



10th Annual Volk Field Small Business Conference

*Celebrating 10 years of opportunities for the
Small Business Community*
June 15 and 16, 2016 - Camp Douglas, WI

PREPARING A GOVERNMENT PROPOSAL

Presented by the

Wisconsin Procurement Institute

June 15, 2016



**Providing expert technical
assistance to
FEDERAL, STATE and LOCAL
GOVERNMENT
Contractors
And Subcontractors**

**A Procurement Technical
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Serving the Wisconsin Business
Community**

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Milwaukee, WI 53226

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Western Dairyland EOC, Inc.

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Fox Valley Technical College – DJ Bordini Center

5 Systems Drive – Appleton WI 54912

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Racine County Economic Development Corporation – Launch Box

141 Main Street, Suite 2, Racine, WI 53403

414-270-3600 FAX: 414-270-3610

Madison Enterprise Center

100 S. Baldwin St., Madison, WI 53703

608-444-0047 FAX: 414-270-3610

Food Enterprise & Economic Development (FEED)

1219 N. Sherman Ave., Madison, WI 53704

608-444-0047 FAX: 414-270-3610

Wausau Region Chamber of Commerce

200 Washington Street, Wausau, WI 54403

920-456-9990 FAX: 414-270-3610

www.wispro.org - info@wispro.org

CLICK HERE TO VIEW WPI'S CURRENT NEWSLETTER

UPCOMING EVENTS



JUNE 7 2016
GOVERNMENT CONTRACTING OPPORTUNITIES FOR SMALL BUSINESS
LOYAL, WISCONSIN »

JUNE 7 2016
ACQUISITION HOUR - BUSINESS DEVELOPMENT AND THE NEW ECONOMY CREATED BY AGING CRITICAL INFRASTRUCTURE

JUNE 15 2016
10TH ANNUAL VOLK FIELD SMALL BUSINESS CONFERENCE
CAMP DOUGLAS, WI »

JUNE 15 2016
GOVERNMENT GRANT OPPORTUNITIES
CAMP DOUGLAS, WI »

JULY 20 2016
DOING BUSINESS WITH THE NATIONAL PARK SERVICE
MUNISING, MI »

CURRENT OPPORTUNITIES (7)



GET STARTED WITH THE BASICS

Questions & answers on how to get started.

GET STARTED

SIGN-UP FOR OUR NEWSLETTER

Stay up-to-date with the latest WPI news.

SIGN UP

HAVE A QUESTION? WE'RE HERE TO HELP.

One of our staff of experts is available to answer your questions.

GET HELP

GET STARTED WITH THE BASICS

Questions & answers on how to get started.

[GET STARTED](#)

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SERVICES OFFERED BY WPI

- FREE Bid Matching Services
- Individual Counseling and Assistance
- Locating Local, State and Federal Opportunities
- Government Market Strategy Development
- Training in use of Government websites and tools
- Assistance with System for Award Management (SAM) Registration
- Assisting in Market Research Process
- Development of Market Profile
- Small Business Subcontracting Plans-Development, Outreach and Reporting
- Small Group Training
- Outreach and training with Local, State and Federal agencies
- Assist with Pre and Post Award Functions
- Assistance with Agency Specific Contracting Requirements
- Assistance with Contracting Regulations and Requirements, including FAR, DFAR, CFR
- Assistance with GSA Schedule Preparation and Administration
- Assistance with Local, State and Federal Certifications, including:
 - Service Disabled & Veteran Owned Small Business, HUBZone, Woman Owned Small Business, 8(a) Business Development Program
 - State
 - Local
 - DBE
- Bid Review and Submission Assistance
- Proposal and Assistance, Review and Submission Assistance
- Capabilities Statement and Related Government Marketing Material Development
- Assistance in Locating and Developing Teaming Partners and Subcontractors
- Updated Government Market Information

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What we will Cover Today

- Assumptions
- Establish a Team
- Review Solicitation Document
- What to Avoid
- What to Include
- What to Return
- Writing the Proposal
- Additional Tips





Assumptions

Solicitation has been reviewed and a GO decision has been made

- Meet any set-aside requirements
- Have expertise in the area of work
- Have resources available to complete the contract
- Have time to submit an excellent proposal
- Are able to make a profit
- Understand type of solicitation used, method of award, and type of contract to be awarded

Establish a Team



- One person should be in charge of coordinating all efforts of the response.
- How large of a team formed can depend on the size of your business. Team should include finance, human resources, leadership, and project management.
- Develop strategy, are you going for highly differentiated value added services or lowest priced bid?
- UNLESS you are responding to a complex proposal - you do not need to hire a consultant – you can do this.

