



PROJECT AGREEMENT

INFORMATION TECHNOLOGY INFRASTRUCTURE AND END-USERS SUPPORT SERVICES CONTRACT

**ISSUED BY
THE NATIONAL LABOR RELATIONS BOARD**

**Solicitation Number
00-IT-SBA-0001**

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Memorandum of Understanding
Between
The National Labor Relations Board (NLRB)
And
Offerors

I. Purpose. The purpose of this Memorandum of Understanding (MOU) is to set forth the premise and conduct of the Project Agreement as forwarded by this MOU for the reengineering of the acquisition process.

II. Background. The NLRB will be piloting a new streamlined acquisition process developed by the United States Patent and Trademark Office described in the document entitled Streamlined Acquisition Process available at www.uspto.gov/web/offices/ac/comp/proc/process.htm. Further information regarding this re-engineered process can be found at the following Department of Commerce Web Site at: <http://oamweb.osec.doc.gov/conops/> and specifically in the Department of Commerce's Case for Change document. In order to ensure the successful implement this new acquisition process, the Government seeks the cooperation of all offerors participating in this effort to conduct business fairly, in an atmosphere of integrity, openness, and fairness.

III. Agreement. By signing this MOU and returning it with your written response to the Project Agreement, the offerors pledge their understanding and cooperation in working with the NLRB in meeting the challenges of conducting this innovative acquisition approach. Additionally, offerors hereby acknowledge this process to be an exercise in determining a better method for acquiring goods and services which is intended to mutually benefit both the Government and Industry. The offerors will be asked to embrace new and piloted techniques in an effort to streamline the federal acquisition process. The following areas represent some of the salient changes to the acquisition process:

- A. Offerors determined to be non-eligible for Phase II and Phase III evaluations, waive their rights to proceed in the process after being debriefed.
- B. Offerors are encouraged to avoid lengthy and expensive litigation through the use of alternative dispute resolution.

(Signature)

(Title)

(Date)

The National Labor Relations Board

Solicitation Number 00-IT-SBA-0001

I. Background and Purpose

The National Labor Relations Board (NLRB) is an independent Federal agency created by Congress in 1935 to administer the National Labor Relations Act, the primary law governing relations between unions and employers in the private sector. The agency conducts secret-ballot elections to determine whether employees want union representation as well as investigate and remedy unfair labor practices by employers and unions.

The purpose of this initiative is to provide continued and expanded contractor support for information technology, end-user support services. The Agency has a need to acquire commercial services on a recurring basis in support of its information technology program.

The mandatory requirements for this initiative will include help desk services, end-user support, and network operational support. The optional requirements will include services such as support for changes in the technical environment, purchasing of hardware and software, deploying systems and peripherals, adding to maintenance new desktop computers and peripherals, network support services, upgrades, systems relocations, documentation/technical writing services, and training.

In fulfilling this objective, the NLRB will be utilizing a streamlined acquisition process known as ReMap, or the Re-engineered Mission Acquisition Process. The NLRB has adopted this approach which was developed by the United States Patent and Trademark Office in an effort to comply with regulatory changes, and the NPR initiatives mandating changes in the way agencies do business, and evaluate the performance of agency missions. In order to successfully implement this acquisition process, the Government seeks the cooperation of the vendor community in an effort to conduct business fairly, in an atmosphere of integrity and openness. The NLRB highly encourages the use of alternative dispute resolution process to settle any disagreement that may result from the use of this Project Agreement (PA) and ReMap Process.

In order to satisfy the needs of all interested parties within the NLRB, a cross-functional team has been formed. This team is empowered to conduct research and acquire a contractor who can provide NLRB with quality products and services. The project agreement serves as a communication link with industry regarding this requirement, and also establishes a formal agreement between the project team and the sponsor, the Chief, Information Officer (CIO). Contained within this PA is the project objectives, project team duties, estimated budget, milestones, and associated ground rules.

