



Air Force Life Cycle Management Center (AFLCMC)

Standard Process

for

Contract Award

Sole Source

(Release of RFP to Contract Award)

Process Owner: AFLCMC/PK

Date: 17 September 2020

Version: 4.3

*Standard Process for Contract Award
Sole Source
(Release of RFP to Contract Award)*

Record of Changes:

| Record of Changes | | |
|--------------------------|-----------------------|---|
| Version | Effective Date | Summary |
| 1.0 | 21 Mar 2013 | Baseline standard process reviewed and approved by Standards and Process Board on 21 Mar 2013. Defines process for contracts \$50M - 500M . |
| 1.0 | 3 Jun 2014 | Baseline standard process reviewed and approved by Standards and Process Board on 15 May 2014. Defines process for contract \$1M - 50M . |
| 2.0 | 15 Sep 2014 | Reviewed and approved by Standards and Process Board on 21 Aug 2014. This version describes the process and shows timelines for all dollar thresholds : \$1M - \$50M, \$50M - \$500M, and >\$500M. This version combines and supersedes previous versions of the Standard Process for Contract Award (Sole Source). |
| 3.0 | 26 Feb 2015 | Reviewed and approved by Standards and Process Board on 26 Feb 2015. Adds Proposal Evaluation Team Plan (PETP) |
| 3.1 | 8 Apr 2016 | Modified section 5.0 to incorporate new metric, moved scheduling instructions from section 5.0 to 7.0, added attachment 2 and updated the links on the standard process |
| 4.0 | 1 May 2017 | Reviewed and approved by Standards and Process Board on 20 Apr 2017. Update to figure 1, modified section 5.0 to adjust measurement criteria; administrative changes. |
| 4.1 | 21 Jun 2018 | Reviewed and approved by Standards and Process Board on 21 Jun 2018. Updates links; incorporates expanded technical evaluation process; clarifies roles and responsibilities; and makes administrative changes. |
| 4.2 | 15 Aug 2019 | Updated links, thresholds and POC. Incorporated administrative changes. Expanded Change Management Plan discussion. Included most recent reporting charts in attached documents. Next update to include changes from expected AFFARS update. Approved on 15 AUG 2019 S&P Board. |

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|-----|-------------|---|
| 4.3 | 17 Sep 2020 | Updated links, thresholds, updates from AFFARS updates. Incorporated administrative changes. Approved on 17 Sep 2020 S&P Board. |
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Standard Process for Contract Award
Sole Source
(Release of RFP to Contract Award)

1.0 Description. The AFLCMC Standard Process for Contract Award, Sole Source (Release of RFP to Contract Award) includes the activities necessary to award a sole-source (non-competitive) contract following a Request for Proposal (RFP) release. The process is consistent with processes laid out in the Federal Acquisition Regulation and Supplements. The process is organized into six high-level activities or phases, as follows:

- 1.1 Release of RFP (Letter/Formal) to Receipt of Adequate Proposal
- 1.2 Fact-Finding and Evaluation
- 1.3 Business Clearance
- 1.4 Negotiations
- 1.5 Contract Clearance
- 1.6 Contract Award

2.0 Purpose.

- 2.1 The purpose of this standard process is to consistently, efficiently and effectively plan and execute the activities necessary to place government requirements on a sole-source contract to deliver a cost effective and timely acquisition solution.
- 2.2 The process requires both Government and Joint Acquisition Teams (defined in Paragraph 6.13 and 6.14) to focus on planning sessions to ensure each team member understands and agrees to the total team and individual tasks, events, and schedule in order to get to contract award.

3.0 Entry/Exit Criteria.

- 3.1 The entry point for this process begins with RFP release for a sole-source acquisition. The assumption is the RFP reflects the approved acquisition strategy and includes validated requirements, appropriate terms and conditions.
- 3.2 Pre-planning activities must occur as part of the [AFLCMC Standard Process for Pre-Award Acquisition Strategy \(AS\) and RFP Development](#) prior to release of the RFP and entry into this Standard Process for Contract Award, Sole Source (Release of RFP to Contract Award). The recommended format for capturing these pre-planning activities is the [Proposal Evaluation Team Plan](#) (PETP) from the Pre-Award AS and RFP Development process. The program manager, working with the Joint Acquisition Team to the extent necessary, should complete a PETP prior to RFP release and update it throughout the negotiation and award process. The program manager technical

evaluation leads are encouraged to request the Acquisition Center of Excellence (ACE) to provide technical evaluation training/workshop. (See [AFLCMC Process Guide for Conducting Sole-Source Technical Evaluation and Training](#).)

- 3.3** The exit point is the award of a contract/contract action (referred to for ease of reading as “contract award”) reflecting the negotiated agreement within the approved Business Clearance, the approved Contract Clearance, and final congressional notification as required by DFARS Part 205.303, as supplemented.

