



MODULE 1

Program Proposal & Launch

We have decided to bid a program. What's next?

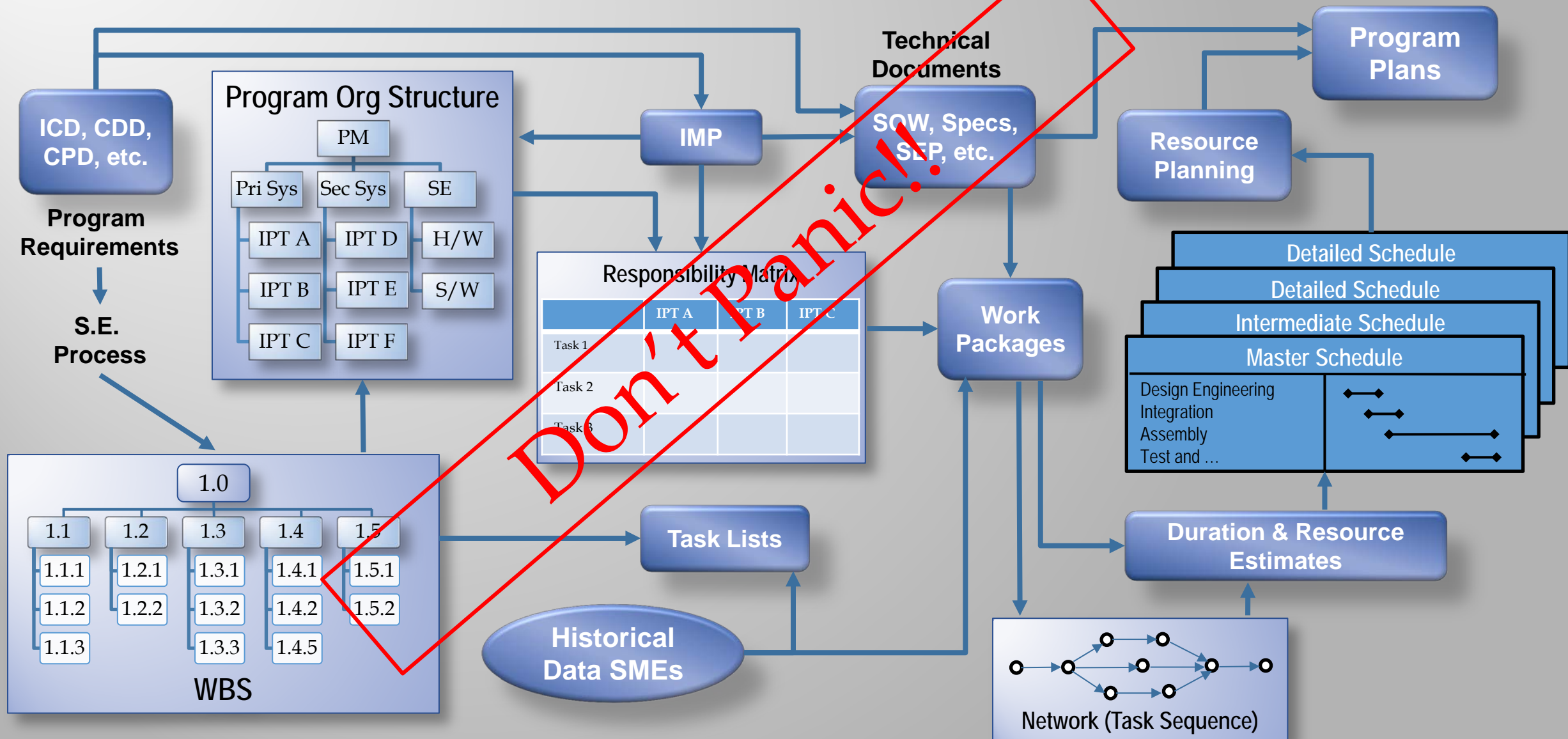
LAUNCH MODULE OBJECTIVES: DO YOU HAVE THESE QUESTIONS?

- **What does this pile of paper called a solicitation mean?**
 - Do you understand the Government's solicitation and requirements?
 - How do you translate RFP/ Contract Requirements into English?
- **What are the foundations of a Successful Proposal?**
 - What products are required and how do they aide in successful execution?
 - Your proposal is scalable to the job!
- **Your proposal...your opportunity to sell yourself!!!**
 - What Typically Goes into each Proposal Section?
- **We Won the Competition! ...Now What?**
 - Traceability is Key to getting Paid.

