



# Department of the Army

## Mentor-Protégé Program Policies & Procedures Guide

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## **Department of the Army Mentor-Protégé Program**

### **I. INTRODUCTION**

The Army Mentor-Protégé Program provides incentives for Army contractors to assist eligible protégés in enhancing their capabilities to satisfy Army and other contract requirements, in order to increase the overall participation of eligible protégés in Army acquisitions. “Eligible protégés” is defined as small and disadvantaged businesses (SDB), organizations that hire the severely handicapped, women-owned small businesses (WOSB), service-disabled veteran-owned small businesses (SDVOSB), small businesses located in historically underutilized business zones (HUBZone SB), Indian-Owned small businesses and Native Hawaiian organization-owned small businesses. The Army objective is to help foster the relationship between the mentor and the protégé to increase the industrial supplier base and enable the transition of eligible protégés from subcontractors to prime contractors. An additional intent is to increase subcontract opportunities under the Mentor’s contracts, Department of Defense (DoD) contracts, other government agency contracts, and commercial contracts, and to promote the establishment of long-term business relationships between eligible protégés, the Mentor and other contractors.

The Army’s mission is to fight and win our Nation’s wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders. We do this by organizing, equipping, and training forces for the conduct of prompt and sustained combat operations on land. Our goal for the Mentor-Protégé Program is to engage industries to shape and expand the industrial base to support the Army’s mission. We are seeking mentor-protégé agreements that will assist protégés in enhancing their capabilities to provide value-added support to the Army as it transforms itself into a force capable of dominating at every point on the spectrum of operations.

Mentors receive compensation for their costs associated with mentor-protégé agreements in the form of credit or direct reimbursement. A credit agreement allows a mentor to receive credit toward subcontracting goals for costs incurred. A reimbursable agreement provides monetary reimbursement for the cost of developmental assistance incurred by the mentor firm and provided to a protégé firm in accordance with the approved agreement.

Contractors are advised that only contracting officers are legally authorized to commit the Government and to obligate funds. Performance under these mentor-protégé agreements and reimbursement cannot begin until the effective date of the contract modification or contract award.

### **II. BEING A MENTOR**

**Eligibility Requirements.** In order for a company to qualify as a mentor it must be currently performing under an approved, active subcontracting plan negotiated with DoD pursuant to FAR 19.702 and currently eligible for the award of federal contracts.

**Commitment to Small Business.** The mentor must have a commitment to small business. The mentor shall have a corporate policy to promote, develop, and implement subcontracting opportunities with all small businesses and Historically Black Colleges and Universities and Minority Institutions (HBCU/MI). The mentor shall have data from current and previous years documenting the mentor’s commitment to small businesses. The mentor shall demonstrate previous participation in conferences and seminars, training provided to suppliers, and established subcontracting goals.

**Commitment to the Protégé.** The mentor must be fully committed to a long-term relationship and obligation to its protégé(s). It is not uncommon for mentors, in the mentor-protégé agreement, to commit to assisting and mentoring their protégé(s) far beyond the initial (funding) period. It is important to remember that the Mentor-Protégé Program *is not about exclusively benefiting the mentor*. Therefore, the mentor must faithfully execute the program with the greatest care and nurturing possible for every aspect of the developmental assistance provided to the protégé. The ultimate goal is observance of commitment through demonstrated meaningful actions throughout the life of the program that truly results in a “real” long-term business relationship between the mentor and the protégé. In addition, the protégé should complete the program with enhanced core capabilities, increased business volume and have the potential for future growth outside the relationship with the mentor (e.g., acquire new contracts or subcontracts, including any potential commercial opportunities).

**Mentor-Protégé Program Manager.** The Mentor-Protégé Program Manager is the single point of contact with the Government customer. The Program Manager is responsible to ensure that the mentor-protégé effort is conducted within the scope of the contract, within cost and on schedule. The Program Manager is the focal point for all activities involving the protégé(s), HBCU/MI and as such, *must* have access to upper echelon management within the corporate structure and be able to draw upon the full range of corporate resources.

