Cornerstone Initiative Request (CIR)

For

Precision Optics Public-Private Partnership

For

Government Fiscal Year 2020
Cornerstone Initiative Request (CIR) Number: CS-20-1102

Issued by:
Army Contracting Command - Rock Island

For
Cornerstone

In Support of:
Combat Capabilities Development Command – Chemical Biological Center

Issue Date: 30 July 2020
Proposal Due Date/Time: 31 August 2020/4:00pm Central
I. Background/Terms and Conditions

1. Purpose
   The purpose of this CIR is to solicit Fixed Price proposals to establish a Public-Private Partnership between elements of the U.S. Government (USG) and a new Defense Precision Optics Consortium (DPOC) to strengthen the economic and force posture of the U.S. defense industrial base (DIB) for the optics sector.

2. Background
   Army Contracting Command – Rock Island is issuing this CIR in support of the Combat Capabilities Development Command – Chemical Biological Center under the Cornerstone Other Transaction Agreement (OTA). Cornerstone is intended to “Assess and Strengthen the Manufacturing Defense Industrial Base and Supply Chain Resiliency of the United States.” The Department of Defense (DoD) is required by statute to monitor and support the defense Industrial Base. Pursuant to Title 10, Section 2508 of the U.S. Code (U.S.C.), an Industrial Base Fund exists to fund efforts in four different areas: Monitoring and assessment of the Industrial Base; Addressing critical issues in the Industrial Base related to urgent operational needs; Supporting efforts to expand the Industrial Base; Addressing supply chain vulnerabilities. Furthermore key areas of the Industrial Base Analysis and Sustainment (IBAS) investment include: Advancing and sustaining both traditional and emerging defense manufacturing sectors; Preserving critical and unique manufacturing and design skills; Supporting and expanding reliable sources; Identifying and mitigating supply chain vulnerabilities including cyber manufacturing and trade skills vulnerabilities.

3. Period of Performance
   The period of performance is a three year base and two one-year options, for a total of five years.

4. Agreement Type
   Subject to availability of funds, the Government intends to award a single fixed price OTA; however, it reserves the right to award multiple OTAs if in the best interest of the Government. The Government may opt to make no awards, or re-open the solicitation at a later period if the submissions are insufficient in quality or fail to meet the intent of the solicitation.

5. Other Transaction Authority
   In accordance with 10 U.S.C. § 2371b, Authority of the DoD to Carry Out Certain Prototype Projects, each prototype project awarded under an OTA must meet at least one of the following conditions:

   a. There is at least one nontraditional defense contractor or nonprofit research institution participating to a significant extent in the prototype project.
b. All significant participants in the transaction other than the Federal Government are small businesses (including small businesses participating in a program described under Section 9 of the Small Business Act (15 U.S.C. § 638)) or nontraditional defense contractors.

c. At least one third of the total cost of the prototype project is to be paid out of funds provided by sources other than the Federal Government.

It is intended that the DPOC Manager (DPOCM) will be a not-for-profit or non-profit entity. Throughout the period of performance of any OTA, the Government will actively monitor the award to ensure compliance with this provision in accordance with the implementation guidance from Headquarters – Department of the Army and/or the Office of the Secretary of Defense. Offerors will be given the opportunity to become compliant with the guidance should they be found non-compliant. Failure to comply may result in termination.

6. Eligibility
a. Only those members who have an executed Cornerstone Consortium Management Agreement and active registration in System for Award Management (SAM) are eligible to receive an award resulting from this CIR.

b. Offerors must have an active registration with the Joint Certification Program (JCP) in order to handle unclassified military technical data required for this initiative. Instructions for obtaining JCP certification may be found at the following site:
   http://www.dla.mil/HQ/InformationOperations/Offers/Products/LogisticsApplications/JCP/FAQ/

c. Foreign participation, access and transfers, and permit participation for this CIR is restricted and will be approved on a case by case basis, and only when in the best interest of the U.S. Government. Members are wholly responsible for their non-U.S. members/persons if permitted, and shall comply with 8 U.S.C. § 1324(a) and 8 CFR § 274a.2.

d. Projects within Cornerstone may be subject to export control laws and regulations. Under no circumstances may any foreign entity (i.e. organizations, companies, or persons) receive access to export controlled information unless proper export procedures have been satisfied.

