IPN 12-03 (Effective October 14, 2013)

Chapter 7—Acquisition Planning

Section 7.1.1 – Purpose

This section provides guidance for implementing acquisition planning to ensure that EPA meets its needs in the most effective, economical, and timely manner.

Section 7.1.2 – Background

Acquisition planning is the process by which all personnel responsible for an acquisition coordinate a plan to fulfill agency needs in a timely manner and at a reasonable cost. When proper acquisition planning does not take place, the result may be poorly defined requirements, lack of competition, and ultimately, a detrimental effect on the agency's ability to receive mission critical goods and services.

Federal Acquisition Regulation (FAR) Part 7 requires acquisition planning for **all** acquisitions. However, with the exception of mandating formal written plans for cost reimbursement and high risk contracts, the FAR does not spell out the level of detail required for meaningful acquisition planning. This is left up to the head of each agency. CMM Chapter 7 spells out EPA's acquisition planning policy, which is designed to align the value and complexity of an acquisition to the appropriate level of detail in acquisition planning.

Section 7.1.3 – Authority/Applicability

The authority for this section is FAR 7.103 which requires Agency heads to establish certain criteria and thresholds for acquisition planning.

Section 7.1.4 – Acronyms

Advanced Procurement Plan (APP)
Acquisition Planning Team (APT)
Business Analysis and Strategic Sourcing (BASS)
Capital Planning and Investment Control (CPIC)
Chief of the Contracting Office (CCO)
Confidential Business Information (CBI)
Contracting Officer (CO)
Chief Financial Office (CFO)
Contracting Officer Representative (COR)
Contract Specialist (CS)
EPA Acquisition System (EAS)
Electronic and Information Technology (EIT)
Federal Strategic Sourcing Initiative (FSSI)

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Funds Control Officer (FCO)
Head of the Contracting Activity (HCA)
Independent Government Cost Estimate (IGCE)
Information Management Officer (IMO)
Information Technology (IT)
North American Industry Classification System (NAICS)
Office of Acquisition Management (OAM)
Office of Environmental Information (OEI)
Office of Federal Procurement Policy (OFPP)
Office of General Counsel (OGC)
Office of Management and Budget (OMB)
Office of Regional Counsel (ORC)
Office of Small Business Programs (OSBP)
Organizational Conflict of Interest (OCI)
Performance Work Statement (PWS)
Procurement Action Lead Time (PALT)
Senior Resource Official (SRO)
Simplified Acquisition Threshold (SAT)
Strategic Sourcing Program (SSP)
Regional Acquisition Manager (RAM)
Service Center Manager (SCM)
Simplified Acquisition Threshold (SAT)
Statement of Objectives (SOO)
Strategic Sourcing Program (SSP)

Section 7.1.5 – Policy

EPA's acquisition planning policy consists of four stages which should be performed within the applicable Procurement Action Lead Times (PALT) set forth in Attachment A, PALT Standards. The four stages are 1) Acquisition Forecasting 2) Procurement Initiation 3) Acquisition Planning and 4) Procurement Package.

The first part, acquisition forecasting, is an annual requirement whereby the Office of Acquisition Management (OAM) and respective program offices forecast upcoming requirements three years in advance of the required need date. The acquisition forecasting process identifies all of a program office's upcoming acquisitions above the Simplified Acquisition Threshold (SAT).

The second stage, procurement initiation, alerts the contracting office that an acquisition is forthcoming. The third stage, acquisition planning, requires the formation of an Acquisition Planning Team (APT) to create an Advanced Procurement Plan (APP) appropriate for the value and complexity of the acquisition. The final stage is when the program office prepares and submits a complete procurement package to the contracting office which will lead to the solicitation and award of a contract.

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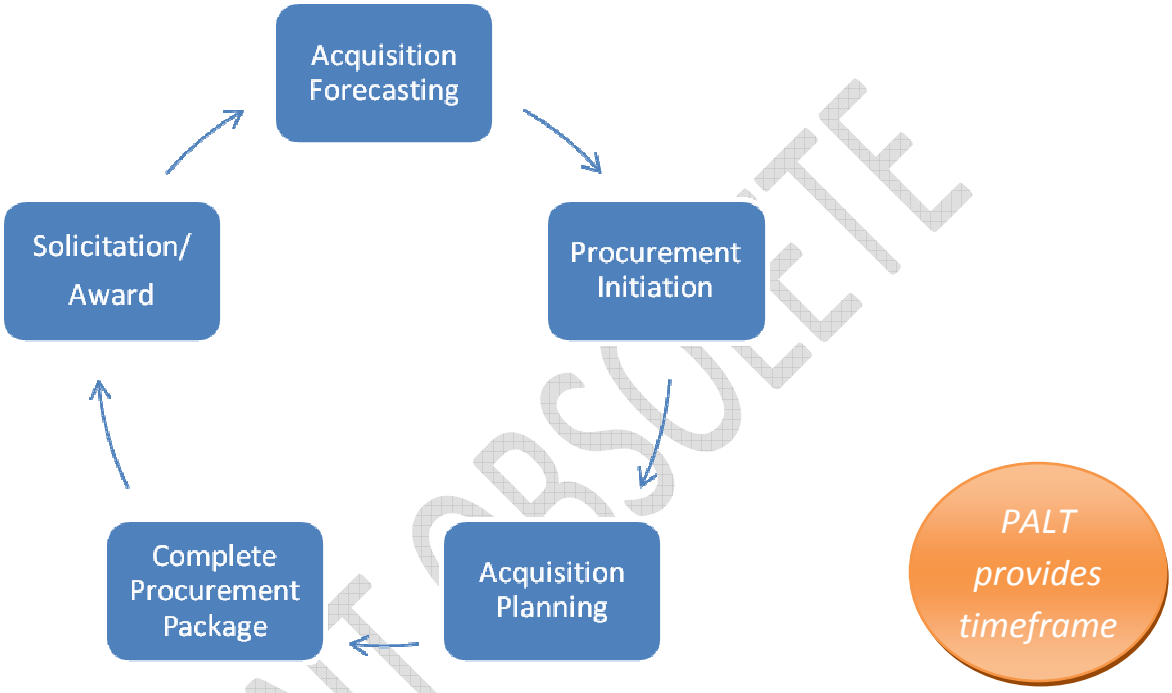
The chart below depicts the entire acquisition process. This includes the four stages of acquisition planning followed by solicitation/award. Procedures for each acquisition planning stage, including how to use PALT, are included in the following sections.



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Section 7.1.5.1 – Roles and Responsibilities

All parties with a vested interest in an acquisition should be involved in the acquisition planning process. This includes the program office, the contracting office, the finance office, the OAM Policy Office, the Office of Small Business Programs (OSBP), and the Office of General Counsel (OGC) or the Office of Regional Counsel (ORC).