### **III. BEING A PROTEGE**

**Eligibility Requirements.** To be eligible to participate, the protégé must be one of the following:

- ❑ SBA certified Small Disadvantaged Business (SDB)
- ❑ Self-certified Small Disadvantaged Business (SDB)
- ❑ Qualified 8(a) Small Business
- ❑ Qualified organization employing the severely disabled
- ❑ Women-Owned Small Business
- ❑ Indian-Owned Small Business
- ❑ Native Hawaiian Organization-Owned Small Business
- ❑ Qualified HUB zone Small Business
- ❑ Service-Disabled Veteran-Owned Small Business

The protégé must be eligible for the award of Federal contracts; and be a small business according to the Small Business Administration (SBA) size standard for the NAICS code that represents the contemplated supplies or services to be provided by the protégé firm to the mentor firm. If applicable, proof must be provided by the Protégé to validate their SDB self-certification as part of the mentor-protégé proposal. Information shall consist of ; (i) copy of Online Representations and Certifications Application (ORCA), (ii) evidence of the firm's ownership by one or more individuals claiming disadvantage status and the disadvantage status of each individual, and (iii) amount of the firm's total sales or receipts for the prior three (3) years. (Note: Protégés cannot self-certify as an 8(a) or HUB Zone Small Business). The SBA must certify a qualified 8(a) or HUB Zone SB. If the SBA certification expires prior to the end of the agreement period, the agreement and contract modification may still be written to include the entire agreement period with conditions stating incremental funding is subject to the protégé's re-certification as a SDB.)

**Active Mentor-Protégé Agreements.** A protégé firm may have only one active mentor-protégé agreement under the DoD Mentor-Protégé Program.

**Commitment to Mentor-Protégé Program.** The protégé must also have a strong commitment to the program. This is a unique opportunity for the protégé to gain immeasurably toward the future success of the company. The protégé is required to pledge top-level commitment of time and resources to the program. A firm must commit their resources to expand their capabilities and market base. Additionally, those firms must be willing to commit the necessary labor resources to accept the technological advances and training provided through the program.

#### **IV. BENEFITS OF THE PROGRAM**

**Benefits to the Mentor.** There are a variety of benefits to the mentor through participation in the Mentor-Protégé Program. The following are but a few of these benefits:

**Long-term relationship with a trusted business partner or associate.** Perhaps the most significant benefit for the mentor is the establishment of a long-term relationship with a partner who is intimately aware of the mentor's business practices and requirements, and has been groomed to specifically meet those needs. The mentor is assured that the protégé meets all requirements for quality, performance, schedule, and pricing. Both companies know and trust each other, and are committed to ensuring the continued profitability of the relationship.

**A qualified SDB source at more competitive prices.** The protégé's improved business practices, implemented through the Mentor-Protégé Program, assure the mentor receives quality products and services at a best value price. Additionally, the mentor's ability to award subcontracts directly to the protégé eliminates the need for costly competitive bid processes.

**Meet SDB goals.** The mentor gains a trusted, qualified, small business partner to help achieve subcontracting goals required on all federal contracts with values at or greater than \$550,000 (\$1,000,000 for construction). Additionally, non-reimbursable mentoring expenses

under “credit-only” agreements are eligible for application against the SDB goals at factors as high as 4:1, depending upon the type of assistance given. See DFARS, Appendix I.

**Source of qualified employees from the HBCU/MI.** HBCU/MI student internship and summer hire programs (allowable program expenses) not only expose the students to the workplace, but also identify outstanding candidates for employment after graduation. This creates an effective opportunity to groom prospective employees who are highly proficient and well trained upon entering the workforce.

**Benefits to the Protégé.** As with the mentor, there are many benefits to be derived by the protégé. The protégé gains invaluable developmental assistance through the Mentor-Protégé Program. The following are but a few of the major areas in which the protégé can gain experience.

**Technology Transfer.** The primary thrust of the Army Mentor-Protégé Program is the transfer of state-of-the-art technology to the protégé. This allows the protégé firm to either create or expand, a market niche, and become a preferred supplier to the mentor and other leaders within their industry segment.

