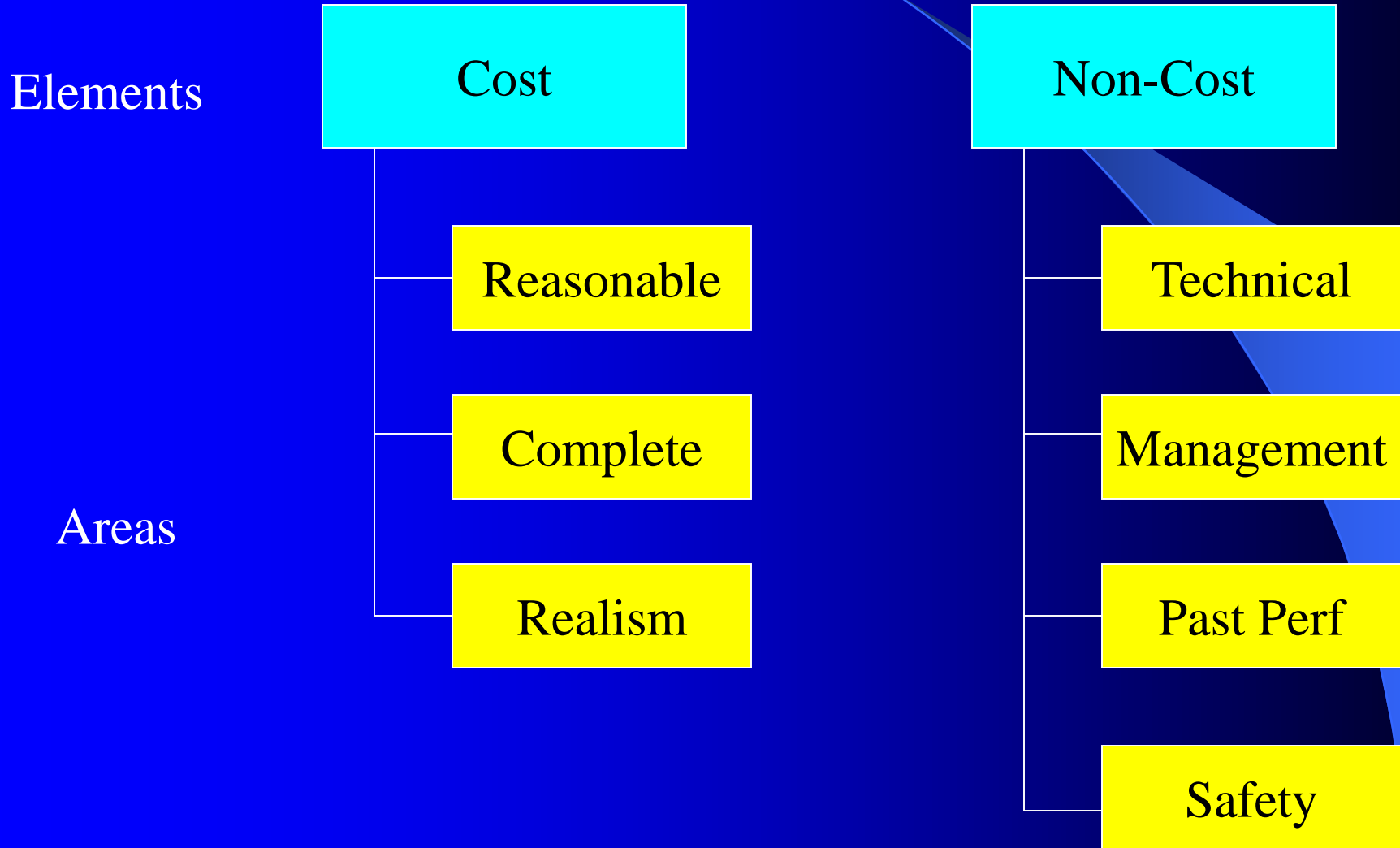
Factors

Criteria



EVALUATION HEIRARCHY

(Example)



EVALUATION HEIRARCHY

(Example)