7. Follow-On Production
The potential for follow-on production for projects awarded from this CIR will be in accordance with 10. U.S.C. 2371b(f). Upon determination that the competitively awarded prototype project has been successfully completed, the
requiring office may determine to award a follow-on production contract or transaction without the use of competitive procedures. There is no guarantee for follow-on efforts.

8. Metrics for Successful Completion
The prototype effort will be deemed successful when the DoD assesses that the DPOCM has produced reliable, repeatable, supportable processes in the performance of the following:

a. DPOCM and DPOC establishment, outreach, recruiting, and membership management.

b. Providing sufficient strategic and tactical visibility, control, and responsiveness to: execute each listed and enabling task as required; integrate across tasks to produce required synergies; anticipate and recognize issues and problems; develop and execute appropriate corrective actions; and continuously monitor and improve the performance of required processes and capabilities.

c. Performance of the precision optics prototype effort provides a roadmap and IBA with two quick-start projects that address methodologies and processes important for the manufacturing of precision optics to the precision optics DIB. If the precision optics task does not produce the results listed above, it may still be judged a success if the task produces relevant Research, Development, Test and Evaluation (RDT&E) lessons learned that could be applied to subsequent precision optics efforts.

9. Data Rights
The Government will retain Government Purpose Rights in all data, including but not limited to processes, test or market research data, models, business plans, and/or physical items developed under the scope of this project. Required technical data shall be provided to the Government at performance milestone events as agreed upon during contract negotiations, or at the end of the contract performance period in its most current form; i.e., current as of the last date of its use. Technical data delivered with Government Purpose Rights will automatically revert to unlimited rights five years after the end of the contract performance period. The Offeror may identify and assert restrictions on the Government’s use, release, or disclosure of technical data or computer software under the procedure identified at DFARS 252.227-7017.

10. Government Property
The Government may provide government furnished equipment depending on the individual requirements.

11. Non-Government Personnel
This OTA will utilize non-Government personnel to function as technical advisors to the Government reviewers. These non-Government personnel will have access to the information submitted in response to the CIR and will provide
technical expertise and/or advice as required. All non-Government personnel have Non-Disclosure Agreements on file with the Government and are required to protect information to the same standards as Government personnel.

12. Freedom of Information Act (FOIA)
Any sensitive documents or other proprietary data submitted by non-Government parties to this agreement shall be marked with a restrictive legend. The Government will follow its FOIA procedures, including submitter notice, in the event that any person requests sensitive or proprietary data which belongs to a non-Government party.

13. Limitation of Government Liability
Claims for damages of any nature whatsoever pursued under this agreement shall be limited to direct damages only up to the aggregate amount of Government funding disbursed as of the time the dispute arises. In no event shall the Government be liable for claims for consequential, punitive, special and incidental damages, claims for lost profits, or other indirect damages.

14. Accounting System Requirements
The contractor shall ensure that appropriate arrangements have been made for receiving, distributing and accounting for Federal funds under this agreement. Consistent with this stipulation, an acceptable accounting system will be one in which all cash receipts and disbursements are controlled and documented properly and which is capable of generating a cost element summary.

15. Payment by Electronic Funds Transfer
The Government shall make all payments under this contract by electronic funds transfer (EFT). The Government will make payment to the Contractor using the EFT information contained in the SAM. In the event that the EFT information changes, the Contractor shall be responsible for providing the updated information to the SAM.

16. Electronic Invoicing
The WAWF system is the method to electronically process vendor payment requests and receiving reports. To access WAWF, the Contractor shall have a designated electronic business point of contact in the SAM and be registered to use WAWF. Step-by-step procedures for self-registration in WAWF is available at https://wawf.eb.mil/piee-landing/.

