



Source Selection Plan Guidance and Template

A Mandatory Reference for ADS Chapter 300

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USAID
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SOURCE SELECTION PLAN
GUIDANCE AND TEMPLATE

BUREAU FOR MANAGEMENT (M)
OFFICE OF ACQUISITIONS AND ASSISTANCE
TEMPLATES SERIES

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Introduction

A key document in the source selection process is the Source Selection Plan (SSP). The plan is the blueprint for conducting the source selection and specifies how the source selection activities will be organized, initiated, and conducted. The Source Selection Plan (SSP) activities make up the evaluation scenario for the selection of the offeror(s) whose proposal(s) represents the "Best Value" to the Government to provide the required goods and services considering technical, cost, and other factors, consistent with the evaluation criteria specified in Section M of the Solicitation. The SSP provides guidance to the Technical Evaluation Committee (TEC) members in the evaluation of offers submitted in response to the Agency's Request for Proposal. The attached template contains boilerplate language, fill-ins, definitions and samples of important documents that should be included in the plan. When followed by the TEC, the guidance and procedures prescribed in this source selection plan template will assure the integrity of the procurement process and can serve as evidence to other stakeholders that the Government conducted an ethical and impartial selection process.

The Source Selection Plan Template should be used in conjunction with the following guidance: *Technical Evaluation Committee Process Instructions Guide and Template, Technical Evaluation Committee Chairperson Guide and Template, Technical Evaluation Committee Member Guide and Template and the Harmonization Guidance Section C (SOW) –to- Section L and M.*

Audience

- | | |
|--|--|
| <input type="checkbox"/> Agreement Officer | <input type="checkbox"/> Agreement Officer's Representative |
| <input checked="" type="checkbox"/> Contracting Officer | <input checked="" type="checkbox"/> Contracting Officer's Representative |
| <input checked="" type="checkbox"/> Contract Specialist | <input type="checkbox"/> Program Analyst/Activity Manager |
| <input type="checkbox"/> Agreement Specialist | <input type="checkbox"/> Budget Officer |
| <input checked="" type="checkbox"/> Technical Evaluation Committee | |

Acronyms

| | |
|-------|--|
| CO | Contracting Officer |
| COR | Contracting Officer Representative |
| CRB | Contract Review Board |
| CR | Competitive Range |
| CTO | Cognizant Technical Office |
| FAR | Federal Acquisition Regulation |
| GC | Office of the General Counsel |
| IQC | Indefinite Quantity Contract |
| OAA | Office of Acquisition and Assistance |
| OSDBU | Office of Small and Disadvantaged Business Utilization |
| RFP | Request for Proposal |
| SSA | Source Selection Authority |
| SSP | Source Selection Plan |
| TEC | Technical Evaluation Committee |

Key Roles and Responsibilities

Source Selection Authority (SSA) is the individual designated to make the best-value decision. The SSA is the CO unless another individual has been designated in writing by the appropriate authority. The CO decision shall be based on a comparative assessment of proposals against all source selection criteria in the solicitation. While the CO may use reports and analyses prepared by others, the source selection decision shall represent the CO's independent judgment.

Contracting Officer (CO) is responsible for coordinating with the Activity Manager to define the acquisition requirements, entering into, administering, and terminating USAID-direct contracts in accordance with the limitations of their delegated authority, policy directives, and required procedures.

Technical Evaluation Committee (TEC) Chairperson is responsible for the overall management of the TEC, can also be an evaluator, and act as the TEC's interface to the CO. The TEC chairperson is responsible for ensuring the adequacy of documentation and the team's evaluation of the proposals received.

Contracting Officer's Representative (COR) is designated by the Contracting Officer, and is responsible for the technical oversight and administration of the activity during contract performance.

Contract Review Board (CRB) is often comprised of Contracting Officers, members from Evaluation and Policy offices and when required, a representative of General Counsel. The CRB is responsible for reviewing documentation for acquisition actions (pre-solicitation, competitive range determination, and pre-award) that are expected to exceed \$25M. This includes basic Indefinite Quantity Contracts (IQCs) with the total estimated ceiling expected to exceed \$25M for single or multiple awards.

General Counsel (GC) is responsible for advising the CO and TEC on legal issues relating to the source selection process.

Definitions

Below are definitions of terms used to describe different elements in the offerors proposals. These definitions are drawn from the FAR Part 15. Pay careful attention to the distinctions, e.g., a *weakness* is *not required* to be shared during discussions with offerors, however, significant weaknesses are *required* to be shared.

| | |
|------------------------------|--|
| Significant Strengths | An outstanding, or exceptional aspect of an Offeror's proposal that has merit and exceeds the specified performance or capability requirements in a way beneficial to the USAID, and either will be included in the contract or is inherent in the Offeror's process and greatly increases the likelihood of successful performance. |
|------------------------------|--|