Element

Non-Cost

Area

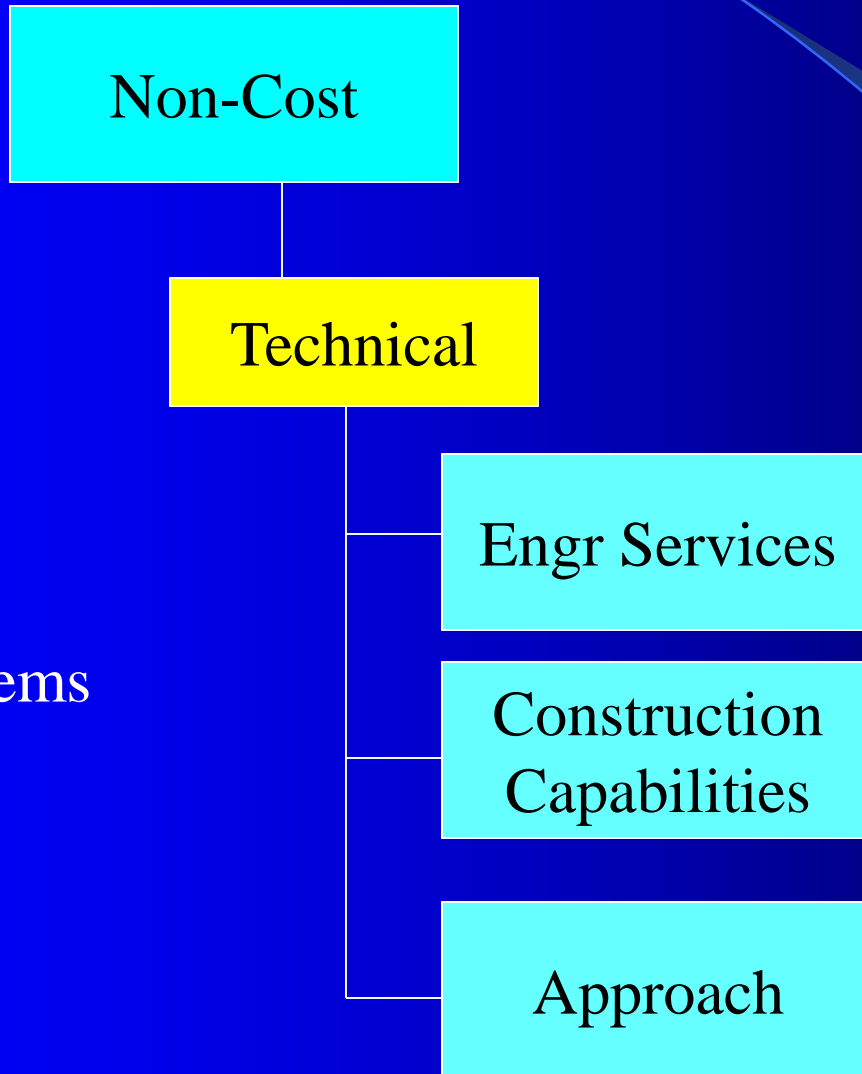
Technical

Items

Engr Services

Construction
Capabilities

Approach



EVALUATION HEIRARCHY

(Example)

