

14 February 2018

Management

ACQUISITION MANAGEMENT AND OVERSIGHT

FOR THE COMMANDER:

OFFICIAL:

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History. This publication is a rapid revision to United States Army Training and Doctrine Command (TRADOC) Regulation (TR) 5-14.

Summary. This regulation provides policy on management and oversight of the TRADOC acquisition process. The process is primarily concerned with validating and documenting contract requirements. This regulation implements the Department of Defense Instruction (DoDI) 5000.74 and Army Regulation (AR) 70-13.

Applicability. This regulation applies to all elements of TRADOC. This regulation is effective the date published.

Proponent and exception to authority. The proponent of this regulation is the Deputy Chief of Staff (DCS), G-8. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations.

Army management control process. This regulation contains management control provisions regarding the review and approval of TRADOC acquisitions, but does not contain checklists for conducting management control reviews.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by DCS, G-8 (ATRM-MDA), 661 Sheppard Place, Fort Eustis, VA 23604-5730.

*This regulation supersedes TRADOC Regulation 5-14, dated 16 January 2018.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to DCS, G-8 (ATRM-MDA), 661 Sheppard Place, Fort Eustis, VA 23604-5730.

Distribution. This regulation is available on the TRADOC Administrative Publications website at <http://adminpubs.tradoc.army.mil>.

Summary of Change

TRADOC Regulation 5-14
Acquisition Management and Oversight

This rapid action revision, dated 14 February 2018-

- o Makes administrative changes (throughout).
- o Updates the Glossary.
- o Updates United States Army Training and Doctrine Command Acquisition Management and Oversight program (para 1-5).
- o Moves splitting requirements to paragraph 2-1c and renumbers subsequent paragraphs.
- o Updates approving official for \$250M and above (para 2-2c).
- o Updates Commanding General, Combined Arms Center and Director, Army Capabilities Integration Center approving official (para 2-3).
- o Updates Senior Requirements Review board chair for Headquarters, United States Army Training and Doctrine Command under \$250M, moves to paragraph 2-4e, and renumbers subsequent paragraphs.
- o Moves Advanced acquisition planning to paragraph 3-1 and renumbers subsequent paragraphs.
- o Adds analyzing service requirements less than \$150K (para 3-1b).
- o Moves Additional Pre-Award Activities chapter to chapter 4 and renumbers subsequent chapters.
- o Updates Contract terms (para 5-1b).
- o Adds Memorandum for shortened contract term (para 5-1b).
- o Updates Executive overview and briefing slides and moves to paragraph 5-1d.

- o Updates United States Army Training and Doctrine Command services contract requirement approval thresholds and approval authorities (table 5-1).
- o Updates Conferences (para 6-1b).
- o Adds Streamlined Acquisition Management and Oversight into (para 6-2) and renumbers subsequent paragraphs.
- o Updates United States Army Training and Doctrine Command supply/product contract requirement approval thresholds and approval authorities (table 6-1).
- o Updates Modifications/Extensions (para 7-1).
- o Updates Offloads (para 7-5).
- o Deletes Conferences (para 8-1a.3).
- o Updates Senior Requirements Review board (chap 9).
- o Updates Senior Requirements Review board thresholds (para 9-1).
- o Deletes Senior Requirements Review board modification thresholds (para 9-2).
- o Deletes Senior Requirements Review board modification approval requirements and approval authorities (Table 9-1).
- o Moves Market research to paragraph B-4.
- o Updates Market research for Options (para B-4d).
- o Updates Quality assurance surveillance plan (para B-7).
- o Updates Offload request (para B-9).
- o Updates Acquisition Management and Oversight Package Required Documents (table B-1).
- o Adds Executive overview and briefing charts (para B-12).
- o Updates Request for option year memorandum (fig B-1).

This major revision, dated 16 January 2018-

- o Makes administrative changes (throughout).

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- o Retitles the executive contract approval review board to the senior requirements review board (throughout).
- o Updates the title U.S. Army Mission and Installation Contracting Command, Contract Support, Plans, and Operations - Contract Support Element to the U.S. Army Mission and Installation Contracting Command Liaison Office/Contract Support Element (throughout).
- o Updates the title of Resources and Acquisition Management Directorate to Acquisition Management and Oversight Directorate (throughout).
- o Deletes all references to United States Army Training and Doctrine Command Circular 11-11-1 (throughout).
- o Replaces DRM with G-8 (throughout).
- o Deletes all references to Aquiline PRweb (throughout).
- o Deletes all references to WebTAS (throughout).
- o Deletes all references to the Functional Review Board (throughout).
- o Replaces all references to supporting Contracting Officer's Representative with alternate Contracting Officer's Representative or surveillance support personnel.
- o Replaces references to United States Army Training and Doctrine Command Form 5-14E with "TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form" (throughout).
- o Replaces contract approval and execution process (fig 1-1).
- o Inserts paragraph 2-3, titled "TRADOC Deputy Commanding Generals", and renumbers remaining paragraphs in chapter 2.
- o Updates United States Army Training and Doctrine Command Reporting and Acquisition Decision and Information Technology Approval System requirements (para 2-4b).
- o Adds guidance regarding certification of business systems (para 2-4c).
- o Updates acquisition lead time (para 2-10).
- o Updates and moves Requiring Activity/G-8 responsibilities (para 2-11).
- o Replaces Contract Review Development and Validation with Contract Development (chap 3).

- o Adds requirements for a Tiger Team for new requirements senior requirements review boards (para 3-1b(1)).
- o Adds Information Technology requirement for life cycle replacement purchases (para 3-7c).
- o Deletes properly trained Contracting Officer's Representative requirement (para 4-2e) and moves to (para 2-13b).
- o Adds "advance planning" guidance for the staffing of Acquisition Staffing and Oversight actions (para 4-2d).
- o Replaces Contracting Officer's Representative related courses (para 4-2f).
- o Updates Acquisition Management and Oversight package requirements for service requirements (para 5-1a).
- o Adds the streamlined Acquisition Management and Oversight package for service contract requirements (para 5-1c).
- o Adds Acquisition Management and Oversight package requirements for re-compete contract requirements (para 5-1f).
- o Deletes Exceptions (para 5-2d).
- o Adds Acquisition Management and Oversight package requirements for United States Army Training and Doctrine Command mission-funded facility projects (para 5-3).
- o Adds Acquisition Management and Oversight package requirements for Enterprise Support Services (para 5-4).
- o Updates Acquisition Management and Oversight package requirements for supply/product contract requirements (para 6-1d).
- o Deletes Table 7-1 and Table 7-2.
- o Adds extension period requirement (para 7-1c).
- o Replaces exercising options (paras 7-2a and 7-2b).
- o Updates the definition of a offload (paras 7-5 and B-9a).
- o Updates mandatory sources guidance (para 7-6a).
- o Adds indefinite delivery indefinite quantity requirements (para 9a).

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- o Adds task order requirements (para 9b).
- o Identifies Tiger Team members (para 9-4)
- o Adds Table B-1, Acquisition Management and Oversight Package Required Documents (app B).
- o Adds option year memorandum guidance and sample (para B-3 and fig. B-1).
- o Renumbers market research documentation guidance (para B-4).
- o Updates Independent Government Cost Estimate guidance (para B-7).
- o Deletes Contracting Officer's Representative, alternate Contracting Officer's Representative, and supporting Contracting Officer's Representative nomination and training certificate and re-numbers subsequent paragraphs (para B-8).
- o Moves Offload justification memorandum format (app C) and inserts into Offload request (mandatory if not using Requiring Activity's designated contracting activity) (app B) and re-numbered subsequent Appendixes.
- o Moves Offload documentation (app D) and inserts into Offload request (mandatory if not using Requiring Activity's designated contracting activity) (app B) and re-numbered subsequent Appendixes.
- o Moves Acquisition-Related Topics (chap 13) and inserts into Appendix D.
- o Updates ethics guidance (para D-1).
- o Updates the Glossary.

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes policies for the U.S. Army Training and Doctrine Command (TRADOC) Acquisition Management and Oversight (AMO) program. The focus of the management and oversight process described in this regulation is to validate and document TRADOC contract requirements and to enhance management controls over the TRADOC acquisition process. This regulation does not supplement or modify guidance found in the Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Army Federal Acquisition Regulation Supplement (AFARS), or other Army regulations (ARs).

Implement this regulation in conjunction with the FAR and its supplements. In the event of a conflict between this regulation and the FAR, DFARS, AFARS, or higher-level policy, the FAR, its supplements, and higher-level policy will govern. TRADOC commanders and commandants have the prerogative to direct more stringent review and approval procedures than are specified in the FAR, the implementing acquisition supplements, or this regulation. This regulation applies to:

- a. All phases of, and procedures involved in, the acquisition and contracting life cycle.
- b. All service contract requirements.
- c. Supply/product contract requirements.
- d. Contract requirements where TRADOC resources are used to fund the contract.
- e. All contract requirements executed by TRADOC, regardless of funding source.
- f. All contract requirements where TRADOC receives resources from external organizations that are applied to existing TRADOC contracts or used to fund new contract requirements.
- g. TRADOC use of Department of Defense (DOD) and non-DOD contracts, regardless of dollar value, including assisted or direct acquisitions.
- h. All participants in the acquisition management and oversight process.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

Responsibilities are listed in chapter 2.

1-5. TRADOC Acquisition Management and Oversight (AMO) program

The AMO program serves as TRADOC's review and approval process for all contract requirement actions. The AMO program is designed to serve as a leadership tool and a means of enhancing management controls over contract expenditures. By design, the AMO program provides leadership with visibility of all contract requirement actions and allows leadership at all levels to make informed and fiscally responsible decisions on contract requirement actions. The AMO program establishes a standardized set of business rules and processes for the command. At the same time, it meets the acquisition oversight and inventory requirements set forth by the National Defense Authorization Act (NDAA), and related DOD and Army implementing guidance. The AMO review and approval process ensures TRADOC leadership is actively engaged in the acquisition process. This regulation does not provide relief from other existing acquisition policies and regulations, nor does it grant permission to circumvent statutory limitations. All contract requirements awarded by a contracting activity, regardless of dollar amount or funding vehicle, are subject to this regulation. The major features of the AMO program are:

a. Requirement development. Timely requirement development and submission is imperative for the RA, including RA senior leadership, to review and validate each existing and potential contract requirement. A description of requirement development is located in chapter 3.

b. Advanced acquisition planning. Advanced planning of acquisitions is critical to ensuring timely processing of requirements and effective use of acquisition resources. Adequate acquisition planning should include forecasting contract requirements, coordinating with the contracting office, use of strategic sourcing, and planning for the timing of executing acquisition requirements. Additional information on advanced acquisition planning is located in chapter 3-1.

c. AMO package. This package includes documents for certification and approval of contract requirements, and to facilitate action by the contracting activity. A description of the AMO package is located in chapters 5 and 6. Note: The contracting officer may require additional documentation or revisions to AMO documents and has the final approval authority to ensure the sufficiency of the contract.

d. Administrative contract review board (ACRB). The ACRB is the staffing mechanism by which contract documents are reviewed to provide an objective analysis of the AMO package and a recommendation to the approving authority. A description of the ACRB is located in chapter 8.

e. Certification/approval. As discussed in chapter 5 and appendix B, all service contract requirements must be properly certified. Descriptions of approval thresholds and designated

approval authorities for service and supply/product contract requirements are located in chapters 5 and 6.

f. Senior Requirements Review Board (SRRB). A description of the SRRB is located in chapter 9.

g. Contract formation and award. This phase of the contract process is performed by the contracting activity. Additional information on contract formation and award is located in chapter 4.

h. Contract administration. In coordination with the contracting officer, the RA's contracting officer's representative (COR), alternate COR, and surveillance support personnel (SSP) are the principal participants in ensuring effective contract administration and surveillance. Additional information on contract administration is located in chapter 10.

i. Contract reporting. RAs, G-8's, contracting officers, CORs, alternate CORs, and contractors are responsible for mandated reports. Additional information on contract reporting is located in chapter 11.

j. Past performance evaluation and reporting. In coordination with the contracting officer, the RA, COR and alternate COR personnel are responsible for ensuring contractor performance is evaluated and reported. Additional information on past performance evaluation and reporting is located in chapter 11.

k. The following figure outlines the 7-Step Acquisition Process:

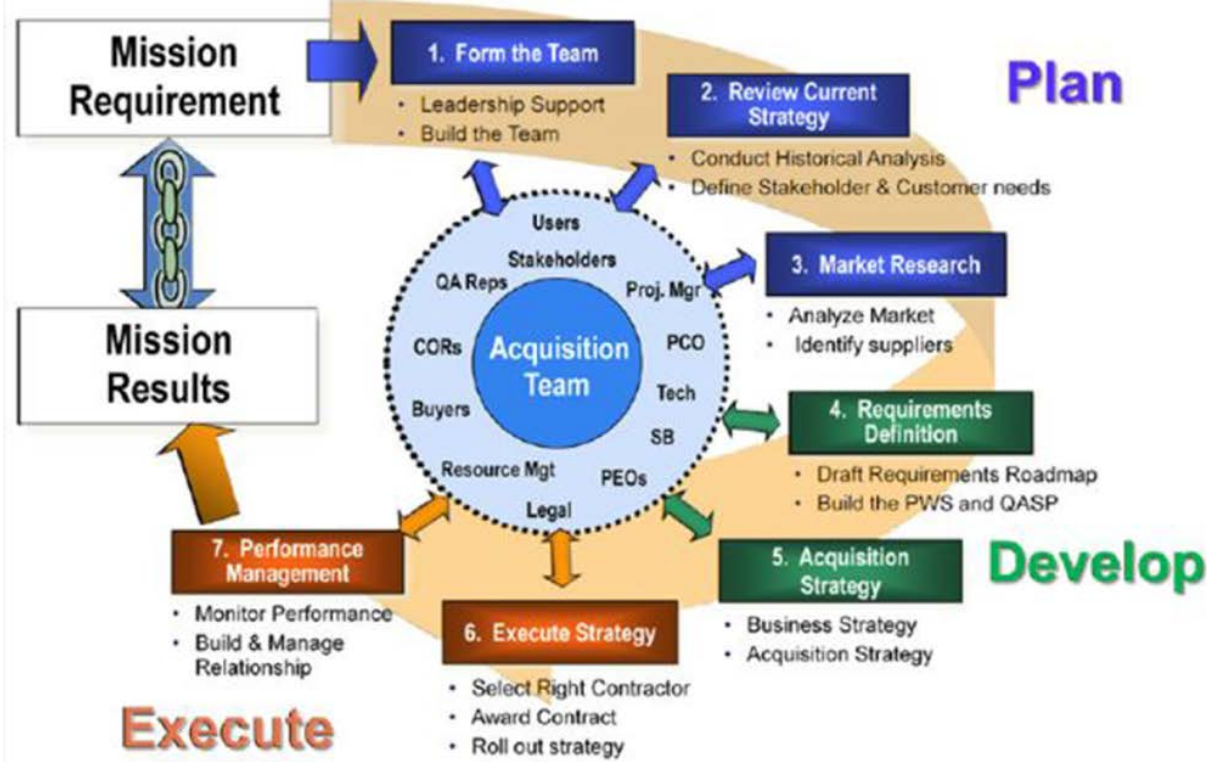


Figure 1-1. 7-Step Acquisition Process

Chapter 2

Responsibilities

2-1. Guiding principles

a. TRADOC personnel will promote fiscal stewardship and ensure the command receives, on a timely basis, the best value to the customer, while maintaining the public's trust and fulfilling public policy objectives. All personnel will exercise ethical conduct and practice sound decision making. Subordinate organizations will issue implementing instructions, as appropriate.

