



A Procurement Technical
Assistance Center (PTAC)

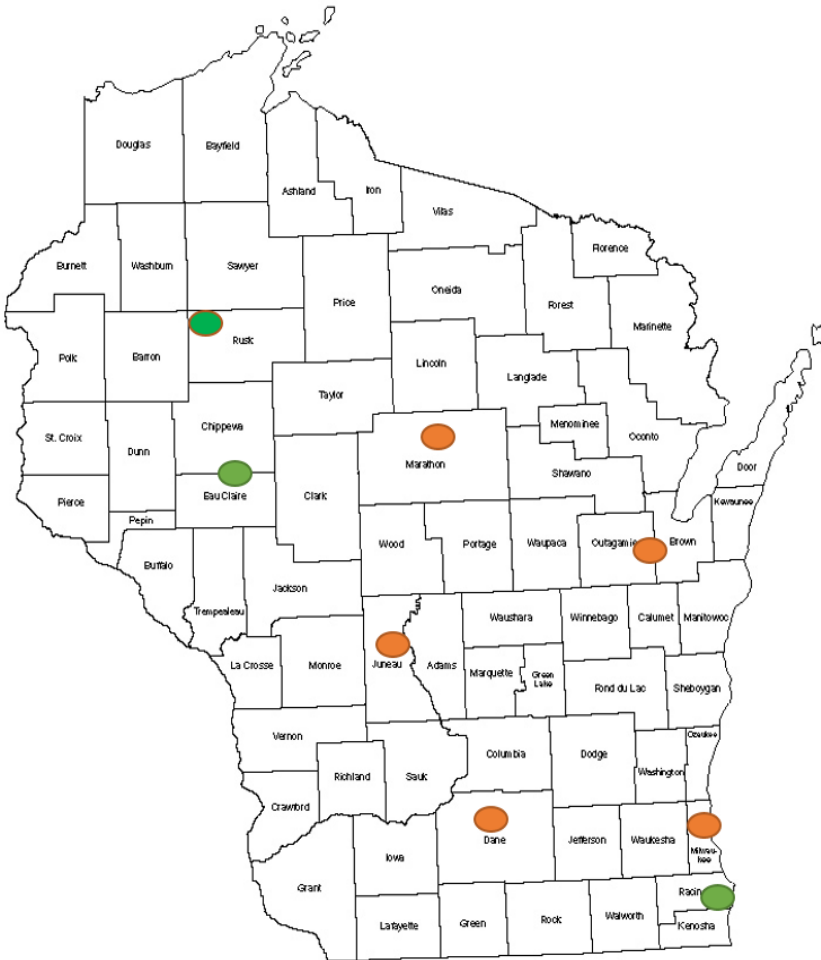


ACQUISITION HOUR – THE CONTRACTOR PURCHASING SYSTEM REVIEW SERIES PART 3 OF 4 February 21, 2017



LOCATIONS:

- **Primary office – Milwaukee** - Technology Innovation Center
- **Staffed Satellite offices**
 - Madison** (FEED – Food Enterprise & Economic Development / MEC – Madison Enterprise Center)
 - Camp Douglas** (Juneau County Economic Development Corporation)
 - Wausau** (Wausau Region Chamber of Commerce)
 - Appleton** (Fox Valley Technical College)
- **Active Partnerships**
 - Racine** – LaunchBox
 - Eau Claire** - Western Dairyland
 - Ladysmith** – Indianhead Community Action



MY ACCOUNT

Hello benjaminb (not benjaminb? [Sign out](#)).

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[EVENT PRESENTATIONS](#)

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[CURRENT OPPORTUNITIES](#)

Current Opportunities [View All](#)

1. [SBA Seeks Funding Proposals from Non-Profits and Local Institutions to Provide Entrepreneurship Training for Service Members, Military Spouses and Veterans - January 18, 2017](#)
WASHINGTON – The U.S. Small Business Administration (SBA) is inviting funding proposals from non-profit organizations, state, local and tribal government agencies, and institutions of higher learning to provide "Boots to Business" entrepreneurship training to service members, military spouses, and veterans.

2. [Chicago Secures \\$1 Billion in Federal Grant Funding for Rail Upgrades - January 10, 2017](#)
Chicago's Transit Authority will receive nearly \$1.1 billion in federal grant funding to help pay for upgrades meant to expand rail capacity on the north side of the city, officials said Monday.