4.0 Process Workflow and Activities.

4.1 Suppliers, Inputs, Process, Outputs and Customers (SIPOC), Table 1.

Table 1. SIPOC

| Suppliers | Input | Process | Output | Customers |
|--|---------------------------------------|--|---|---|
| Providers of the required resources | Resources required to execute process | Description of activity | Deliverables from the process | Anyone who receives output of process |
| Contractor | RFP | Proposal Development | Proposal | Government Acquisition Team |
| Government Acquisition Team | Proposal | Proposal Evaluation | Technical Evaluation Report | Contracting Officer (CO, also called PCO) and Cost/Price Analyst (C/P Analyst) |
| Defense Contract Audit Agency (DCAA)/Defense Contract Management Agency (DCMA) | Request for Support | Proposal Evaluation | DCAA Audit or DCMA Field Pricing Report | PCO and C/P Analyst and, as necessary, other members of Government Acquisition Team |
| PCO | Government Position | Business Clearance Review and Approval | Approved Business Clearance | Clearance Approval Authority (CAA) |
| Contractor and Government Acquisition Team | Respective Negotiation Positions | Negotiations | Certified Negotiated Agreement | Contractor/Government Acquisition Teams |
| PCO | Contract file and document | Contract Clearance Review and Approval | Contract Award | Government Acquisition Team, Contractor and Requirements Activity |

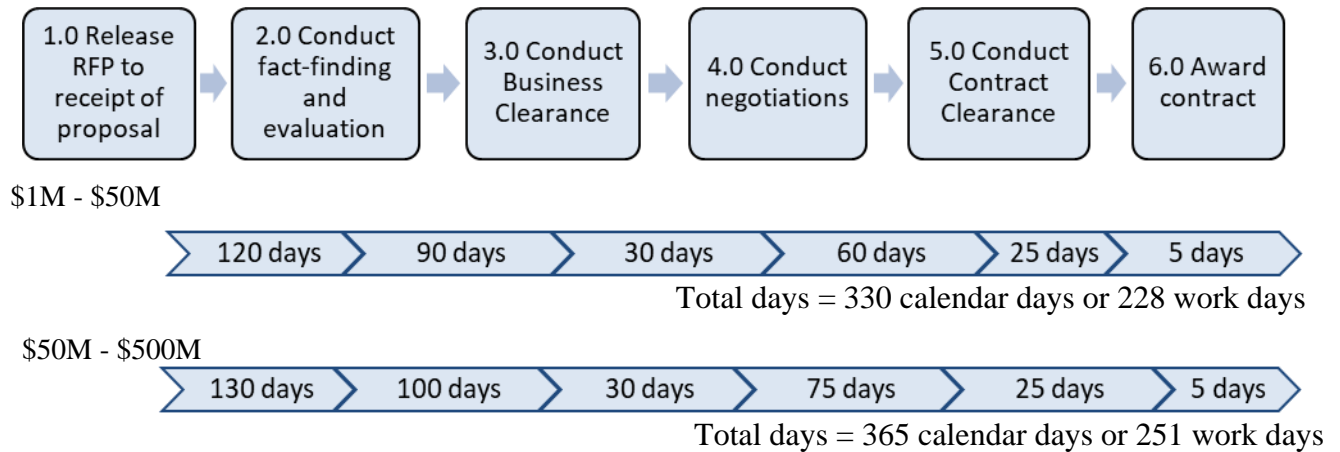
- 4.2** Process Flow Chart. **Figure 1** represents the contract award process at a high level and provides a timeline for contract actions valued within two ranges: \$1M - \$50M and \$50M - \$500M. **Figure 2** provides a more detailed view of the contract award process. Steps in **Figure 2** may vary based on contract action value. Steps that vary include, but are not limited to, audit and pricing support, review/approval thresholds and peer review requirements.

- 4.3** Work Breakdown Structure (WBS). The WBS provides additional detail to describe, define and provide references for the activities in the process flowchart. An excerpt WBS is provided in **Table 2**, and the full WBS in MS Excel is in **Attachment 1**.

Additional references, tools, templates/checklists and training are identified at **Attachment 1**.

4.4 The [PETP](#) activities tab contains the steps outlined in the WBS. The Government Acquisition Team will use this as a starting point, adding program specific details to tailor it to a useful document for the team. The team and requirements/ground rules tabs of the PETP should also be used throughout the process to assist the team in planning and executing the contract award (see Paragraph 7.1).

Figure 1. Process Flowchart and Timelines for Various Acquisition Dollar Thresholds



Additional 10 to 20 days required for actions that require [DoD Peer Review](#) (reference DFARS PGI 201.170 and AFFARS MP5301).