While all of these parties may be involved in the acquisition planning process, the program office and the contracting office bear the majority of responsibility. Neither the program office nor the contracting office has sole responsibility, and the two entities must work closely with each other to perform these duties. The contract level Contracting Officer Representative (COR) is responsible for initiating a procurement in a timely manner, actively participating in the acquisition planning phase, and with the advice of the Contracting Officer (CO), preparing a complete procurement package as defined in Section 7.1.5.6 below. The CO is responsible for ensuring that quality collaborative acquisition planning takes place. The CO is also responsible for all acquisition planning decisions such as contract type and solicitation procedures. As such, the CO must be involved in acquisition planning from the beginning.

Section 7.1.5.2 – Procurement Action Lead Times

The purpose of PALT is to aid acquisition planners in determining adequate lead time necessary to perform all acquisition planning and subsequent steps prior to award of an action. PALT also helps OAM to measure and improve its acquisition processes. By analyzing the milestone data associated with PALT, OAM can identify and implement areas for improvement. It should be noted that individual PALTs are not written in stone. They are baselines to be continually monitored and updated as needed.

The PALT standards are defined in CMM 7.1 Attachment A. Attachment A provides 14 general workload categories with different standards at various dollar values for a total of 30 individual PALTs. While there are generally over 60 types of procurement actions performed in most acquisition offices, all of the actions fall into one of the 14 general workload categories contained in Attachment A and can be used as a guide for workload planning.

There are two phases of PALT: Acquisition Planning and Execution. The Acquisition Planning PALT includes all of the necessary steps involved in acquisition planning described in Section 7.1.5.5 below such as convening the APT, completing the APP and finalizing the procurement package. Acquisition Planning PALT ends when the contracting officer determines the procurement package is complete. It should be noted that PALT standards for acquisition planning are minimums. Acquisition planning should begin as soon as feasibly possible.

The second phase of PALT is Execution. This includes all of the necessary steps to solicit and award a contract such as issuing the solicitation, receiving and evaluating proposals, holding discussions and completing the award. Unlike the Acquisition Planning PALT which is based on minimum standards, the Execution PALT is designed as a maximum. While it may not always be possible to meet the Execution PALT, this should be the standard that the acquisition team strives to achieve.

The Acquisition Planning PALT and the Execution PALT must be combined to determine the overall PALT which can then be used to determine how far in advance to begin acquisition planning. For example, the Acquisition Planning PALT for a Competitive Proposal above $1 Million and below $10 Million is 120 calendar days. The Execution PALT for this type of acquisition is 150 calendar days. The two PALTS combined equal 270 calendar days which is the minimum amount of time before the contract is needed that acquisition planning should begin. Therefore, if an acquisition is needed on October 1 of a given year, acquisition planners must look at the calendar in advance and calculate backwards to determine the date acquisition planning must begin. The date calculator at www.timeanddate.com is a useful tool for determining when planning should start. Using the previous example, if an acquisition was needed on October 1, 2015, and the combined Acquisition Planning and Execution PALT is 270 calendar days; the start date for acquisition planning would be January 4, 2014.

Actual PALTs may vary due to individual complexities of each acquisition. This is acceptable as long as any deviation from the PALT standard is documented.

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Section 7.1.5.3 - Acquisition Forecasting

I. Request for Three-Year Acquisition Plans

During the second quarter of each fiscal year, the OAM Director, in conjunction with the OSBP Director, will issue a memorandum to the Senior Resource Officials (SRO) requesting a Three-Year Acquisition Plan forecasting all acquisitions above the SAT that will be initiated in the next three years. Instructions for preparing the Three-Year Acquisition Plan are included in the memorandum each year. Classes of acquisitions may be addressed jointly if the anticipated contracts will be similar in type, program support, award methodology, time frame, or other vital components which allow them to be described and understood jointly.

II. OAM Assistance Formulation/Updating of the Three-Year Acquisition Plan

The Chief of the Contracting Office (CCO) for each OAM/regional contracting division will arrange a meeting with program offices they support to discuss formulation/updating of the Three-Year Acquisition Plan. In addition to the responsible program and contracting personnel, a representative from OSBP or an OSBP designee will participate in these meetings. The Agency Competition Advocate shall be included in the meeting when plans involve discussion or questions surrounding competition issues. For plans involving information technology (IT) requirements, a representative from the Office of Environmental Information (OEI) should also be included. Discussions should focus on developing strategies that promote socio-economic contracting opportunities, competition, performance based contracting approaches and streamlined contracting methods. Recommended topics for discussion include, but are not limited to:

1) Program priorities
2) Contracting workload
3) Market research strategies
4) Acquisition streamlining strategies
5) Use of multi-agency contracts
6) Use of performance-based service acquisitions
7) Full and open competition considerations
8) Socio-economic goals
9) Contract bundling issues
10) How to maximize responsiveness/minimize lead-times
11) Forecast submittal of individual procurement requests
12) Funding issues
13) Knowledge gained in prior acquisitions to improve statements of work
14) Anticipated challenges
15) Minimizing high risk contracts

The need for any subsequent meetings will be determined on a case-by-case basis by the program and contracting offices. Agreement on a Three-Year Acquisition Plan is reached when

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both the SRO and the supporting CCO sign the document. A copy of the plan shall be provided to the OSBP director. If a plan includes IT requirements, a copy must also be provided to OEI.

Section 7.1.5.4 – Procurement Initiation

In order to ensure adequate time for acquisition planning, solicitation and award, program officials must initiate procurements in a timely manner. Applicable PALTs should be used as a guideline for this process (see section 7.1.5.2 above).

In order to initiate a procurement, the requisitioner must create an Advanced Procurement Plan (APP) in EAS when required and a planning Requisition Document (see Section 7.1.5.5 to determine when an APP is required). The APP shall be created first and used to create the Requisition. If funds are not currently available for the Requisition Document, a zero-dollar Requisition Document shall be submitted.

I. Advanced Procurement Plans (APP)

A. The program office shall initiate an APP in EAS as required in Section 7.1.5.5 II below.

B. The APP template is used to create a complete acquisition plan prior to issuing a solicitation (see Section 7.1.5.5). Only preliminary information should be completed in the APP during the procurement initiation process. No reviews or approvals are required at this time. The APP should be routed to the appropriate contracting office manager who will then assign a CO to the acquisition (automatic routing is not available in EAS). The CO will then form and convene an Acquisition Planning Team (see Section 7.1.5.5 I). The team will work collaboratively to finalize the APP and submit it for required reviews and approvals in Section 7.1.5.5 below.