| | |
|-----------------------|---|
| Strengths: | An aspect of the proposal that increases the likelihood of successful contract performance. |
| Clarification: | Limited exchanges between the Government and Offerors that may occur when award without discussions is contemplated. Offeror may be given the opportunity to clarify certain aspects of the proposal (e.g., the relevance of an Offeror's past performance information and adverse past performance information to which the Offeror has not previously had an opportunity to respond) or to resolve minor or clerical errors. Clarification does not give the Offeror an opportunity to revise or modify its proposal, except to the extent that corrections of apparent clerical mistakes result in a revision. Clarifications do not require "discussions" or submission of another proposal. The Contracting Officer controls all clarifications and discussions with the Offerors. |
| Deficiency: | A material failure of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level. |
| Deviation: | An Offeror's proposal implies or specifically offers a deviation below specified criteria. The Offeror may or may not have called the deviation to the Government's attention. The technical reviewers will identify deviations. The contract normally can't be awarded with deviations. A deviation is also known as a material deficiency. |
| Discussions: | Exchanges between the Government and offerors for the purpose of identifying to the offeror's significant weaknesses, deficiencies, and other aspects of the proposal that could, in the opinion of the contracting officer, be altered or explained to enhance materially the proposal's potential for award. |
| Weakness: | A flaw in the proposal that increases the risk of unsuccessful contract performance. A SIGNIFICANT WEAKNESS is a flaw in the proposal that appreciably increases the risk of unsuccessful contract performance. All significant weaknesses discovered will be identified to the Offeror during discussions, if conducted, and in any debriefing after award has been made. The Contracting Officer may not award a contract to any Offeror who fails to correct significant weaknesses that are deemed essential. |



SOURCE SELECTION PLAN Template

DRAFT

[Date]

{Insert Project Name}
{Insert Project Acronym}

Solicitation Number: ***{Insert Solicitation Number}***

DATE: ***{INSERT MONTH & YEAR}***

{INSERT NAME OF APPLICABLE COORDINATION OFFICIALS}

COORDINATION:

Contracting Officer (Print & Sign) Date

TEC Chair (Print & Sign) Date

General Counsel (Print & Sign) Date

APPROVED:

SSA/Contracting Officer (Print & Sign) Date

{Modify coordination list as appropriate.}

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{Modify the Table of Contents as required}

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1.0 NATURE AND SCOPE OF THE ACQUISITION

1.1 Description of the Effort. *{Insert a detailed description of the scope of the project}*

1.2 Acquisition Strategy. The Government intends to award a *{Insert Type Contract & single/multiple award}*. The *{Insert Project Name}* acquisition and source selection are being conducted in accordance with the Federal Acquisition Regulation (FAR), Parts 15 and 36.

{Discuss project objectives}

1.3 Source Selection Milestones

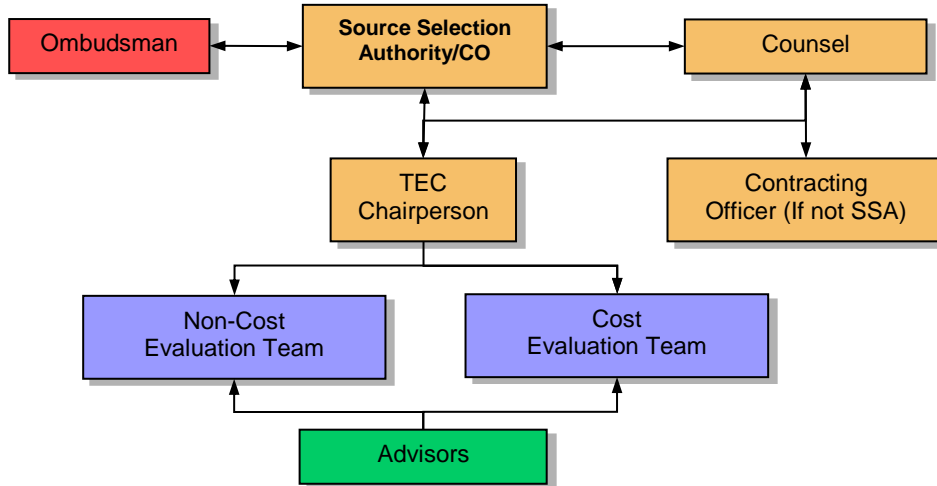
{Example events listed below. Modify as appropriate for the specific acquisition}

| <u>Event</u> | <u>Date</u> |
|--|----------------------|
| Project/Activity Approval Document signed | <i>{Insert Date}</i> |
| Draft Request for Proposals (RFP) complete | <i>{Insert Date}</i> |
| CRB Review | <i>{Insert Date}</i> |
| Final RFP issued | <i>{Insert Date}</i> |
| Proposals due from offerors | <i>{Insert Date}</i> |
| Start proposal evaluation | <i>{Insert Date}</i> |
| Competitive Range or award without discussions | <i>{Insert Date}</i> |
| CRB Review | <i>{Insert Date}</i> |
| Request best and final offer | <i>{Insert Date}</i> |
| Complete final proposal evaluation | <i>{Insert Date}</i> |
| CRB Review | <i>{Insert Date}</i> |
| Source selection decision | <i>{Insert Date}</i> |
| Announcement of decision | <i>{Insert Date}</i> |
| Contract award | <i>{Insert Date}</i> |
| Post-award kick-off meeting | <i>{Insert Date}</i> |

2.0 SOURCE SELECTION ORGANIZATION AND RESPONSIBILITIES

The evaluation process and source selection for this acquisition involves a two-tier approach consisting of a Technical Evaluation Committee (TEC) and the Source Selection Authority (SSA) or Contracting Officer. The responsibilities of the source selection organization and members are outlined below. The following organizational chart identifies the structure of the source selection organization:

This chart is an example - insert an organizational chart appropriate for the acquisition



2.1 Source Selection Authority (SSA). The SSA is the Contracting Officer (CO) unless another individual is designated in writing by the appropriate authority. The SSA will make the final source selection decision based on the results of the proposal evaluations. The SSA for this acquisition is {*Insert name of SSA*}. The SSA is responsible for the acquisition and ensures that the source selection is conducted properly and efficiently and conforms to USAID and Federal acquisition policies and requirements. The SSA will also:

- Be responsible for the proper and efficient conduct of the source selection process in accordance with this procedure and all applicable laws and regulations.
- Ensure that personnel appointed to the TEC are knowledgeable of policy and procedures for properly and efficiently conducting the source selection. Ensure the TEC members have the requisite acquisition experience, skills, and training necessary to execute the source selection, and ensure the highest level of team membership consistency for the duration of the selection process.
- Ensure that realistic source selection schedules are established and source selection events are conducted efficiently and effectively in meeting overall program schedules. The schedules should support proper and full compliance with source selection procedures outlined in this document and the established Source Selection Plan (SSP) for the acquisition.
- Ensure all involved in the source selection are briefed and knowledgeable of Subsection 27(a) of the Office of Federal Procurement Policy Act, [41 U.S.C., Section 423](#), FAR 3.104 and AIDAR 703.104-5 regarding unauthorized disclosure of contractor bid and proposal information, as well as source selection information. Ensure that all persons receiving source selection information are instructed to comply with applicable standards of conduct (including procedures to prevent the improper disclosure of information) and sign a Non-Disclosure Agreement and a conflict of interest statement. Ensure Conflict of Interest Statements (from both Government members/advisors and non-Government team advisors) are appropriately reviewed and actual or potential conflict of interest issues are resolved prior to granting access to any source selection information. (See CFR 2635).
- Review and approve the Source Selection Plan (SSP)
- Review and approve the evaluation criteria
- Review and approve the ranking of the evaluation criteria
- Appoint the chairperson and members of the TEC, and ensure that members are properly trained

(See Appendix A for TEC member listing).

- Make a determination to award without discussions or enter into discussions.
- Select the source whose proposal offers the best value to the Government in accordance with established criteria in Section M - Evaluation Factors for Award
- Capture the rationale in the Source Selection Decision Document (SSDD) in a negotiation memorandum.

2.2 Contracting Officer (CO). The Contracting Officer (CO) oversees the regulatory process, ensures compliance with the FAR, Agency for International Development Acquisition Regulation (AIDAR) Supplement, and other relevant regulations and (in the event another individual has been designated in writing as the SSA) act as staff advisor to the SSA and TEC. The Contracting Officer for this acquisition is {*Insert Contracting Officer name*}. Other specific CO responsibilities are:

- Manage all business aspects of the acquisition and advise and assist the SSA (when another individual has been designated in writing by the appropriate authority) in the execution of the responsibilities as outlined in 2.1, and work with the TEC Chair to ensure the evaluation is conducted in accordance with the evaluation criteria specified in the solicitation.
- Ensure that required approvals are obtained and the appropriate notification clause is included in the solicitation before non-Government personnel are allowed to provide source selection support (FAR 7.503 and 37.205 and AIDAR 715.305(c)).
- In accordance with FAR 3.104 and AIDAR 703.104-5 ensure that procedures exist to safeguard source selection information and contractor bid or proposal information. Approve access to or release of source selection information and contractor bid or proposal information after consulting Legal Counsel before and after contract award.
- Maintain source selection evaluation records and documents in the contract files.
- Release the final solicitation only after obtaining all required approvals.
- Serve as the single point of contact for all solicitation-related inquiries from actual or prospective offerors.
- After receipt of proposals, control exchanges with offerors in accordance with FAR 15.306.
- With the approval of the SSA (when another individual has been designated in writing as SSA by the appropriate authority) to enter discussions, establish the competitive range and enter into discussions.
- Ensures the evaluation board properly evaluates the proposals against the stated evaluation criteria, and monitors compliance with source selection “rules”
- Review evaluation reports
- Conduct debriefings of the offerors, both successful and unsuccessful
- Award the contract after issuing required notices and receiving appropriate approval/s.

2.3 Technical Evaluation Committee (TEC). The primary responsibility of the TEC is to ensure a comprehensive evaluation of each submission in response to the RFP in accordance with the SSP and the evaluation factors contained in the solicitation. The TEC should be composed of personnel familiar with the operational requirements and environment of the project. The TEC will be led by a chairperson and will consist of {*Describe any internal teams within the TEC such as: two teams, one reviewing the Past Performance and Technical/Management Approach factors (Technical Team) and the other reviewing the Cost/Price factor as well as the administrative contract requirements (Contract/ Cost Team).*}. Non-voting members serving as advisors or consultants on specific topics may support the TEC. The TEC Chairperson will head the TEC and will report to the SSA (the Contract Officer unless another individual has been designated in writing by the appropriate authority). The TEC shall:

- Maintain a full commitment to the evaluation process until the evaluation is complete, a decision is reached by the SSA, and the contract is awarded
- Evaluate each proposal in an impartial and equitable manner, and report its findings to the TEC Chairperson
- Evaluate proposals based on the information provided
- Evaluate each proposal against the established evaluation criteria only and ensure that proposals are not compared against one another
- Identify and fully document proposal strengths, weaknesses, and clarifications as well as provide an overall assessment of each proposal
- Participate in consensus meetings and/or assist in discussions and debriefings as required by the Contracting Officer

2.3.1 *TEC Chairperson Responsibilities*. The TEC Chairperson appointed to lead the proposal evaluation effort will function as a working voting member of the TEC. The TEC Chairperson appointed to lead the proposal evaluation effort is {*Insert TEC Chairperson's name*}. The TEC Chairperson will:

- Be responsible for the overall management of the TEC and act as the TEC's interface to the SSA (CO unless another individual has been designated in writing by the appropriate authority).
- Be designated before the evaluation begins, will maintain source selection security and will keep the evaluation team on schedule
- Keep the evaluation area secure at all times, i.e. only those people involved in the evaluation will be allowed to enter those areas; a sign posting "No Entry for Unauthorized Personnel" will be affixed to the door.
- Be responsible, along with the contract specialist, for answering TEC member questions about the evaluation process.
- Be responsible for coordinating reference checks.
- Be responsible for ensuring the adequacy of documentation concerning strengths and weaknesses developed by TEC members.
- Be responsible for ensuring adequacy of questions drafted by the TEC members requesting additional information and identifying negotiation items for offerors during discussions.
- Be responsible for evaluating and assessing proposals.
- Establish functional evaluation teams {*Insert if required, delete if not*} to support an efficient source selection evaluation. Appoint team leads and members to the functional evaluation teams, subject to approval of the SSA (CO unless another individual has been designated in writing by the appropriate authority).
- Ensure the skills of the personnel, the available resources, and times assigned are commensurate with the complexity of the acquisition.
- Ensure members of the TEC are trained and knowledgeable on how an evaluation is conducted prior to reviewing any proposals.
- Ensure the evaluation process follows the evaluation criteria and ratings are being consistently applied.
- Provide consolidated evaluation results to the SSA (CO unless another individual has been designated in writing by the appropriate authority).
- Support any post source selection activities such as debriefings and post-award reviews/meetings, as required.

- Responsible, along with the contract specialist, for answering panel member questions about the evaluation process.
- Ensure source selection determination rationale is fully documented before source selection announcement
- Be responsible for returning all copies of the technical proposals, technical evaluation, worksheets, etc., to the CO for proper disposition.
- Ensure publication of "lessons learned" report describing the experience and results of the source selection process

2.3.2 TEC Team Leader Responsibilities. {*Include this paragraph if the team is large enough to warrant team leaders. If not used, these functions should be included in TEC Chairman responsibilities.*} The TEC Team Leaders will be responsible for the oversight and direction of the evaluation teams. The Technical Team is lead by {*Insert name*}, and the Contract/Cost Team is lead by {*Insert CO or Cost Team Leader's name*}. The Team Leaders will:

- Review the team evaluators' evaluation write-ups for completeness, consistency, and compliance with the evaluation factors and criteria (See Appendix C)
- Serve as a focal point for coordination and consultation with the TEC Chairperson
- Assign advisors to specific sections of the proposal for review
- Conduct team caucuses
- Prepare team reports for the TEC Chairperson and the SSA/CO
- Participate in briefings to the SSA/CO
- Participate in de-briefing the offerors, if requested

2.3.3 TEC Evaluator Responsibilities. The TEC Evaluators are voting members of the TEC, and will be responsible for determining how well proposals satisfy the evaluation criteria set forth within the RFP. This will be accomplished by evaluating all written and oral proposals {*When oral presentations are used*} and rating each of them against the appropriate evaluation factors specified in the SSP (See Appendix C).

2.3.4 TEC Advisor Responsibilities. {*Include if advisors are used, delete if not*} The TEC Advisors will be responsible for reviewing specific portions of the proposal as directed by the Team Leaders. They will prepare a consolidated report (by subfactor) containing written comments and recommended strengths and weaknesses. The Advisors:

- Will be non-voting members of the TEC
- Will identify preliminary issues before the oral presentations
- Will attend oral presentations at the discretion of the Team Leaders. If selected to attend oral presentations, the advisor must attend all oral presentations. {*When oral presentations are used, if not delete*}
- Will have restricted access to proposal information as determined by the CO
- Do not assign or recommend merit or confidence ratings
- Will not participate in the caucus process unless specifically asked to do so by TEC Chair/CO
- Are bound by non-disclosure rule.

2.3.4 Ombudsman – The Ombudsman responsibility is to address the concerns of offeror's regarding perceived unfair practices during the evaluation process. The Ombudsman must consult with the

Contracting Officer/SSA and or TEC Chairperson to conduct an administrative review of allegations of perceived misconduct.

2.4 Duration and Location of the Evaluation. The TEC evaluation of submitted proposals is expected to require approximately {*Insert number*} days. The evaluation committee members will remain available and committed until all evaluation and source selection actions have been completed. All evaluation committee members will be required to be present at the evaluation location during normal duty hours. Work after normal duty hours, weekends and holidays may be necessary. The proposal evaluations will be performed at {*Insert location*}. All facilities used for source selection shall be configured so that the evaluation can be performed in a controlled secured area.

3.0 PROPOSAL EVALUATION PROCESS The purpose of the evaluation process is to provide critical input to the source selection determination by providing a rational basis for selection of the successful offeror. Evaluators will not compare one proposal against another, but rather evaluate each proposal against the evaluation factors and criteria stated in the SSP (See Appendix C). The evaluation process provides the necessary analysis of the proposals, which will allow the SSA/CO to decide which proposal best, satisfies the needs of the Government.

