

## ADDITIONAL TECHNICAL PROPOSAL INSTRUCTIONS

These additional Technical Proposal instructions provide specific instructions and formatting for the Technical Proposal. The information requested in these instructions should be used, along with Section L., to format and prepare the Technical Proposal.

Offerors should utilize the FFRDC Statement of Work (SOW), Transition Task Order SOW, Sample Task Orders 1 and 2 SOWs, Section M, the RFP and its attachments in the development of their Technical Proposals. Offerors should also give consideration to reference materials provided in the Virtual Library located on the FNLCR Acquisition Portal at <http://ncioa.cancer.gov/oa-internet/fnlcr/index.html#/home>.

Proposals must be prepared in two parts: Volume I, Technical Proposal and Volume II, Business Proposal. Each of the parts shall be separate and complete in itself so that evaluation of one may be accomplished independently of, and concurrently with, evaluation of the other. Information required for proposal evaluation which is not found in its designated volume will be assumed to have been omitted by the Offeror from the proposal. Cross-referencing between proposal volumes is not permitted; however, cross-referencing within a proposal volume is permitted.

Volume I, Technical proposal shall not exceed one hundred ten (110) double-sided pages OR two hundred twenty (220) single-sided pages *exclusive* of cover sheet, table of contents, and any attachments. However, the total Volume I, Technical proposal shall not exceed one hundred twenty-five (125) double-sided pages OR two hundred fifty (250) single-sided pages *inclusive* of cover sheet, table of contents, and any attachments. Resumes/Curricula Vitae (CVs) have no specified page limitations and do not count toward the technical proposal page limitations above. Offerors should consider that a concise and well formulated proposal is usually more effective than a voluminous proposal that lacks effective distillation. Total pages specific to sections of Volume I, Technical Proposal are prescribed in the table below.

Volume I- Technical Proposal					
File Sections	Page Limit (Double-sided)	Section L Citation	Section M Citation	# of Paper Copies	# of Electronic Copies
Section 1: Introduction					
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B. Vol. I Table of Contents					
C. Vol I. Executive Summary	5				
Section 2: Technical Discussions	70	L.2.b.1			
A. Technical Approach					
i. Biomedical Scientific Approach			M.9.A.1.a-g		
ii. Leadership Approach			M.9.A.2.a-e		
B. Key Personnel and Leadership Team		L.2.b.1.a	M.9.B.1-8		
C. Organizational Experience and Management			M.9.C.1-8		
D. Facilities Operation			M.9.D.1-9		
E. Other					
1. Information and Physical Access Security		L.2.a.21			
2. Personnel		L.2.b.1.a			
2. Other Considerations		L.2.b.2			
3. Human Subject		L.2.b.4	M.3		
4. Live Vertebrate Animals		L.2.b.6	M.4		
5. Data Sharing Plan		L.2.b.7.a	M.6		
6. Plan for Sharing Model Organisms for Biomedical Research		L.2.b.7.b	M.7		
7. Plan for Submission of Genome-Wide Association Study (GWAS) Data		L.2.b.7.c	M.8		
8. Electronic and Information Technology Accessibility – Section 508		L.2.b.8	M.10		
9. Sustainable Acquisition Plan		L.2.b.9	M.13		
Section 3: Sample Task Order 1 Technical Proposal	10		M.9.A.1.h;M.9.A.2.f;M.9.B.9;M.9.C.9;M.9.D.10		
Section 4: Sample Task Order 2 Technical Proposal	10		M.9.A.1.h;M.9.A.2.f;M.9.B.9;M.9.C.9;M.9.D.10		
Section 5: Transition Task Order Technical Proposal	15		M.9.E.1-10		
<b>Total:</b>	<b>125</b>			<b>Original and five (5) copies</b>	<b>Two (2) copies via CD ROM</b>

## **Volume I, Section 1: Introduction**

### **A. Cover Page**

### **B. Table of Contents**

### **C. Executive Summary**

The executive summary of the entire proposal should be concise, to include addressing the significant risks, and highlighting any key or unique features, excluding cost/price. The salient features should tie in with Section M evaluation factors/sub-factors. Any summary material presented here shall not be considered as meeting the requirements for any portions of other volumes of the proposal.

## **Volume I, Section 2: Technical Discussions**

Offerors should provide a detailed proposal indicating how each area of the FFRDC SOW is to be accomplished. The technical approach should be in sufficient detail to fully explain the proposed technical approach or method. The technical approach should reflect a clear understanding of the nature of the work being undertaken, including technical, scientific, and operational challenges and issues associated with accomplishing the requirements of the FFRDC SOW and knowledge and familiarity with the regulations and standards identified in the FFRDC SOW and Exhibit A.