The Government Performance and Results Act (GPRA) places new management expectations and requirements on federal agencies by creating a framework for more effective planning, budgeting, program evaluation, and fiscal accountability for federal programs. The intent of this act is to focus clearly on results and to improve public confidence in federal agency performance by holding agencies accountable for achieving program goals. GPRA requires agencies to define their mission, establish goals, and determine how those goals will be met, establish performance measures, use the information gathered from those performance measures to make improvements, and report on accomplishments. The ReMap acquisition process uses GPRA as its springboard to launch new projects and acquisitions. Consistent with GPRA, any contract resulting from this Project Agreement will contain performance-based measures emphasizing quality and customer satisfaction.

II. Authority

This Project Agreement is hereby authorized by the CIO of the NLRB, and is identified as a requirement of the NLRB, Information Technology Branch, the organization tasked with the development, maintenance, enhancement, and operation of NLRB's automated information systems and the underlying information technology infrastructure.

III. Project Objective

The Project Objective is to deliver a contractor capable of providing high quality solutions to perform the duties associated with the Information Technology Infrastructure and End-User Support requirements. Initially, only the operational services and activities necessary to keep the current technical environment functioning at an optimal level will be utilized. The remaining services will consist of activities that are generally decentralized, and services that permit the upgrading and replacement management activities necessary to maintain the appropriate life cycle of the information technology environment. These services represent optional requirements that may or may not be exercised during the term of any resulting contract. The NLRB seeks a contract relationship that will meet the diverse nature of support requirements throughout the agency. Although the requirements are segmented into two categories, operational and optional, the complexity of the support issues does not stop here. Within the organizational structure, the support requirements are distinctly different for the Headquarters offices and the Field Offices. Support to the Headquarters office is simplified by the centralization of the staff in one building in Washington, DC. The Field offices vary in size, and are located nation-wide. As such, the ability to provide a consistent and a high quality level for support services is complex. The levels of experience and areas of responsibility also vary from office to office. In some offices there may be one contact point that attempts to help the end-user, and who also reports all problems to the centralized Help Desk. In other offices, the calls may be made by a number of staff. There may be Computer Specialists located in nine of the offices. In some offices, the individuals are willing to work with a support person over the phone,

and in other offices, they may expect a technician be dispatched for the slightest of problems. The Contractor needs to establish good communications and a solid working relationship with the “points of contact” in each office to work through these types of issues. There must be a balance in reasonable expectations of the customer, expertise of the technical support staff, and servicing the customer without burdening them. The customers are not interested in the internal processes, or the technical support staff’s technical prowess, but in getting their computer problem solved so they can continue to do their job. Customers call the Help Desk to get assistance and solutions to their problems. The NLRB seeks a contract that takes these issues into consideration, and provides a solid support program that provides innovative solutions that are cost effective and customer oriented. It is the intent of the Project Team that a contract be awarded within six (6) months of the signing of this Agreement. Detailed information regarding the NLRB organizational structure and functions can be found at www.nlr.gov.

A. Operational Services

The Operational services refer to those activities that are day-to-day functions that are mandatory to maintaining the technical environment, and satisfying the end-users. The services consist of Network Operations, Help Desk, and End-User Support. The following items offer further description of the types of services:

1) Network Operations

The NLRB Information Technology Infrastructure consists of a Local Area Network (LAN) located in the Headquarters with an estimated 600 nodes and 52 remote LANs located throughout the United States. Remote LANs can have a minimum of 10 nodes, to a maximum of 100 nodes. Most of the Network Operating Systems are Novell. However, the NLRB is in the process of installing Windows NT in headquarters and some remote locations. NLRB’s Wide Area Network (WAN) connects all of the remote locations with the Headquarters office. The NLRB is primarily a Microsoft shop; therefore, a large portion of the COTS software is from the Microsoft Suite. The NLRB relies on the LANs to complete daily assignments and to share documents. Electronic mail is an integral part of doing business at the NLRB. NLRB is currently in the process of switching the agency's electronic mail system from Lotus cc:Mail to Microsoft Exchange. It is important to provide network management and administration assistance on a daily basis to ensure the reliability of the agency's LANs. Network management includes all aspects of networking technology. Some of the tasks to be performed include but are not limited to:

- Updating Network and Desktop drivers
- Applying network operating system patches
- Using Network Application Launcher to upgrade NetWare client
- Distributing and installing Anti-virus Definition files
- Monitoring network statistics

Performance of some tasks may require work outside of the regular business hours. Occasional travel may be required, but the majority of the network activities will be performed from Headquarters and through the use of the Wide Area Network.