II. EAS Requisition Document

A. The Requisition Document shall be routed for review and approval within the program office, including the Funds Control Officer (FCO). The purpose of the FCO's review and approval is to ensure funds are available, or in the case of a zero dollar Requisition Document, that funds will be made available. Actions above the SAT that were not previously included in the approved Three Year Acquisition Plan must be approved by the SRO and an amendment to the Three Year Acquisition Plan must be submitted in accordance with the instructions included in the annual memorandum calling for the Three Year Plans. (See Section 7.1.5.3 I). Additionally, prior to issuing the requisition, the program office shall ensure all requirements of EPA Order 1130.2A have been met such as SRO approval for advisory and assistance services.

B. Once the Requisition Document is internally routed and released by the program office, it is assigned to the contracts office based on the data included in the "acquisition office/buyer" field. The requisitioner should contact his/her respective contracting office for questions related to this field.

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Section 7.1.5.5 – Acquisition Planning

To ensure proper acquisition planning takes place, this policy formalizes the requirement for an Acquisition Planning Team (APT) and an Advanced Procurement Plan as part of the procurement initiation. Orders placed against existing EPA contracts are exempt from both requirements; however, the CO should consider using the procedures below for orders that require significant decision making, such as whether the order should be fixed price or cost reimbursement. Orders placed against any external agency's contract are subject to this policy with the exception of interagency agreements.

I. Acquisition Planning Teams

After the APP and requisition document have been submitted during the procurement initiation process, an APT shall be formed and a meeting shall convene for all acquisitions above the SAT in accordance with the procedures below. APT meetings are not the same as the broad level meetings that take place during the acquisition forecasting process. Unlike the acquisition forecasting meetings, the APT meetings focus on a single acquisition and are designed to ensure detailed planning occurs for each acquisition. These meetings do not replace other requirements such as competition advocate review, EPA 1900-37 coordination, OGC review of conflicts of interest, etc.

For all acquisitions above the SAT, the contracting officer shall organize and lead a formal team to perform acquisition planning. The team shall be formed and the initial meeting held as soon as reasonably practicable. The members of the team will vary depending on the value and complexity of the acquisition, and the contracting officer has discretion in choosing who to include. At a minimum, the team will consist of the contracting officer and the contract level COR. However, the contracting officer shall consider including all persons with significant responsibilities for completing acquisition planning, e.g., the proposed COR, project manager, contracting officer, contract specialist, the financial office, OGC, the Competition Advocate, OSBP and any other group or individual within the agency whose expertise would add value to the process. While it is not feasible for every party listed above to participate on every APT, at a minimum, the team shall consult all of the above parties regarding decisions that fall within their areas of expertise.

During the early stages of planning, the APT shall identify critical decisions, tasks, and milestones, including assignment of who has the primary responsibility for completing each one. APT progress meetings shall be held as necessary throughout the life of the acquisition planning cycle to ensure critical decisions are made and critical tasks are performed. Not all members of the acquisition planning team need to be present for all meetings, and after the initial meeting, the contracting officer may delegate the role of chairing the meetings to the contract specialist. Conducting teleconferences and video conferences in lieu of in person meetings is acceptable when it makes sense to do so.

The contracting officer shall include documented evidence of all APT meetings as attachments in the EAS Advanced Procurement Plan and the official contract file. The level of documentation is

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at the contracting officer's discretion. Examples of acceptable documented evidence include meeting minutes, a copy of an agenda with a list of attendees, a memo for record, etc.

II. Advanced Procurement Plans

APPs shall be created in EAS for all procurements above the SAT and all cost reimbursement and high risk acquisitions regardless of dollar value (high risk is defined as anything other than Firm Fixed Price). The EAS template for creating the APP is included as Attachment B below; however, this is a sample only. The actual APP shall be created in EAS. The program office shall initiate the APP and play a key role in generating the acquisition plan. Once initiated, the acquisition planning team has the latitude to identify which team member will be responsible for completing the various actions for each acquisition. However, final decisions, such as contract type, determinations to set aside to small businesses, etc. are the responsibility of the contracting officer. Routing and approval shall occur in EAS. Use the Review Route function to route to all participants other than the approving official. A copy of the final plan shall be included in the official contract file.

At a minimum, the acquisition plan must address all relevant sections in the template and follow the principles of FAR Subpart 7.1. However, acquisition planners should not rely solely on the template. It is the CO's responsibility to ensure updates to FAR Part 7 are included in the plan as well as any applicable information that may not be in the template. Review and approvals shall be obtained as required in the chart below.

Once approved, the acquisition plan may be changed or amended if the circumstances, facts or assumptions of the original plan have changed, or it makes good business sense to do so. Material or significant amendments to the acquisition plan such as changes in contract type, competition, method of solicitation, funding or major milestone changes shall be coordinated and approved at the same level as the original plan and properly documented in the APP in EAS.

Dollar Threshold	**Program Office Review/Concurrence**	**OAM Approving Authority**
Below the SAT (only applicable to cost reimbursement/high risk)	In accordance with Program Office procedures.	Contracting Officer
All Actions SAT - $10M	SRO or designee	One Level Above CO
All Actions Greater Than $10M and under $25M	SRO or designee	Service Center Manager (SCM) or RAM
All Actions $25M and Above	SRO	Chief of the Contracting Office (CCO) with prior review by Competition Advocate
Waiver IAW FAR 7.103(m)	SRO	Head of the Contracting Activity (HCA) with prior review by the Competition Advocate

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III. Acquisition Planning Considerations

A. Market Research

FAR Part 10 requires agencies to conduct market research prior to soliciting any acquisition greater than the Simplified Acquisition Threshold (SAT). For actions below the SAT, market research should be performed when adequate information is not available and the circumstances justify its cost. Market research is a critical aspect of acquisition planning and is used to identify sources, determine commerciality, and determine commercial terms and conditions, such as type of contract, payments, and warranties. Market research is also used to promote energy conservation, determine whether contract bundling is appropriate and facilitate the development of the Independent Government Cost Estimate (IGCE). While the FAR only requires market research to be conducted for actions greater than the SAT, it can still be beneficial to perform research for lower value acquisitions if the circumstances warrant the time and cost.

The extent and amount of market research performed varies based on the urgency, value and complexity of a contract. Higher value and more complex contracts warrant more market research. In some cases, use of previous market research may be adequate if it was for a similar contract and was conducted in the previous 18 months.

There are various methods used to perform market research, and the APT has great latitude in determining what is appropriate for a given acquisition. Internet research, sources sought notices, requests for information, reaching out to other government agencies, interviewing industry representatives and utilizing interactive online forums are just a few examples of effective market research techniques.