b. All requirements will be validated and coordinated through the RA's chain of command and processed through the ACRB and the SRRB before contract award.

c. Requirements will not be split in order to avoid required boards, processes, approval or thresholds.

d. All reporting will be accurate and complete with full disclosure.

e. Personnel participating in the acquisition process will have adequate training for all assigned duties.

f. Personnel involved in the acquisition process will have adequate time and resources necessary to perform their duties. Contract-related duties, particularly those of the COR, alternate COR, and SSP, are essential to an effective acquisition process and will not be treated as an "other duty as assigned."

g. A team approach will be used to ensure successful management and oversight of contracts. Cooperation between the servicing contracting activity and TRADOC personnel is essential to anticipate upcoming requirements, allow sufficient procurement administration lead times, consider various alternative acquisition methods, and increase the efficiency of the acquisition process. Acquisition and contracting personnel will support RA personnel by performing contracting actions in accordance with applicable laws and regulations. Likewise, RA personnel will support acquisition and contracting personnel by taking an active role in the acquisition process. This coordinated team approach will result in timely delivery of mission essential supplies and services, while protecting against waste, fraud, and abuse.

h. TRADOC utilizes performance-based work statements to ensure the best value for quality services at lower prices by encouraging contractors to find new, innovative, and more efficient methods. The Competition in Contracting Act requires the Government to utilize full and open competition in acquisitions with limited exceptions. Competition offers numerous advantages to the RA:

(1) Receive services or supplies/products at competitive prices and promote fairness and openness in the acquisition process.

(2) Emphasize quality and consider past performance when evaluating each offer.

(3) Provide opportunities to take advantage of the best and most innovative sources available in the private sector.

2-2. TRADOC Deputy Commanding General (DCG)/Chief of Staff will -

a. Provide overarching command guidance.

b. Establish a command climate which reflects an awareness of the importance of senior leadership's personal involvement in the stewardship of contract and fiscal resources, integrity of the acquisition process, and the AMO program.

c. Serve as SRRB chair and approving official for contract requirement actions with a total value of \$250M or above.

2-3. Commanding General, CAC and Director, ARCIC will -

a. Serve as SRRB chair and approving official for contract requirement actions as prescribed in tables 5-1 and 6-1.

b. Establish a command climate which reflects an awareness of the importance of senior leadership's personal involvement in the stewardship of contract and fiscal resources, integrity of the acquisition process, and the AMO program.

2-4. TRADOC Deputy Chief of Staff (DCS), G-8 will -

a. Develop, implement, and monitor Acquisition Management and Oversight processes and procedures to improve TRADOC's use of resources by: improving acquisition productivity, enhancing management and oversight efficiency programs; conducting acquisition management studies and analyses; providing acquisition management consulting; providing advisory and support services to the Command.

b. Lead DCS, G-8 strategic acquisition planning.

c. Serves as the Army's Portfolio Manager for Education and Training Knowledge Based Services.

d. Serves as the TRADOC Senior Command Acquisition Executive enabling mission accomplishment ensuring we can deliver the capability at best value and on time for our Army and TRADOC to meet mission needs.

e. Serve as SRRB chair and approving authority for HQ TRADOC organizations and those organizations reporting directly to HQ TRADOC as prescribed in tables 5-1 and 6-1.

- f. Serve as the ACRB chair and approving authority for HQ TRADOC organizations.
- g. Establish and promulgate TRADOC AMO policy and ensure TRADOC policies and procedures comply with DOD and Headquarters Department of the Army (HQDA) requirements.
- h. Support and facilitate the training of all personnel involved in the AMO process.
- i. Validate and document TRADOC contract requirements and enhance management controls over the TRADOC acquisition process.

(1) TRADOC DCS, G-8, Acquisition Management and Oversight Directorate (AMOD) Director will -

(a) Serve as the primary proponent for the TRADOC AMO program by ensuring acquisition accountability, enriching acquisition visibility, and enabling acquisition affordability.

(b) Serve as the primary HQ TRADOC point of contact for supporting Army Contracting Command and MICC FDO.

(c) Execute AMO policy and procedures.

(d) Collect and analyze contracting data to provide information for leadership decisions and to meet DOD, HQDA, and TRADOC reporting requirements.

(e) Troubleshoot and provide assistance for TRADOC-wide AMO problems and issues.

(f) Conduct the ACRB for HQ TRADOC contract requirements.

(g) Facilitate the SRRB.

(2) TRADOC DCS, G-8, Budget Directorate Director will -

(a) Support the AMO program policies and procedures.

(b) Review, analyze, and prepare affordability analyses on AMO actions and other budget-related AMO issues as requested by AMOD.

(c) Confirm AMO approval for HQ TRADOC contract requirement actions has been obtained prior to certification of funds.

(d) Ensure correct element of resource (EOR)/commitment item, management decision evaluation package (MDEP)/functional area, and Army management structure code (AMSCO)/functional area are used when certifying funds.

(3) TRADOC DCS, G-8, Planning, Analysis, and Evaluation Directorate Director will –

- (a) Support the AMO program, policies, and procedures.
 - (b) Review, analyze, and prepare cost analyses on HQ TRADOC AMO actions and other cost and programming-related AMO issues as requested by AMOD.
- (4) TRADOC DCS, G-8, Manpower and Force Analysis Directorate Director will –
- (a) Support the AMO program, policies, and procedures.
 - (b) Review, analyze, and prepare manpower analyses on HQ TRADOC contract requirement actions and other manpower-related AMO issues as requested by AMOD.
 - (c) Confirm the requirement does not include unauthorized personal services or work that is inherently governmental or closely associated with inherently governmental functions.
 - (d) Ensure the requirement is not duplicated elsewhere in the organization.
 - (e) Identify work requirements which military (reinvestments) and/or civilians (insourcing actions) could perform in lieu of contracting for those requirements.
- (5) TRADOC DCS, G-8, Finance and Accounting Directorate (FAD) Director will -
- (a) Support the AMO program, policies, and procedures.
 - (b) Review, analyze, and prepare FAD's position on disbursement and accounting-related AMO issues as requested by AMOD.

2-5. TRADOC DCS, G-6 will -

- a. Establish and coordinate TRADOC policies and procedures specific to the management and oversight of information technology (IT) acquisitions.
- b. Approve all TRADOC IT hardware, software, and services acquisition requirements by the Reporting and Acquisition Decision (RAD) process as defined in TRADOC Regulation 25-1 prior to final AMO approval. Assist RAs to submit Information Technology Approval System (ITAS) waivers to Army Chief Information Officer/G-6.
- c. Ensure certifications are required, as it conforms to AR 25-1, for any Defense business system program that will have a total expected cost, regardless of fund source for acquisition, modernization, or sustainment, in excess of \$1M (under Army policy) over the period of the current future-years defense program submitted to Congress, and is independent of mission area alignment. RAs will start the certification in Army Portfolio Management System (APMS). Under 10 USC § 2222, certifications are required if in excess of \$50M. An obligation of DOD funds (appropriated or non-appropriated) for a defense business system program of more than \$50M,

which has not been certified and approved by the DBS Management Committee, may violate the Anti-deficiency Act.

d. Review, analyze, and prepare a DCS, G-6 position on HQ TRADOC IT-related contract requirement actions as requested by DCS, G-8, AMOD.

e. Assist with other AMO-related issues as needed.

2-6. TRADOC Internal Review and Audit Compliance (IRAC) will, for each SRRB package -

a. Conduct an independent risk assessment on whether the quality assurance plan complies with applicable criteria.

b. Assist in ensuring sufficient contract quality oversight and identify ways to mitigate risk during the execution phase of the contract.

c. Conduct audits or examinations as requested by the AMO Director or RA.

2-7. Mission and Installation Contracting Command (MICC)

A subordinate General Officer (GO) level command of the Army Contracting Command is part of the Army's Generating Force and has over 31 Army contracting support offices at military installations throughout CONUS with the mission to plan, integrate, award, and administer contracts throughout the Sustainable Readiness Model (SRM). MICC supports the Army Commands (ACOMs), including TRADOC, Direct Reporting Units (DRUs) as well as U.S. Army North (USARNORTH) and other organizations to provide the best value for the mission, Soldiers, and their Families. The MICC Commanding General will -

a. Ensure the MICC serves in the capacity of TRADOC's primary contracting activity.

b. Assign the Mission and Installation Contracting Command Field Directorate Office/Contract Support Element (MICC FDO/CSE) and MICC Liaison Officer (LNO) to facilitate communication, assist with requirements generation and coordination, provide continuous interface, and serve as a business advisor on acquisition and contracting concerns for TRADOC. The MICC FDO/CSE and MICC LNO ensure the TRADOC commander and staffs are routinely aware of the full scope of contracting tools and support available to accomplish mission requirements. The MICC FDO/CSE and MICC LNO team provide guidance and assistance on policy and procedure or assist in preparation of documentation as reflected in paragraph 2-6d below. The MICC FDO/CSE will serve as a member of the SRRB for MICC related acquisitions, conducted by TRADOC headquarters and upon request for other TRADOC Deputy Commanding Generals. The CSE will validate MICC's ability to meet contract requirements traditionally offloaded to other DOD and non-DOD activities in order to promote efficient and effective management of TRADOC's contract support resources. The MICC FDO/CSE will serve as the entry point for all TRADOC offload contract requirements to include use of non-DOD and DOD contracts and will coordinate with the Head of Contracting Activity (HCA), principal assistant responsible for contracting (PARC), and respective staff on all items of interest to the TRADOC

Headquarters, schools, centers, and activities. The CSE role is advisory and representatives do not have contract execution approval, authority, or responsibility.

c. Ensure that MICC contracting activities and contracting centers will provide contracting support to TRADOC Headquarters, schools, centers, and activities throughout CONUS. MICC will provide enterprise contracting support for TRADOC customers, to include large scale contracts for commodities and services and pre-award contracting planning. The local MICC contracting activity also controls the government purchase card (GPC) program for the installation and can provide guidance on GPC use.

d. Ensure MICC FDO/CSE will provide assistance to TRADOC RAs in the following:

- (1) Training and education of personnel involved in the AMO process.
- (2) Acquisition planning.
- (3) Market research.
- (4) Writing/developing the following acquisition documents:
 - (a) Performance work statement (PWS), statement of objectives (SOO), statement of work (SOW), and performance requirements summary (PRS).
 - (b) Independent government cost estimate (IGCE).
 - (c) Quality assurance surveillance plan (QASP).
 - (d) Conducting and documenting market research and cost benefit analysis for consolidated requirements. (FAR Part 2.101(b) and DFARS Part 207.170)
 - (e) Developing an acquisition plan and/or acquisition strategy.
 - (f) Preparing applicable portion of required justification and approval (J&A) documents.
 - (g) Validating offload and non-DOD certifications and justifications.
 - (h) Advising in regard to the DOD (DD) Form 254 (Department of Defense Contract Security Classification Specification) when contractor employees will require access to classified information.
 - (i) Developing technical evaluation criteria.
- (5) Assist in coordination with the MICC Contracting Activity on behalf of the customer to:
 - (a) Accomplish legal review of contract documents.

- (b) Issue solicitations.
- (c) Award and administer contracts.
- (d) Train and appoint CORs and alternate CORs.

2-8. Office of the Staff Judge Advocate (OSJA) will provide legal counsel to -

- a. Review RA submissions and related funding and acquisition documentation for completeness, coherence, and compliance with applicable acquisition and fiscal law, regulation, and policy.
- b. TRADOC leadership and staff elements throughout the acquisition process, to include contract management and oversight.
- c. Participate in acquisition/contract review boards and tiger teams, established by this regulation.
- d. Enhance the effectiveness of the TRADOC AMO process.

2-9. Major Subordinate Organizations will -

- a. Comply with and enforce the guidance and policies established by the AMO Director and/or Coordinator.
- b. Adhere to all policy and procedures as prescribed by this regulation.
- c. Ensure all personnel involved in the AMO process are trained and aware of their responsibilities.
- d. Serve as approving and/or certifying official for acquisition approval requests in accordance with thresholds in tables 5-1 and 6-1.