2) Help Desk

The Help Desk provides a single point of contact for incoming telephone calls for end-user and technical assistance for all supported products and services, and ensures that all calls are handled promptly, accurately, courteously, and are resolved or assigned to the appropriate service provider within the time frame established for each type of call or problem. Help Desk services must be available to **All NLRB Sites** from 8:00 a.m. until 6:00 p.m., Monday through Friday, excluding Federal Holidays. As required, on-call support may be needed for periods outside of the standard hours of operation. The Help Desk shall become knowledgeable with the NLRB's end-user and technical environment(s), and will be proficient in providing support for the current office automation suite of software, and microcomputer hardware in a standalone as well as networked, production system. As new products and services are considered for support, the Help Desk will be provided appropriate NLRB in-house training and information necessary to provide such support. The Help Desk will provide certified analysts for the standard suite of office automation applications. All calls will be logged, updated, and resolved in a real time problem tracking system. The current help desk data is maintained in a database in the Magic Solutions Help Desk Tracking Software, and reports are generated using Crystal Reports. The contractor awarded the contract may choose to negotiate a purchase transfer of the hardware and software currently employed, or the contractor may choose to implement their own recommendation for the tracking system. In either case, the contractor will be responsible for providing and maintaining a total automated help desk management solution, to include asset management as described in item (3), End-User Support. If necessary, a database of the NLRB's IT inventory is available by request to the Office of Contract and Procurement, Suite 6100, to the attention of Paula Roy. This information is only for the purpose of assisting offerors in their understanding of the NLRB's needs regarding the asset management requirements of this project.

3) End-User Support

The services covered under this agreement provide comprehensive support for all microcomputer hardware, peripherals, and related software installed at the NLRB, including any new technology that may be deployed. The resulting contract will be a comprehensive vehicle to support the NLRB's total office automation business needs. This includes, but is not limited to, verification of microcomputer receiving, setup, and installation at the end-user's site; remedial maintenance (regardless of warranty); relocation (moving) of Headquarters equipment, integration and testing of all hardware and software prior to deployment; and a program to ensure physical security, accountability, and inventory of all of NLRB's microcomputer assets, current as well as new (from time of delivery to time of excess). Currently, the NLRB is in the process of

collecting, verifying, and establishing procedures to maintain the IT inventory data. Expert technical and customer service representatives will be required to answer questions, troubleshoot unique problems, and assist in IT related projects and efforts in support of the NLRB end-users as required. An integral part of this support initiative will be highly qualified hardware repair technicians to support the various configurations deployed throughout the country. These services will include managing a loaner program consisting of short term (up to six (6) months) desktop and laptop equipment capable of running all supported software. It is estimated that this could involve up to twenty-five (25) desktops and fifty (50) laptops concurrently. The maintenance services require that the contractor coordinate with other NLRB/Information Technology Branch employees or contractors to resolve problems or facilitate solutions. There are approximately 2,000 employees within the NLRB. Approximately 500 employees work at NLRB Headquarters at 1099 14th Street NW, Washington, DC 20570, in the Franklin Court Building. There are approximately 1500 employees located across the United States. There are thirty-three (33) Regional Offices, two (2) Subregional Offices, sixteen (16) Resident Offices, three (3) Judges Offices, and approximately forty to fifty (40-50) employees working at home in some capacity. See www.nlr.gov for the addresses of each of the Regional, Subregional, and Resident Offices. **Attachment #1** contains the current technical environment as of September 1999, and reflects the current, planned changes to the environment through FY 2004. **Attachment #2** contains profiles of the NLRB's Automated Information Systems. **Attachments #3 - 5** contain information regarding the NLRB's Help Desk. **Attachment #3** lists the number of calls received by the Help Desk between April 1, 1998 through April 30, 1999, **Attachment #4** is the number of calls received by location for the same time period, and **Attachment #5** lists the types of calls received by the Help Desk between April 1, 1998 through April 30, 1999. **Attachment #6** is a staffing summary and **Attachment #7** contains information regarding the NLRB's office relocations that occurred in 1998 and those that are planned for FY 1999 and FY 2000. The Contractor will be provided updates as changes are made to the technical environment. The Contractor is required to immediately notify the government in writing of any significant discrepancies found in the technical environment. The Contractor shall not make any changes, modifications, alterations, or enhancements to the NLRB's infrastructure, hardware, or software without specific written direction or detailed task orders specifying the approved changes.