**Long-term relationship with a trusted business partner or associate.** As with the mentor, the protégé gains the establishment of a long-term relationship with a partner who is intimately aware of the company’s products, business practices, and specific requirements. The protégé is assured that its products and services meet all mentor requirements for quality, schedule, and pricing. Again, both companies know and trust each other, and are committed to ensuring the continued profitability of the team.

**Enhanced competitiveness.** In order to take full advantage of the state-of-the-art technology being transferred, and to increase the protégé’s competitive advantages, the mentor often recommends and implements improved general business practices and processes including organizational, financial, and personnel management. These lead to lower overhead and operating costs, and increased profitability. The bottom line is a more competitive posture for the protégé.

**Marketing, business development, and overall business planning.** The Army recognizes the importance of marketing, however; under current DoD policies, the protégé’s travel expenses related to marketing and business development activities are not eligible for reimbursement. The protégé firm should plan on funding those activities as usual. Although no longer a major thrust area for the Army Mentor-Protégé Program, marketing and business development activities by the mentor on behalf of the protégé may represent a significant portion of the value gained through participation in the program. Increasing the business base and revenues of the protégé creates a more stable operating position, and allows the protégé to more fully exploit the technological and competitive advantages resulting from the mentoring. Additionally, the protégé gains meaningful insights into the direction and future trends of its business segment by having a mentor who is often an industry leader. The protégé is then able to plan with the mentor, rather than simply react to a continuously changing environment.

**Engineering and technical matters.** The protégé gains valuable knowledge of the technical management skills necessary to fully exploit the state-of-the-art technology, just as they gained improved knowledge of general business infrastructure practices. Project and production management, inventory control, and quality assurance further augment the competitive advantages gained, and enable the protégé to truly become a preferred supplier to not only the mentor, but to other prime contractors as well.

**Subcontracting opportunities.** One of the primary objectives of the program is to increase the capabilities of the SDB supplier base for the Army and DoD. As noted above, the Army Mentor-Protégé Program is not intended for merely business development activities, but is a technology enhancement process with the goal of making small businesses more able to meet industry requirements for quality, schedule, and price. The most successful mentor-protégé agreements are those with protégés that have an existing business base not those involving start-up. The program enables the protégé to become more competitive through technological advancements and improved business practices, making them attractive, preferred suppliers within their industry segment. A key factor in judging the success of any Army mentor-protégé agreement is the value of the subcontracts awarded by the mentor and other prime contractors to the protégé. By becoming a preferred supplier and trusted business associate to the mentor, the protégé significantly increases their subcontracting opportunities. Additionally, the implementing legislation allows the mentor to make direct subcontract awards to the protégé without engaging in a competitive bid process; however, the mentor must still validate fair and reasonable pricing by the protégé. In accepting and implementing the mentoring recommendations, the protégé is committing to a possible loss of revenue during the time that key personnel are engaged in training and process improvement activities. Protégé personnel costs are not reimbursable; however, direct subcontract awards from the mentor during the training period can significantly offset the protégé's investment in personnel and lost revenue, and lead to a strengthening of the relationship between the two companies.

**Source of qualified employees from the HBCU/MI.** As with the mentor, HBCU/MI student internship and summer hire programs placing students in the protégé firm not only expose the students to the workplace, but also identify outstanding candidates for employment after graduation. This creates an opportunity to groom prospective employees who are highly proficient and well trained upon entering the workforce. Often, the expenses for these student interns are covered under a subcontract from the mentor to the participating school, therefore not an incurred expense for the protégé.

## **V. INCLUSION OF HBCU/MI**

**Background.** Section 1207 of Public Law 99-661 requires that 5% of DoD contracting and subcontracting dollars be expended with SDB and HBCU/MI. In addition, it provides for setting aside research acquisitions for HBCU/MI. As an incentive to increase the participation of HBCU/MI in DoD subcontracting, the Mentor-Protégé Program provides that the mentor may subcontract with HBCU/MI, as well as certain government-sponsored groups (Small Business Development Centers and Procurement Technical Assistance Centers), to provide additional assistance with transfer of technical capabilities to the protégés. The mentor can be reimbursed

for this expense or may receive credit toward its subcontracting plan(s) by an amount equal to four times the value of the assistance provided.