3.1 Preparation and Training. Several functions must be performed prior to initiation of the actual evaluation process.

- The SSP evaluation strategy and criteria must be approved by the SSA/CO.
 - Personnel participating in the TEC must be identified and notified.
 - Participants in the source selection must sign non-disclosure and other related statements that become part of the official supporting documentation (See Appendix B).
 - Participants in the source selection will need to read the RFP to become thoroughly familiar with project requirements. Any questions concerning the RFP requirements, evaluation process, or criteria should be directed to the CO for resolution.
 - Evaluation panel members must acquire a thorough knowledge and understanding of the evaluation factors and criteria and how they are applied.
 - Personnel participating in the source selection will be required to attend an introductory briefing to familiarize them with:
 - The {*Insert project acronym*} acquisition strategy
 - Proposal response breakout and team assignments {*if multiple teams are used*}
 - How the evaluation will be conducted
 - Application of evaluation criteria
 - The oral presentation proposal concept/process {*if used*}
 - Rating proposals and documenting the results
 - Protection of source selection information
 - Necessary administrative details
- {Modify the above list as required.}*

3.2 Proposal Evaluation. TEC Evaluators will assess and rate proposals based on how well the offerors meet the factors and requirements outlined in the RFP using the instructions in the SSP (See Appendix C). Evaluators will assess each proposal, {*insert "both written and oral submissions" if orals are used*}, and past performance information (See Appendices D and E), then prepare a narrative description of the strengths, weaknesses, risks, deficiencies, and areas requiring clarification to support the

proposal's rating. Telephone interviews for past performance utilizing the points of contact identified by the returned Past Performance Questionnaires, may be conducted prior to receipt of proposals.

3.3 Definitions.

- A *significant strength* is defined as an aspect of the proposal that appreciably increases the an outstanding, or exceptional aspect of an Offeror's proposal that has merit and exceeds the specified performance or capability requirements in a way beneficial to the USAID, and greatly increases the likelihood of successful contract performance.
- A *strength* is defined as an aspect of the proposal that increases the likelihood of successful contract performance. A SIGNIFICANT STRENGTH is an outstanding, or exceptional aspect of an Offeror's proposal that has merit and exceeds the specified performance or capability requirements in a way beneficial to the USAID, and either will be included in the contract or is inherent in the Offeror's process and greatly increases the likelihood of successful performance. A *weakness* is defined as A flaw in the proposal that increases the risk of unsuccessful contract performance.

A *significant weakness* is a flaw in the proposal that appreciably increases the risk of unsuccessful contract performance. All significant weaknesses discovered will be identified to the Offeror during discussions, if conducted, and in the debriefing. The Contracting Officer may not award a contract to any Offeror who fails to correct significant weaknesses that are deemed essential.

A *deficiency* is a material failure of a proposal to meet a Government requirement or a or a combination of significant weaknesses in the proposal that increases the risk of unsuccessful contract performance to an unacceptable level. A *clarification* is defined as. limited exchanges between the Government and Offerors that may occur when award without discussions is contemplated. Offeror may be given the opportunity to clarify certain aspects of the proposal (e.g., the relevance of an Offeror's past performance information and adverse past performance information to which the Offeror has not previously had an opportunity to respond) or to resolve minor or clerical errors. Clarification does not give the Offeror an opportunity to revise or modify its proposal, except to the extent that corrections of apparent clerical mistakes result in a revision. Clarifications do not require "discussions" or submission of another proposal. The Contracting Officer controls all clarifications and discussions with the Offerors.

- *Discussions* are defined as Exchanges between the Government and offerors for the purpose of identifying to the offeror's significant weaknesses, deficiencies, and other aspects of its proposal that could, in the opinion of the contracting officer, be altered or explained to enhance materially the proposal's potential for award.
- *Deviations* An Offeror's proposal implies or specifically offers a deviation below specified criteria. The Offeror may or may not have called the deviation to the Government's attention. The technical reviewers will identify deviations. The contract normally can't be awarded with deviations. A deviation is also known as a material deficiency.

3.4 Oral Presentations. { *Edit or delete this section as required by the approved acquisition strategy* }

The CO will notify the offerors of the date and time they are scheduled to give the oral presentation. Offerors will be provided advance notice of the date and time they are scheduled to present. The CO will determine the order in which offerors are scheduled. Requests to reschedule will be at the discretion of the CO. Each oral presentation will be videotaped and a copy of their presentation will be made available to the offeror.

The proceedings will be formal and structured, consisting of a timed presentation { *insert duration* } by the offeror followed by a question and answer session (See Appendix F). The offerors must conform to the oral presentation rules outlined in the RFP.

3.5 Discussions. The Government { *modify as required: “contemplates holding discussions, however it reserves the right to make an award without any formal discussions” or “does not contemplate holding discussions, however, it reserves the right to hold discussions if necessary.”* }

3.6 Limits on Exchanges. Government personnel involved in the acquisition shall not engage in conduct that:

- Favors one offeror over another
- Reveals an offeror’s technical solution, including unique technology, innovative and unique uses of commercial items, or any information that could compromise an offeror’s intellectual property to another offeror
- Reveals the names of the individuals providing reference information about an offeror’s past performance
- Knowingly furnishes source selection information in violation of FAR Part 3.104 and 41 U.S.C. 423(h)(1)(2)

3.7 Source Selection Documentation. It is extremely important that the source selection process is adequately documented, both to substantiate and provide an audit trail for the source selection decision and support that decision against possible protests by unsuccessful offerors. The appropriate documents, including the SSA’s decision document, as required by FAR 15.308, briefings to the SSA, and other reports as necessary to capture all consensus findings of the TEC, will be retained as part of the contract file.

4.0 EVALUATION RATINGS

4.1 Evaluation Factors and Methodology. All proposals shall be evaluated by the TEC in accordance with the factors and criteria established in the RFP (See Appendix C) and the SSP. The evaluation criteria provides for evaluations based upon the factors and criteria established before receipt of the proposals and is intended to ensure that the evaluation will be a structured process employing equitable measures.