### **A. Technical Approach**

#### **i. Biomedical Scientific Approach**

1. The offeror should discuss their proposed scientific approach and methodology for planning and conducting the work including communication and management strategies. The proposal should address the following scientific areas: 1) Basic Research; 2) Preclinical Product Development; 3) cGMP; 4) Domestic and International Clinical Trials Support (regulatory, monitoring, medical staff, clinical laboratory support); 5) Genomics, Proteomics, Metabolomics and related “omics” Technologies, Bioinformatics, Biocomputing, and large data set sciences; 6) Laboratory Animal Sciences (animal husbandry and support services e.g. – histology, pathology, small animal imaging, diagnostics, generation of genetically engineered rodents); 7) Repositories; and, 8) Information Systems, Information Technologies, and Data Science.
2. The offeror should discuss their proposed approach to the continuous improvement of existing technologies and development of new and novel technologies. In addition, discuss the overall technical challenges and possible resolutions involved in providing the requirements in the FFRDC SOW including their proposed technical approach for the execution of multiple projects and studies in diverse,

complex biomedical scientific research and research-support service areas.

3. The offeror should discuss their proposed strategy for identifying, transitioning from, or discontinuing outdated/non-productive research projects, antiquated technologies, non-essential services or services/technologies that can be provided through other sources.
4. The offeror should discuss their proposed strategy to implement an in-house program facilitating independent research proposals and collaborations to execute projects and requirements at the FFRDC.
5. The offeror should discuss their proposed approach to quality assurance including development, implementation, and continuous monitoring for a quality control program for all task areas of the FFRDC SOW.

#### **ii. Leadership Approach**

1. Offerors should discuss their proposed approach to execution of all organizational planning and management functions, including: strategy planning/management, organizational change management, communications management, conflict resolution, innovation management, and process improvement.
2. Offerors should propose their approach to labor allocation adjustments to facilitate shifts in scientific priorities to support new projects, urgent requirements, or changes to existing projects. In addition, discuss the proposed strategy for evaluation and determination of work as in-house versus outsourced efforts.
3. Offerors should discuss their proposed approach to delineating reporting structure, lines of authority, areas of responsibility, communication approach and documented commitment of time and effort. In addition, offerors should discuss their proposed approach used by senior leadership to ensure continuous effective and efficient development of innovative practices to manage the FNLCR's scientifically and operationally complex projects.

#### **B. Key Personnel and Leadership Team**

- i. The Technical Proposal should include all information relevant to document individuals' training, education, experience, qualifications and expertise necessary for the successful completion of the FFRDC SOW. The Technical Proposal should include role descriptions of any additional members of the leadership team. Include the highest degree, organizational affiliation (employer) and percentage of effort to be committed to the project, including technical personnel of all proposed

- subcontractors and consultant personnel, if any. Include for each named person a resume/CV which details experience with projects of similar scope, size and complexity.
- ii. Describe the education, training, experience, expertise, and qualifications for each proposed key personnel and any additional members of the leadership team in:
    - a. Working on, managing and coordinating the technical, biomedical science, business, management and facilities efforts and functions described in the FFRDC SOW;
    - b. Service-oriented biomedical research extending from providing a menu of services to intellectual collaboration in solving complex biological problems;
    - c. Academic, commercial and/or government biomedical scientific research environments as well as the business components of research;
    - d. Scientific environment to cohesively and successfully lead interdisciplinary and cross-functional teams, including supervising and coordinating the efforts of personnel required to perform projects of a similar scope, nature, and complexity and managing on-going and new novel scientific efforts;
    - e. Communications, resource allocation and prioritization of complex projects that include multiple scientific components, various sizes and complexities, multiple stakeholders, as well as international components.
  - iii. Describe the education, training, experience, expertise, qualifications of all proposed subcontractors and partners.

