AIR COMBAT COMMAND

Acquisition Management & Integration Center

Pre-Award Playbook

(Version 2.3)

8 May 2023

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Document Change Log

This table lists *significant* changes found in this Playbook.

Table 1: PRE-AWARD PLAYBOOK CHANGE LOG				
CHANGE #	CHAPTER – PARA/PAGE #	SUBJECT NAME	CHANGE DESCRIPTION	DATE
2.0	All	All	Revised Format from individual SharePoint files to one Document	17 Aug 22
2.1	Phase III para 3.10/Page 98	COR Nomination	Added examples for QAPC and CO Led training	1 Nov 22
2.2	Sec 2.1/Page 30	Requirements Definition	Revised	11 Apr 23
2.2	Sec 2.1.1/Pages 30-31	Requesting a Facilitator and Conducting a Requirements Definition Event	Added instructions for "Requesting a Facilitator and Conducting a Requirements Definition Event"	11 Apr 23
2.2	Sec 2.2/Pages 32-33	Conduct Risk Analysis	Revised	11 Apr 23
2.2	Sec 2.3.1/Page 35	PWS; SOW; SOO; Appendices; CDRL	Added "Functional Division PWS, SOW, or SOO Review (Including DSS Security Review" paragraph	11 Apr 23
2.3	Throughout		Redirected Template and Sample links to new AMIC SharePoint Page.	8 May 23
2.3	Sec 2.9.3 & 2.9.4	Acp Plan and ASP Brief	Revised ASP info regarding use of MRAA for Acq Planning and KC delegation of ASP waivers	8 May 23

NOTE: If you have a suggestion regarding this document please email ACC AMIC/PK Review at accamicpkreview@us.af.mil Subject: Pre-Award Playbook

Foreword from the Director, Mr. Timothy Applegate

Maintaining a culture of continuous improvement is a responsibility I take seriously. In order to do that an organization must have a thorough understanding of its mission, vision, core values and the processes that deliver products and services to the organization's customers. Emphasis is on the processes we design and deploy that convert mission essential requirements into services that meet and/or exceed our mission partner expectations. Therefore, effective process management is key to our continued success.

This playbook is our baseline to continuously improve our post-award program management function. By mapping our core integrated program management processes and associated work flows we can measure what matters and begin to streamline our business processes by eliminating waste within them.

I'm counting on our multi-functional teams to use this playbook to provide consistency in how we execute program management activities and to train our new employees on how certain processes work and how certain tasks are executed. What this playbook must not replace is the formal and informal training that already takes place. This playbook supplements those training activities and is another tool for your toolbox. Continue doing great things in a never-ending quest of achieving our vision of being the joint warfighters acquisition solution of choice.

Foreword – Deputy Directors Contracting and Program Management, from Ms. Della Shelton and Mr. Steven Lahr

This integrated program management playbook embraces our mission, vision and core values. Integrated acquisitions include all disciplines deployed in the execution of our programs (i.e. contracting, quality, finance/budget and other subject matter experts). It illustrates how we go about our work and in doing so, allows us to get every teammate on the same page, build best practices, foster a culture of continuous improvement, and help new teammates ramp up. The primary audience is our multi-functional team, but we have made this document available to share with prospective team members, mission partners, and our community at large.

The playbook is formatted and constructed using the guidelines below:

- Balance prescription with latitude. Where it makes sense to standardize a process and approach we will do so. But, when it doesn't make sense we will allow the freedom and flexibility to use a different approach. Process variance is okay!

- If we find significant and warranted disagreement with the playbook we will resolve it in with a MFT approach and publish a revision. This places the accountability and ownership for the content and development of the playbook with the people who execute the work.

- Be concise. The playbook should include key objectives, fundamental principles and summary processes. We shall reference and use secondary documents for the details.

- Continuous Process Improvement. The multi-functional teammates should act on discovery. Meaning, if we see a problem or find an opportunity, we own it and get it resolved or enlist someone who can. We use our playbook to drive this change.

- Pursue Excellence. Our playbook is a living document and is updated regularly.

It's our hope that this playbook will raise the bar for integrated acquisitions, continuously be improved, and be part of one of many organizational aspects that make us great. This largely depends on you as a member of the acquisition multi-functional team and how well you embrace the intent of this playbook.

Administration and Overview

Introduction. This playbook is the result of a long strategic improvement initiative that engaged the talents of numerous cross-functional personnel. This playbook increases transparency and accountability while providing a true performance baseline. Integrated multi-functional teams will use this playbook and associated process maps to include the material and information flows needed to manage a requirement from requirements development through contract award.

Process Structure & Governance

Process Owner. The Deputy Director of Contracting is the process owner unless (specified to another function in this playbook), as well as the owner of this playbook. In this role the Deputy PK is responsible for the overall health of the pre-award functions and contract award processes.

Process Manager. AMIC PKS Division Chief is the process manager. His responsibilities include creating new process elements on request of the process owner, maintaining a process element according to set standards, and within set parameters, keeping the process owner informed of environmental factors that may have an impact on the process, and never changing a process element without the process owner's explicit approval.

Process Performer. Process performers are the people who actually accept the inputs, process the transaction and ensure that the output is correct. They also ensure that other actions such as process status and performance information have been identified and passed on to the appropriate individuals in the value chain.

Process Custodian. The PKS procurement analysts are the process custodians for this playbook and will perform specific process administration duties. This includes document control to ensure documents referenced by the playbook such as external instructions, forms, and templates are current.

1.0   Purpose & Scope

. The purpose of this Playbook is to document the processes associated with executing a contract, beginning with planning the project through requirements development and ending with contract award. The pre-award process is broken into three (3) phases in this playbook, which align to the DPC 7-step Services Acquisition Process. Steps 1-6 are included in this playbook and Step 7 is in the post-award playbook:

1. **PHASE I** – **Plan Project** = <u>DPC Step 1</u> – Form the Team

2. **PHASE II** – **Define Requirement & Develop Acquisition Strategy** = <u>DPC Step 2</u> – Review Current Strategy; <u>Step 3</u> – Market Research; <u>Step 4</u> – Requirements Definition; and <u>Step 5</u> – Acquisition Strategy

3. **PHASE III** – **Execute Strategy** = <u>DPC Step 6</u> – Execute Strategy

2.0   Samples and Templates. This playbook provides hyperlinks to actual samples in Phases II & III. Those samples may contain Source Selection Sensitive Information (SSI) – ***Please DO NOT DISSEMINATE SAMPLES***; please see FAR 2.101 & 3.104 for further instructions on how to handle SSI to prevent inadvertent release.

3.0   Change Management – Playbook. This playbook is a formal document. But it's also a living document. Processes and workflows change frequently. This change can be driven by policy changes, resource limitations, as well as changes in operational and financial environments. It's also a natural expectation that the more this book gets used the more detail will be added to the many processes within. Therefore, users are encouraged to identify needed changes and to provide possible solutions so this playbook continues to meet its purpose and objectives. To capture these changes a formal change management procedure has been included in this playbook. (see page 7). To keep the change process as quick as possible, *only the Deputy Director for Contracting is required to sign this playbook after major revisions.*

4.0   How to Use This Playbook. The playbook for pre-award is broken into three phases as stated in para 1.4 above. Additionally under Phases II & III, there are processes for each of the different types of acquisition methodologies most commonly used in AMIC. These are: FAR Part 12/13, Simplified and Commercial Acquisitions; FAR Part 15, Contracting by Negotiation; and FAR Part 16, Streamlined Acquisitions.   In Phase I, the program manager or requirement owner begin by planning the project and building multi-functional team (MFT). (See the post-award playbook for more information on building the MFT).

Note: The MFT is comprised of the following contract acquisition members:
- Contracting Officer (CO)
- Contract Manager (CM)
- Functional Subject Matter Experts (Functional SMEs)
- Mission Partners (MP)
- Program Manager (PM)
- Quality Manager (QM)
- Requirement Owner (RO)

- Contracting Officer Representative (COR)
- Small Business Professional (SBP)

Admin Note - Web links and Hyperlinks in PDF:

In order to use web links and hyperlinks in this document, please right click on the hyperlink and select "copy link location" then open your browser and paste the link into your browser. This will take you directly to the website or hyperlink described.

PHASE I - Plan Project

1.0   Business Case Analysis

PRIMARY PROCESS OWNER: AMIC/DRA

Decision makers and planners rely on solid, fact-based analysis to build the understanding and confidence they need to take action. They need credible forecasts, but they also need trustworthy proof they are choosing the best course of action. Enter, the Business Case Analysis (BCA), a subset of Economic Analysis, which is a consolidated analysis meant to successfully produce:

> • *Results* – The BCA asks "What happens if we take this or that action?" and answers in terms of costs, benefits, and risks

> • *Proof* – Supporting reasoning and evidence make the case for choosing one action over another; the BCA proves in compelling terms why the chosen action is the better business decision, while also providing a recommended implementation strategy for the chosen action

When is this accomplished?

A BCA can be utilized any time a business decision needs to be made; some examples include (but are not limited to):

•   Prior to starting an acquisition – sometimes, there are several different ways a requirement can be fulfilled, and a BCA can help determine the best way in which to do this. For example, a requirement can either be sourced in-house with Government personnel, out-sourced with contractor personnel, or can be a combination of both. A BCA is the most thorough means of making this decision.

•   If a piece of a currently contracted requirement is in question – say there are positions currently on your contract that may potentially be of greater support to the requirement owner if they were on a different contract vehicle; a BCA can help determine whether this is really true and what the best decision for those positions is (it could mean staying on your contract – the BCA will provide supporting data to prove the ultimate results)

How is this accomplished?

Here is a high-level list of the most important steps in performing a BCA; a more detailed description can be found in the Template folder, under "AMIC BCA Guide" and "BCA Things to Consider":

- Identify Key Stakeholders
- Establish a Problem Statement (describes the environment being analyzed)
- Determine Root Cause of Problem
- Outline Assumptions
- Outline the "As-Is" and "To-Be" states

- Build Courses of Action (COAs)/Alternatives
  - Assumptions related to each COA
  - Cost/Benefit analysis of each COA
  - Pros/Cons of each COA
  - Risks associated with each COA
- Determine Recommended Alternative & Implementation Strategy
- Determine Review and Approval Process

Who accomplishes the BCA?

Those best prepared to build the case are those who:

- Know the details of day-to-day operations of the requirement
- Understand the drivers for employee and group performance
- Have a successful track record managing projects and programs

As a result, case-building responsibility today will likely lean heavily on Program Managers, with support from other key players, such as Requirement Owners, Contracting, Resource Managers, Portfolio Managers, and other functional area experts. A representative from DRA can assist in facilitating this process, but the true analysis cannot be performed without the essential personnel listed above.

There are many tools and techniques available when performing a BCA; to learn more about these problem solving tools, please see the Air Force Financial Management Center of Excellence course materials at: AF FM-COE SharePoint

> **IMPORTANT:** This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 65-501; AFMAN 65-506; AMIC Business Analysis Guide
TEMPLATES & SAMPLES:
1.0 Business Case Templates and Samples

1.1. Checklist Requirement Initiative Template

PRIMARY PROCESS OWNER: AMIC/PM or Mission Partner Requirement Owner (RO)

TEMPLATES & SAMPLES:
1.1 Checklist Requirement Initiative Templates and Samples

1.2. Form the Team

PRIMARY PROCESS OWNER: AMIC/PM or RO

The Program Manager (PM), as designated by the Decision Authority or designee, is the lead agent responsible for bringing together the appropriate cross functional individuals for the multifunctional team (MFT). The team members should understand the requirement, understand how the requirement relates to the mission, and be able to put an executable strategy together in support of the mission.

The PM should consider the following individuals when forming the team:

- Customer/Requirement Owner
- Contracting Officer
- Contracting Specialist
- Quality Assurance Specialist
- Cost and Price Analyst
- Procurement Analyst
- Small Business Professional
- Finance/Budget Officer
- Legal Advisor
- DRA Advisor (mandatory $500M+)
- Any other functional representatives who have a vested interest in the requirement (for example, logistics, engineering, communications, etc ...)

TASK: Send MFT request email (see template link below)

The MFT request goes to the appropriate division chief or equivalent. It identifies the new requirement, and requests each division chief to identify personnel who will serve as members of the MFT. Negative replies requested.

IMPORTANT: Collecting lessons learned (L2) is a critical component of our process improvement efforts. Make written observations of issues that can be avoided, and/or solutions that can be replicated. They should be validated and converted into future lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:

DAU Guidebook, Chapter 10 https://www.dau.edu/tools/dag; AFI 63-138; DoDI 5000.74; AFPEO/CM MFT Resources Guide: https://usaf.dps.mil/sites/SAFAQ/projects/services/mft/mft.aspx; Tips for Managing Multiple Projects; Tips for Handling Team Member Turnover
TEMPLATES & SAMPLES:
1.2 Form Team Templates and Samples

1.3. Preliminary Planning

PRIMARY PROCESS OWNER: AMIC/PM or RO

During the preliminary planning phase, the Program Manager (PM) or Functional Services Manager (FSM) should lead the Multi-functional Team (MFT) to establish a baseline and analyze the current service strategies; identify problem areas and projected mission changes; and work with the requirement owner to define the key performance requirements for the contract. The amount of work to be done at this stage will be based on the amount of information available, the complexity of the contract and the availability of funding. Preliminary planning should include initial market research to assess current technology and business practices, competition and small business opportunities, existing and potential new sources providing the service, and to determine if commercial buying practices can be adapted.

In addition to working with the requirement owner, this preliminary planning phase will normally include interviews and collaboration with the stakeholders and key customers to capture their concerns, priorities, and projected requirements which will impact how the acquisition is developed.

For new requirements, the MFT should utilize the "Preliminary Project Questionnaire - New AMIC Contract" found in the Templates folder.

For continuing requirements (those with an existing contract), the MFT should review/understand the current contract terms and conditions (if any) and ensure the most current regulatory and statutory requirements are applied to the new contract. The MFT should utilize the "Preliminary Project Questionnaire - Continuing AMIC Contract" found in the Templates folder.

IMPORTANT: Collecting lessons learned (L2) is a critical component of our process improvement efforts. When issues that should be avoided, or solutions that should be replicated, occur, those observations should be validated and converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoDI 5000.74; MFT Resources Guide: https://cs2.eis.af.mil/sites/10263/projects/Services/MFT/MFT.aspx; DAU Guidebook, Chapter 10, *Acquisition of Services* and Chapter 6, *Information Technology & Business Systems*: https://www.dau.edu/tools/dag
TEMPLATES &b SAMPLES:
1.3 Preliminary Planning Templates and Samples

1.4. Request for COR Memo

PRIMARY PROCESS OWNER: AMIC/DRQ

When a Contracting Officer determines that a requirement is complex enough to warrant a Contracting Officer's Representative, they must officially request that support from an agency. The type of contract (A, B, or C, as defined in DODI 5000.72) will determine the type of request submitted to the nominating agency. The nominating agency will reply with a COR Nomination Memorandum, identifying a candidate, their qualifications and experience as required by contract type.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoDI 5000.72; MP5346.103; AFFARS 5346
TEMPLATES & SAMPLES:
1.4 COR Nomination Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Submit memo to supporting agency well before award: - For Recompetes – as soon as the decision is made to do a recompete   - For Task Orders – as soon as the decision is made to cut a TO off an existing IDIQ   - For New Requirements – send as a deliverable out of the Requirements Definition meeting

1.5. Plan the Project

PRIMARY PROCESS OWNER: AMIC/PM

The AMIC Project Plan acts as the Program Manager's "how-to" for implementing, examining, and controlling project processes, and is required for all acquisitions >$100M. An abbreviated version is required for those <$100M (see 0.6 "Simplified Project Plan"). The Project Plan is the initial document that, upon signature, starts the "clock" for acquisition milestone schedule implementation.

An effective Project Plan will cover every task required to ensure a successful acquisition and must be tailored to each individual team. The Project Plan is developed and agreed upon by the multi-functional team (MFT), and is a living document that can/should be updated throughout the acquisition life-cycle –

if key team members change (i.e., PM, CO/CM, RO), a best practice is to review the Project Plan with new member(s) and ensure their understanding of MFT roles & responsibilities as well as how the team communicates. In addition, capture any changes that need to be made based on input from the new member(s) and update the plan as required. This has proven to be useful in mitigating the risk of confusion and in providing issue resolution at the lowest level possible.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Program Management Body of Knowledge (PMBOK) Guide
SUBTASKS
1. Stakeholder Register 2. Roles & Responsibilities 3. Deliverables Matrix 4. Communication Plan 5. Milestone Schedule 6. Project Risk Register

1.5.1. Stakeholder Register

A stakeholder register is a project management document which contains the information about the project's stakeholders. It identifies the people, groups, and organizations that have any interest or involvement in your project; this includes (but is not limited to) examples such as MFT members, Division Chiefs, AMIC leadership, RO leadership, etc. You can find their names, titles, roles, interests, power, requirements, expectations, and type of influence, etc. in this register.

You should create the stakeholder register during the planning stage of the project and continue to update throughout the life of the project; this will assist you and your MFT in developing approaches to involve project stakeholders based on their needs, expectations, interests, and potential impact on the project. The key benefit is that it provides an actionable plan to interact effectively with stakeholders.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES:
1.5.1 Stakeholder Register Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Provide prior to Project Kickoff so the team can follow the documents of the Project Plan throughout the briefing - Stakeholder Registers can be tailored, depending on the team makeup and experience of each team member (i.e., discuss with your PM/CO to determine whether the verbiage needs to be adjusted or not)

1.5.2.   Roles & Responsibilities

The project team includes the program manager and the group of individuals who work together on a project to achieve its objectives. It consists of the PM, CO, and other MFT members who are maybe not directly involved with management but carry out the work related to the project. This team consists of people from different functional areas with precise subject matter knowledge or with the required skill set to carry out the work of the project. The structure and characteristics of a project team usually vary, but the PM's role as the leader of the team remains constant. However, the amount and nature of authority the project manager has over the members can differ.

The roles and responsibilities for all AMIC programs are outlined in the attached document; they should be tailored for each specific program and included as an attachment to the overall Project Plan.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES:
1.5.2 Roles & Responsibilities Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Provide prior to Project Kickoff so the team can follow the documents of the Project Plan throughout the briefing - These can be tailored, depending on the team makeup and experience of each team member (i.e., discuss with your PM/CO to determine whether the verbiage needs to be adjusted or not)

1.5.3.   Deliverables Matrix

The information included in this deliverable identifies the roles each resource plays in the completion/approval of the appropriate deliverable. Be sure to tailor to the specific needs of the program, and update to reflect that of the team and review chain structure. Do not utilize this matrix as a means for following the steps to the process in a specific order – it is merely to assist you in determining (with your team) who is responsible for the various tasks within the pre-award process, as well as which stakeholders should attend important meetings and are in the review chain for approval.

