



**REQUEST FOR PROPOSAL (RFP) 23-0303
PRIME CONTRACT NO. W911SR-15-2-0001
(COOPERATIVE AGREEMENT)**

Army Educational Outreach Program (AEOP) Strategic Plan and Audit

Prepared by:

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Submitted to:

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December 16, 2022

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AEOP Strategic Plan and Audit Request for Proposal (RFP)

Battelle Memorial Institute (Battelle) hereby requests your organization to submit a written proposal submission under Prime Contract No. W911SR-15-2-0001 (Cooperative Agreement) based on the following:

Type of Agreement: A Cost Reimbursement Subaward is anticipated.

Period of Performance. This Agreement will include a period no longer than twelve months from award date. Anticipated award date is 3/1/2023.

Evaluation Criteria and Award and Basis of Award

Best Value. The subaward(s) resulting from this RFP will be awarded to the responsible offeror(s) whose offer conforms to this solicitation and is most advantageous to Battelle and its client, cost or other factors considered. The following evaluation factors and sub-factors and respective weightings shall be used to determine the “best value” to Battelle and its client.

- (a) **Technical Evaluation (70%)**
 - (i) Approach
 - (ii) Credentials of Key Personnel and Organization
 - (iii) Demonstrated Ability
- (b) **Price Evaluation (30%)**

The subaward(s) resulting from this RFP will be awarded to the responsible offeror(s) whose offer conforms to this RFP and represents the best value to Battelle and its client.

Award. Any effort expended and any costs or expenses incurred by the Applicant because of this RFP shall be the sole responsibility of the Applicant. There is no obligation for Battelle to cover any Applicant costs incurred because of this RFP.

Cost/Price Submittal Requirements. The detailed information requested in Attachment A, Cost Proposal Instructions, shall be submitted as part of the Applicant’s proposal/quote. Please note that the Applicant’s cost proposal shall be subject to the applicable Federal Acquisition Regulation (FAR) principles related to cost or pricing data.

Terms and Conditions. The Terms and Conditions included herein shall apply to any subaward that is made because of this solicitation. Any exceptions or deviations taken to the terms and conditions must be noted in the proposal.

Government Subcontracts Terms and Conditions

Validity Date. The Applicant’s proposal must remain valid for 120 days from the date of submission of the proposal and must be so stated in Applicant’s proposal.

Certifications/Questionnaires. As part of the Applicant’s proposal and before any award may be made, the following certifications must be completed:

- Vendor Registration (with signed W9)
- Representations and Certifications (attached with proposal)

By submission of a proposal, the Applicant hereby certifies its compliance with the following clause:

Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions (FAR 52.203-11)

- a) Definitions. As used in this provision—"Lobbying contact" has the meaning provided at 2 U.S.C. 1602(8). The terms "agency," "influencing or attempting to influence," "officer or employee of an agency," "person," "reasonable compensation," and "regularly employed" are defined in the FAR clause of this solicitation entitled "Limitation on Payments to Influence Certain Federal Transactions" (52.203-12).
- b) Prohibition. The prohibition and exceptions contained in the FAR clause of this solicitation entitled "Limitation on Payments to Influence Certain Federal Transactions" (52.203-12) are hereby incorporated by reference in this provision.
- c) Certification. The Applicant, by signing its offer, hereby certifies to the best of its knowledge and belief that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on its behalf in connection with the awarding of this contract.
- d) Disclosure. If any registrants under the Lobbying Disclosure Act of 1995 have made a lobbying contact on behalf of the Applicant with respect to this contract, the Applicant shall complete and submit, with its offer, OMB Standard Form LLL, Disclosure of Lobbying Activities, to provide the name of the registrants. The Applicant need not report regularly employed officers or employees of the Applicant to whom payments of reasonable compensation were made.
- e) Penalty. Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by 31 U.S.C. 1352. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure required to be filed or amended by this provision, shall be subject to a civil penalty of not less than \$10,000, for each such failure.

(End of Provision)

If your organization is a small business, please visit Battelle's Office of Supplier Diversity (OSD) website at http://www.battelle.org/productscontracts/small_business/index.aspx for information about registering with Battelle. If you have specific questions regarding the registration process or doing business with Battelle, please contact the OSD at 614.424.4900.