**Army Requirement.** The Army Mentor-Protégé Program seeks mentors that have an active, long-term involvement of HBCUs/MI with a minimum subcontracting goal of 5%. Additional consideration will be given to proposals that demonstrate the mentor significantly exceeding the HBCU/MI 5% subcontracting goal. The objective to include HBCU/MI in the Mentor-Protégé Program is to assist these important sources of higher education to develop up-to-date and relevant curricula and prepare students for greater participation in the American economic mainstream. In addition, the objective should encompass maximum utilization of the faculty, student interns, school facilities and business related subcontract opportunities related to the technology transfer between the mentor and protégé. It is about educating and preparing future generations of historically disadvantaged Americans. HBCU/MI can be a valuable resource to the mentor in providing assistance to the protégé.

**Participation in Mentor-Protégé Program.** There are many ways for HBCUs/MI to participate in a mentor-protégé agreement. For example, the mentor awards a subcontract to an HBCU/MI for the teaching staff to work with the mentor developing a curriculum to teach a technology that the protégé does not possess. The HBCU/MI provides training for the protégé's key technical personnel in that technology. If the mentor directly teaches the protégé, there is a one-time benefit. If the mentor teaches the teacher, the benefit for others can occur over and over. (Note: HBCUs/MI can provide other services such as; ISO 9000, CMMI, Lean Six Sigma, Financial Management etc.)

**Benefits of Program to HBCU/MI.** Colleges and universities depend, in great measure, on grants and endowments to cover costs. HBCUs/MI typically do not share equitably in grants for research, nor do they have endowments comparable to those of other universities. An obvious benefit of participation in the Mentor-Protégé Program for HBCU/MI is that needed funding becomes available for the development of specialized and relevant curricula. Less obvious is that developing such specialties leads to increased grants and endowments. An upward cycle is begun wherein improved funding begets specialized programs, which attracts talented students and professors, which attract grants and endowments. Successfully achieving a business partnership through subcontract opportunities with the mentor and protégé beyond the mentor-protégé relationship can help HBCU/MI overcome funding shortages, which should be a long-term goal of the mentor-protégé parties.

## **VI. REIMBURSEMENT OF COSTS**

In order to provide an incentive for potential mentors to enter into Mentor-Protégé relationships, the legislation provides for mentors to be reimbursed for the costs of providing developmental assistance to protégés in the areas of engineering and technical matters, other forms of assistance designed to develop the capabilities of the protégé, and limited general business management. A mentor may be reimbursed for the following costs:

**Direct costs.** The costs of providing developmental assistance with the mentor's personnel; assistance provided through HBCU\MI, Small Business Development Centers (SBDC) and Procurement Technical Assistance Centers (PTAC). Third party costs are not allowed.

**Incidental costs.** These costs may include supplies and materials, reproduction, travel and per diem expenses.

**DoD Incidental Costs Policy.** The DoD allows incidental protégé costs not specifically addressed in the legislation, which are otherwise considered allowable, allocable and reasonable. Incidental costs *may* be reimbursed up to **10%** of the total developmental assistance, primarily in the areas of travel and subsistence, and incidental supplies and materials. ***The Mentor-Protégé Program does not provide for reimbursement of protégé labor.***

## **VII. CREDIT**

Unless participating in the Comprehensive Subcontracting Plan Test Program, all large government prime contractors are required to file a subcontracting plan for each contract over \$550,000 (\$1,000,000 for construction) or modification thereto which spells out projected levels of subcontracting. The prime contractor's performance on the contract is then evaluated in terms of how well the contractor achieves its projected levels of subcontracting. Prime contractors often have trouble achieving acceptable levels of SDB subcontracting. Therefore, the other incentive available to mentors is that the costs of un-reimbursed developmental assistance to the protégé may be credited toward achievement of the mentor's SDB subcontracting goals. The real incentive here is that credit is not "dollar-for-dollar." A mentor can receive credit equal to: four (4) times the cost of assistance provided through HBCU/MI, PTAC, and SBDC; three (3) times the cost of assistance provided by the mentor's employees, and; two (2) times the cost of other assistance provided by the mentor. The mentor also receives dollar-for-dollar credit for any subcontracts awarded to the protégé.