The templates are housed in the "Matrices" link on the SharePoint Pre-Award page (linked below); definitions for the terms utilized are in the "Definitions" tab.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES
1.5.3 Deliverable Matrix Templates and Samples

1.5.4.   Communication Plan

This Plan outlines the governing communication and configuration management processes that shall be used by project members to communicate, document, coordinate, store, and maintain information. Specifically, the Plan addresses lines of communication, timing of communication and accountability, document review coordination, decision/approval authority, communication forums/mediums, checkpoints, safeguarding information, and maintenance of information. Effective communication is essential to project success and will allow project members and stakeholders to track progress, identify items for action, resolve issues, foster teamwork, and ensure the acquisition remains on schedule.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES:
1.5.4 Comm Plan Templates and Samples

1.5.5.   Milestone Schedule

A project milestone is a management tool that is used to delineate a point in a project schedule. These points can note the start and finish of a project and mark the completion of a major phase of work. Milestones can be used to symbolize anything that has started or finished, though it's primarily used as a scheduling tool. If a milestone focuses on major progress points in a project, you can see how it is useful in scheduling. Just as tasks break a larger project into manageable parts, milestones break off chunks of a project to make it less daunting. Part of scheduling a project is being able to monitor and track the progress of that schedule in real-time. Milestones are a way to see how far you've come in the project. By noting the completed milestones, you can measure the distance you are from the finish line of a project, which is important when you are dealing with stakeholders. Stakeholders are not interested in a granular, detailed report on the project's progress. They want broad strokes that indicate whether or not the project is moving along as scheduled. Milestones are ideal for this kind of reporting because milestones show the major phases you've finished at this point in the project, according to your plan.

Milestone schedule templates are available for both FAR15 and FAR16 acquisitions; please update your project information tab to the proper start or end date and be sure to tailor to the specific needs of your requirement. For instance, if your team is not hosting an Industry Day, those tasks associated with Industry Day can be removed or bypassed in the predecessor/successor column.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES
1.5.5 Milestone Schedule Templates and Samples

1.5.6. Project Risk Register

A Risk Register is a Risk Management tool used by the Program Manager (PM) and program personnel that provides a means of recording the identified risks, the Risk Analysis of their severity and the necessary management actions to be taken. It can be a simple document, spreadsheet or computer database system and acts as a central repository for all risks identified by the project. A Risk Register should include at a minimum: Risk ID; Priority (Risk Score); Description; Responsibility; Probability; Consequence (Impact); Timescale; Cost; Point of Contact; Residual Risk; Early Warning Signs.

During Requirements Definition, the MS Excel tool shall be utilized for Risk Analysis and will be attached to the Acquisition Plan, along with the Risk Management Plan. Once the Acquisition Plan has been approved, the PM shall transfer risks into the RIO register in AMS.

Every AMIC program managed SCAT I, II, and III program will have a RIO register in AMS. The PM division chief will decide if SCAT IV and V programs have a RIO register in AMS. Low risks will be evaluated annually, moderate risks quarterly, and high risks monthly.

This risk register would contain your initial analysis during project planning; however, risks should be better defined during the Requirements/Risk Analysis process, when more information is known (see Risk Analysis Playbook).

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoD Risk, Issue, Opportunity Guide & Project Management Body of Knowledge (PMBOK) Guide
TEMPLATE:
1.5.6 Project Risk Register Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Have a facilitator other than the program manager
- Use a recorder
- Ensure adequate representation of internal and external stakeholders
- Conduct just-in-time training (facilitator)
- Translate moderate to high risks with a risk response strategy of "transfer" to evaluation criteria

1.6. Simplified Project Plan

PRIMARY PROCESS OWNER: AMIC/PM

Developing a project plan requires some foreknowledge as to what major components are involved. The AMIC Simplified Project Plan covers how the project will be implemented, examined, and controlled. It needs to cover everything involved in an acquisition to ensure that it will be successful, and must be tailored to each individual team. Simplified Project Plans are required for all AMIC acquisitions <$100M; the plan is the initial document that, upon signature, starts the "clock" for acquisition milestone schedule implementation.

TEMPLATES & SAMPLES
1.6 Simplifed Project Plan Templates and Samples

1.7. Project Kickoff

PRIMARY PROCESS OWNER: AMIC/DRA & AMIC/PM

The project kickoff meeting formally recognizes the start of the acquisition project. The kickoff brief is designed to communicate a shared AMIC view of the acquisition process, ensure assigned team member understanding of the Project Plan (to include setting expectations, establishing roles and responsibilities, and establishing a communication process) and identifying the next steps for developing deliverables in order to ensure the project team successfully executes the acquisition.

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Project Management Body of Knowledge (PMBOK) Guide
TEMPLATES & SAMPLES:
1.7 Project Kickoff Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Provide in conjunction with Phase I training
- Have real-world examples available to share with teams throughout the Kickoff

1.8. Phase I Training

PRIMARY PROCESS OWNER: AMIC CO & PM

Phase I, Acquisition Planning Training – is mandatory and designed to prepare teams to successfully develop and support the steps required to complete a successful acquisition. The training must be conducted early in the acquisition planning process so the team can understand how their actions (market research/intelligence gathering, analyzing risks, and documenting requirements) impact the acquisition process and eventual source selection. Phase I training must be presented to the entire MFT, PM (where one is assigned), Requirement Owner, and all advisors.

General Info for Designated Trainers:

- Only certified trainers are approved to provide this training; a list of certified trainers is provided in the Pre-Award SharePoint under "Miscellaneous," and will be maintained through AMIC/DSS
- The Ethics, Procurement Integrity, and Conflicts of Interest topic should be presented by AMIC/DRJ. The use of locally-developed Ethics training is encouraged, so please ensure AMIC/DRJ personnel are providing the team their latest briefing
- This training must be tailored to the specifics of the subject acquisition, to the extent possible
- Trainers must provide the training certificate for Phase I to the personnel they train

Per AFFARS MP5315.3, Chapter 6.3 – Required Training for Designated Trainers:

6.3.1 Designated trainers must receive Train-the-Trainer training and be certified as source selection trainers by SAF/AQC. Periodic Train-the-Trainer sessions can be arranged directly with the SAF/AQC Field Support Team. This training is provided to designated trainers and shall not be used by acquisition teams and other individuals to satisfy the training requirements set forth in the MP.

6.3.3 Designated trainers who have not conducted acquisition planning training within a two (2) year period must be recertified by SAF/AQC. Recertification requires that the SCO confirm the individual's continued designation as a trainer and that the individual re-complete the SAF/AQC Train-the-Trainer training.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP 5315.3, Chapter 6
TEMPLATES/SAMPLES:
1.8 Phase I Training Templates and Samples AFFARS MP 5315.3 Chapter 6.5 Training Materials

LESSON LEARNED/BEST PRACTICES
- Provide in conjunction with Project Kickoff (if required)

- Have real-world examples available to share with teams throughout the Kickoff

1.9. SDO Training

PRIMARY PROCESS OWNER: AMIC CO

Services Designated Officials (SDOs) require this training to ensure their operational perspective is blended with acquisition solutions and timelines, as well as to ensure they understand their roles and responsibilities as the SDO for any acquisitions within their portfolios. The training is also designed to ensure the following are addressed:

- Acquisition discipline
- Proper management of portfolio and programs
- Smart acquisitions are occurring
- Reliable data is provided to COMACC and DCOM concerning the entire ACC services acquisition portfolio (Transparency across the HQs)

If the SDO for your acquisition has experience in this role, recommend you send the SDO a copy of your training slides with a query as to whether or not he/she would like the CO to provide training. If not, acknowledgement of receipt of the briefing charts is sufficient to document the contract file.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP 5315.3, Chapter 6; DoDI 5000.74; AFI 63-138
TEMPLATES / SAMPLES:
1.9 SDO Training Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Provide this training early in the acquisition process, once the SDO is identified

1.10. Official Contract File - KT File Share

PRIMARY PROCESS OWNER: AMIC CO & PM

When a Contracting Officer or Contract Manager determines that a requirement is sufficiently defined to start the acquisition process, they must create the official contract file in KT FileShare (KTFS). The documents provided at the shared drive link below provides guidance for creating contract clearance slides for competitive and noncompetitive actions.

1.10.1. KTFS Contract File Setup

KT FileShare (KTFS) is a contract management application for official contract files built upon the SharePoint framework. Multiple locations/offices can access contract files from this single application and manage them simultaneously. Since all data is maintained in one place, users have easy access to data for creation, manipulation, and collaboration. The KTFS User Manual will guide users through the necessary steps and processes needed to create and maintain all contract types. This guide gives additional techniques and guidance to increase efficient use, access and management.

KTFS was designed to allow a contracting officer or buyer to create a folder with minimal information. The only fields required to be filled in are the Contract Name; Primary PCO; and Primary Buyer. This allows for the easy creation of "Shell Contract Folders" which are currently needed for old contracts* for which new modifications or orders will be maintained in KTFS. Shell Contract folders will also be needed when creating folders for orders which are placed on Strategic Contracts and other contracts outside of your organization.

NOTE: old contracts are contracts that began before 2018; when KTFS became the "official contract file."

While only minimal information is needed to create a contract folder in KTFS, it is recommended that all the required questions be answered as soon as the answers are known. The reason for this is that the answers to the questions may drive additional file elements. The sooner you are aware of the required elements the better.

KTFS is based upon Microsoft SharePoint and is designed to enhance collaboration as well as file storage. It is strongly encouraged that all files are created and worked within KTFS through final approval and being designated as an Official Record. Files created and worked within the application are tracked through versioning, providing valuable background information.

File upload would be appropriate during the initial set-up of records or the import of documents from other organizations, but if a user gathers all contract related documents on their desktop or local drive outside of KTFS with the intent to upload upon award, this could cause significant and needless workload or lack of information for other interested users/contracting personnel. Maintaining all files, at

all stages of completion, within the application ensures continuity of operations and ensures access regardless of any one individual's availability.

A user can open more than one instance of KTFS at a time. When creating a contract folder for an effort that is like another contract action, a user can open two instances of KTFS. Place one instance on each monitor. In one instance, open the new contract folder you are creating and go to the Add File Elements screen. On your other screen, open the contract folder you want to mimic and go to your file element screen. Then in your new contract, just select the same file elements as the one previously created and add them to your folder.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
KTFS User Manual; AMIC OP 64-102
TEMPLATES & SAMPLES:
1.10 KTFS Templates and Samples

LESSON LEARNED/BEST PRACTICES
Review KTFS User Manual and AMIC KTFS Rules of Engagement (ROE) guidance for creating a KTFS contract file and follow as appropriate.

2.1. Requirements Definition

PRIMARY PROCESS OWNER: AMIC/PM or RO

Requirements analysis means conducting a systematic review of your requirement given the guidance you captured from your stakeholders during the planning phase. The objective of this step is to describe the work in terms of required results rather than either "how" the work is to be accomplished or the number of hours to be provided. This analysis is the basis for establishing the high-level objectives, developing performance tasks, and standards, writing the PWS, and producing the QASP. AMIC PM has established an organic bench of personnel to assist AMIC Program Managed (PM) and non-PM managed Multi-Functional Teams (MFTs) and Requirement Owners (Ros) navigate the Requirements Definition process (See 2.2.1 below.)

The Requirements Definition Excel workbook must be used to aid in the definition of the requirement of all SCAT I, II, and III AMIC program managed acquisitions. The start of this process will be determined by the program manager, after consulting with the contracting officer, to ensure timely execution of the workbook/deliverables and to ensure no delay to successor tasks in the pre-award process. For the re-competition of existing SCAT I, II, and III requirements the PM division chief will determine if the Excel workbook will be used or if a less robust requirements definition process is suitable. The program manager is responsible for scheduling requirements definition session(s) and ensuring the requiring activity and other multi-functional team members are available to participate. For non-AMIC program managed acquisitions, the appropriate PK division chief will determine if the Requirements Definition Excel workbook will be used or if other, less robust methods to aid in defining a requirement are adequate. When the Requirements Definition Excel workbook is used PM (AMIC program managed) or the appropriate PK division chief (non-AMIC program managed) will assign a facilitator. (See 2.1.1 below for instructions on how to Request a Facilitator and conducting a Requirements Definition Event). See Template folder for list of currently designated facilitators.

2.1.1.   Requesting a Facilitator and Conducting a Requirements Definition Event

Step 1: Request for a Facilitator
Who: AMIC Division Chief or Program Manager (PM)
•Division Chief or PM submits request for a facilitator:
•In MS Teams go to: ☐ 1. Request a Facilitator > select file titled 'Facilitator Request & Assignment'

Step 2: Facilitator Assignment
Who: Facilitators
•A Facilitator will volunteer for an event

Step 3: Facilitator Engagement with PM or Requirement Owner (RO) to Pre-Plan & Prepare
Who: Facilitator and PM or RO Point of Contact (POC)
•Facilitator initiates contact with PM or RO POC; 10-14 days prior to event

•Validate event date(s); determine venue location and equipment/supplies needed
•PM or RO POC provides Facilitator with pre-view material (Project Plan, Preliminary Project Questionnaire, Kickoff brief, and/or current contract); 10-14 days prior to event
•Facilitator and PM or RO POC tailor Requirements Definition Tool (excel workbook); 3-5 days prior to event
•PM or RO POC assigns member of Multi-Functional Team (MFT) to be the recorder
•Recorder will enter data into Requirements Definition Tool (excel workbook)
•Recorder will provide the completed tool to the PM or RO POC for MFT use in further requirements development

Step 4: Requirements Definition Event with MFT
4a. Complete job analysis (if new requirement) or validation (if follow-on):
<u>Who</u>: Facilitator and MFT
•For a New Requirement:
•Organizational Analysis
•Tree Diagram/WBS
•Activity Analysis
•Resource/Workload/Personnel Analysis
•Performance Analysis
•Directives Analysis
•For a Follow-On Requirement:
•Revalidation of previous requirements documents
<u>Tools</u>: Requirements Definition Tool (excel workbook)
•Recorder will enter MFT input data into Requirements Definition Tool (excel workbook)
•Recorder will provide the completed tool to the PM or RO POC for MFT use in further requirements development

4b. Complete Risk-Issue-Opportunity (RIO) Analysis:
<u>Who</u>: Facilitator and MFT
•Identification (brainstorm and affinitize)
•Analysis (likelihood and consequence)
•Handling/burn-down strategy
<u>Tools</u>: Requirements Definition Tool (excel workbook)
•Recorder will enter MFT input/data into Requirements Definition Tool (excel workbook)
•Recorder will provide the completed tool to the PM or RO POC for MFT use in further requirements development

4c. Communicate alignment of requirements definition results to requirements documents; results will create:
<u>Who</u>: Facilitator
•Work statement (PWS, SOW)

- Methods/means of inspection
- Cost estimate
- Evaluation criteria

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138; DAU 7 Steps to PBSA; Defense Acquisition Guidebook Chapter 10
TEMPLATES & SAMPLES
2.1 Requirements Defintion Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Have a facilitator other than the program manager, functional services manager or requirement owner (see list of designated facilitators)   - Use a recorder   - Ensure adequate representation of internal and external stakeholders   - Conduct just-in-time training (facilitator)   - Initiate risk analysis during requirements analysis

2.2. Conduct Risk Analysis

PRIMARY PROCESS OWNER: AMIC/PM or RO & DRQ

As part of the requirements development process you must identify and analyze risk areas that can impact the performance results you are trying to achieve. Identify possible events that can reasonably be predicted which may threaten your acquisition. Risk is a measure of future uncertainties in achieving successful program performance goals. Risk can be associated with all aspects of your requirement. Risk addresses the potential variation from the planned approach and its expected outcome. Risk assessment consists of two components: (1) probability (or likelihood) of that risk occurring in the future and (2) the consequence (or impact) of that future occurrence.

The Requirements Definition Excel workbook must be used to aid in the risk analysis of all AMIC program managed acquisitions. The program manager is responsible for scheduling risk analysis session(s) and ensuring the requiring activity and other multi-functional team members are available to participate. The resulting deliverable is a RIO Register and Risk Management Plan (RMP). The RMP should be incorporated into or attached to the Acquisition Plan.

For non-AMIC program managed acquisitions, the appropriate PK division chief will determine if the Requirements Definition Excel workbook will be used or if other, less robust methods to aid in risk analysis are adequate. When the Requirements Definition Excel workbook is used PM (AMIC program managed) or CO (non-AMIC program managed) will assign a facilitator (See Sec 2.1.1 above for requesting a Facilitator and conducting a Requirement Definition Event). Once all risks are loaded into the workbook, and the Acq Plan has been approved, risks can be populated in the RIO tool within AMS. For the Acquisition Strategy Panel (ASP), risk briefing charts can be generated out of AMS. This process is a continuation of the analysis that occurred during project planning (see Risk Register para 1.5.6).

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138; DAU 7 Steps to PBSA; Defense Acquisition Guidebook Chapter 10
TEMPLATES & SAMPLES
2.2 Risk Analysis Templates and Samples

2.3. Develop Requirements Package

PRIMARY PROCESS OWNER: AMIC/PM or RO

Developing the Requirements Package is the most important and perhaps the hardest step of the pre-award process, because it captures all aspects of the requirement that go into the contract. A quality requirements document makes procuring and managing the service easier. With a properly developed requirements document, the team can determine what is important about the service, how the Quality Assurance Surveillance Plan (QASP) will be developed for tracking metrics and quality of performance, as well as the number of Contracting Officer Representatives (CORs) required to surveil the contractor. This process also shapes various acquisition and source selection strategies further along in the process, to include contract type, contract length, market research techniques, and source selection type.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DODD 5000.1; FAR 52.215-33; FAR 37.6; DFARS 211, 212; AFI 63-138
SUBTASKS
1. PWS/SOW/SOO & Appendices 2. QASP

3. IGCE
4. DD 254
5. RAD / SCMRV
6. Funding Document
7. Support Agreements
8. Incentive / Award Fee Plan(s)
9. Request For Environmental Impact Analysis (EIA)

2.3.1.   PWS; SOW; SOO; Appendices; CDRL

PRIMARY PROCESS OWNER: AMIC/PM or RO

Performance Work Statement (PWS) document is a statement of work for <u>performance-based</u> acquisitions that clearly describes the performance objectives and standards required of the contractor. The PWS defines the contract requirements in terms of results rather than the method of performing the work. The PWS does not tell the contractor how to do the work, but rather describes the work in terms of <u>outcomes or results</u>. The requiring activity develops the PWS jointly with the other members of the MFT. It cites reference directives (e.g., publications, instructions) by specific process or procedure (e.g., paragraph or chapter) rather than the entire publication in the PWS. The PWS should be written clear enough for the contractor to adequately assess the government's need to sufficiently allocate the right workforce mix to support the requirement; however, ensure the PWS is written as performance-based unless approved by the PM/FSM to solicit a non-performance-based acquisition.

Statement of Work (SOW) is a document to enable offeror's to clearly understand the government's needs for the work to be done in developing or producing the goods or services to be delivered by a contractor. It details the work the contractor will perform and if necessary, stipulates <u>how</u> and <u>when</u> it is

performed according to specific instructions. Typically, it does not allow innovation on the part of the contractor. A well-written SOW has the following attributes:
(1) Specifies requirements clearly to permit the government and offeror's to estimate the probable cost and enable the offeror to determine the levels of expertise, manpower, and other resources needed to accomplish the tasks.
(2) States the specific duties of the contractor in such a way that the contractor knows what is required and can complete all tasks to the satisfaction of the contract administration office.
(3) Written so specifically that there is no question of whether the contractor is obligated to perform specific tasks.

Statement of Objectives (SOO) identifies the broad, basic, top-level objectives. It is provided in the solicitation in lieu of a government written PWS. In this approach, the contractor's proposals contain their statements of work and performance metrics & measures which are based on their proposed solutions. The SOO shifts responsibility for preparing a PWS from the government to the offerors, encouraging innovative and flexible solutions. It is a result of the identification of high and moderate risks based on the requirements. It tells the offerors which requirements are absolute must-haves and

which ones can be sub-optimized to meet cost and schedule requirements. The SOO should not address each Work Breakdown Schedule (WBS) element, but each WBS element should be traceable to something in the SOO. While offerors use the Government-prepared SOO to develop the contract PWS, the SOO does not become part of the contract. The SOO shall, at a minimum, include:

- Purpose;
- Scope or mission;
- Period and place of performance;
- Background;
- Performance objectives, *i.e.*, required results; and
- Any operating constraints.