Your Response to The Solicitation is your Offer to Contract

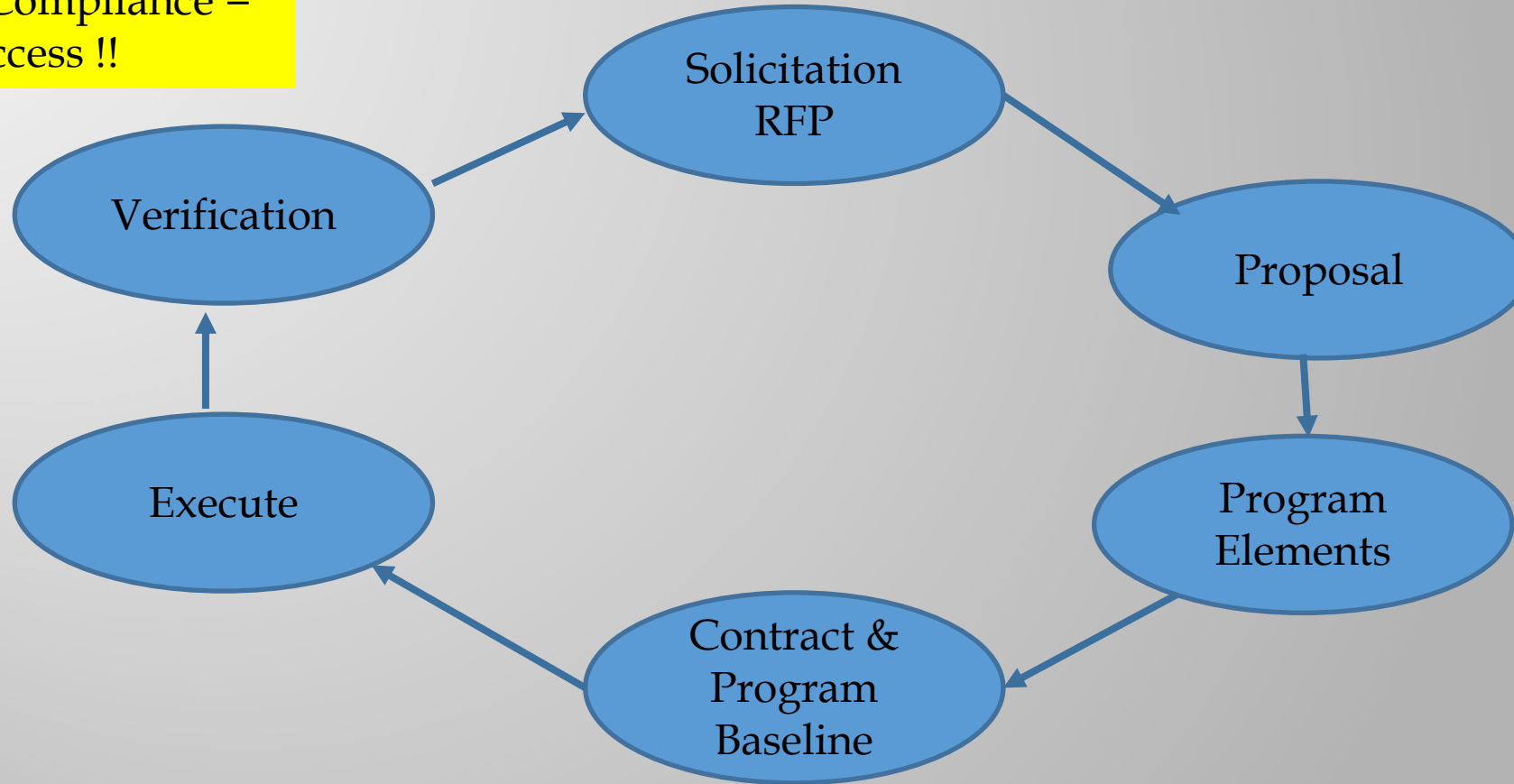
USG Planning and Control Tools

Reference: Defense Acquisition University (DAU) Program Management Handbook



Contract Compliance Cycle

Contract Compliance =
Success !!

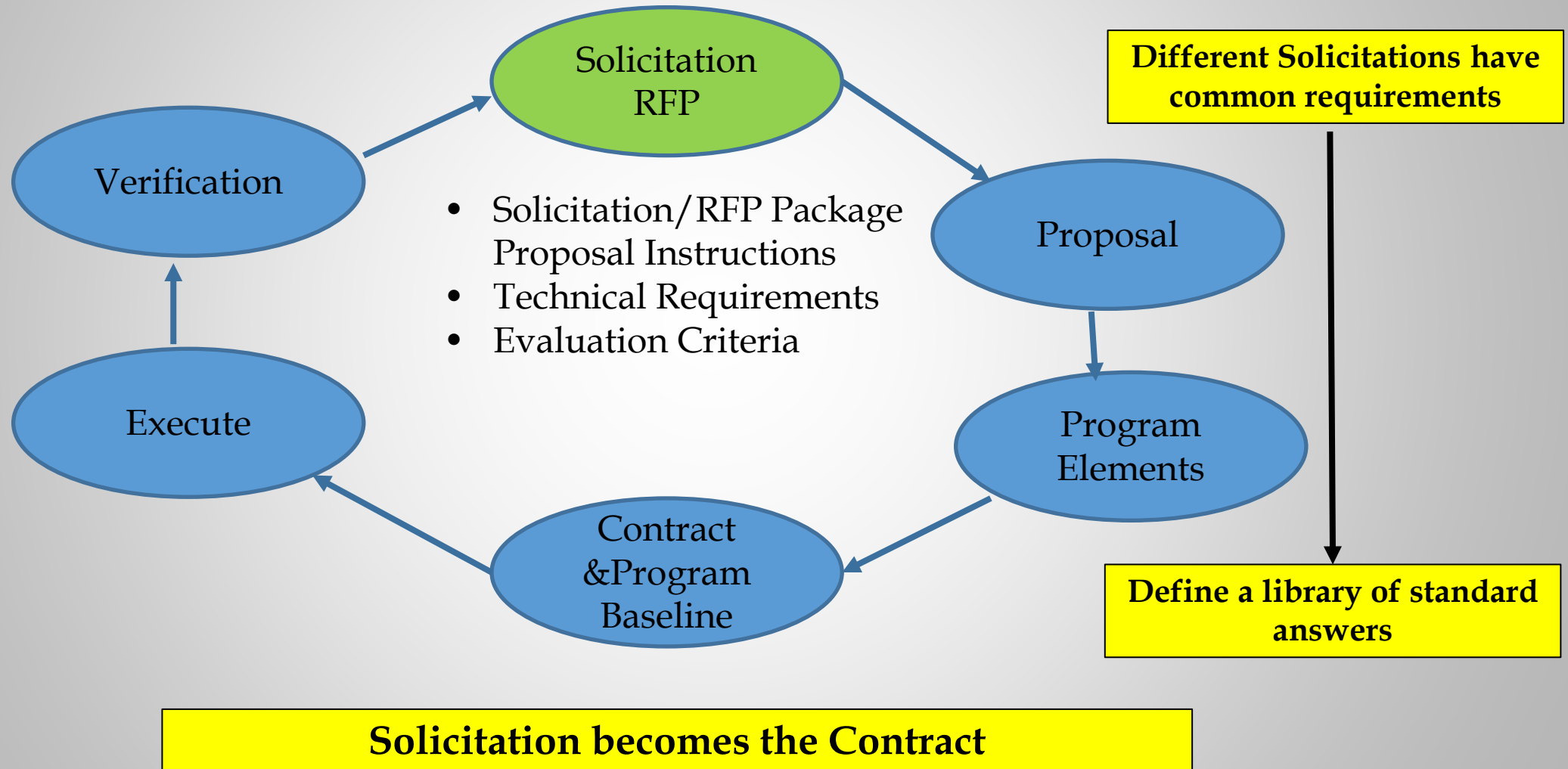


Proposal =
Execution
Plan

Solicitation = Contract

Begin With The End In Mind

SOLICITATION / REQUEST FOR PROPOSAL



Solicitation
RFP

SOLICITATION/RFP PACKAGE

In accordance with Uniform Contract Format - FAR 15.406-1

Contract

Part 1 – The Schedule

- Section A – Solicitation contract form
- Section B – Supplies or Services and price/cost
- Section C – Description specifications/Work Statement
- 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

Part I, II and III
Reflect customer's
desired contract

Part II – Contract Clauses

- Section I – Contract Clauses

Part III – List of Documents, Exhibits and Other Attachments

- Section J – List of attachments

Part IV
Solicitation
Information

Part IV – Representations and Instructions

- Section K – Representations and certifications and other statements of offerors
- Section L – Instructions, conditions and notices to offerors
- Section M – Evaluation factors for award

**Key tasks in RFP analysis: Read the Entire Solicitation and
Develop compliance matrices for every requirement**

Solicitation RFP

TECHNICAL REQUIREMENTS

Part I - Section C of the RFP or Part III – Section J

Technical Requirements are defined in Section C and/or Section J as an attachment to the RFP

- RFPs typically require a technical requirements compliance matrix/checklist
 - Identify every requirement
 - Respond to every requirement
 - Demonstrate your understanding of the requirements
 - Identify how you intend to meet the requirement
 - Be compliant and/or superior
 - Identify verification methods
 - Emphasize benefits or your approach vs others'
- What's the importance of the technical requirements compliance matrix/checklist?
 - Helps to develop a completely responsive proposal
 - Helps identify RFP inconsistencies
 - Will give you a better understanding of the requirements
 - Will assist in bid/no bid decision
 - Provides a sound basis on writing the technical volume

Ensure all requirements – including verification – are accounted for

PROPOSAL INSTRUCTIONS

Part IV - Section L of the RFP

- **What kind of proposal does the customer want?**
 - Contract Type
 - Hardware/Service/Project oriented
- **What content?**
 - Technical Volume
 - Program Management Volume
 - Financial/Pricing Volume
 - Compliance Matrices
- **What's the format?**
 - Word, excel, other templates
 - Verbal presentations
- **Limitations?**
 - Page/Word Count
 - Number of Graphics
 - Text – font size
- **Other Instructions**
 - Due date and time
 - Where, how and to whom to submit the proposal to
 - Number of copies
 - Preproposal (bidder's) conference?

