

	Contractor Question	Reference	Government Response
1	Respectfully request the page count be increased to fifty (50) pages for the Small Business Subcontracting Plan (SBSP)	Attachment 1 - Instructions to Offerors: Table 3 - Proposal Organization	Please see Amendment 4
2	<p>In the Proposal Timeline shown in Table 2, can the government please confirm the timing for Technical Scenarios – Steps 3a and 3b.</p> <p>For Step 3a, current understanding is:</p> <ul style="list-style-type: none"> - Day 1: SOO will be released at 1300 ET (either Oct 28 or Oct 29) - Day 2: Submit in-person attendees by 1300 ET (either Oct 29 or Oct 30) - Day 8: Submit Orals presentation and PWS by 1300 ET (either Nov 4 or Nov 5) - Day 11: Brief Orals presentation (either Nov 7 or Nov 8) <p>For Step 3b, current understanding is:</p> <ul style="list-style-type: none"> - Day 1: SOO will be released (either Nov 7 or Nov 8) - Day 2: Submit in-person attendees by 1300 ET (either Nov 8 or Nov 9) - Day 4: Submit Orals presentation and PWS by 1300 ET (either Nov 10 or Nov 11) 	Attachment 1 - Instructions to Offerors: Para 2.2.4.2	Please see Amendment 4
3	For the base access list/in-person attendees for Orals, do offerors only need to submit names of attendees that require base access or do names and information for all in-person attendees have to be submitted one day after the scenario release?	Attachment 1 - Instructions to Offerors: Para 2.7 and Table 2	Base Access is for those who need base access
4	Are the SOO Response documents (PWS and Orals Presentation) allowed to cross-reference each other, i.e., the what and the how of the solution, or should each be viewed as a standalone document? Given that these documents will be evaluated together according to Attachment 2, recommend allowing for cross-referencing between these two documents for each SOO response.	Attachment 1 - Instructions to Offerors: Para 3.2.4	3.2.4 Cross Referencing: The proposal submissions shall be written on a stand-alone basis so that its contents may be evaluated without cross referencing to another document or area of proposal submission. Information required for proposal evaluation which is not found in its designated proposal submission will be assumed to have been omitted from the proposal.

5	Can the government please confirm that the Tier definition for corporate experience includes Fortune 50 and Global Fortune 50 for Tier 1, and Fortune 200 and Global Fortune 200 for Tier 2. Given the desire for offerors to provide transformation examples for global-scale organizations and recognizing that some of the key commercial best practices being implemented in the federal government originated in global companies (e.g., Lean), please confirm our understanding that the government intended to include both Fortune and Global Fortune lists in the Tier definition.	Attachment 1 - Para 2.1.3.1 and Para 2.1.3.2	Please see Tier Definitions
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6	<p>Step 2 – Minimum Compliance/Non-Compliant Gate – Corporate Experience Review (2.2.2.1) submittal instruction requires, in part that:</p> <p>“Submitted corporate experience examples shall follow the outline Tier definition in paragraph 2.1.3...”</p> <p>Tier 2 definition (2.1.3.2) calls for, in part, that:</p> <p>Corporate experience successfully performing studies, research and analysis and developing transformational strategies and implementation plans for Fortune 200 companies; (must have been on the Fortune list at year end published "2022" or "2023"); and experience advising C-suite executives and large organizations through moderate to complex problems. Has extensive experience advising and implementing organizations through cautious progression when the risks associated with drastic changes loom large and;</p> <p>Corporate experience successfully assisting the Government (Federal, State, US Territories) at the agency level, no lower than Major Command (or equivalent), advising senior leaders through developing transformational strategies and implementation plans; translating and incorporating commercial (private sector) best practices through moderate to complex problems.</p> <p>Can the government confirm that all the criteria described in 2.1.3.2 paragraph 1 applies solely to private sector/commercial client corporate experience. and that all</p>	<p>Attachment 1 - Instructions to Offerors: Para 2.1.3.2 (p.3) and Para 2.2.2.1 (p.5)</p>	<p>The Government does not understand the question. The full requirements for corporate experience are detailed at 2.1.3.1 and 2.1.3.2.</p>
7	<p>Since the Orals presentation will be displayed on a government laptop, will government personnel be advancing the slides or is the Offeror responsible for advancing slides on the government laptop?</p>	<p>Attachment 1 - Instructions to Offerors: Para 2.8.4</p>	<p>Please see Amendment 4</p>