Functional Division PWS, SOW, or SOO Review (Including DSS Security): A centralized Teams Channel (called "PWS Functional Division Reviews") has been developed to allow for a centralized location and process for initial reviews of PWSs/SOWs/SOOs that are about to go through the Source Selection process (both AMIC PM-managed and PM'd by others). This process allows all AMIC functional subject matter experts from DRQ, PCE, PCY, PLG, and our DSS security team, the ability to review initial acquisition documents and help provide initial comments and MFT composition recommendations to help avoid issues early in the acquisition process that could have been avoided. All PK and PM Division Chiefs have Teams Channel "owner" rights and can add/delete members to the channel as necessary. The link to the Teams Channel is: PWS Functional Division Reviews

Appendices are supplemental sections of the PWS/SOW used to provide supporting information for specific topics such as definitions/acronyms, mandatory or advisory technical reference publications, work flow illustrations, government furnished equipment (GFE), or Contract Deliverable Requirement Lists (CDRLs).

Contract Deliverable Requirements List (CDRL) is a list of authorized data requirements for a specific procurement that forms part of a contract. It is comprised of either a single DD Form 1423, or a series of DD Forms 1423 containing data requirements and delivery information. The CDRL is the standard format for identifying potential data requirements in a solicitation, and deliverable data requirements in a contract.

CDRLs should be linked directly to PWS/SOW and managed by the PMO data manager. A **Data Item Description (DID)** is a completed document that defines the data required of a contractor and is included in a CDRL. The document specifically defines the data content, format, and intended use. There are standard DIDs for all topics that can be found in the ASSIST Database by entering their 5-digit DID number or searching for them by inputting "DI" into ASSIST – Quick Search.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
PWS/SOW: FAR 37.602; AFI 63-138
SOO: FAR 37.602c.

CDRL: DFARS 215.470
TEMPLATES & SAMPLES
2.3.1 PWS, SOW, SOO Templates and Samples

LESSON LEARNED/BEST PRACTICES
- When developing these products continually review the definition of the document and compare content against the definitions listed above to ensure inputs from the MFT doesn't stray from the purpose and objective of the PWS, SOW, SOO, or Appendix.   - Version control is essential and difficult to maintain from beginning to end of a source selection. Review and editing from several people will create multiple versions of a document. Ensure every member of the team understands the process for marking and circulating documents during review.   - Start early and spend the necessary time to get the best PWS possible since this is the core document for the contract over the life of the acquisition.

2.3.2. Quality Assurance Plan (QASP)

PRIMARY PROCESS OWNER: AMIC/DRQ, PM or RO

The Quality Assurance Surveillance Plan (QASP) is applicable to personnel performing contract surveillance inspections. It is designed to provide the Contracting Officer Representative (COR) a systematic surveillance method for each service identified in the Statement of Work (SOW) or Performance Work Statement (PWS), whichever is applicable. The Program Manager (PM), Functional Service Manager (FSM) and COR develop the methods for administering and evaluating performance. The Quality Assurance Program Coordinator (QAPC) and Contracting Officer (CO) or Contract Manager (CM), will review these methods, which are then accepted or rejected by the CO.

A QASP provides a systematic method to assess and evaluate the products and services received from the Contractor, however, it is not considered part of the contract. It defines the policy, procedures, and associated methods used by the Multi-Functional Team (MFT) for planning, preparing, performing, analyzing, and reporting Contractor performance. In the event a QASP conflicts with the contract or task order, the contract or task order shall take precedence.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Part 46, DFARS PGI 201.602-2, DODI 5000.72, AFI 63-138
TEMPLATES & SAMPLES:
2.3.2 QASP Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Develop QASP concurrently with PWS, Sections L&M, and risk profile development

2.3.3. Independent Government Estimate (IGE / IGCE)

PRIMARY PROCESS OWNER: AMIC/PM or RO

The Independent Government Cost Estimate (IGCE) is the U.S. Government's estimate of costs that a contractor may incur in performing services and/or providing supplies to achieve the Government's objectives. It serves as the basis for reserving funds during acquisition planning; it provides the basis for comparing costs or prices proposed by offerors; and it may serve as an objective basis for determining price reasonableness in cases in which one offeror responds to a solicitation.

IGCEs typically include direct costs such as labor, materials, subcontract costs, other direct costs (such as supplies, equipment, or travel), and indirect costs such as fringe, overhead, travel handling/material handling, general and administrative (G&A) expenses, and profit/fee.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 7.105, FAR 13.106-3, FAR 15.404-1, FAR 36.203, and FAR 36.605
TEMPLATES & SAMPLES:
2.3.3 IGCE Templates & Samples Folder
See also – Contract Pricing Reference Guides at https://www.dau.mil/tools/p/cprg

LESSON LEARNED/BEST PRACTICES
- Employ a Team Approach to include members of the Project Office, Contracting, Finance, General Counsel, and other stakeholders as appropriate.
- Understand the Requirement. Know the importance of the PWS.

2.3.4. Industrial Security – Personnel Clearances.

PRIMARY PROCESS OWNER: AMIC/DSS

The National Industrial Security Program (NISP) is a partnership between the federal government and private industry to safeguard classified information. Executive Order 12829, was established to achieve cost savings and to ensure that industry safeguards the classified information with which it is entrusted while performing work on contracts, programs, bids, or research and development efforts while working for United States Government.

2.3.5. DD Form 254, Contract Security Classification Specification

The DD Form 254 communicates security requirements needed in performance of a classified contract. For Request for Bid, Request for Proposal, and Request for Information see DFARS 204.403 and PGI 204.403 which includes responsibilities of Contracting Officers to clarify security requirements. When access to classified information is required prior to award of a contract, the DD Form 254 shall be completed in the same manner as a DD Form 254 at contract award. Program/project managers must complete the DD Form 254 for prime contracts. The certifying official will sign the form in block 16. The Defense Security Service website may be referenced for detailed guidance. The DD Form 254 can be located on the NISP Contract Classification System (NCCS) accessible on Wide Area Workflow (WAWF) at **https://wawf.eb.mil**. The DD Form 254 is a publication applied to all contracts involving access to classified information. Provides security requirements, classification guidance, and handling procedures for classified material received and/or generated by contractors. Classified contract is defined as any contract in which the contractor or its employees must have access to classified information during contract performance. A contract may be a classified contract even though the contract document itself is unclassified.

2.3.6. Process for DD Form 254 Special Access Program (SAP).

Introduction. Failure to complete a DD Form 254 (Contract Security Classification Specification) or to specify security clearance and/or IT requirements for all contracts that require access to classified material can result in unauthorized personnel having access to classified material or mission failure if personnel are not authorized the proper access.

DD-254 SAP PROCESS ATTRIBUTES	
Authoritative Reference(s):	FAR Part 52.204-2; DoD Directive 5220.22
Process Owner:	AMIC/DSS
Process Manager(s):	AMIC/DSSS
Process Workers:	AMIC Program Managers, MFT SMEs
Output Product(s) (Deliverable):	Special access to information and areas
Key Performance Indicator(s):	Compliance
Significant Leading Indicators:	Number of 254 requests, Rejects/reworks
Management Information System:	N/A
Forms/Templates:	TBD
Best Practices:	
Self-assessment Links:	N/A
Internal Controls: N/A	

Roles and Responsibilities.

Contracting Office (PK): PK submits 254/PWS to AMIC Security who determines requirement and appropriate routing with coordinating offices. PK reviews and signs approved 254 and is recipient of finalized PWS.

633 ABW/IP: Reviews PWS and signs 254

ACC/IP: Performs 254 and PWS review to include signing finalized 254

ACC/A8Z: Performs 254 and PWS review to include signing finalized 254

ACC/SSO: Performs 254 and PWS review to include signing finalized 254

Requirement Owner (RO): AMIC Security/DSS is gatekeeper for 254 processing and coordinating office for PWS reviews. AMIC Security determines requirement and routing of 254/PWS, either work on JBLE or off JBLE). 254/PWS "worked on base" are routed through ACC/A8Z, ACC/SSO and 633

ABW for coordination and returned to AMIC Security/DSS. 254/PWS "worked on off base" are routed through ACC/IP, ACC/ABZ, ACC/SSO for review of PWS and 254. Finalized 254 is signed by ACC/IP, ACC/A8Z, ACC/SSO and document is sent to PK for final review/signature and PWS is distributed to all affiliated work centers.

2.3.7.   Process for DD Form 254 "Secret".

Introduction. Failure to complete a DD Form 254 (Contract Security Classification Specification) or to specify security clearance and/or IT requirements for all contracts that require access to classified material can result in unauthorized personnel having access to classified material or mission failure if personnel are not authorized the proper access.

Roles and Responsibilities.

Contracting Office (PK): PK submits 254/PWS to AMIC Security who determines requirement and appropriate routing with coordinating offices. PK reviews and signs approved 254 and is recipient of finalized PWS.

633 ABW/IP: Reviews PWS and signs 254

ACC/IP: Performs PWS review of 254 and PWS to include signing finalized

Requirement Owner (RO). AMIC Security/DSS is gatekeeper for 254 processing and coordinating office for PWS reviews. AMIC Security determines requirement and routing of 254/PWS, either work on JBLE or off JBLE). 254/PWS "worked on base" are routed through 633 ABW for coordination and returned to AMIC Security/DSS. 254/PWS "worked on off base" are routed through ACC/IP for review of PWS and 254. Finalized 254 document is sent to PK for signature and PWS is distributed to all affiliated work centers.

2.3.8.   Process for DD Form 254 "Top Secret-SCI".

Introduction. Failure to complete a DD Form 254 (Contract Security Classification Specification) or to specify security clearance and/or IT requirements for all contracts that require access to classified material can result in unauthorized personnel having access to classified material or mission failure if personnel are not authorized the proper access.

Roles and Responsibilities.

Contracting Office (PK): PK submits 254/PWS to AMIC Security who determines requirement and appropriate routing with coordinating offices. PK reviews and signs approved 254 and is recipient of finalized PWS.

ACC/SSO: Performs review of PWS and signs 254

ACC/IP: Performs PWS review of 254 and PWS to include signing finalized

633 ABW/IP: Reviews PWS and signs 254

Requirement Owner (RO): AMIC Security/DSS is gatekeeper for 254 processing and coordinating office for PWS reviews. AMIC Security determines requirement and routing of 254/PWS (work on JBLE or Off JBLE). 254/PWS "worked on base" are routed through ACC/SSP, then 633 ABW for coordination and returned to AMIC Security/DSS. 254/PWS "worked on off base" are routed through ACC/IP and ACC/SSO, with final review of PWS and 254 signed by ACC/IP. Finalized 254 document is sent to PK for signature and PWS is distributed to all affiliated work centers.

DD254 Future State
Swim Lane Process M

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 16-1406, Chapter 3
TEMPLATES & SAMPLES:
2.3.5 DD254 Templates & Samples

LESSON LEARNED/BEST PRACTICES
- Contact AMIC Security Manager as first step to generating DD Form 254 to avoid duplication of effort and ensure guidance is current
- National Interest Determination (NID) is required for foreign-owned Contractors

2.3.9. Requirements Approval Document & SCMRV

PRIMARY PROCESS OWNER: AMIC/PM, DRA and ACC/A1

Requirement approval signifies the requirement is valid and aligns with mission priorities, warranting the extensive effort and financial commitments necessary to proceed with the acquisition and execution of the requirement. The inter-related requirements approval document (RAD) and the service contract manpower review and validation (SCMRV) must occur to ensure the requirement is approved.

For the RAD:

- A RAD is required for all ACC Services Acquisitions ≥ $250K
- IAW the ACC Acquisition of Services Governance and Business Rules, all RADs must be routed/coordinated for approval through the Strategic Management Tool (SMT)
- IAW AFI 63-138, the RAD should be approved prior to approval of the acquisition strategy, and no later than release of the solicitation
- Requirements approval authorities (RAA) are dependent on contract dollar thresholds as outlined in the ACC-AFPEO/CM Services Management Agreement
- The RAA ensures the following are considered with each proposed requirement:
  a. The requirement is valid and necessary to meet the mission needs
  b. The requirement cannot be fulfilled by other means
  c. The requirement is prioritized among mission needs
  d. Strategic sourcing opportunities were considered
  e. The requirement is not inherently governmental
- The draft RAD must be included in the SCMRV for validation
- The final RAD must include the following:
  a. Draft PWS/SOO/SOW (Current PWS/SOO/SOW for a follow-on contract)
  b. Draft IGCE

For the SCMRV:

- All ACC Services Acquisitions ≥ $250K require an approved SCMRV, validated by ACC/A1M or the requirement owner's servicing manpower office
- An approved SCMRV should be completed prior to SRRB review. As a minimum, the projected completion date will be provided in the SRRB briefing.
- An approved SCMRV IS REQUIRED prior to submitting the final RAD for approval
- In addition to the SCMRV Checklist, the following documents are required when submitting an SCMRV:
  a. Draft Requirements Approval Document (RAD) - (Required)
  b. Draft Purpose and Task Portion of Performance Work Statement (PWS) or Statement of Work (SOW) - (Required)
  c. Full-Time Equivalent (FTE) Breakout - (Required)
  d. Inherently Governmental Determination (IGD) Checklist - (Required)
  e. Current PWS or SOW - (Desired if a Follow-On Contract)

    f. Program Action Directive (PAD), Program Guidance Letter (PGL) or Programming Plan (PPLAN) - (If Applicable)

- In the event the contract crosses multiple organizations, ACC/A1M will determine the appropriate servicing manpower office to complete the SCMRV

Routing the RAD/SCMRV:

- All attachments and references are found in the template folder (linked below). When sending out for coordination, the draft RAD and SCMRV must go through bottom-line coordination (Division Chiefs, then PK/PM/DRJ, as well as the appropriate 2/3-letter in the requirements community); once bottom-line is completed, the SCMRV is sent for validation to ACC/A1M or the servicing manpower office. This initial coordination can be done via email coordination outside the SMT.
- Upon completion of the manpower validation, the signed SCMRV is brought back together with the final RAD to be routed for coordination through the SMT. The workflow in the SMT is generally the same coordination flow that you use for an eSSS or for routing taskers through the ACC Task Management Tool (TMT). For example, for a RAD that originates at a HQ Directorate and requires ACC/CD approval, the SMT workflow might look like this:

    o HQ Director (2-Digit) (i.e., Functional Area Manager/Portfolio Manager): Coord
    o ACC/A1M: Coord
    o ACC AMIC/DRA: Coord (On behalf of AMIC/DR)
    o AFICC/KC: Coord
    o ACC/DS: Coord
    o ACC/CD: Sign/Approve
    o

Please see email template for bottom-line coordination for further details.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138, AFI 38-101, ACC-AFPEO/CM Services Management Agreement, ACC Acquisition of Services Governance and Business Rules, SMT Training information at: https://smt.altess.army.mil/smt/#/training
TEMPLATES / SAMPLES:
2.3.9 RAD & SCRMV Templates & Samples

LESSON LEARNED/BEST PRACTICES
- Ensure you're familiar with the ACC Acquisition of Services Governance and Business Rules and the SMT prior to beginning the process

- The best time to begin the process is once the requirement/IGCE have been drafted and are ~75% (or better) solution; the earlier you start the process, the better. However, adjustments >25% of the contract value may require re-staffing of the package
- NOTE: The RAD/SCMRV should be complete before the date of the Acquisition Strategy Panel (ASP)
- The Personnel Accounting Symbol (PAS) code is required for the SCMRV. The requirement owner's Unit Deployment Manager (UDM) should be able to provide these codes.
- It's a good practice to involve ACC/A1M as early as possible in the SCMRV process. Early coordination and discussions will help the later coordination of the final products go much smoother.
- RADs containing service requirements greater than or equal to $100M MUST BE coordinated through AMIC/DRA, ACC/A1M and AFICC/KC, regardless of who approves the RAD.
- An amended RAD IS REQUIRED when new aspects of service are identified, or if the value of the approved service exceeds certain criteria. See the ACC Acquisition of Services Governance and Business Rules for detailed guidance.
- Once the SCMRV is validated, ANY changes in manpower requirements MUST BE coordinated with the servicing manpower office. See the ACC Acquisition of Services Governance and Business Rules for detailed guidance.
- Routing the RAD through the SMT can be labor intensive if the Requirement Owner hasn't already established the required routing workflows in the system. It is important to get with the Requirement Owner as soon as possible to get these workflows developed. See the training courses, videos, and other information at https://smt.altess.army.mil/smt/#/training

2.3.10.   Funding Document

PRIMARY PROCESS OWNER: AMIC/DRR

Organizations (or customers) requiring local purchase support submit PRs to the contracting squadron to initiate the contracting process. Example funding documents, that may also include some of the above listed data, include:

- AF Form 9, *Request for Purchase* (completed IAW local procedures)
- AF Form 616, *Fund Cite Authorization (FCA)*
- DD Form 448, *Military Interdepartmental Purchase Request (MIPR)*
- Other appropriate funding documents

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 64-102 Contracting
TEMPLATES & SAMPLES:
2.3.10 Funding Doucment Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Always include DRR (FM) POC in initial requirement meetings to ensure funding is requested in a timely manner (identify estimates, type of funds required and the schedule for obtaining funds, per FAR 32.7)

2.3.11.   Support Agreements

PRIMARY PROCESS OWNER: AMIC/PLGX, PMA

Support Agreements document recurring support, non-reimbursable support, and single or non-recurring reimbursable support for intra-service (internal Air Force units) and inter-service (Air Force and DoD components) agreements. Support Agreements may be drafted using one of the following formats:

1) FS Form 7600A, United States Government General Terms & Conditions: Used to document recurring reimbursable support where the AF or DoD Component is the supplier
2) Memorandum of Agreement (MOA): Used to document the specific terms and responsibilities that two or more parties agree to in writing, particularly those that involve reimbursement
3) Memorandum of Understanding (MOU): Used to document issues of general understanding between two or more parties that do not involve reimbursement

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 25-201; DoDI 4000.19
TEMPLATES:
2.3.11 Support Agreement Templates and Samples

Host Nation (International) Agreements

International Agreement is any agreement concluded with one or more foreign governments (including their agencies, instrumentalities, or political subdivisions) or with an international organization that:

1. Is signed or agreed to by personnel of any DoD Component, or by representatives of the DoS or any other Department or Agency of the U.S. Government;
2. Signifies the intention of its parties to be bound in international law;
3. Is denominated as an international agreement or as a memorandum of understanding, memorandum of agreement, memorandum of arrangements, exchange of notes, exchange of letters, technical arrangement, protocol, note verbal, aide memoire, agreed minute, contract, arrangement, statement of intent, letter of intent, statement of understanding or any other name connoting a similar legal consequence;
4. Any oral agreement that meets the criteria of the previous information above, is an international agreement. The DoD representative who enters into the agreement shall cause such agreement to be reduced to writing

DoD Directive 5530.3 governs international agreements, and specifically prohibits DoD personnel from initiating or conducting negotiations of an international agreement without the prior written approval of the appropriate DoD official. In the case of cooperative RDT&E and cooperative production programs, this authority lies within USD (A&S), delegated to Director, International Cooperation. International Agreements (IAs) are the formal agreements between cooperating nations that delineate respective commitments and responsibilities. The DoD has a highly structured process governing the development, negotiation, coordination, and implementation of cooperative international agreements (IAs), also known as Memoranda of Understanding (MOUs) or Memoranda of Agreement (MOAs), Projects Agreements and Arrangements (PAs), and Equipment and Material Transfer Arrangements (E&MTAs). IAs are used to establish information exchanges, personnel exchanges and assignments, E&MTAs, cooperative research, development, test and evaluation projects, cooperative acquisitions, cooperative production (including licensed coproduction), or cooperative or reciprocal logistics support. IAs document the agreement between the U.S. and one or more foreign partners when the cooperative activity includes a commitment of resources – funds, equipment, labor, information or action. U.S. legal authorities vary based on the scope of the IA and the partner(s) involved, but include Titles 22 U.S.C. 2767, 10 U.S.C. 2350(a), 10 U.S.C. 2350(l), 10 U.S.C. 2358, and 22 U.S.C. 2796d (AECA Section 65). Development and execution of international agreements must be consistent with DoD Directive 5530.3, DoDI 5000.02, and the Defense Acquisition Guidebook. Any international agreement between the U.S. and another nation constitutes a commitment binding in international law on the part of the U.S. and the foreign government. Such agreements obligate both governments to provide funds or other resources, or to perform certain activities. The clearly defined IA authorization and approval process ensures that the U.S. only commits to a course of action that is implementable and in its best interest.