Communicating with industry is a particularly effective market research tool. In order to facilitate this communication, OAM has developed the EPA Vendor Communication Plan and the Program Manager's Guide. These guides should be reviewed prior to conducting market research for all acquisitions with careful attention paid to the requirements in the plan for IT contracts. In addition to these resources, the Office of Management and Budget (OMB) has a number of initiatives to aid in communicating with vendors including an Acquisition Collaboration How-To Toolkit which details how to develop a collaboration event. The Toolkit describes the steps in creating, operating, and closing an event, as well as information on various collaboration platforms, such as social media tools. OMB has also initiated a "one-stop-shop" for vendors to search out collaboration opportunities across all agencies through the Federal Business Opportunities (FedBizOpps) website. In order to facilitate the "one-stop-shop" concept, all government collaboration events must be posted to FedBizOpps. EPA Contracting Officers/Contracting Specialists (CO/CS) can post

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collaboration opportunities to FedBizOpps through EAS using EPA's Instructions for Posting Events.

In performing market research, acquisition planners must take into consideration the policies in FAR Part 19 and perform due diligence in considering whether contracting or subcontracting opportunities exist for small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. The Government Accountability Office (GAO) has upheld several protests regarding lack of market research in support of agencies' small business set aside determinations. For further information regarding small business set asides, see paragraph (E) below.

Market research is also used by acquisition planners to promote competition. In order to obtain quality goods and services at fair and reasonable prices, it is essential that the government specifies its needs, develops specifications and solicits offers in a manner that promotes and provides for full and open competition to the maximum extent practical. Acquisition planners need to be cognizant of the competition requirements in FAR Parts 6, 8 and 13, as well as posting requirements in FAR Part 5. CMM Chapter 11 will also guide planners in how to describe Agency needs in a manner that promotes competition. Market research shall be documented in the contract file. The type and extent of documentation should be appropriate to the size and complexity of the acquisition.

B. Contract Type

FAR 16.103 requires contracting officers to document the rationale for the contract type selected. The only exceptions to this requirement are 1) Fixed Price contracts below the SAT; 2) Firm-Fixed Price contracts other than those for Research and Design and Major Systems and 3) Sealed Bids Set Aside for Small Businesses.

The EAS APP module provides a section for documenting contract type. Questions that should be answered when documenting contract type include 1) Why that particular type is needed? 2) What are the risks associated with the contract type? 3) What resources does the agency have to manage the type selected? 4) If other than Fixed Price, what are the plans to transition to fixed price in the future if possible? In addition to these requirements, contracting officers shall review the criteria in FAR 16.103(d) and ensure all applicable information is included in contract type documentation. In addition, a separate written D&F may be required by regulations for certain types of contracts. Individual D&F requirements can be found in the applicable FAR/EPAAR sections.

C. Strategic Sourcing

Strategic Sourcing is a structured process which optimizes the government's supply base while reducing total cost of ownership and improving mission delivery. Strategic Sourcing solutions are based on a robust analysis of spending patterns, the clear definition of business needs and requirements, and the alignment of government needs with supply market

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capabilities and commercial best practices. Strategic sourcing solutions are developed and implemented collaboratively with stakeholders.

All federal agencies are required by the Office of Management and Budget to have a Strategic Sourcing Program (SSP). EPA's SSP is implemented through the Business Analysis and Strategic Sourcing (BASS) Service Center. The BASS office has been established to leverage EPA's buying power, reduce acquisition administrative costs, and develop long-term, mutually beneficial partnerships with best-in-class providers of products and services. EPA's SSP makes the acquisition process easier and less expensive through the use of Agency-wide contracts that are available for use by all EPA offices and Regions. The SSP is an ongoing program that continually researches, assesses and awards contract vehicles that maximize time and resource savings throughout the Agency. After Dec 2012, the SSP will include new contracts that were awarded using EPA's new SSP process. Prior to Dec 2012, there were a number of Agency-wide contracts placed that are available for use such as contracts for Information Technology, Superfund Support Services, Professional Services and Equipment and Supplies.

During the acquisition planning process, the APT must assess whether an existing contract that is available for Agency-wide use will meet the Agency's needs. This is the first source for acquiring supplies and services that shall be considered before soliciting and awarding a new contract. To the extent that an existing contract will not satisfy the end-user's need, the Acquisition Plan should document the basis for this determination for two primary reasons: (1) to identify needs that were not previously recognized or considered when placing the original contract to ensure that such needs are considered for future follow-on procurements, if appropriate; and (2) to ensure that a rational and supportable business case is made to pursue a separate contracting solution that justifies the time and expense. A list of current contracts can be found on the OAM intranet. Contracts on this list that were awarded prior to December 2012 were not part of the formal SSP process; however, they are still available for Agency-wide use. Points of contact for BASS team members can be found on the OAM intranet BASS site.

If there are no existing Agency-wide contracts that will meet the Agency's needs, the APT must consider, and if applicable, use one of the contracts under the Federal Strategic Sourcing Initiative (FSSI). FSSI contracts save time and money through leveraging the government's overall buying power. Examples of FSSI contracts include office supplies, domestic delivery services, software, print management and wireless communications. FSSI is continually assessed and updated. More information can be found at www.strategicsourcing.gov.

D. Required Sources of Supplies and Services

FAR Part 8 dictates that agencies acquire supplies and services using a descending order of priority unless an exception applies. Agency planners shall familiarize themselves with all of the requirements of FAR Part 8 to ensure this order of priority is followed. In addition to the

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FAR, planners must also be cognizant of the products and services offered by FAR Part 8 sources such as Federal Prison Industries, the Committee for Purchase from People Who are Blind or Severely Handicapped Ability One program, mandatory Federal Supply Schedules, and optional Federal Supply Schedules.

E. Small Business Programs

In accordance with FAR 19.502-2, acquisitions exceeding $3,000 but not over $150,000 are reserved for small businesses and shall automatically be set aside unless the contracting officer determines there is not a reasonable anticipation of obtaining offers from two or more responsible small business concerns. If the CO does not set the acquisition aside, the reason must be documented in the contract file. The market research performed must support this determination.

For acquisitions above $150,000, the CO shall set aside an acquisition for small business participation when there is a reasonable expectation that offers will be obtained from at least two responsible small business concerns, and award will be made at fair market prices.

In addition to the above requirements, COs must determine whether opportunities, including subcontracting, exist for small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. It is the government's policy to maximize opportunities for these concerns as much as possible.

In order to comply with the above, acquisition planners must be familiar with the requirements in FAR Part 19. In addition, EPA has specific contracting goals for each of the above concerns that must be met. It is critical that acquisition planners coordinate with OSBP or the respective Small Business Program Managers (SBPMs) at Research Triangle Park, Cincinnati or one of the ten Regions at the earliest stage possible in an acquisition to determine whether or not an acquisition should be set aside. Coordination is determined by where the acquisition is initiated. For acquisitions over the SAT, EPA Form 1900-37 is used to obtain concurrence from OSBP, RTP, Cincinnati or the Regional SBPM on a set aside determination. However, this form should not be the only form of communication with OSBP or the respective SBPM. OSBP and respective SBPMs shall be involved in the acquisition forecasting, as well as part of the APT and throughout the process until award.