Gratuities: By acknowledgement of response to this RFP, the Applicant hereby certifies that no gratuities were offered by the Applicant or solicited by any Battelle employee either directly or indirectly. Any situation where a gratuity is solicited should be reported immediately to the Office of General Counsel.

Timeline for Selection Process

RFP released	January 4, 2023
Final date to submit questions and requests for additional information to salmansk@battelle.org	January 17, 2023 by 5:00 pm EST
Posting of responses to questions	January 23, 2023
Proposals due	February 1, 2023 by 5:00 pm EST
Partner selected	March 6, 2023

Technical and/or Contractual Inquiries. Any technical and/or contractual inquiries relative to this RFP should be directed to Battelle through the cognizant Subcontracting Representative or Program Manager as follows. Please note that the Subcontracting Representative is the only individual authorized to legally commit Battelle to the expenditure of funds related to this RFP.

Subcontracting

Kristen Salmans
Phone: (614) 424-4827
Email: salmansk@battelle.org

Program Manager

Stephanie Johnson
Phone: 614-424-4841
Email: johnsonsa@battelle.org

Proposal Submission. The Applicant's proposal and supporting information must be submitted via email as one PDF to Kristin Salmans at salmansk@battelle.org and received no later than **5:00 pm EST on Wednesday, February 1, 2023**.

Your consideration regarding a response to this solicitation is appreciated.

Sincerely,

Kristin Salmans
Sr Subcontracts Representative
Battelle Memorial Institute

BACKGROUND

Purpose

The U.S. Army Educational Outreach Program (AEOP), through its COA with Battelle, seeks a consultant to support the AEOP Consortium in a strategic planning process to create a Strategic Plan and Audit. The Strategic Plan should be a shared vision and comprehensive roadmap to guide the administrative and programmatic direction of our work over the next 3-5 years. The Audit will provide an analysis of current AEOP programmatic offerings and recommendations to ensure they align with the Strategic Plan. The target is to have the Strategic Plan finalized by July 30, 2023 and the Audit completed by December 31, 2023.

Background

The United States Army has long recognized that a scientifically and technologically literate citizenry is our nation's best hope for a secure, rewarding, and successful future. For over 50 years, the Army has supported a wide range of educational opportunities in science, technology, engineering, and mathematics (STEM) for our youth, college and graduate students, and our valued teachers.

The need for STEM literacy—the ability to understand and apply concepts from STEM in order to solve our nation's most complex problems—is growing exponentially. The requirement for STEM literacy goes beyond the traditional STEM occupations of scientist, engineer, and mathematician. The Army also has a growing need for highly qualified, STEM-literate technicians and skilled workers in advanced manufacturing, logistics, management and other technology-driven fields. Success and sustainment for the Army's Science & Technology Enterprise heavily depends on the continuous development of innovative solutions that protect the greatest asset—our Soldier—and our nation, against current and emerging threats.

Through AEOP, the Army continues its long tradition and strong commitment to the advancement of STEM education and literacy. Leveraging its most valuable assets—world-class scientists and engineers and research facilities—AEOP offers our nation's youth and teachers a collaborative, cohesive portfolio of opportunities that effectively engage future workforce generations in meaningful, real-world STEM experiences, competitions, and paid internships.

From elementary school through graduate school, students of all proficiency levels, interests, socioeconomic backgrounds are encouraged to participate in real-world STEM experiences while also engaging with Army-sponsored mentors. Student programs within the AEOP portfolio include enrichment activities, including Gains in the Education of Mathematics and Science (GEMS), Camp Invention, and Unite; competitions, including eCYBERMISSION, Junior Solar Sprint (JSS), and the Junior Science and Humanities Symposium (JSBS); and apprenticeships and fellowships. Additionally, the portfolio includes Research Experiences for STEM Educators and Teachers (RESET). Full descriptions of each program can be found on the [AEOP website](#).

Through its programs, AEOP focuses on three primary goals:

1. **STEM Literate Citizenry** – Broaden, deepen, and diversify the pool of STEM talent in support of our defense industry base.
2. **STEM Savvy Educators** – Support and empower educators with unique Army research and technology resources.
3. **Sustainable Infrastructure** – Develop and implement a cohesive, coordinated, and sustainable STEM education outreach infrastructure across the Army.