5.0 SECURITY OF SOURCE SELECTION INFORMATION

5.1 Restriction of Source Selection Participants. Because participation in a source selection involves access to procurement sensitive information it is essential that it be safeguarded in a manner similar to "classified" material. Participants in a source selection must accept and be willing to certify their acceptance of certain restrictions when nominated to serve on the TEC. Participants shall not disclose proprietary or source selection information in accordance with FAR 3.104 and AIDAR 703.104. Participants must avoid actual or perceived conflicts of interests (see Appendix B). Participants will be required to understand and sign a Conflict of Interest and Non-Disclosure Statement.

5.2 Document Control. Proposals, the SSP, evaluation documents, and other material related to the source selection will be closely controlled by the TEC Chairman. All source selection materials will not be removed from the evaluation work location, except with the specific, expressed permission of the Contracting Officer. Following contract award, proposals and evaluation material will be archived and/or disposed of in accordance with established procedures.

APPENDIX A

Source Selection Organization Member Listing

{Modify table as required and fill in data.}

| No. | NAME | ORGANIZATION | EMAIL ADDRESS | PHONE |
|-----|------|--------------|---------------|-------|
| 001 | | | | |
| 002 | | | | |
| 003 | | | | |
| 004 | | | | |

Source Selection Organization Member Listing
{ Edit and revise as required }

1. Source Selection Authority/Contracting Officer: *{ Insert name and title }*

2. TEC Members

A. Chairman: *{ Insert name }*

B. Technical Team Evaluators

- *{ Insert name }* – Team Leader *{ If required }*
- *{ Insert name }*
- *{ Insert name }*
- *{ Insert name }*
- *{ Insert name }*

C. Contract/ Cost Team Evaluators

- *{ Insert name }*, Contracting Officer or Team Leader if other than CO
- *{ Insert name }*

3. Advisor/s

- *{ Insert name, title, and phone number }*
- *{ Insert name, title, and phone number }*

| Factor | Name |
|--------------|--|
| Factor 1 | <i>{ Insert name }</i> |
| Sub-factor 1 | <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> |
| Factor 1 | <i>{ Insert name }</i> |
| Sub-factor 2 | <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> |
| Factor 1 | <i>{ Insert name }</i> |
| Sub-factor 3 | <i>{ Insert name }</i> <i>{ Insert name }</i> |

| Factor | Name |
|---------|--|
| Cost | <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> |
| Advisor | <i>{ Insert name }</i> <i>{ Insert name }</i> <i>{ Insert name }</i> |

4. Ombudsman – *{ Insert name and phone number }*

5. Changes or additions to the composition of the Source Selection Organization may only be made with the approval of the Source Selection Authority/Contracting Officer.

APPENDIX B

Source Selection Certificates

(Place holder for documents that have been signed by the TEC)



SAMPLE

MEMORANDUM FOR TECHNICAL EVALUATION COMMITTEE

SUBJECT: Unauthorized Disclosure of Procurement Information for Solicitation
{Insert Project Name and RFP #}

The proper custody, use and preservation of official information related to procurement evaluation, selection proceedings, negotiations, etc. cannot be overemphasized. It is essential that personnel associated with procurement actions strictly comply with the applicable provisions of the law, including, but not limited to, 18 U.S.C. § 1905, which provides:

“Whoever, being an officer or employee of the United States or of any department or agency thereof, any person acting on behalf of the Office of Federal Housing Enterprise Oversight, or agent of the Department of Justice as defined in the Antitrust Civil Process Act (15 U.S.C. §§ 1311-1314), publishes, divulges, discloses, or makes known in any manner or to any extent not authorized by law any information coming to him in the course of his employment or official duties or by reason of any examination or investigation made by, or return, report or record made to or filed with, such department or agency or officer or employee thereof, which information concerns or relates to the trade secrets, processes, operations, style of work, or apparatus, or to the identity, confidential statistical data, amount or source of any income, profits, losses, or expenditures of any person, firm, partnership, corporation, or association; or permits any income return or copy thereof or any book containing any abstract or particulars thereof to be seen or examined by any person except as provided by law; shall be fined under this title, or imprisoned not more than one year, or both; and shall be removed from the office or employment.”

Source Selection representatives shall not reveal any information to anyone who is not also participating in the same proceedings. Such information is classified “For Official Use Only” “Source Selection Sensitive.”

The dissemination of information in this category to other parties will be at the sole discretion and sole direction of the Contracting Officer. Vendors’ proposals, identity of officers, Technical Evaluation Committee documents, and similar materials will be handled and discussed on a need-to-know basis only. Under no circumstances may proposals, evaluations, and selected property/services, or Technical Evaluation Committee reports, be divulged without the authorization of the Contracting Officer.

Any unauthorized disclosures contrary to the foregoing provisions may result in appropriate disciplinary action such as the penalties set forth above (18 U.S.C. § 1905), or such statutory and regulatory provision as may be deemed appropriate. To ensure awareness of the above, sign and date one copy of this memorandum.

{Name of SSA/CO} _____ Source Selection Authority/Contracting Officer

TEC Member:

Signature: _____

Date: _____



SAMPLE

**CONFLICT OF INTEREST
CERTIFICATION**

{Insert Project Name and RFP #}

Federal Acquisition Regulation (FAR) 2.101 Definitions – “Organizational Conflict of Interest” means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person’s objectivity in performing the contract work is or might be otherwise impaired, or otherwise impaired, or a person has an unfair competitive advantage.”

I hereby certify that I have read and become familiar with FAR 3.104 entitled “Procurement Integrity.” I understand and will completely observe the provisions of this regulation.

STATEMENT OF CONFLICT OF INTEREST

To the best of my knowledge, neither I, nor any member of my family, has any direct financial or employment interest in any of the firms submitting proposals for consideration and evaluation, which conflicts substantially, or appears to conflict substantially, with my duties as a member of the Technical Evaluation Committee.