Figure 2. Detailed Process Flowchart

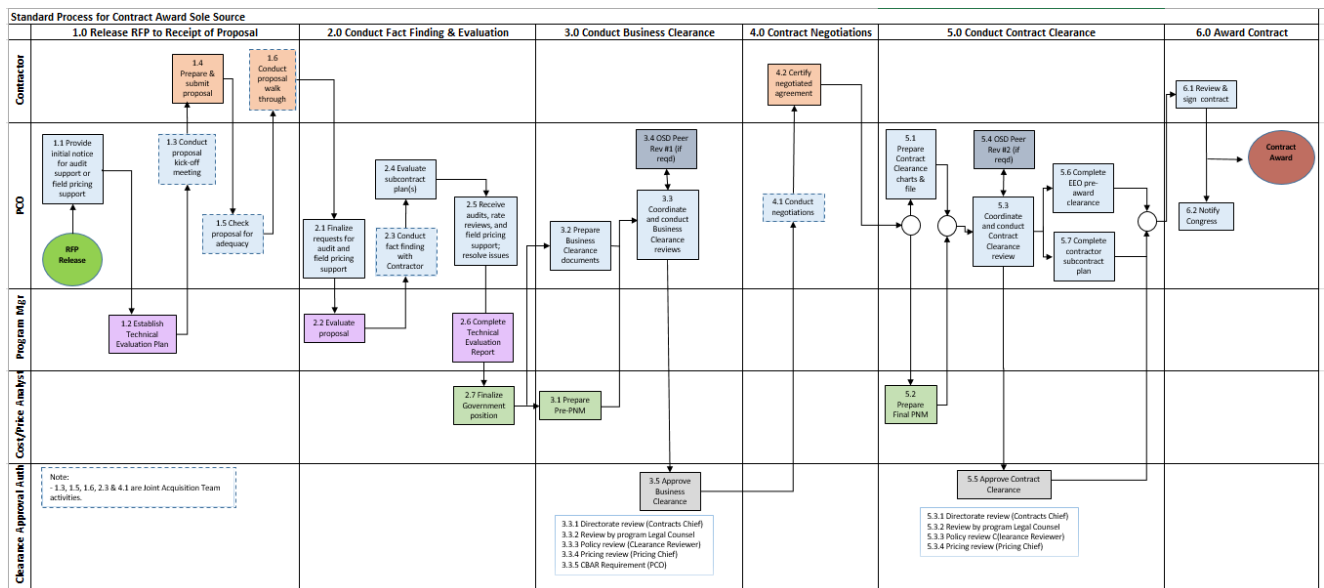


Table 2. WBS

| WBS | Activity | Description | OPR | Days \$1M - \$50M | Days > \$50M |
|------------|---|---|----------------------|-------------------|--------------|
| 1.0 | Post RFP Release | | | 120 | 130 |
| 1.1 | Provide initial notice for audit support or field pricing support | Provide initial notice of request for audit or rate review with DCAA to forecast program support requirements. Provide initial notice for field pricing support, as needed, to AFLCMC locations or DCMA to forecast program support requirements. Requests may be tailored to program needs. | PCO | | |
| 1.2 | Establish Technical Evaluation Plan | Establish Technical Evaluation Plan (TEP) and schedule training. Consult Process Guide for “Conducting Sole-Source Technical Evaluation and Training.” | Program Manager (PM) | | |
| 1.3 | Conduct proposal kick-off meeting | After RFP release, Government and Contractor program representatives conduct a proposal kick-off meeting with Joint Acquisition Team to discuss procurement schedule and expectations of Contractor. DCAA, DCMA, and major subcontractors also may be asked to participate. These meetings are required for sole-source contract actions greater than \$50M and UCAs greater than \$1M; however, they should be considered for lesser contracts. The PETP initiated in the Acquisition Strategy/RFP Standard Process should be used to prepare for the kick-off meeting and updated afterward to incorporate new understanding established in the kick-off meeting. | PCO | | |
| 1.4 | Prepare and submit proposal | Prepare a proposal based upon RFP and submit to the Government. | Contractor | | |
| 1.5 | Check proposal for adequacy | Government receives contractor proposal and checks proposal using the proposal adequacy checklist. PCO determines proposal to be adequate and provides notification of proposal adequacy to contractor. | PCO | | |
| 1.6 | Conduct proposal walk-through | After proposal receipt, the PCO schedules and the Contractor provides a proposal walk-through to the Government Acquisition Team (to include DCAA and DCMA). The walk-through ensures understanding of the proposal composition; validate or revisit procurement schedule; and establish action items for any data omissions from the proposal. Work to resolve any proposal adequacy checklist issues identified by the acquisition team. | Contractor | | |

| WBS | Activity | Description | OPR | Days \$1M - \$50M | Days > \$50M |
|------------|---|--|--|-------------------|--------------|
| 2.0 | Fact-finding and Evaluation | | | 90 | 100 |
| 2.1 | Finalize requests for audit support and field pricing support | Request pricing support to center pricing office, if action meets or exceeds threshold. Finalize request for audit, rate review, or field pricing support. Cost/Price Analyst (C/P Analyst), if assigned, may perform this function. | PCO | | |
| 2.2 | Evaluate proposal | Government Acquisition Team reviews entire proposal and begins initial evaluation, while identifying questions for fact-finding. Initiate pricing modeling. Use the pre-established ground rules, communication plan, efficiency procedures, and other elements of the PETP and TEP to guide the fact-finding. | PM | | |
| 2.3 | Conduct fact-finding with Contractor | Government and Contractor interact to discuss areas of questions identified by Government Acquisition Team. Task completed when Contractor has answered all fact-finding questions and the Government can fully evaluate the proposal. Government Acquisition Team provides technical evaluations. Use the pre-established ground rules, communications plan, efficiency procedures, etc. in the PETP to guide the fact-finding. | PCO | | |
| 2.4 | Evaluate subcontract plan | Evaluate Contractor subcontract plan submitted by Contractor. | PCO (coordinate with applicable ACO and Small Business Liaison) | | |
| 2.5 | Receive audits, rate reviews, and field pricing support; resolve issues | PCO, C/P Analyst, and Contract Negotiator/Contract Specialist (CN/CS) review audits, rate reviews, and field pricing support from DCAA or DCMA. Work with auditor and Contractor to resolve adverse opinions, if any. | PCO | | |
| 2.6 | Complete Technical Evaluation Report | Complete Technical Evaluation Report. Provide to PCO, C/P Analyst and CN/CS for review and discussion. | PM | | |
| 2.7 | Finalize Government position | Incorporate audit, rate review and field pricing support results. Receive final technical evaluation from Program Manager. Complete pricing modeling and finalize Government pricing position. | C/P Analyst | | |