## **VIII. OVERVIEW OF MENTOR-PROTÉGÉ AGREEMENTS**

The period of performance for each mentor-protégé agreement shall be one year from date of award with up to two additional one-year options. Offerors shall provide proposed costs for the basic year and each option year. The dollar amount of individual awards may vary, however agreements are expected to be no more than \$500,000 over the life of the agreement. Agreements that afford mentoring in a high technology manufacturing industry may be funded above the \$500,000 range, subject to appropriate approvals.

The Army intends to approve agreements that have a strong technical component or focus on the innovative transfer of state-of-the-art technology that support the warfighter. Proposals must demonstrate that a comprehensive protégé needs assessment has been performed prior to submittal. The needs assessment should focus on a technical component, or a specific technology to be transferred (e.g. SEI/CMM certifications, ISO 9000 certifications, Green building technology, manufacturing processes, environmental remediation technologies,

biometric technology, advanced protective or detection devices) and the mentor's ability/commitment to provide for these needs. ***Proposals consisting primarily of business infrastructure and management assistance will not be considered for approval as reimbursement agreements.*** Those will only be considered for approval as "credit-only" agreements.

Mentor-protégé agreements are formalized contractually by award of a separate contract for the developmental assistance. A new contract will be issued for the sole purpose of establishing a mentor-protégé agreement provided that an endorsement letter is obtained as outlined in the Army's proposal instructions. The Army Director, Office of Small Business Programs (OSBP) is the approval authority for all new agreements; however, the mentor identifies one of their existing Army contracts and conducts discussions with the Program Manager to gain sponsorship prior to submitting a proposal. Once a proposal is approved for a new agreement, a separate contract award will be made by the Space and Missile Defense Command (SMDC), at Redstone Arsenal, Huntsville, Alabama.

Agreements cannot exceed three years from the date of the contract award that creates the legally binding agreement. Agreements cannot exceed the protégé's SDB certification period. If a protégé's certification expires prior to the end of the agreement period, the mentor may submit the cost proposal for the entire period; however, the contracting officer must include a condition in the contract stating that any cost extension of the agreement or annual incremental funding is subject to receipt of the protégé's documentation to support their SDB self certification. Based upon processing and approval cycles required, soft dates such as "month 1 (M1), month 2 (M2), etc." should be utilized in milestones and "number of months after contract award" should be utilized throughout the agreement as appropriate.

## **IX. Proposal Contents**

The offeror shall complete the Table of Contents template and follow the requirements listed below when submitting proposals:

1. Submit an original and three (3) copies. Each complete proposal copy must be packaged in a single 3-ring binder.
2. Submit entire proposal on one (1) CD.
3. Proposal format shall be—
  - single-sided 8 ½" X 11" pages
  - 12-pitch font
  - text must be left justified (refrain from using 2 column page layout)
  - one (1) inch margins
4. Page limitations are exclusive of tables of contents, and indexes. Appendixes and attachments are inclusive of page counts.
5. Refrain from including photographs or foldouts unless it relates to the technology transfer and offers information or illustrations that are critical to understanding the proposal.

## **Section One: Executive Volume**

1. Executive Summary shall be 1 page maximum. Briefly identify the mentor, protégé, and the HBCU/MI to participate in the agreement, as well as the purpose of the agreement (specifically the type of developmental assistance and technology transfer to be provided).
2. Mentor Application shall be 5 pages maximum. If the mentor has not been approved previously, download and complete the template from the Army Mentor-Protégé website <http://www.sellingtoarmy.info/>. If a company is an approved DoD mentor, include a copy of the DoD approval letter. Page limitations are exclusive of copies of SF 295s.
3. Mentor and Protégé Present and Past Performance Information shall be 2 pages maximum. Identify all past, and active mentor-protégé agreements, and proposed agreements under consideration and identify with what agency. Include information on any formal or informal mentor-protégé experience.
4. Evidence of Protégé's SDB Certification from SBA or self-certification with supporting documentation. See paragraph III above.
5. Endorsement Letter. The proposal must be endorsed by an Army program office or technical advisor that is knowledgeable in the technical transfer area of the proposal. For example, if the agreement is related to the Army Future Combat Systems and the developmental assistance provided to the protégé includes subcontracting to the protégé under contracts that supports FCS, then the program office for FCS must endorse the agreement.