Battelle is the lead organization for the AEOP Consortium, which includes representatives from academia, industry, non-profit organizations, and Government. Existing Consortium members are MetriKs Amerique, the National Science Teaching Association (NSTA), Education Development Center (EDC), Rochester Institute of Technology (RIT), the Technology Student Association (TSA), Tennessee Technological University (TTU), and Widmeyer Communications.

AEOP recently updated its vision and mission which the Strategic Plan should align to. The intent of the Audit is to determine if the Army's resources are distributed appropriately to achieve its' goals and

ensure the participants of the Consortium are maximizing their funding resources to meet said goals of the AEOP program. Additionally, the AEOP Strategic Plan should complement the [Department of Defense \(DoD\) STEM Strategic Plan](#) to demonstrate the breadth of STEM opportunities provided by the DoD.

Desired Qualifications from Applicants

- Extensive experience with organizational development, strategic planning, and group facilitation.
- Significant expertise in or commitment to racial equity, including working with diverse stakeholders, and a deep commitment to making meaningful change for underserved communities.
- Ability to lead a process with a clear vision and implementation plan, working independently as the designated lead on the work, while simultaneously staying in close communication with Battelle and the AEOP Consortium to ensure alignment.

STATEMENT OF WORK (SOW)

Major Tasks

To successfully design and conduct the Strategic Plan and Audit, the AEOP Consortium expects the partner to complete the tasks outlined below:

Task 1: Kick-off/Orientation Meeting

The partner will participate in a kick-off/orientation meeting at the onset of the project. The meeting will serve the following purposes: (a) review contract with Battelle and project management expectations; (b) orient the partner to AEOP Consortium partners; (c) review and discuss project plan; and (d) identify action items and next steps to support an effective launch. The partner will be responsible for generating a memo summarizing key decisions and action items.

Task 2: Research and Analysis

Conduct research to understand the current state of AEOP vision, mission, goals, administration and programmatic offerings. This should provide context for the Strategic Plan and Audit. This may include but is not limited to data collection and analysis, stakeholder interviews, and/or a landscape analysis.

Task 3: Stakeholder Engagement

Lead listening and input opportunities to clearly understand the needs, opportunities, and collective vision of stakeholders including Consortium members, partners, and participants.

Task 4: Develop Strategic Plan

The partner will develop the Strategic Plan through a comprehensive planning process that involves input from stakeholders. The Strategic Plan should provide AEOP with clear goals and objectives and action steps that lead to achieving organizational goals, including, where possible, a timeline.

Task 5: Present Draft and Final Strategic Plan

Once the strategic planning process is complete, the partner will present the draft strategic plan to the AEOP Consortium Management Committee (CMC). After review and comments, the draft will be revised for a final product to be recommended to the Army for approval on behalf of the CMC.

Task 6: Audit Analysis and Recommendations

Conduct analysis of AEOP programs and funding priorities to determine if/how they align to the priorities identified in the Strategic Plan, identify any gaps in programming, and identify growth opportunities. Based on the analysis, partner will provide recommendations for improvement and growth that align with the Strategic Plan.

Task 7: Present Draft and Final Audit and Recommendations

Once the Audit and recommendations are complete, the partner will present a draft to the AEOP CMC. After review and comments, the draft will be revised and final product to be recommended to the Army for approval on behalf of the CMC.

Task 8: Manage the Overall Project

The Strategic Planning and Audit partner will maintain quality control and timeliness throughout the life of the project. During all phases of the contract, the partner will inform Battelle of progress as well as obstacles or issues encountered, proposed solutions, and next steps. The Strategic Planning partner is also expected to plan and facilitate regular conference calls with Battelle and the Army.

Additional Tasks

- a. Host regular partner meetings.
- b. Participate in AEOP Consortium meetings.
- c. Collaborate with Marketing and Communications team to develop plan for sharing information with Consortium members and to introduce to external partners and stakeholders.