| WBS | Activity | Description | OPR | Days \$1M - \$50M | Days > \$50M |
|--------------|--|--|---|-------------------|--------------|
| 3.0 | Business Clearance | | | 30 | 30 |
| 3.1 | Prepare Preliminary-Price Negotiation Memorandum (Pre-PNM) | C/P Analyst, if assigned, prepares Pre-PNM. C/P Analyst leads activity with support from CN/CS, PCO and, as required, other members of the Government Acquisition Team. PCO reviews and approves the document. | C/P Analyst | | |
| 3.2 | Prepare Business Clearance documents | Prepare Business Clearance documents and contract file for Business Clearance review. PCO leads activity with support from C/P Analyst and CN/CS. Business Clearance thresholds are established in AFFARS 5301.9001 and AFFARS PGI 5301.9001 . | PCO | | |
| 3.3 | Coordinate and conduct Business Clearance reviews | Coordinate various reviews for Business Clearance. Review thresholds are established in AFFARS PGI 5301.9001 | PCO | | |
| 3.3.1 | Conduct directorate-level Business Clearance review | Directorate-level reviewer reviews Business Clearance documents and contract file (not required if Center policy review is conducted). | Chief of Contracting Office | | |
| 3.3.2 | Conduct Business Clearance legal review | Program legal counsel reviews Business Clearance documents and checks contract file for legal sufficiency to enter negotiations. | Program Legal Counsel | | |
| 3.3.3 | Conduct Business Clearance policy office review | Pricing Office reviews Pre-PNM and Business Clearance documents. Policy Office clearance reviewer reviews Business Clearance documents and contract file. | Chief of Pricing (or equivalent) Clearance Reviewer | | |
| | | | | | |
| 3.4 | OSD Peer Review #1 (if required or actions > \$1B) | Review documentation of Pre-PNM, negotiation strategy, and assessment of contractor risk in determining profit or fee. Conduct for contract actions if required or for documents greater than \$1B. Add 10 days to schedule if OSD Peer Review required. | PCO | | |
| 3.5 | Approve Business Clearance | Team conducts Business Clearance with Clearance Approval Authority (CAA) to request and obtain authority to enter negotiations. If requested, CAA can waive Contract Clearance, if settlement of negotiation was within Business Clearance approval, to include negotiation range. | CAA | | |

| WBS | Activity | Description | OPR | Days \$1M - \$50M | Days > \$50M |
|----------------------------------|---|--|---|-------------------|--------------|
| 4.0 | Negotiations | | | 60 | 75 |
| 4.1 | Conduct negotiations | Conduct negotiations with Contractor to reach agreement on cost/price and terms and conditions of contract. Ensure functional subject matter experts from Government Acquisition Team are included as appropriate. | PCO | | |
| 4.2 | Certify negotiated agreement | Contractor certifies negotiated agreement is current, accurate and complete via submittal of a Certificate of Current Cost or Pricing Data. Government reviews and, if necessary, adjusts negotiated price downward. | Contractor | | |
| 5.0 | Contract Clearance | | | 25 | 25 |
| 5.1 | Prepare Contract Clearance documents and file for final review | Prepare Contract Clearance documents and finalize contract file for contract award. PCO leads effort with support from C/P Analyst and CN/CS. | PCO | | |
| 5.2 | Prepare PNM | Finalize PNM, based upon negotiated amounts. C/P Analyst, if assigned, is primary performer of activity with support from PCO and CN/CS. PCO reviews and co-signs final PNM. | C/P Analyst or PCO/Buyer | | |
| 5.3 | Complete Equal Employment Opportunity (EEO) preaward clearance, if required | The PCO shall obtain a pre-award contract compliance from the Office of Federal Contract Compliance Programs (OFCCP), by a written EEO clearance request, for all basic contracts, first-tier subcontracts and task or deliver orders estimated to be \$10M or more, or modifications adding new work of \$10 million (FAR 22.805(a)(2) (excluding construction)). | PCO | | |
| 5.4 | Approve Contractor subcontract plan | Review and approve contractor's subcontract plan. | PCO (coordinate with applicable ACO and Small Business Liaison) | | |
| | | | | | |
| 5.3 5.5 | Coordinate and conduct Contract Clearance reviews | Coordinate Contract Clearance. Review thresholds are established in AFFARS PGI 5301.9001 . | PCO | | |
| 5.3.1 5.5.1 | Conduct Contract Clearance directorate-level review | Directorate level reviewer reviews Contract Clearance documents and contract file (not required if Center policy review is conducted). | Chief of Contracting Office | | |