The money will go toward roughly \$2.1 billion of planned work on the city's Red and Purple "L" lines. This will include improvements to track, stations, power and signal systems, and the purchase of 32 new railcars, according to the Federal Transit Administration.

3. [Secure That Smart Toaster and Win \\$3,000- January 4, 2017](#) The Federal Trade Commission is offering up to \$25,000 in prize money for applications or tools that help people protect their smart home devices from hackers, according to a Federal Register notice.

The competition, which will announce winners in July, comes as the internet is creeping into more and more household devices ranging from baby monitors to toasters.

These internet-of-things devices are often less secure than traditional internet-connected devices such as laptops and smartphones. It's also often more difficult to update the software in these devices to patch vulnerabilities, making

Four-Part Crash Course for Successfully Passing a CPSR Audit

Part 3 Source Selection and Price Reasonableness Determinations

February 21, 2017
WPI Webinar

Source Selection - Definitions

- Sole Source – characterized as the one and only source regardless of the marketplace, possessing a unique and singularly available performance capability for the purpose of the subcontract award
- Single Source – characterized as one source among others in a competitive marketplace which, for justifiable reason (e.g. immediate or past experience, or current contractual involvement), is found to be most advantageous for the purpose of the subcontract award.
- Competition - Competition only exists when two or more responsible offers, competing independently, submit priced offers that both satisfy the expressed requirement

Source Selection - References

- References:
 - FAR 6.302 – FAR identifies 7 reasons for sole source
 - FAR 44.204 (c);
 - FAR 52.244-5, Competition in Subcontracting (be aware of advantages as a “mentor”)
 - DFARS 252.244-7001 (c) (7), (8), and (21))
 - DFARS 252.244-7001 (c) (4), (5), (9), and (10))

Source Selection Selection Justification

- Requirements/Guidelines:
 - Select subcontracts/POs on a competitive basis to the maximum practical extent.
 - Competition only exists when two or more responsible offers, competing independently, submit priced offers that both satisfy the expressed requirement.
- PO file must justify reason for single/sole source
- Sole source justifications must be signed with the author's name, title, and date.
- Generally, the justification should be written by contractor's technical staff and presented to the buyer with the PR. The buyer should have ability to recognize a faulty sole source justification and have the authority to rectify it.

Source Selection Reasons

- Parts are pre-qualified and/or identified in fabrication documents by proprietary part numbers or program or weapon system approval.
 - Source directed by Government
 - Engineering Directed
 - Follow-on purchase, form-fit-function
 - Source controlled drawings
 - Economically justified
- Next chart – more

Source Selection Rationale

Competitive Bids is always the goal

- FOLLOW ON PURCHASE NECESSITATED BY A PRIOR TECHNICAL DESIGN SOURCING DECISION
- FOLLOW ON PURCHASE NECESSITATED BY A PRIOR SOURCING DECISION
- ONLY TOOLED SOURCE
- REPAIR OR REWORK BY ORIGINAL SUPPLIER
- ENGINEERING RECOMMENDED SOURCE
- CUSTOMER OR CONTRACT MANDATED SOURCE TEAMING AGREEMENT WAS ENTERED INTO A NON-COMPETITIVE BASIS

- CORPORATE CONTRACT
- ONLY VENDER OFFERING SATISFACTORY DELIVERY
- SELECTION BASED ON ONLY ONE COMPETITIVE QUOTE RESPONDING TO INQUIRY
- SELECTION BASED ON ONLY KNOWN SOURCE AFTER REASONABLE SEARCH
- CHANGE NOTICE
- OTHER (ENTER EXPLANATION IN BUYER JUSTIFICATION ATTACHMENT)

Sole Source Example #1 from Attendees

- A “sole source justification form” is used by the buyer.
- Authority cited: Only One Responsible Source (FAR 6.302-1). Approved source list screen shot is part of PO File
- Approval of the sole source included the buyer, his/her manager; and, Supply Chain Director
- Other information provided
 - Buyer is trying to dual source the part – a grip and gimbal hand assembly.
 - Current supplier is only supplier with all the drawings and experience necessary to make the part

Sole Source Example #2 from Attendees

- A “sole source justification form” is used by the buyer.
- Authority cited: Only One Responsible Source (FAR 6.302-1). Approved source list screen shot is part of PO File
- Approval of the sole source included the buyer, his/her manager; Engineering; and, Supply Chain Director
- Other information provided
 - Buyer tried to dual source the parts – with no success.
 - No other source has the tooling or process in place to manufacture the parts by the required dates
 - Old technology, NRE to qualify a new source would be substantial