### **C. Organizational Experience and Management**

- i. Offerors should document their organizational experience in all areas of the FFRDC SOW, including:
  - a. Project management in a complex research environment and the ability to ensure the effective initiation, implementation, conduct, completion and communication regarding contract activities, and to monitor, track, and report on Contractor costs and performance;
  - b. Responding quickly to and communicating changes in priorities and to supply appropriate levels of support to new projects, urgent requirements, or changes to existing projects or unforeseen advances in scientific development by the biomedical research enterprise;
  - c. Appropriate use of subcontractors to supplement areas of expertise and in the development and execution of projects/partnerships and subcontracts/agreements at the FNLCR with other NIH institutes, other government agencies, academic institutions and corporate entities;
  - d. Managing and communicating tasks within the prime institution and across multiple collaborating and/or subcontracting institutions;

- e. Evolving financial management systems development and robust financial management and monitoring, including cost effective methods and cost controls in a similar environment.
- ii. Offerors should address staffing considerations and resource planning methodologies required to effectively manage and execute work for a contract of this size and scope.
- iii. Offerors should discuss recruitment and retention strategies for personnel in highly competitive fields and emerging scientific disciplines as well as their proposed employee evaluation strategy, strategy for staffing adjustments and additions or removals when programs encounter problems.

#### **D. Facilities Operation**

- i. Offerors should discuss their experience and expertise in performing facilities management and their ability to perform against the FFRDC SOW and other facilities related documents included in this RFP.
- ii. Offerors should discuss their approach for management and operation of the types of facilities and spaces that support the FNLCR (including, but not limited to comparable facilities such as laboratories, research facilities, freezer storage, animal, infrastructure, support, administrative space), as well as contractor-leased facilities. Proposals should also include a communication strategy that addresses the repair needs (both large and small) of the facilities; timely resolution to simultaneous repairs that may be minor, major and emergency repairs to facility utility systems or structures.
- iii. Offerors should discuss their approach to facility operations which includes an approach to quickly adapt to new or changing facility priorities through adjustments and effective communications to workload prioritization, redistribution of resources, and labor allocation adjustments.
- iv. Offerors should discuss and document their experience in:
  - a. Planning and executing renovations for biomedical research and administrative facilities utilizing contemporary project management and risk management practices.
  - b. Successfully managing R&D and R&D support infrastructure consisting of multiple buildings of varying age and condition across multiple locations, as well as, in maintaining and operating existing biomedical research facilities during planning, design and renovation phases.
  - c. Performing preventative maintenance activities including successfully optimizing maintenance frequency and minimizing facility downtime, as well as, executing the modification, repair, calibration, and installation of special-purpose research equipment.
  - d. Developing and implementing an emergency management/preparedness program for biomedical facilities to include: emergency planning, preparedness, response, communications and readiness assurance procedures.
  - e. Following and adhering to the regulations and standards identified in the FFRDC SOW and Exhibit 1 regarding Facility Operations, including Environment, Health and

Safety, Occupational Health Services, Facilities' Maintenance and Engineering, and Emergency Management and Preparedness.

- f. Managing large volumes of Government-Issued, Contractor-Held property, including accounting for: control, use, preservation, protection, repair, and maintenance.

**E. Other**

**1. Information and Physical Access Security**

See Section L.2.a.21

**2. Personnel**

The Government intends that they proposed Key Personnel position of President/CEO/Laboratory Director will serve as the Principle Investigator/Project Director (See Section L.2.b.1.a.1)

**3. Other Considerations**

See Section L.2.b.2

**4. Human Subject**

See Section L.2.b.4

**5. Live Vertebrate Animals**

See Section L.2.b.6

**6. Data Sharing Plan**

See Section L.2.b.7.a

**7. Plan for Sharing Model Organisms for Biomedical Research**

See Section L.2.b.7.b

**8. Plan for Submission of Genome-Wide Association Study (GWAS) Data**

See Section L.2.b.7.c

**9. Electronic and Information Technology Accessibility – Section 508**

See Section L.2.b.8

**10. Sustainable Acquisition Plan**

See Section L.2.b.9

Offerors must include a Sustainable Acquisition Plan in their technical proposals that describes their approach and the quality assurance mechanisms in place for applying FAR 23.1 – sustainable Acquisition Policy (and other Federal laws, regulations and Executive orders governing green purchasing) to this acquisition. The following definitions are provided:

**A. Recycled Content Products**

Recycled content products are products that are made from or contain recovered materials. That means replacing virgin materials with recycled materials, including post-consumer materials. There are currently more than 60 designated products in eight categories: paper and paper products, vehicular, construction, landscaping, park and recreation, transportation, non-paper office, and miscellaneous products. Examples of designated products include structural fiberboard, printing and writing papers. The current list of designated products, EPA's guidance, and related technical information can be found on EPA's web site at <http://www.epa.gov>.