| | | | | | |
|-------|--|---|---|--|--|
| 5.5.2 | Conduct Contract Clearance legal review | Program legal counsel reviews Contract Clearance documents and checks contract file for legal sufficiency to award contract. | Program Legal Counsel | | |
| 5.5.3 | Conduct Contract Clearance policy office review | Pricing office reviews PNM and if required, other Contract Clearance documentation. Policy office clearance reviewer reviews Contract Clearance documents and contract file and ensures the finalized PNM is included in the file. | Chief of Pricing (or equivalent) Clearance Reviewer | | |
| 5.6 | OSD Peer Review #2 (if required or actions > \$1B) | Review PNM and negotiated agreement/contract. Conduct for contract actions if required or for actions with value greater than \$1B. Add 10 days to schedule if OSD Peer Review required. | PCO | | |
| 5.7 | Review and approve Contract Clearance | Team conducts Contract Clearance with CAA to request and obtain authority to award contract. If requested, CAA can waive Contract Clearance, if negotiated amount was within Business Clearance approval, to include negotiation range. Note: This would only waive the “briefing” and would still require Contract Clearance review (unless review is additionally waived) and Legal review. | CAA | | |

| WBS | Activity | Description | OPR | Days \$1M - \$50M | Days > \$50M |
|-----|--|---|-----|-------------------|--------------|
| 6.0 | Contract Award | | | 5 | 5 |
| 6.1 | Provide contract to Contractor for signature | Provide contract to Contractor for review and signature. | PCO | | |
| 6.2 | Obtain Congressional notification and public announcement | Send 1279 to SAF for Congressional notification and public announcement (includes three-day hold), if required. See FAR 5.3, as supplemented, for contracts actions that do not require a 1279. | PCO | | |
| 6.3 | Contract award | PCO signs and distributes contract document. PCO distributes PNM to DCAA as required. | PCO | | |
| 6.4 | Add negotiation data to Contract Business Analysis Repository (CBAR), as required. | Add negotiation information or data to the CBAR, as required. See policy reference. Note exclusions based on OPSEC classifications. | PCO | | |

5.0 Measurement.

5.1 As indicated in Figure 3, the metric reported to the AFLCMC Standards and Process Board will track, on an annual basis, the average total contract award days. Though AFLCMC/PK will collect data for actions at \$10M or more, the metric will capture awarded USAF contracts between \$50M - \$500M and will be measured against the

AFMC standard of 365 calendar days. A Green rating is achieved when the average award timeline for USAF actions in a fiscal year is 400 days or less. A Yellow rating is given when the average is 401 - 450 days. A Red rating is given when the average is greater than or equal to 451 days. The metric will be measured on a yearly basis and reviewed quarterly. Data on individual phases and metrics for Foreign Military Sales (FMS) efforts will be collected and presented for comparison purposes.

Table 3. Metrics Table

| Metric Characteristic | Metric Information | AFLCMC Std Processes |
|-----------------------|-------------------------------------|---|
| Relevance | APD Ref No | A01 |
| Relevance | Process Name | Contract Award (Sole Source) |
| Specific | Process Lead | Volk, Joseph, AFMC AFLCMC/PK_PZ <joseph.volk@us.af.mil) |
| Specific | Metric POC | Volk, Joseph, AFMC AFLCMC/PK_PZ <joseph.volk@us.af.mil) |
| Relevance | Date Completed | |
| Specific | Process Owner | AFLCMC/PK |
| Relevance | Enterprise Impact / Process Purpose | To consistently, efficiently and effectively plan and execute the activities necessary to place government requirements on a sole source contract to deliver a cost effect and timely acquisition solution |
| Relevance | LCMC Obj | 1: Deliver Cost Effective Acquisition solutions |
| Specific | Metric Name | Sole Source Contract Average Award Timelines |
| Measurable | Data Source | PEOs, program, location. Data retained in SharePoint |
| Specific | Calculation | For all actions in business rule: Average - Sum of total award days / total number of actions |
| Specific | Business Rules | <ul style="list-style-type: none"> - FAR Part 15 actions, UCA or standard buy filter to USAF efforts between \$50M - \$500M - Awarded actions only; grouped by fiscal year the contract was awarded - Total award days = award date minus RFP date - Report average data of individual phases and FMS data for comparison |
| Time Based | Update Frequency | Qtrly updates / Final per Fiscal Year |
| Actionable | Decision Maker | AFLCMC/CV |
| Actionable | Review Forum / Governance Body | AFLCMC Standards and Process |
| Time Based | Review Frequency | Qtrly |
| Actionable | Target | Average awards by FY <365 |
| Actionable | Thresholds (R/Y/G) | Green: Average award \leq 400 days Yellow: 401 days \leq Average Award \leq 450 days Red: Average Award $>$ 450 days |
| Actionable | Baseline Performance | 536 days |
| Time Based | Baseline Date | FY13 Awards |

6.0 Roles and Responsibilities.

6.1 AFLCMC Director of Contracts (AFLCMC/PK)

6.1.1 Responsible, as the process owner, for oversight, feedback, and management of the contract award process.

6.1.2 Leads and coordinates the overall contract award process with the appropriate functional team members.

6.2 Clearance Approval Authority (CAA)

6.2.1 Chairs Business and Contract Clearance.

6.2.2 Provides authority to enter into negotiations and award contracts.

6.2.3 Provides additional negotiation range when requested and when necessary and adequately supported.

6.3 Contracting Officer (CO) or Procurement Contracting Officer (PCO)

6.3.1 Ensures performance of all necessary actions for effective contracting while leading negotiations, ensuring compliance with the terms of the contract, and safeguarding the interests of the United States in its contractual relationships. Drawing connection between CLINs/SOW/PWS/CDRLs and essential customer requirements will make sure that all requirements are properly addressed in solicitations, contract and contract performance.