Sole Source Take-a-Ways

- If tooling or NRE costs preclude other suppliers from manufacturing a part, the Sole Source Justification should
 - Identify the “potential” tooling or NRE cost
- If urgency is part of the sole source justification
 - comment about what actions will be taken to find a second source for the next purchase
- Make the rationale for a sole source understandable to someone not involved in the procurement. Don't be afraid to expand the rationale in the memo to make all decisions clear
- Use Market Research techniques to identify 2nd sources or validate the sole source

Price Reasonableness Determinations

- References:
 - FAR 15.404
 - DFARS 252.244-7001 (c) (8), (9), (10), (16), and (22))

Negotiation Strategy

- Should You Negotiate with your Vendors?
- Do You Negotiate with your Vendors?
If Not, Why Not?
- How Do You Determine a Price Fair and Reasonable?
 - Competition
 - Other Examples...(discussion)

Negotiation Strategy - Price Reasonableness Rationale

- ADEQUATE PRICE COMPETITION (QUOTES ON FILE)
- **PRICE ANALYSIS**
- COST ANALYSIS PERFORMED
- IN HOUSE ESTIMATE – I.E. Should Cost Analysis
- SIMILAR ITEM COMPARISON
- CATALOG OR MARKET PUBLISHED PRICE LIST
- CORPORATE CONTRACT – but...was the Corporate Contract price determination adequate?
- OTHER (ENTER EXPLANATION IN BUYER JUSTIFICATION ATTACHMENT)

Price Analysis

- Determination of a price as being fair and reasonable by looking at the selling price and comparing it to a previous purchase or comparing it with known prices for similar items.
- Based on this analysis, comments should be made in the Price Negotiation Memorandum (PNM) explaining why you think any difference in the proposed price and previous buys is reasonable.
- For example,
 - if a price has increased 3% over 24-months, inflation or change in consumer price index or other indices may justify the difference.
 - Maybe the quantity has changed and simply the effect on the Bill of Material or manufacturing learning justifies the difference in the previous price and the current proposed price.

Negotiation Strategy - Price Reasonableness Rationale

- ADEQUATE PRICE COMPETITION (QUOTE_s ON FILE)
- PRICE ANALYSIS
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Cost Analysis

- What is “cost analysis”?
- Cost analysis is the review of a vendor proposal by examining the various cost elements, including profit, that make up the selling price.
 - For Example
 - Engineering labor hours
 - Engineering OH
 - Materials
 - Material OH
 - Manufacturing labor hours
 - Manufacturing OH
 - G&A
 - Profit

Price Negotiation Memorandum (PNM) (see FAR 15.406-3)

Price Negotiation Memorandum (PNM)

For Repair of P/N's XXXX, and XXXX,

- Prime Contract Number: N00383-XX-D-XXXX, Naval Inventory Control Point (NAVICP)
- PO / Subcontract Number: _____
- Subcontractor / Vendor: _____
- The work to be performed by XXX Subcontractor for ABC Prime Contractor involves the repair of U.S. Marine Corps assets for a 1917 Liberty Truck. The price reasonableness of this as with all subcontractor proposals to ABC was determined following the pricing guidelines in the Federal Acquisition Regulation (FAR) at 15.402. This basic guidance was supplemented by relying on competition, where possible; past history, where available; knowledge of repair costs in the helicopter market; and, using recognized barometers such as Maximum Repair Cost (MRC) to gauge the fairness of proposed prices. Information culled from these various sources was evaluated following the standard ABC processes identified in its Purchasing Manual.
- Details of the Negotiation and Determination of Price Reasonableness are outlined below:

Review

- Company Policy should be followed
- If award is to a single or sole source vendor, does the PO file explain the rationale for the single/sole source procurement?
- **Small Businesses should be solicited, if possible.** Reason small business didn't participate should be explained in all PO files >\$100,000.
- Price negotiation should always be considered
- Price Reasonableness determination should always be documented in Purchase Order electronic file, or a paper file, as required by your purchasing manual or purchasing policies and procedures

Determination of Fair and Reasonable Prices

Government Contracting Officer Perspective

The Government View of Price Reasonableness

- TOPIC 1 - Price versus Cost Analysis
- TOPIC 2 - Price Analysis Methods in the Federal Acquisition Regulation (FAR)