2-10. TRADOC center/school/activity commanders/commandants/directors/staff principals will -

- a. Comply with and enforce the guidance and policies established by the AMO Director and/or the AMO Advisor.
- b. The objective of every TRADOC organization is to obtain AMO approvals and provide them to their servicing contracting activity as early in the fiscal year as possible. All recurring and known requirements should have a completed and approved AMO package submitted to the servicing contract activity NLT 31 Mar.
- c. When submitting requirements for ACRB/SRRB approval, RAs must “advance plan.” A

completed AMO package must be submitted to the AMO processing office at least 90 days prior to the date the approved AMO package is due to the servicing contracting activity (review decision needed by date). Depending on the type of contract requirement – new, re-compete, or option – the due date that the servicing contracting activity needs the approved AMO package could be anywhere from less than three months to over a year prior to the period of performance start date. For AMO packages being processed with HQ TRADOC AMOD, RAs will provide HQ TRADOC AMOD a GO/SES endorsed letter of lateness for packages not received by the appropriate timeline.

d. Ensure all personnel involved in the AMO process are trained and aware of their responsibilities.

e. Ensure language outlining responsibilities for personnel involved in the AMO process is included in the individuals' support forms or performance objectives/standards.

f. Ensure all service contract requirements, to include TOs and offload requirements, have sufficient TRADOC oversight. The RA must formally nominate a TRADOC employee to serve as the primary COR or alternate COR for all service contract requirements unless an exemption is provided by the Contracting Officer (see para 2-13b).

g. Serve as approving and/or certifying official for acquisition approval requests in accordance with thresholds in tables 5-1 and 6-1.

2-11. TRADOC center/school/activity G-8 will –

a. Serve as the primary proponent for the TRADOC AMO program for their school/center/activity.

b. Execute guidance, policies, procedures, and directives set by the AMO Director or the AMO Advisor.

c. Serve as the local ACRB chair.

d. Review SRRB packages and, as required, participate in the SRRB.

e. Troubleshoot and provide assistance with AMO problems and issues.

f. Confirm all required approvals have been obtained prior to certification of funds.

g. Ensure the requirement is not duplicated elsewhere in the organization.

h. Ensure correct accounting coding (for example, EOR/commitment item, MDEP and AMSCO/functional area, etc.) is used when certifying funds.

i. Collect and analyze data in order to provide information for leadership decisions and to meet DOD, HQDA, and TRADOC reporting requirements.

j. After approval of the AMO package is received and the decision is to contract, the RA will submit a copy of the approved AMO package, including all enclosures and required certifications, to the servicing contracting activity for appropriate action by entering contract data into GFEBS. The G-8 should not certify/release funds for any requirement to the applicable contracting activity until all approval signatures are obtained.

k. After AMO package has been approved, ensure all required documents are uploaded into the TRADOC Contract Database (TCD) and approval block has been properly marked. Archive all AMO documents to include all documentation included in the approved AMO package, as well as the concurrence/nonconcurrence comments from the board members, in accordance with AR 25-400-2.

l. Ensure Offload and Post Award Data is routinely updated in the TCD to facilitate current and accurate information for quarterly reporting.

2-12. TRADOC requiring activity (RA)

The RA is the Army organization that has a need for goods or services that may potentially be satisfied through a contract requirement. RAs will -

a. Comply with and enforce guidance and policies established by the AMO Director and the AMO Advisor.

b. Coordinate with the G-8 and the servicing contracting activity as soon as the requirement is identified and determined to be appropriate for contracting.

c. Coordinate with the MICC FDO/CSE and/or the servicing MICC center or office to develop all required acquisition planning documentation such as the acquisition plan, the acquisition service strategy, the source selection plan, the business management modernization certification, and a contract administration plan. Required documentation will be dictated by the size and complexity of the requirement. See chapter 10 and appendix C for details.

d. Translate the requirement into an actionable requirement for contract that can be properly managed with measurable outcomes throughout contract performance. Define measurable outcomes in terms of cost, schedule, and performance.

e. Coordinate with other offices as required.

f. Work with the servicing contracting activity to identify and involve the COR, alternate COR, and any SSP in all aspects of the contract process. This includes planning, document development, award, administration, and close out processes.

g. Develop a surveillance plan that details the COR contract management structure for each requirement. The surveillance plan must identify the use and relationship of the COR, alternate COR, and SSP.

h. Formally nominate trained personnel to serve as the COR or alternate COR for all service contracts, to include TOs, with a value greater than the simplified acquisition threshold. A COR or alternate COR must be appointed for all service contracts, regardless of the dollar value for:

(1) Complex service contracts that have quality or performance standards for which contractual conformance must be established progressively through precise measurements, tests, and controls applied during purchasing, performance, and functional operation either as an individual service or in conjunction with other services;

(2) The contract or action is for critical service in which the failure of the service could injure personnel or jeopardize a vital agency mission and the contracting officer determines it appropriate.

(3) Contract requirements where contractor past performance indicates a need for Government oversight; or,

(4) Contract requirements where the contracting officer otherwise determines a COR is needed.

i. Unless authorized in writing by the RA's designated approval authority, an individual may not serve as a COR or alternate COR for more than two contracts or TOs.

j. Factors such as complexity, total dollar value, number of TOs, etc., should be considered when nominating a COR for more than two contracts simultaneously.

k. COR or alternate COR duties will be documented in the individual's support form/performance objectives/standards. The COR's supervisor must obtain feedback from the contracting officer on COR performance to include in the annual performance rating period.

l. Using the Contracting Officer's Representative Tracking (CORT) tool, formally nominate trained personnel to serve as alternate CORs to assist the primary COR with oversight of complex contract requirements.

m. Using the CORT tool, formally nominate trained personnel to serve as alternate CORs for requirements where the primary COR is not a TRADOC employee. In the event the contracting officer will not formally appoint a TRADOC employee to serve in the capacity of a COR, the RA then bears the responsibility to ensure that a TRADOC employee is assigned, in writing, to monitor the execution of the contract. This surveillance will be done without a formal appointment from the contracting activity. Any deficiencies with contractor performance or deliverables should be reported by the RA to the COR and contracting officer.

- n. Prepare the AMO package.
- o. Submit the AMO package, with all required documentation, to the G-8 for ACRB review.
- p. Prepare and submit SRRB packages, as required, with all required documentation to the G-8 for SRRB review.
- q. Ensure all RA personnel involved in the acquisition process are properly trained, are aware of their responsibilities, are aware of the importance of their role, and have adequate time to perform their duties.
- r. Provide final AMO approval documentation to the servicing G-8 for archival.
- s. Coordinate with appropriate safety and health officials to ensure that all applicable safety and occupational health requirements have been incorporated into government contracts.

2-13. Contracting officer

The contracting officer is responsible for the overall contract, including terms and conditions, and has ultimate responsibility for ensuring that the contractor satisfies the requirements stated in the contract. The contracting officer performs these duties under the authority of the PARC and the HCA. Operating within warranted authority, the contracting officer will –

- a. Appoint primary or alternate COR(s) in writing, with designation of duties and responsibilities, prior to contract award.
- b. Ensure that all CORs or alternate CORs fully understand responsibilities and are properly trained. Prior COR experience is not necessarily an acceptable substitute for formal COR training.
- c. Be the only government official that has the authority to:
 - (1) Enter into and administer a contract on behalf of the U.S. Government;
 - (2) Change or terminate an existing contract; and
 - (3) Make determinations and findings relating to the contract.

2-14. Contracting officer's representative (COR) and alternate contracting officer's representative

a. The COR is a government employee nominated by the RA and formally appointed by the contracting officer, in writing, to serve as the authorized representative responsible for technical contract oversight and administration. The duties of the COR will be designated in the appointment letter. The COR is typically the individual who has been the point of contact for the requirement in the planning and processing cycle and performs duties associated with oversight and monitoring of contract performance throughout the contract life cycle. In

performance-based services acquisitions, the COR must play a central role in the pre-award phase, assisting the RA and the contracting officer. The COR function may only be performed by government personnel. Under no circumstances will contractor personnel perform the COR function. The COR will –

(1) Monitor contract performance and serve as the technical liaison between the contractor and the contracting officer. Note: The COR is not authorized to make any commitments or changes that affect price, quality, quantity, delivery, or any other term or condition of the contract.

(2) The COR will function as the onsite representative of the contracting officer in the post-award phase by monitoring and documenting the contractor's technical performance. The COR is responsible for technical administration of the contract and will, within the limits of the appointment, represent the government in technical aspects of the work. The COR is responsible for validation of contractor invoices, receiving reports in Wide Area Workflow (WAWF), and Contractor Manpower Reporting Application (eCMRA) reporting.

b. RAs will nominate a properly trained COR or alternate COR for all service contracts, unless exempted by the contracting officer. Contracting officers may exempt service contracts from this requirement when the following three conditions are met: 1) the contract will be awarded using simplified acquisition procedures; 2) the requirement is not complex; 3) the contracting officer documents the file, in writing, with the specific reasons why the appointment of a COR is unnecessary. RAs shall comply with the training requirements listed in the DoD Standard for Certification of Contracting Officer's Representatives (COR) for Service Acquisitions (<http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500072p.pdf>) to ensure that properly trained and ready CORs are nominated. The contracting officer shall review the COR nomination package (e.g., in the CORT Tool) to determine if the COR nominee is trained and qualified.

c. The alternate COR is a government employee nominated by the RA and formally appointed, in writing, by the contracting officer. All alternate CORs must meet the training requirements established in paragraph 2-13b. Duties of the alternate COR will be designated in the appointment letter. The alternate COR will execute the duties of the COR only in the absence of the COR. The alternate COR function may only be performed by government personnel. Under no circumstances will contract personnel perform the alternate COR function.

Note: The alternate COR is not authorized to make any commitments or changes that affect price, quality, quantity, delivery, or any other term or condition of the contract.

2-15. Alternate COR

The scope and complexity of some contracts may necessitate appointment of one or more alternate CORs to assist the primary COR with the surveillance of the contractor's performance against the contract requirements. Alternate CORs will be formally nominated by the RA to act in support of the COR with limited authority as designated by the appointment letter. Note: Alternate CORs are not authorized to make any commitments or changes that affect price, quality, quantity, delivery, or any other term or condition of the contract.

a. When the primary COR is not a TRADOC employee located in the geographical proximity of the work being performed, a TRADOC alternate COR, located in the geographical proximity of the work being performed, must be formally nominated by the RA. The formal appointment of the alternate COR will be accomplished in coordination with the respective contracting officer and COR. Duties of the alternate COR will be designated in the appointment letter. In the event the contracting officer will not formally appoint a TRADOC employee to serve in the capacity of a COR, the RA then bears the responsibility to ensure that a TRADOC employee is assigned, in writing, to monitor the execution of the contract. Any deficiencies with contractor performance or deliverables should be reported by the RA to the COR and contracting officer.

b. The alternate COR function may only be performed by government personnel. Under no circumstances will contract personnel perform the alternate COR function.

2-16. Surveillance support personnel (SSP) and SSP training

SSP are individuals who provide feeder/support surveillance to the COR or alternate COR. SSP shall complete Type A training for CORs. See DoD Standard for Contracting Officer's Representative (COR) Certification (<http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500072p.pdf>), for minimum Type A competencies, experience, and training depend on the dollar value, complexity of the requirement, and contract performance risk.

Chapter 3 Contract Development

3-1. Advanced acquisition planning

The key to effective use of public funds and the economical accomplishment of program objectives is advanced acquisition planning. Planning by the RA should begin prior to the start of the fiscal year in order to provide improved scheduling of actions, increased control of 4th quarter obligations, and enhanced communication by developing an acquisition schedule early in the procurement process. A preplanned effort will result in higher quality procurements, provide optimum choice of sources, and at the same time allow for better visibility of inherent opportunities and/or constraints for each procurement. Acquisition planning should include:

a. Forecast of contract requirements, which should be developed as yearly budgets are prepared and submitted.

b. Analyzing each service requirement \$150K or below to either combine, leverage other contract vehicles, or eliminate if possible.

c. Coordination with the appropriate contracting activity to include the small business specialist. This allows the contracting activity the opportunity to offer advice on various acquisition alternatives, consolidate requirements, offer the most beneficial acquisition strategy, and reduce acquisition lead time.

d. Use of strategic sourcing to acquire services in the most efficient and advantageous manner. Strategic sourcing is the leveraging of an organization's buying power and strategic management of procurement spending in order to obtain services at better terms and conditions over the life cycle of those services. Strategic sourcing should collect, analyze, and document spending in logical categories in order to emphasize various characteristics. Characteristics may include: performance, price, total life cycle management costs, socio-economic goals, and stakeholder collaboration. Utilization of strategic sourcing can identify prospective requirements data in order to aggregate demand for given services in advance of the procurement and develop processes for forecasting demand.

e. RAs must "advance plan" to allow sufficient time for: developing and defining the requirement; approval boards to assess and comment on the package; senior approval authorities to understand and scrutinize the AMO package before signing, and contracting activities to review the requirement and execute the appropriate contract action. The amount of time required for advance planning varies significantly and is dependent upon the complexity of the requirement, its dollar value, and the acquisition strategy. This is especially true for new and re-compete contract requirements. RAs should coordinate with their servicing contracting activity to obtain the date each signed contract approval is required. The required approval date, indicated in the TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form field "ACRB/SRRB Review Decision Needed By" is the date the signed approval must be at the servicing contracting activity and should be before solicitation or option execution occurs.

f. Consult with MICC FDO/CSE before utilizing any other contracting activity. See appendix B, paragraph B-9 for guidance on contract offloads.

3-2. Requirement development

a. It is imperative that the RA partner with the servicing contracting activity early in the requirement(s) development process to form an acquisition team that can develop and execute an effective contract strategy to meet the RA's needs in a timely fashion. The RA is responsible for ensuring appropriate documentation for each service acquisition. The level of supporting documentation may vary based on the acquisition approach (type of contract, complexity, total cost, etc.). The contracting activity will work with the RA to determine and develop the required documentation for a specific acquisition. The RA alone does not have the expertise or information to complete all the necessary documentation; therefore, the contracting activity office plays a critical role in acquisition plan documentation and development. Routine engagement and collaboration between the RA and the servicing contracting activity is key to contract success.

b. The RA bears the responsibility to develop each requirement concept and translate it into a clearly defined requirements document such as a PWS, statement of objectives (SOO), or product description. The RA, in conjunction with the G-8 and servicing contracting activity will review and analyze the requirements document to determine the most appropriate contract course of action. The RA will conduct market research to identify and evaluate the suitability of existing

contract vehicles before creating a new contract instrument. This will help to avoid unnecessary and costly duplication. Market research will also aid to determine the best way to create new vehicles where there is a void or insufficient choice of existing contract instruments. The RA will coordinate with requirement stakeholders prior to the development of the AMO package for every proposed contract requirement or renewal of an existing contract, regardless of cost, funding source, or contracting vehicle. The RA will:

(1) For all new and re-compete SRRBs requesting approval from HQ TRADOC DCG or TRADOC DCS, G-8, initiate a Tiger Team consisting of both Headquarters and Center of Excellence (CoE) personnel for requirements with a total value greater than \$10M. The Tiger Team will review and work the acquisition strategy for the requirement. If deemed appropriate, the requirement will be worked simultaneously within the Tiger Team eliminating duplicative review of staffing done at the ACRB level. See chapter 9 for Tiger Team members.