For additional information, acquisition planners can refer to OSBP's Small Business Pocket Guide. This guide provides a concise overview of the various socioeconomic programs, as well as instructions on how to use the North American Industry Classification System (NAICS) which is the standard used to classify business size.

F. Conferences

In order to mitigate the risk of inappropriate spending, special care needs to be given during the acquisition planning phase when contracting for goods and services in support of Agency

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conferences. The OMB, the EPA Deputy Administrator, the EPA Office of the Chief Financial Officer (OFCO) and OAM have all issued guidance and procedures in relation to conference support, including a definition of what constitutes a conference and conference spending.

EPA's definition of a conference or conference-related activity is an internal or external meeting, retreat, seminar, symposium or event that involves expenses from the following categories:

- Attendee travel paid for by the EPA
- Training activities
- EPA hosted or co-hosted, sponsored or co-sponsored events incurring speaker fees, food and refreshment expenses, non-federal facility expenses, audio visual expenses and/or contract related conference expenses

Acquisition planners must be familiar with EPA's conference spending guidance and ensure the required procedures are adhered to, such as submitting the EPA Form 5170, *Conference Activities Spending Request*, for approval. All conference related guidance and procedures, as well as an expanded definition, can be found on the OFCO's intranet site at http://intranet.epa.gov/fmdvally/management_integrity/conferences.htm.

G. Information Technology

FAR Part 2 defines Information Technology (IT) as any equipment, or interconnected system(s) or subsystem(s) of equipment, that is used in the automatic acquisition, storage, analysis, evaluation, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the Agency. The FAR definition also includes the following:

> *"(1) For purposes of this definition, equipment is used by an agency if the equipment is used by the agency directly or is used by a contractor under a contract with the agency that requires --*
>
> *(i) Its use; or*
>
> *(ii) To a significant extent, its use in the performance of a service or the furnishing of a product.*
>
> *(2) The term "information technology" includes computers, ancillary equipment (including imaging peripherals, input, output, and storage devices necessary for security and surveillance), peripheral equipment designed to be controlled by the central processing unit of a computer, software, firmware and similar procedures, services (including support services), and related resources.*
>
> *(3) The term "information technology" does not include any equipment that--*

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(i) Is acquired by a contractor incidental to a contract; or

(ii) Contains imbedded information technology that is used as an integral part of the product, but the principal function of which is not the acquisition, storage, analysis, evaluation, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. For example, HVAC (heating, ventilation, and air conditioning) equipment such as thermostats or temperature control devices, and medical equipment where information technology is integral to its operation, is not information technology."

Contracts for IT pose unique challenges. Government agencies have traditionally purchased IT by first performing a comprehensive design to develop, modernize and enhance IT investments. While this seems like a logical plan, the problem is that by the time the requirement is defined, which can take years, it is often obsolete. The solution is a modular approach which divides IT investments into smaller parts which can then be defined, developed and employed within months. FAR Part 39, which governs IT purchasing, dictates that agencies use modular contracting to the maximum extent practical when buying major systems. In addition to FAR Part 39, there are several other resources that contracting officers must follow when purchasing IT:

- ✓ OMB's June 14, 2012 Contracting Guidance to Support Modular Development http://www.whitehouse.gov/sites/default/files/omb/procurement/guidance/modular-approaches-for-information-technology.pdf

- ✓ EPA's Capital Planning and Investment Control (CPIC) Program is a structured, integrated approach to managing the Agency's IT investments. It ensures that all IT investments align with the EPA mission and support business needs while minimizing risks and maximizing returns throughout the investment's lifecycle. CPIC relies on a systematic approach to IT investment management in three distinct phases: select, control, and on-going evaluation, to ensure each investment's objectives support the business and mission needs of the Agency. IT purchases valued between $250K to $3M go through what is called the CPIC Lite process. Investments over $3M are part of the Major Exhibit 300 process. For all new IT investments classified as Major, the Acquisition Plans must address the potential need for exchanges with industry, such as pre-solicitation conferences (Agency planners should ensure prior to purchasing IT that the requirement has been vetted through the CPIC process. Requirement details along with points of contact can be found on the intranet at http://intranet.epa.gov/cpic/index.htm.

- ✓ In accordance with FAR Subpart 39.2, all Electronic and Information Technology (EIT) purchases, regardless of dollar value, must meet the requirements of Section 508 of the Rehabilitation Act unless one of the exceptions at FAR 39.204 applies. Under Section 508, agencies must give both employees and members of the public with disabilities access to

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information that is comparable to the access available to others. Electronic and IT purchases include, but are not limited to:

- ✓ Telephones, smart phones, and mobile devices
- ✓ Televisions, DVD players, and videotaped productions
- ✓ Internet and Intranet websites
- ✓ PDF documents
- ✓ Content on DVDs and CDs
- ✓ On-line training
- ✓ Webinars and teleconferencing
- ✓ Technical support call centers
- ✓ Remote access websites and tools
- ✓ Tablet, laptop, and desktop computers
- ✓ Software and operating systems
- ✓ User guides for software and tools
- ✓ Copiers, printers, and fax machines
- ✓ Calculators
- ✓ Lab equipment

EPA has a Section 508 Accessibility intranet page, including checklists, to help guide acquisition planners when buying equipment subject to the Act. This information can be accessed at the following link: http://intranet.epa.gov/accessibility.

In addition to EPA's training materials, a short 15-minute training module on these guidelines is available via the Section 508 web site at http://www.section508.gov. This web site is administered and maintained by the General Services Administration (GSA). You will need to register by selecting the "Register for the 508 Universe" on the right side of the screen. After registering, select "Login." Once you are successfully logged in, select "508 Training Courses" from the menu on the left, then select "Micro Purchases and Section 508" from the list to take this 15 minute course. Other valuable information is also available on the Section 508 web site, such as available vendors and specific guidelines. For problems accessing the resources and training on this web site, please contact GSA directly at section.508@gsa.gov or call 202-501-4906.

✓ Agency Information Management Officers (IMOs), or their appointed representative(s), must approve all EIT purchases prior to award. A listing of IMOs is available at http://intranet.epa.gov/oei/imitpolicy/qic/documents/qic-sio-sc-imo-list.pdf.

H. Personal Identity Verification

Contractor and subcontractor employees who will have routine access to government facilities and information systems must follow the personal identity verification process and procedures spelled out in FAR 4.13 which implements Homeland Security Presidential Directive (HSPD) 12 and Federal Information Processing Standards Publication (FIPS PUB) Number 201, "Personal Identity Verification of Federal Employees and Contractors."