Topic #1

Price Versus Cost Analysis

Price vs. Cost Analysis

- Price Analysis is...
 - Look at total price
 - Reasonableness is based on a comparison of proposed prices to same or similar items
 - Profit is imbedded in price
- Cost Analysis is...
 - Look at detailed cost breakout
 - Reasonableness is based on a thorough analysis of each cost element
 - Profit is evaluated

Topic #2

PRICE ANALYSIS METHODS

and the

FEDERAL ACQUISITION REGULATION (FAR)

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- (1) Compare Proposed Prices**
- (2) Previous Prices*
- (3) Parametric
- (4) Catalog or published prices
- (5) Government estimates
- (6) Market prices
- (7) Pricing information provided by offeror

*preferred methods

Price Analysis Methods in FAR

- The first two techniques are the preferred techniques (15.404-1(b)(3))
 - If Contracting Officer determines that information on competitive proposed prices or previous contract prices is insufficient to determine that the price is fair and reasonable
 - May use any of the remaining techniques
 - Roughly listed: Least Intrusive to Most Intrusive
- But don't ignore any pertinent information!
 - Government estimate
 - Market research
 - Historical prices
 - Explain what you concluded on any price information
- Document all methods used!!
 - If a method or data was not useable, say so and tell why

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

(1) COMPARE PROPOSED PRICES

Comparison of Proposed Prices

- Comparison of proposed prices received in response to solicitation (competitive)
- Considered reasonable unless PCO has information to believe it is not
 - Especially if competition meets standard for Adequate Price Competition in FAR

Comparison of Proposed Prices

Example: Aircraft Shelter

- 3 proposals received from responsible, responsive offerors
 - \$ 9.5M
 - \$10.0M
 - \$10.3M
- FFP type contract
- Based on price analysis, would you consider the \$9.5 Million price fair and reasonable?

Comparison of Proposed Prices

- Based on price analysis, would you consider the proposed prices fair and reasonable?
(If circumstances meet FAR definition of adequate price competition)

YES

What documentation is required?

Adequate Price Competition

- Adequate Price Competition (APC) - FAR reference 15.403-1(c)(1)
- Comparison to other proposed prices received is normally used as part of adequate price competition (APC) determination
- What conditions need to exist for APC?
 - Expected at least 2 offers
 - Compete independently
 - Can satisfy government requirements
 - Best value award
 - Price offered is not unreasonable
 - Price is a substantial factor in source selection
- Use Price Competition Memorandum (PCM) when above Simplified Acquisition Threshold (\$150,000)
 - Source Selection
 - Performance Price trade Off
- Use abstract when below \$150,000 or if using Lowest Price Technically Acceptable (LPTA) procedures
 - Add Determination of Price Reasonableness

Adequate Price Competition (APC)

- Can APC exist with only one offer in a competition solicitation?
- Yes, it can exist with only one offer IF:
 - Reasonable expectation that two or more responsible offerors would submit offers
 - Must be real, not an “atmosphere of competition”
 - The Contracting Officer can reasonably conclude that the offer was submitted with the expectation of competition: e.g. Circumstances indicate that:
 - Offeror believed at least one other offeror was capable of submitting meaningful offer, and
 - Offeror had no reason to believe the other potential offerors did not intend to submit an offer
 - Market research is also performed
 - Determination that proposed price is based on APC, is reasonable and approved at a level above CO
 - Find out level required
 - Must clearly document

Adequate Price Competition

- Aircraft Tires
 - Two sources had competed for previous buys
 - CO solicited same two offerors for current buy
 - After bids received for current buy, one source was disqualified due to high failure rate
 - For current buy, the one remaining qualified offeror submitted a bid at \$388 each
 - Previous purchase was \$375 each for similar quantity in 1998
- Is the \$388 price reasonable?
- Is there adequate price competition?