(2) Analyze each requirement for completeness, coherence, and relationship to the RA's mission.

(3) Determine if the requirement is valid, has leadership support, and if there is reasonable expectation the requirement will be funded.

(4) Complete the Office of the Assistant Secretary of the Army, Manpower and Reserve Affairs [Request for Services Contract Approval Form \(RSCAF\)](#) to assist in determining whether the requirement is, or has the potential to contain, personal services, or work that is inherently governmental or closely associated with inherently governmental functions. See the [RSCAF User's Guide](#), for systematic RSCAF completion instructions.

(5) Based on the RSCAF Worksheet analysis, determine if contracting is the appropriate means of performance.

(6) Comply with the Acquisition Milestone Agreement, cost benefit analysis (C-BA), and business case analysis (BCA) requirements.

3-3. Requirement stakeholders

The RA will ensure stakeholders and subject matter experts (SMEs) are included in developing and planning the requirement. See chapters 8 and 9, for the representatives to assist with the acquisition process.

3-4. Acquisition Milestone Agreement (AMA)

a. The AMA establishes the partnership between senior leadership of the RA and the MICC contracting activity. The AMO sets and communicates acquisition-related expectations, provides agreement on common goals and methods of performance, identifies potential problems, and is a useful tool to achieve a disciplined acquisition process. Strategic planning and collaboration with the MICC is imperative in order to accomplish mission requirements.

b. The AMA works in conjunction with the AMO process (see figure 3-1) to assist the RA to develop better-defined requirements. The AMA provides joint accountability between the RA and MICC personnel by creating a binding document for agreed-to procurement milestones to ensure both parties engage throughout the procurement process. The RA will track acquisition milestones from identification of need through award.

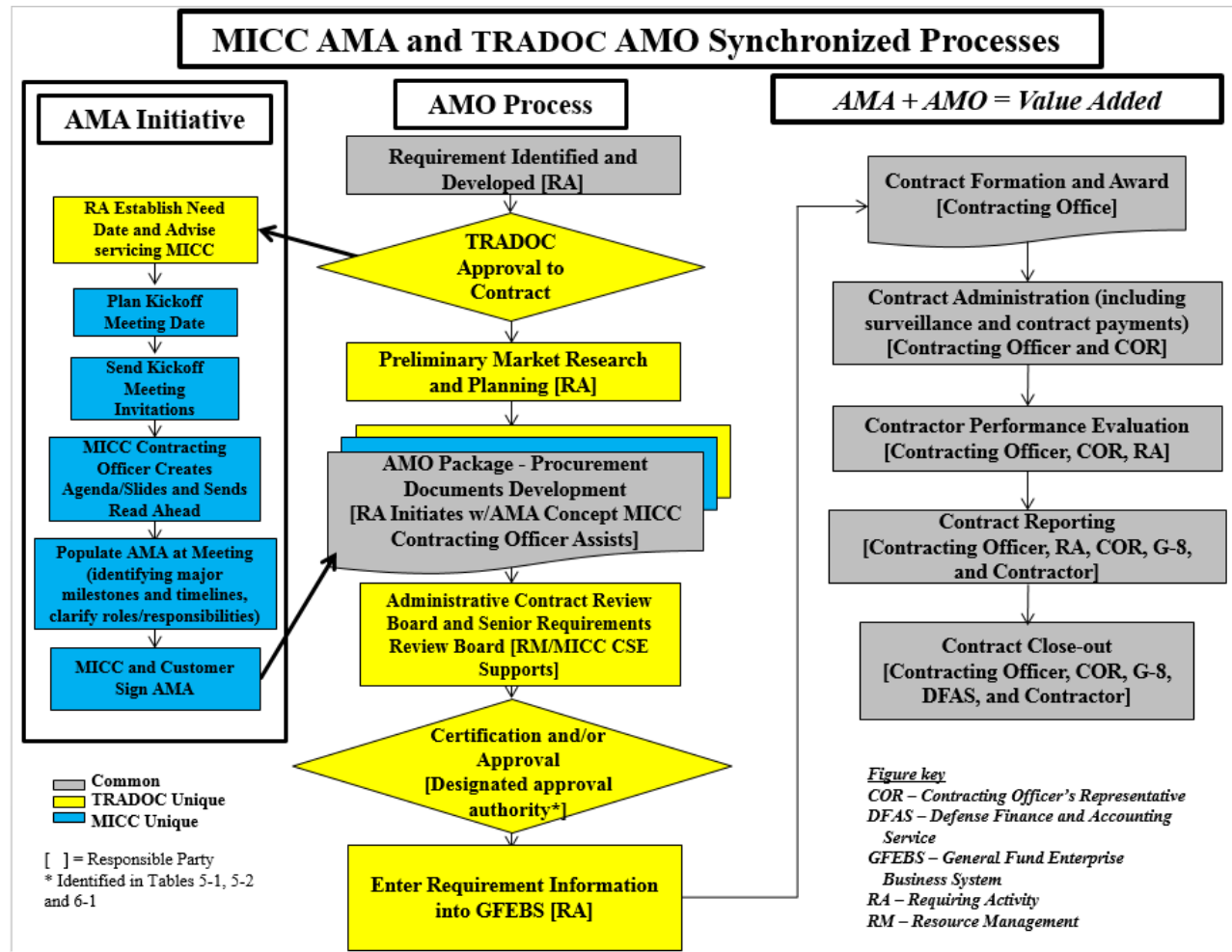


Figure 3-1. MICC AMA/TRADOC AMO synchronized processes

c. Execution of the AMA for pre-award actions valued \$100M or more is mandatory. The use of the AMA for pre-award actions valued \$1M and less than \$100M is highly encouraged and is based on acquisition complexity, contract value, and performance risk associated with the requirement. RAs will contact their servicing contracting activity and initiate the AMA process to run parallel with the AMO process. The approval authority for signing the formal AMA agreement will be commensurate with the approval authorities established in table 5-1.

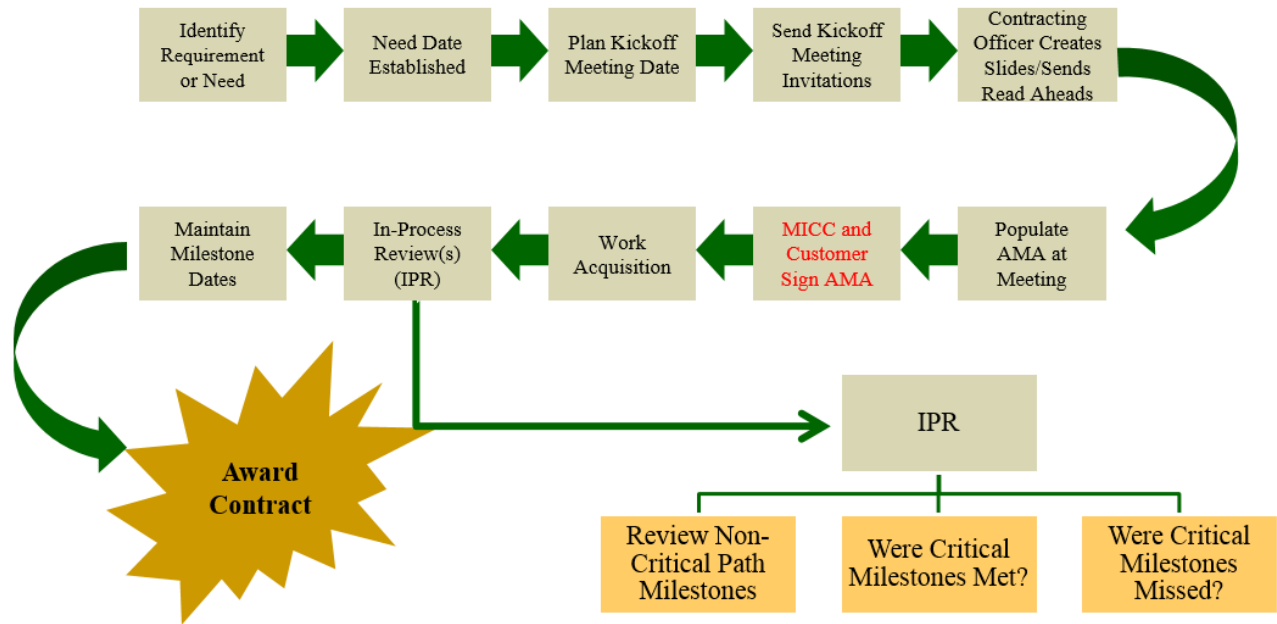


Figure 3-2. MICC AMA Process

3-5. Cost benefit analysis (C-BA)

C-BAs will be prepared for new requirements equal to or greater than \$10M in one year. See [TR 11-20](#). RAs will begin the C-BA when they initiate requirement development or the AMA. For additional guidance on developing a C-BA, email inquiries to [TRADOC G-8 PA&E](#).

3-6. Business case analysis (BCA)

When the aggregate contract requirement is equal to or greater than \$50M, a BCA is required. RAs sharing information about proposed acquisitions increases the likelihood that the resulting vehicles will be used to their full capacity, enables the government to realize administrative efficiencies, and provides other agencies the opportunity for their needs to be considered during the early planning of the proposed acquisition. RAs may view completed business cases for existing contracts at Office of Management and Budget (OMB) [MAX Information System at: https://max.omb.gov/maxportal/home.do](#). The RA will initiate a BCA with stakeholders and the TRADOC AMOD Office.

- a. RAs without an existing contract (e.g., an IDIQ task order contract) will review other contracts and consider partnering with other RAs on an established contract vehicle before seeking a new contract.
- b. RAs shall indicate in the OMB [MAX Information System](#), whether the business case was cancelled or approved by the agency, as applicable.
- c. Consistent with AFARS 5110.002 guidance, RAs will typically lead the market research effort to determine if capable sources exist, to include the availability of commercial services, to

satisfy their requirements. RAs will assess and leverage where appropriate, the Preferred Sources for the Army Enterprise posted on <https://spcs3.kc.army.mil/asaalt/procurement/StrategicSourcing/Initiatives.aspx>, as part of the market research and business case analysis, prior to initiating a new contract for covered supplies and/or services. When the RA determines that the use of a potentially applicable Preferred Source is not appropriate, the project lead for the RA will document the rationale in a memorandum addressed to the Contracting Officer.

3-7. Service acquisition workshop (SAW)

When the aggregate contract requirement is equal to or greater than \$250M, a SAW is required. The RA is responsible for assembling a multi-functional acquisition Tiger Team to include, at a minimum, a servicing contract office representative, contracting officer, COR, program/project manager, and an AMOD representative. The SAW is a workshop facilitated by Defense Acquisition University (DAU), built around a specific acquisition and its multi-functional integrated process team. The SAW facilitation team mentors and guides the multi-functional integrated process team in developing their acquisition planning, market research, performance requirements, request for proposal, source selection process, and contractor performance assessment planning and execution documents. The RA will need to coordinate the SAW with servicing contracting activity.

3-8. Information technology (IT) requirements

a. To conform with AR 25-1 guidance, regardless of dollar value, RAs must use the Army's Computer Hardware, Enterprise Software and Solutions (CHESS) program to purchase commercial off-the-shelf (COTS) products, including software, desktops, notebook computers, video teleconferencing equipment, and IT peripherals, unless CHESS grants a waiver to procure from an alternate source. RAs with IT requirements will submit the reporting and acquisition decision (RAD) document and the subsequent ITAS request (as applicable) in accordance with AR 25-1, TR 25-1, and paragraph B-10 of Appendix B (below), to ensure timely G-6 approval of the requirement.

b. Service contracts will not include imbedded IT hardware purchase options. Existing service contracts with imbedded IT hardware purchase options will not be the source of IT hardware, unless approved via the RAD process. The RAD description will clearly state the requirement and the use of a service contract to purchase.

c. All Life Cycle Replacement (LCR) purchases will be consolidated wherever possible. HQ TRADOC, G-6 will collect and review LCR requirements and recommend priorities to the DCG/CoS for approval. HQ TRADOC, G-8 will validate availability of LCR funds and distribute funding in accordance with the approved priorities.

Chapter 4

Additional Pre-Award Activities

4-1. Additional acquisition actions

In addition to preparing the AMO package, the RA will coordinate with the servicing contracting activity on actions such as the following. (See appendix C for additional guidance.)

- a. Development of the acquisition plan document.
- b. Development of the acquisition service strategy and participation in the acquisition service strategy panel (ASSP).
- c. Development of the source selection plan (SSP).
- d. Development of the business management modernization certification.
- e. Development of the contract administration plan.

4-2. Contract formation

The contracting officer has overall responsibility for the contract formation process, which consists of three primary groupings of activities: solicitation of offers, source selection, and contract award. The contracting officer's responsibilities include:

- a. Synopsizing the requirement.
- b. Preparing and issuing solicitation of offers.
 - (1) Solicitations are prepared and publicized in order to obtain offers from as many qualified sources as feasible. The objective in preparing and issuing a solicitation is to give all qualified offerors the opportunity to compete for a contract award that best meets the government's needs. Utilization of small businesses will be considered in accordance with FAR guidance.
 - (2) The contracting officer should use the approved acquisition strategy and documentation in preparing the solicitation. The contracting officer will also ensure the solicitation is thorough and complete.
- c. Conducting source selection.
 - (1) The objective of source selection is to select the source that offers the best value solution that meets the needs of the government.
 - (2) The contracting officer is responsible for receiving and maintaining control of all offers submitted in response to the solicitation.

(3) In coordination with the contracting officer, the RA will provide technical personnel to evaluate proposals as required.

(4) The contracting officer is responsible for determining whether the proposed cost/price is reasonable.