**B. Energy-Efficient Products: Energy Star®, FEMP-Designated, and Low Standby Power**

EPA's 2005, Section 104 and FAR 23.203 require federal agencies to purchase Energy Star® qualified or Department of Energy's (DOE's) Federal Energy Management Program (FEMP)-designated products when procuring energy-consuming products.

The technical requirements that each product must meet to become Energy Star® qualified are available at [ENERGY STAR Qualified Products: ENERGY STAR](#). Information on FEMP-designated products can be found at <http://www.eere.energy.gov/>. Information on low standby power products can be found on FEMP's web site at: <http://www.eere.energy.gov>.

**C. Biobased Products**

Biobased products are products determined by the Secretary of Agriculture to be commercial or industrial products (other than food or feed) that are composed in whole, or in significant part, of biological products or renewable domestic agricultural materials and forestry materials. Examples of USDA-designated biobased products include mobile equipment, hydraulic fluids, roof coatings, diesel fuel additives, and towels. USDA is responsible for implementing the BioPreferred<sup>SM</sup> procurement preference program. Information on these designated products, USDA's guidance, and related documentation can be found at USDA's web site at <http://www.biopreferred.gov>. (The FAR is being revised to require that Federal agencies procure designated items composed of the highest percentage of biobased content practicable [FAR Case 2010-004].)

**D. Environmentally Preferable Products and Services**

Environmentally Preferable Products (EPP) are products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the products or services. Examples of environmentally preferable products include cleaning products that are non-toxic, non-volatile, and biodegradable; and paint with no or low volatile organic compounds. This program is managed by EPA which maintains a database of products and specifications defined by federal, state, and local agencies, and other nations. The database can be found at <http://www.epa.gov/epp> along with EPA's Guidance on the Acquisition of



Environmentally Preferable Products and Services located at  
<http://www.epa.gov/epp/pubs/index.htm>

**E. Electronic Product Environmental Assessment Tool (EPEAT) Products**

EPEAT is a tool for evaluating the environmental performance of electronic products throughout their life cycle. EPEAT is intended to help purchasers in the public and private sectors evaluate, compare and select desktop computers, notebooks and monitors based on their environmental attributes. EPEAT also provides a clear and consistent set of performance criteria for the design of products, and provides an opportunity for manufacturers to secure market recognition for efforts to reduce the environmental impact of its products. Available at: <http://www.epeat.net/>

**F. Water-Efficient Products**

A water-efficient product is in the upper 25% of water efficiency for all similar products, or is at least 10% more efficient than the minimum level meeting U.S. Federal Government standards. Examples of products that have met the EPA WaterSense label include: high efficiency toilets, sink faucets, showerheads, urinals, and landscape irrigation systems. Information about the WaterSense Program is available at [www.epa.gov/watersense](http://www.epa.gov/watersense).

**G. Non-Ozone Depleting Substances**

E.O. 13423 and the Council on Environmental Quality (CEQ) Implementing Instructions require that each agency give preference to the purchase of non-ozone depleting substances, as identified in EPA's Significant New Alternatives Policy (SNAP) program. FAR 23.803 states that agencies shall give preference to the procurement of alternative products that reduce overall risks to human health and the environment by lessening the depletion of ozone in the upper stratosphere. It further requires that in preparing specifications and purchase descriptions, and the acquisition of supplies and services, agencies shall comply with the requirements of the Clean Air Act and substitute safe alternatives to ozone-depleting substances.

SNAP provides lists of acceptable and unacceptable substitutes in the following sectors: fire suppressants, aerosol solvents and propellants, refrigeration and air conditioning equipments, and adhesives and coatings. SNAP is managed by EPA. Information about the SNAP Program is available on <http://www.epa.gov/ozone/strathome.html>

**H. Alternative Fuel Vehicles and Alternative Fuels**

Under EPCa, alternative fuel vehicles are defined as any dedicated, flexible-fuel, or dual-fuel vehicle designed to operate on at least one alternative fuel. As defined by EPCa, alternative fuels are substantially non-petroleum based fuels and include (but are not limited to) the following: ethanol at a 85% blend or higher (E85); liquefied petroleum gas (propane); compressed natural gas (CNG); biodiesel; electricity; hydrogen; and P-series fuels. DOE's FEMP manages this program. Information on these federal fleet requirements can be found at [http://www1.eere.energy.gov/femp/program/fedfleet\\_requirements.html](http://www1.eere.energy.gov/femp/program/fedfleet_requirements.html).