Review Solicitation Document

- Team leader should read the entire package again, including all attachments. Make sure you understand it.
- Highlight the document. Mark it up. Use post-its.
- Pay close attention to any “between the lines” information.
- What is the government really looking for? Review essential requirements vs nice to have requirements
- Note due date - draft a time line for proposal submission
- Note submission requirements including page limitations

Review Solicitation Document

- Prepare questions for submission to the contracting officer and submit timely there is usually a cutoff time for questions.
- Avoid questions that can be answered through research or public information.
- Decide if various staff can be working on the proposal at the same time, i.e. technical proposal by experts, administrative staff assembling resumes of key personnel
- Follow the rules. The government forbids contact with the end user during the solicitation process.

What to Avoid

- Nonconformance with the instructions may result in an unfavorable proposal evaluation
- Do not simply rephrase or restate the Government's requirement, address how the Offeror intends to meet the requirement
- Elaborate brochures or documentation, binding, detailed art work, or other embellishments are generally unnecessary and are not desired

What to Include

- Proposal should provide sufficient information to demonstrate the offerors capability to satisfactorily perform the objectives and how their total offer will meet the Government's requirement.
- Proposal should be clear, concise, and include sufficient detail for effective evaluation and for substantiating the validity of the stated claims.
- Assume the Government has no prior knowledge or your abilities and experience even if you are the incumbent

What to Include



- Show your capabilities, don't just tell. Never overstate qualifications. Focus on firm's strengths.
- Provide specifics on proposed staffing, being very clear on who the responsible person is, identify other key members of the team, their area(s) of expertise and their anticipated roles.
- Include all data and information requested in the solicitation. Note it may be located in multiple areas.
- Demonstrate ability to meet all solicitation requirements including terms and conditions, representations and certifications, and technical requirements.

What to Include

- Narrative response to non-priced evaluation factors should be in the same order as outlined in solicitation.
- Complete any necessary fill-ins or new certifications and return with your proposal.
- Sign your proposal. First page of solicitation.
- Return any solicitation amendments, signed by the same official signing the proposal.
- Submit in media requested, with appropriate number of copies.
- Include Cover Letter. Table of Contents and tabs, if needed.

What to Return

- Proposal
- Solicitation document, document may indicate what pages to return
- Past Performance Information
- Additional common items to return include:
 - Descriptive literature
 - Resumes
 - Insurance Certificates
 - Licenses
 - Bonding



Cover Letter

- Note page limitations for cover letter. Also note if cover letter counts towards any other page limitations.
- Include name and address of company submitting proposal.
- Include name, address, e-mail address and telephone number of person with the actual power to legally bind the company
- Cover letter should persuade the government as to why the company should be awarded the contract.

Writing the Proposal

- Start with an outline based on information from the solicitation document.
- Include all technical evaluation factors. Organize proposal to match solicitation.
- Address how you will meet the requirement. Completely cover the who, what, where, how, and why.
- Include any required statements, sample reports, resumes, etc.
- Review solicitation again to make sure nothing has been overlooked.



Past Performance Information

- Review solicitation requirements. May need to provide detailed information or even send out questionnaires to your references. Provide only the number they ask for.
- Note any page limitations and number of copies
- Use the format outlined in the solicitation
- Relatively new companies with no prior past performance should be rated neutral having no positive or negative significance. However, try to provide something.
- Can generally use commercial past performance.

Contract Pricing

- Complete price schedule
- Check, **double check**, and then recheck pricing, extensions, and totals.
- How are you going to price option years?
- You must make a profit.
- Never low ball your proposal thinking you will make money on contract modifications.
- Factor in all costs to complete contract, including reporting requirements.