The following are NOT considered to constitute international agreements:

1. Contracts made under the Federal Acquisition Regulations (FAR);
2. Foreign Military Sales Credit Agreements;
3. Foreign Military Sales Letters of Offer and Acceptance and Letters of Intent executed on DD Form 1513, "DoD Letter of Offer and Acceptance" and DD Form 2012, "U.S. Department of Defense Letter of Intent";
4. Standardization Agreements (STANAGs, QSTAGs, ASCC Air Standards, and NAVSTAGs) that record the adoption of like or similar military *DoDD 5530.3, June 11, 1987* equipment, ammunition, supplies, and stores or operational, logistic, and administrative procedures (however, a STANAG that provides for mutual support or cross-servicing of military equipment, ammunition, supplies, and stores or for mutual rendering of defense services, including training, is considered to constitute an international agreement);
5. Leases under 10 U.S.C. 2667, 2675 (reference (f)), and 22 U.S.C. 2796 (reference (*l*));
6. Agreements solely to establish administrative procedures;

7. Acquisitions or orders pursuant to cross-servicing agreements made under the authority of the NATO Mutual Support Act (10 U.S.C. 2321 et seq. (reference (f)) and DoD Directive 2010.9 (reference (*m*));(Umbrella agreements, implementing arrangements, and cross-servicing agreements under the NATO Mutual Support Act are international agreements.) 1. FS Form 7600A: Used to document recurring reimbursable support where the AF or DoD Component is the supplier.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoD Directive 5530.3 International Agreements;
DFARS/PGI 225.8, Other International Agreements & Coordination
DFARS 225.872-1, Reciprocal Defense Procurement & Acquisition Policy MOUs on File
DoDI 2050.1, Delegated Approval Authority to Negotiate and Conclude International Agreements

LESSON LEARNED/BEST PRACTICES
- Follow template formatting
- A complete AMIC coordination should be accomplished before or after outside organizations have reviewed, but not simultaneously
- Additional routing for coordination and additional distribution required for International Agreements
- Adhering to set suspense's ensures support agreements are finalized in a timely manner
- Document owners should identify applicable agencies (internal/external) and their POCs for coordination
- All questions and concerns regarding contents of the support agreement should be discussed with the document owner while courtesy copying PLGX personnel

2.3.12. Incentive / Award Fee Plan

PRIMARY PROCESS OWNER: AMIC/PM and CO

All contracts providing for **incentive-award fee** or **award fee** shall be supported by an incentive-award fee plan that establishes the procedures for evaluating fees earned and an Award Fee Review Board for conducting the award fee evaluation.

Incentive Fee contract arrangements are either the cost reimbursement or fixed price families that are structured to emphasize a specific acquisition objective(s) by tying it to a financial reward. A portion of profit, fee, or the term of the contract is dependent upon criteria that further align Government and contractor interests. Contractor performance must meet objective thresholds in order to earn applicable fees or percentages of fees.

Award Fee contract arrangements have either the entire fee structure, or a portion of the fee, subject to a government official's subjective judgment of the contractor's performance against predetermined criteria contained in an award fee plan. An award fee arrangement does not include predetermined targets and automatic profit or fee adjustment formulas; instead, the award fee determination is subjective based on periodic evaluations of ongoing contractor performance, made unilaterally by the government.

Hybrid Incentive/Award Fee contracts may use a combination of the two arrangements.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Incentive Fee: FAR 52.216-10; DFARS Subpart 216-4; AFFARS Part 5316.4 **Award Fee:** FAR Part 16.401e.(3); AMIC Policy Letter AF Contracting Knowledge Center AFFARS Library (see AFFARS 5316) website: https://cs2.eis.af.mil/sites/10059/afcc/knowledge_center/Pages/5316.aspx
TEMPLATES / SAMPLES:
2.3.12 Incentive & Award Fee Plan Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Route and brief draft Incentive/Award Fee Plan outline to board chairperson before writing complete plan. - Review references and similar contract Award Fee Plans before tailoring incentive elements of your plan to your contract's desired outcomes. - Ensure incentive award fee criteria is traceable to PWS/SOW requirements and recommendations are well supported. - Any savings or cost avoidance must be validated and included in Government Evaluation rationale provided to the Award fee Review Board. All questions and concerns regarding contents of the support agreement should be discussed with the document owner while courtesy copying PLGX personnel

2.3.13.   Request for Environmental Impact Analysis (EIA) AF Form 813

PRIMARY PROCESS OWNER: AMIC/PCE

The Air Force uses AF Form 813 to document the need for environmental analysis or for certain category exclusion (CATEX) determinations for proposed actions. The form officially kicks off the Environmental Impact Analysis Process (EIAP), the Air Force's way of accomplishing the objectives of, and maintaining compliance with, the National Environmental Policy Act (NEPA). EIAP places emphasis on environmental awareness, sustainable development, and protection, maintenance, and enhancement of the environment, archeological and natural resources. The Air Force established the EIAP to ensure the potential environmental impacts of its actions are considered and to inform decision-making. The two key elements in the EIAP are (1) early identification of proposed actions, and (2) completion of the entire EIAP before decisions are made. Any proposed action that could impact the environment must go through EIAP. Examples of actions that would trigger an environmental analysis are mission/aircraft beddown, construction, renovation, demolition, increased sorties, real estate acquisition/disposal, and others.

The Requirement Owner/Proponent is responsible for initiating the AF Form 813 process. The Requirement Owner/Proponent shall work with the Program Manager and the PCE to complete the AF Form 813, Section 1. Essential information documented in Section 1 includes the purpose, need and description of the proposed action, as well as reasonable alternatives to the proposed action (DOPAA). The Requirement Owner/Proponent shall integrate EIAP so that environmental impact evaluations can be initiated shortly after requirements are identified. Once Section 1 is completed, the AF Form 813 shall be submitted to AMIC/PCE who will complete Sections II and III, and certify the form in block 19. In its assessment of the proposed action, PCE shall determine whether the action can be categorically excluded (CATEX) from further analysis, or if further environmental analysis is warranted (EA or EIS).

TEMPLATES & SAMPLES
2.3.13 Environmental Impact Analysis Templates and Samples; AF813 Request for Environmental Impact Analysis

LESSON LEARNED/BEST PRACTICES
-   Begin AF Form 813 as early as possible, once need is identified

2.4. Conduct Market Research

PRIMARY PROCESS OWNER: AMIC CO and PM (or RO)

Market Research is conducted in accordance with Federal Acquisition Regulation (FAR) Part 10, with a purpose to discover if the services required for an acquisition are available in the marketplace, how the marketplace is implementing the capabilities needed, and whether or not any existing contract vehicles are available to execute the requirement. MFTs gather and analyze information about the capabilities within the market to satisfy the agency's need; this can indicate other organizations, both public and private, define and acquire these services. Good Market Research builds a solid foundation for the acquisition strategy and will help shape the structure of the performance requirement. Service methods and providers are always changing; therefore, Market Research is a continuous process, and is a vital step in requirements definition and acquisition strategy development.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 5.101 and Subpart 5.2 / FAR Part 10
SUBTASKS
1. Sources Sought 2. Request for Information (RFI) 3. Industry Day 4. Site Visit 5. Question & Answer (Q&A)

2.4.1. Sources Sought

PRIMARY PROCESS OWNER: AMIC/PK

Tool used for Market Research to put requirements out on the Government Point of Entry, and solicit capabilities packages, white papers, or other types of responses from industry. Helps determine market capabilities, commerciality, set-aside or full & open competition decisions. Also helps determine NAICS Code for your acquisition; please see template folder for updated SBA Size Standards (14 Jul 2022)

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 5.101, Subpart 5.2, FAR 15.201; See also Acquisition Planning Notices under TTP Ch 3 https://dod.teams.microsoft.us/l/file/79052ECE-425D-4A8C-9235-8FA6D8B799A5?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4&fileType=docx&objectUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs%2FShared%20Documents%2F4.%20Acquisition%20Planning%20TTPs%20%F0%9F%93%99%2FAcquisition%20Planning%20Notices%20TTP%20Ch%203.docx&baseUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs&serviceName=teams&threadId=19:dod:c3c8b68470f1481fb843e9cfe903091f@thread.skype&groupId=25a42351-7065-4ec7-8c1b-3163cdba3183
TEMPLATES & SAMPLES:
2.4.1 Sources Sought Templates and Samples ; SBA Size Standards Table of size standards (sba.gov)

LESSON LEARNED/BEST PRACTICES
- Combine the Sources Sought announcement with an Industry Day invitation, which helps facilitate potential teaming, partnering, and/or subcontracting (identifies whether your requirement can be set-aside for small business)

2.4.2.   Request for Information (RFI)

PRIMARY PROCESS OWNER: AMIC CO or CM

Tool used for Market Research to put requirements out on the Government Point of Entry, and solicit capabilities packages, white papers, or other types of responses from industry. Helps determine market capabilities, commerciality, set-aside or full & open competition decisions. Can be useful in giving industry an input into selection of contract type and/or structure, providing feedback on performance work statements, statements of work, or statements of objective.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 5.101, Subpart 5.2, FAR 15.201 ; See also Acquisition Planning Notices under TTP Ch 3 https://dod.teams.microsoft.us/l/file/79052ECE-425D-4A8C-9235-8FA6D8B799A5?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4&fileType=docx&objectUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs%2FShared%20Documents%2F4.%20Acquisition%20Planning%20TTPs%20%F0%9F%93%99%2FAcquisition%20Planning%20Notices%20TTP%20Ch%203.docx&baseUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs&serviceName=teams&threadId=19:dod:c3c8b68470f1481fb843e9cfe903091f@thread.skype&groupId=25a42351-7065-4ec7-8c1b-3163cdba3183

TEMPLATES & SAMPLES:
2.4.2 RFI Templates and Samples

LESSON LEARNED/BEST PRACTICES
- Helps provide insight into standard industry practices, warrantees and/or pricing arrangements for the specific requirement you are working on

2.4.3. Industry Day

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

Acquisition professionals must strive to be more open with industry early in our acquisitions and encourage their involvement during all phases of the acquisition process. Communication between the Government and industry is a key aspect of acquisition planning. An Industry Day conference and/or one-on-one sessions provide the forum for acquisition teams to openly exchange information with industry in order to communicate the requirement, risks, issues, validate components of the acquisition strategy and contract/solicitation structure, request input from industry, and vice versa. This exchange often results in a better written market research report, requirement, solicitation, and improved proposal submissions.

Methods: The acquisition team should determine the most appropriate method to meet the needs of the procurement and is free to structure the forum as required to ensure maximum participation and exchange of information.

- **Industry Day conference (open forum):** Two (2) to four (4) hour session where the Government's mission, program, and contract overview is briefed followed by a question and answer panel with the prime team (CO, PM, functionals) answering open forum questions. If the decision is made to conduct an Industry Day, ensure the project team is at the point to share detailed program/acquisition information with industry. Industry feedback is that they need to see the solicitation components (i.e., Section L/M) to have meaningful input during Industry Days.
- **One-on-One sessions:** Thirty (30) minute to two (2) hour sessions conducted in a closed setting where a portion of the time is reserved for Government questions and a portion of the time is reserved for individual companies from industry.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
Please see the "Industry Day Process Guide – May 2020" in the Template folder for further instructions. See also Virtual Industry Day TTP at https://dod.teams.microsoft.us/l/file/CB761904-7920-4CD7-9DE4-5DC3E8AD07FB?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4&fileType=docx&objectUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs%2FShared%20Documents%2F5.%20Pre-Solicitation%20TTPs%20%F0%9F%93%94%2FVirtual%20Industry%20Day%20TTP%20Ch%204.docx&baseUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs&serviceName=teams&threadId=19:dod:191d30b5c0e54b5ba88f367c49815369@thread.skype&groupId=25a42351-7065-4ec7-8c1b-3163cdba3183

TEMPLATES & SAMPLES:
2.4.3 Industry Day Templates and Samples

LESSON LEARNED/BEST PRACTICES

- When posting the Industry Day notice, it needs to be posted NLT 30 days prior to the event so that industry has ample time to make travel arrangements (posting with the Sources Sought Synopsis is a great time)
- Having it on base is a challenge due to security restrictions and needing to accomplish an Entry Access List (EAL) for Security Forces; EALs require a longer lead-time, and companies tend to change attendees or ask to be added to the attendance list last minute – recommend scheduling a conference room/ballroom at a local hotel and smaller room(s) for one-on-one sessions
- See Jojo Reantaso (DSS, Training Manager) for the list of local vendors and price list for costs
- Arrive at least 90 minutes prior to briefing start to ensure equipment is operational and the room is set up in the requested manner
- Print extra copies of questionnaires for open forum and one-on-ones in case attendees ask for them
- Recommend one-on-one meetings not exceed 45 minutes; be clear to companies up-front that this is their time and you are here to discuss any concerns or questions they have about the requirement and that a timer will go off and end their session. Typically it is stated that the Government reserves the final 5 minutes to ask the questions they have—state more if needed (i.e., 10 minutes)
- Do not give one company more time than another, be consistent with time, answers to questions, and questions asked to each contractor
- When environmental circumstances make an in-person Industry Day impossible to perform, a Virtual Industry Day may be conducted. Virtual ID should, to the greatest extent possible, incorporate existing methods and best practices to maximize engagement and communication with industry partners, e.g. videoconference One-on-Ones over chosen business communication platform.

2.4.4. Site Visit

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

Site Visits are hosted by the Government to give interested offerors the opportunity to inspect the sites where services are to be performed and to acquire knowledge regarding general and local conditions that may affect the cost of contract performance. Participation by prospective Contractors is highly encouraged by the Government in order to clarify the solicitation and improve the offeror's understanding of requirements. It allows Contractors to examine the facilities, environment, and geographical layout of work areas with the intention of getting higher quality proposals.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:

FAR 52.237-1, Site Visit; See ACC Instruction 64-101 (May 2019) linked under templates folder

TEMPLATES & SAMPLES:

2.4.4 Site Visit Templates and Samples

LESSON LEARNED/BEST PRACTICES

- Get official permission to visit the base. Group/CC at a minimum should authorize AMIC and group of contractors to visit the base

2.4.5.   Questions & Answers (Q&A)

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

Throughout Market Research, the MFT should utilize an efficient method for recording and responding to questions submitted by industry. This process ensures questions are not overlooked, that they are distributed equally to interested parties, and recorded for future reference in the event of disputes later in the acquisition.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 15.201 – Exchanges with Industry Before Receipt of Proposals
TEMPLATES & SAMPLES:
2.4.5 Q & A Templates and Samples

LESSON LEARNED/BEST PRACTICES
- A best practice is to post the Q&A Matrix with each public notification so the contractor pre-fills the cells with the necessary information and the data is returned in a common format
- Recommend converting the Matrix to PDF (2nd tab in the template) prior to posting Government responses

2.5. Market Research Report

PRIMARY PROCESS OWNER: AMIC CO or CM

The Market Research Report summarizes and documents the market research conducted and supports the way ahead for the requirement. FAR 2.101 defines market research as collecting and analyzing information about capabilities within the market to satisfy agency needs. Market research shall be conducted for each requirement, however, the extent of market research will vary, depending on factors like urgency, estimated dollar value, complexity, and past experience. The contracting officer may use market research conducted within 18 months before the award of any task or delivery order if the information is still current, accurate, and relevant. Techniques for conducting market research include but are not limited to:

- Contacting knowledgeable Government and/or Industry individuals
- Reviewing recent market research on similar or previous requirements
- Releasing a Request For Information to identify available sources in the marketplace

FAR 10.002(b)(2) outlines more techniques for gathering market research.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 10.001(a); DFARS Part 210; DFARS PGI 210.070; AFFARS 5310
TEMPLATES & SAMPLES:
AF Contracting Central Templates ; 2.5 Market Research Report Templates and Samples Samples Folder; AFFARS Library 5310 - Market Research (dps.mil)

LESSON LEARNED/BEST PRACTICES
Over the SAT: - The Market Research Report (MRR) template listed above is considered mandatory and must be completed by the Mission Partner and submitted as part of their requirement package - Directions are outlined in the template - Attach all supporting documents to the MRR Under the SAT: - The Contracting Officer completes the template attached above using information received in the requirement package - If additional information is required, the CO works with the Mission Partner to gather the information - Directions are outlined in the template - Attach all supporting documents to the MRR

2.6. DD Form 2579, Small Business Coordination Record

PRIMARY PROCESS OWNER: AMIC Small Business Professional(s)

The DD Form 2579, the Small Business Coordination Record, is required to be completed for any action over $10K, by DFARS 219.201 with form completion instructions at DFARS PGI 253.219-70. This form, once completed and signed by the CO, is routed to the appropriate Small Business Professional (SBP) for your location, along with supporting documentation such as the Market Research Report and Justification & Approval. If the strategy is to pursue a Small Business Set-Aside (SBSA), the form is signed and sent back to the CO so that they may solicit the requirement. If it is not a SBSA, then the SBP will route the form to the Procurement Center Representative (PCR) for processing. The SBA Size Standards are current as of 14 Jul 2022.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 19.201; DFARS 219.201(c)(10)(B); DFARS PGI 253.219-70; AFFARS 5319.201(c)(10)(B); See AFFARS Library at 5319 - Small Business Programs (dps.mil); and Policy Letter at TTP Ch 3 https://dod.teams.microsoft.us/l/file/53B14DE6-7EF8-4571-A28D-88B5F58FABB0?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4&fileType=pdf&objectUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs%2FShared%20Documents%2F4.%20Acquisition%20Planning%20TTPs%20%F0%9F%93%99%2FDD%202579%20Policy%20Letter%20Dec%2021.pdf&baseUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs&serviceName=teams&threadId=19:dod:c3c8b68470f1481fb843e9cfe903091f@thread.skype&groupId=25a42351-7065-4ec7-8c1b-3163cdba3183 ; SBA size standards (Jul 14, 2022) Table of size standards (sba.gov)

TEMPLATES & SAMPLES:
2.6 DD2579 Templates and Samples

LESSON LEARNED/BEST PRACTICES
- This form must be completed and signed prior to sending to the SBP - Be sure to follow the DFARS PGI instructions; See TTP Ch 3 summary https://dod.teams.microsoft.us/l/file/F2CBEE47-5506-4D8D-B3DF-0176E1EF7720?tenantId=8331b18d-2d87-48ef-a35f-ac8818ebf9b4&fileType=docx&objectUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs%2FShared%20Documents%2F4.%20Acquisition%20Planning%20TTPs%20%F0%9F%93%99%2FDD%20Form%202579s%20and%20Small%20Business%20Coordination%20TTP%20Ch%203.docx&baseUrl=https%3A%2F%2Fusaf.dps.mil%2Fteams%2FSAFAQCTTPs&serviceName=teams&threadId=19:dod:c3c8b68470f1481fb843e9cfe903091f@thread.skype&groupId=25a42351-7065-4ec7-8c1b-3163cdba3183 ; SB Tools at AFICC - PL - Small Business - Tiles (dps.mil)

2.7. Early Strategy and Issues Session (ESIS)

PRIMARY PROCESS OWNER: AMIC CO & PM

The ESIS is an early meeting to discuss top level considerations/strategies affecting services acquisitions. While mandatory for all services acquisitions >$100M, an ESIS should be offered to any Services Designated Official (SDO) as an option. Intent of the ESIS is to be a vector-check with senior leaders to provide a candid and informal discussion on significant issues of the acquisition. This is a collaborative working session with all stakeholders in your acquisition. Some steps that should be in-process (or potentially completed) by the time an ESIS is presented to the SDO:

- Preliminary market research
- Industry Day (if applicable)
- Draft PWS

Participants from the Multi-Functional Team include the mission owner (MAJCOM/PEO/DRU/HAF), SDO, Program Manager, Senior Contracting Official, and other relevant MFT members (i.e., FM, SB, Legal, Security, Cyber, Quality, etc.).