Element

Non-Cost

Area

Technical

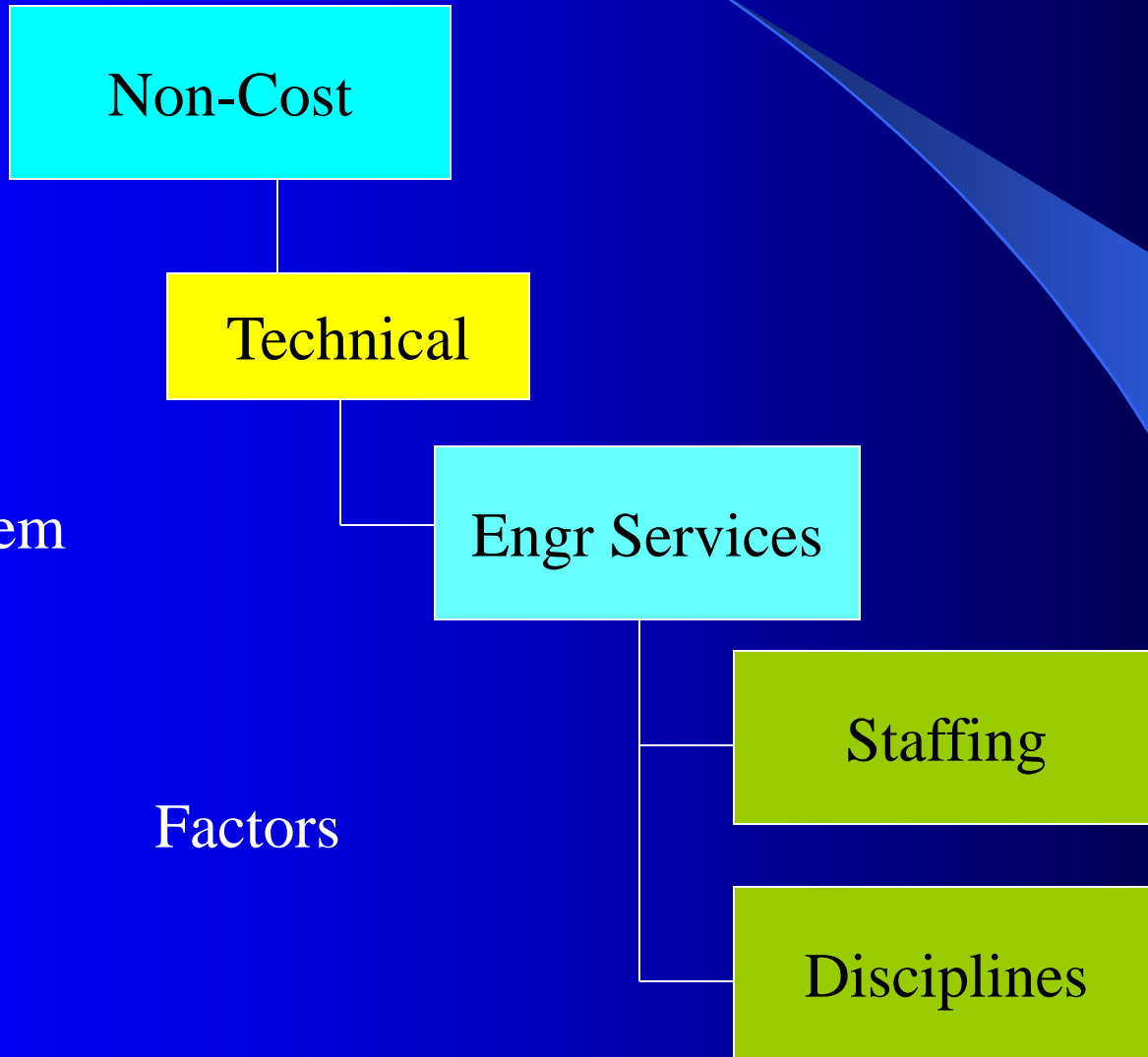
Item

Engr Services

Factors

Staffing

Disciplines



EVALUATION HIERARCHY

(Example)

Evaluation Areas, Factors and Subfactors and their Relative Order of Importance

The evaluation will be made for the following Areas, Factors and Subfactors:

Technical Area (L.14.4.2)

Systems Engineering (Factor T-1): (WBS 4.1.8.2, SOW 2, L.14.4.2.1)

This includes the evaluation of technology maturity, simulation-based acquisition, integrated logistics, system requirements & integration, and risk mitigation.

Spacecraft (Factor T-2): (WBS 4.1.8.4, SOW 4, L.14.4.2.2)

Subfactor T-2-1: Spacecraft Design (WBS 4.1.8.4.2, SOW 4.2, L.14.4.2.2.1)

Subfactor T-2-2: Spacecraft Flight Test & Demonstration (WBS 4.1.8.4.4, SOW 4.4,

Subfactor T-2-3: Spacecraft Development, Integration and Production (WBS 4.1.8.4.3, 4.1.8.4.5, SOW 4.3, 4.5, L.14.4.2.2.3)

Safety and Mission Assurance (Factor T-3): (WBS 4.1.8.3, SOW 3, L.14.4.2.3)

This includes the evaluation of system safety, industrial, environmental and range safety, safety and health, reliability, maintainability, supportability, and hardware and software quality assurance.

Ground and Training Systems (Factor T-4): (WBS 4.1.8.6, SOW 6, L.14.4.2.4)

Management Area (L.14.4.3)

Program Management (Factor M-1): (WBS 4.1.8.1, SOW 1, L.14.4.3.1)

This includes the evaluation of organizational and management effectiveness, key personnel, management systems integration, metrics, staffing approach, business systems, the subcontracting plan and the extent of participation of Small Disadvantaged Business (SDB) concerns, in accordance with NFS 1815.304 (c)(4)(A), and contractor integration and risk management and the risk list.