Closed Instructions

- Provides for very little flexibility
- Must address requirements in precise order

Open Instructions

- Provides greatest degree of flexibility
- Provides few restrictions
- Little or no guidance provided

**Address every element
and Don't be late!**

PROPOSAL EVALUATION CRITERIA

Solicitation
RFP

Part IV - Section M of the RFP

Source selection is contracting by **competitive** negotiation (FAR 6.401)

- Used when the government need to evaluate offerors on the basis of factors other than price
- Two main tasks for the government
 - Select a contractor
 - Reach agreement on terms and conditions
- Two approaches
 - Best value (development programs)
 - Lowest-priced-technically acceptable (parts)
- Evaluation Factors (FAR 15.605)
 - Price or Cost
 - Past Performance
 - Technical Compliance
 - Management Experience
- Key Rules
 - All evaluation criteria must be disclosed in the RFP
 - Must disclose minimum requirements
 - Must disclose “relative importance” factor

Companies that do not have past performance are ranked as neutral

FAR reveals that the only truly mandatory factor is price

FAR does not require evaluation review boards

How do you show Best Value to the Government?

PROPOSAL EVALUATION

Solicitation
RFP

Before we start...

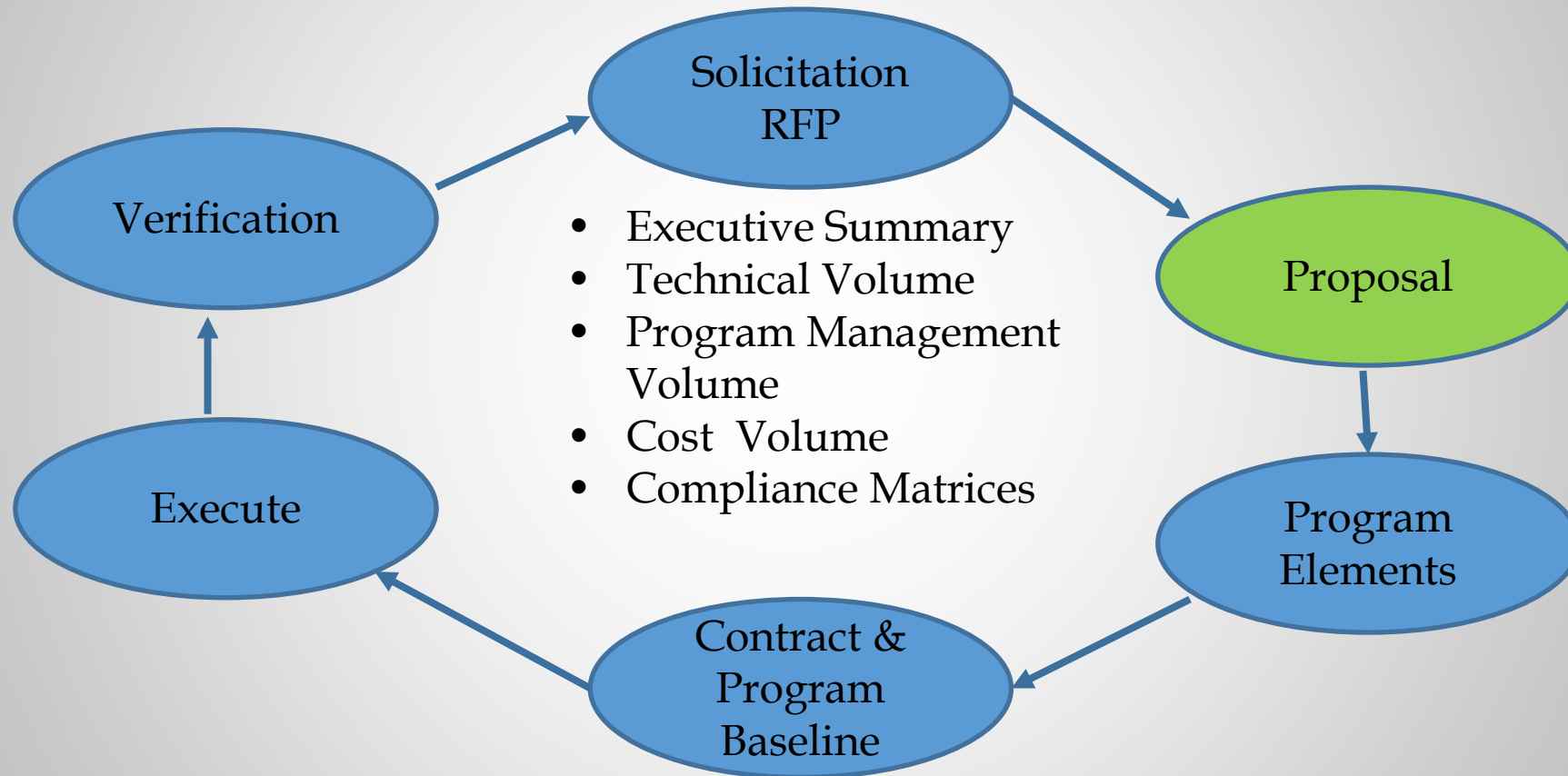
- Understand Your Customer's Evaluation Criteria. Typical:
 - Price or Cost (A%)
 - Past Performance (B%)
 - Technical Compliance (C%)
 - Management Experience (D%)
- Write your proposal according to these criteria!

Afterwards, Win or Lose...

- Demand a debrief!
 - Understand your strengths and weaknesses
 - Build your next proposal based on what you learn

Understand and Bid to the Criteria

PROPOSAL



Proposal requirements will vary with each solicitation

EXECUTIVE SUMMARY

Proposal

What is an Executive Summary?

- A high level summary of your proposal that concisely describes the following:
 - What you are offering?
 - What sets you apart from the competition?
 - Establishes your understanding of the requirements
 - Establishes your credibility
 - Emphasizes the overall benefits the customer will receive
 - Address anticipated questions or concerns the customer may have

Why include an Executive Summary?

- It is likely the only proposal section read by the top level executives and/or decision makers
- Should make all your major selling points and reasons why the customer should select you
- Provides valuable perspective on the rest of your offer for other proposal evaluators
 - Provides an overview before evaluators dive into the details

Sell Your Company!

TECHNICAL VOLUME

Proposal

What's included in the Technical Volume?

- Introduction of your company and capabilities
 - Past performance on similar programs
- Locations, Facilities, Technical Capabilities (resources, H/W & S/W tools)
- Company Certifications, Experiences & Innovations
- Systems Engineering Approach
 - Requirements, Design & Develop, Test and Verification
- Show Understanding of SOW (Sect C) Technical Requirements
 - What is your approach, and what is the benefit you bring?
- Identify Key Performance Parameters and how you intend to meet these parameters
- Key Personnel who will be doing the work
 - Resumes can be included and should be tailored to meet the requirements
- Technical Compliance Matrix

Provides technical credibility - Who and How will you execute the program!