8	Can the government confirm that the strengths and weaknesses for the SOO responses will only be assessed in relation to the evaluation criteria: Realism, Understanding, Effectiveness, Sustainability, Risk, and consideration of applicable regulations, stakeholder engagement,	Attachment 1 - Instructions to Offerors: Para 4.2.6.2 and Attachment 2 - Evaluation: Para 5.1.1.2	Please see 52.212-1 and 52.212-2
9	At SAM.gov contract opportunity record the following Amendments are listed: - Amendment 1-Attachments Updated on 3 October 2024- Scope and Ordering Guide & 52.212-1 - Amendment 2-Attachments Updated on 3 October 2024- Solicitation 1449, Offer Due date change to 22 Nov 24 1:00PM The Amendment 2 Solicitation 1449 file name is called Amendment 1 and there is no Amendment 2 listed on that file. Can the Government clarify if the Solicitation 1449 that was amended is part of Amendment 1 or Amendment 2?	https://sam.gov/opp/2b179e1119a9405688d7b4a7d7e82e7e/view Solicitation 1449.	The Government does not understand your question. All amendments are attached.
10	Can the government confirm if all subcontractor's information is required for the DD254? For example, some small business subcontractors, such as a NTSB, will not hold a Facility Clearance (FCL) and therefore should not be included in the DD254.	2.2.1.2 DD Form 254, Contract Security Classification Specifications: The Offeror shall complete blocks 6a – c, (and if applicable, blocks 7a – c, and 8a – c or a continuation sheet) of the DD Form 254 (RFP Attachment 3).	Please see Amendment 4
11	Can the government confirm if all the small business subcontractors that contribute to a Prime's small business goals need to hold a TS Facility Clearance (FCL)?	2.2.1.1 Facility Clearance (FCL): Due to the clearance requirements, all prospective Prime Offerors shall possess a TOP SECRET Facility Clearance (FCL)	Please see Amendment 4

12	<p>Can the government confirm the following minimum subcontracting percentage is for each classification is correct?. The format of the breakdown makes it difficult to understand.</p> <p>Small Disadvantage Business (SDB) = 25%</p> <p>Service Disabled Veteran Owned Small Business (SDVOSB) = 20%</p> <p>Women Owned Small Business (WOSB) = 10%</p> <p>Historically Underutilized Business Zone Small Business (HUBZone) = 3%</p> <p>Veteran Owned Small Business (VOSB) = 25%</p>	<p>2.2.1.4 Offerors shall use \$100M as the total subcontracting dollars for Small Business Subcontracting Plan purposes. The Subcontracting Plans shall be updated once the total task order award amounts exceed \$100M. Note: The offerors proposed Small Business Participation Commitment Document (SBPCD) goals shall match your Small Business Subcontracting Plan goals (see subfactor 3).</p>	<p>Pleas see RFP Amendment 4</p>
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13	Can the government confirm what the total minimum small business goal requirement is based on confirmation of the question above?	2.2.1.4 Offerors shall use \$100M as the total subcontracting dollars for Small Business Subcontracting Plan purposes. The Subcontracting Plans shall be updated once the total task order award amounts exceed \$100M. Note: The offerors proposed Small Business Participation Commitment Document (SBPCD) goals shall match your Small Business Subcontracting Plan goals (see subfactor 3).	Please see Amendment 4
14	Can the government confirm if the transformation recovery example is subject to the requirements in: 2.2.2 (on the Forbes list -- correction Fortune 50 or 200)? 2.2.2.1 (within the last 3 years)? 2.2.2.3 (provide POC to verify)?	Table 1. A. TRANSFORMATION RECOVERY EXAMPLE: As a prime, provide two (2) transformation examples (public or private) where the Prime offeror Unsuccessfully implemented a transformation strategy or plan and how did the Prime offeror recover	Please see Amendment 4