Evaluation Criteria

Every factor has criteria for assessment

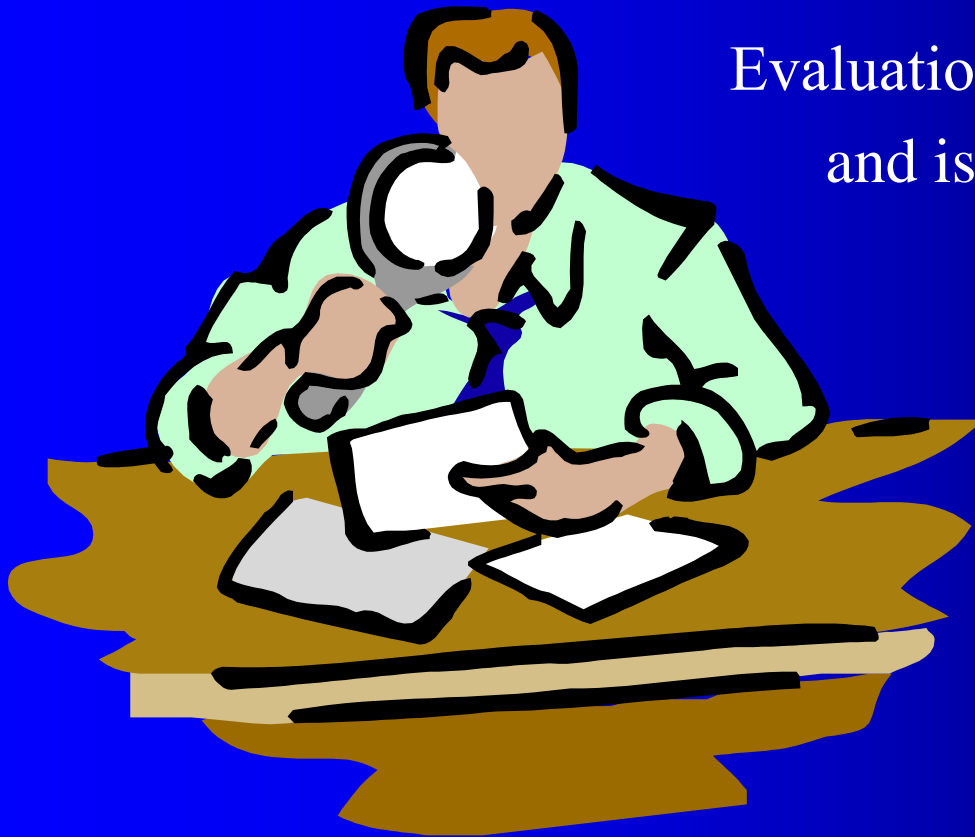
Underlying question: Does the offeror understand the requirements?

Offeror must convince the evaluator that the requirements are understood, and the approach is sound

- Substantiating every claim
- Providing background information
- Tie approach to requirements

The Evaluation

A whole lot of fun now!



Evaluation Team is “sequestered”
and isolated

Team has access to
advisors and Past
Performance sources

The Evaluation

A whole lot of fun now!

Every proposal evaluated separately, w/o comparison

- Strengths, Weaknesses, Score, Risk
- Proposals are not scored relative to each other. No comparison between offerors is permitted

Every factor evaluated separately; Risk assessment may be included in evaluation

- Factors are evaluated and scored by individual team members

Evaluation Team convenes to discuss and reach consensus

- Resulting score is NOT just an average! Score is the result of discussion, argument, persuasion, and debate

Evaluation Consensus

After every proposal evaluated (strengths, weaknesses, score, risk) first “comparison” made between offerors