In the event that I later become aware of such conflict of interest, I agree to disqualify myself and report this fact to the Contracting Officer and Technical Evaluation Committee Chairman, and to abide by the instruction that he/she may give me in this matter. I understand that having a Conflict of Interest may prohibit me from participation in the source selection process for the *{Insert project name}* acquisition.

{Insert TEC Member data below}

Signature: _____

Name: _____

Title: _____

Date: _____



SAMPLE

**NON-DISCLOSURE STATEMENT
FOR
CONSULTING PROFESSIONALS**

{Insert Project Name and RFP #}

I, _____, understand that during the course of providing professional consulting services to the Federal government I will routinely come into contact with documents of a sensitive nature including, but not limited to, *{specify potential documents}*, negotiation strategies, documents related to contractual disputes, proprietary data of third party, leases, internal memoranda and correspondence and a wide variety of other documents and information that must be safeguarded from disclosure.

I agree that, as a condition of performing consulting services to the Federal government, I will not disclose, or cause to be disclosed, any sensitive documents without the prior consent of an authorized representative of the Federal government. I further agree that such sensitive documents/ information will be safeguarded in accordance with the best commercial practices of my firm *{Insert name of firm}* _____. I agree that I have an affirmative duty to determine whether a document(s) / information are sensitive and not subject to public release before releasing it. I understand and agree that a failure to adequately safeguard such sensitive documents may result in termination of my contract(s) and a variety of civil and/or criminal charges.

I further understand that the duty to safeguard the documents/ information cited above is a continuing personal obligation that is not terminated or otherwise modified by change of jobs or employer.

The duties described herein are in addition to, and independent of, any Procurement Integrity Certifications I may subsequently enter into.

{Insert TEC Member data below}

Signature: _____

Name: _____

Title: _____

Date: _____

APPENDIX C

EVALUATION FACTORS and METHODOLOGY

EVALUATION FACTORS SUBMISSION REQUIREMENTS AND EVALUATION MINIMUM REQUIREMENTS

1. EVALUATION FACTORS

a. Factor Identification – This evaluation will evaluate the offerors by the proposals received in response to the {*Insert project name*} Request for Proposals (RFP) {*Insert RFP Number*} using the following factors: {*Insert factors and subfactors below adding/deleting as required*}

- Factor 1** – {*Insert Factor name*}
- Sub-factor 1** - {*Insert sub-factor title*}
- Sub-factor 2** - {*Insert sub-factor title*}
- Sub-factor 3** - {*Insert sub-factor title*}
- Factor 2** – {*Insert Factor name*}
- Sub-factor 1** - {*Insert sub-factor title*}
- Sub-factor 2** - {*Insert sub-factor title*}
- Sub-factor 3** - {*Insert sub-factor title*}

b. Order of Importance – {*Insert order of importance of the factors and subfactors*}.

1.1 Factor 1: {*Insert Factor name*}

1.1.1 Sub-factor 1: {*Insert subfactor name*}

a. Submission Requirements:

{*Insert submission requirements. This must match what will be included in the RFP Section L.*}

b. Minimum Requirement:

{*Insert evaluation criteria. This must match what will be included in the RFP Section M.*}

1.1.2 Sub-factor 2: {*Insert subfactor name*}

a. Submission Requirements:

{*Insert submission requirements. This must match what will be included in the RFP Section L.*}

b. Minimum Requirement:

{*Insert evaluation criteria. This must match what will be included in the RFP Section M.*}

1.1.3 Sub-factor 3: {*Insert subfactor name*}

a. Submission Requirements:

{*Insert submission requirements. This must match what will be included in the RFP Section L.*}

b. Minimum Requirement:

{Insert evaluation criteria. This must match what will be included in the RFP Section M.}

1.2 Factor 2: {Insert Factor name}

1.2.1 Sub-factor 1: {Insert subfactor name}

a. Submission Requirements:

{Insert submission requirements. This must match what will be included in the RFP Section L.}

b. Minimum Requirement:

{Insert evaluation criteria. This must match what will be included in the RFP Section M.}

1.2.2 Sub-factor 2: {Insert subfactor name}

a. Submission Requirements:

{Insert submission requirements. This must match what will be included in the RFP Section L.}

b. Minimum Requirement:

{Insert evaluation criteria. This must match what will be included in the RFP Section M.}

1.2.3 Sub-factor 3: {Insert subfactor name}

a. Submission Requirements:

{Insert submission requirements. This must match what will be included in the RFP Section L.}

b. Minimum Requirement:

{Insert evaluation criteria. This must match what will be included in the RFP Section M.}

1.3 FACTOR 3: COST/PRICE

1.3.1 Contract Cost/Price

a. Submission Requirements

{Insert Cost submission requirements}

b. Evaluation criteria

{Insert Cost evaluation criteria, i.e. Cost will be neither weighted nor scored}

2. EVALUATION METHODOLOGY

{Insert the desired ratings and definitions and identify which definitions apply to which factors/sub-factors, if different. List below are examples of adjectival ratings and their definitions. Modify the evaluation methodology to include numerical or some combination as required.}

OUTSTANDING. The proposal exceeds the fullest expectations of the Government. The offeror has convincingly demonstrated that the evaluation requirements have been analyzed, evaluated, and should result in an outstanding, effective, efficient, and economical performance under the contract. An assigned rating within "outstanding" indicates that, in terms of the specific factor (or subfactor), the proposal demonstrates an "outstanding" understanding of the factor, contains essentially no weaknesses, and exceeds the fullest expectations of the Government.