15	Can the government confirm what information is required to submit for transformation recovery examples? For example, should vendors submit max 2 slide PowerPoint with the description of work and 2.2.2.1.1 (describe impact and betterment to organization) for this example?	Table 1. A. TRANSFORMATION RECOVERY EXAMPLE: As a prime, provide two (2) transformation examples (public or private) where the Prime offeror Unsuccessfully implemented a transformation strategy or plan and how did the Prime offeror recover	Please see Amendment 4
16	Can the government confirm if the multiple award vehicle example is subject to the requirements in: 2.2.2 (on the Forbes list -- correction Fortune 50 or 200)? 2.2.2.1 (within the last 3 years)? 2.2.2.1.1 (describe impact and betterment to organization)? 2.2.2.3 (provide POC to verify)?	Table 1. D. MULTIPLE AWARD VEHICLE EXAMPLE: As a prime, provide (1) example of service type contract experience using a multiple award vehicle with at least 7 active task orders working consecutively.	Please see Amendment 4
17	Can the government confirm what information is required to submit for Vehicle examples? For example, should vendors submit max 2 slide PowerPoint with the description of work and 2.2.2.1.1 (describe impact and betterment to organization) for this example? Or will a list and description of each Task Order suffice?	Table 1. D. MULTIPLE AWARD VEHICLE EXAMPLE: As a prime, provide (1) example of service type contract experience using a multiple award vehicle with at least 7 active task orders working consecutively.	Please see Amendment 4
18	Can the government confirm if the SOO response due dates and Orals presentation dates can occur on weekend calendar	Table 2 - Proposal Timeline. STEP 3a and 3b	Please see Amendment 4

19	Can the government confirm if there are other desired key executive roles other than Engagement Executive and Transformation Executive for the 4 key roles?	2.8.3 Attendance requirements. Due to the high-level support required for DAFSTS II, the Government is requiring four (4) Key Executive Personnel to be in attendance. The Key Executive shall introduce themselves at the start of the oral presentation. While each firm is organized differently, the following executive level (decision maker) personnel are required to be in attendance and brief/provide solutions and be prepared to	Please see Amendment 4
20	Can the government clarify what the formatting requirements are for corporate experiences within PowerPoint?	3.2.2 Page Size and Format for Written Proposal Submission. There are no formatting requirements for Oral Presentation (which the exception of the required use of PowerPoint™); however, it is the Offerors responsibility to ensure its presentation is legible and viewable by the intended	Please see Amendment 4

21	Can the Government confirm that there will be no overlap between preparing for SOO response 1 and SOO response 2? E.g., SOO response 2 will not be released to a contractor until after the oral presentation for SOO response 1 has been presented?	Attachment 01 addendum (amend 1), pg 7, Table 2	Please see Amendment 4
22	Can the Government confirm that 7(a-c) shall only be required on a Task Order basis and shall remain blank for this	DD254	Please see Amendment 4
23	1. In section 2.1.3.1 (Tier 1 Corporate Experience) and 2.1.3.2 (Tier 2 Corporate Experience), there are multiple criteria identified for each tier. Section 2.2.2.5 (submitted Corporate Experience) Table 1 lists 4 types of corporate experience (a. Transformation Recovery Example (2 examples), b. Successful Commercial Transformation Example (6 examples), c. Private Sector Example (7 examples), and d. Multiple Award Vehicle Example (1 example). Question: Is it the government's expectation that <u>each</u> submitted corporate experience for Table 1 (sections a, b, and c) address all 2.1.3.1 and 2.1.3.2 criteria to be		Please see Amendment 4
24	2. Sections 2.1.3.1 (Tier 1 Corporate Experience) and 2.1.3.2 (Tier 2 Corporate Experience) include the following statement: "Corporate Experience successfully performing studies, research and analysis, developing and <u>implementing</u> transformational strategies and plans for Fortune 50 companies." Question: If the contractor/bidder developed the transformational strategy, but the implementation was successfully executed by the client, is this considered compliant for this corporate experience requirement (in this scenario, the client would assert to the success of the transformation strategy and subsequent implementation)?		See Tier Definition at 2.1.3.1 and 2.1.3.2
25	3. Section 2.2.2.1.1 provides the definition of Betterment. Question: If the transformational strategy was developed by the bidder, but successfully implemented by the client, is the resulting betterment attributable to the offeror's corporate experience and considered compliant in the government's evaluation?		The Government does not understand the question