The endorsement letter, on Agency letterhead, will provide:

- contact information for the endorsing activity representative and,
- a statement that the developmental assistance proposed is sound and is of benefit to the Army in terms of expanding the industrial base with qualified small disadvantaged business concerns that can support the program referenced by the mentor

## **Section Two: Technical Volume**

1. Mentor-Protégé Agreement shall be 20 pages maximum. Download template from the Army Mentor-Protégé website <http://www.sellingtoarmy.info/>.

***TIPS: (Numbers below refer to paragraph numbers on the Mentor-Protégé Agreement Template).***

#1 Period of Performance: Do not include hard dates. Anticipated start date should say “upon contract award”. Anticipated completion date should be stated as the total number of months after contract award.

#4 The mentor's information shall include a brief description and background with current number of employees and gross revenues.

#7 Potential subcontracts must be identified and quantifiable. Include types of contracts, description of service or supply, agency/command, and estimated dollar value of each potential award.

#10 Detailed Protégé baseline information shall include: Gross revenue for the most recent fiscal year and current fiscal year to date, current staff size in full time equivalent, list current contracts by contract value and contract client, identify IDIQ contracts/GSA Schedules in contract value and dollar amounts awarded. Facilities information: For Protégé's in the Services Sector provide number of offices and locations (include on-site government offices); For Protégé's in the Manufacturing Sector provide locations and size of shop space.

#12 Explain the proposed relationship between the Mentor and Protégé, and a summary of the Protégé's unique capabilities. Outline the roles of Historically Black Colleges and Universities and/or Minority Institutions in providing mentoring assistance to the protégé.

#13 Be as specific as possible in relating the value and relevancy to the war fighter. (Refrain from generic statements).

#14 Milestones are evaluated as the Program Plan and must include a detailed schedule (Gantt chart in Microsoft Project), program goals and expected posture at the end of the program. Offerors should describe program expectations for all concerned parties. All milestone dates in the Gantt chart should be expressed as "month 1 (M1), month 2 (M2), etc." rather than using specific calendar dates.

#25 Provide a statement from both the mentor and protégé firms.

#26 Signatures must be by CEO/President/Vice President or other individual who is authorized to bind the firm contractually. This applies to both the mentor and protégé.

2. Technical Plan shall be 8 pages maximum. The technical plan must address the following:

-The needs assessment conducted on the protégé. Statements that a complete needs assessment will be completed after approval of the agreement is not sufficient. The needs assessment must be conducted prior to submitting a proposal; otherwise the true relevancy of the developmental/technical assistance to both the protégé and the Army cannot adequately be evaluated. Include a copy of the needs assessment that was already performed.

-Identify a strong technical component or specific technology and its application that will be transferred to the protégé through the agreement.

-Describe in specific terms how the technology will be transferred, i.e. On-the-job training for protégé employees and interns, classroom training, HBCU/MI, PTAC, SBDC, etc.

-Provide a specific description of the expected protégé posture at completion of the agreement.

-Describe in detail how the technological and infrastructure improvements will impact protégé competitiveness.

-Identify how active long-term involvement of HBCUs/MIs will be accomplished. Describe use of school capabilities, facilities, faculty and interns. Describe courses/training and assistance to be provided by the HBCU/MI and explain if course development is tailored to the protégé and school needs and incorporated into the school curriculum.

3. Management Plan shall be 5 pages maximum. The management plan will identify the team organization, key personnel qualifications, methods to resolve problems, adherence to reporting requirements and expected program outcomes to include protégé end state. The page limit is inclusive of organization charts, metrics charts, etc.

### **Section Three: Cost Volume**

Mentors costs must be submitted utilizing the template provided at [www.sellingtoarmy.info](http://www.sellingtoarmy.info). Reference Defense Federal Acquisition Regulation Supplement (DFARS), Appendix 1, entitled Policy and Procedures for the DoD Pilot Mentor-Protégé Program. Developmental assistance costs eligible for reimbursement include the mentor's labor costs and subcontracts to Small Business Development Centers, Procurement Technical Assistance Centers, and Historically Black Colleges and Universities and Minority Institutions in providing assistance to the protégé. Incidental costs are limited to 10% of the total developmental assistance cost. The 10% incidental costs must be otherwise allowable, allocable and reasonable. Incidental costs may include: supplies, postage, reproduction, protégé travel and per diem expenses. Travel expenses must be broken out by trip with justification for both the mentor and protégé firm. Travel expenses must be related to training and not marketing.