17. Use of Funds and Comptroller General Access
All funds are to be used only for costs that a reasonable and prudent person would incur in carrying out this prototype project. To the extent required by 10 U.S.C. § 2371b(c), the Comptroller General shall be permitted to examine the records of any party to resulting agreement.

18. Foreign Involvement
For the entirety of this agreement, keeping with the Cornerstone Mission of “Strengthen the force posture of the US Defense Industrial Base (DIB),” and in accordance with the 2018 Unclassified National Defense Strategy (NDS) which articulates the threat from foreign predatory economics and inter-state strategic competitions that are the primary threats to US security, Cornerstone will restrict foreign participation, access and transfers. Any proposed foreign participation, access or transfer will require Government notification and concurrence on a case-by-case basis prior to initiating any work effort.

19. Non-US Research Programs
For the entirety of this agreement, keeping with the Cornerstone Mission of “Strengthen the force posture of the US Defense Industrial Base (DIB),” and the intent of protecting tax-payer investments and intellectual property, Cornerstone will restrict direct or indirect participation, collaboration, communication or acceptance of funding with non-US research programs, such as the Thousand Talent Program (TTP), even in the case the activity is conducted with and/or through a US citizen, entity or company. Any proposed non-US research program involvement will require Government notification and concurrence on a case-by-case basis prior to initiating any work effort.

20. Foreign Acquisitions/Mergers
For the entirety of this agreement, the Cornerstone Member shall notify the Government within three business days of entering any discussions regarding potential foreign acquisition or merger, for itself or any business unit of the Cornerstone Member. Said notification will include all relevant details of the potential merger or acquisition. Per the “Foreign Involvement” clause, above, the Government retains the right to consent to any foreign acquisition or merger, considering whether or not the merger/acquisition is consistent with the best interests of the Government.

II. Instructions to Offerors

1. Evaluation Type
This CIR will utilize a two-step evaluation process.

a. Whitepaper Submissions
Whitepaper proposals are due no later than 4:00pm Central on 31 August 2020. Whitepapers shall remain valid for a period of six (6) months from the CIR closing date.

Whitepapers shall be submitted electronically via email to the addresses below. The offeror can choose to send the email encrypted or unencrypted. If an offeror chooses to encrypt the email, send a separate email follow up with the encrypted password to the following addresses:

i. usarmy.ria.ccdc-cbc.mbx.cornerstone-ota@mail.mil
ii. claire.m.dowd.civ@mail.mil

iii. katelyn.m.coon.civ@mail.mil

iv. amy.k.larson5.civ@mail.mil

b. Whitepaper Formatting and Page Limitations

White Papers shall adhere to the following requirements:

i. Whitepapers shall include a cover page that includes the company name, Commercial and Government Entity (CAGE) Code, address, and point of contact (including phone number and email address). The cover page shall be excluded from the page count limit.

ii. Offerors shall include a completed and signed Representation and Certification statement as provided at Attachment 0002.

iii. Whitepapers shall be submitted in PDF, shall not exceed 15 pages, and shall be Unclassified.

iv. Pages shall be 8.5 inches x 11 inches; however, graphs, charts, tables, and diagrams may use oversized paper (up to 11 inches by 17 inches). Oversize pages will count as two pages.

v. Text size shall be no less than 12 point and offerors shall utilize Times New Roman font. Smaller font size may be used in figures and tables but must be clearly legible.

vi. All pages shall be numbered and contain at least one inch margin.

vii. Offerors will mark all technical information that is to be protected for five years from FOIA disclosure with a legend identifying the documents as being submitted on a confidential basis.