Comparison looks for consistency in evaluation scores

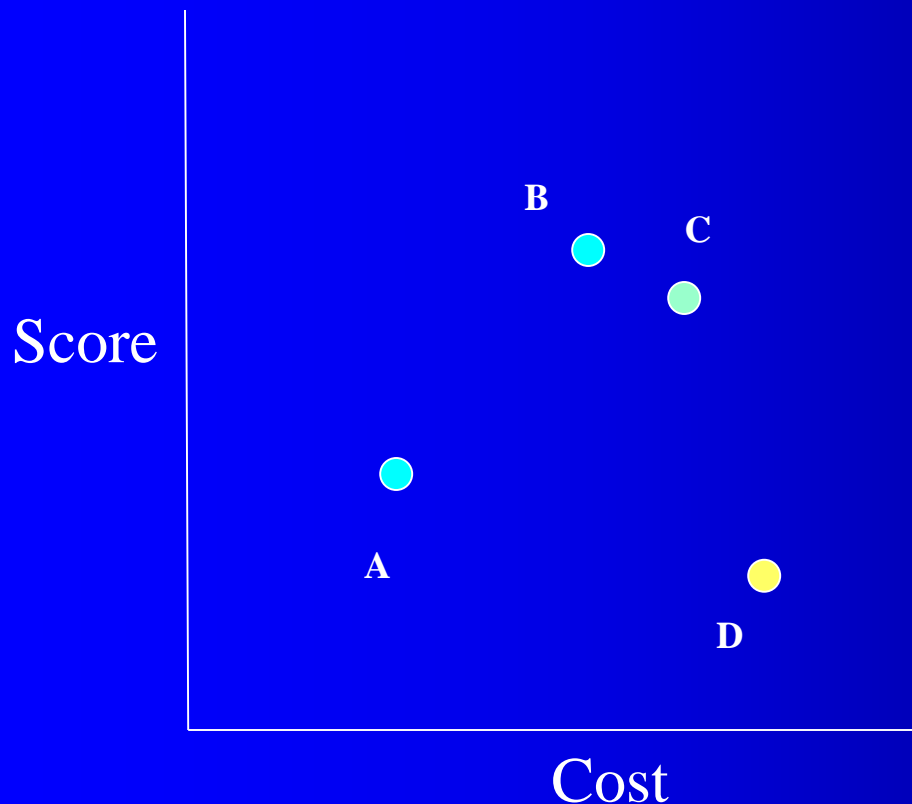
Evaluation Team reaches final consensus

-- although it may take some time !



Evaluation Process

Cost evaluation combines with non-cost evaluation results for integrated comparison across offers



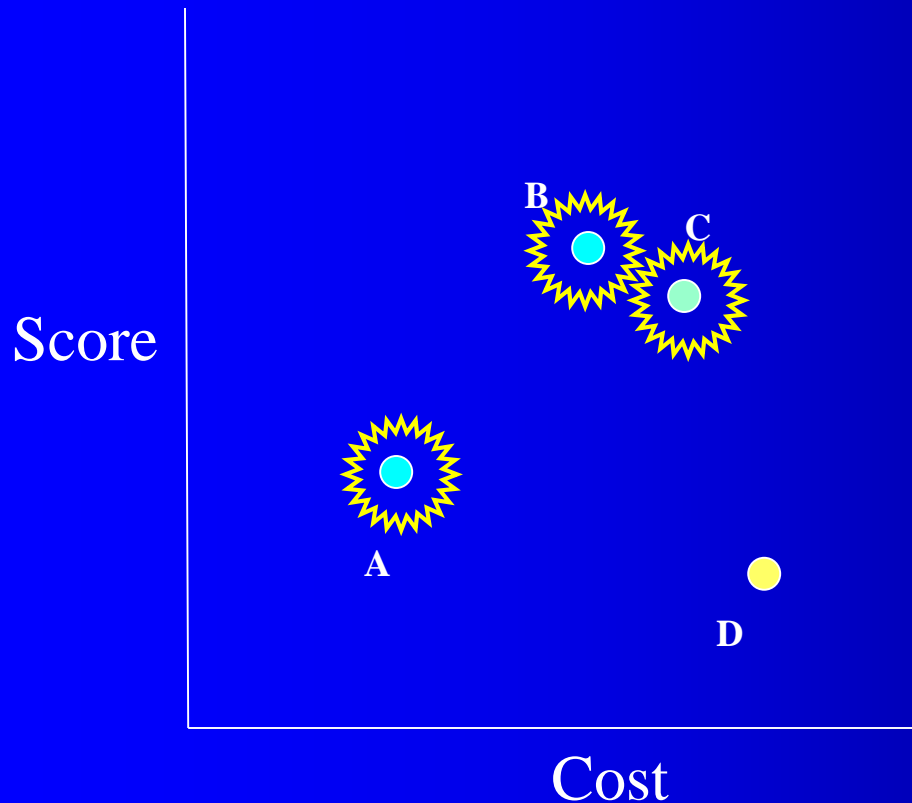
Results presented to the
Source Selection
Authority (SSA)

Final Award determined
by SSA

Competitive Range

Government may select offerors within a “competitive range” for further discussions and negotiations

Findings of initial evaluations provided back to offerors



Opportunity for revising proposal and resubmitting offer

Process Integrity

- Evaluation Team must reach consensus on all scores
- All results presented to SSA for decision
- Substantiating information also presented
- Results and basis of award rationale presented to offerors in formal de-briefings