Contract Pricing

- Determine profit level to be used. Generally use same level for commercial customers with similar work.
- Factor in hidden contract requirements that increase your costs, i.e. insurance requirements, labor wage rates.
- Factor in requirements not standard to your industry that will cost you more to provide, i.e. employee background checks.
- Offer a fair price.

EVALUATION FACTORS

- Simple requirements may only have a couple of evaluation factors.
- Complex requirements may have evaluation factors and significant subfactors.
- Common evaluation factors used include:
 - Past performance
 - Compliance with solicitation requirements
 - Technical excellence
 - Management capability
 - Personnel qualifications
 - Prior experience
 - Price

EVALUATION FACTORS

- Review solicitation document to determine specific evaluation factors.
- Solicitation also should state whether all evaluation factors other than price, when combined, are significantly more important than cost or price, approximately equal to cost or price, or significantly less important than cost or price
- Evaluation will be based on information in the proposal.
- Note any requirements for oral presentations and make necessary preparations to participate once scheduled by the Government.



- Customize the proposal.
- If you are reusing a proposal make sure you change it as necessary.
- Demonstrate knowledge in the proposal by providing as much insight as possible into the issue, the industry, and the government
- Answer questions completely
- Provide details on pricing if requested
- Review Salient Characteristics – Product features the Government cannot live without
- If requested provide Descriptive Literature even if offering Brand Name item



Tips

- Note any requirements for specific type/sized font, margin requirements, and maximum number of pages
- Mark and label envelopes as instructed to. Generally price and technical proposals are submitted in separate volumes/envelopes.
- Note address to submit response to. May be different than what is on the first page.
- Submit timely – late offers are not accepted.
- Submit required samples as specified in the solicitation



- Attend any pre-proposal conference. Sign in last.
- Can submit alternative proposals
- Follow any instructions provided
- Look for amendments. On FBO “watch this opportunity” so you are notified of amendments.
- Never refer back to another page for a response. Rephrase the answer again.
- Contact WPI for assistance.



R--Off-site parking and valet services.

Solicitation Number: VA26215R1447
Agency: Department of Veterans Affairs
Office: Long Beach VANLO
Location: Department of Veterans Affairs

Notice Details

Packages

Interested Vendors List

Print Link

Note: There have been modifications to this notice. You are currently viewing the original synopsis. To view the most recent modification/amendment, [click here](#)

[Complete View](#)

Original Synopsis
Oct 23, 2015
10:23 am

Changed
Oct 28, 2015
5:29 pm
Solicitation

Changed
Oct 30, 2015
1:58 pm

Changed
Nov 02, 2015
4:25 pm

Changed
Nov 09, 2015
10:23 am

[Return To Opportunities List](#)

[Watch This Opportunity](#)

[Add Me To Interested Vendors](#)

Solicitation Number: VA26215R1447
Notice Type: Presolicitation

Synopsis:

Added: Oct 23, 2015 10:23 am

The Department of Veterans Affairs Network 22 Contracting Office intends to procure a commercial items services contract under FAR Part 12 the rental of the parking lot and valet services for the VA San Diego Healthcare System (VASDHS) 3350 La Jolla Village Drive, San Diego, CA 92161. The parking lot shall be within a ten (10) miles radius from the VASDHS.

The NAICS code is 812930 Parking Lots and Garages. This solicitation will be set aside for small businesses only. The contract shall be effective for a base year with the Government option to renew up to four (4) additional years. The solicitation will be available on/about October 28, 2015. For questions, email Monica Griffin, at monica.griffin@va.gov.

Please consult the list of [document viewers](#) if you cannot open a file.