PROGRAM MANAGEMENT VOLUME

Proposal

What's included in the Program Management Volume?

- Introduction of your company and capabilities
- Program Management Approach
 - Organization
 - Work Breakdown Structure (WBS)
 - Integrated Master Plan (IMP)
 - Integrated Master Schedule (IMS)
 - Execution Plan/Cost Control
- Communication Plan
- Change Management Plan
 - Cost, Schedule, Technical, Organization, Quality
- Procurement Plan
 - Major Subcontractors
 - Procurement process
- Quality Plan
 - Metrics
- Security Requirements
- Risk Management Plan
- Resource Plan
 - Staffing
 - Facilities

Identifies how you will execute the program within contracted cost and schedule

COST VOLUME

Proposal

**FAR 15.801 & 15.804
Cost and Pricing Data**

What's included in the Cost Proposal?

- Pricing Narrative
 - Methodology used to develop the priced proposal (past performance, actuals, forecasted plan, etc)
- Program Schedule
- Basis of Estimates
 - Justification on how estimate was developed
- Bill of Material (BOM)
 - List of all subcontractors/suppliers/materials required
 - Unit Price, Quantities and Extended Price
- Subcontractor/Supplier Price Analysis
 - Internal analysis of proposed price to determine reasonableness
- Travel Estimate
 - Where, When, Number of trips, Number of people
 - Estimates must utilize Government Travel Regulations (GTR)
- Other Direct Costs
 - What else is required to perform the work?
 - Unique Hardware, Software, Licenses, Printing, etc

Provides customer with pricing details required to meet the requirements

COMPLIANCE MATRICES

Proposal

What is a compliance checklist?

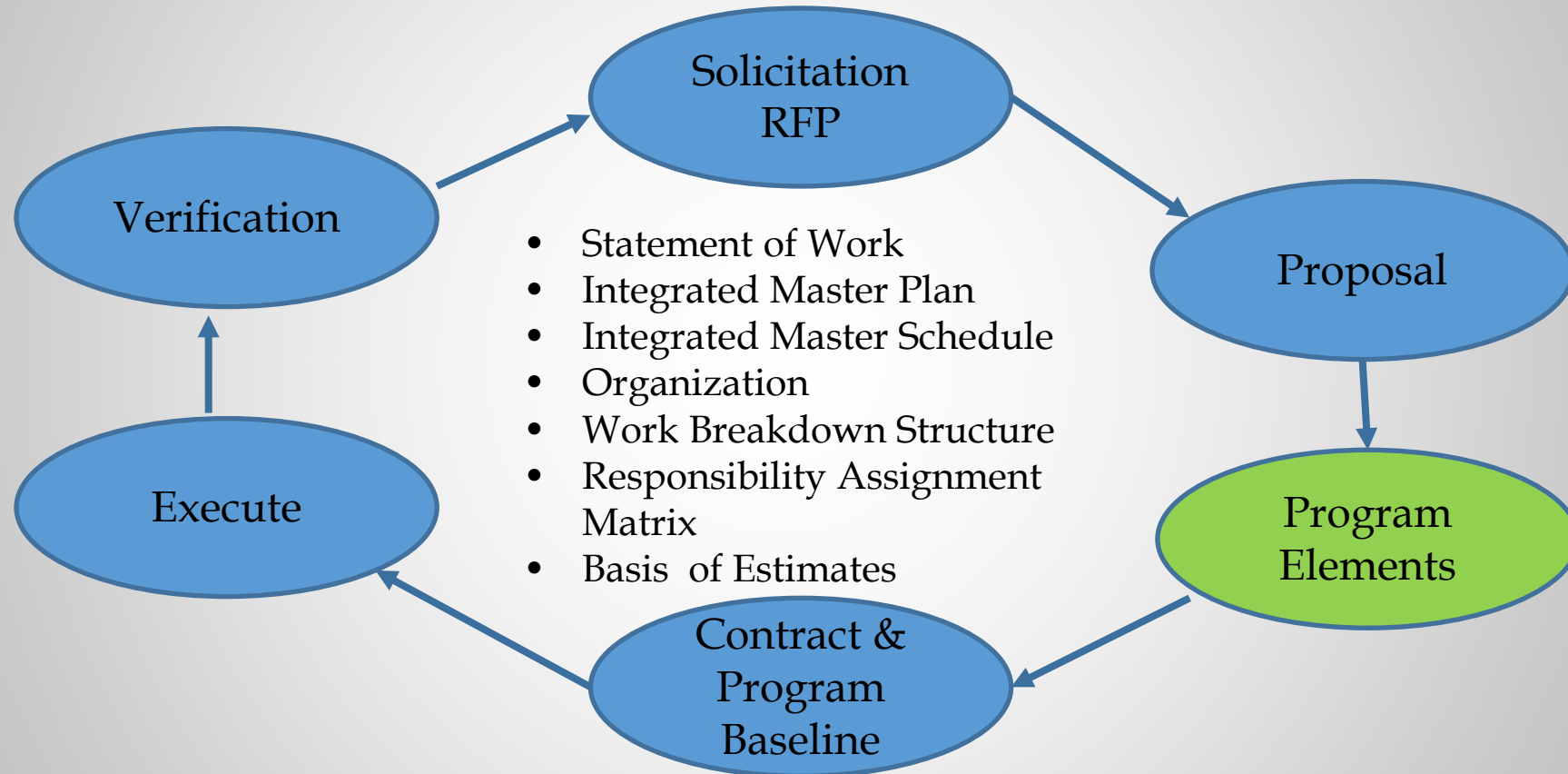
- A format and discipline used in analyzing RFP requirements
 - Technical
 - Program Management
 - Deliverables/Performance/Schedule
 - Proposal Requirements
 - Evaluation Criteria

Why should you develop compliance checklists?

- To develop a proposal that is completely responsive to the RFP
- Ensure no requirement is overlooked
- Identify RFP inconsistencies that need to be addressed
- Provides a better understanding of the requirements by placing them in a logical order
- Identifies “hidden requirements”
- Provides in depth understanding of the requirements to assist in bid/no bid decision
- Provides a sound basis to scope our proposal and assign responsibilities
- Basis for the proposal response matrix which is typically a RFP requirement
- Identify hidden requirements