Adequate Price Competition

- Contracting Officer (CO) determined adequate price competition existed:
 - No reason to believe the one offeror anticipated it was the only offer.
 - - The qualified offeror was not aware other offeror had problems
 - Circumstances indicated there was competition
 - Price was similar to previous proposals under competition
 - CO determined the \$388 price fair and reasonable

Adequate Price Competition

- One-offer competition can result in reasonable prices but:
 - Be careful that circumstances really support that competition existed
 - Sending out a number of RFPs does not mean there is competition
 - Incumbent versus new offeror when start up cost is significant may indicate competition not present
 - May make sense to invest in adding a new source
 - Don't refer to "competitive atmosphere" as a justification
 - Use current market research
 - Review circumstances
- Obtain proper approval and document clearly
 - One offer situations may be subject to oversight by IG and others

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- COMPARE PROPOSED PRICES
(2) PREVIOUS PRICES

Compare to Previous Prices

- Price Analysis includes:
- Validating basis of prior determination of fair and reasonable
 - Competitive, sole source, commercial?
 - Prior award date
 - Quantity
 - Price
- Analyzing any variances for current buy
 - Escalation, quantity, etc.
- Price history reports have some information on previous buy
- (Government P/N history database, similar to Haystack)

Compare to Previous Prices

- Example: Aircraft Spare Part
- Price History:
 - 2014 \$25,100 each for 10 (based on competition)
 - 2015 \$26,500 each for 6 (based on price analysis of previous price)
 - 2017 current proposal for \$27,500 each for 5
 - Is the current proposed price reasonable?
 - What is the basis for price reasonableness?

Spare Parts

- The proposed price appears reasonable, however document the basis for price reasonableness
 - If the basis for price reasonableness was the 2015 price of \$26,500, that is an invalid comparison
 - AFMCFARS 5315.404-1 states that a prior price which was determined reasonable solely by comparison to another prior price is NOT a valid comparison base **unless** additional price analysis is performed to ensure that it is still a valid basis for comparison
- To determine reasonableness of \$27,500 current proposal, Buyer must use other methods
 - Could use the 2014 price of \$25,100, if other factors such as escalation, quantity, etc. can be quantified to bridge the difference between the two prices
 - However, be sure to address the 2015 price in documentation, don't ignore it
- Be aware of basis of previous prices!

Compare to Previous Prices

- Be Aware of:
 - New item vs. overhaul with same National Stock Number
 - Urgent vs. normal delivery schedule
 - Technology change
 - Configuration change
 - Terms and conditions
 - Manufacturing process changes
 - Market conditions
 - Etc.

Compare to Previous Prices

- Document details of analysis
- For example:
 - Escalation used
 - Time, rate, etc.
 - Basis and currency of previous price
 - Competition, cost analysis, etc.
 - Similarity of items
 - Any difference affecting price
 - Explain differences or adjustments
 - Quantify price differences

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- COMPARE PROPOSED PRICES
- PREVIOUS PRICES
- (3) Parametric

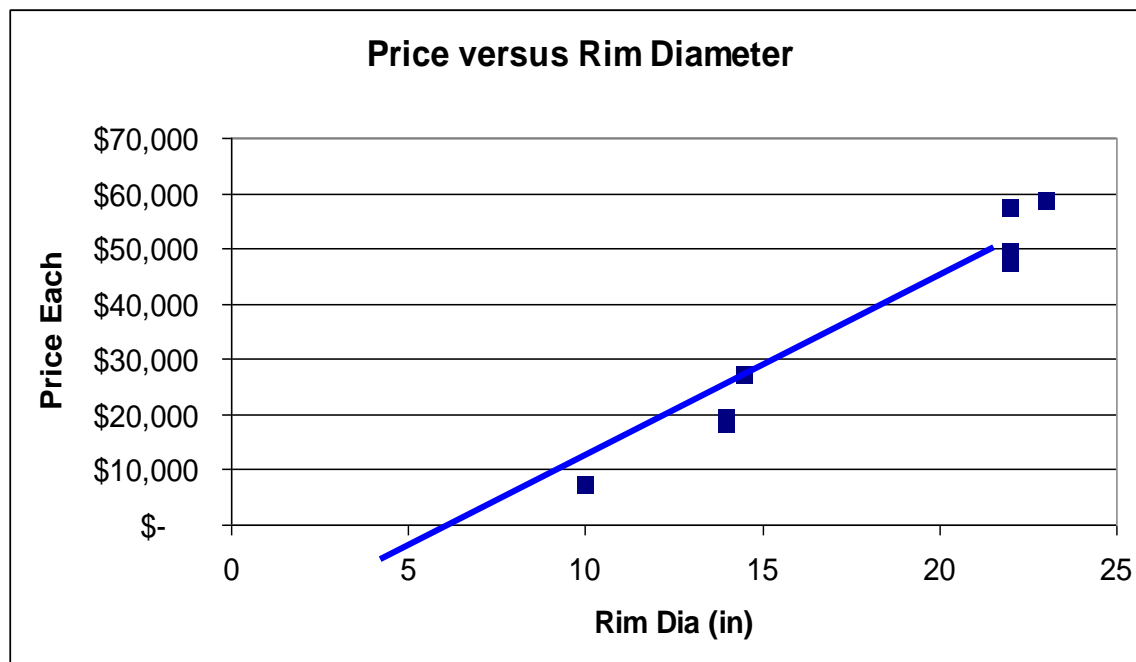
Parametric Analysis

- Prices based on mathematical formula
- Valid and accepted price analysis method that is occasionally used
- But be cautious!