ALL FILES

[Attachment](#)
Oct 23, 2015
[VA262-15-R-1447 VA26...](#)

[Solicitation 1](#)
Oct 28, 2015
[VA262-15-R-1447 VA26...](#)

[Amendment 1](#)
Oct 30, 2015
[VA262-15-R-1447 A000...](#)

[Amendment 2](#)
Nov 02, 2015
[VA262-15-R-1447 A000...](#)

[Amendment 3](#)
Nov 09, 2015
[VA262-15-R-1447 A000...](#)

GENERAL INFORMATION

Notice Type:
Presolicitation

Posted Date:
October 23, 2015

Response Date:
November 13, 2015

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30**

1. REQUISITION NO. PAGE 1 OF 71

2. CONTRACT NO. 3. AWARD/EFFECTIVE DATE 4. ORDER NO. 5. SOLICITATION NUMBER VA262-15-R-1447 6. SOLICITATION ISSUE DATE 10-28-2015

7. FOR SOLICITATION INFORMATION CALL: a. NAME Monica Griffin b. TELEPHONE NO. (No Collect Calls) 562-766-2232 8. OFFER DUE DATE/LOCAL TIME 11-13-2015 2:30 P.M. PST

9. ISSUED BY Department of Veterans Affairs Network Contracting Office 22 4811 Airport Plaza Drive Suite 600 Long Beach CA 90815 CODE 00262 10. THIS ACQUISITION IS SMALL BUSINESS HUBZONE SMALL BUSINESS SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS UNRESTRICTED OR SET ASIDE: 100 % FOR: WOMEN-OWNED SMALL BUSINESS (WOBS) ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM NAICS: 812930 EDWOBS SIZE STANDARD: \$38.5 Million S(A)

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED SEE SCHEDULE 12. DISCOUNT TERMS 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING N/A 14. METHOD OF SOLICITATION RFQ IFB RFP

15. DELIVER TO Department of Veterans Affairs San Diego Healthcare System 3350 La Jolla Village Drive San Diego CA 92161 CODE 16. ADMINISTERED BY Department of Veterans Affairs Network Contracting Office 22 4811 Airport Plaza Drive Suite 600 Long Beach CA 90815 CODE 00262

17a. CONTRACTOR/OFFEROR CODE FACILITY CODE 18a. PAYMENT WILL BE MADE BY Department of Veterans Affairs <http://www.tungsten-network.com> TELEPHONE NO. DUNS: DUNS+4: PHONE: FAX:

17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER 18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED SEE ADDENDUM

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	Off-site parking lot and valet services for VA San Diego Healthcare System(VASDHS).				

Evaluation Factors and Criteria

Offerors should address in detail their Technical Capabilities by describing their proposed approach to each factor. All factors will be considered based solely on the proposal provided, to the extent in which the proposal demonstrates a clear understanding of the requirements, and the contractor's ability to meet those requirements.

VA will evaluate Contractor proposals shall describe the following evaluation factors **are listed in descending order of importance.**

FACTOR I-TECHNICAL:

Contractor shall submit the following:

- i. Offerors shall provide a letter of intent with the real property owner that upon award, the offeror will have an executed lease within ten (10) miles of VASDHS.
- ii. Contractor shall specify the number of labor hours for parking attendants, valet service personnel and the supervisor.
- iii. Contractor shall submit his/her plan to accommodate and provide disabled parking spaces.
- iv. Offerors shall specify what safety and security measures will be taken to protect personal property.

FACTOR 2-PAST PERFORMANCE

Offerors are required to furnish the following information:

- i. Identify three (3) Federal, State or Local Government references for whom the offeror has provided parking lot and valet services as the same or similar that is described in this solicitation;
- ii. If three (3) or less than three (3) have not been contracted, submit commercial customers within the past three (3) years, making a total of three (3) references.
- iii. The Government reserves the right to obtain past performance information from any available source and may contact customers other than those identified by the offeror when evaluating past performance.

FACTOR 2-PAST PERFORMANCE

In accordance with FAR Part 15.305, offerors without relevant past performance or for whom information is not available will not be evaluated favorably or unfavorably on past performance. However, the proposal of an offeror with no relevant past performance may not represent the most advantageous proposal to the Government.

Company Name _____

Address _____

Contact Name _____

Contact Telephone _____

Contact Email _____

Service/Product Provided _____

Service Period _____

FACTOR 3-PRICE

- a. Offerors shall submit their Price using the Schedule of Services identifying the following:
 - i. Price for 750 parking spaces/750 cars for valet services
 - ii. Price for 1000 parking spaces/1000 cars for valet services
 - iii. Price for 1250 parking spaces/1250 cars for valet services
 - iv. Price for 1500 parking spaces/1500 cars for valet services.