c. Whitepaper Technical

i. Technical Approach

a. The Offeror shall detail proposed tasks and present a technical approach to enable evaluators to determine fitness-for-purpose. The technical approach must demonstrate specific knowledge and capability to perform all aspects of the proposed tasks in the SOW. It must specify the offeror’s understanding of the challenge and its significance to DoD, detail how to
accomplish each task, discuss process for recognizing and addressing challenges, then list known challenges and how to plan to overcome them. The technical approach write-up must also provide information that supports assessment of the reasonableness of the remainder of the whitepaper (management, timelines, milestones, ROM cost estimate, cost share arrangements/targets, and proposed performance metrics).

b. Offeror shall not simply rephrase or restate the Government’s requirements in their whitepapers. Offeror shall assume that the Government has no prior knowledge of Offeror’s facilities, capabilities, or experience.

c. As part of the whitepaper technical proposal submission, the Offeror shall describe the recommended OTA structure best suited to accomplish the proposed technical approach; for example, whether the OTA with the Government should entail a base period of performance (PoP) only, and what that length of time should be; or a base PoP plus any additional recommended option periods (including how many and for how long) along with justification, or some other configurations. The Government will consider the Offeror’s recommendation when deciding on the specific OTA configuration to be conveyed to the Offeror in the invitation for a full proposal, should an invitation be sent.

d. Offeror shall describe its teaming plan (list all external organizations on the team) and management approach (including subordinate roles and responsibilities with organization chart) for the proposed tasks.

e. Offeror shall provide a milestone task schedule illustrating its approach to completing the proposed tasks. Feasibility will be assessed based on the proposed technical approach, but Offeror must provide enough detail to demonstrate the extent to which the schedule is realistic and achievable.

f. Offeror shall provide a proposed set of performance metrics to be used to determine the status of progress toward the proposed objectives.

d. Whitepaper Price

i. Offeror shall provide a ROM cost estimate and proposed cost sharing arrangements (mix of cash and “in-kind” contributions) and targets.

ii. Offeror shall demonstrate the reasonableness of the ROM cost estimate of their technical approach and schedule. The cost of preparing whitepapers
and/or proposals in response to this CIR shall not be considered a direct charge to any resulting award or any other agreement or contract.

iii. The Government intends to pursue a fixed price agreement; however, the Offeror may suggest alternate types of agreement (e.g., expenditure-based OTAs), which may be considered when in the best interest of the Government. A brief justification for an alternate type of agreement should be included, as applicable.

e. Full Proposal Submission

If selected for a full proposal submission, the request for full proposal will contain the required due date. Proposals shall remain valid for a period of six months from the full proposal due date.

Proposals shall be submitted electronically via email. The Offeror can choose to send the email encrypted or unencrypted. If an Offeror chooses to encrypt the email, send a separate email follow up with the encrypted password to the following addresses:

i. usarmy.ria.ccdc-cbc.mbx.cornerstone-ota@mail.mil

ii. claire.m.dowd.civ@mail.mil

iii. katelyn.m.coon.civ@mail.mil

iv. amy.k.larson5.civ@mail.mil

f. Full Proposal Formatting and Page Limitations

Proposals shall adhere to the following requirements:

i. Proposals shall include a cover page that includes the company name, Commercial and Government Entity (CAGE) Code, address, and point of contact (including phone number and email address). The cover page shall be excluded from the page count limit.

ii. Offerors shall include a completed and signed Representation and Certification statement as provided at Attachment 0002, only if there is a change from the Whitepaper submission.

iii. Proposals shall be submitted in PDF, shall not exceed 20 pages, and shall be Unclassified. Supplementary appendices or exhibit documentation may be included and will be excluded from the page count limit.
iv. Pages shall be 8.5 inches x 11 inches; however, graphs, charts, tables, and diagrams may use oversized paper (up to 11 inches x 17 inches). Oversized paper will count as two pages.

v. Text size shall be no less than 12 point and offerors shall utilize Times New Roman font. Smaller font size may be used in figures and tables but must be clearly legible.

vi. All pages shall be numbered and contain at least one inch margin.

vii. Offerors will mark all technical information that is to be protected for five years from FOIA disclosure with a legend identifying the documents as being submitted on a confidential basis.