B. Optional Requirements

Although these activities are categorized as optional requirements, they represent true need and mission critical functions. However, there are variables that will determine if and when any of these requirements are exercised. The functions within these categories are very similar, but represent initiatives that have not yet been definitized, and in many cases require travel, the acquisition of hardware and software, and possibly additional staffing. These activities will be executed through the process of negotiated task orders.

1) Decentralized Network Support

The NLRB is halfway through a multi-year IT modernization program that includes upgraded IT infrastructure and business applications. The core of this modernization program is a national Case Activity Tracking System (CATS). However, before CATS can be deployed nationwide, the Agency must upgrade its aging architecture to a new environment. The ability to make the necessary upgrades within the infrastructure is dependent on the IT Budget. Within the network structure, services will be needed to support changes in the technical environment. These services will encompass any activities that cannot be completed through the WAN or via telephone and may include, but are not limited to, initiatives such as site cabling and cabling repair, network protocol upgrades, server enhancements and upgrades, and assistance with network administration functions.

2) Decentralized End-User Support

The requirements for end-user support within the operational aspect of this contract are essentially the same. The primary difference results from the necessity to support NLRB staff nation-wide. Where it is possible and available, the intent is to solve as many problems as possible either via the telephone, or through the use of automated tools through the Wide Area Network. Cases may exist that require dispatching support representatives to address major or office-wide problems. Other services of decentralized end-user support will require purchasing of hardware and software to replace outdated and aging equipment as well as address needs that result from hiring of staff; deploying systems and peripherals; adding to maintenance new desktop computers and peripherals technologies; system upgrades and enhancements; systems relocations/moves; documentation/technical writing services, and training.

IV. Members

Members of this Project Team consist of a Project Team Leader, who has overall authority and responsibility for the successful accomplishment of the Project Objective and fulfillment of the terms of this Project Agreement. The selection and assignment of other team members have been made on the basis of the NLRB's cross-functional needs and consists of a warranted procurement official, customer representative, information technology specialists, and a financial advisor.

V. Empowerment

This Project Agreement fully empowers the Project Team to meet the overall Project Objectives and the Project Team is authorized to take all steps necessary for the acquisition, including the development of an overall project strategy, an acquisition strategy, enabling technology, and selection of contractor(s), subject only to statutory

requirements. No further authorizations are required. As necessary, the Project Team will update the CIO on the progress in meeting Project Objectives. The Procurement Executive for the National Labor Relations Board has issued an Individual Deviation from the Federal Acquisition Regulation for this project. A copy of this individual deviation is attached.

VI. Estimated Budget

The total estimated budget for meeting Project Objectives resulting from the Project Agreement is between \$8 - \$20 Million over the next five (5) years depending on when and how many of the optional services are exercised. Funding will be available as soon as the budget is released for FY2000. Funding for FY2000, and the four (4) option years is dependent on the available budget for each year. The Project Team prefers to make an award to a single firm.

VII. Milestones

The NLRB's goal is to have the services acquired and the new contract ready to support the Help Desk, End-User Support, and Network Operations by December 1, 1999. However, because of the potential risk associated with the Year 2000 issues, December will be used as the month to build the team, organize the staff, and prepare to transition into the agency. The month of January (2000) will be utilized as a transitional period for all work. A Statement of Need (SON) containing target milestones will be issued to those Offerors, after the initial down-select, whose approaches and cost estimates are considered to be both economically viable and technically capable of meeting the mission objective in response to the Project Agreement.