(5) Negotiations will be conducted by the contracting officer as appropriate.

d. Awarding the contract.

Chapter 5

AMO Package Development for Service Contract Requirements

5-1. AMO package requirements for service contract requirements

a. The RA is responsible for developing an accurate and complete AMO package for each service contract requirement that results in a contract awarded by a contracting activity, unless there is a specified exception listed in the RSCAF. A service contract is defined as “a contract that directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply.” When in doubt, RAs will consult their servicing contracting activity for assistance in determining whether requirements are services or supply/products.

b. All contracts will have a term of at least five years. However, Task Order requirements will have a minimum term of three years. If the contract does meet the aforementioned terms, a memorandum FOR approving authority decision will be submitted THRU the contracting activity and RA G-8 and signed by the RA (commensurate to the appropriate approving authority), agreeing that the shortened PoP is the best acquisition strategy and must be uploaded in the TCD.

c. Each service AMO package must contain all required documentation as prescribed by this regulation:

(1) TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form.

(2) ASA (M&RA) Request for Services Contract Approval Form (RSCAF).

(3) Written market research documentation which includes an analysis and assessment of the facts gathered for each requirement. Market research requirements must align with the requirements set forth Appendix B. The level of market research required will be determined by the complexity and dollar value of the requirement. RAs should consult with the servicing contracting activity for additional guidance.

(4) PWS, SOO, or SOW.

(5) QASP. The Government-developed QASP will be prepared for all service contract requirements greater than the simplified acquisition threshold to ensure the use of systematic quality assurance methods during contract administration. See Appendix B-7 for details.

(6) IGCE.

(7) RAD approval (as applicable).

(8) DD Form 254 (as applicable).

(9) Anti-terrorism/OPSEC form (as applicable)

(10) Memorandum for shortened term (as applicable)

(11) Justification and approval (J&A) for other than full and open competition (as applicable).

(12) Offload justification memorandum and the following as applicable (see appendix B):

(a) Certifications for direct and assisted acquisitions.

(b) Determination and findings (D&F) justification.

(c) DD Form 1144 (Support Agreement).

d. An executive overview and briefing slides will be a part of the SRRB AMO package for new and re-compete requirements. The executive overview and briefing slides will not be required for TRAPs AMO packages.

e. If a requirement will be re-competed, then a complete AMO package must be submitted with the final option package.

f. Detailed guidance on documentation requirements is located in appendix B.

5-2. Streamlined AMO package for service contract requirements

For Option Year requirements with no substantive changes, the streamlined AMO package may be used. A streamlined AMO package must include the following.

(1) TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form.

(2) Originally approved ASA (M&RA) Request for Services Contract Approval Form (RSCAF).

(3) IGCE or pages from awarded contract that show cost of Option Year.

(4) Option Year memorandum (subsequent contract approvals (including ordering periods) will be reviewed and approved by the original approval authority or the Level 3 threshold approval authority).

5-3. Approval thresholds and exceptions for service contract requirements

Approval thresholds and approval authorities. The approval authority for service contract requirements will be determined by the total contract amount for the proposed contract requirement action and must remain within the RA’s chain of command. Table 5-1 establishes the approval thresholds for service contract requirements. Each threshold has a designated approval authority, and all approval authorities must meet the minimum grade requirements established in table 5-1. This authority may not be delegated further; however, the TRADOC, DCS, G-8, the CG, CAC and the Director, ARCIC have the authority to impose more stringent approval thresholds. Centers, schools, activities, and HQ staff without GO/Senior Executive Service (SES)-level leadership must forward actions up to the first GO/SES in the chain of command.

**Table 5-1
TRADOC services contract requirement approval thresholds and approval authorities**

APPROVAL LEVEL	TOTAL COST OF CONTRACT REQUIREMENT	APPROVAL AUTHORITY
Level 1	Below the SAT*	All Commandants regardless of rank. Directorate level – Director or equivalent in the grade of Colonel, General Schedule (GS) (to include GG) 15 or higher. Approval may not be delegated lower than the grade of Colonel, GS-15 (to include GG).
Level 2	SAT < \$10M	Designated accountable GO/SES. Approval may not be delegated lower than GO/SES.
Level 3	\$10M < \$250M	TRADOC DCS, G-8, the CG, CAC or the Director, ARCIC. Further delegation required by the TRADOC Commanding General approval.
	≥ \$250M	TRADOC DCG/CofS
NOTE: If offloaded, minimum approval level is GO/SES. *SAT = Simplified Acquisition Threshold as defined in FAR Part 2.101.		

a. Modifications. A new AMO review and approval is required for modifications that result in a cost increase over 10 percent of the original approved FY RSCAF amount. These documents must then be reviewed and approved by the original approval authority. A new AMO review and

approval is not required for any modification that are routine, non-resource-related, administrative modifications made by the contracting activity or the contracting officer. Note: All increases will be documented in TCD in the FY the increase occurred.

b. Endorsement level. Endorsement authority for the TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form will be determined by the approval authority in each RA. The endorser should know the requirement and is endorsing that it is a valid requirement. Intent is for RA leadership approval and validation.

5-4. AMO package requirements for Enterprise Support Partner (i.e., IMCOM, NEC, LRC)

Funding that is sent to enterprise support partners requires PRIOR approval from HQ TRADOC. RAs will send an e-mail request listing the 5-Ws and the “impact if not funded with TRADOC funds” to their respective TRADOC G-8 Budget Centers/Activities Analysis Division (CAAD) Analyst for review and concurrence. The CAAD Analyst will coordinate concurrence with the appropriate TRADOC G-Staff. Once concurrence is received from TRADOC G-8 Budget and TRADOC G-Staff, the RA will upload the documentation into the TCD as part of the project’s AMO package and may continue to process the AMO package for approval (see Table 5-1 Approval Thresholds). As appropriate, RAs will use:

a. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form.

b. A SOW/PWS and IGCE prepared by the Enterprise Support Partner.

c. RSCAF, QASP, and Anti-terrorism/OPSEC cover sheet are not required for the AMO package as these documents are contained in overarching contract.

d. DA Form 4283 or equivalent for non-Army installations, such as a joint base hosted by another Service. An approved DA Form 4283 (or equivalent) only indicates approval of proposed work for execution; it does not indicate approval of funding to accomplish the work. RAs will follow local policy for submission of DA Form 4283, including compliance with local policy regarding designation of personnel authorized to sign and submit DA Form 4283. DPW will complete the DA Form 4283, including environmental, work classification, and source of funds. The local director of public works or delegate must approve the DA Form 4283. RAs submitting a completed DA Form 4283 approved by other than the director of public works, will include a copy of the delegation of authority memorandum signed by the director of public works. DA Forms 4283 approved by any other individual are not acceptable.

Chapter 6 AMO Package for Supply/Product Contract Requirements

6-1. AMO package requirements for supply/product contract requirements

a. The RA is responsible for developing an accurate, complete AMO package for each supply/product contract requirement with an aggregate value equal to or greater than the Simplified Acquisition Threshold (SAT) that results in a contract awarded by a contracting activity. When in doubt, RAs will consult their servicing contracting activity for assistance in determining whether requirements are services or supply/products and/or utilization of S2P2 is appropriate.

b. Conferences and conference-type events, to include room rental, that result in a contract awarded by a contracting activity, regardless of cost, funding source, or contracting vehicle must go through the ACRB process.

c. The AMO package for supply/product contract requirements must include the following:

(1) TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form.

(2) Market research.

(3) Product specifications with salient characteristics. (See FAR 11.104 guidance.)

(4) IGCE or informal quote. Note: RAs are not authorized to request a formal, binding quote from a vendor.

(5) Justification and approval (J&A) for other than full and open competition (as applicable).

(6) RAD approval (as applicable).

(7) Anti-terrorism/OPSEC form (as applicable).

(8) Offload justification memorandum and the following as applicable (see appendix B):

(a) Certifications for directed and assisted acquisitions.

(b) DD Form 1144.

d. For supply/product requirements under the SAT, RAs will use the Simplified Acquisition Threshold (SAT) Supply Procurement Program (S2P2) process for execution of supply actions in order to reduce Customer Acquisition Lead Time (CALT), Procurement Acquisition Lead Time (PALT), and touch time labor. S2P2 End users may register at www.fedbid.com. No AMO package is required for supply/product requirements that use the S2P2 process.

- e. Detailed guidance on contract requirement documents is located in appendix B.

6-2. Streamlined AMO package for supply/product contract requirements

For Option Year requirements with no substantive changes, the streamlined AMO package may be used. A streamlined AMO package must include the following:

- (1) TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form.
- (2) IGCE or pages from awarded contract that show cost of Option Year.
- (3) Option Year memorandum (subsequent contract approvals (including ordering periods) will be reviewed and approved by the original approval authority or the Level 3 threshold approval authority).

6-3. Approval thresholds for supply/product contract requirements

a. Approval authorities and approval thresholds. The approval authority for supply/product contract requirements will be determined by the total dollar amount for the proposed contract action, and must remain within the RA's chain of command. Table 6-1 establishes the approval thresholds for supply/product contract requirements. Each threshold has a designated approval authority, and all approval authorities must meet the minimum grade requirements established in table 6-1. This authority may not be delegated further; however, the TRADOC DCGs and Director, ARCIC have the authority to impose more stringent approval thresholds. Organizations within centers, schools, activities, and HQ staff without the designated grade level must forward actions up the chain of command.

**Table 6-1
TRADOC supply/product contract requirement approval thresholds and approval authorities**

APPROVAL LEVEL	TOTAL COST OF CONTRACT REQUIREMENT	APPROVAL AUTHORITY
Level 0	Below SAT*	No AMO approval is required. Note: AMO approval is required for conferences and all conference-type events, regardless of cost that result in a contract awarded by a contracting activity.
Level 1	SAT < \$5M*	All Commandants regardless of rank. Assistant commandant/commander/deputy commander/chief of staff or HQ staff principal in the grade of Colonel, GS-15, or higher.
Level 2	\$5M < \$10M	Approval authority will be a grade of GO/SES.
Level 3	\$10M < \$250M	TRADOC DCS, G-8, the CG, CAC or the Director, ARCIC. Further delegation required by the TRADOC Commanding General approval.
	≥ \$250M	TRADOC DCG/CofS
NOTE: If offloaded, minimum approval level is GO/SES. *SAT = Simplified Acquisition Threshold as defined in FAR Part 2.101.		

b. Endorsement level. Endorsement authority for the TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form will be determined by the approval authority in each RA. Endorser should know the requirement and is endorsing that it is a valid requirement. Intent is for leadership approval and validation.

Chapter 7

Contract Modifications, Options, Work Breakdown Structure (WBS)/Military Interdepartmental Purchase Requests (MIPRs), GPC Purchases, Offloads, and Mandatory Sources

7-1. Contract modifications/extensions

a. Service contracts. A new AMO review and approval is required for modifications that result in a cost increase of more than 10 percent over the original approved FY RSCAF amount. These documents must then be reviewed and approved by the original approval authority. A new AMO review and approval is not required for any modifications that are routine, non-resource-related, administrative modifications made by the contracting activity or the contracting officer. Note: All increases will be documented in TCD in the FY the increase occurred.

b. Supply/product contracts. Contract modifications initiated by the RA that increase costs by no more than 10 percent of the original approved AMO cost, or do not exceed the SAT, do not require a new AMO approval. However, contract modifications that increase costs by more than 10 percent of the original approved AMO cost, or that exceed the SAT, require a new AMO review and approval. These documents must then be reviewed and approved by the original approval authority.

c. When an extension to an existing contract is required (due to contract litigation (such as a protest) or other delay), the RA will only complete the TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form and the RSCAF for the extension period for documentation purposes. These documents must then be reviewed and approved by the original approval authority.

7-2. Exercising options for Service and Supply/product contracts

a. If substantive changes are made to the requirement (i.e., other than routine administrative modifications), a new AMO approval is required to exercise the option. This must be accomplished prior to the contracting officer issuing a notice of intent to exercise an option. The AMO approval thresholds defined in chapters 5 and 6 apply.

b. If no substantive changes are made to the requirement, a streamlined AMO package approval (as addressed in paragraph 5-2 and paragraph 6-2) is required to exercise the option. This must be accomplished prior to the contracting officer issuing a notice of intent to exercise an option. The AMO approval thresholds defined in chapters 5 and 6 apply.

7-3. Work Breakdown Structure (WBS)/Military Interdepartmental Purchase Requests (MIPRs)

a. TRADOC organizations that Work Breakdown Structure (WBS)/MIPR funds to another organization for the purpose of obtaining contract support must adhere to the AMO process and obtain approval prior to obligating the funds. Note: Transfer of funds among schools/centers/

activities should be accomplished by contacting the TRADOC DCS, G-8 budget analyst to request a funding authorization document/funds distribution. A WBS/MIPR is not authorized for this type of transfer. RAs are required to adhere to all reporting requirements as outlined in chapter 11 as applicable.

b. RAs are required to obtain all approvals and certifications as outlined in Appendix B.

c. When sending a WBS/MIPR to Enterprise Support Partner or a directed source, follow paragraph 5-4 AMO package requirements for Enterprise Support Partner or 7-6 Mandatory sources.

7-4. Government purchase card (GPC)

All GPC purchases, to include conferences, that result in a contract awarded by a contracting activity, must adhere to the AMO policies and procedures prescribed in this regulation. GPC purchases that do not result in a contract awarded by a contracting activity are not required to adhere to AMO policies.

a. The local MICC contracting activities control the GPC program and will provide guidance on GPC use. See [FAR 13.301](#), [DFARS 213.270](#), and MICC GPC Operating Procedures for GPC information and procedures. Transactions must comply with current GPC program guidance.

b. In the event there are recurring GPC requirements that cannot be satisfied by another acquisition vehicle, such as a blanket purchase agreement (BPA), the RA's approving authority may take a programmatic approach and consolidate purchases during the fiscal year (FY). At the discretion of the RA's approval authority, a consolidated AMO package for the FY may be submitted for recurring services and/or supply/product purchases that result in a contract(s). The approval authority may approve a consolidated package for only 1 fiscal year. Consolidated AMO packages, where the aggregate cost of the purchases for the FY is greater than the simplified acquisition threshold, must obtain AMO approval.