6.3.1.1 Ensures requirements have been met and that sufficient funds are available for obligation. Ensures Sole Source RFP for FMS program requirements is authorized per the Letter of Offer and Acceptance as directed by the Partner Nation (See AFMAN 16-101 for additional information), or authorized by other exceptions to competition for U.S. Government requirements.

6.3.1.2 Ensures that contractors receive impartial, fair and equitable treatment.

6.3.1.3 Requests and considers the advice of specialists in cost/price analysis, audit, law, engineering, program management, logistics, information security, transportation, and other fields, as appropriate.

6.3.2 Serves as single point of contact between the Contractor and the Government Acquisition Team.

6.3.3 Allowed wide discretion to exercise business judgment in order to perform these responsibilities.

6.3.4 With the support of the Government Acquisition Team, responsible for ensuring negotiated agreement is fair and reasonable.

6.4 Cost/Price Analyst (C/P Analyst)

6.4.1 Develops request for audit support, rate reviews and field pricing support from DCAA/DCMA.

- 6.4.1.1 Identifies areas of proposal/audit risk.
 - 6.4.1.2 Determines type of audit (full audit, labor rates and factors, material, etc.).
 - 6.4.2 Develops Government negotiation positions.
 - 6.4.2.1 Based on input from Government Acquisition Team and working with PCO and CN/CS, develops going-in, Government objective, and negotiation range positions using appropriate pricing models.
 - 6.4.2.2 Based on input from Government Acquisition Team and working with PCO and CN/CS, recommends profit/fee position based on identified risk to Government and Contractor.
 - 6.4.3 Based on input from Government Acquisition Team and working with PCO and CN/CS, develops Preliminary-Price Negotiation Memorandum (Pre-PNM) and final PNM, as well as Business and Contract Clearance briefing.
 - 6.4.4 As a minimum, advises and supports negotiations with Contractor and may serve as lead price negotiator.
- Note: Some negotiated procurements may not be supported by a C/P Analyst. In these circumstances, the above duties are performed by other members of the contracting team.

6.5 Contract Negotiator/Contract Specialist (CN/CS – often referred to as “Buyer”)

- 6.5.1 Handles daily issues with program.
- 6.5.2 Builds and updates contract file throughout the process.
- 6.5.3 Helps prepare Pre- and final PNM, as well as Business and Contract Clearance briefings.
- 6.5.4 Assists with or conducts negotiations, as required.

6.6 Program Manager (PM)

- 6.6.1 Serves as team leader, to include building technical team, for the program.
- 6.6.2 Ensures acquisition requirements are well defined prior to release of RFP .
- 6.6.3 Leads team in accordance with PETP. Responsible for acquisition schedule documentation and recommendations for specific continuous improvements of this process.
- 6.6.4 Ensures completion and final review and signature of Technical Evaluation Report. Ensures Government Acquisition Team is trained adequately and completes evaluations in accordance with [Process Guide for Conducting Sole-Source Technical Evaluations and Training](#) as appropriate.

6.7 Engineering (EN)

- 6.7.1 Develops proposed Government technical positions (realism, associated schedules, basis for negotiation positions based on recommended adjustments to contractor labor or material estimates including analysis and justification, etc.).
- 6.7.2 As a key member of the Air Force Negotiation Team, provides technical rationale for government negotiation position.

6.8 Financial Management (FM)

- 6.8.1 Provides financial management aspects of proposal evaluations as may be needed to include price/cost realism aspects of the contractor's proposal.
- 6.8.2 Prepares various aspects of financial funding documentation as may be needed and as agreed to by the PM, PCO, and other Government Acquisition Team members.
- 6.8.3 Develops and provides proposal cost/price realism evaluations as may be needed by the Government Acquisition Team.

6.9 Logistics

- 6.9.1 Ensures product support requirements, including data rights required to execute the proposed Logistics strategies, are met.
- 6.9.2 Provides technical evaluation of all logistics inputs; specifically addresses all 12 Integrated Product Support (IPS) elements.

6.10 Test and Evaluation

- 6.10.1 Ensures test support requirements, including resources required to execute the proposed test and evaluation strategy/plan, are met.
- 6.10.2 Provides technical evaluation of all test and evaluation inputs; specifically addresses incorporation of test requirements in accordance with the DoD Guide for Incorporating Test and Evaluation into Department of Defense Acquisition Contracts.

6.11 Safety

- 6.11.1 Ensures proposal and subsequent contract(s) comply with required safety requirements and clauses as included in the RFP.
- 6.11.2 Provides technical evaluation of all safety inputs.