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138; See PEO/CM templates including for ESIS (Jan 22) at [PEO/CM and SSM - Templates (dps.mil)](dps.mil)

TEMPLATES & SAMPLES:
[2.7 ESIS Templates and Samples](#)

LESSON LEARNED/BEST PRACTICES
- Should be conducted as early as possible; approximately 120 days, but no later than 90 days before an ASP - Keep this briefing/meeting very informal; this is not a pre-ASP – just an early vector of what the team has learned at this point and a discussion of the proposed way-ahead

2.8. Conduct Services Acquisition Workshop (SAW)

PRIMARY PROCESS OWNER: AMIC/DRA

The SAW is a facilitated workshop built around a specific acquisition and its multi-functional integrated process team. The SAW facilitation team mentors and guides the multi-functional IPT in developing their acquisition planning, market research, performance requirements, request for proposal, source selection process, and contractor performance assessment planning and execution documents. A SAW is required before a Services Acquisition Strategy will be approved and is mandatory for teams supporting a services acquisition with a total acquisition value of ≥$500M or an annual value of ≥$250M. Requiring activities should consider a SAW for services acquisitions valued at >$10M to < $500M. Additionally, the policy requires an annual 5-year forecast of SAWs, including requirement names, with forecast typically due every October.

UPDATE: Effective 26 Mar 2020, a blanket waiver from the SAW requirement was signed by Ms. Nancy Andrews, AFPEO/CM
https://usaf.dps.mil/sites/SAFAQ/projects/Services/General%20PEOCM%20Documents/SAW-WaiverForTaskOrders-100M-500M(26March2020).pdf#search=SAW

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138; DoDI 5000.74 ; See waiver and additional resources at PEO/CM and SSM - PEOCM (dps.mil)
TEMPLATES & SAMPLES:
https://www.dau.edu/tools/t/Services-Acquisition-Workshop-(SAW)-Tool Updated Feb 2022)

LESSON LEARNED/BEST PRACTICES
- Discuss with DAU-lead altering the process based on the MFT's experience and acquisition complexity

2.9. Define Requirement and Develop Acquisition Strategy

PRIMARY PROCESS OWNER: AMIC CO & PM

The acquisition strategy describes the multi-functional team's plan to achieve the execution of goals set within the service acquisition life cycle. The team summarizes the overall approach to acquiring services, and the acquisition strategy documents contain sufficient detail to allow senior leadership and the Services Designated Official to assess whether the strategy makes good business sense, effectively implements laws and policies, and reflects management's priorities, including affordability. The strategy could evolve over time and should always reflect the current status and desired mission outcome. Some key outcomes of Acquisition Strategy are:

1) Selecting the most appropriate type of contract;
2) Determining a performance incentive approach (if applicable);
3) Determining source selection approach;
4) Determining appropriate evaluation factors; and
5) Developing appropriate planning documents (i.e., Acquisition Plan and Source Selection Plan).

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFI 63-138
SUBTASKS
1.   Justification & Approval (J&A)
2.   Determination & Finding (D&F)
3.   Acquisition Plan (≥$50M or ≥$25M Per FY)
4.   Source Selection Plan (SSP)
5.   Solicitation / RFP
6.   Sole Source Synopsis
7.   Request for Quotes
8.   Task Order – Ordering Guide
9.   Fair Opportunity Proposal Request (FOPR)
10.   Acq Strategy Panel (ASP) Brief (≥$50M or ≥$25M Per FY)
11.   ASP Minutes

2.9.1. Justification and Approval (J&A)

PRIMARY PROCESS OWNER: AMIC/PK

The Justification and Approval (J&A) is used for sole source acquisitions or sole source modifications that are considered out of scope. The following are helpful in writing the J&A:

- IGCE

- Approved RAD/SCMRV (Cannot issue the RFP without this)
- Market Research and Report
- Previous J&A, if applicable
- Consideration of data rights/intellectual property
- Plan for future competition
- PWS

There are posting requirements see DFARS and AFFARS for posting and approval thresholds. For FAR Parts 6, 8, 13 and 16, there are different templates to be used, based on the acquisition strategy. See AF Contracting Templates link for the most current J&A template(s) for your acquisition. For J&As requiring COMACC signature, an eSSS Word document is prepared by the CO/PM and coordinated through the front office and signed by AMIC/DR. PKS will route the eSSS with the J&A to DSS for them to enter the package into the Task Management Tool (TMT) for routing to COMACC.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 6.303; DFARS 206.303, 206.304 and 206.305; PGI 206.3; AFFARS 5306.3; FAR 8.405-6; DFARS PGI 208.405-6; AFFARS 5308.405-6; FAR 13.106-1(b); AFFARS 5313.106-1; AFFARS 5313.501; FAR 16.505(b)(2); DFARS PGI 216.505; AFFARS 5316.505(b)(2); AMIC OP 64-102
TEMPLATES & SAMPLES:
Contracting Templates by FAR Part (see AFFARS Parts 5306, 5308, 5313 and 5316); 2.9.1 J&A Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- Signed copies of previous J&As/EFOs/Limited Sources justifications available from AMIC/PKS

2.9.2.   Determination & Findings (D&F)

PRIMARY PROCESS OWNER: AMIC/PK

In accordance with FAR 1.701, "Determination and Findings" means a special form of written approval by an authorized official that is required by statute or regulation as a prerequisite to taking certain contract actions. The "determination" is a conclusion or decision supported by the "findings." The findings are statements of fact or rationale essential to support the determination and must cover each requirement of the statute or regulation. A D&F may be used for an individual contract action or for a class of contract actions. For signature authority, please refer to agency FAR supplement, AFFARS 5301.7. For option determinations, please see section 17.205. Determinations and Findings are required under various FAR and DFARS parts.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Subpart 1.7; FAR 17.205; AFFARS 5301.7; AMIC OP 64-102
TEMPLATES & SAMPLES:
Please see attachments with instructions for use and link for additional D&F templates: Contracting Templates by FAR Part; 2.9.2 D&F Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- While FAR part 1 outlines the definition of Determination and Findings, D&F's are needed in the following FAR and check applicable supplements as well: - FAR 6.202 (Establishing or Maintaining Alternative Sources)   - FAR 8.404 (Use of Federal Supply Schedules)   - FAR 12.207 (Contract Type)   - FAR 16.102 (Policies for Contract Type)   - FAR 17.205 (Documentation) and FAR 17.502-2 (Economy Act)

2.9.3.   Acquisition Plan (>$50M or >$25M Per FY)

PRIMARY PROCESS OWNER: AMIC/PM (or RO) & CO

Development of the Acq Plan begins prior to holding the Acquisition Strategy Panel with the Source Selection Authority. The following assists in populating and supports the Acq Plan:

- Draft PWS/SOW/SOO & Appendices (90% solution)
- Incentive/Award Fee Plan
- Draft QASP
- Draft IGCE
- DD254
- Approved RAD/SCMRV
- Completed ASP
- Market Research Report

NOTE: When Acquisition Planning for actions <$50M, utilize the AFFARS 5310 Streamlined Market Research Acquisition Approach (MRAA) template to document informal acquisition planning for acquisitions. File the MRAA under KTFS element 143, Market Research.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 7.105; DFARS PGI 207.105; DFARS PGI 204.7108; AFFARS 5307.105; AFI 63-138;
TEMPLATES & SAMPLES:
Contracting Templates by FAR Part; 2.9.3 Acq Plan Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- Coordination and approval should begin within two weeks post ASP; provided the SSA approved the program's Acq Strategy at the conclusion of the ASP
- Develop alongside the Source Selection Plan (SSP)

2.9.4. Acquisition Strategy Panel (ASP) Brief

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

The ASP is chaired by the SDO (Acquisition Plan Approval Authority (APAA)). This may also be the Source Selection Authority (SSA) IAW delegations in AFI 63-138 and the Services Management Agreement (SMA).   An ASP is required for every acquisition that requires a written acquisition plan. The following assists in populating the briefing:

- Draft PWS/SOW/SOO & Appendices (90% solution)
- Incentive/Award Fee Plan (if applicable)
- Draft QASP
- Draft IGCE
- DD254
- Technical/Programmatic Risk Assessment
- Approved RAD/SCMRV (Must be approved by the time the ASP is held or a waiver to proceed with the ASP must be requested [AFI 63-138, p.3.3.])
- Market Research Report
- Draft Source Selection Evaluation Criteria (i.e., RFP Sections L&M)

ASPs should take place as early as possible in the acquisition planning process; the program manager, or the contracting officer (if a program manager is not assigned), must ensure an ASP is conducted for all ACAT programs and AFPEO/CM acquisitions (AFFARS). IAW AFFARS 5307.104-92(b)(2) the APAA can waive the requirement for an ASP. The ability to waive the ASP has been delegated for 'Operational & Enterprise (not covered above)' actions to either the requiring activity or contracting organization, no lower than the Contracting Officer (See AFICC/KC Authority and Delegations.)

NOTE: The APAA can make the determination to use the ASP slides w/minutes in lieu of a written Acq Plan. Ensure the slides cover the contents of a written Acq Plan IAW FAR 7.105 and DFARS 207.105, and all meeting minutes are detailed and capture any updates to the acquisition strategy, per the ASP. Add a signature page at the end of the ASP slides for the Acq Plan approval authority/SDO to sign the slides at approval, and capture any exceptions (i.e., "Approval contingent upon action items being dispositioned by ASP Minutes signature").

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS Parts 5307.104-92 & 5307.105; AFI 63-138 Chapter 4; AMIC OP 64-102 Section 5.0; AFICC/KC Authority and Delegations
TEMPLATES & SAMPLES:
Air Force Contracting Central Templates (See 5307 for AP and SASS); 2.9.4 ASP Brief Templates and Samples ; AFICC KC (OL ACC) Authority and Delegations

LESSONS LEARNED/BEST PRACTICES
- Review DFARS 207.103(d)(i) thresholds to see if a written AP and thus ASP is required
- Develop the Acq Plan as the ASP is being developed
- Designate a briefing developer for version control
- At a minimum the CO/CM, PM, and requirement owner (technical expert) should go through the briefing line by line to ensure all strategy points are covered and make sense
- Cross check the PWS, QASP, IGCE, Source Selection Evaluation Criteria, and the Acquisition Plan to ensure all documents are saying the same thing
- Division Chiefs should ensure briefers are fully prepared to brief the materials, with attention to the audience and level of leadership that will attend the briefing. A dry run is recommended at the division chief level if briefers are less experienced at briefing.
- Send out Calendar invitations for ASPs as far in advance as possible. For ASPs that include 2-digit attendance (AMID/DR, ACC/A3, 16th AF/CC, etc), ensure proper calendar coordination is done for their attendance and other key stakeholders (i.e. AFPEO/CM, AFICC, etc) to avoid schedule conflicts.
- If any aspects of the acquisition's strategy are controversial or need discussion due to other sensitivities prior to finalizing the ASP charts, PMs and COs should ensure pre-meetings) are conducted with appropriate personnel (i.e. PKS, DRJ, PM, PK, etc.)
- Read-aheads (the ASP charts) should be sent out to attendees at least 3 days prior to the actual ASP.

2.9.5.   Acquisition Strategy Panel Minutes

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

Prepare the minutes template prior to holding the ASP; post-ASP: Populate with significant comments that took place:

- Record Action Items, OPRs, and ECD/Responses
- Route through Div Chiefs, AMIC Leadership, to SSA once complete with appropriate attachments (i.e., ASP Briefing Charts, ASP Attendance List)

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS Part 5307.104-92(a)(4); AMIC OP 64-102 Sec 5.0
TEMPLATES & SAMPLES:
2.9.5 ASP Minutes Templates & Samples

LESSONS LEARNED/BEST PRACTICES
- Review what is necessary to capture prior to the ASP and review with the core team so they are aware of what details are captured in the report in order to gather proper minutes from the briefing - Track any action items through resolution and documented/disposition in an MFR or addendum to the ASP minutes or within the final Acquisition Plan itself. - When using the ASP as the AP, include a Coordination/Approval slide (formatted similar to Section III of the AP template) as the final briefing slide and convert the briefing to a pdf document. - See the OP for routing instructions for AFPEO/CM or ACC/DCOM approval and AFICC/KC coordination.

2.9.6.   Source Selection Plan (SSP)

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

The SSP shall be approved by the SSA before the final solicitation is issued. The SSP should be developed alongside the Acquisition Plan, and shall include, at a minimum:

- Background and Objectives
- Acquisition Strategy
- Source Selection Team
- Communications
- Evaluation Factors and Subfactors
- Documentation
- Schedule of Events
- Nongovernment Advisors
- Electronic Source Selection Procedures and Securing Source Selection Materials

The following assist in populating the SSP:

- PWS/SOW/SOO & Appendices
- Incentive/Award Fee Plan
- QASP
- IGCE
- DD254
- Approved RAD/SCMRV (Cannot issue the Final RFP without this)
- Market Research Report

- Source Selection Evaluation Criteria (i.e., L&M)

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DFARS 215.303, DOD Source Selection Procedures dated 31 March 2016, paragraph 2.2; DFARS 215.303(b)(2); AFFARS MP5315.3 2019 Edition, paragraph 2.2
TEMPLATES
Contracting Templates by FAR Part ; 2.9.6 SSP Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- For version control have a designated pass-through point (i.e., PM) - At a minimum the CO/CM, PM, and requirement owner (technical expert) should go through the SSP to ensure everything is covered/makes sense – prior to the lowest level of the review process - Cross check the PWS, QASP, IGCE, Source Selection Evaluation Criteria, and the Acquisition Plan to ensure all documents are saying the same thing.

2.9.7.   Solicitation/RFP

PRIMARY PROCESS OWNER: AMIC CO/CM

Requests for proposals (RFPs) are used in negotiated acquisitions to communicate Government requirements to prospective contractors and to solicit proposals. RFPs for competitive acquisitions shall, at a minimum, describe the following: (1) Government's requirement; (2) Anticipated terms and conditions that will apply to the contract; (3) Information required to be in the offeror's proposal; and (4) Factors and significant subfactors that will be used to evaluate the proposal and their relative importance. Use of a uniform contract format (UCF) facilitates preparation of the solicitation and contract as well as reference to, and use of, those documents by offerors, contractors, and contract administrators – instances where UFC is not used are at FAR 15.204.

A well-written RFP is absolutely critical to the success of the source selection. The SST shall ensure consistency between the requirements documents, SSP, and RFP. The acquisition team must ensure a clear linkage between the requirements and evaluation factors to maximize the accuracy and clarity of the RFP. CO/CM's should attach to the RFP any or all of the following documents: Price Proposal Templates; DD 254s; Clause Matrix; requirement document (PWS/SOW/SOO); CDRLs; applicable Wage Determinations; any other pertinent attachments.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Subpart 15.2; FAR Subpart 15.3; DFARS SUBPART 215.2; DFARS SUBPART 215.3; DFARS PGI 215.304; DOD Source Selection Procedures dated 31 March 2016, paragraph 2.3 and para 3.1; AFFARS MP5315.3, paragraph 2.3

TEMPLATES & SAMPLES:

Contracting Templates by FAR Part; 2.9.7 RFP Templates and Samples

LESSONS LEARNED/BEST PRACTICES

- Ensure evaluation criteria in RFP and SSP match - inaccuracies between the documents could be used to support a contractor protest
- Refer to CON-IT and Clause Logic guidance when formulating RFP

FAR 15

2.9.8.   Synopsis

PRIMARY PROCESS OWNER: AMIC CO/CM

2.9.9.   Competitive Synopsis

What is a Synopsis?   The FAR refers to a notice of proposed contract action as a "synopsis." This synopsis is like an advertisement of an upcoming contract action. It announces the availability of an impending government solicitation for contract award and is a summary of that contract action. It must be published on a government website that is accessible to the public IAW FAR 5.201.   Your synopsis must contain a clear and concise description of the supplies or services that is not unnecessarily restrictive of competition and will allow a prospective offeror to make an informed business judgement as to whether to compete on the solicitation.   It must clearly articulate the government's requirement, anticipated award date and the procedures to be used in awarding the contract. For more information on synopsis requirements see FAR 5.201.

2.9.10.   Sole Source Synopsis

The template provided is for a Sole Source Synopsis (Notice of Intent to Award Sole Source) that is posted at the Government Point of Entry (GPE) https://sam.gov/ for a non-competitive contract action expected to be greater than $25K.

The notice must be published at least 15 days before issuance of a solicitation, or a proposed contract action, if the Government intends to solicit and negotiate with only one source under the authority of 6.302 (or FAR 13.106-1(b)(1)), except that, for acquisitions of commercial items, the contracting officer may either (1) Establish a shorter period for issuance of the solicitation; or (2) Use the combined synopsis and solicitation procedure (see 12.603).

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Subpart 5.2; FAR Subpart 5.3; FAR Part 6.305; DFARS SUBPART 205.2; DFARS PGI 206.302-1
TEMPLATES & SAMPLES:
Contracting Templates by FAR Part; 2.9.10 Sole Source Synopisis Templates and Samples

FAR 16.5

2.9.11.   Task Order Ordering Guide

PRIMARY PROCESS OWNER: AMIC CO/CM

Task Order ordering guides may be developed as a best practice at the ID/IQ level and will identify how orders shall be placed against the ID/IQ. GSA ordering guides are available for all GSA GWACs on the GSA GWAC website. AMIC issued ID/IQs, such as PMEL, CAF CAS, etc. have their own ordering guides. Clearance guidance IAW AFFARS 5301.9000(a)(7):

Clearance is required for competitive order solicitations and orders issued IAW FAR 16.5 and against existing MAC, ID/IQ, GWAC, or FSS contracts that require either one or both of the following:

i. Establishment of specific criteria for the evaluation of proposals and selection of the awardee for the order;

ii. Addition of any terms or conditions that are not included in the basic ID/IQ contract, and/or changes to the existing terms or conditions of the basic ID/IQ contract (except for provisions/clauses required by the FAR, DFARS, or AFFARS).