FACTOR 3-PRICE

- b. Award will be made to the contractor that represents the best value to the Government. The Contracting Officer will check the price for compliance with the RFP requirements, and evaluate for reasonableness by comparing the proposed price with the Independent Government Cost Estimate (IGCE) and the prices received in response to the solicitation, as well as any other method it deems appropriate.
- c. Offeror's are not required to submit detailed pricing information with their initial offer. However, in order to adequately evaluate offers, it may be necessary for the Government to request a breakdown of the cost components that make-up the Offeror's proposed price.

Technical and past performance are more than price.

Proposal Outline

- Cover Page
- Table of Contents
- Cover Letter
- Technical Proposal
- Past Performance
- Price (depending on solicitation may need separate pricing section/volume)
- Solicitation Document
- Representations and Certifications

Cover Page

XYZ Company

Street Address

City, State, Zip Code

Date

Response to solicitation number VA262-15-R-1447, entitled Off-Site Parking Lot and Valet Services for VA San Diego Healthcare System (VASDHS)

Please contact John Doe, at john.doe@XYZCompany.com or 414-123-4567 regarding any questions on this proposal.

Table of Contents

Table of Contents

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Cover Letter

XYZ Company

Street Address

City, State, Zip Code

Date

Dear Contracting Officer (insert name):

XYZ Company is pleased to be able to offer the VA the enclosed proposal to meet your off site parking and valet service requirement. XYZ Company has ...

Cover Letter

- Use letterhead
- Include contact name, address, e-mail address and telephone number of person with the actual power to legally bind the company
- Cover letter should persuade the government as to why the company should be awarded the contract. Be concise, but use the letter to showcase your company.
- Generally signed by same person with the actual power to legally bind the company.

Technical Proposal – Factor 1.i.

Factor 1 – Technical

i. XYZ Company currently owns a parking lot within 5 miles of VASDHS. This lot has 2,000 parking spaces. The parking lot is conveniently located... Please see following letter of intent.

Technical Proposal – Factor 1.i.

XYZ Company

Street Address

City, State, Zip Code

Date

Dear Contracting Officer,

XYZ Company hereby commits that the contractor owned parking lot located at 123 Street, San Diego, CA, upon contract award, will be used exclusively for VASDHS vehicle parking as indicated in the contract. The parking lot is located 5 miles from VASDHS.

The lot was resurfaced and repainted early 2015. There are no potholes or loose gravel.

Technical Proposal – Factor 1.ii.

ii Labor Hour Breakdown

XYZ Company proposes to use the following staff to meet the VA's requirement

a. Parking attendants/greeters (9 full time employees) - 2 attendants x 365 days x 24 hours = 17,520 hours

b. Valet Service Personnel (66 full time employees) – 15 valets x 365 days x 24 hours = 131,400 hours

c. Supervisor (5 full time employees) - 1 supervisor x 365 days x 24 hours = 8,760 hours

XYZ Company will utilize 30 current full time employees, which includes 3 supervisors, and will hire ...

Technical Proposal – Factor 1.iii.

iii. Disabled Parking Spaces

XYZ Company parking lot located at 123 Street, San Diego, CA currently has fifty (50) handicapped marked parking spaces. Twenty five (25) will accommodate oversize vans with side entrances.

Technical Proposal – Factor 1.iv.

iv. Safety and Security Measures

XYZ Company parking lot has one entrance/exit located on 123 Street. The full time attendant is on site in a air conditioned guard house at the entrance to the lot. The entire lot is surrounded by an 8 foot fence and the 50,000 square foot lot has 50 light poles for safety. Cameras are located throughout the lot and are fed to the guard house.

Technical Proposal – Factor 1.v.

V. Additional Information

Please find enclosed map, highlighting XYZ Company parking lot located at 123 Street, San Diego, CA.

XYZ Company parking lot main entrance has a permanent canopy that can protect up to 40 people from the sun, wind, and rain. Please see picture below.

The parking lot is in conformance with federal, California, and San Diego codes and ordinances including We maintain the following insurance coverage:

Technical Proposal – Factor 1.v.