### **Volume I, Section 3: Sample Task Order 1 Technical Proposal**

Sample Task Order 1 will be used for technical evaluation purposes only. The Offeror's proposals for Sample Task Order 1 shall demonstrate the proposed: technical approach, leadership approach, key personnel and leadership team, organizational management approach, and approach to facilities operation.

Offerors should provide a detailed proposal addressing each element of the Sample Task Order 1 SOW and identify applicable regulations, certifications, accreditations and/or guidelines. The technical approach should be in sufficient detail to fully explain the proposed technical approach or method. The technical approach should reflect a clear understanding of the nature of the work being undertaken, including technical, scientific, and operational challenges and issues associated with accomplishing the requirements of the Sample Task Order 1 SOW, meeting delivery schedules, and knowledge and familiarity with the regulations and standards identified in the Sample Task Order 1 SOW. In addition, the technical proposal should include information on how the project is to be organized, staffed and managed. The technical approach should also include discussion of any potential problems and quality control concerns.

### **Volume I, Section 4: Sample Task Order 2 Technical Proposal**

Sample Task Order 2 will be used for technical evaluation purposes only. The Offeror's proposals for Sample Task Order 2 shall demonstrate the proposed: technical approach, leadership approach, key personnel and leadership team, organizational management approach, and approach to facilities operation.

Offerors should provide a detailed proposal addressing each element of the Sample Task Order 2 SOW and identify applicable regulations, certifications, accreditations and/or guidelines. The technical approach should be in sufficient detail to fully explain the proposed technical approach or method. The technical approach should reflect a clear understanding of the nature of the work being undertaken, including technical, scientific, and operational challenges and issues associated with accomplishing the requirements of the Sample Task Order 2 SOW, meeting delivery schedules, and knowledge and familiarity with the regulations and standards identified in the Sample Task Order 2 SOW. In addition, the technical proposal should include information on how the project is to be organized, staffed and managed. The technical approach should also include discussion of any potential problems and quality control concerns.

### **Volume I, Section 5: Transition Task Order Technical Proposal**

The Transition Task Order Cost Proposal will be used for evaluation, cost analysis, cost realism and the basis for award of the first task order. The offeror shall demonstrate in their Transition Task Order proposal a smooth transfer of responsibility from the incumbent contractor. This criterion would be rated as either: acceptable or unacceptable. (Note: the incumbent

contractor will only submit a Transition Task Order proposal for Task Area 2 of the Transition Task Order SOW and will be rated as “neutral” for Task Area 1 of the Transition Task Order SOW.) If your Transition Task Order proposal is considered “Unacceptable,” and the Government includes your proposal in the competitive range, you will be afforded the opportunity to further discuss, clarify or modify your Transition Task Order proposal during discussions and in your Final Proposal Revision (FPR). If your Transition Task Order proposal is still considered “Unacceptable” by the Government after discussions, your proposal may not be considered further for award.

Offerors should provide a detailed proposal indicating how each area of the Transition Task Order SOW is to be accomplished. The technical approach should be in sufficient detail to fully explain the proposed technical approach or method. The technical approach should reflect a clear understanding of the nature of the work being undertaken, including technical, scientific, and operational challenges and issues associated with accomplishing the requirements of the Transition Task Order SOW and meeting delivery schedules identified in the Transition Task Order SOW. In addition, the technical proposal should include information on how the project is to be organized, staffed and managed. The technical approach should also include discussion of any potential problems and quality control concerns.

The offeror should demonstrate experience transitioning a large, multi-project contract in biomedical research environment. Proposals should discuss an offeror’s approach to working with the incumbent in transitioning all aspects of the FFRDC SOW including documentation, records, data, approaches, strategies, and systems across all functions. The offeror’s proposal should address transition activities and proposed milestones for the activities as well as the quantity and mix of staff to execute and manage the activities. Include any corporate or external support and the areas of support, roles, responsibilities, and/or other resources, if any. The offeror should discuss their proposed strategy for transition management including the approach to communications and the strategy for risk mitigation and resolution during the transition.

The offeror should discuss their approach to evaluating resources including, but not limited to: equipment, property, leases, subcontracts, consultants, and all other agreements. The offeror should discuss their approach to workforce evaluation in consultation with appropriate stakeholders and any workforce restructure including methodology for evaluating existing positions and staff and a plan for execution of any approved workforce restructure. The offeror should discuss their approach to evaluating and proposing modifications to operations including, but not limited to: operating practices, procedures, policies, processes, and systems.