Parametric Analysis

-Tires and Brakes example

- Cost versus size graph shows relationship of brake prices to rim diameter
- One of a number of parameters evaluated
- Military brake similar to commercial (of a type)



Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- COMPARE PROPOSED PRICES
- PREVIOUS PRICES
- Parametric
- (4) Catalog or published prices

Catalog Pricing

- FY99 Authorization Act states:
 - “When obtaining information from the offeror is necessary, ... submitted by the offeror shall include, at a minimum, appropriate information on the prices at which the same or similar items have been sold previously, ...”
- Compare to prices found in published catalog including all conditions
- Consider it a sole source offer to be negotiated
- Consider:
 - Trade discounts
 - Terms and conditions
 - Quantity discounts
 - Payment terms



HOW DO YOU FIND OUT ABOUT THESE?

Catalog Pricing

- Do market research
- Contact other agencies
- Ask offeror for access to sales invoices
 - Find out prices, current discounts, etc. for similar sales
 - Offeror may give access to actual sales invoices but not allow taking notes or making copies
 - May require that other customers not be disclosed
- Review actual sales information, discounts, terms
 - **Law gives Government access** (since FY99 Authorization Act)
- Use DCAA Financial Advisors
 - Review in plant
 - Other contracts
 - Assist with market research

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- COMPARE PROPOSED PRICES
- PREVIOUS PRICES
- Parametric
- Catalog or published prices

(5) Government estimates

Comparison to Government Estimates

- Definition of government estimate
 - Many times developed for budgetary purposes
- Determine components of estimate
- Use as data point
- If significant variance from proposed prices:
 - Identify and quantify major reasons for difference
 - Technical differences
 - Market conditions
 - Budget constraints
- Document all the above

Market Research

- FAR 15.404-1(b)(2) includes these
- Examples of methods of price analysis

COMPARE PROPOSED PRICES

- PREVIOUS PRICES
- Parametric
- Catalog or published prices
- Government Estimates
- (6) Market Research

Market Research

- For same or similar items
- Primarily the web or phone calls
- Use DCAA Financial Advisors
- Available tools:
 - MR PoST – Government Database
 - ConConnect – Government Database
 - Haystack (Spares) – Contractors' Have Access Also
 - Bureau of Labor Statistics
- Documentation
 - FAR 10.002(e) states Market Research should be documented but does not say how
- Critical
 - Who you talked to and what was said



Market Research Tools

- Bureau of Labor Statistics (BLS)
 - Data on wages, benefits by location, industry or job category
 - Consumer and Producer Price Indices (CPI) and (PPI) with details by type of industry and commodity
 - A lot of other economic data
 - Most data tracks past changes and is not projected
- <http://www.bls.gov/home.htm>

Market Research Tools

- Example: Missile Silo fan
- Previous procurement: Five years ago for \$156 each (quantity 1074 units)
- Current quote: \$580 each for 500 units
- Escalated price from previous buy with quantity change: \$342

- What to do?

Market Research Tools

- PCO conducted Market Research
 - Technical people should have done this up front but PCO did research in this case
- Found a commercial fan that appeared to meet Government specifications
 - Contacted firm
 - Found that only alteration was to not paint a specific part
 - Engineering reviewed and agreed that commercial fan would meet needs
 - Firm agreed to make minor modification
- Quoted a price of \$345 each and reduced price about 40% from original proposal

Price Analysis Methods in FAR

FAR 15.404-1(b)(2) includes the following examples of methods of price analysis:

- COMPARE PROPOSED PRICES
 - PREVIOUS PRICES
 - Parametric
 - Catalog or published prices
 - Government estimates
 - Market Research
- (7) Pricing information provided by offeror