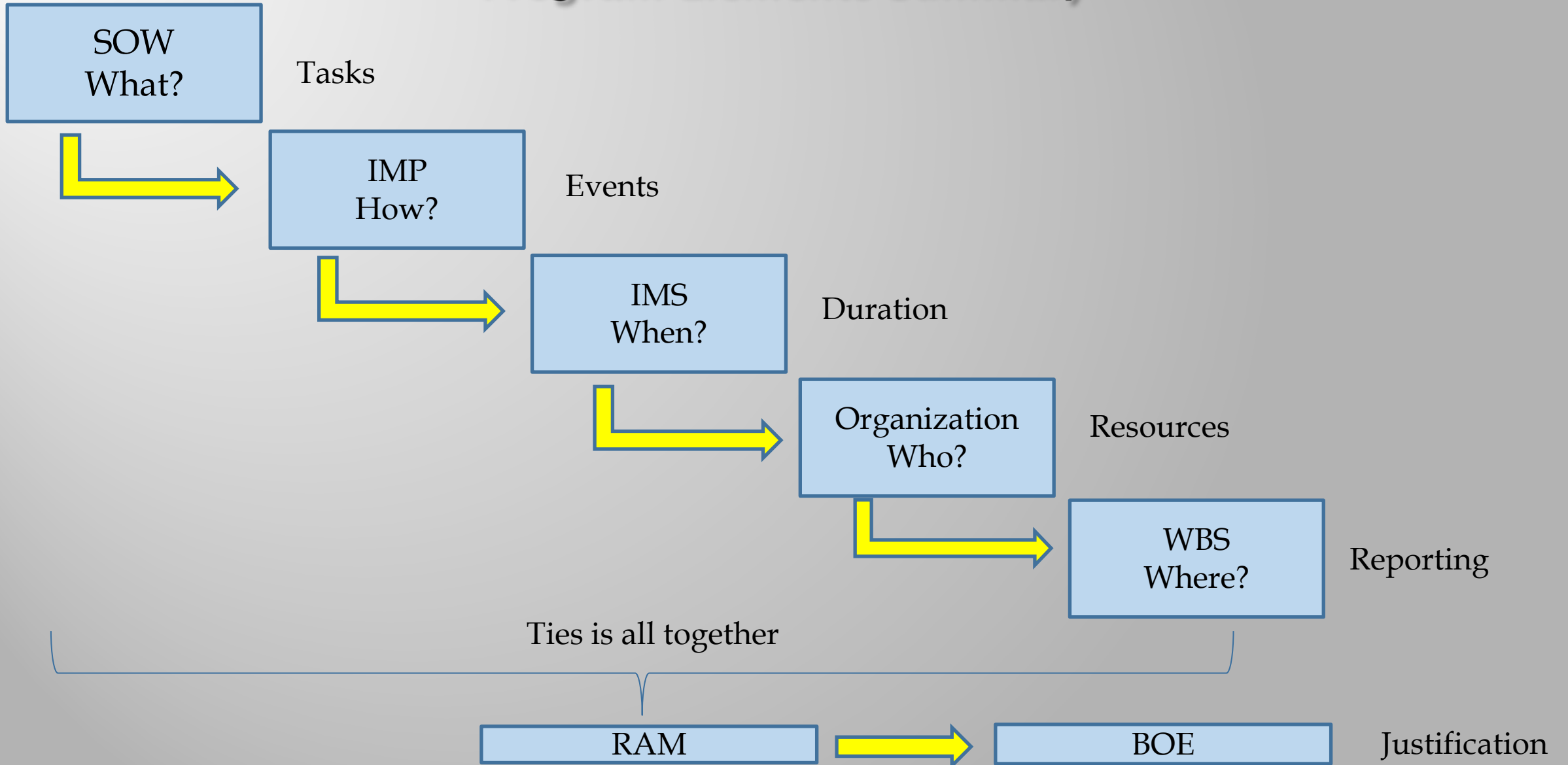
List every requirement in the order state in the RFP and dissect sentences carefully

PROGRAM ELEMENTS



Basis of Estimate shows traceability to proposal requirements

Program Elements Summary



STATEMENT OF WORK (SOW)

Program
Elements

What is a SOW?

- The Statement of Work defines exactly what has to be done in order to satisfy the contract.
- It is the foundation of the contract.
- Precedence: Contract, SOW, Specification

Why is it important?

- Defines exactly what has to be done to meet the contract.
- During the proposal phase, dissect the SOW completely.
- This will become the foundation of your contract, and guide what you work
 - And what is outside the scope of the program.

Statement of Work (SOW) – What?

INTEGRATED MASTER PLAN

Program
Elements


What is an Integrated Master Plan (IMP)?

- Concise and complete list of program events.
- Events represent major milestones – eg. Design Reviews, etc.
- Events should be well distributed over the life of the program
- Events should be in logical order
- To facilitate development of an Integrated Master Schedule (IMS)

Why is it important?

- Defines a structure for development of program schedules
- Allows definition of entrance and exit criteria
- Facilitates development of interim steps
 - Recommend more than one interim step per event
- Defines a structure required for development of proposal estimates (BOE's)
- Can be used on some contract types for progress payments

Integrated Master Plan (IMP) – How?

SOW (What)  IMP (How)

EXAMPLE INTEGRATED MASTER PLAN

Integrated Master Plan - Level 1 Events Example	
Research and Developmental Program	
1	Program Launch (Contract Award)
2	System Requirements Review (SRR)
3	System Functional Requirements (SFR)
4	Preliminary Design Review (PDR)
5	Critical Design Review (CDR)
6	Developmental Test (DT) Program Complete
	Test Readiness Review Complete
	Lab Test Complete
	Supplier Qualification Complete
	Flight Test Program Planned (if required)
	Test Aircraft Modification Complete (if required)
	Flight Readiness Review (FRR) Complete (if required)
	Flight Test (if required)
7	Functional Configuration Audit (FCA) Complete
8	Operational Test and Evaluation (OT) - Government Events
9	Fabrication, Assembly & Test (FAT)
	Systems Verification Review
	Production Readiness Review
	Manufacture
10	Physical Configuration Audit (PCA) Complete
11	Integrated Logistics Support (ILS)
	Support Products/Sustainment
	Facilities/Site Activation Planning
	Facilities/Ship Board Planning (if required)
	Retrofit Plan Developed
12	Developmental Program Complete
13	Program Management

Integrated Master Plan Example			
IMP Level	IMP Event	SOW	WBS
1	Systems Requirement Review (SRR)	TBD	1.2
2	System Requirements Defined and Released	TBD	1.2
3	Functional Requirements Definition Complete	TBD	1.2
3	System Design Requirements Drafted	TBD	1.2
3	Specification Tree Defined	TBD	1.2
2	System Concept Defined	TBD	1.2
3	System Trade Studies Complete	TBD	1.2
3	Preliminary System Architecture Established	TBD	1.2
3	System Test and Evaluation Requirements Defined	TBD	1.2
3	Supportability Requirements Defined	TBD	1.2
3	Risk, Issues Opportunities (RIOs) Documented	TBD	1.2
2	Supplier SRRs Conducted	TBD	1.2
3	PIDS/CIDS/SOW Complete	TBD	1.2
3	Supplier RFP Released	TBD	1.2
3	Supplier on Contract	TBD	1.2
3	Supplier SRR Complete	TBD	1.2
2	Executive SRR	TBD	1.2
3	Working Session Conducted and Action Items Established	TBD	1.2
3	Dry Run Conducted and Action Items Established	TBD	1.2
3	Executive Session Conducted	TBD	1.2
3	SRR Executive Action Items Documented	TBD	1.2
3	Required CDRLs Submitted	TBD	1.2
3	SRR Action Items Closure Complete	TBD	1.2

INTEGRATED MASTER SCHEDULE

Program
Elements

What is an Integrated Master Schedule (IMS)?