VIII. Term

The term of the project begins on the date of this document and concludes when the contract(s) has been awarded, the contractor(s) is in place, services required are being provided, and close-out functions are completed.

IX. Scope

Upon execution of this Project Agreement, the Project Team will publish an announcement in the Commerce Business Daily (CBD). The Project Agreement will be available electronically on the NLRB's Web Site at the following address:
www.nlr.gov/proc/it/ities.

Phase I (Steps 1 – 3) includes assessments of emerging technologies and market capability, and selection of those approaches considered capable of meeting the Project

Objectives. In Phase II (Steps 4 – 6), based upon the initial selection, the Project Team will develop and issue a Statement of Need (SON) with more details. The SON will be issued directly to those selected sources whose approaches and cost estimates are considered to be both economically viable and technically capable of meeting the Project Objectives and who are down-selected pursuant to the evaluation criteria set forth below in Section X. In Phase III (Step 7) the Project Team will issue sample tasks to be completed by those offerors still remaining. In addition, the Project Team may conduct oral discussions with these offerors in an effort to determine which offer constitutes the best value to the Government.

X. Ground Rules for the Acquisition/Selection Process

This acquisition will generally be conducted in accordance with the Concept of Operations (CONOPS) as described in the Department of Commerce Acquisition Process Case for Change, and the United States Patent and Trademark Offices' ReMap process, except as generally stated herein. The NLRB is seeking through this Project Agreement varied concepts and innovative approaches on how to accomplish the Project Objectives. Any specific acquisitions arising hereunder are to be set aside for Small Businesses in the transitional stage of the 8(a) Program, including the incumbent. FAR 19.804-3 – SBA Acceptance, states that the SBA may limit competition to 8(a) concerns in the transitional stage. The Standard Industrial Code (SIC) for this project is 7373.

The following steps will be used in the selection process:

Phase I.

Step 1. Publish Project Agreement

Availability of the Project Agreement on the NLRB's Web Site at www.nlr.gov/proc/it/ities will be announced in the CBD for a minimum of fifteen (15) days. This acquisition is conducted in accordance with the DOC/CONOPS, PTO ReMap, and the FAR, except for the agency deviations, which have been granted.

Step 2. Invite and Receive Vendor's Submissions

Offerors who wish to respond to the Government's needs as outlined in this Project Agreement will be requested to submit all documents as defined in Section XI (Summary). Offerors will also be requested to submit statutorily required Representations and Certifications for review by the Government.

Step 3. Review Vendor’s submissions, Identify Viable Approaches, and Conduct Initial Down-Selection

The Purpose of this initial down-selection is to determine a manageable number of vendors with the greatest opportunity for award. The criteria that will be utilized for down-selection are:

- (1) experience and past performance
- (2) capability in providing similar services
- (3) resources required to support a contract award
- (4) viability of the approach
- (5) overall cost.

The first four elements are of approximate equal weight and together are significantly more important than cost. However, in order to be down-selected, there must be a reasonable expectation that Project Objectives can be achieved within the budget forecast.

At this point offerors who rated unfavorably will be encouraged to voluntarily withdraw from the selection process. Offerors no longer considered for further evaluation will be promptly notified and debriefed on the results of the evaluation as requested pursuant to statutory requirements. However, the offerors receiving a debriefing will be unable to continue to the next step.

Offerors who fail to submit the requested information in the Project Agreement when first published (i.e. fail to submit capability statement) by the due date will not be considered for further evaluation. For purposes of this stage of the solicitation process, the following FAR clauses apply: **(See Attachment #8)**.

Phase II

Step 4. Issue SON

After the initial down-selection, the Project Team will issue a SON to those offerors who remain under consideration. The SON will provide more detailed requirements necessary to meet mission objectives and instructions for proposal submission.

Step 5. Receive Proposals Based on SON

Those offerors remaining under consideration will be given the opportunity to propose on the SON.