Deliverables

1. Draft Strategic Plan
2. Strategic Plan Research and Analysis Report
3. Final Strategic Plan
4. Strategic Plan Summary (1-pager)
5. Audit Analysis Report
6. Audit
7. Final presentation to AEOP Consortium

Period of Performance and Milestones

PARTNER SELECTED	March 6, 2023
KICK-OFF/ORIENTATION MEETING	Within 10 days of contract start date
SUBMISSION OF DRAFT STRATEGIC PLAN	Within 90 days of contract start date
SUBMISSION OF FINAL STRATEGIC PLAN	Within 180 days of contract start date
SUBMISSION OF AUDIT	Within 225 days of contract start date.

PROPOSAL CONTENT AND REQUIREMENTS

All proposals must be submitted via email to Kristen Salmans at salmansk@battelle.org by 5:00 pm EST on February 1, 2023. The Review Team appreciates clear, concise, complete, carefully written, and proofread proposals that meet all guidelines.

Page limits are noted below and defined as 8.5" x 11" pages (standard letter size); double-spaced; with one-inch margins; and using Arial, 11-point font. The narrative must address, in sequence, each section identified below. Number all pages and include the applicant's name in the header of each page. **All proposals must be submitted as a single PDF in the order described below:**

1. A **Cover Page** with the date, organization's name, mailing address, telephone number, website, and name, email address, and telephone number for the technical and contractual points of contact. (1 page)
2. Description of the organization's **General Approach** to strategic planning and audit consultation, including methodology, perspective, or philosophy that guides your work with organizations in this undertaking. (1 page)
3. A **Proposal Narrative** with a clear explanation of how the partner will address this specific project with descriptions of information gathering, analysis, stakeholder input, and of their management, technical, and the QA/QC approach. Include a list of project deliverables to be created with a detailed timeline for each deliverable. (5 pages)
4. **Credentials and qualifications** of key personnel who will take responsibility for working directly on this project. (2 pages)
5. **Example(s)** of two similar strategic plans and audits that your company has led including two references from similar projects. (2 pages)
6. **The Budget** should include totals for the following cost categories: Personnel, Travel, Equipment, Supplies, Contracts, and Other and Indirect costs. Specify cost-sharing or in-kind contributions (university in-kind support, school district support, leveraged funds from other state and national sources, etc.). Cost-share is not a requirement for proposal submission. The applicant is required to use the provided budget template in **Attachment A**. In addition to providing the budget worksheet, the applicant must include a budget summary for each of the cost categories. (No page limit)

EVALUATION CRITERIA

Proposals will be screened to ensure the applicant is eligible and the proposal is compliant with the RFP. A review panel consisting of members from the AEOP CMC will review applications. Reviewers will score the applications, basing their scoring decisions and funding recommendations on the evaluation criteria specified in this program announcement. The following criteria will be used to score proposals. Proposals must address all evaluation criteria.

1. Approach

Understanding of the work, including creativity and thoroughness shown in understanding the objectives of the SOW and specific tasks, and planned execution of the project. The methods planned to achieve each objective or task are discussed in detail.

2. Credentials of Key Personnel and Organization

Credentials of Key Personnel includes Qualifications of the Project Team, particularly the project manager who will be the lead person on this project, and their prior experience and demonstrated ability to perform the scope of work.

3. Demonstrated Ability

Proposed timeline to complete the work and demonstrated ability to meet proposed timeline and budgets. Demonstrated prior experience doing this type of project and examples of past related work completed by the firm are included in this.

4. Project Budget/Narrative

Documentation is provided to demonstrate how the budget will be apportioned and prioritized. The staffing pattern clearly links responsibilities/levels of efforts to project tasks. Any collaborative effort (including subcontracts) with other organizations is clearly identified. The budget includes justifications and explanations for the amount requested, and the estimated costs are reasonable considering the anticipated results.

ATTACHMENT A: COST PROPOSAL INSTRUCTIONS/REQUIREMENTS

Costing inputs should be provided in sufficient detail for Battelle and its client to complete a cost/price analysis to determine fair and reasonableness as per the prime contract requirements and applicable U.S. Government ("Government") regulations and statutes. Your summary sheets shall use a template identical or similar to the attached. Please note that Applicant's cost proposal shall be subject to the applicable FAR principles relating to cost and/or pricing data.