7-5. Offloads

For the purposes of this regulation, any proposed acquisition with a contracting activity other than the RAs designated contracting activity is an offload. RAs without a local MICC office will utilize Fort Eustis MICC as their local designated contracting activity. RAs will not use offloads as a substitute for inadequate acquisition planning, to circumvent conditions and limitations imposed on the use of funds, or to circumvent the review and approval provisions of this regulation. The use of offloads, to include the use of DOD and non-DOD contracts, is an effective way to satisfy TRADOC's needs, but will require additional rationale and documentation. See appendix B for additional guidance on offload requirements. Offloads often require additional funding for administration fees. For Enterprise Support Partner requirements or directed sources, follow paragraph 5-4 AMO package requirements for Enterprise Support Partner or 7-6 Mandatory sources.

a. The RA will -

(1) Develop an AMO package for each offload requirement in accordance with chapters 5 and 6.

(2) Complete and submit the offload memorandum and required supporting documentation as part of the AMO package to the servicing RM office for ACRB review. Within the memorandum, provide an assessment of the costs and benefits with sufficient narrative to demonstrate that the offload is in the best interest of TRADOC. The servicing RM will coordinate all offload requirements with the MICC FDO/CSE and AMOD, (usarmy.jble.tradoc.mbx.hq-tradoc-g-8-amo@mail.mil) during the ACRB process. The MICC FDO/CSE response will indicate whether or not a MICC activity is able to support/execute the requirement. In the event the MICC is unable to execute the requirement, the RA should forward the AMO package to the appropriate contracting activity after receiving final AMO approval. The final decision to offload any requirement lies with the designated approval authority as prescribed in tables 5-1 and 6-1. A sample offload justification memorandum is located in Appendix B, figure B-2.

(3) Ensure a TRADOC employee is nominated by the RA, and appointed by the contracting officer, to serve as either the primary COR or alternate COR for all contract requirements.

(4) When contract vehicles owned by organizations outside of TRADOC are used, the RA must ensure that provisions for the formal nomination of a TRADOC COR or alternate COR by the contracting officer are identified and included in both the support agreement (DD Form 1144) and/or the MIPR (DD Form 448). All COR or alternate COR appointments will be accomplished in coordination with the respective contracting officer and COR. In the event the primary COR is not a TRADOC employee located in the geographical proximity of the work being performed, a TRADOC alternate COR located in the geographical proximity of the work being performed must be formally nominated by the RA. The RA bears the responsibility to ensure that a TRADOC employee is assigned, in writing, to surveil the execution of the contract. This surveillance will be done without a formal appointment from the contracting activity. Any deficiencies with contractor performance or deliverables should be reported by the RA to the COR and contracting officer.

(5) Adhere to the approval processes/procedures as outlined in this regulation.

b. Approval authority. The approval authority for offloaded contracts is consistent with the approval authorities prescribed in tables 5-1 and 6-1. The decision to offload is the responsibility of the RA's designated approval authority. Use of a non-DOD contract requires written concurrence and certification by the designated contracting activity. The MICC FDO/CSE concurrence is required for all offloads except for Mandatory source offloads (DOD and non-DOD).

7-6. Mandatory Sources

a. Using a mandatory source to satisfy a requirement does not exempt the requirement from the AMO process. However, in the event that the RA can provide documentation (e.g., regulatory reference, instruction, higher headquarters memorandum, etc.) citing the mandatory source, then no

formal market research will be required for the AMO package. The mandatory source must be clearly cited in the AMO package that is submitted to the ACRB. Mandatory sources are defined in FAR Part 8, Required Sources of Supplies and Services. However, for purposes of this regulation, mandatory sources also include sources that are directed.

b. The servicing contracting activity has the authority to require market research for all contract requirements including those where a mandatory source is cited. In the event the contracting officer requests market research, the RA must comply.

Chapter 8

Administrative Contract Review Board (ACRB)

8-1. ACRB

a. The ACRB will serve as the mechanism to review, validate, and provide a recommendation to the designated approval authority for all contract requirements. The RA is responsible for developing a complete AMO package for each contract requirement as prescribed in chapters 5 and 6 and submitting the endorsed package to the ACRB for review prior to final contract approval/certification.

(1) All service contract requirements awarded by a contracting activity, regardless of cost, funding source, or contracting vehicle must go through the ACRB process.

(2) All supply/product contract requirements awarded by a contracting activity with a total cost equal to or greater than the simplified acquisition threshold must go through the ACRB process.

b. The ACRB may be formally convened or conducted electronically (for example, e-mail staffing).

c. The ACRB chair will formally recommend the approval/disapproval of all contract requirements to the RA's approval authority.

8-2. ACRB purpose

- a. Validate the cost estimate is reasonable.
- b. Validate the funding stream.
- c. Validate manpower requirements.
- d. Validate that the work is not being performed elsewhere in the organization.

e. Ensure all documents are included, properly completed, and the information accurately describes the contract requirement.

f. Ensure all comments received from legal, MICC FDO/CSE, or other staff are evaluated and any concerns or issues are resolved.

8-3. ACRB members and responsibilities

a. The G-8 will serve as the board chair. As the board chair, the G-8 is responsible for conducting a resource review/analysis on each AMO package. At a minimum, the board will include representatives from:

- (1) G-8.
- (2) OSJA.
- (3) Servicing contracting activity or MICC FDO/CSE, as applicable.
- (4) G-6, as applicable.
- (5) Security office, as applicable.
- (6) Other SME(s), as applicable.

b. At a minimum the board will -

(1) Ensure requirement has been vetted, validated, and approved by a senior leader from the RA.

(2) Review documentation for completeness, coherence, and compliance with applicable acquisition and fiscal law, regulation, and policy.

(3) Validate the cost estimate is reasonable.

(4) Ensure the requirement is not duplicated elsewhere in the organization.

(5) Examine the requirement to determine if funding complies with the bona fide needs rule.

(6) Ensure the correct appropriation is used to fund the requirement.

(7) Ensure a TRADOC employee either serves as the COR or alternate COR for all service contract requirements with a value greater than the simplified acquisition threshold and for service contract requirements that meet the criteria set forth in paragraph 2-11h.

(8) Coordinate all AMO packages for offload requirements with MICC FDO/CSE.

(9) Coordinate with the TRADOC G-6, or activity/organization G-6, or Information Management Office (IMO). As required, the TRADOC G-6, or activity G-6 or IMO will serve as the SME for IT-related contract requirements.

(10) Coordinate with SMEs. As required, functional SMEs will field questions related to the requirement, and provide expert knowledge on the requirement. The functional SME(s) will assist the board in resolving technical issues related to the requirement.

(11) Coordinate with the local security office as required.

(12) Confirm in-sourcing has been appropriately considered.

c. Board members will provide a concurrence/nonconcurrence, along with any comments on the AMO package, in writing, to the board chair.

d. The board chair:

(1) Is responsible for analyzing the board members' responses (concurrence/nonconcurrence).

(2) Is responsible for resolving any/all nonconcurrences or other related issues.

(3) Will provide a recommendation in writing to the approving authority on each AMO package. The recommendation memorandum will address the board's recommendation and rationale. All recommendations to insource must be presented in writing to the RA. All recommendations to discontinue offloading must be presented in writing to the RA.

8-4. ACRB Review and Final AMO approval

a. All AMO packages must be endorsed by the RA and sent to the ACRB for review and recommendation prior to the final approval/certification by the designated approving authority. TRADOC approval levels and documentation requirements vary for service and supply/product contract requirements. Approval levels and documentation requirements are identified in chapters 5 and 6.

b. After approval of the AMO package is received and the decision is to contract, the RA will submit a copy of the approved AMO package, including all enclosures and required certifications, to the contracting activity for appropriate action by entering the requirement into GFEBs.

Chapter 9

Senior requirements review board (SRRB)

The SRRB is a formal board chaired by the TRADOC DCG/CofS, the TRADOC DCS, G-8, the CG, CAC or the Director, ARCIC that serves as the final approval authority for all contract requirements meeting the Approval Level 3 threshold established in tables 5-1 and 6-1, regardless of the funding source or the contract vehicle. The SRRB provides an in-depth review of the AMO package, recommendations from the ACRB, and, at the discretion of the board chair, further discussion of the requirement with the RA.

9-1. SRRB approval thresholds

SRRBs are formal boards chaired by the TRADOC DCS, G-8 the CG, CAC or the Director, ARCIC. In this capacity, they serve as the final approval for all new and re-compete contract requirements where the total value of the contract (base plus options) is equal to or greater than \$10M and less than \$250M. For all contract actions with a total value of \$250M and above, the TRADOC DCG/CofS will serve as the SRRB approval authority. (Subsequent annual contract approvals (including ordering periods) will be reviewed and approved by the original approval authority or the Level 3 threshold approval authority utilizing the streamlined AMO package.) A new AMO review and approval is required for modifications and extensions that result in a cost increase of over 10 percent of the original approved FY RSCAF amount. These documents must then be reviewed and approved by the original approval authority.

9-2. SRRB members

- a. The TRADOC DCS, G-8, the CG, CAC or the Director, ARCIC will serve as the board chair for their subordinate organizations.
- b. Board members will include, at a minimum, representatives from:
 - (1) G-8.
 - (2) OSJA.
 - (3) Internal Review and Audit Compliance (IRAC)
 - (4) Servicing contracting activity or MICC FDO/CSE.
 - (5) G-6 (as applicable).
 - (6) Other SME(s) (as applicable).

9-3. Tiger Team members

- a. The RA will serve as the tiger team chair in conjunction with HQ TRADOC, G-8 AMOD.
- b. Tiger Team members will include, at a minimum, representatives from:

- (1) HQ G-8 Staff
 - (a) Acquisition Management and Oversight
 - (b) Budget
 - (c) Manpower and Force Analysis
 - (d) Planning, Analysis, and Evaluation
 - (2) OSJA
 - (3) Servicing contracting activity or MICC CSE
 - (4) Local G-8 Staff
 - (a) AMO representative
 - (b) Manpower representative
 - (c) Budget representative
 - (d) Planning representative
 - (5) Requiring Activity Staff
 - (a) COR
 - (b) Requirement SME
 - (6) G-6 (as applicable).
 - (7) Other SME(s) (as applicable).
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Chapter 10

Post-Award Activities

10-1. Contract administration

a. A great deal of time and effort goes into actions leading up to contract award. Actions following award are equally important and can promote the success of the contract or lead to failure. Contract administration includes contract oversight throughout the life cycle to include final payment, contract close out, and past performance documentation. The COR, alternate COR, and the RA should assist the contracting officer in improving contractor performance and

communications. The specific nature and extent of contract administration varies from contract to contract, ranging from the minimum acceptance and payment to extensive involvement by program, audit, and procurement officials throughout the contract term. The nature and complexity of the service and the type of contract determine the degree of contract administration needed.

b. General guidelines. The RA, COR, and alternate COR and the contracting officer have a responsibility to:

(1) Ensure contract performance remains within the scope of the contract unless authorized by the contracting officer.

(2) Detect and document contract performance problems, and take appropriate corrective action to protect the government's interests.

(3) Manage non-personal service contracts so as to avoid an "employer-employee relationship" or the perception thereof.

(4) Avoid the appearance of, or an actual, conflict of interest.

10-2. Post-award conference

a. The post-award or pre-performance conference is a valuable tool. It is the opportunity for both the government and the contractor to meet face-to-face and identify their respective roles to achieve a clear and mutual understanding of contract requirements. This forum can identify and resolve potential problems. The COR should ensure that a DD Form 1484 (Post-Award Conference Record) is prepared. Although a post-award conference is not required for all contracts, some type of post-award orientation should be conducted to establish a strong business relationship at the onset of the contract.

b. The post-award conference should focus on establishing a good working relationship between government and contractor personnel and clarify any questions or issues, such as:

(1) Roles of the government and contractor/subcontractor team members (so as to avoid an improper personal services contract).

(2) The contract type, special contract clauses, options, deliverables, and delivery schedules, overtime, and variation of work hours.

(3) Award fee provisions or other incentive features and procedures, as applicable.

(4) The specifics of the PWS.

(5) Procedures for implementing the QASP.

(6) Contractor's quality control system/procedures.

- (7) Contractor reporting requirements, to include information on eCMRA reporting.
- (8) Inspection and acceptance provisions.
- (9) Allowable and non-allowable costs.
- (10) Invoicing and billing procedures.
- (11) Procedures for processing waivers and deviations.
- (12) Environmental, safety, and health requirements.
- (13) Insurance requirements.
- (14) Government-furnished property or services.
- (15) The need for identification of contractor employees (badges, correspondence including e-mail, use of telephones, and attendance at meetings).
- (16) Local regulations relating to driving on the installation.
- (17) Approval authority for contractor travel.

10-3. Quality assurance

a. COR and alternate COR duties. Successful performance of contracts depends on effective coordination between the contracting officer, appointed CORs, and the contractor throughout the life of the contract. The COR and alternate COR have the responsibility to monitor all aspects of day-to-day performance of a contract in accordance with the QASP. Throughout the period of contract performance, each COR must maintain accurate and complete records while accomplishing the following tasks, as applicable:

- (1) Acknowledge, in writing, receipt of the appointment letter.
- (2) Carefully read and understand the contract.
- (3) Monitor and document the contractor's performance in accordance with the QASP, including the contractor's submission of required reports, deliverables, and other documentation. Ensure prompt review and feedback on all reports and deliverables. Document each assessment activity including the acceptability/unacceptability of deliverables.
- (4) Provide technical interpretation of contract requirements and document any technical assistance given to the contractor. Immediately notify the contracting officer in the event the contractor disagrees or refuses to comply with any COR interpretation. Refer any disagreements with the contractor to the contracting officer.

(5) Monitor financial management controls and coordinate with government resource managers on actions relating to funding and changes in the contract. Monitor contract expenditures, such as cost-reimbursable contracts, to ensure that the contractor provides proper notice of incurred cost to the contracting officer. Ensure proper billing of any contractor-acquired property and documentation in property accountability records.