Step 6. Make “Best Value” Determination and Further Down-Selection

In evaluating proposals submitted under each SON, the Project Team will use a “best value” evaluation to determine which offer is most advantageous to the Government. The Project Team will select the solution that it determines offers the best value to the Government, to include price and other factors. In making this selection, the Project Team is more interested in obtaining superior technical capabilities and innovative approaches than in making an award at the lowest cost. The Project Team will also identify risks, benefits, and the likelihood of success associated with the winning proposal(s).

The Project Team may choose to make a further down-selection based upon the evaluation criteria described in the paragraph above. Offerors no longer considered for further evaluation will be promptly notified and debriefed on the results of the evaluation as requested pursuant to the statutory requirements. However, anyone receiving a debriefing will be unable to continue to the next step.

Phase III

Step 7. Final Down-Selection and Award Contract

If a further down-selection is made, those offerors remaining under consideration will be issued one (1) or more Sample Task(s). The Sample Task(s) will require a “real-time” turnaround such as twenty-four (24) hours. The Project Team will evaluate solution(s) to the Sample Task(s) based upon the offerors’ innovative techniques, resource utilization, and comprehension of the task(s) presented. In addition to their response to the Sample Task(s), the offerors will be asked to propose a model contract to the government and identify those key personnel that would be assigned to the contract if an award was made to their company. These offerors may also be invited to conduct oral discussions on their entire submission to date (i.e. initial submission, response to SON, Sample Task(s), model contract, key personnel, etc.). If oral discussions are necessary, they will be conducted in accordance with FAR 15.102.

XI. Summary

Offerors shall be responsible for accessing the web page (<http://www.nlr.gov/proc/it/ities>) for any changes to this Project Agreement. All changes shall be posted at this location.

The Project Agreement and all attachments were created either in Microsoft Word or Excel for Office '97.

In summary, offerors are required to submit the following in response to the Project Agreement (See Section XII for Format of Offerors Responses to Project Agreement):

- A. Capability Statement
- B. Past Performance References
- C. Certifications and Representations
- D. Brief Description of Approaches
- E. Cost Estimate

XII. Format of Offeror Responses to Project Agreement

A. Capability Statement

Capability Statement shall not exceed twenty (20) pages in total inclusive of all offeror attachments. A one (1) page executive summary shall not be considered part of the total twenty (20) page limit. The Capability Statement shall be comprised of the five (5) sections listed below, and shall apply to all companies proposed as part of any teaming arrangement. Extraneous material will not be considered for evaluation purposes:

1. Brief history of the Company
2. Experience in delivering similar services: This section shall demonstrate the offeror's experience and ability to provide skilled personnel and ability to manage requirements which are the same or similar to those addressed in the Project Objective section of this agreement.
3. Corporate Infrastructure and Resources
4. Financial Statements: The offeror shall provide financial statements year end 1998 and an interim financial statement for 1999 certified by independent auditors in accordance to generally accepted accounting principles and auditing standards.

B. Past Performance

The offeror shall clearly demonstrate to the NLRB that they have the resident corporate experience necessary to perform this work. The offeror shall also demonstrate successful performance of these specific work types for other contracts, currently or in the past, or similar size and scope. This shall be done by describing current and past work of a similar or identical nature in such a manner that an evaluation can be made of the performance history and the relevance of this experience to the requirements of the solicitation.

To this end, the Offeror shall list five current/previous support contracts of a similar nature to this proposed contract. It is incumbent upon the Offeror to provide information which is accurate and current as the NLRB will contact each reference to verify the

information received. The rebuttal information will be taken into consideration in evaluating the offeror. Additionally, the NLRB may choose to visit the site of any of the references, and may choose to review any materials associated with the contract.