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EPA's internal process for implementing these procedures can be found in the October 2011 Flash Notice titled, "HSPD 12 Requirements for Contractor Employees." This flash notice includes a Performance Work Statement (PWS) attachment that must be included in all contracts where contractor employees will require routine access to government facilities and information systems.

In addition to ensuring the PWS attachment is included with the PWS, acquisition planners need to be cognizant of the personal identity verification process to ensure they allow enough time between contract award and contract start date to allow for contractor employees to be verified. Processing times may vary depending on contract location and security requirements. Acquisition planners should coordinate with their respective EPA Security Management Division to estimate processing times.

I. Green Procurement

Executive Order 13423, Section 2(d) and Executive Order 13514, Section 2(h) support the acquisition of goods and services through the use of sustainable environmental practices, including acquisition of biobased, environmentally preferable, energy-efficient, water-efficient, and recycled-content products. EO 13514 mandates that 95 percent of new contract actions, including task and delivery orders, for products and services with the exception of acquisition of weapon systems, meet the requirement for use of sustainable environmental practices. EO 13514 also includes products which are non-ozone depleting or are non-toxic or less toxic alternatives where such products and services meet Agency performance requirements.

Both EOs specifically require that agencies acquire paper of at least 30 percent post-consumer fiber content. EO 13514 further stipulates that uncoated printing and writing paper be used. EO 13514 also specifically requires that there be procurement preference for EPEAT-registered electronic products and that, for electronic equipment, Energy Star and Federal Energy Management Program designated electronic equipment be procured.

Jointly the EOs mandate is to achieve a reduction or elimination of acquisition and use of toxic chemicals and an increase in the use of acceptable alternative chemicals and processes in keeping with the agency's procurement policies.

In addition to the above mandates, it is EPA's policy to be a leader in "Green Buying." As such, the Agency has a number of initiatives and policies in place to support sustainable acquisitions such as Green Meetings and Conferences, Green Office Supplies, and the Environmentally Preferable Purchasing Program. In addition, the FAR and EPAAR both include Green provisions and clauses. More information on all of these requirements, as well as points of contact for the OAM's Green Acquisition Team can be found on the Green Purchasing intranet site.

No matter what type of products are being purchased, whether they are office supplies, electronics, novelty and award items, construction, landscaping, or janitorial products, check

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first to determine if the product can be purchased with recycled or biobased contents, energy efficiency, or environmentally preferable attributes. If so, BUY "GREEN".

J. Organizational Conflicts of Interest (OCI)

FAR Subpart 9.5 provides policies to help identify and address circumstances in which a government contractor may be unable to render impartial assistance or advice to the government, or might have an unfair competitive advantage based on unequal access to information or prior involvement in setting the ground rules for an acquisition. FAR 9.504 directs contracting agencies to "identify and evaluate potential OCIs as early in the acquisition process as possible" and "avoid, neutralize, or mitigate significant potential conflicts before contract award." In addition, EPA acquisition planners need to be familiar with the policies and procedures in CMM Part 9 and EPAAR Subpart 1509 that address conflicts of interest.

K. Inherently Governmental Functions

Inherently governmental function means a function that is so intimately related to the public interest as to require performance by Federal Government employees. FAR Subpart 7.5 provides guidance on inherently governmental functions; however, OFPP 11-01, which was released Sep 12, 2011, provides updated policy and guidance that has not yet been incorporated into the FAR. Agency planners need to be familiar with the requirements of OFPP 11-01 to ensure that only federal employees perform work that is inherently governmental or otherwise needs to be reserved for the public sector. In accordance with OFPP 11-01, for procurement of services above the SAT, the contract file shall include analysis that establishes, at a minimum:

(1) The function to be contracted does not appear on the list of inherently governmental functions included in OFPP 11-01 Appendix A and does not otherwise qualify as an inherently governmental function, taking into consideration, as necessary, the following two tests:

   a. Functions which involve the exercise of sovereign powers of the United States are governmental by their very nature. Examples of such functions that, by their nature, are inherently governmental include officially representing the United States in an inter-governmental forum or body, arresting a person, and sentencing a person convicted of a crime to prison. A function may be classified as inherently governmental based strictly on its uniquely governmental nature and without regard to the type or level of discretion associated with the function.

   b. A function requiring the exercise of discretion shall be deemed inherently governmental if the exercise of that discretion commits the government to a course of action where two or more alternative courses of action exist and decision making is not already limited or guided by existing policies, procedures, directions, orders, and other guidance that: Identify specified

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ranges of acceptable decisions or conduct concerning the overall policy or direction of the action; and subject the discretionary decisions or conduct to meaningful oversight and, whenever necessary, final approval by agency officials.

(2) A statute, such as an annual appropriations act, does not identify the function as inherently governmental or otherwise require it to be performed by Federal employees;

(3) The proposed role for the contractor is not so extensive that the ability of senior agency management to develop and consider options or take an alternative course of action is or would be preempted or inappropriately restricted;

(4) If a function is closely associated with an inherently governmental one (see OFPP 11-01 Appendix B) —

a. Special consideration has been given to using Federal employees to perform the function in accordance with applicable law and implementing guidance;

b. The Agency has sufficient capacity and capability to give special management attention to contractor performance, limit or guide the contractor's exercise of discretion, ensure reasonable identification of contractors and contractor work products, avoid or mitigate conflicts of interest, and preclude unauthorized personal services;

c. The Agency will comply with the checklist of responsibilities in OFPP 11-01 Appendix C; and

(5) If the function is a critical function, the Agency has sufficient internal capability to control its mission and operations.

The above information summarizes some of the critical aspects of OFPP 11-01; however, it is not all inclusive. Agency planners should use the link above to review the policy in its entirety to ensure they understand all requirements as they relate to inherently government functions and acquisition planning.

L. Service Contracting

FAR Part 37 governs the use of service contracts. In addition to the FAR requirements, acquisition planners must be familiar with OFPP's Policy Letter 93-1. This Policy Letter provides guiding principles through the "best practices" concept that should help agencies develop, analyze, and perfect requirements for service contracts which, in turn, should help to improve contract management and administration. The following summarizes topics Agency planners need to be familiar with when acquiring services; however, this information is not all inclusive. It is critical acquisition planners familiarize themselves with the FAR and OFPP requirements regarding service contracts.

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1. Personal vs Non-Personal Services:

When contracting for services, there are a number of special considerations of which acquisition planners must be aware. The first question to ask is whether the services are of a personal or non-personal nature. Personal services are discussed in FAR 37.104 and occur when the type of work results in the contractor's employees serving in an employee type role to the government. Conversely, under non-personal services, the contractor's employees are not subject to the government's supervision. Under a non-personal service, the government is contracting for an end result versus an employee. Unless specifically authorized by statute, government agencies are prohibited from acquiring personal services. The reason for this is because the government is generally required to obtain its personnel through competitive hiring procedures. One exception to this rule that EPA acquisition planners may encounter is the employment of experts and consultants. When the requirements of 5 U.S.C 3109 are met, the government may contract for experts and consultants. If a contract for personal services is necessary, agency planners shall ensure they are authorized by statute, that all of the requirements at FAR 37.104 are met, and review and approvals take place in accordance with Acquisition Handbook 4.1.