- Tier 0/1 Master schedule
 - Major contractual milestones, that define the total length of the program. Changes by customer approval only.
- Tier 3 schedules - draft submitted with proposal
 - Major milestones flowed down to the team level.
 - Baseline 30 days after contract award (ACA)

Why is it important?

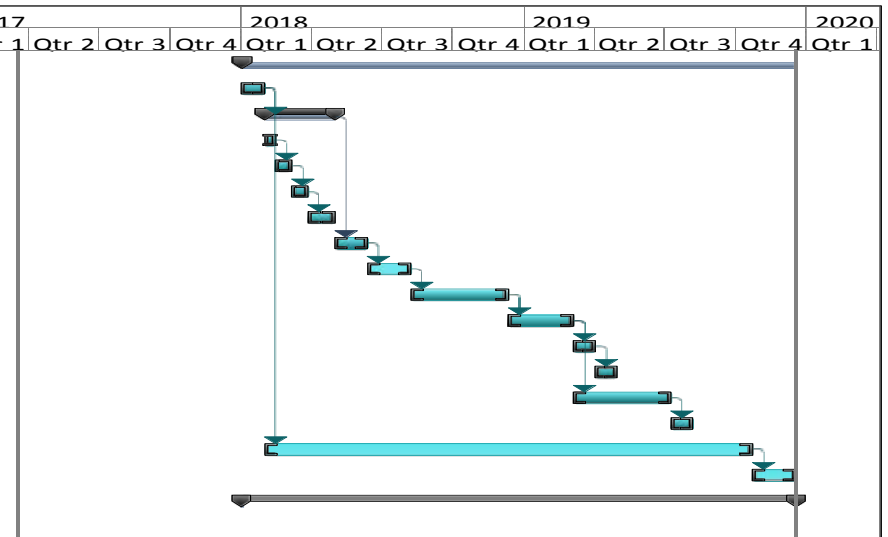
- Defines program tasks required to complete program events
- Defines the structure required for development of proposal estimates (BOE's)
- Defines the schedule required for resource loading - required for proposal pricing.
- Provides the basis for program cost & schedule baseline - 30 days ACA

Integrated Master Schedule (IMS) - When?

SOW (What) → IMP (How) → IMS (When)

EXAMPLE INTEGRATED MASTER SCHEDULE

ID	Task Name	Duration	Start	Finish	2017				2018				2019				2020	
					Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	
1	Program ABC	1 day?	Mon 1/1/18	Mon 1/1/18														
2	Program Launch	22 days	Mon 1/1/18	Tue 1/30/18														
3	Systems Requirement Review (SRR)	65 days	Wed 1/31/18	Tue 5/1/18														
4	System Requirement Defined	10 days	Wed 1/31/18	Tue 2/13/18														
5	System Concepts Defined	15 days	Wed 2/14/18	Tue 3/6/18														
6	Supplier SRR	15 days	Wed 3/7/18	Tue 3/27/18														
7	Executive SRR	25 days	Wed 3/28/18	Tue 5/1/18														
8	Systems Functional Review (SFR)	30 days	Wed 5/2/18	Tue 6/12/18														
9	Preliminary Design Review (PDR)	40 days	Wed 6/13/18	Tue 8/7/18														
10	Critical Design Review (CDR)	90 days	Wed 8/8/18	Tue 12/11/18														
11	Developmental Test (DT)	60 days	Wed 12/12/18	Tue 3/5/19														
12	Functional Configuration Audit (FCA)	20 days	Wed 3/6/19	Tue 4/2/19														
13	Operation Test (OT)	20 days	Wed 4/3/19	Tue 4/30/19														
14	Fabrication, Assembly & Test (FAT)	90 days	Wed 3/6/19	Tue 7/9/19														
15	Physical Configuration Audit (PCA)	20 days	Wed 7/10/19	Tue 8/6/19														
16	Integrated Logistics Support (ILS)	450 days	Wed 1/31/18	Tue 10/22/19														
17	Program Completion	40 days	Wed 10/23/19	Tue 12/17/19														
18	Program Management	512 days	Mon 1/1/18	Tue 12/17/19														
19	Deliverables																	



Project: Draft Schedule.mpp
Date: Sun 3/19/17

Task

Split

Milestone

Summary

Project Summary

External Tasks



External Milestone

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only



Manual Summary Rollup

Manual Summary

Start-only

Finish-only

Deadline

Progress



ORGANIZATION STRUCTURE

Program
Elements

What is an Organization Breakdown Structure?

- A hierarchical model describing the established organizational framework for project planning, resource management, time and expense tracking, cost allocation, revenue/profit reporting, and work management.
- Supports the program Work Breakdown Structure (WBS)

Why is it important?

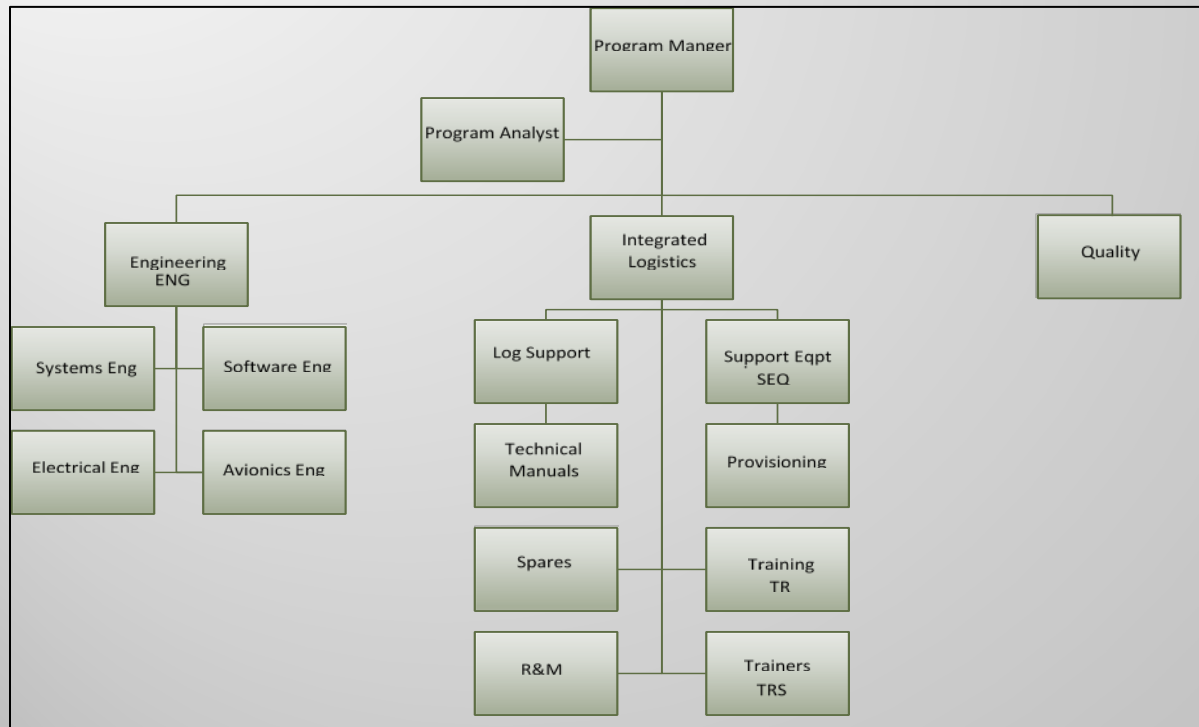
- Defines clear Responsibility, Authority and Accountability (RAA) for all elements of the contract WBS
- Defines a structure for development of program tasks & schedules
- Defines a structure for development of proposal estimates (BOE's)
- Defines responsibility for statement of work, deliverables
- Defines a structure for cost accounting and reporting
- Assures clear alignment with customer organization

Organization- Who?