VERY GOOD. The proposal demonstrates a level of effort that fully meets the EVALUATION's requirements and that this effort has produced, or could produce, results which should prove to be substantially beneficial to the project. The proposal may or may not have any weaknesses. Fulfilling the definition of "very good" indicates that, in terms of the specific factor (or subfactor), the proposal

Source Selection Information - See FAR 2.101 and 3.104

demonstrates a level of effort that fully meets the EVALUATION's requirements and that this effort has produced, or could produce, results which should prove to be substantially beneficial to the project.

GOOD. The proposal meets the requirements. The proposal may contain weaknesses and/or significant weaknesses that are correctable but no deficiencies. An assigned rating of “good” indicates that, in terms of the specific factor (or subfactor), the proposal demonstrates a “good” understanding of the factor. If any weaknesses and/or significant weaknesses are noted, they should not seriously affect the offeror's performance.

MARGINAL. The proposal demonstrates a shallow understanding of the requirements and approach and marginally meets the minimum evaluation standard. The proposal contains weaknesses and/or significant weaknesses and may contain deficiencies. If deficiencies exist, they may be correctable. A rating of "marginal" indicates that, in terms of the specific factor (or subfactor), the proposal marginally meets the standard for minimal but acceptable performance. The offeror may complete the assigned tasks; however, there is at least a moderate risk that the offeror will not be successful.

UNACCEPTABLE. The proposal fails to meet a minimum requirement or contains a major deficiency or major deficiencies. The proposal is incomplete, vague, incompatible, incomprehensible, or incorrect as to be unacceptable. The evaluator feels that the deficiency or deficiencies is/are uncorrectable without a major revision of the proposal. The assignment of a rating within the bounds of "unacceptable" indicates that in terms of the specific factor (or subfactor) the proposal fails to meet performance or capability standards. The specific factor to be evaluated contains deficiencies.

APPENDIX D

Past Performance Information (PPI)

{Include this appendix if Past Performance is evaluated.}

{Below is an example of PPI request form for inclusion in the solicitation's instructions to offerors to simplify the submission and evaluation of PPI}

(To be completed by the offeror)

| | |
|----|---|
| 1. | Contract Number: |
| 2. | Contractor (Name and Address): |
| 3. | Type of Contract: Negotiated _____ Sealed Bid _____ Fixed Price _____ Cost Reimbursement _____ Hybrid (explain) _____ |
| 4. | Complexity of Work: Difficult _____ Routine _____ |
| 5. | Description, location, and relevancy of work: |
| 6. | Contract Dollar Value: _____ Status: Active ____ Completed ____ |
| 7. | Date of Award: _____ Contract Completion Date (including extensions): _____ |
| 8. | Type and Extent of Subcontracting: |
| 9. | Name, Address, Telephone Number, and E-mail Address of the Procuring Contracting Officer and/or the Contracting Officer's Representative (and other references—e.g., Administrative Contracting Officer—if applicable): |

APPENDIX E

Past Performance Telephone Interview Questions

{Use this appendix if telephone interviews are used}

{Below is an example of PPI Questionnaire which would be inserted in the solicitation. Add to, delete, or change to meet your requirement}

Example of Typical Ideas and Questions for Telephone Interviews and Questionnaires

Confirm the following data from the offeror's proposal:

- Contract number
 - Contractor's name and address
 - Type of contract
 - Complexity of work
 - Description and location of work (e.g., types of tasks, product, service)
 - Contract dollar value
 - Date of award
 - Contract completion date (including extensions)
 - Type and extent of subcontracting
-
- Verify any past performance data to which you may have access. If the award amount or delivery schedule changed, find out why.
 - Ask what role the reference played (e.g., Contracting Officer's Representative, Contract Specialist, Administrative Contracting Officer, etc.) and for how long.
 - If a problem surfaced, ask what the Government and contractor did to fix it.
 - Ask for a description of the types of personnel (skill and expertise) the contractor used and the overall quality of the contractor's team. Did the company appear to use personnel with the appropriate skills and expertise?
 - Ask how the contractor performed considering technical performance or quality of the product or service, schedule, cost control (if applicable), business relations, and management.
 - Ask whether the contractor was cooperative in resolving issues.
 - Ask whether there were any particularly significant risks involved in performance of the effort.
 - Ask if the contractor appeared to apply sufficient resources (personnel and facilities) to the effort. If the contractor used subcontractors, ask: What was the relationship between the prime and subcontractors? How well did the prime manage the subcontractors? Did the subcontractors perform the bulk of the effort or just add depth on particular technical areas? Why were the subcontractors chosen to work on specific technical areas, what were those areas, and why were they accomplished by the subcontractors rather than the prime?
 - Ask if the contractor has established a small business subcontracting plan and is in compliance with 15 U.S.C. 637(d), has complied with the plan under similar types of contracts, and has met or exceeded the goals established under the plan. Ask how does the cognizant DCMA administration office rate the contractor's overall small business subcontracting plan.

Source Selection Information - See FAR 3.104

- If a problem is uncovered that the reference is unfamiliar with, ask for another individual who might have the information.
- Ask if this contractor has performed other past efforts with the reference agency. Ask about the contractor's strong points or what the reference liked best.
- Ask about the contractor's weak points or what the reference liked least.
- Inquire whether the reference has any reservations about recommending a future contract award to this contractor.

APPENDIX F

Oral Presentation Questions

{Use this appendix if oral presentations are used.}

| |
|------------------------------------|
| Oral Presentation Questions |
|------------------------------------|

{Insert the questions to be asked of each offeror during the oral presentations.}