g. Full Proposal Technical

i. Technical Approach

a. DPOC Management: Provide a detailed technical approach to the DPOCM tasks described in 3.2 – 3.4 of the SOW. Demonstrate understanding of the challenge and its significance to DoD; summarize the proposed technical approach and its advantages and benefits to DoD; detail how each task will be accomplished; discuss the process for recognizing and addressing challenges, and then list known challenges and the plan to overcome them.

b. Precision Optics Task: Provide a detailed technical approach to the tasks described in 3.5 of the SOW. Demonstrate understanding of the challenge and its significance to DoD, summarize technical approach and its advantages and benefits to DoD, detail how each task will be accomplished, discuss the process for recognizing and addressing challenges, then list known challenges and the plan to overcome them.

ii. Management Approach

a. Provide a business plan that explains how the Offeror will achieve and maintain the strategic and tactical visibility, control, and responsiveness required to: execute each listed and enabling task as required; integrate across tasks to produce required synergies; anticipate and recognize issues and problems; develop and execute appropriate corrective actions; and continuously monitor and improve the performance of required processes and capabilities.
b. This plan must also discuss how the Offerors will maintain a self-sustaining DPOCM to include a proposed management structure, staffing, anticipated costs, and how the Offeror will produce the revenue required to operate successfully in both busy and lean times.

iii. Depth and Relevance of Prior Experience

a. DPOCM: Provide a detailed narrative describing experience establishing and managing persistent and successful Private Public Partnerships over a period of at least five years. Describe a maximum of three project examples showing development capability relevant to the nature and scope of this solicitation.

b. Precision Optics Task: Provide detailed examples of three recent (within the last five years) efforts for which you were the prime contractor. Efforts must be similar in size, scope, and technical complexity to the Precision Optics Task described in the SOW.

c. References: List up to three references willing to provide documentation regarding Offeror’s experience in providing Public Private Partnership services. The Offeror shall provide contact information (name, email, phone number, and address) to reach the reference as well as a brief statement of the services provided for the reference.

d. Lessons Learned: Provide detailed information concerning recent past efforts in which the Offeror encountered unexpected problems or challenges, developed corrective strategies and executed corrective actions/solutions to remedy the problems.

e. Company Resume and Key Individuals: Provide company resume including information to substantiate the capacity to perform in the areas proposed. Provide detailed resumes for the key individuals (indicating overall experience and any experience relevant to the nature and scope of the solicitation and the function to be performed by the key individuals).

h. Full Price Proposal (if selected)

i. The cost proposal shall be submitted in Excel format and is not included in the page limitations.

ii. Offeror shall provide a price proposal (proposal shall be fixed price, unless otherwise noted in the request for full proposal) that provides a detailed cost breakdown for all tasks and timeframes aligned with the OTA base
period conveyed by the Government in its invitation to the Offeror to submit a full proposal. Other types of agreement (e.g., expenditure-based OTAs) will be considered when in the best interest of the Government. The proposal shall be broken out into sections that conform to the major activities in the proposed schedule. The breakdown shall identify all direct labor (including labor categories, man-hours, and rates), material costs, subcontractor costs, other direct costs (e.g., travel), and overhead/indirect costs (including rates), and profit necessary to execute the requirements of this initiative. Cost sharing, as required by 10 U.S.C. § 2371b, shall be clearly identified.

iii. The proposal shall identify pricing assumptions, and include the basis of estimate and vendor quotes (if applicable) used to generate proposed costs (actual quotes must be provided to support material/subcontract costs).

iv. Offeror shall provide ROM cost estimates for any option periods agreed to by Government in its invitation for full proposal.

v. Offeror shall provide documentation that demonstrates its accounting system and cost data are reliable and are capable of identifying costs to individual agreements.