SOW (What) ➡ IMP (How) ➡ IMS (When) ➡ Organization (Who)

ORGANIZATION STRUCTURE

Update



Organizational Breakdown Structure		
Code	Description	Cost Account Mgr
PM 1.1	Program Management	TBD
PM	Program Manager	
PA	Program Analyst	
ENG 1.2	Engineering	TBD
SYS	Systems Engineering	
SW	Software Engineering	
EE	Electrical Engineering	
AE	Avionics Engineering	
ILS 1.3	Integrated Logistics	TBD
LS	Logistics Support	
SEQ	Support Equipment	
TM	Technical Manuals	
PV	Provisioning	
SP	Spares	
TR	Training	
RM	Reliability & Maintainability	
TRS	Trainers	
QE 1.4	Quality	TBD

These are typically required in the PM and Cost Volumes.

WORK BREAKDOWN STRUCTURE (WBS)

Program
Elements

What is a Work Breakdown Structure (WBS)?

- A deliverable-oriented decomposition of a project into smaller components. A WBS is a key project deliverable that organizes the team's work into manageable sections.

What is a WBS Dictionary?

- Briefly defines the scope or statement of the work, defines deliverables, contains a list of associated activities, and provides a list of recognized milestones to gauge progress for each WBS component.

Why is it important?

- Allows the program manager to completely define each task required for successful contract completion.
- Defines the basis for staffing, labor categories & estimates (BOEs).
- Provides traceability through program execution for accurate time charging and auditable cost accounting.
- Defines a structure for contractual cost reporting.

Work Breakdown Structure (WBS) – Where?

SOW (What) ➡ IMP (How) ➡ IMS (When) ➡ Organization (Who) ➡ WBS (Where?)

EXAMPLE WORK BREAKDOWN STRUCTURE

Work Breakdown Structure		
<i>Work Breakdown Structure (WBS) elements and definitions are contained in this document below. The WBS elements are applicable only to the extent covered under existing contract. As required, this document will be revised to add elements and definitions if additional capabilities are proposed/contracted with (insert name of company)</i>		
Level	Work Breakdown Structure	Description
Level 1	1.0 Program (XYZ)	
Level 2	1.1 Program Management	Program Management Support
Level 3	1.1.1 Contract Management	Perform administrative, technical, schedule and financial management functions during all phases of the program.
Level 3	1.1.2 Army Contractor Manpower Reporting (CMR) System	Not applicable - removed from SOW
Level 3	1.1.3 Requirements	Ensure requirements defined in the SOW are adequately staffed to successfully execute the program
Level 3	1.1.4 Kick-off Meeting	Facilitate and conduct internal and customer kick-off meeting to ensure all team members understand the requirements defined in the SOW, program schedule and contracted/budgeted cost.
Level 3	1.1.5 Weekly Status	Provide weekly status to the customer to include risk, issues and opportunities, upcoming events, help needed and schedule performance.
Level 3	1.1.6 Monthly Status	Develop and deliver monthly status reports to the customer to include financial and schedule performance, planned events, variance analysis, estimate to complete, risk management, contract compliance, open issues and recommendations.
Level 2	1.2 Engineering	Engineering & Test Support
Level 2	1.3 Integrated Logistics Support	Integrated Logistics Support
Level 2	1.4 Quality	Quality Support

RESPONSIBILITY ASSIGNMENT MATRIX (RAM)

Program
Elements

What is a Responsibility Assignment Matrix (RAM)?

- A table that relates the program organization structure (OBS) to the work breakdown structure (WBS) to ensure that each element of the program's scope of work (SOW) is assigned to a responsible organization or individual.

Why is it important?

- Defines organizational responsibility for proposal BOEs
- Defines responsibility for development of team level (Tier 3) schedules
- Defines responsibility for team cost, schedule, technical execution.
- Provides the foundation for tracking contract compliance through program execution, which will facilitate contract closeout

Responsibility Assignment Matrix – Ties it all together

SOW (What) → IMP (How) → IMS (When) → Organization (Who) → WBS (What/Who) = RAM

RESPONSIBILITY ASSIGNMENT MATRIX (RAM) - EXAMPLE

[illegible]

BASIS OF ESTIMATES

Program
Elements

What is a Basis of Estimate?

- Very clear definition of the effort required to complete each requirement in the contract
- Rationale for how estimate was developed
 - Actuals for similar work performed
 - Parametric based on industry standards
 - Industry and/or Government standards
- BOE's are required for labor and travel
- Labor BOEs define the type of labor category and the estimated effort to complete the job.

Why is it important?

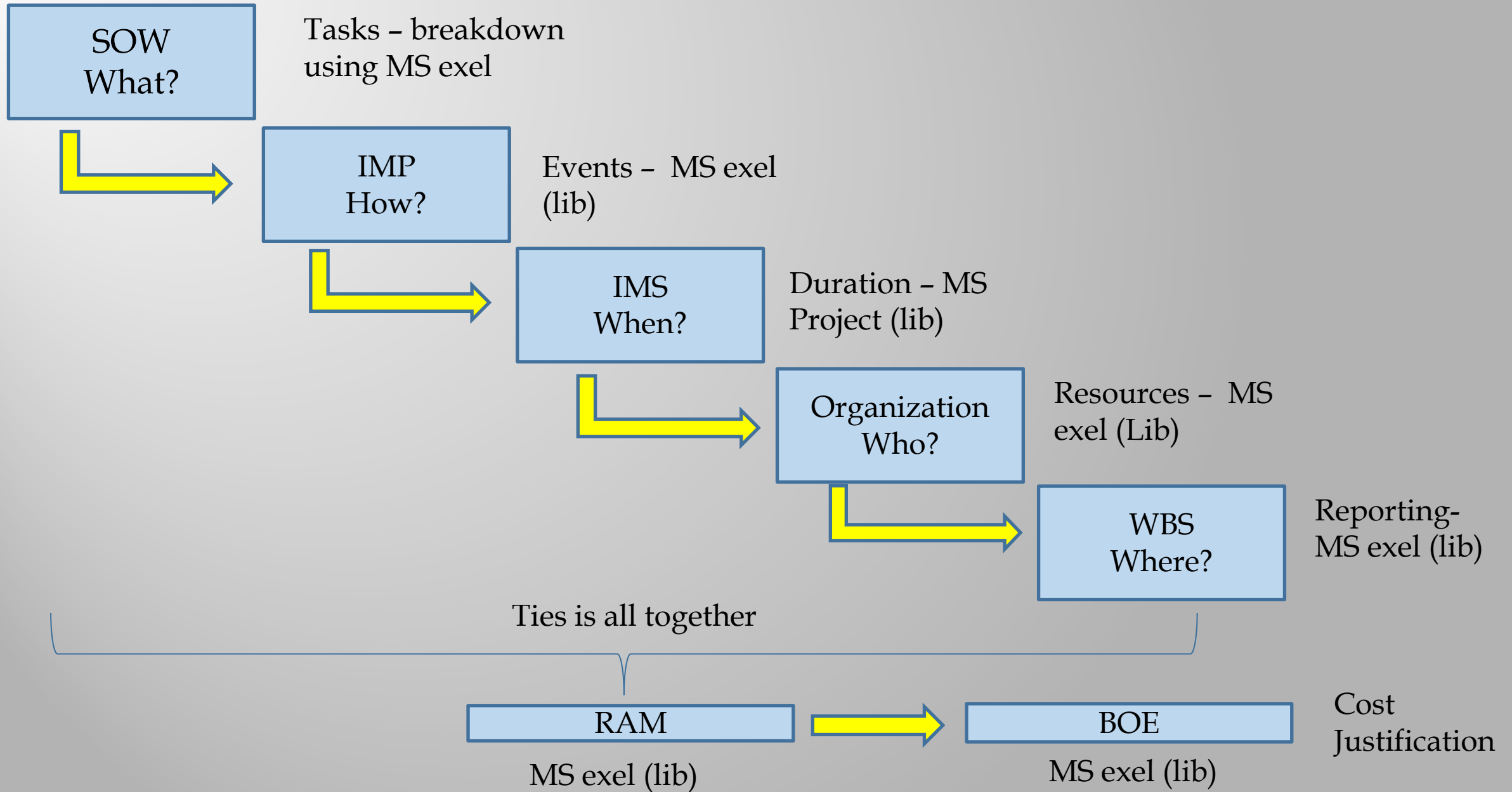
- Shows the customer a clear understanding of the effort required to satisfy the contract
- Aligns with OBS, WBS & WBS Dictionary
- BOEs are a good foundation to baseline the program and allocate budgets