6.12 Configuration Management (CM)

- 6.12.1 Administers the Configuration Control Board (CCB), the approval authority for the change, when required .
- 6.12.2 When required, provides the PCO a copy of the CCB Directive.
- 6.12.3 Drafts a PCO letter identifying the CCB decision for PCO's approval/disapproval of the change.

- 6.12.4 Working with other team members, reviews and assesses CDRLs as part of the contractor's proposal submittal.

6.13 Government Acquisition Team

- 6.13.1 Consists of the government stakeholders listed in Paragraphs 6.3 through 6.12 above; other specialized multi-functional team members; and field support personnel from DCAA and DCMA.
- 6.13.2 Establishes roles and responsibilities of each team member to ensure that awarded contract action meets all established requirements.
- 6.13.3 Documents, in the PETP, agreement to format and schedules; methods of internal and external communications; and rules of engagement.
- 6.13.4 As assigned in the PETP, Government Acquisition Team members will participate in the technical evaluation of the proposal by reviewing labor hours, bill of materials, production/manufacturing processes, quality program, Government and Contractor risk, etc. Government Acquisition Team will complete the Technical Evaluation Report.

6.14 Joint Acquisition Team

- 6.14.1 Consists of contractor stakeholders and government stakeholders, to include those listed in Paragraph 6.13.1 above.
- 6.14.2 Conducts planning sessions to ensure each team member understands and agrees to the total team and individual tasks, events, and schedule to get to contract award.

7.0 Tools

- 7.1 [The PETP](#) is a tool used in sole-source acquisitions to establish and execute a plan of action to develop an RFP and evaluate a contractor's proposal in a timely and efficient manner. The PETP covers:

- 7.1.1 Activities needed to develop an RFP (including justification and approval to limit competition), prepare for receipt of a proposal, proposal evaluation, and contract award (includes focal points, start/end dates, inputs/outputs).
- 7.1.2 Team member expectations and responsibilities.
- 7.1.3 RFP requirements, ground rules, and assumptions enable a common understanding of the RFP requirements and how the team will operate (includes distribution plans, rules of engagement, communication plans, battle rhythm meetings, evaluation framework, templates, work-in-process board use, file structure, etc.).

- 7.2 The Joint Acquisition Team needs to plan and agree to the tasks/events and the corresponding timelines/schedules for the specific contract action. The teams will also agree on the *total* acquisition timeline for measurement of contract award process. Total award timeline should not exceed standards established in this process.

Schedules should be tailored for less complex actions. Note: This activity should occur before release of the RFP for the best result.

7.3 Process Initial Baseline Measurement. As the Joint Acquisition Team progresses through the acquisition process, the PM will ensure the team documents the planned versus actual dates of the following mandatory events per FAR/DFARS/AFFARS procedures or thresholds:

- 7.3.1 Solicitation/RFP Issued
- 7.3.2 Initial Proposal Received*
- 7.3.3 Adequate Proposal Received
- 7.3.4 Request Technical Evaluation
- 7.3.5 Request Rate/Audit Review (if required)
- 7.3.6 Technical Evaluation Received
- 7.3.7 Rate Review/Audit Received (if required)
- 7.3.8 Develop Government Objective *
- 7.3.9 Business Clearance approved
- 7.3.10 Negotiations completed
- 7.3.11 Contract Award

* Milestones 7.3.2 and 7.3.8, which are not required by regulation, are tracked to further analyze the contract award cycle time. See Appendix A, Milestone Description, for more information.

7.4 The AFLCMC Process Directory (APD) hosts this and other standard processes. Linked from the APD is a Process Metrics Dashboard used to collect and report associated process metrics described in Paragraph 5.0. The APD may be accessed via the [AFLCMC Process Directory](#).

7.5 The Contract Business Analysis Repository ([CBAR](#)) captures information related to contractors, costs (both direct and indirect), business systems, cost accounting standards, and corporate information. It allows PCOs/ACOs to search and view contractor records, and create, edit or complete Business Clearances or document negotiations. Access to [CBAR](#) is restricted to those with a need to know due to the proprietary nature of the information contained within the database. Use of CBAR by the PCO is required IAW DFARS PGI 215.406-3, Documenting the Negotiation. Note: Reporting may be impacted or restricted based on program classification.

7.6 The [Department of Defense Sole-Source Streamlining ToolBox](#) provides a collection of more than 40 techniques and best practices that can be leveraged to increase efficiency throughout the contract award process. The tool includes suggested techniques for use (1) prior to RFP release; (2) prior to proposal receipt; (3) during proposal evaluation; and (4) during negotiations. It also includes checklists, trackers and matrices for consideration.

- 7.7 The [Technical Evaluation Plan](#) template provides the Program Manager with areas and information that should be considered when forming a team and what is needed to reach program objectives. The document should be tailored as needed to guide a successful evaluation of the Contractor proposal. Additional information is available in the [Conducting Sole-Source Technical Evaluation and Training Process Guide](#).