26	<p>4. Section 2.2.2.1 provides the following language: “Submitted corporate experience examples shall follow the outlined Tier definition in paragraph 2.1.3 as transformational efforts in terms of impact and betterment within a complex, <u>global-scale</u> organization based on the subject areas in Table 1 (below)”. Question: Does the government consider all companies listed on the Fortune 50 list “global-scale”</p>		Please see Amendment 4
26	<p>5. Sections 2.1.3.1 and 2.1.3.2 require Fortune 50 and Fortune 200 corporate experience respectively, and Section 2.2.2.1 requires corporate experience be for global-scale organizations. Question: Based on the government’s requirement for “impact and betterment within a complex, <u>global-scale</u> organization,” we respectfully request the government open corporate experience to allow for Fortune 50/200 and/or Global 50/200 organizations. We believe that expanding the corporate experience to include the Global 50/200 will allow for contractors/bidders to fully demonstrate their experience supporting global clients and thus, better align to the government’s objective in this area.</p>		Please see Amendment 4
27	<p>6. Section 2.2.2.5 states that corporate experience will be validated via the email by the government. In the Financial Sector, commercial clients are extremely sensitive to their confidentiality and will not assert in writing for work being performed by a consulting organization. Question: In this case, would the government consider a verbal assertion from the client? We believe this to be a reasonable request provided the stringent requirements of this solicitation.</p>		No
28	<p>7. The RFP states: "There are no formatting requirements for Oral Presentation (which the exception of the required use of PowerPoint "); however, it is the Offerors responsibility to ensure its presentation is legible and viewable by the intended audience." Question: Will the government confirm that the Corporate Experience PowerPoint slides have no formatting requirements beyond being legible?</p>		Please see Amendment 4

29	<p>8. The RFP states: "Page size shall be 8½ x 11 inches. Pages shall be single-spaced and typed, except for displays and the reproduced sections of the solicitation document. The font shall be Times New Roman and no less than 12 point in size. Use at least 1 inch margins on the top and bottom."</p> <p>Question: Please confirm that the Corporate Experience PowerPoint slides do not follow these requirements around</p>		Please see Amendment 4
30	<p>Question: Please confirm our understanding that only a <u>Prime Offeror</u> that is also a <u>Small Business</u> needs to attach the signed subcontract(s) for any subcontractor's corporate experience they are using to meet the minimum requirements for corporate experience. If so, then a Large Business Prime Offeror not using any subcontractor's experience for the corporate experience section would not need to submit any subcontract(s) (e.g., teaming agreements) for its</p>	Attachment 1, Instructions to Offerors, Step 1, Section 2.2.1.3, page 3 and Table 3 – Proposal Organization, page 10.	Please see Amendment 4
31	<p>Please confirm that the 1-page Addendum List of JV & subcontract(s) attached to the Tier Declaration Memo is only required to be submitted if the Prime Offeror is a JV.</p>	Attachment 1, Instructions to Offerors, Step 1, Section 2.2.1.3, page 3 and Table 3 – Proposal Organization, page 10	Please see Amendment 4
32	<p>Reccomendation-Attachment+01-Addendum+to+52.212-1+Amend+3, Section 3.1.1 Table 3, Step 1, last column states "Subcontracts unlimited pages". If referring to requiring offerors to share their teammates that will become subcontractors after award, we suggest changing this language to "Fully executed teaming agreements unlimited</p>		