2. Performance-Based

In accordance with FAR 37.102, performance-based acquisitions are the preferred method of acquiring services. Additionally, CMM Chapter 37 requires that all EPA contracts and orders for eligible services (see CMM Chapter 37 for definition of eligible services) be placed as performance-based acquisitions. A performance-based acquisition means the government is contracting for an end result rather than telling the contractor how to perform the work. Performance-based acquisitions use Performance Work Statements (PWS) and Statements of Objectives (SOO) rather than a Statement of Work (SOW). FAR Subpart 37.6 prescribes policies and procedures for performance-based acquisition methods including instructions on writing PWSs and SOOs. CMM Chapter 37 provides specific EPA guidance. In addition to these resources, there is an OFPP guide titled *Best Practices for Performance-Based Contracting* which can be found on the OFPP Procurement Policy webpage. The guide has been rescinded, but OFPP has made it available for information purposes. Additionally, a variety of samples to implement performance-based contracting techniques is available on the Acquisition Central Website at http://acquisition.gov/comp/seven_steps/library3.html.

3. Quality Assurance

When contracting for goods or services, the government needs to define acceptable performance standards and have a plan for monitoring whether the contractor meets those standards. This is done through the use of a Quality Assurance Surveillance

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Plan which should be developed in conjunction with the PWS or SOO. More details can be found at FAR 37.6, 46.401 and CMM Chapter 11.1.5.7.

When contracting for requirements that involve the collection, generation, use, or reporting of environmental data, and the design, construction, and operation of environmental technologies, a quality assurance review form shall be used to ensure that quality requirements of FAR 46.202 and 52.246 are communicated to the CO, and to ensure that EPA-specific requirements (defined in EPA Order 5360.1 A2 and EPA Manual 5360 A1) are met. More details can be found at FAR 46.202 and CMM Chapter 47.

4. Advisory and Assistance Services (AAS)

In accordance with the definitions in FAR Part 2, advisory and assistance services means those services provided under contract by non-governmental sources to support or improve: organizational policy development; decision-making; management and administration; program and/or project management and administration; or R&D activities. It can also mean the furnishing of professional advice or assistance rendered to improve the effectiveness of Federal management processes or procedures (including those of an engineering and technical nature). In rendering the foregoing services, outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and the day-to-day aid of support personnel needed for the successful performance of ongoing Federal operations. All advisory and assistance services are classified in one of the following definitional subdivisions: 1) Management and support; 2) Studies, analyses and evaluations; and 3) Engineering and technical services.

Because advisory and assistance services closely support the performance of inherently government functions, proper management controls must be put in place to ensure the government maintains control and accountability. FAR 37.114 includes management controls for these types of services as well as other services that have the potential for influencing the authority, accountability and responsibilities of government officials. The COR shall prepare and submit a discussion of management controls for acceptance by the CO. After CO acceptance, the CO will submit a copy of the management controls for higher level approval of the acquisition of the AAS in accordance with AH 4.1.

In September 2012, the Chief Financial Office (OFC) in conjunction with OARM issued guidance on reducing management support contracts. Acquisition planners shall be familiar with and comply with this guidance which can be found on the OAM intranet site.

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M. Confidential Business Information

During the performance of a contract, the contractor may require access to many types of confidential business information (CBI) that EPA obtains and maintains. CBI includes trade secrets, proprietary, commercial, financial, and other information that is afforded protection from disclosure under certain circumstances as described in the Trade Secrets Act, the Freedom of Information Act, and Office of Management and Budget Circular A-130. The EPA also has regulations covering CBI which are contained at 40 CFR Part 2, Subpart B.

Information covered by the Privacy Act includes groups of records about individuals under the control of an agency from which information is retrieved by the name of the individual or by some identifying number, symbol, or other identifier assigned to the individual. The conditions of disclosure of Privacy Act information are described in the Privacy Act and EPA implementing regulations at 40 CFR Part 16. Additional guidance is contained in the Agency's Privacy Act Manual, Directive 2190.

Also considered CBI is enforcement-confidential information, and EPA internal management-confidential information. Enforcement-confidential information includes privileged records, and/or information compiled for law enforcement purposes (whether administrative, civil or criminal), that if disclosed, could reasonably result in disruption to the legal process or an enforcement action, or would reveal enforcement techniques. EPA's internal management-confidential information includes information used within the Agency that, if not afforded protection from disclosure, could result in unfair contracting practices, or may adversely affect Agency personnel or property. EPA Directive 2195, EPA's *Information Security Manual*, provides additional guidance regarding the above types of CBI.

During the acquisition planning phase, acquisition planners must determine if access to CBI by contractor/subcontractor personnel will be necessary during performance of the contract and if it is authorized. Common statutes used by EPA to justify CBI are listed below, most of which can be found at 40 CFR Part 2, Subpart B. The majority of these statutes require a written determination in accordance with 40 CFR 2.301(h)(2)(i).

- Comprehensive Environmental Response, Compensation, and Liability Act, 42 U.S.C. § 9604 (CERCLA)
- Resource Conservation and Recovery Act, 42 U.S.C. § 6901 (RCRA)
- Toxic Substances Control Act, 15 U.S.C. § 2601 et. seq. (TSCA)
- Federal Insecticide, Fungicide, and Rodenticide Act, 7 U.S.C. § 136 et. seq. (FIFRA)
- Clean Air Act, 42 U.S.C. § 1414, 7542, and 7607(a)
- Federal Water Pollution Control Act, 33 U.S.C. § 1318 and 1369(a) (Clean Water Act)
- Safe Drinking Water Act, 42 U.S.C. § 300j-4 (SDWA)
- Emergency Planning & Community Right-to-Know Act, 42 U.S.C. § 1103; 11021; 11022; 11023 (EPCRA)

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- Noise Control Act, 42 U.S.C. § 4901 et seq.
- Federal Food, Drug and Cosmetic Act, as amended, 21 U.S.C. § 301 et seq. (FD&C Act)
- Marine Protection, Research and Sanctuaries Act, 33 U.S.C. § 1401 et seq. (MPRSA)
- Motor Vehicle Information and Cost Savings Act, as amended, 15 U.S.C. § 1901 et seq. (MVICSA)
- Privacy Act, as amended, 5 U.S.C. § 552a
- Other as authorized in EPA's Public Information Regulations, 40 C.F.R. Part 2(B):

When requiring CBI, appropriate clauses must be included in the solicitation and resultant contract to ensure that there is no improper contractor access to CBI, as well as to Privacy Act protected information, or other information, such as management or enforcement-confidential information. Management controls must be put in place to clearly identify the procedures or processes that must take place prior to release of any protected information to the contractor, requirements for confidentiality agreements, and limits on use and disclosure of the data by contractor personnel.