Award Debriefings

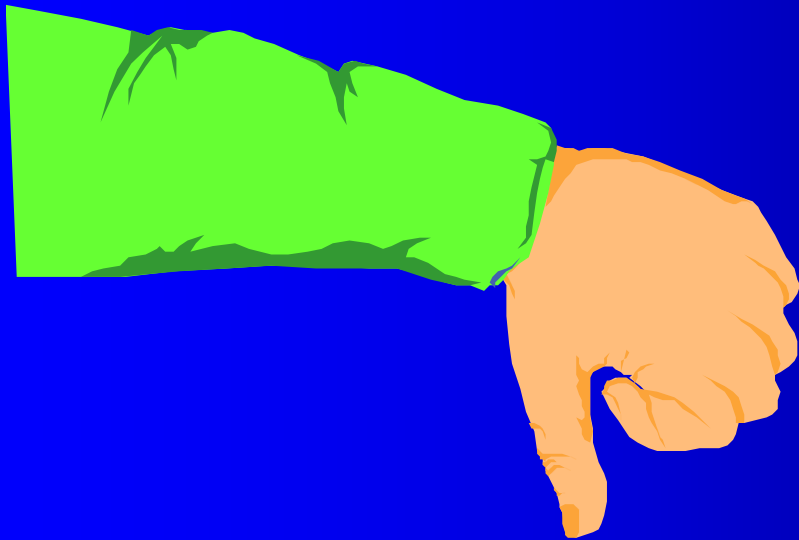
- Describes Government's Source Selection Process
- Provides feedback on strengths and weaknesses
- Releases where offeror "finished" compared to awardee
- Provides useful information for future efforts

Remember....

Not an opportunity to challenge Govt's decision

No point by point comparisons

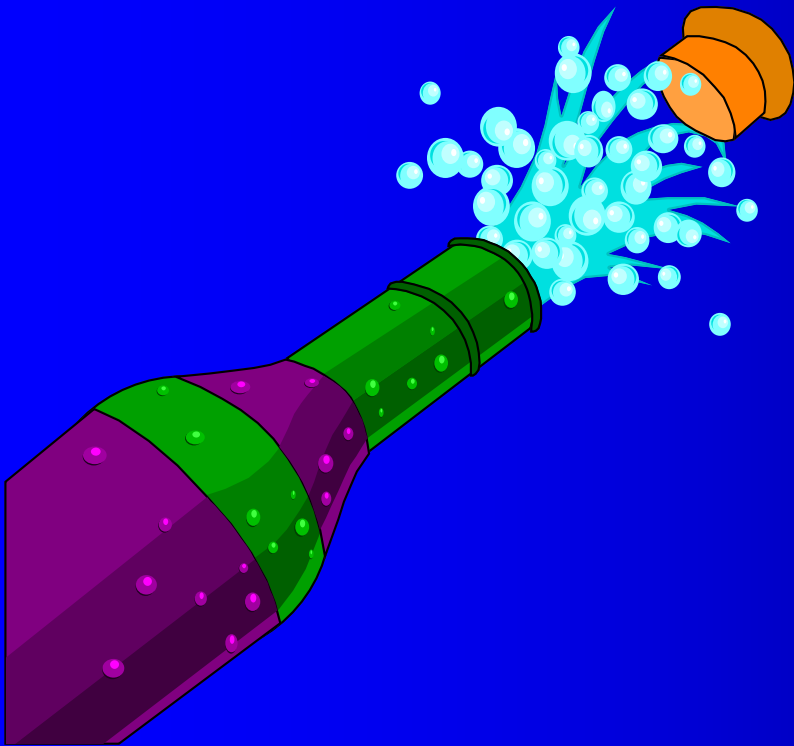
If You Lose



- Don't get discouraged
- Call the Contracting Officer for debrief
- Learn from your experience and apply it to your next bid

If You Win

- Celebrate!
- Call the Contracting Officer for debrief
- *And don't forget -- now you have to actually manage and implement your project!*



Reminders on Preparing a Successful Proposal

- Read the solicitation carefully!
- Go over the checklist (twice!) and make sure each item is addressed
- Make sure tables are legible and easy to understand
- Relevancy must be clear; Lead your reader along the path

Avoid Common Pitfalls

- Failure to follow RFP instructions
- Failure to consider the evaluation criteria
- Failure to understand and to *demonstrate* an understanding of the requirement
- Failure to tailor the response to the specific RFP
- Proposal is poorly written or hard to follow
- Proposal merely repeats or paraphrases the RFP
- Proposal does not contain RELEVANT information

Simple Advice

Know what type of acquisition is being used

Read & Understand the solicitation

If you don't know, ask

Leave nothing to chance

Don't get thrown out!

And always ask for a debriefing

Questions ?