The cost volume shall be prepared using Microsoft Excel software (see *proposal cost template*). The labor categories and task descriptions shown in the template are examples. The actual categories and task descriptions are dependent on the contractor's approach. **In addition**, this volume shall contain supporting documents for all costs proposed and clearly identify any incidental costs.

The HBCU/MIs, PTACs, and SBDCs are considered subcontractors and a proposal with cost breakdown from these sources is required for any proposed costs. HBCU/MI costs must be broken-out for direct labor, supplies, travel for faculty, interns, and use of facilities at the college or university. PTAC and SBDC costs must be broken down in a similar fashion. ***Please note: A PTAC or SBDC may not be substituted for inclusion of an HBCU/MI unless approved in advance by the Mentor Protégé Program Manager. Mentor's must include a copy of the developmental/technical assistance plan and cost proposal from the HBCU/MI, PTAC or SBDC they have chosen to participate in their Mentor-Protégé Agreement.***

If any forward pricing agreements are being used, the offeror should state so in their proposal and must identify the cognizant DCAA office. The Army *will not* pay any profit or fee

applied to the cost proposal and contractors are advised to utilize the template as written and ensure that the tasks listed in the milestones clearly carry over to the cost volume with labor and other allowable costs identified.

**NOTE: Proposals submitted must be realistic and must strictly adhere to the proposal preparation instructions provided on the Army OSBP website at [www.sellintoarmy.info](http://www.sellintoarmy.info). The Army MP Office will review proposals upon receipt and will inform the offeror officially of any proposal deficiencies. Examples of proposal deficiencies are; no detailed break-out of cost data for mentor and subcontractors, no back-up data to support detailed costs, no linkage of proposed costs to technical tasks, missing documents, (e.g. endorsement letters, needs assessments) etc. Failure to correct the deficiencies within a timely manner will preclude the proposal from receiving consideration for contract award. Only one review will be conducted to identify proposal deficiencies.**

## **X. BASIS FOR AWARD**

Proposals received will be evaluated against the following evaluation factors listed below in descending order of importance.

- a. Subcontracting and Prime Contractor Opportunities.
- b. Technical Approach For Developmental Assistance.
- c. Historically Black Colleges and Universities and Minority Institutions (HBCUs/MIs) Involvement.
- d. Relevance to Army/DoD programs.
- e. Corporate Capability and Commitment.
- f. Management Plan
- g. Past and Present Performance

## **XI. EVALUATION FACTOR CRITERIA**

Mentor-protégé proposals shall be evaluated against the following criteria:

### **Subcontracting and Prime Contractor Opportunities**

Subcontracts from the mentor are a key factor in determining the successful outcome of any mentor-protégé relationship. The mentor shall describe the projects they intend to award to the protégé, with particular emphasis on how that project relates to the type of technology being transferred. The mentor shall also identify and propose contract vehicles to transfer technology through prime contract awards. Information provided shall consist of, types of contracts, contract number if known, a description of the service or supply to be provided by protégé, agency/command, and estimated dollar value of each potential award.

### **Technical Approach for Developmental Assistance**

The mentor shall describe in detail their approach to mentor the protégé. At a minimum, the following technology transfer and infrastructure improvements shall be addressed; (i) Are protégé personnel to be placed with the mentor's organization to work alongside their mentor counterparts, (ii) Will the mentoring be only on-the-job training, or will formal classroom training also be included, (iii) What professional certifications will the protégé firm gain, (iv) What provisions has the mentor made to offset the protégé's potential loss of productivity and revenue while key personnel are in training, and (v) What business infrastructure improvements and production or management controls will be required to allow the protégé to fully exploit the new technology and realize an enhanced competitive advantage?