33	<p>Recommendation-Section 3.2.2 “Page Size and Format for Written Proposal Submission” states, “Page size shall be 8½ x 11 inches. Pages shall be single-spaced and typed, except for displays and the reproduced sections of the solicitation document. The font shall be Times New Roman and no less than 12 point in size. Use at least 1 inch margins on the top and bottom.” We recommend specifying which formatting requirements apply to documents generated in Microsoft Word by adding: “For Microsoft Word and PDF documents generated therefrom, page size shall be 8½ x 11 inches. Pages shall be single-spaced and typed, except for displays and the reproduced sections of the solicitation document. The font shall be Times New Roman and no less than 12 point in size. For Microsoft Word and PDF documents generated therefrom, use at least 1 inch margins on the top and bottom.” We recommend this language addition to align with the 16:9 PowerPoint slide preference and allow content to use the</p>		
34	The RFP stipulates “The Small Business Subcontracting Plans shall be updated once the total task order award amounts exceed \$100M” Please advise if the \$100M refers to when a subcontractor achieves \$100M task order award amount or has reached \$100M in total subcontracted dollars?	Attachment 01 ITO 2.2.1.4	Please see Amendment 4
35	We respectfully request the Government confirm there are no formatting restrictions for the Step 2 Corporate Experience PPT Presentation.	Attachment 01 ITO 3.2.2	Please see Amendment 4

36	<p><i>“TOP SECRET FCL is not required for the Joint Venture (JV) itself if the Offeror is an unpopulated JV and all members of the JV possess a TOP SECRET FCL. A JV without its own FCL will not have access to classified information and all access will solely be through the JV members with a TOP SECRET FCL. Therefore, a JV without its own FCL is required to submit, as part of its proposal, a Security Plan/Standard Operating Procedure. “he previous 3 sentences are pulled directly from the RFP[ref. "Attachment+01-Addendum+to+52.212-1+Amend+3" > 2.2.1 Step 1 - Minimum "Compliant/Non compliant Gate - Declare Tier, Facility Clearance Validation, and SB Subcontracting plan compliance review]. . It seems to imply that not all members of a JV must possess an FCL. Would the government consider a Joint Venture with the Managing Partner (Majority owner) possesses a TS FCL and there is an included Security Plan/SOP to account for JV operations on the contract performed by the non-managing partner without a FCL</i></p>		Please see Amendment 4
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37	<p>In Section 3.1.1, Table 3 – Proposal Organization, we are requesting clarification on what is required to be included in the Small Business Subcontracting Plan beyond the standard required elements. I have bolded the items requiring clarification in the original language from Amendment 3.</p> <p>In the Delivery Format Column, the RFP states: Email completed page 1 of the DD254, Email Tier Declaration memo (with subcontract(s)), Small Business Subcontracting Plan (only applicable to Large Business).</p> <p>In the Page Limit Column, the RFP states: - 1 page for DD254; - 1 page Tier declaration, attached memo/template & 1 page Addendum List of JV & subcontract(s) - attach reps and certs (no page limit); - shall not exceed 20 pages for Small Business Subcontracting Plan - Subcontracts unlimited pages</p> <p>Can you please confirm that we are required to include fully executed teaming agreements as part of our small business subcontracting plan and not in the Tier Declaration Memo?</p>		Please see Amendment 4
38	<p>The Instructions to Offerors for the Step 1 submission state that Offerors are to submit only the first page of the DD254 with our Step 1 submission. However, due to the security restrictions placed on the DD254, the first page is not permitted to be extracted for submission. Please confirm that it is acceptable to include the full DD254 document in our submission of our Step 1 package.</p>		Please see Amendment 4