Provide the information requested using the format specified below. Each contract reference shall be limited to two pages in length:

- (a) Contract No.:
- (b) Name and Address of Government Agency or Commercial Entity:
- (c) Point of Contact:
- (d) Contracting Officer:
- (e) Current Telephone Number:
- (f) Technical Representative:
- (g) Current Telephone Number:
- (h) Date Contract Awarded:
- (i) Period of Performance of the Contract (including extensions):
- (j) Place of Performance of the Contract (include and explain if contract is for nationwide coverage)
- (k) Quantity of Customers Supported Under Contract Terms:
- (l) Initial and Final Contract Value (if the two are substantially different an explanation of this fact shall be given):
- (m) Type of Contract
- (n) Outline how the contracted effort is similar or identical in nature to the NLRB's requirement, with a brief technical description sufficient to permit ready assessment of the described project's relevancy to the NLRB's requirement. It is not sufficient to just note that it is similar in magnitude and scope. Briefly outline your ability to meet schedules.
- (o) Specify whether or not you have had any contract or subcontracting efforts terminated for default and discuss any disputes that may have arisen under such contracts.
- (p) For each reference, provide a copy of three consecutive monthly reports submitted as a requirement for the specific referenced activity. If such a report was not a requirement of the contract, provide comparable reporting mechanism that was required by the contract. (This report will be in addition to the two (2) pages.)
- (q) For each reference, provide a copy of the third month, sixth month, and the twelfth month Quality Assurance Report submitted as a requirement for the specific referenced activity. If such a report was not a requirement of the contract, provide comparable reporting mechanism that was required by the contract, or have the customer submit a report as part of fulfilling this request. (This report will be in addition to the two (2) pages.)

C. Certifications and Representations

The Certifications and Representations provided at (<http://www.nlr.gov/proc/it/ities>) with this Project Agreement will be completed and submitted with the Capability Statement.

D. Brief Description of Approaches

The offeror shall provide a brief description of approaches capable of meeting the Project Objectives. The description must include, at a minimum, the skill sets of the personnel the offeror's company is proposing. The Project Team will be evaluating how well the offeror's information reflects an understanding of the requirement as described in the project objective. The Project Team will pay close attention to how well the offeror's approach considers the factors that will impact the success of the approach (e.g. various size offices, nation-wide locations, varying levels of customer competencies and expectations, and the technical environment). The description of the proposed approaches is limited to ten (10) pages.

E. Cost Estimating

The Project Team is seeking unique and innovative cost solutions associated with the vendors' technical approaches in meeting the Project Objectives. The Project Team prefers this contract to be a combination type contract with the operational support requirements being fulfilled through a Firm-fixed Pricing approach, and the optional requirements being fulfilled through the use of Indefinite Delivery, Indefinite Quantity (IDIQ) with proposed labor categories and rates. However, the Project Team will remain open to considering other contract types the offeror would like to propose. To this end the offerors shall demonstrate how their cost approach and recommended contract type will provide the best overall value to the Government. The offeror shall provide a cost estimate for the approach or solution to meet the Project Objectives along with the basis for the estimate. The Cost Estimate may not exceed three (3) pages.

The documents shall be submitted in paper form and on a 3.5", High Density diskette, formatted for IBM compatible microcomputers, in Microsoft Word from Office '97 Suite and formatted for 8 1/2" by 11," white, untextured paper, single-spaced. Margins shall be one (1) inch on all sides. Type for all documents submitted (including charts and graphs) shall be black, shall not exceed twelve (12) characters per linear inch or be smaller than twelve (12) point, and shall not exceed six (6) lines per vertical inch. All documents shall be received no later than 3:00 p.m., local time, June 11, 1999, in the National Labor Relations Board, Office of Contract and Procurement, Suite 6100, to the attention of Paula Roy. All documents shall be delivered as a single package. Offerors' responses should be addressed as follows:

National Labor Relations Board
1099 14th Street NW
Suite 6100
Attention: Paula Roy
Washington, DC 20570-0001

All packages submitted should be clearly marked and identified as follows: NLRB ITI & ES Services. For additional information, you may call Paula Roy, Chief, Contracts and Procurement Section, at (202) 273-4210.

XIII. Questions and Responses

Questions pertaining to the Project Agreement are requested to be submitted electronically to the following electronic mail address: (projectteam@nrlb.gov). All questions and answers will be published and made available on the NLRB's Web Site at <http://www.nrlb.gov/proc/it/ities>. The identity of the author of the question will not be published. Questions shall be presented no later than fifteen (15) days prior to the above listed response date. It is anticipated that answers will be published within seven (7) days of receipt.