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Part 16.5, AFMC FAR 16.5 Fair Opportunity Ordering, AFFARS 5301.9000(a)(7)
TEMPLATES & SAMPLES:
There are no standard templates for creating an ordering guide. Much depends on the contracting vehicle you may be using. Samples of ordering guides are available in the Sample folder. Link: AFMC FAR 16.5 Fair Opportunity Ordering; 2.9.11 TO Ordering Guide Templates and Samples

LESSONS LEARNED/BEST PRACTICES
When placing orders against GSA GWACs or other agency ID/IQ's be sure to check the ordering guide; Ordering Guides are not mandatory

2.9.12.   Fair Opportunity Proposal Request (FOPR)

PRIMARY PROCESS OWNER: AMIC CO/CM

The FOPR is the term for an RFP under FAR Part 16.5 procedures. The CO can determine a reasonable amount of time for which to provide offerors to respond, depending on the complexity of the requirement and the mission partner's schedule. The attached documents are examples to be sent to potential offerors but *are meant to be tailored to the specifics of each requirement in accordance with base IDIQ terms and conditions.* The FOPR letter can include evaluation criteria within it, or the evaluation criteria can be attached separately. CO/CM's should attach the following to this letter:

- Evaluation Methodology and Criteria (L&M)

- Price Proposal Templates

- DD 254s

- Workload data

- Provision/Clause Matrix and any other pertinent attachments.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Part 16.505/ AMIC OP 64-102 Section 9.0/ Fair Opportunity Guiding Principles (AFMC)
TEMPLATES & SAMPLES:
2.9.12 FOPR Templates and Samples: AFMC FAR 16.5 Fair Opportunity Ordering

LESSONS LEARNED/BEST PRACTICES
- The AFMC FAR 16.5 Fair Opportunity Ordering SharePoint page contains a wealth of information on how to execute orders under FO, to include templates for all stages (Templates are embedded within the document). Keep in mind that AMIC OP 64-102 has additional information on coordinating with Decision Authorities.   https://usaf.dps.mil/sites/aficc/afcc/AFICC/kp/FAR165_Library/Forms/AllItems.aspx?viewpath=/sites /aficc/afcc/AFICC/kp/FAR165_Library/Forms/AllItems.aspx- Review templates for accuracy and update/tailor accordingly. Specifically, be aware of differences in language between LPTA and tradeoff varieties.   - Be careful to avoid Part 15 Source Selection verbiage to make it clear the acquisition is being conducted under Part 16.5   - Be aware of AFFARS 5301.9000 Business Clearance requirements for orders against existing MAC ID/IQ, GWAC, or FSS contracts that require *either one or both of the following*: Establishment of specific criteria for the evaluation of proposals and selection of the awardee for the order; Addition of any terms or conditions that are not included in the basic ID/IQ contract, and/or changes to the existing terms or conditions of the basic ID/IQ contract (except for provisions/clauses required by the FAR, DFARS, or AFFARS).

FAR 13

2.9.13.   Request for Quotes

PRIMARY PROCESS OWNER: AMIC CO/CM

An RFQ is a simplified acquisition procedure used at or below the simplified acquisition threshold to solicit quotes for commodities, simple services, or straightforward/uncomplicated parts with little or no room for product or service differentiation between responding vendors. Negotiation points could include delivery schedules, packaging options, etc. A quotation is not an offer and, consequently, cannot be accepted by the Government to form a binding contract. Therefore, issuance by the Government of an order in response to a supplier's quotation does not establish a contract. The order is an offer by the Government to the supplier to buy certain supplies or services upon specified terms and conditions. A contract is established when the supplier accepts the offer. When soliciting quotations or offers, the contracting officer shall notify potential offerors of the basis on which award will be made (price alone or price and other factors, *e.g.*, past performance and quality). Contracting officers are encouraged to use best value. Solicitations are not required to state the relative importance assigned to each evaluation factor and subfactor, nor are they required to include subfactors.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Part 13; FAR 53.213; DFARS 253.213; DFARS PGI 253.213
TEMPLATES & SAMPLES:
There are no standard templates for creating a RFQ. Much depends on the contracting vehicle you may be using. For instance, there may be ways to fashion an RFQ as prescribed in an ordering guide, if for instance, you are using GSA or another contracting vehicle like NASA SEWP. There can be other ways to develop an RFQ if you are using Sam.gov or other methods. There is no right or wrong way to develop an RFQ.

LESSONS LEARNED/BEST PRACTICES
- If you have any unique clauses that may apply to the RFQ, it is best to include them, as applicable, either in the RFQ itself or as an attachment to the RFQ. - SF 18 is prescribed for use in obtaining price, cost, delivery, and related information from suppliers as specified in 13.307(b). - SF 1449, as prescribed in 53.212, or other agency forms/automated formats, may also be used to obtain price, cost, delivery, and related information from suppliers as specified in 13.307(b)

2.10. Conduct Reviews

PRIMARY PROCESS OWNER: AMIC/PK

- Reviews of contract files are conducted at multiple phases during the acquisition life cycle. In Pre-Award, reviews are required for business clearance and contract clearance; there are up to 5 critical decision points that require contract review, depending on the type of acquisition being performed: Acquisition Strategy Panel (ASP)/Acq Plan review
- Business Clearance (Issue RFP for competitive actions, or open negotiations for a noncompetitive action)
- Open Discussions (for competitive acquisitions, not a Clearance point)
- Competitive Contract Clearance (Close Discussions/Request Final Proposal Revisions and/or award contract
- Noncompetitive Contract Clearance (Award contract or modification/contract action)

Other documents that require review are J&A's; D&Fs for signature at or above AMIC/PK; PNMs; and any documents that leave AMIC to go to entities within the Chain of Command (i.e., briefings to AFPEO/CM, DCOM, etc.). Official reviews will utilize a Comment Resolution Matrix (CRM) to document administrative, substantive and critical comments. A Streamlined Review Process is included within the templates for use by the PM/CO or any MFT member; this process can be tailored to meet the needs of your acquisition, based on the overall dollar value. Additionally, 'AFICA' documentation checklists are provided below, that while outdated, may provide useful structure to assist the MFT.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AMIC OP 64-102
TEMPLATES & SAMPLES:
2.10 Conduct Review Templates; Air Force Contracting Central Templates (See applicable AFFARS Section)
AFICA Checklists

LESSONS LEARNED/BEST PRACTICES
- Review AMIC OP 64-102 guidance for documentation reviews and follow as appropriate.

2.11. Business Clearance Slides

PRIMARY PROCESS OWNER: AMIC CO/CM

This guidance is for creating business clearance slides for competitive and noncompetitive actions. The documents provided at the AF Contracting Central SharePoint links below provides guidance and templates for creating business clearance slides for competitive and noncompetitive actions. Business slides are required for acquisitions at or above AFICC clearance thresholds. Slides are part of the business clearance package, along with the Request For Clearance (RFC). NOTE: *Check with your procurement analyst for latest guidance.*

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AMIC OP 64-102 Sec 1.0
TEMPLATES & SAMPLES:
Air Force Contracting Central Templates (See 5301 for Business Clearance Charts and RFC) 2.11 Business Clearance Slides

LESSONS LEARNED/BEST PRACTICES
- Review AMIC OP 64-102 guidance for documentation reviews and follow as appropriate.

2.12. Defense Pricing and Contracting (DPC) Peer Review (>$1B)

PRIMARY PROCESS OWNER: AMIC/PK

The Peer Review program improves the quality of the Department's contracting processes by sharing lessons learned and best practices and ensuring that contracting officers implement policy and regulations in a consistent manner. The DPC office organizes all pre-award and post-award Peer Reviews for contracts with an estimated value of >$1B (including options). Pre-award Peer Reviews for competitive actions are conducted at the following timeframes within the acquisition: 1) prior to issuance of the solicitation; 2) prior to request for Final Proposal Revisions (FPRs) and; 3) prior to contract award. Pre-award peer reviews for non-competitive acquisitions shall be conducted prior to each of the following two phases of the acquisition: 1) Negotiation and 2) Contract Award.

UPDATE: 20 Aug 19, Class Deviation 2019-00010– Peer Reviews of Contracts for Supplies and Services, signed by Ms. Kim Herrington, DPC, removes requirement to conduct Peer Reviews for competitive acquisitions >$1B, as required by DFARS 201.170(a)(1)(i). (See Template links for further information)

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DFARS 207.170 Peers Reviews; DFARS PGI 207.170

TEMPLATES & SAMPLES:
Competitive Peer Reviews: https://www.acq.osd.mil/asda/dpc/cp/policy/peer-reviews.html Non-Competitive Peer Reviews: https://www.acq.osd.mil/asda/dpc/pcf/ss-peer-reviews.html 2.12 Peer Review Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- Begin planning with a DPC POC, SAF/AQCA, and AFPEO/CM once the IGCE is completed and the contract value is estimated at >$1B. Remember to allow time for Peer Review in acquisition timeline.

2.13. Post Solicitation to PIEE

PRIMARY PROCESS OWNER: AMIC CO/CM

This guidance is for posting a solicitation on PIEE, under solicitation module, which will post to the Government-wide point of entry (GPE).

Post solicitations on the Procurement Integrated Enterprise Environment (PIEE) Solicitation module. Visit the PIEE Web Based Training site for information on how to use the PIEE Solicitation module.

Use the GSA Symphony Procurement Suite to post solicitations to GSA OASIS vendors. Visit the GSA OASIS Buyers Guide and Resources page for instructions and other important information.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Subpart 5.2, DFARS 205.2, DFARS PGI 205.2, AFFARS 5305.202

TEMPLATES & SAMPLES:
2.13 SAM (formerly FBO) Templates and Samples

LESSONS LEARNED/BEST PRACTICES
- Review FAR/DFARS/AFFARS guidance for posting to PIEE and follow as appropriate.

PHASE III – Execute Strategy

3.0   Introduction

After the team has completed the required planning in Phase II – Requirements Development and determined and approved Acquisition Strategy, the MFT will finalize their pre-solicitation documents before presenting the required documents to the Contracting Officer for execution. The MFT ensures the requirement, the QASP, and the Incentives clearly demonstrate what the outcome should be and how the contractor's performance will be measured. If the documents represent the services acquisition adequately, the documents are transferred, along with your funding document, to the Contracting Officer for contract execution.

The Contracting Officer, with assistance from the Contract Specialist, creates the solicitation, Request for Proposal (RFP), Request for Quote (RFQ), or Invitation for Bids (IFB). The look of the solicitation varies depending on whether the services procurement falls under FAR Part 12, Acquisition of Commercial Items, Part 13, Simplified Acquisition Procedures, Part 14, Sealed Bidding, Part 15, Contracting by Negotiation or Part 16, Indefinite Delivery Contracts. The Contracting Officer is responsible for ensuring the appropriate clauses and provisions are incorporated into the solicitation, along with the PWS or SOO, the QASP, Contract Data Requirements Lists and Other Attachments, and any special contract requirements, such as Contractor Manpower Reporting. Once the solicitation is complete, the Contracting Officer sends it for appropriate clearance to the clearance approval authority and will release the RFP.

In this section, we will discuss acquisition strategies using FAR 15, FAR 16.5 and FAR 13, separately, beginning with FAR 15.

3.1.   Pre-Proposal Conference

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

The pre-proposal conference is an optional meeting to be held with interested offerors after the issuance of the solicitation and before proposals are due. It is designed to answer any questions prospective offerors may have. The PCO conducts the meeting and may have technical SMEs present to discuss aspects of the PWS. At a minimum, the CO should review the PWS, instructions to offerors, evaluation methodology (Sections L&M) and any other pertinent documents. The topics of this briefing can be tailored based on the requirement. As a best practice, it may reduce the need for lengthy discussions or interchanges and should improve the quality of offeror's submitted proposals. The pre-proposal conference can be held virtually or in person, dependent upon the needs of the acquisition.

TEMPLATES & SAMPLES
3.1 Pre-Proposal Conference
LESSON LEARNED/BEST PRACTICES
- Provides offerors a better understanding of evaluation methodology and requirements documents

3.2.   Phase II – Source Selection Training

PRIMARY PROCESS OWNER: AMIC CO/CM

Phase II Training – "Source Selection" is mandatory and designed to prepare teams to successfully execute the steps required to complete a successful source selection. The training should be conducted just prior to or immediately after receipt of proposals so the team can understand how to evaluate, draft documentation/briefings, and maintain procurement integrity throughout the process. The topics of this training should be tailored based on the complexity of the acquisition and experience level of the team. It is recommended you break the training into parts (see Template) and utilize the training scenario, after briefing individual team training, to allow your teams to walk through a mock evaluation – this gives them some early "hands-on" experience with the material and how to start drafting write-ups and evaluation notices. Trainers must provide the Source Selection Training Certificate for Phase I and Phase II to the personnel they train. Trainer certification requirements, training material and certificate templates are located in Chapter 6 of AFFARS MP5315.3, Source Selection.

SSAC & SSA Training – mandatory and designed to familiarize the SSAC and SSA of their roles/responsibilities, as well as the procedures utilized during source selection. The training must be conducted prior to the first briefing to the SSAC and SSA. The topics of this training must be tailored based on the acquisition and experience level(s) of the SSAC members or SSA. Trainers must provide the Source Selection Training Certificate for Phase I and Phase II to the personnel they train.

General Info for Designated Trainers:

- Only certified trainers are approved to provide this training; a list of certified trainers is provided in the Pre-Award SharePoint under "Miscellaneous," and will be maintained through AMIC/DSS
- The Ethics, Procurement Integrity, and Conflicts of Interest topic should be presented by AMIC/DRJ or AMIC/Det 2 legal counsel. The use of locally developed Ethics training is encouraged, so please ensure legal personnel are providing the team their latest briefing
- The length of the source selection training and the level of detail presented in Phase II (Source Selection Execution) depends on the complexity of the specific acquisition and the experience level of the SST
- There are specialized executive-level training modules available to be tailored for the SSA and SSAC at the link listed in the "Lessons Learned" section of this playbook

Evaluation Tools: Evaluation MS Excel tools discussed in Phase II training slides are available in the Template Folder (linked below); these tools are not mandatory but are available for use if desired. Each tool can be modified for your specific evaluation criteria and source selection type.

CPARS Access – Past Performance: Teams that are evaluating Past Performance must follow the "CPARS Single Sign-On" instructions within the "References" folder in order to access offerors' performance assessment reports from previous/current Government contracts.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP 5315.3, Chapter 6
TEMPLATES & SAMPLES
3.2 Phase II SS Training Training Certificates: https://usaf.dps.mil/sites/AFCC/KnowledgeCenter/contracting_templates/Forms/Grouped_by_FAR_Part.aspx

LESSON LEARNED/BEST PRACTICES
- Have real-world examples available to share with teams throughout the training - Walk through MS Excel tools utilized to capture evaluations as training is provided - Source Selection training modules, lesson plans and resource/reference material are accessible by designated trainers and training managers on the "Source Selection Train the Trainers" website: https://usaf.dps.mil/sites/AFCC/KnowledgeCenter/source_selection_training/Forms/AllItems.aspx

FAR 15

3.3.   FAR 15 Initial Evaluations

PRIMARY PROCESS OWNER: AMIC CO/CM, PM (or RO) & Eval Team

During the Initial Evaluation phase of source selection, the Source Selection Evaluation Board (SSEB) receives proposals from offerors, then evaluates each Factor (i.e., Technical, Past Performance, Price, etc.) by assessing each proposal and generating facts/findings to support documentation with a recommendation to either Award Without Discussions (AWOD) to the best value offeror, or to enter discussions with offerors after establishing the competitive range. Following the initial round of evaluations, the SSEB Chairperson will consolidate the inputs from each team into an SSEB report and Initial Evaluation Briefing (IEB) for presentation to the Source Selection Authority (SSA). A competitive range decision document (CRDD) shall be prepared whenever the CO establishes, and the SSA approves, a competitive range. The CO and SSEB Chairperson shall ensure proposals are evaluated solely against the criteria contained in the solicitation and that no comparative analysis of proposals was conducted unless clearly stated in the SSP or otherwise directed by the SSA.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP5315.3; DFARS 215.3; DoD Source Selection Procedures
SUBTASKS
1. Source Selection Evaluation Board (SSEB) Initial Report 2. Competitive Range Decision Document (CRDD) 3. Competitive Range Elimination Notification 4. Initial Evaluation Briefing (IEB) 5. Price Negotiation Memorandum (PNM) {Sole Source/non-competitive}
SUBPARTS (FAR 16 & 13)
FAR Part 16 Fair Opportunity Docs 1. Fair Opportunity Decision Document (FODD) 2. Fair Opportunity Decision Brief (FODB)
FAR Part 13 Simplified Acquisition   Fair and Reasonable Determination

3.3.1.   Source Selection Evaluation Board (SSEB) Initial Report

PRIMARY PROCESS OWNER: AMIC CO/CM

Following the initial round of evaluations, the SSEB Chairperson will consolidate the inputs from each of the evaluation teams into an SSEB report for presentation to the SSA. The PCO and the SSEB Chairperson shall ensure that proposals are evaluated solely against the criteria contained in the solicitation and no comparative analysis of proposals was conducted by SSEB members unless clearly stated in the SSP or otherwise directed by the SSA. All evaluation records and narratives shall be

reviewed by the PCO, Legal Counsel, and the SSEB Chairperson for completeness and compliance with the solicitation.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DFARS 215.3, para 3.2
TEMPLATES & SAMPLES
AF Contracting Central Contracting Templates
3.3 FAR 15 Initial Evals / Initial Report

LESSON LEARNED/BEST PRACTICES
Begin filling out the Initial Report template upon receipt of proposals, so when the teams are getting close to completing initial evaluations, the SSEB Chairperson can start filling in the evaluation data and reduce the amount of time needed for documentation

3.3.2.   Competitive Range Determination Document (CRDD)

PRIMARY PROCESS OWNER: AMIC CO

If discussions are to be conducted, the PCO shall, in consultation with the PM and with the approval of the SSA, establish the competitive range based on the ratings of each proposal against all evaluation criteria, unless the range is further reduced for purposes of efficiency (see FAR 15.306(c)). The criteria used for establishing the competitive range and a written analysis explaining what will be discussed with each offeror shall be documented in a CRDD. A template is found on the Air Force Knowledge Central SharePoint template page.

This template (tailored as appropriate) is provided to assist the PCO in preparing the CRDD to document the determination why discussions are necessary and for establishment of the competitive range. The CRDD will be submitted to the SSA for approval prior to entering discussions. By documenting the determination as to why discussions are necessary, the CRDD will also meet the requirement of DoD Source Selection Procedures paragraph 1.4.2.2.8 to document the rationale for discussions.

The CRDD must be updated by the PCO and re-approved by the SSA any time another offeror is eliminated from the competitive range prior to making the source selection decision. When the content of the CRDD addresses a topic (e.g., source selection procedures, evaluation criteria, etc.) also covered in other source selection documents such as RFP Section M and/or the Source Selection Plan, the exact same language should be used in the CRDD.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoD Source Selection Procedures paragraph 1.4.2.2.8; AFFARS MP 5315.3, para 3.4
TEMPLATES & SAMPLES
AF Contracting Central Contracting Templates 3.3 FAR 15 Initial Evals Comp Range Dec Doc

LESSON LEARNED/BEST PRACTICES
Begin filling out the CRDD template once it has been determined that one or more offerors may be eliminated from the competitive range, so when the teams are getting close to completing initial evaluations, the SSEB Chairperson can start filling in the appropriate data

3.3.3.   Competitive Range Elimination Notification

PRIMARY PROCESS OWNER: AMIC CO

Use the template to prepare a notification to offerors being eliminated from the competitive range IAW 15.503(a)(1). This notice should state the bases for the determination and that proposal revisions will not be considered. Offerors may request a pre-award debriefing at this time or wait for a post-award debriefing IAW FAR 15.505(a) or FAR 15.506(a). If using a notice to eliminate an offeror from a FAR 16 fair opportunity competition, COs/CMs should refer to above references regarding the debriefings. Debriefings for FAR Part 16 acquisitions are covered by FAR 15 guidance.