8.0 Training

- 8.1 The AFLCMC Standard Process for Contract Award, Sole Source, Release of RFP to Contract Award, will be used by each newly formed acquisition team across the center. It will also be used by each existing acquisition team as major changes occur on existing acquisitions (major modifications, new/added customer requirements, FMS cases, etc.).
- 8.2 The [Air Force Contracting Central](#) SharePoint site Learning Center, Pricing Center, and Webinar Center includes training presentations designed to facilitate the acquisition process.
- 8.3 Each Government Acquisition Team should review technical evaluation process and training offered by the ACE. Reference the Process Guide for [Conducting Sole-Source Technical Evaluation and Training](#).
- 8.4 Additional training opportunities exist through Focus Week, Director's Calls, local organizational training, etc.

9.0 Definitions, Guiding Principles or Ground Rules and Assumptions.

- 9.1 **Business and Contract Clearance Review and Approval** – Business Clearance and Contract Clearance Review and Approval will vary depending on contract dollar value (e.g. for contract value \$1M - \$5M, Contracting Officer, except operational contracting).
- 9.2 **Chief of the Contracting Office (COCO)** as used in the FAR, DFARS, and AFFARS, , means an individual serving as the Senior Contracting Functional at the Directorate level, or the first contracting official in the contracting chain subordinate to a Senior Contracting Official (SCO) or Director of Contracting. In organizations that have the PEO Directorate structure, COCO authority may be delegated to the Senior Contracting Functional at the Division level or equivalent, subject to approval by the SCO.
- 9.3 **Pre-PNM** – Documents the Air Force objective prior to the start of negotiations. This memorandum assists in the contracting officer's determination of fair and reasonable price. The Pre-PNM should be based on the results of the contracting officer's analysis of the offeror's proposal, taking into consideration all pertinent information including field pricing assistance, audit reports and technical analysis, fact-finding results,

independent Government cost estimates and price histories. See [Pre-PNM](#) under AFFARS 5315.406-3, Documenting the Negotiation, for samples/templates/checklists.

9.4 Final PNM – Prepared in accordance with [FAR 15.406-3 Documenting the Negotiation](#), the contracting officer shall document the principal elements of the negotiated agreement in the contract file. The documentation (see Samples/Templates/Checklists under [AF Contracting Central, 5315 - Contracting by Negotiation](#), for the Pre-PNM template) shall include items 1 through 11 listed in FAR 15.406-3.

9.5 Adequate Proposal Determination – The PCO shall determine whether the proposal is adequate in accordance with [FAR 15.404](#), [DFARS 252.215-7009](#), [DFARS 215.408\(5\)](#) and [AFFARS MP 5315.4-3. L-XXX Cost Proposal Adequacy and Structure checklist](#) provides specific language to include in solicitations that requires Contractors to provide adequate proposals and instructs the Contractor to use the Proposal Adequacy Checklist found at DFARS 252.215-7009.

9.6 Change Management Approach – Process reviewed at least annually. Review will consider changes driven by higher level regulations/processes and AFLCMC initiatives targeting process improvements. Ongoing review of process will consist of working with industry to reduce timelines for Contractor proposal development; and Government-internal process improvement.

10.0 References to Law, Policy, Instructions, or Guidance.

10.1 Federal Acquisition Regulation (FAR)

10.2 Defense Federal Acquisition Regulation Supplement (DFARS)

10.3 Air Force Federal Acquisition Regulation Supplement (AFFARS)

10.4 Mandatory procedures and active policy memos from DOD and SAF/AQ

10.5 AFI 63-101/20-101 Integrated Life Cycle Management, 9 May 17

10.6 [Sole Source Technical Evaluation Information Center](#) established by the Acquisition Center of Excellence

10.7 [AF Contracting Central – Knowledge Center](#)

10.8 [Pricing Center of Excellence](#)



WBS Contract
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Metric Chart for Change Management
Contract Award Sole Plan - Sole Source



Appendix A – Milestone Definitions

Standard Process for Contract Award Sole Source -- Release of RFP to Contract Award

| Milestone | Description/Definition |
|-------------------------------|---|
| Solicitation Issued | Any request for proposal by the Contracting Officer. This does not have to be a formal “RFP,” and includes such items Fair Opportunity Proposal Requests (e.g., for FAR 16.5 soliciations under a multiple award IDIQ), or letter RFPs and Requests for Quotes (RFQs) |
| Initial Proposal Received | Date a proposal is first received |
| Adequate Proposal Received | Date the contractor submits a qualifying proposal as defined in DFARS 217.7401(c) |
| Request Technical Evaluation | Date the Contracting Officer requests a technical evaluation from the Government Acquisition Team functional expert(s) |
| Request Rate/Audit Review | Date the rate review is requested / Date the audit is requested |
| Technical Evaluation Received | Date the Contracting Officer receives the completed Technical Evaluation, determining the proposal technically acceptable (or not), from the Government Acquisition Team functional expert(s) |
| Rate Review/Audit Received | Date when all required rate reviews have been received/Date when all required audits have been received (including Adverse Audits) |
| Develop Government Objective | Date when Government Objective is sufficiently developed to allow for the establishment of a negotiation range and progression to Business Clearance approval |
| Business Clearance Approved | Date for Business Clearance approval/start of negotiations |
| Negotiations Completed | Date when all parties achieve agreement on cost, price, and terms and conditions |
| Contract Award | Date that Contracting Officer signs the document |