Pricing Information from Offeror

- Other Than Cost or Pricing Data
 - Should only be requested as last resort if other methods will not provide support for reasonable price
 - Not certified
 - Sales data
 - Other contract prices/quantities
 - Could be part of proposal or separate fact-finding request
 - Data can be in company format
 - Labor rates, bills of material, etc.
- Least preferred (most intrusive)

Value Analysis

- Use in conjunction with Price Analysis
 - FAR 15.404-1(b)(4)
- Document critical need
- Quantify impact

Value Analysis

- Example: Helicopter Part (Nut)
 - Normal price was \$100 each in quantity
 - Needed 1 part for pilot training class in process for several pilots
 - Only quote for quantity of 1 was for \$350
 - Outside of normal manufacturing sequence
 - Immediate delivery
- Is this a reasonable price?
- What documentation is required?

Value Analysis

- Is this a reasonable price? Price appears unreasonable when compared to history, is reasonable based on value analysis
- To document reasonableness:
 - Several hundred dollars of TDY
 - Disruption of training
 - Transportation costs

Win-Win Negotiations

Government's Focus

- Total price (fair and reasonable)
- Performance
- Schedule
- Control our risk
- Reduce administrative time
- Increase vendor base

Contractor's Focus

- **Return on Investment (ROI)**
- **Reduce their risk**
- **Reduce administrative burdens**
- **Increase future business**

Pricing Overview – Documenting the Purchase in a Price Negotiation Memorandum (PNM)

- Explain difference from Proposed to Objective to Negotiated Agreement
- Don't let your failure to document be perceived as a failure to negotiate a fair and reasonable business arrangement!!
- Follow formats
 - PNM Guide located on PKP Policy Vault under Guides
 - <https://www.afmc-mil.wpafb.af.mil/HQ-AFMC/PK/pkp/guides.htm>
 - To preserve Government rights under defective pricing, must document date of negotiations, what data was relied upon and how it impacted price - **TINA**
- Make sure your logic tracks and numbers add
- Tell the complete story in an understandable manner
- Remember the PNM is a stand alone document!

Summary

The focus of a **government buyer** is to be able to determine that a price agreed to is fair and reasonable.

The focus of the ABC **Supply Chain Buyer** should be to get the margin he/she is looking for



Week Four

- **Week Four** - February 28, 2017 - Required Clause Flow Down and Executive Order Compliance

Questions? Comments?

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Upcoming WPI Events – Acquisition Hour Webinars

- February 28, 2017 – [Acquisition Hour – The Contractor Purchasing System Review Series part 4 of 4](#) - Presented by Phil Bail, Phil Bail & Associates
- March 1, 2017 – [Acquisition Hour – Market Research – Using the Federal Procurement Data Systems \(FPDS\)](#) – Presented by Wisconsin Procurement Institute
- March 7, 2017 – [Acquisition Hour – Update in the Hour Wage Labor Law](#) – Presented by U.S Department of Labor
- April 4, 2017 – [Acquisition Hour: Overview of the Federal Acquisition Regulations \(FAR\)](#) – Presented by Wisconsin Procurement Institute

Other Upcoming WPI Events

- **GROWING NEW CUSTOMERS WITH GOVERNMENT CONTRACTING – THE FEDERAL SMALL BUSINESS HUBZONE PROGRAM** – February, 28, 2017 – Milwaukee
- **GROWING NEW CUSTOMERS WITH GOVERNMENT CONTRACTING – THE FEDERAL SMALL BUSINESS HUBZONE PROGRAM** – March, 1, 2017 – Madison
- **SOCIETY OF AMERICAN MILITARY ENGINEERS (SAME) MIDWEST SMALL BUSINESS EXPO** – March 29&30 – Northbrook - Il
- **WHAT IT TAKES TO WIN – WRITING AN EFFECTIVE PROPOSAL** – April 6, 2017 – Milwaukee

Federal Acquisition Regulations (FAR)

- A series of webinars on Wednesdays from 6.00pm to 7.00pm from Feb 15th to May 31st
 - This introductory session of the FAR REVIEW series is geared towards those interested in becoming CFCM certified. Sessions of this FAR REVIEW series will cover all parts of the FAR and will be beneficial to current Federal contractors and subcontractors even if not intending to participate in the NCMA certification exam.
- Schedule listed below:
 - <https://www.wispro.org/wp-content/uploads/2017/02/FAR-Training-Webinar-Schedule.pdf>



QUESTIONS?

Continuing Professional Education



CPE Certificate available, please contact:

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SURVEY



Today's Presentation was done
by

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