TEMPLATES & SAMPLES
3.3 FAR 15 Initial Evals / Comp Range Elim Notice

3.3.4.   Initial Evaluation Briefing (IEB)

PRIMARY PROCESS OWNER: AMIC/CO & PM (or RO)

The SSEB Initial Report is used to document the results of the SSEB's initial evaluation. The rationale for initial evaluation results and assignment of initial ratings will be fully and contemporaneously documented in the SSEB Initial Report. The SSEB Initial Report shall be signed by the PCO and SSEB Chairperson after the completion of initial evaluations and prior to presentation of the initial evaluation results to the SSA. The IEB is essentially the presentation of the information within the SSEB Initial Report that is given to the SSA; during the IEB, the team will make a recommendation to either AWOD or go into discussion with offerors. The SSA gives CO permission to open discussions and send out the evaluation notices (ENs).

There are templates for both Tradeoff and Lowest Price
Technically Acceptable (LPTA) source selections attached; ensure you utilize the proper template for your source selection.

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

Note: IEB is not required for FAR Part 16; however, if used, the template below should be followed.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
MP5313.3, Chapter 3, Paragraph 3.2.1
TEMPLATES & SAMPLES
3.3 FAR 15 Initial Evals / IEB
AF Contracting Central Templates Page

LESSON LEARNED/BEST PRACTICES
- Begin filling out the IEB template while filling out the SSEB Initial Report, so when the teams are getting close to completing initial evaluations, the SSEB Chairperson can start filling in the appropriate data and reduce the amount of time needed for documentation - Recommended SSA delegate authority to issue additional rounds of discussion ENs to the CO. - The team should run through this briefing as a working group prior to sending out dry-run read ahead material - Send read ahead material NLT 3 business days prior to the dry-run or the IEB with the SSA

3.3.5. Price Negotiation Memorandum (PNM) {Sole Source or Non-Competitive}

PRIMARY PROCESS OWNER: AMIC CO/CM

The PNM is a memorandum which is a comprehensive record of the negotiation process for an acquisition. It should stand alone; it explains and justifies why the negotiated price is fair and reasonable. It is applicable to sole source acquisitions or attempted competition where only one offeror is viable and the existence of adequate price competition could not be substantiated.

A preliminary PNM (PPNM) should document the proposed and objective positions, and the final PNM builds on the PPNM to document the negotiated agreement and final price.

A streamlined PNM format is used between the micro-purchase and simplified acquisition threshold (SAT), may be used between SAT and Truthful Cost or Pricing Data threshold, and for commercial acquisitions $7.5 million or less IAW FAR 13.5 procedures.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 15.406-3, DFARS 215.406-1, DFARS 215.406-3 (PGI)
TEMPLATES & SAMPLES
3.3 FAR 15 Initial / PNM
AF Contracting Central Templates Page

LESSON LEARNED/BEST PRACTICES
- PNMs must be reviewed by Pricing >$10M; use AMIC SharePoint to request review from AMIC Price Analyst - If only one offer is received in a competitive acquisition; use the PNM format to document source selection, vice evaluation report. If only one offeror is technically acceptable, use the evaluation report and other applicable documents for the competitive acquisition.

3.4. FAR 15 Interim Evaluations

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

During the Interim Evaluation phase of source selection, the Source Selection Evaluation Board (SSEB) provides all offerors within the competitive range an opportunity to clarify or amend their proposals through the discussion process. The primary objective of discussions is to maximize the Government's ability to obtain best value, based on the requirement and the evaluation factors set forth in the solicitation. Discussions are tailored to each offeror's proposal and must be conducted by the CO with every offeror within the competitive range. At a minimum, during discussions, the SSEB through the CO shall indicate to, or discuss with, each offeror in the competitive range the following: (a) any adverse past performance information to which the offeror has not yet had an opportunity to respond and (b) any deficiencies or significant weaknesses that have been identified during the evaluation. Discussions shall be documented on evaluation notices (ENs) to the applicable offeror. Each EN shall clearly indicate the type of exchange being conducted (i.e., "Clarifications" or "Discussions"). ENs are prepared by the SSEB and reviewed by the CO, SSEB Chairperson and Legal Counsel. Evaluation of the EN responses shall be documented in an updated SSEB report and Pre-Final Proposal Revision Brief (Pre-FPRB) for presentation to the Source Selection Authority (SSA).

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP5315.3; DFARS 215.3; DoD Source Selection Procedures
SUBTASKS
1. Conduct Discussions (ENs) 2. SSEB Interim Report 3. Pre-final Proposal Revision (Pre-FPR) Briefing & FPR Request

3.4.1. Conducting Discussions – Issuing Evaluation Notices (ENs)

PRIMARY PROCESS OWNER: AMIC CO/CM & DRJ

The primary objective of discussions is to maximize the Government's ability to obtain best value, based on the requirement and the evaluation factors set forth in the solicitation. Discussions shall be documented on, and conducted via transmittal of, ENs to the applicable offeror. Each EN shall clearly indicate the type of exchange being conducted (i.e., "Clarifications" or "Discussions"). ENs are prepared by the SSEB and reviewed by the PCO, PM and Legal Counsel. Any EN addressing a proposal deficiency or weakness shall clearly indicate that a deficiency or weakness exists. The CO is encouraged to discuss other aspects of the offeror's proposal that could, in the opinion of the CO, be altered or explained to enhance materially the proposal's potential for award, such as weaknesses, excesses, and price. However, the CO is not required to discuss every area where the proposal could be improved. The CO is responsible for documenting the disposition and evaluation of each EN. If the evaluation team determines additional offerors need to be eliminated from the competitive range, see Competitive Range Elimination Notification Playbook to notify offerors and close Discussions.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoD Source Selection Procedure, para 3.5; AMIC OP 64-102
TEMPLATES / SAMPLES:
3.4 FAR 15 Interim Evals / Conduct Discussions ENs
AF Contracting Central Templates
DoD Source Selection Procedures

LESSON LEARNED/BEST PRACTICES
Begin filling out ENs as the team drafts the evaluation write-ups, and have the SSEB Chairperson, the CO and Legal Counsel present during any review of the ENs early in the process so that language is consistent across ENs, thus reducing re-work

3.4.2. SSEB Interim Report

PRIMARY PROCESS OWNER: AMIC CO/CM & PM (or RO)

Following the interim round of evaluations of Evaluation Notice (EN) responses from all offerors, the SSEB Chairperson will consolidate the updated results of discussions with each offeror from each of the evaluation teams into an updated version of the SSEB report for presentation to the SSA. This does not apply if the SSA determines that the Government will Award Without Discussions (AWOD). All evaluation records and narratives shall be reviewed by the PCO, Legal Counsel, and the SSEB Chairperson for completeness and compliance with the solicitation.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP5315.3 (Section 3.5)
TEMPLATES & SAMPLES
3.4 FAR 15 Interim Evals / SSEB Interim Report
AF Contracting Templates
DoD Source Selection Procedures

LESSON LEARNED/BEST PRACTICES
Begin filling out the Interim Report template upon receipt of EN responses, so when the teams are getting close to completing EN response evaluations, the SSEB Chairperson can start filling in the evaluation data and reduce the amount of time needed for documentation

3.4.3.   Pre-Final Proposal Revision (Pre-FPR) Brief & FPR Request Letter

PRIMARY PROCESS OWNER: AMIC CO/CM & DRJ

The Pre-FPRB is essentially the presentation to the SSA of the information within the SSEB Interim Report and includes the recommendation to request Final Proposal Revisions (FPRs) from offerors that remain in the competitive range (see FPR Request Letter sample). The letter should contain the offeror(s)' interim ratings.

There are templates for both Tradeoff and Lowest Price Technically Acceptable (LPTA) source selections attached; ensure you utilize the proper template for your source selection.

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC/DRA, (John Gray) for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
 DFARS 215.3; DoD Source Selection Procedures Guide (Section 3.6)

TEMPLATES & SAMPLES:
3.4 FAR 15 Interim Evals / Pre-FPR Brief and Letter
DoD Source Selection Procedures

LESSON LEARNED/BEST PRACTICES
- Begin filling out the Pre-FPRB template while filling out the SSEB Interim Report, so when the teams are getting close to completing EN response evaluations, the SSEB Chairperson can start filling in the appropriate data and reduce the amount of time needed for documentation.
- The team should run through this briefing as a working group prior to sending out read ahead material
- Send read ahead material NLT 3 business days prior to the dry-run or the Pre-FPRB with the SSA

3.5. FAR 15 Final Evaluations

During the Final Evaluation phase of source selection, once the decision is made to conclude discussions, each offeror still within the competitive range shall be given an opportunity to submit a Final Proposal Revision (FPR) by a common cutoff date and time, as established by the CO. The FPR request shall advise offerors that the FPRs shall be in writing and the Government intends to make award without obtaining further revisions. After receipt of the FPRs, the Source Selection Evaluation Board (SSEB) shall complete evaluation of the FPRs. The evaluation criteria from the solicitation shall continue to be the basis for evaluation, and all documentation of final results will be summarized in a final SSEB report and Source Selection Decision Briefing (SSDB) for presentation to the Source Selection Authority (SSA). If a Source Selection Advisory Council (SSAC) is utilized, the SSAC shall review the evaluation and findings of the SSEB to ensure their accuracy, consistency, and supportability in accordance with the solicitation and provide a written comparative analysis of proposals and an award recommendation for the SSA's consideration. A comparative analysis report shall not be prepared for a Lowest Price Technically Acceptable (LPTA) source selection.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
MP5315.3; DFARS 215.3; DoD Source Selection Procedures
SUB-TASKS / DELIVERABLES:
1. SSEB Final Report 2. Source Selection Decision Document (SSDD) 3. Source Selection Decision Briefing (SSDB)

3.5.1. SSEB Final Report

PRIMARY PROCESS OWNER: AMIC CO/CM

Following the Final Proposal Revision (FPR) responses from all offerors, the final evaluation results and final ratings are documented in the SSEB Final Report. The SSEB Chairperson will consolidate the updated results of FPR evaluations from each of the evaluation teams into a final version of the SSEB report for presentation to the SSA. All evaluation records and narratives shall be reviewed by the PCO, Legal Counsel, and the SSEB Chairperson for completeness and compliance with the solicitation.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
MP5315.3; DFARS 215.3; DoD Source Selection Procedures
TEMPLATES & SAMPLES
AF Contracting Central Templates 3.5 FAR 15 Final Evals / SSEB Final Report

LESSON LEARNED/BEST PRACTICES
Begin filling out the Final Report template upon receipt of FPR responses, so when the teams are getting close to completing FPR response evaluations, the SSEB Chairperson can start filling in the evaluation data and reduce the amount of time needed for documentation

3.5.2. Source Selection Decision Document (SSDD)

PRIMARY PROCESS OWNER: AMIC CO/CM & DRJ

An SSDD shall be prepared for all source selections. The SSDD shall reflect the SSA's independent, integrated, comparative assessment and decision; shall include the rationale for any business judgments and tradeoffs made or relied on by the SSA (e.g., including benefits associated with additional costs); shall state why the benefit is in the Government's best interest; and shall be included in the contract file. The SSDD shall be the single summary document supporting selection of the best value proposal consistent with the stated evaluation criteria. The SSDD shall clearly explain the decision and document the reasoning used by the SSA to reach the decision. The SSA shall engage the PCO and Legal Counsel in review of the SSDD to ensure that the SSDD clearly captures the judgment of the SSA in determining which proposal represents the best value to the Government consistent with the RFP.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFFARS MP5315.3, Para. 3.10; DoD Source Selection Procedures, Para. 3.10
TEMPLATES & SAMPLES
AF Contracting Central Templates 3.5 FAR 15 Final Evals / SSDD

LESSON LEARNED/BEST PRACTICES
Begin drafting the SSDD as the SSEB Final Report is written, as much of the information will be similar; this will reduce the amount of time needed for documentation

3.5.3. Source Selection Decision Brief (SSDB)

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO)

The SSEB Final Report is used to document the results of the SSEB's final evaluation. The SSDB is essentially the presentation of the information within the SSEB Final Report that is given to the SSA; during the SSDB, the team will make a recommendation to award to the best value offeror(s).

There are templates for both Tradeoff and Lowest Price Technically Acceptable (LPTA) source selections attached; ensure you utilize the proper template for your source selection.

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC/DRA (John Gray) for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DoD Source Selection Procedures, Para. 3.11
TEMPLATES & SAMPLES
AF Contracting Central Template 3.5 FAR 15 Final Evals / SSDB

LESSON LEARNED/BEST PRACTICES
- Begin filling out the SSDB template while filling out the SSEB Final Report, so when the teams are getting close to completing FPR response evaluations, the SSEB Chairperson can start filling in the appropriate data and reduce the amount of time needed for documentation - The team should run through this briefing as a working group prior to sending out dry-run read ahead material - Send read ahead material NLT 3 business days prior to the dry-run or the SSDB with the SSA

FAR 16.5

3.6. FAR 16.5 Initial Evaluations

3.6.1. FAR 16 – Fair Opportunity Initial Evaluations

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO) & Eval Team

During a FAR 16 Fair Opportunity Selection, the Fair Opportunity Team (FOT) evaluation members review the proposals for their assigned Factor (i.e., Technical, Past Performance, Price, etc.) against the FOPR criteria. The evaluation findings are documented in a Fair Opportunity Evaluation Report (FOER) and/or Fair Opportunity Decision Document (FODD). A recommendation is made to either Award without Interchanges (AWOI) to the best value offeror, or to enter interchanges with the offerors in accordance with the FOPR. If entering into Interchanges, the evaluation team will prepare a briefing for the Decision Authority (DA), when the DA is not the CO for the DA's awareness and to approve entering Interchanges. While there is no formal competitive range set for FAR Part 16 acquisitions, you must notify all offerors still being considered for award that the Government is opening Interchanges. Depending upon the timeframe to award, complexity, dollar value etc., it may be in the government's best interest to notify offerors who are eliminated from the competition when opening interchanges by providing unsuccessful offeror notices (see Offeror Notices Playbook). If the evaluation duration is short (i.e., 1-2 weeks), then offerors may be advised of their standing at the time of award. If proposal revisions are requested, they are submitted with the offeror's response to the Interchange Notice (IN); all offerors still being considered for award will be given the opportunity to revise price. If Final Proposal Revisions (FPR) are not requested as result of Interchanges, it must be stated in the FOPR that FPRs will not be requested. As an AMIC best practice and legal recommendation, when the order is above the protest threshold (i.e., $10M for non-DoD, or $25M for DoD orders), CO's should create a FOER and FODD. This is due to the ability to release the documents under protest and the redactions required. Otherwise, a FODD can be used to document the evaluation and decision. When unsure, consult with Legal to discuss the documentation mode to best mitigate litigation risk and maintain the flexibility of the streamlined process. ***NOTE:*** *These tasks do not follow FAR 15.3 and DFARS 215.3, and as such do not fall under DoD SS procedures. However, there are many similarities between the FOER/FODD and SSER/SSDD.*

3.7.   FAR 16.5 Interim & Final Evaluations

3.7.1.   Conduct Interim Evaluations

PRIMARY PROCESS OWNER: AMIC CO & PM (or RO); & Eval team

During the interchange phase of a fair opportunity award selection, the evaluation team may provide offerors the opportunity to clarify or amend their proposals through the interchange process. This is similar to discussions in FAR Part 15; however, it differs in two key ways. The first is that there is no competitive range set. The solicitation should state the government may conduct interchanges with all, some or none and secondly, there are no final proposal revisions. Offerors should also be instructed in the solicitation that there will be no FPRs requested and they should submit proposal revisions (to technical and or price) in responding to the interchange notice (IN). The primary objective of interchanges is to maximize the Government's ability to obtain best value, based on the requirement and the evaluation factors set forth in the solicitation. Like discussions under FAR Part 15, Interchanges are tailored to each offeror's proposal and must be conducted through the CO, as stated in the solicitation. At a minimum during interchanges, the Decision Authority (DA) through the CO shall indicate to, or discuss with, each offeror in the competitive range the following: (a) any adverse past performance information to which the offeror has not yet had an opportunity to respond and (b) any deficiencies or significant weaknesses that have been identified during the evaluation. Discussions shall be documented on interchange notices (INs) to the applicable offeror. Each IN shall clearly indicate that the type of exchange being conducted. INs are prepared by the evaluation team and reviewed by the CO, evaluation team lead, applicable PK Division Chief and Legal Counsel. Evaluation of the IN responses shall be documented in the FOER and/or FODD for presentation to the DA.

3.7.2.   Conduct Interchanges (INs) & Notices to Offerors

The primary objective of interchanges is to maximize the Government's ability to obtain best value, based on the requirement and the evaluation factors set forth in the solicitation, while utilizing the benefits of the streamlined processes under FAR 16.505. Interchanges shall be documented on, and conducted via transmittal of, INs to the applicable offeror. INs are prepared by the evaluation team and reviewed by the PCO, evaluation team lead, applicable PK Division Chief and Legal Counsel. Any IN addressing a proposal deficiency or weakness shall clearly indicate that a deficiency or weakness exists. The CO is encouraged to discuss other aspects of the offeror's proposal that could, in the opinion of the CO, be altered or explained to enhance materially the proposal's potential for award, such as weaknesses, excesses, and price. However, the CO is not required to discuss every area where the proposal could be improved. The CO is responsible for documenting the disposition and evaluation of each IN.

While no formal competitive range is set, COs may notify offerors the government has entered into interchanges and eliminate any unawardable offerors from the competition depending on the complexity and the timeframe to award. FAR 16 and the AMIC OP allow some flexibility to notify offerors at the

time of award depending on how quickly the acquisition is expected to be completed. COs should manage the risk and consult with their division chief, legal and clearance authority. Formal letters may be used or an email to offerors with the INs attached may suffice.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 16.505; AFMC Guiding Principals for Fair Opportunity AMIC OP 64-102
TEMPLATES & SAMPLES:
FAR 16 Initial - Final Evals / Conduct Interchanges

LESSON LEARNED/BEST PRACTICES
Begin drafting INs as the team drafts the evaluation write-ups, and have the SSEB Chairperson, the CO and Legal Counsel present during any review of the INs early in the process so that language is consistent across INs, thus reducing re-work.

3.7.3.　　　Fair Opportunity Decision Document

As stated above, the determination to use a FOER and/or FODD, should be based on the protest threshold and litigation risk. The FOER is a more comprehensive documentation of the evaluation results, whereas the FODD provides an executive summary of the evaluation results and documents the DA decision. Separate documents do not need to be completed for the evaluation phases (i.e., Initial, Interim, and Final), as accomplished for FAR 15 acquisitions. If below the protest threshold, use the FOER template, but rename to the FODD since the FOER template provides the data needed to adequately document the evaluation. Following the initial round of evaluations, the technical evaluation team lead (& past performance, if used), and the contracting price team will consolidate their inputs into the FODD or FOER. The CO and the evaluation team lead(s) shall ensure proposals are evaluated solely against the criteria contained in the FOPR and that no comparative analysis of proposals was conducted unless clearly stated in the FOPR (i.e., tradeoff), or as otherwise directed by the DA. All evaluation records shall be reviewed by the CO, Legal Counsel, and the FOT Chair for completeness and compliance with the FOPR.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 16.505; AFMC Guide; AMIC OP 64-102
TEMPLATES / SAMPLES:
FAR 16 Initial - Final Evals / FOER or FODD
AF Contracting Central Templates Page

LESSON LEARNED/BEST PRACTICES
Begin filling out the report template upon receipt of proposals. Because the process is streamlined, pricing teams should be working on price and cost analysis and fair and reasonable determinations while technical evaluations are being conducted to avoid delays to decision briefings and award.