### **HBCU/MI Involvement**

The mentor shall describe how HBCU/MI's will be used in support of the agreement. Specifically, the HBCU/MI involvement in terms of (i) development of curricula, (ii) classroom instruction, (iii) availability of laboratories, (iv) employment of HBCU/MI students to provide protégé development support, (v) HBCU/MI faculty involvement in technical training, (vi) new technology implementation efforts, (vii) data collection and interpretation services, and (viii) writing of technical papers for publication. The discussion should also include the types of tasks typically assigned to student personnel. , i.e., data collection, literature research, drafting, on-the-job training, and other assigned tasks. And finally, how will the mentor coordinate with the HBCU/MI to develop curriculum in support of the mentor-protégé agreement.

### **Relevance To Army And DoD Programs**

The war-fighter is intended to be the underlying benefactor of technically enhanced products and services. The mentor shall discuss how their technology transfer approach relates to the overall MP Program objectives and provide supporting evidence as required.

### **Corporate Commitment**

The mentor shall address their corporate commitment to provide assistance to the Protégé. At a minimum, the discussion should focus on; (i) the usage of corporate training policies, resources and staff, (ii) the mentor's capabilities to conduct training, (iii) training philosophy, (iv) scope of training, (v) qualifications of trainers and their availability,(vi) availability of classrooms/laboratories, (vii) usage of training materials/lesson plans,(viii) approach to "hands on" training and (ix) follow up training (reinforcement) activities.

## **Management Plan**

The mentor shall discuss their planned management approach to accomplish mentor-protégé goals. At a minimum, the discussion should focus on (i) the mentor's/ protégé's organizational structure, (ii) roles and responsibilities of key personnel, (iii) level's of management oversight, (iv) problem resolution plan, (v) performance metrics and, (vi) adherence to reporting requirements.

## **Past and Present Performance**

The mentor shall discuss any prior experience (preceding 3 years) for same or similar mentor training in the technology area proposed and identify any or all past, and active mentor-protégé agreements, and proposed agreements under consideration, (include name of Agency, POC name and phone number).

Lack of prior or present experience will not result in a favorable or unfavorable rating.

## **XII. PROGRAM MANAGEMENT REVIEW**

Program Management Reviews (PMRs) will be conducted to assess the progress and continued viability of each agreement. PMRs will be held at an Army, mentor's or protégé's site. Topics covered during the PMRs may include: value of mentor awards, value of other awards, determining an objective performance measurement, expanded relationship, enhancement of the protégé's competitiveness, HBCU/MI involvement, and the technology transferred/training provided. By developing the review around these criteria, the participants will touch on all aspects necessary for a productive review. PMR specifics will be provided following contract award. In addition, DoD tasked the Defense Contract Management Agency (DCMA) to conduct annual performance reviews of all DoD mentors and protégés active during any part of the previous fiscal year. These reviews include agreements that were completed or terminated during that fiscal year along with agreements where DCMA does not have administrative cognizance. The Army will make every effort to include DCMA in the scheduled face-to-face program reviews so that participants are not subject to multiple reviews by various agencies.

## **XIII. PROGRAM REPORTING**

There are several reporting requirements associated with the mentor-protégé program. These reporting requirements will be formally addressed in the Mentor-Protégé contract agreements.

Effective 1 October 2008, Mentor/Proteges are required to report to Army, DoD and the DCMA utilizing the new DoD Mentor-Protégé Program Semi-annual Report. The semi-annual

report should be submitted to the Army Mentor-Protégé Program Manager, the DCMA Mentor-Protégé Program Manager, the SMDC contracting officer and the DoD Office of Small Business Programs. A requirement also exists for the annual submission of a “DoD Protégé Post Agreement Report”, for two (2) years after expiration/completion of the agreement. Instructions and formats are available at the Army OSBP website <http://www.sellingtoarmy.info/>.

*Note: Please refer to the FY 2009 proposal instructions for proposal due dates and additional guidance.*

### **XIII. OTHER**

Agreements that have not been approved by the Government may be returned to mentor upon request. Mentor will be responsible for all shipping costs.

The Government reserves the right to approve and fund proposals without discussions, but reserves the right to negotiate the terms of each agreement as necessary before contract award.