Additional instructions for the following basic elements of costs are applicable:

1. **Direct Labor:** Provide the following:

Hourly rates: Base hourly rates, overhead, and fees are to be separately identified.

If your proposed rates exceed more than one fiscal year and the labor rates will change, then please provide a time-phased breakdown of labor rates and any escalation factors (refer to 7).

- List of the individuals or labor categories being proposed
 - Number of hours per labor individual or labor category
 - Total number of labor dollars proposed per individual/labor category
 - Qualifications: Provide a description of the qualifications (i.e., degree(s) and years of related experience) that includes the individual's degree and years of related experience for all individuals or labor categories proposed.
2. **Materials, Equipment, Other Direct Cost:** Provide a consolidated price summary broken down by individual material quantities, description, etc. For travel, specifically breakout costs for each trip separately showing scheduled date, departure city, destination, number of people, duration, and number of trips.
 3. If the Offeror's material costs being proposed exceed \$3,500, please also provide a basis for pricing (vendor quotes, invoice prices, etc.) for any item exceeds \$3,500. Also provide any quotations received. Such quotations shall contain the item description, unit price, unit of measure, quantity and total price. Also, provide a description of Applicant's purchasing system or methods—for example, how sources are selected, under what circumstances when quotes are obtained, what provisions are made to ensure quantity and other discounts, and how quotations are determined fair and reasonable. State whether the Applicant's purchasing system has been approved by the Government and, if so, provide evidence of such approval.
 4. **Indirect Rates and Cost:** Applicant's indirect rates and costs shall be shown separately with the associated direct elements of costs.
 5. **Estimating Methodology:** For proposals that exceed \$150,000 please provide a summary description of the proposed standard estimating system or methods. The summary description shall cover separately each major cost element (Direct Material, Engineering Labor, Indirect Costs, Other Direct Costs, Overhead, G&A, etc.) and should also address any escalation factor utilized in your estimating methodology. Also, provide the standard estimating month (i.e., 152 hours equals 1 equivalent person month). Identify any deviation from the standard estimating procedures in preparing this proposal volume.
 6. **Profit/Fee Percentage:** Profit/Fee is not permitted under this agreement.
 7. **Escalation Factor:** If an escalation factor is used, please state the percentage escalation used and the basis of the factor, such as Data Research Index (DRI), etc.
 8. **Contractor-Acquired Property, Government-Furnished Property, and Government Property:** List all Contractor-Acquired Property, Government-Furnished Property, and Government Property, as defined in FAR 45, to be provided to/acquired by Applicant.

9. **Standard Estimating System:** Provide a description of Applicant's standard estimating system or methods of estimating. Cover separately each major cost element and identify any deviations from Applicant's standard estimating systems.
10. **Basis of Estimate (BOE):** For proposals that exceed \$150,000 please provide written BOE for the labor estimating rationale and methodology, and labor category and hours proposed. In addition, provide direct labor classification statement to include minimum qualifications (education, training, experience, etc.) for each category of labor proposed. Do not reflect any dollar amounts or labor rates in the BOE. The direct labor hours proposed in the BOE shall align with hour's bid described above.

COST/PRICING SUPPORT DOCUMENTATION

In addition to the Pricing Summary, please provide the following information:

1. Labor Qualifications

DIRECT LABOR CATEGORY/INDIVIDUAL	QUALIFICATIONS (DEGREE(S) AND YEARS OF RELATED EXPERIENCE)	BURDENED HOURLY RATE	FEE	FULLY BURDENED RATE

2. Direct Labor (This form is not needed if a Cost Reimbursement type contract is being proposed. Refer to the forms on the following page).

LABOR CATEGORY	HOURLY RATE	NUMBER OF HOURS	TOTAL

3. Material* and ODC (Other Direct Cost/Supplies)

ITEM	UNIT PRICE	LOT SIZE	QUANTITY	TOTAL PRICE

*Please identify any Government-furnished equipment/property included in your proposal.

4. Travel

POINT OF DEPARTURE	DESTINATION	NUMBER OF TRAVELERS	NUMBER OF DAYS	NUMBER OF TRIPS	TOTAL AMOUNT PROPOSED