III. Evaluation Criteria

1. **Initial Screening of Whitepapers and Full Proposals.** The Government will conduct an initial screening of each received whitepaper and full proposal to determine if they have met basic eligibility and submission requirements. Those whitepapers and full proposals determined to meet the aforementioned criteria will be forwarded for competitive evaluation.

2. **Competitive Evaluation of Whitepapers and Full Proposals.** The Government will conduct a competitive evaluation of every eligible whitepaper and invited full proposal received in response to this Cornerstone Initiative Request (CIR) and subsequent project calls. The overall competitive evaluation rating will be based on an integrated assessment of the Technical and Price factors identified herein. The Government will select the whitepapers and full proposals that represent the best overall value to the Government within available funding resources.

The Government reserves the right to remove proposers from award consideration should the parties fail to reach agreement on award terms, conditions, and cost/price within a reasonable time, or the proposer fails to timely provide requested additional information.
3. **Technical.** Both whitepapers and full proposals will be evaluated on their ability to meet the Government’s objectives. Evaluators will use the following criteria:

   i. **Feasibility and Suitability of Technical Approach:** Assessment of the likelihood that the proposed technical approach will achieve DoD’s objectives such as:

      a. **DPOC Management:**
         i. Understands the challenge and its significance to DoD
         ii. Summarizes technical approach and its advantages and benefits to DoD
         iii. Identifies how to accomplish each task outlined in the SOW
         iv. Provides process for recognizing and addressing challenges, and how to overcome them
         v. Provides credible indications as to how industrial base efforts would be accomplished

      b. **Precision Optics Task:**
         i. Develops a five-year Roadmap of the precision optics sector in the DoD.
         ii. Performs an Industrial Base Analysis of the precision optics sector (with respect to DoD).
         iii. Develops a gap analysis relative to defense and optics user community application of future state precision optics.
         iv. Identifies two quick-start projects that would address documented industrial base deficiencies in precision optics sector.
         v. Develops a final report.

   ii. **Feasibility and Suitability of Management Approach:** Assessment of the likelihood that the proposed management approach will provide the DPOCM and the USG sufficient strategic and tactical visibility, control, and responsiveness to:

      a. Execute each listed and enabling task as required.
      b. Integrate across tasks to produce required synergies.
      c. Anticipate and recognize issues and problems.
      d. Develop and execute appropriate corrective actions.
      e. Continuously monitor and improve the performance of required processes and capabilities.

   Feasibility and Suitability of Management Approach also includes specific discussion of the business plan the DPOCM will use to be self-sustaining.
iii. Depth and Relevance of Prior Experience: Assessment that the candidate’s prior work demonstrates that the candidate has the demonstrated knowledge, skills, experience, networks, and insight.
   a. Executing public-private partnerships required to provide a high likelihood of meeting DoD’s needs over time.
   b. Subject matter expertise required for leading and executing solder related technical tasking.

iv. Facilities and Capabilities: Verification that proposer/team possess or has direct access to necessary infrastructure required to complete all aspects of the tasking to include, but not limited to: test vehicle design; board fabrication; circuit card assembly; environmental and electrical test; inspection; and material and failure analysis.

v. Best Value Determination. As this is a prototype the Government is willing to accept higher risk to gain more value. Consequently, technical factors outweigh cost factors in the evaluation of proposals, subject to DoD budget constraints. Therefore, the Government reserves the right to make award to other than the lowest priced offer, or other than the highest rated technical offer. Budget information will not be disclosed.

vi. Security: Preference will be given to Offeror(s) who have the ability to participate in classified activities or take minimal time to acquire a DoD security clearance (possessing or non-possessing), either on their own or through a team member or subcontractor.

vii. Ratings:
   a. Whitepaper Ratings:
      The Government will conduct an initial evaluation of Whitepapers to determine if they have met basic eligibility and submission requirements. Those Whitepapers determined to meet the aforementioned criteria will be forwarded for competitive evaluation. The selection of one or more sources for award will be based on the evaluation, as well as importance to agency programs and funding availability.