Basis of Estimate shows traceability between program elements and justifies the estimate

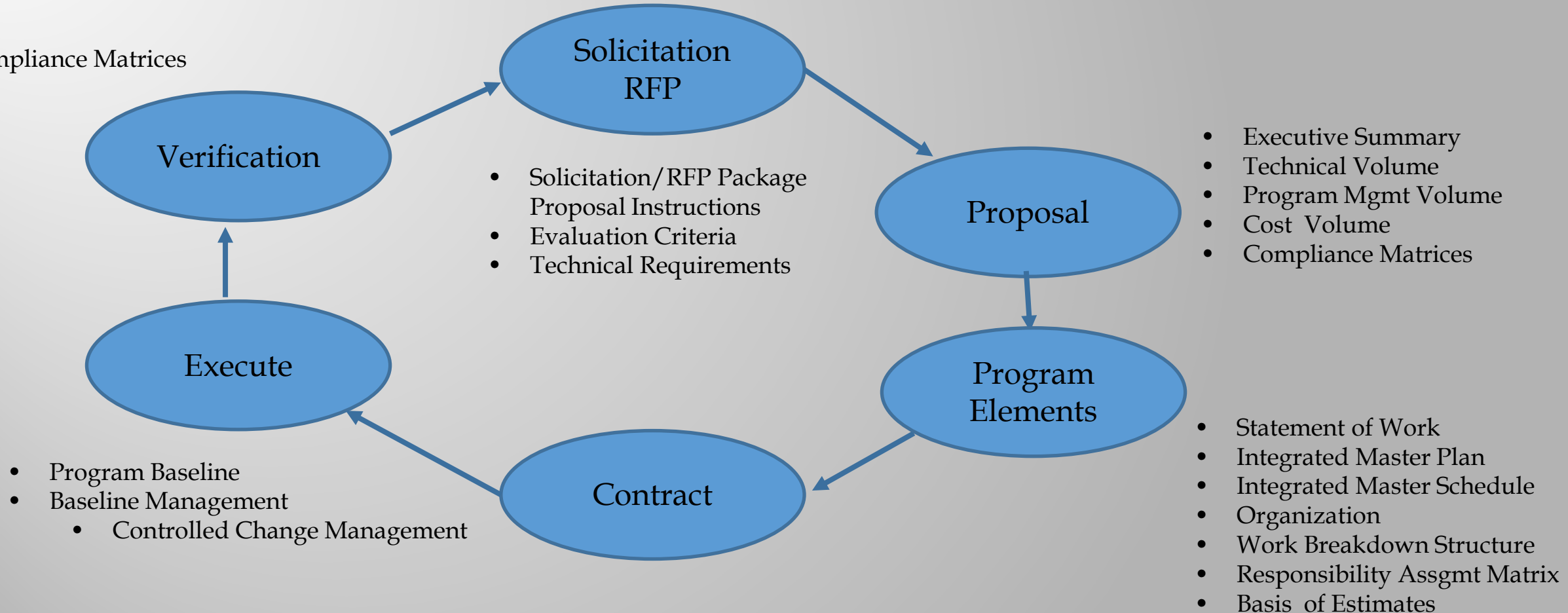
BASIS OF ESTIMATE -EXAMPLE

Basis of Estimate								
Program: ABC						Date:		
WBS Element: 1.1 Program Management								
Category	Material	Labor	Indirect Costs	Base Cost	Reserve	Total Cost	Funding Source	Cost Methodology
Contract Management	\$	\$	\$	\$	\$	\$		Actuals
WBS Description: Perform administrative, technical, schedule and financial management functions during all phases of the program.								
Cost Description: Labor is all inclusive of WBS element 1.1 - Program Manager will manage the program in accordance with the Integrated Performance Management Plan. Estimated level of effort for PM Support is 80 hours per month for 10 months (program duration) for a total of 800 hours. <ul style="list-style-type: none"> • Tasks include; Development and Base Lining of costs, technical, and schedule. • PM will establish and update the Integrated Master Schedule, Integrated Master Plan, and Risk Management Plan. • PM will conduct monthly Risk Assessments and incorporate mitigation plans into the IMS. • PM will hold weekly cost and schedule reviews with the TLG team leads. • PM will hold weekly status calls with SNC and provide a monthly status report to SNC 10 days after accounting month end. Monthly Status Report will include program accomplishments, upcoming events, recommendations and help needed issues. • PM will conduct team coordination meetings twice a week. • PM will facilitate bi-monthly internal change control board to manage cost, schedule, scope and risk changes • PM will hold monthly cost variance analysis reviews. <p>Estimate of X hours is based on actuals in support of DEF Program which had similar requirements as Program ABC. PM actuals for DEF program were 1,200 hours which had a duration of 15 months for an average of 80 hours per month.</p>								

Program Elements Summary



Contract Compliance Cycle



Your Proposal Becomes Your Execution Plan

Summary

- **Your proposal is your offer to contract.**
 - **Traceable proposal products help the customer to evaluate your offer.**
 - **Your negotiated proposal becomes your program baseline.**
- **Technical, cost and schedule alignment helps manage program risk.**
- **Proper program baseline based on proposal products and accurate cost reporting will help assure on-time payments**
- **Clear records & compliance matrices will assure contract close-out**