(6) Inform the contracting officer when a contractor is behind schedule or not performing within cost. Provide the contracting officer with an explanation of the problem, and the recommended course of action to correct the problem. If additional resources are required, the RA will submit a new AMO package for approval describing the required changes. See chapters 5 and 6 for approval thresholds and authorities.

(7) Alert the contracting officer of any need to modify the contract, to include PWS changes. Ensure that the contracting officer has executed the contract modification before the contractor proceeds with any changes.

(8) Provide oversight of the contract ensuring adherence to quality assurance procedures, and provide appropriate coordination between the contracting officer and any technical inspectors or quality assurance evaluators/inspectors assigned to the contract.

(9) Perform inspection, providing oversight of contractor quality control procedures. Reject nonconforming supplies or services, and verify correction of deficiencies.

(10) Receive and accept supplies and services, document receipt accordingly, and authorize payment as appropriate. Vendors are required to submit invoices electronically. (See DFARS 252.232-7003, for electronic submission and processing of payment requests and receiving reports.) Defense Finance and Accounting Service (DFAS) accepts electronic invoicing. The RA, contracting activity, vendor, and DFAS must work together to determine which method will be used (for example, WAWF is the preferred method). Note: Validation and approval of contractor invoices is a complex area and, depending on the contract type, may involve the Defense Contract Audit Agency. Additionally, following training and implementation of WAWF electronic submission, approval, and payment will be required. In order to minimize confusion over responsibility, the COR should seek guidance from the contracting officer regarding their area of responsibility.

(11) Report any instance of suspected conflict of interest or waste, fraud, and abuse to the contracting officer and to the OSJA.

(12) Ensure contractor personnel working on a government facility wear required identification at all times and identify themselves as contractor employees when attending meetings, using the telephone, and in all correspondence (whether written or electronic). Ensure the contractor has current security clearances for all facilities and personnel.

(13) Perform property surveillance and provide oversight and accountability on government-

furnished property, except when a property administrator performs this function.

(14) Inform the contracting officer, in writing, of any need to change the QASP.

(15) Verify the contractor inputs all required data into eCMRA.

(16) Enter contractor performance data into the Contractor Performance Assessment Reporting System (CPARS).

(17) Notify the contracting officer in sufficient time to permit timely appointment of a successor COR, or alternate COR.

b. All appointed CORs, to include alternate CORs, will maintain an official contract file of all documents and correspondence related to the contract using the CORT tool. The COR file is a part of the official contract file and must be maintained in accordance with the contracting officer's instructions. The COR file will be available for audit and review. The COR file will facilitate the transfer of responsibility if the COR is replaced during the contract. It will include such things as:

(1) A complete copy of the contract and all contract modifications.

(2) A signed COR or alternate COR letter issued by the contracting officer.

(3) All required COR training certificates.

(4) Records documenting all telephone calls, e-mails, minutes of any meetings, and other correspondence between the COR, the contractor, the contracting officer, and other personnel relating to contract performance, to include a log of any resulting actions.

(5) QASP.

(6) Contractor's quality control plan.

(7) Surveillance documentation.

10-4. Contracting officer's duties regarding the COR and alternate COR

a. Only contracting officers have the authority to appoint a COR or alternate COR. The contracting officer must appoint CORs in writing prior to contract award, stating the scope and limitations of authority and identifying the contract(s) that the representative will administer. The contracting officer may also appoint, in writing, an alternate COR to serve in cases when the COR is on leave, temporary duty, etc. The appointment of the COR or alternate COR is not official until the individual appointed to execute COR duties reads and signs the appointment letter.

b. Unless authorized in writing by the RA's designated approval authority, an individual may not serve as a COR or alternate COR for more than two contracts. Such factors as complexity, total

dollar value, number of TOs, etc., should be considered when nominating a COR or alternate COR for more than two contracts simultaneously.

c. The individual that the contracting officer is to appoint as the COR or alternate COR will be identified and involved in the acquisition planning as soon as the requirement is identified. Once appointed, the COR or alternate COR duties will be documented in the individual's support form/performance standards.

d. The contracting officer will monitor the primary COR's or alternate COR's performance during the contract to ensure that the responsibilities and duties are being carried out. The contracting officer's performance assessment documentation must be maintained in the COR's, or alternate COR's contract file. The contracting officer may revoke or terminate the COR's, or alternate COR's appointment at any time. All terminations must be submitted in writing to the COR's or alternate COR's supervisor, and the contractor.

(1) The contracting officer will provide information to COR's supervisor for each COR's annual (or semiannual if requested) performance assessment.

(2) A contracting officer may terminate a COR or alternate COR for cause. Before terminating, the contracting officer will notify the COR or alternate COR in writing and consider taking other corrective actions as appropriate. The contracting officer will notify the COR's or

alternate COR's supervisor or nominating official in conjunction with placing the COR or alternate COR on notice.

(3) In cases of dereliction of duty or ethics violations, the contracting officer may revoke the COR or alternate COR's authority. In such cases, the COR or alternate COR will identify all contracts which he or she is managing. Upon termination, the contracting officer must notify the supervisor of the COR or alternate COR of the incident and other actions to protect the government's interests. The supervisor will notify the contracting officer of other contracts the person may be managing.

Chapter 11

Reporting Requirements

A number of reports are necessary to capture the total resources required to execute the mission using contract support. It is critical that information is complete, accurate, and submitted promptly.

11-1. Contract manyear equivalents (CMEs)

For reports that require CME information, a CME is calculated by dividing total direct labor hours by 1,920 unless otherwise directed by the contracting officer.

11-2. Enterprise Contractor Manpower Reporting Application (eCMRA)

a. All Army organizations acquiring contracted services will report requirements in the secure eCMRA database (<https://www.ecmra.mil>). This requirement will be included in every PWS and every COR or alternate COR appointment letter. Reporting will occur each FY during the period of performance. Reporting must be completed not later than 31 October of each year for the previous fiscal year.

b. G-8's will:

(1) Ensure that the requirement for eCMRA data reporting is included within each solicitation, contract, or contract modification; and provide resources, including funding, associated with the collection and reporting of data;

(2) Provide the parent unit identification code (UIC) of the RA to the contracting officer for inclusion in a contract line item number (CLIN) to allow for pricing for this reporting requirement;

(3) Monitor contractor performance to ensure complete reporting takes place no later than 31 October of each year; and,

(4) Assist the contractor in identifying the fund citation on the contract.

c. The contracting officer will:

(1) Ensure the requirement for eCMRA data reporting is included in each solicitation and contract;

(2) Verify the COR and alternate COR(s) for each contract action comply with all reporting requirements;

(3) Ensure the parent UIC for the RA is included as a part of a CLIN of each service contract;

(4) Verify data collection costs charged by the contractor are reasonable;

(5) Ensure the requirement for the CORs or alternate CORs to enter their portion of the eCMRA data and to monitor the contractor's reporting of required information is included in the COR's or alternate COR's appointment letter;

(6) Ensure contractors are cognizant of their responsibility to report required information to the eCMRA system's secure website as defined in the PWS. The COR and alternate COR(s) are responsible for verifying that the contractor has reported the required information. The Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) will compile an annual report and review compliance with this reporting requirement by Army command, which may be further broken out by parent UIC. The metric for compliance will involve comparing total

payments (dollars) reported by Army commands/operating agencies/contracting activities/organizations against obligations (dollars) and/or disbursements by Army command operating agencies/contracting activities/organizations, using the relevant financial accounting and procurement systems as sources for comparison. An organization's compliance with this requirement will be a factor in assessing its justification of current resources, or requests for additional resources in departmental decisions.

d. The COR and alternate COR(s) will:

(1) Follow the eCMRA-preferred reporting practices by initiating a contract reporting record for each contract action.

(2) Populate required data fields. eCMRA User Guides at <https://www.ecmra.mil/help/help.html> provide step-by-step instructions for creating accounts and entering information.

(3) Verify contractors have complied with eCMRA reporting requirements no later than 31 October each year.

e. Contractors (vendors) shall:

(1) Populate the eCMRA for each contract. The eCMRA User Guides provide step-by-step instructions for creating accounts and entering data.

(2) Notify the COR or alternate COR(s) for clarification on any eCMRA questions/issues.

11-3. Past performance documentation

Information on past performance regarding a contractor's actions under previously awarded contracts is relevant for future source selection purposes. It includes the contractor's record of conforming to contract requirements; the contractor's record of forecasting and controlling costs; the contractor's adherence to contract schedules, including the administrative aspects of performance; the contractor's history of reasonable and cooperative behavior and commitment to customer satisfaction. The specific elements of past performance should be tailored to each individual acquisition. For instance, in an acquisition that contains government furnished property, assessing how well the contractor accounts for and maintains government-furnished property should be a consideration.

a. DOD policy imposes a mandatory requirement on agencies to prepare an evaluation of contractor performance for each contract or TO for services with a cumulative total of \$1M or greater. This threshold (base plus option years) applies to all contracts, TOs, DOs, orders under General Services Administration schedules, basic ordering agreements, and BPAs.

b. The COR or alternate COR(s) will enter contractor performance data using CPARS. CPARS is a web-based application used to collect, manage, and assess contractors' performance. The contracting officer will advise the COR or alternate COR when entry is required. Users must register at <https://www.cpars.gov/> to gain access to the system. System access is controlled by

CAC/PKI Certificate and unique user IDs and passwords. Authorized users may add, modify, and print performance assessment reports as required according to the user's profile and level of authorization. CPARS is the resource used to assess a potential contractor's past performance; therefore, it is extremely important the COR or alternate COR enter contractor performance data into the system.

c. The COR or alternate COR(s) will complete annual performance assessment reports for service contracts using CPARS. Out-of-cycle CPARS assessment reporting may be required in the event there is a significant change in the contractor's performance. These assessments must be completed within 120 days of the end of the performance period (contractors use 30 days of this time for review).

d. The use of draft performance assessment reports provided to the contractor prior to the official government assessment is encouraged. Note: The contracting officer must provide an officer within the contractor's company the opportunity to comment on adverse past performance information.

e. Final assessment reports must be prepared upon contract performance completion. For contracts with performance periods exceeding 1 year, final reports will address only the last period of performance. They must not be used to summarize the contractor's performance under the entire contract. Contractor comments on each of these reports must be maintained as a permanent part of the contract file.

Appendix A References

Section I Required Publications

[Army Federal Acquisition Regulation Supplement \(AFARS\)](#)
(Available at <http://farsite.hill.af.mil/>.)

[AR 11-2](#)
Manager's Internal Control Program
(Available at http://www.apd.army.mil/epubs/DR_pubs/DR_a/pdf/web/AR%2011-2.pdf.)

[Defense Federal Acquisition Regulation Supplement \(DFARS\)](#)
(Available at <http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html>.)

[DFAS Regulation 37-1](#)
Finance and Accounting Policy Implementation
(Available at <https://www.asafm.army.mil/dfas.aspx?doc=37-1>)

[Department of Defense Instruction 2000.16](#)

DoD Antiterrorism Standards

(Available at

http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/O200016_placeholder.pdf.)

[Department of Defense Instruction 5000.72](#)

DoD Standards for Contracting Officer's Representative Certification

(Available at <http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/500072p.pdf>)

[Federal Acquisition Regulation \(FAR\)](#)

(Available at <http://acquisition.gov/far/>.)

[Federal Business Opportunities \(FEDBIZOPPS\)](#)

(Available at <https://www.fbo.gov/index?cck=1&au=&ck=>.)

National Defense Authorization Act

[Office of Management and Budget \(OMB\) Circular A-76 \(Revised\), dated 29 May 03](#)

Performance of Commercial Activities

(Available at

https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/circulars/A76/a76_incl_tech_correction.pdf)

[TRADOC Regulation 25-1](#)

Information Resources Management

(Available at <http://www.tradoc.army.mil/tpubs/regs/r25-1.pdf>.) and

(<http://www.tradoc.army.mil/tpubs/regs/r25-1C1.pdf>)

Section II

Related Publications

[ACC Pamphlet 70-1](#)

Interim Army Contracting Command - Contracting Officer's Representative Policy Guide

(Available at <https://www.us.army.mil/suite/doc/22636654>.)

[AR 11-7](#)

Internal Review Program

(Available at http://www.apd.army.mil/epubs/DR_pubs/DR_a/pdf/ARN1019_AR%2011-7%20Final%20Web%204%20Apr%2017.pdf.)

[AR 25-400-2](#)

The Army Records Information Management System (ARIMS)

(Available at https://dmna.ny.gov/milpay/forms/AR_25_400_2.pdf.)

[AR 70-13](#)

Management and Oversight of Service Acquisitions

(Available at http://www.apd.army.mil/epubs/DR_pubs/DR_a/pdf/web/r70_13.pdf.)

[Army Source Selection Manual](#)

(Available at

http://www.acq.osd.mil/dpap/ccap/cc/jcchb/Files/Topical/Source_Selection/guides/assm_feb_09.pdf)

[Department of Defense Financial Management Regulation 7000.14-R](#)

(Available at <http://comptroller.defense.gov/fmr.aspx>.)

[Department of Defense Instruction 4000.19](#) Interservice and Intragovernmental Support

(Available at <http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/400019p.pdf>.)

[Economy Act](#)

(Available at https://www.acquisition.gov/far/html/Subpart%2017_5.html.)

[A Guide for the Preparation of a DD Form 254](#)

(Available at <http://www.cdse.edu/documents/cdse/DD254.pdf>.)

[Procurement Integrity Act](#)

(Available at <https://www.justice.gov/jmd/procurement-integrity>.)

[TRADOC Regulation 10-5](#) series Organization and Functions, U.S. Army Training and Doctrine Command

(Available at <http://www.tradoc.army.mil/tpubs/regs/tr10-5.pdf>.)

Source Selection Procedures

(Available at <http://www.acq.osd.mil/dpap/policy/policyvault/USA004370-14-DPAP.pdf>.)

[TRADOC Regulation 10-5-1](#)

Organization and Functions, Headquarters, U.S. Army Training and Doctrine Command

(Available at <http://www.tradoc.army.mil/tpubs/regs/r10-5-1.pdf>.)

Section III

Prescribed Forms

TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form

(Available at <https://hq.tradoc.army.mil/sites/AMO/SitePages/Home.aspx>.)