      Each Whitepaper will be assigned one of the three ratings: Promising, Acceptable, or Not of Interest. Offerors with Whitepapers that receive a rating of Promising will be requested to submit a full technical and fixed price proposal on all or part of the Whitepaper submission. However, any such request does not ensure a subsequent award. Rating
definitions are as follows:

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<tr>
<th>Rating</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Promising</td>
<td>Whitepaper demonstrates good understanding of the evaluation criteria, displays a solid technical approach, and has a medium to high probability of achieving all or most of the requirements of the program. Whitepaper has one or more strengths that can significantly benefit the Government.</td>
</tr>
<tr>
<td>Acceptable</td>
<td>Whitepaper demonstrates some understanding of the evaluation criteria and displays an approach that has a fair probability of achieving most of the requirements of the program. Whitepaper has potential to benefit the Government, but is not considered a priority as written.</td>
</tr>
<tr>
<td>Not of Interest</td>
<td>Whitepaper demonstrates a shallow understanding of the evaluation criteria and/or the approach has little probability of achieving any requirements of the program. Whitepaper proposes a less than minimally acceptable solution to the Government.</td>
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b. Full Proposal Ratings:
If a full technical and fixed price proposal is requested after Whitepaper evaluation, and the full proposal varies in any significant manner from the Whitepaper estimate, it may be grounds for the Government to reevaluate whether or not the initiative is suitable for award.

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<th>Merit Rating</th>
<th>Definition</th>
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<tr>
<td>Outstanding</td>
<td>Whitepaper or full proposal indicates an exceptional approach and understanding of the need/objective and contains multiple technical benefits. The risk of unsuccessful performance is low.</td>
</tr>
<tr>
<td>Good</td>
<td>Whitepaper or full proposal indicates a thorough approach and understanding of the need/objective and contains at least one technical benefit. The risk of unsuccessful performance is low to moderate.</td>
</tr>
<tr>
<td>Acceptable</td>
<td>Whitepaper or full proposal meets the need/objective and indicates an adequate approach and understanding of the requirement. The risk of unsuccessful performance is no worse than moderate.</td>
</tr>
<tr>
<td>Marginal</td>
<td>Whitepaper or full proposal does not demonstrate an adequate approach and understanding of the need/objective, and/or the risk of unsuccessful performance is high.</td>
</tr>
<tr>
<td>Unacceptable</td>
<td>Whitepaper or full proposal does not meet the proposed need/objective and thus, contains one or more deficiencies, and/or the risk of unsuccessful performance is unacceptable.</td>
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4. **Price.** The Government will evaluate the Offeror’s estimate as part the competitive evaluation process to assess (1) whether the proposed price is within the available funding limits, and (2) the ability and/or likelihood of the Offeror to successfully execute the proposed project with the financial resources proposed. The Government will determine if the overall estimate is deemed Insufficient, Sufficient, or Excessive in accordance with the ratings below.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Definition</th>
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<tr>
<td>Sufficient</td>
<td>The estimate is considered appropriate to successfully complete the proposed project.</td>
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<tr>
<td>Insufficient</td>
<td>The estimate is lower than what is considered appropriate to successfully complete the proposed project.</td>
</tr>
<tr>
<td>Excessive</td>
<td>The estimate is higher than what is considered appropriate to successfully complete the proposed project, or exceeds available funding limits.</td>
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5. **Evaluation Result.** The Government reserves the right to do any or all of the following:

   i. Invite entry into direct negotiations with or development of full project proposals only from those Offerors whose whitepapers are determined to be of sufficient value for development.
   
   ii. Accept or reject whitepapers and full proposals in whole or in part;
   
   iii. Ask Offerors to revise evaluated whitepapers and full proposals to better meet Government needs; and
   
   iv. Ask Offerors to team with other Offerors when it is in the Government’s interests.
   
   v. The Government reserves the right to remove proposers from award consideration should the parties fail to reach agreement on award terms, conditions, and cost/price within a reasonable time, or the proposer fails to timely provide requested additional information.