V. Additional Information

The parking lot attendant will keep a daily log of spaces used. This log will be uploaded to our computer and will be available to VASDHS. Each space within the lot is numbered to facilitate quick vehicle location.

In order to meet the less than ten (10) minute valet wait time, XYZ company will have 5 valet drivers in addition to the 1 greeter. During the peak times of 6:30 am to 5:00 pm, the number of valet drivers will increase to 8. XYZ company is ready to add additional valet drivers, if necessary. All employees have picture IDs.

(Add additional information on the parking lot or XYZ Company that is relevant. Proposal must be no more than 50 pages per page 4 of RFP.)

Past Performance Factor 2

XYZ Company provides the following three recent government contracts as past performance references:

(A) Company Name_____VA Medical Center_____

Address_____123 Center St_____
_____City, State, Zip_____

Contact Name_____John Doe_____

Contact Telephone_____920-123-4567_____

Contact Email_____john.doe@va.gov_____

Service/Product Provided_____Parking Valet Service – Contract # VA123-C-123_____

Service Period__Jan 1, 2015 – December 31, 2015, 2nd option year – 2 options remaining

Price Proposal

ITEM	DESCRIPTION	QTY	UNIT	EST MIN	EST MAX	UNIT PRICE	EST TOTAL
1	Parking Spaces*	12	MO	750	1500	\$	\$
	a. 750 spaces	12	MO	-----	-----	\$	\$
	b. 900 spaces	12	MO	-----	-----	\$	\$
	c. 1000 spaces	12	MO	-----	-----	\$	\$
	d. 1250 spaces	12	MO	-----	-----	\$	\$
	e. 1500 spaces	12	MO	-----	-----	\$	\$
2	Valet Services*	12	MO	750	1500	\$	\$
	a. 750 cars	12	MO	-----	-----	\$	\$
	b. 900 cars	12	MO	-----	-----	\$	\$

Solicitation Document

- Read the document, include entire document if required. If not required include pages you complete, in page order.

SF 1449, Page 3 – Amendments, Page 15 – Contractor point of contact

Representations and Certifications

In accordance with FAR 52.212-3 Offeror Representations and Certifications – Commercial Items XYZ company hereby certifies they have completed this requirement via SAM.

52.212-3 (b)(2)

The offeror has completed the annual representations and certifications electronically via the SAM website access through <http://www.acquisition.gov>. After reviewing the SAM database information, the offeror verifies by submission of this offer that the representations and certifications currently posted electronically at FAR 52.212-3, Offeror Representations and Certifications—Commercial Items, have been entered or updated in the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), as of the date of this offer and are incorporated in this offer by reference (see FAR 4.1201), except for paragraphs NONE

Final Dos and Don'ts

- Prior to submittal, do have someone else review the proposal.
- If you are unsure if your proposal was received do follow up with the contracting officer.
- Do not contact the contracting officer or program manager during the evaluation. They will contact you if they need any additional information. The Government can move very slowly – you need to have patience.
- Do request a debriefing. Even if you win the award request a debriefing. Follow the rules for requesting the debriefing.

Summary



Realize it may take several tries before you are awarded your first contract.

The key is pulling together a proposal package that clearly describes why your company is the best fit to perform the work and offers the best solution at a competitive price.

Resources

- FAR: <https://www.acquisition.gov/?q=browsefar>
- Air Force FAR: <http://farsite.hill.af.mil/>
- Acquisition.gov is: <https://www.acquisition.gov/>
- Federal Business Opportunities (FedBizOpps) website - <https://www.fbo.gov/>
- Wisconsin Procurement Institute
Phone: 414-270-3600
www.wispro.org



Upcoming WPI Events

- ***Acquisition Hour Live Webinar Series – Tuesdays and Wednesdays***
- ***Doing Business with the National Park Service – July 20, 2016 – Munising, MI***
- ***How to do Business with the Department of Veterans Affairs – August 3, 2016 – Iron Mountain, MI and August 4, 2016 – Green Bay, WI***
- ***Small Business Contracting Series – September 15, 2016, October 13, 2016, and December 15, 2016 – Milwaukee, WI***

For Assistance or Additional Information - Contact

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