During contract administration, COs and CORs must review the work assignment or delivery/task order to determine if contractor access to CBI is required for performance. If so, they must ensure that the release of this data is authorized and accomplished, in accordance with all relevant contract clauses and legal requirements. The PO and CO must ensure that the conditions for disclosure are met: (1) prior to CO approval of the work assignment or delivery/task order; and (2) prior to the PO providing the contractor access to this information.

N. Government-Furnished Property

Generally, EPA does not provide property to its contractors. However, the Agency may provide existing property to contractors and provide or allow contractors to acquire new property if a waiver is obtained in the form of a Government Property Analysis Worksheet. POs should refer to the *CO/PO Guide for the Management of Government Property under EPA Contracts* included in Chapter 45 of this manual as well as the EPA Personal Property and Procedures Manual for more information on furnishing Government property or authorizing contractors' acquisition of property.

O. Lease vs Buy

Guidance relative to lease versus purchase determinations for equipment is contained at FAR Subpart 7.4. The CO will perform the necessary analysis leading to a decision to lease or purchase equipment considering comparative costs and other factors. The CO may obtain assistance from the PO and the cost/price analyst, as necessary, and shall document the analysis in the contract file.

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P. Major Systems Acquisitions

Major systems acquisitions are governed by FAR Part 34 and OMB Circular A-109. The majority of EPA acquisitions do not fall under this category; however, it's incumbent upon acquisition planners to be familiar with the definition of major systems acquisitions to ensure acquisitions that do fall under this classification are conducted using the correct policies and procedures. In accordance with FAR Part 2, a major system "means that combination of elements that will function together to produce the capabilities required to fulfill a mission need. The elements may include hardware, equipment, software, or any combination thereof, but exclude construction or other improvements to real property." A system is a major system if a civilian agency is responsible for the system and total expenditures for the system are estimated to exceed $2 million or the system is designated a major system by the head of the agency responsible for the system. Examples of major systems provided in OMB Circular A-109 include the following:

- Analysis of agency missions
- Determination of mission needs
- Setting of program objectives
- Determination of system requirements
- System program planning
- Budgeting
- Funding
- Research
- Engineering
- Development
- Testing and evaluation
- Contracting
- Production
- Program and management control
- Introduction of the system into use or otherwise successful achievement of program objectives

Q. Options

In addition to acquisition planning for new contract actions, it is critical that contracting officers adequately prepare for the renewal of option periods and follow on contracts when options have expired. Contracting officers shall be proactive in facilitating option renewals and set milestones for the various steps in the process. While it is ultimately the program office's responsibility to submit the necessary paperwork and funding for an option period or a contract renewal, the contracting officer will save valuable time by being proactive. Six months prior to the expiration of an option period, the contracting officer shall use the notification feature in EAS to notify the contract level COR that the option period is expiring and provide a suspense date for the program office's paperwork. If the program office does not meet the provided suspense date, follow up notices shall be sent. When notifying the program office for renewal of the last option year of a contract, the CO shall also send an EAS notice that there are no more option periods available and that a new procurement may

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need to be initiated. In addition to notifying the end users of their responsibilities, the CO shall create and track milestones for the other critical steps in option renewals such as conducting market research, preparing a determination in accordance with FAR Part 17.207, and giving preliminary notification to the contractor in accordance with the contract.

Section 7.1.5.6 Procurement Package

Upon completion of acquisition planning, a final procurement package with the following documents (as applicable) must be submitted prior to soliciting offers. Documents shall be submitted as supporting documents to the requisition and can be submitted as completed. However, solicitation will not occur until the CO determines a complete procurement package has been received. All documents pertaining to the acquisition planning process shall be uploaded in the APP as supporting documents. No documents should be uploaded as an attachment. All documents pertaining to the solicitation process (ie COR nomination forms, IGCE, PWS, etc) shall be uploaded to the requisition as either attachments or supporting documents. **Note that documents that are for internal use shall be uploaded as supporting documents and documents that will be sent to the contractor shall be uploaded as attachments.**

	ITEM	DESCRIPTION
1	Independent Government Cost Estimate	See "EPA Guide for Preparing Independent Government Cost Estimates"
2	Multiple Appropriations	If the contract or subsequent work assignments/orders will be funded from multiple appropriations, program office should attach approval from the Director of the Financial Management Division.
3	Market Research	See Section 7.1.5.5 Above, Paragraph (III)(A)
4	Management Controls	See Section 7.1.5.5 Above

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5	Quality Assurance Review Forms	See CMM 46
6	Government Property Analysis Worksheet and Justification/Waiver	See CMM 45
7	Organizational Conflict of Interest Strategy/Mitigation Plan (if applicable)	See CMM 9
8	Government Furnished Data	List of data to be provided by the government. See EPAAR 1545.107(b)
9	Justification for Leasing Motor Vehicles	If applicable, see FAR 8.1102
10	Organizational Membership Information	For any simplified acquisition for membership in an association or other organization, the requiring office must certify on the EPA Form 1900-8 that the primary purpose of the membership is to obtain direct benefits for EPA necessary to the accomplishment of its functions or activities. If justified, the CO will then acquire the membership in the name of the Agency, not in the name of any individual.
11	Human Research Subjects	If applicable, provide all documents required by EPA Order 1000.17

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12	Confidential Business Info	See Section 7.1.5.5 Above
13	Performance Work Statement/Statement of Work/Statement of Objectives	The document should be performance based unless rationale is provided in APP why it can't be. Be sure the document includes any EPA specific requirements the contractor may have to adhere to such as the EPA Survey Management Handbook, the EPA Peer Review Handbook, required reports, etc.
14	COR Nomination	EPA Form 1900-65. Also, see FAC-C COR guidance on the OAM intranet training page.
15	Technical Evaluation Criteria	Draft evaluation criteria, oral presentation instructions, names and qualifications of technical evaluation panel members, and a sample work assignment or task order. See FAR Part 15, FAR Subpart 8.4, FAR 13.106, and FAR 16.505(b)(1)(Iv)(c))
16	Reports of Work	EPAAR 1552.211-70

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Section 7.1.5.7 Reviews and Approvals

In addition to the reviews and approvals required throughout this document and those in AH 4.1, acquisition planners shall review the EPA Delegation Manual and ensure all applicable policies and procedures are followed. All reviews/approvals shall be documented in the official contract file prior to solicitation.

Attachments:

CMM 7.1 A, PALT Standards

CMM 7.1 B, Advanced Procurement Plan Template