3.7.4. Fair Opportunity Decision Briefing

The FODB is given when the DA is not the CO. It should document the DA's award decision. If interchanges are opened, the FODB template can be used to get the DA's approval to open interchanges.

IMPORTANT: This is a lessons learned (L2) collection point; the PM and CO shall collect observations from key MFT members, which shall then go through the validation process and be converted to lessons. The resulting lessons will be populated into the Joint Lessons Learned Information System (JLLIS) and follow the complete L2 process; see AMIC-90-1601, "OPERATING INSTRUCTION – Lessons Learned (L2) Program," for further guidance.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 16.505; AFMC Guide; AMIC OP 64-102
TEMPLATES & SAMPLES:
FAR 16 Initial - Final Evals / FODB

LESSON LEARNED/BEST PRACTICES
Begin filling out the briefing template as the FOER/FODD is being written

FAR 13

3.8.   FAR 13 Evaluation Documentation

3.8.1.   Fair & Reasonable Determination (FAR 13 and other simplified acquisitions)

PRIMARY PROCESS OWNER: AMIC CO/CM

Fair and reasonable price determinations are used for evaluating quotations, bids, and proposals for the source selection decision. They are also used during sole-source negotiations. The policy of the U.S. Government is to contract for supplies and services at fair and reasonable prices. While buyers in the private sector are also interested in paying fair and reasonable prices, it is particularly important in Government procurement because of the scrutiny that Congress and the general public places on Government procurement. The Government is also interested in fair and reasonable price determinations to promote a healthy and efficient competitive sourcing environment.

Methods that can be used to determine if a price is fair and reasonable under FAR 13 procedures include:

(1) Whenever possible, base price reasonableness on competitive quotations or offers.

(2) If only one response is received, include a statement of price reasonableness in the contract file. The contracting officer may base the statement on-

(i)   Market research;
(ii)   Comparison of the proposed price with prices found reasonable on previous purchases;
(iii)   Current price lists, catalogs, or advertisements. However, inclusion of a price in a price list, catalog, or advertisement does not, in and of itself, establish fairness and reasonableness of the price;
(iv)   A comparison with similar items in a related industry;
(v)   The contracting officer's personal knowledge of the item being purchased;
(vi)   Comparison to an independent Government estimate; or
(vii)   Any other reasonable basis.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 13.106-3(a)
TEMPLATES & SAMPLES:
3.8 FAR 13 Eval Documentation / Fair & Reasonable Documentation
AF Contracting Central Templates Page (See 5313 for Simplified Acquisition templates)

LESSON LEARNED/BEST PRACTICES
The purpose of FAR 13 is to reduce administrative cost, promote efficiency and economy in contracting, and avoid unnecessary burdens for agencies and contractors. Although FAR 15 proposal

analysis techniques are not prohibited, FAR 13.106 offers analysis techniques that are efficient and adequate to determine prices fair and reasonable.

3.9.   Final Contract Award Documentation

3.9.1.   Contract Clearance Slides

PRIMARY PROCESS OWNER: AMIC CO/CM

This guidance is for creating contract clearance slides for competitive and noncompetitive actions. The documents provided at the shared drive link below provides guidance for creating contract clearance slides for competitive and noncompetitive actions. If a source selection decision brief is created for an acquisition, those slides can be considered the contract clearance slides. ***NOTE***: *Check with your procurement analyst for latest guidance on clearance slides.*

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
AFICC contract clearance slides and Checklist Templates, AMIC OP 64-102
TEMPLATES & SAMPLES:
3.9 Final Contract Awd Documentation / Contract Clearance Slides   AF Contracting Central Templates

3.9.2.   Successful and Unsuccessful Offeror Notices

PRIMARY PROCESS OWNER: AMIC CO/CM & DRJ

In preparation of an award, the Contracting Officer (CO) should prepare written unsuccessful offerors letters prior to awarding the contract. In accordance with FAR 15.503(a)(1) {pre-award notices} or 15.503(b)(1) {post-award notices} or IAW FAR 16.505(b)(2)(D)(6), which refers you back to the 15.503 reference; within three days after the contract award, the CO shall provide the unsuccessful offeror letters to each offeror who was not selected for award or was not previously notified. The written notification should include but is not limited to: the number of offerors solicited; the number of proposals received; the name and address of each offeror receiving the award; the total evaluated proposed price of the contract award and the offerors total proposed evaluated price; and the reason the offeror's proposal was not selected if other than price. The written notification may contain the unsuccessful offeror's proprietary information and may contain the awardee's overall ratings in each of the factors to include the Total Overall evaluated price. However, the written notification must not contain the cost breakdown of the awardee's proposal.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 15.503 – Notification to Unsuccessful Offerors
TEMPLATES & SAMPLES:
3.9 Final Contract Awd Documentation / Offeror Notices

LESSON LEARNED/BEST PRACTICES
- Understand that an unsuccessful offeror's letter is not the same as a post award debriefing regardless of the amount of information contained in it. By the FAR offerors are required to receive both an unsuccessful offeror's letter and either a pre- award or post award debriefing. If a CO

> wants to include both requirements in one notice, they must specifically address each and give and offeror an opportunity to respond with questions to the pre-award or post-award debriefing.
> - Make sure to include the TOEP of the contract versus contract award if only incrementally funded

3.9.3.　　　DD Form 1279 Report of Contract Award >$7.5M

PRIMARY PROCESS OWNER: AMIC CO/CM

Public Announcement of Contract Awards – Report all contractual actions, including modifications that have a face value, excluding unexercised options, of more than $7.5 million. For actions valued at $50M and above, email a courtesy copy of the 1279 report to the cognizant SCO and to SAF/AQCP and copy the AMIC/PK Review box (accamicpkreview@us.af.mil).

In determining whether a contract action exceeds the DoD threshold, refer only to the face value of the current action.

Guidance is provided in AFFARS 5305.303 with complete instructions and e-mail template provided in AFFARS MP5305.303.

For acquisitions >$100M, a notification must also be provided to the AMIC/PK Review box (accamicpkreview@us.af.mil) for PKS to notify AFPEO/CM; please include the following information:

- Expected award:
- Program/Requirement:
- Contract Size:
- Type of Contract and Duration: (include - Contract transition starts XX 2021 with performance start on XX 2021)
- Source Selection Type:
- Awardee:
- Organization: Air Combat Command (ACC) Acquisition Management and Integration Center (AMIC)

"AFFARS 5304.303 Announcement of Contract Awards"

(a) *Public Announcement.* Information on awards must not be released and awards shall not be made until after the agency announces the award on https://www.defense.gov/News/Contracts/. Contract announcements are posted at 1700 EST daily.

(ii) The contracting officer must submit all 1279 reports to SAF/LLP by close of business three workdays before the date of the proposed contract award. SAF/LLP may shorten the three-day advance notification requirement if requested by the contracting officer. For actions valued at $50M and above, email a courtesy copy of the 1279 report to the cognizant SCO and to SAF/AQC. Follow MP5305.303 to prepare 1279 reports.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DFARS 205.303, AFFARS 5305.303, & AFFARS MP5305.303
TEMPLATES & SAMPLES:
3.9 Final Contract Awd Documentation / 1279 Report $7M
AFFARS 5305.303: https://www.acquisition.gov/affars/publicizing-contract-actions
AFFARS MP5305.303: https://www.acquisition.gov/affars/announcement-contract-awards

3.9.4.   Debriefings

PRIMARY PROCESS OWNER: AMIC/DRJ & CO

The debriefing serves to assure offerors that the Government properly evaluated their proposals and made the award determination in accordance with the solicitation (i.e. RFP or FOPR). ***Perhaps the most beneficial purpose of a debriefing for the offeror is the feedback on why their proposal was not selected for award and how they could improve future proposal submissions***. Since each offeror expends considerable resources into preparing and submitting a proposal, fairness dictates that the CO promptly debrief offerors and explain why a proposal was either excluded from competition (i.e. interchanges, or the competitive range) or was not awarded the contract. Timely and thorough debriefings has the potential to increase future competition, encourage offerors to continue to invest resources in the Government marketplace, and enhance the Government's relationship and credibility with industry. An effective debriefing often deters a protest by demonstrating that the Government conducted a thorough, fair evaluation and made a sound decision according to the established source selection methodology. Debriefings may be done orally, in writing, or by any other method acceptable by the contracting officer. The CO shall ensure offerors are debriefed, if requested, in accordance with FAR 15.505 (pre-award) and FAR 15.506 (post-award), as applicable. Also, in accordance with the DPAP memo, an unsuccessful offeror may submit additional questions, unanswered in the debriefing, within two business days after receiving the debriefing. This is known as the "enhanced debriefing."

Under the enhanced debriefing, the agency has five business days to provide a written response to the additional questions submitted by the unsuccessful offeror. The debriefing is concluded when the agency delivers the written responses to the offeror. It is recommended that the responses to the answers are returned promptly, as this may impact the protest timelines. The same [DPAP] memo also permits <u>FAR 15</u> offerors to obtain a redacted decision document as part of the minimum debriefing information:

- >$100M: Receipt of the redacted decision document is automatic (even if not requested)
- $10M to $100M: A redacted decision document may be requested by a small business or non-traditional defense contractor.

The CO shall document the debriefing(s) provided to offeror(s). Whenever practicable, debriefings should be conducted orally or in person. The PM and/or RO and Legal Counsel should participate in debriefings to offerors. At the request of the CO, other members of the SSEB shall attend.

For FAR 16.5 acquisitions, please see DFARS 216.505(b)(6)(ii): "(ii) Follow the procedures at 216.506 ["Solicitation Provisions and Contract Clauses"] and 215.506-70 ["Opportunity for Follow-Up Questions"] when providing the post-award debriefing to successful and unsuccessful awardees for task orders or delivery orders valued at $10 million or more.

Best practice:

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR 15.505, FAR 15.506 DoD Source Selection Procedures, Para. A.1
TEMPLATES & SAMPLES:
3.9 Final Contract Awd Documentation / Debriefings

LESSON LEARNED/BEST PRACTICES
- Understand that an unsuccessful offeror's letter is not the same as a post award debriefing regardless of the amount of information contained in it. By the FAR offerors may get a post award debriefing
- There are only few exceptions to conducted written debriefings. From experience, most offerors want an opportunity to be heard so written debriefings do not allow for this. In addition, the government gets to control the amount of time it converses with the unsuccessful offeror when oral debriefings are provided
- Conduct debriefings as soon as possible after award as this impacts protest timelines
- Know the participants attending the debriefing (i.e. name, title, and company) If an attorney is present, make sure DRJ is present
- Once and offeror has requested a debriefing (whether post or pre award, request questions so that debriefing slides can answer concerns.) Often times the debriefing may be limited to the answers to the questions if the offeror so chooses

- Under FAR 16.5; Although not required, providing the redacted FODD may mitigate follow-on questions and protest risk.
- Document approval of the teaming partners in order for the Government to share each other's proprietary information. Written documentation is the best practice.
- Make sure to include the TOEP of the contract versus contract award if only incrementally funded
- Always include recommendation slide in debriefing materials discussing how proposals were structured, organized, etc. Always try and find a positive fact to share about the offeror's proposal in the recommendation section.
- Only provide the offeror's questions in the debriefing slides without written answer, unless the CO is providing a written debriefing.
- Recommend conducting a mock debriefing with legal to ensure that you are answering questions and know how to respond to questions that may be asked. Written responses should not be provided unless you are responding to the enhanced debriefing required by DPAP memo, unless the CO is providing a written debriefing.
- Always CONCLUDE the debriefing if there are no additional questions. Make sure the final slide is included where we state that the offeror will have two days to ask additional questions not already asked or answered
- Depending upon the dollar threshold of the acquisition, there is a requirement to provide the redacted decision document

3.9.5.   Protests

PRIMARY PROCESS OWNER: AMIC CO & DRJ

A government contract protest process arises when a party believes that the competitive bidding process for a government contract was violated. The competitive bidding process for government contracts, whether at the state or federal level, contains standard steps regulating the way contracts are accepted and awarded.

These standards have either been developed over the years through government contract case law or can be created through statutes to ensure fairness in dealings between companies and the government. They also seek to establish that no partiality has impacted the final decision, for example through previous business dealings or, as can be the case, improprieties arising from favoritism or even graft.

Federal law provides for three levels of protest resolution. In regard to the first two, all protests must be filed no more than10 days after the wronged (alleged) party becomes aware of the basis for the protest. The levels are:

•A protest filed with the agency that awarded the contract in question. This is often the first step a company will take.

•A protest filed with the General Accounting Office (GAO), which oversees all government contracts.

•A lawsuit filed in the United States Court of Federal Claims (USCFC). This is the highest level of protest available and most likely the costliest step.

There are two types of grounds for protest: pre-award and post-award. As their names imply, each occurs at a different stage of the bidding process.

•Pre-award protest grounds are based on the accusation that the RFP was unclear, biased against them, or unduly restrictive.

•Post-award protests are filed when it is alleged that the awarding agency did not follow established bid award criteria, showed favoritism or had a conflict of interest.

In order to file either type of protest, a party must establish that they are an "interested party," meaning they have an economic interest in the outcome of the bid in question. In general, most protests are lodged after the contract has been awarded, even the government has terminated the contract.

Upon receiving notice of a protest the CO should contact their respective Procurement Analyst and seek legal advice immediately. The procurement analyst will log the protest for tracking and provide reporting documentation for AFICC/KC.

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
FAR Part 33, Protests

3.10. COR Nomination/Designation

PRIMARY PROCESS OWNER: AMIC/DRQ

3.10.1. Nomination of the COR

Following receipt of signed COR Nomination letter and all required training certificates, the COR must be designated in letter that details the delegation of authorities and responsibilities from the CO to the COR. Although the COR is expected to perform those duties, ultimately, the CO may override the COR's decisions as the CO is the only Government Agent authorized to represent/bind the Government in contractual agreements or negotiations.

Prior to COR Designation, the CO, CM, or QAPC will ensure that all required COR documentation is uploaded into AMS, either against the requirement or the individual, as is appropriate and required.

The documents that must be uploaded prior to designation are:

- COR Nomination Letter (against the COR via the AMS requirement page)
- All DAU training certificates (against the COR either via the requirement or the AMS "People" function)
- CTIP training certificate (against the COR either via the requirement or the AMS "People" function)
- CO-Led Training certificate (against the COR via the AMS requirement page)
- CPARS Training certificates, if required (against the COR via the AMS "People" function)

The COR Designation Letter will be signed by the CO, then the COR, then the COR Supervisor/Management and returned to the CO, CM & QAPC. The CO may send a copy to the contractor, but this is no longer a requirement.

The CO, CM, or QAPC will upload the completed COR Designation Letter into AMS

3.10.2.   Designation of the COR

Following the Request for COR Support Memo, an Agency will reply with their COR nominee using a COR Nomination Letter. In addition to the Nomination Letter, the Agency should also provide training certificates for any COR training identified in the Request for COR Support Memo.

For A-Type contracts this training includes:
- DAU CLM 003, Ethics Training for Acquisition Technology and Logistics
- DAU CLC 106, COR with a Mission Focus, or, DAU CLC 222, Contracting Officer's Representative
- DAU CLC 206, CORs in a Contingency Environment (if applicable)
- PIEE – WAWF (if applicable)
- AF Ethics Training
- DOD 5500.07-R, Joint Ethics Regulation review
- CTIP for Acquisition and Contracting Professionals

- Contract Specific Training (i.e, CPARS Overview and CPARS Quality and Narrative Writing courses for CORs that will be assigned the Assessing Official Representative role)

For B- and C-Type contracts this training includes:
- DAU CLM 003, Ethics Training for Acquisition Technology and Logistics
- DAU CLC 222, Contracting Officer's Representative
- DAU CLC 206, CORs in a Contingency Environment (if applicable)
- PIEE – WAWF (if applicable)
- AF Ethics Training
- DOD 5500.07-R, Joint Ethics Regulation review
- CTIP for Acquisition and Contracting Professionals
- Contract Specific Training (i.e, CPARS Overview and CPARS Quality and Narrative Writing courses for CORs that will be assigned the Assessing Official Representative role)

Additional training required for AMIC PM-managed contracts:

- ISO 9001 Orientation

REQUIREMENT REFERENCE / GUIDE / INSTRUCTION:
DFARS PGI 201.602-2, AFFARS MP5346.103, AFFARS MP5301.602-2(d), DODI 5000.72, AFI 63-138
TEMPLATES:
AMIC PM'd COR Designation Template: https://cs2.eis.af.mil/sites/12149/DRQ/01.%20Quality%20Management%20System/Templates%20and%20Forms/QMST%204.2.4-2%20COR%20Designation%20Memorandum%20Template.pdf
Non-AMIC PM'd COR Designation Templates: https://acc.eim.acc.hedc.af.mil/AMIC/DRQ/QAPC%20Templates/Forms/AllItems.aspx
AMIC PM'd COR Nomination Template: https://cs2.eis.af.mil/sites/12149/DRQ/Forms/AllItems.aspx?RootFolder=%2Fsites%2F12149%2FDRQ%2F01%2E%20Quality%20Management%20System%2FTemplates%20and%20Forms&FolderCTID=0x0120001F90473724A6154E96ED0B08BB8C97A5&View=%7BDD6FD88C%2D6F1E%2D4FDD%2DA27F%2D9F41B154509B%7D
Non-AMIC PM'd COR Nomination Templates: https://acc.eim.acc.hedc.af.mil/AMIC/DRQ/QAPC%20Templates/Forms/AllItems.aspx
QAPC Led Training Slides: https://usaf.dps.mil/teams/ACC-Ignite/AMIC/Training/Phase%20Plan%20Project?newTargetListUrl=https%3A%2F%2Fusaf%2Edps%2Emil%2Fteams%2FACC%2DIgnite%2FAMIC%2FTraining%2FPhase%20Plan%20Project&id=%2Fteams%2FACC%2DIgnite%2FAMIC%2FTraining%2FPhase%20Plan%20Project%2F0%2E4%20Request%20for%20COR%2FTemplate&viewid=97ca67ae%2D24aa%2D4e47%2D8c21%2D0639d832aa81

LESSON LEARNED/BEST PRACTICES
- Designate a COR prior to Contract Award to ensure that COR oversight is available throughout Transition. - Although authorized by DODI 5000.72, para 6., do not waive training requirements - Begin the COR Nomination process NLT 45 days prior to anticipated award - Begin COR Nomination process as early in the pre-award process as is possible (i.e., form the team)

3.11. Post Project Review Report

PRIMARY PROCESS OWNER: AMIC/DRA

- This process is iterative from project kickoff throughout all phases of the project – to close out
- Distribute the Lessons Learned Spreadsheet after major milestones are accomplished (i.e. Kickoff, ASP, etc.)
- At the conclusion of source selection and award of the contract distribute it to the team again for a final call
- Rack and stack the lessons learned, follow the guidelines document and the reason for conducting it
- Choose the top three to five items, these can be positive or negative – what went well is always a good thing, if it is all negative that is ok too, learn from issues or failures
- Pull the team together to collaborate and decide on the top successes or failures
- Prepare the briefing and report to present to AMIC leadership
- When coordinating the date through DRA to set up this briefing, ensure your PM, CO, Source Selection Team Leads, and other key team members are invited and/or present

Conduct this as close to after award as possible (Preferably within 30 days)

LESSON LEARNED/BEST PRACTICES

- If you do not collect the lessons learned throughout the project duration you will not receive early lessons learned and minimal feedback at best
- If you attempt to collect and still do not receive answers from your team go through your own notes and/or emails to bring up thought provoking ideas at your lessons learned meeting
- Create as much of your document and briefing prior to the meeting in order to get your team to assist in populating both products

TEMPLATES & SAMPLES
3.11 Post Project Review Report