Section IV
Referenced Forms

[DA Form 2028](#)

Recommended Changes to Publications and Blank Forms

(Available at http://armypubs.army.mil/pub/eforms/DR_a/pdf/A2028.pdf.)

[DD Form 254](#)

Department of Defense Contract Security Classification Specification

(Available at <http://www.dtic.mil/whs/directives/infomgt/forms/eforms/dd0254.pdf>.)

[DD Form 1144](#)

Support Agreement

(Available at <http://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd1144.pdf>.)

[DD Form 1484](#)

Post-Award Conference Record

(Available at <http://www.acq.osd.mil/dpap/dars/dfars/html/previous/dd1484.pdf>.)

**Appendix B
AMO Package Requirements**

**Table B-1
AMO Package Required Documents**

Service AMO Package	Supply AMO Package
1. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form in TCD	1. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form in TCD
2. Request for Services Contract Approval Form (RSCAF)	2. Written Market Research Documentation
3. Written Market Research Documentation	3. Product specifications with salient characteristics
4. PWS, SOO, or SOW	4. IGCE or informal quote
5. Quality Assurance Surveillance Plan (QASP)	5. Sole Source Justification (J&A) (If Applicable)
6. Independent Government Cost Estimate (IGCE)	6. RAD approval (If Applicable)
7. RAD approval (If Applicable)	7. Anti-Terrorism/OPSEC Form (If Applicable)
8. DD Form 254 Security (If Applicable)	8. Offload Justification Memo (If Applicable)
9. Anti-Terrorism/OPSEC Form (If Applicable)	a. Certifications for direct and assisted acquisitions
10. Sole Source Justification (J&A) (If Applicable)	b. DD Form 1144 (Support Agreement)
11. Offload Justification Memo (If Applicable)	9. Executive Overview and Briefing Charts (SRRB Only)
a. Certifications for direct and assisted acquisitions	
b. Determination and findings (D&F) justification	
c. DD Form 1144 (Support Agreement)	
12. Executive Overview and Briefing Charts (SRRB Only)	

Streamlined Option AMO Package	Streamlined Enterprise AMO Package
1. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form in TCD	1. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form in TCD
2. Previous RSCAF (If information is accurate)	2. DA Form 4283
3. IGCE or costs as shown on awarded contract	3. SOW prepared by Garrison/Service Activity (as applicable)
4. Option Year memo	4. IGCE prepared by Garrison/Service Activity (as applicable)
	5. DD 1144 (as applicable)

B-1. TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form

Each AMO package, regardless of the type of contract requirement action, will include TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form which must be completed electronically in the TCD. This form summarizes the proposed contract requirement and requires approval/disapproval by leadership for all contract

requirements. The RA bears the responsibility to accurately complete the form for each proposed service or supply/product requirement contract.

B-2. Request for Services Contract Approval Form (RSCAF)

a. All AMO packages for service contract requirements will include the Request for Services Contract Approval Form. This RSCAF consolidates statutes, regulations, and policies that govern total force management decisions into one, centralized location. The RSCAF certification worksheets and certification statement is required for all service contract requirements. See the [RSCAF User's Guide](#) for how to complete the RSCAF. The RA will accurately complete the form for each proposed service requirement contract. The RSCAF is required for all service contracts, review the RSCAF Instructions for a list of items that are not considered services.

Note. RSCAF Instructions block 4, states a “service contract” is for tasks to be performed, rather than supplies to be delivered, and lists a number of supplies that are not considered services. When in doubt, RAs will consult their servicing contracting activity for assistance in determining whether requirements are services or supply/products.

b. The RSCAF worksheets must be completed for each contract requirement containing services. The worksheets will assist the RA with determining whether the requirement contains inherently governmental functions, work closely associated with inherently governmental functions, personal services, outsourcing and conversion of functions, critical functions, or security and firefighting functions. The worksheet analysis will assist in facilitating the decision whether to in-source or contract the requirement. The RA will –

- (1) Ensure the worksheets for each requirement are accurately completed.
 - (a) Immediately take steps to bring back in house any work that contains unauthorized personal services or inherently governmental functions.
 - (b) Initiate the in-sourcing process for requirements that are closely associated with inherently governmental functions.
 - (c) Revise the PWS to eliminate unauthorized personal services or inherently governmental functions.
 - (d) Ensure the COR does not administer service contracts in such a manner that they become unauthorized personal services contracts.
 - (e) For existing contracts, if the decision is made to in-source, the RA will request AMO approval to continue to contract until the in-sourcing proposal is approved and implemented. This will be coordinated with the contracting officer as appropriate.
 - (f) For new requirements, initiate the appropriate manpower procedures for obtaining civilian requirements and authorizations. Do not contract new work that contains personal services or inherently governmental functions.

B-3. Option Year memorandum

RAs may use the request to exercise an option year memorandum to exercise an option year, as seen in Figure B-1. All subsequent years (including ordering periods) will be reviewed and approved by the original approval authority or the Level 3 threshold approval authority.

ATXX-XX (715)	DDMMYYYY
MEMORANDUM THRU TRADOC AMOD FOR TRADOC DCS, G-8	
SUBJECT: Request to Exercise Option Year (OY) X of Contract W911S0-XX-C-XXXX (AMO XX-XXXX)	
<p>1. In accordance with TRADOC Regulation 5-14, request TRADOC DCS, G-8 approval to exercise OYX of contract number W911S0-XX-C-XXXX. Based on coordination with the responsible Contracting Officer, no significant changes have been made to the contract, allowing for the unilateral right to exercise this option.</p> <p>2. TRADOC DCS, G-8 SRRB approval (enclosure 1) for the base year of contract number W911S0-XX-C-XXXX was obtained on DDMMYYYY.</p> <p>3. This request is for the approval of the estimated OY costs, based on the costs established by contract award. Market research for the OY was conducted and a determination was made that a new solicitation would not produce a better price or more advantageous offer.</p> <p>4. Total CMEs required are XXX. Is the same level of contract support required for this OY? Please explain reason for increase/decrease (e.g., SMDR, TRAP).</p> <p>5. The funding estimate for this OY is \$XXM per breakout below. Total costs are not expected to significantly increase or decrease over the previous period, other than at the rate of inflation.</p> <p>OMA:</p> <p style="padding-left: 20px;">TBG Funded \$0.0M</p> <p style="padding-left: 20px;">TRAP Funded \$0.0M</p> <p style="padding-left: 20px;">UFR Funded \$0.0M</p> <p>Reimbursable:</p> <p style="padding-left: 20px;">Stakeholder(s) \$0.0M</p> <p>OTHER (e.g., RDTE, OPA)</p> <p style="padding-left: 20px;">RDTE \$0.0M</p> <p>TOTAL \$0.0M</p> <p>7. Was the Contract Performance Assessment Reporting completed and what is the overall CPARS assessment rating? If performance was below satisfactory, provide steps taken to ensure corrective action.</p> <p>8. Surveillance documents are accurate and contracting officer representative(s) training documents are up to date in CORT for your review. I acknowledge that changes to the quality assurance surveillance plan may take place as the result of lessons learned or surveillance at any time during the contract.</p> <p>9. Way ahead. Execute OYX as planned. [NOTE: Ensure requirements are captured in the next program objective memorandum.]</p> <p>10. Point of contact is XXXX XXXX, contract number W911S0-XX-C-XXXX COR, 757-555-5555, xxx.x.xxx.civ@mail.mil.</p>	
Encl	XXXXX X. XXXXX GO/SES

Figure B-1. Request to exercise an option year memorandum

B-4. Market research documentation

Market research is essential in today's acquisition environment to acquire and maintain better capabilities faster and cheaper. Conducting market research helps to better define requirements and to determine if the requirement is available through one of the mandatory sources or available through existing contracts. Specifications based on a single product/manufacturer or quote are overly restrictive and may result in limited competition, inappropriate disclosure of proprietary information, higher prices, or protests that may delay the acquisition process. Specifications should set forth only the minimum technical requirements that are necessary to meet the Government's needs and should not be geared toward one particular vendor. Moreover, the use of market research is mandated by FAR Part 10 and will be conducted prior to developing new requirement documents for an acquisition and before soliciting proposals for contracts estimated to exceed the simplified acquisition threshold (SAT).

a. Market research is the responsibility of the RA; however, the RA must coordinate requirements with the servicing contracting activity who, in turn, will provide guidance regarding the extent of the market research required. Market research should be performed as soon as requirements for a new contract are forecast to allow sufficient time to perform thorough market research. Prior to establishing a new contract for supplies or services, the RA should consult the property book office to ensure the requirement cannot be met through normal supply channels. The RA should consult with the contracting activity to determine if the requirement is available from one of the sources identified in FAR Part 8 under required sources of supplies and services, or through other existing contract vehicles. The results of market research will be documented in writing and include the following:

(1) Assessment of whether required services or supplies/products are available in the commercial marketplace to support mission needs.

(2) Customary terms and conditions available in the marketplace, such as warranties, buyer financing, etc.

(3) The impact of any environmental, safety, or security considerations.

(4) Extent of competition available to fulfill the requirement, and the size and status of potential sources. This should also include the capabilities of individual firms, their core competencies, pricing information, and any standard terms and conditions.

(5) A description of any current or future market conditions that may have an impact; for example, technology, laws, or changes in supply and demand.

(6) Specific factors of the acquisition (geographic locale, required certifications, government-unique requirements, etc.).

(7) Identify how the item is contracted and priced in the market place.

(8) History of prior government contracts awarded for the same or similar services and/or

products.

(9) Any pertinent information gathered within the last 12 months from other sources may add value to the market research documentation.

b. Market research documentation is not required where a mandatory source is used and properly cited in the AMO package. However, the servicing contracting activity has the authority to require market research for all requirements, to include the use of a mandatory source. See paragraph 7-6 for additional details.

c. Market research consists not only of the actual collection of information, but also requires an analysis and assessment of that information. The analysis and assessment of information collected on requirements will feed into the formal market research document. Copies of manufacturer's catalog pages or web pages alone are inadequate to meet the market research requirement. Techniques for collecting market research information may include, but are not limited to the following:

(1) Acquire and review information, literature and publications describing manufacturers and suppliers, products, industry trends, product availability, reliability, and prices, which may be found by researching available publications such as trade catalogs, magazines, publications, and consumer organization reports and journals.

(2) Examine business and trade association directories to identify additional sources to solicit and acquire basic information about these sources.

(3) Review vendor brochures, catalogs, and advertisements.

(4) Conduct internet searches and reference local telephone yellow pages.

(5) Review local source files or consult with other RAs that have recent or ongoing acquisitions for the same or similar item or service. Analyze procurement history by examining quality and extent of competition, prices, and performance results. Use this information to revise requirements, specifications, and contracting approach based on lessons learned.

(6) Review Federal Business Opportunities (FEDBIZOPPS) (<https://www.fbo.gov>) sources sought announcements on similar requirements.

d. Market research is required to exercise an Option. Market research for options validates the contract and that it is in the best interest of the Government to fulfill the requirement by exercising the option. The contracting officer will conduct market research to ensure the contract costs are fair and reasonable.

B-5. PWS or SOO

a. PWS. The PWS serves as the foundational description for requirements for a service contract and is unique to the specific mission requirement. It concisely describes what is to be accomplished in clear, specific, and objective terms with measurable results, and provides the basis for monitoring and evaluating the progress and accomplishment of the resulting contract.

(1) Preparing the PWS requires a close analysis of the work to be performed and the objectives to be achieved. The PWS should be written as clearly and succinctly as possible. Key PWS processes include conducting a job analysis, defining the elements of the requirement, and identifying quality assurance performance measures/metrics. The PWS should be tailored to the specific mission requirements, describe them in terms of measureable results, and identify any special requirements (for example, government-furnished equipment). The PWS should be written to maximize competition and should not favor a particular source without adequate justification.

(2) The PWS should identify the tasks necessary for successful performance of the contract. A well written PWS will allow for an effective means of contractor surveillance. A PWS should list the required services or performance objectives, minimum standards of performance (metrics), the acceptable levels of quality, and incentives or disincentives, as applicable.

(3) The PWS should include a performance requirements summary (PRS), in table format, that summarizes the critical tasks or services in the PWS and incorporates metrics to ensure acceptable quality levels, for example, performance, cost, and schedule metrics. Contract work metrics should reflect the highest level of performance that is critical to produce the desired performance outcome(s). In order to motivate the contractor to achieve the desired metrics, appropriate contract incentives might include award fee, award term, and cost sharing, all of which promote and facilitate contractor performance.

(4) Every PWS for services will include the eCMRA reporting requirement.

b. SOO. The SOO is a government-prepared document incorporated into the solicitation that states the overall performance objectives. The SOO allows competing contractors to develop their own work statement, performance metrics and measures, and quality assurance surveillance plan. The intent of the SOO is to allow competing contractors maximum flexibility to conceive and propose innovative approaches and solutions to meet the government's requirements. The SOO reduces the inherent instructions to offerors regarding "how to" accomplish the procured work typically found in a statement of work.

(1) There is no set format for the SOO; however, the document will identify the purpose, scope of the problem, period of performance, place of performance, applicable background information, program objectives, and/or constraints. (See FAR 37.602 for additional information).

(2) When making a proposal against a SOO, the contractor must list necessary tasks to be performed for each outcome. At contract award, the selected contractor's proposed solution will generally be incorporated into the contract as the PWS.

B-6. Independent Government Cost Estimate (IGCE)

a. The IGCE is a cost estimate developed by the RA, based on the requirements of the PWS or SOO. An IGCE is required for all AMO packages developed for a service contract requirement (except for Option Years), and either an IGCE or an informal quote is required for all supply/product contract requirements. The purpose of the IGCE is to develop an assessment of the probable cost and help determine the reasonableness of a contract's proposed costs and an understanding of the work. The IGCE is:

(1) Developed by the Government RA without contractor influence and is used to establish a reasonable and realistic price cost for budget purposes;

(2) An aid in determining best value and shared contract risk;

(3) Based on market research;

(4) An analysis of reasonable and required resources to perform the contract;

(5) The projected or probable cost/price of a proposed Federal acquisition; and

(6) A benchmark for establishing fair and reasonable cost/price analysis.

b. The IGCE will:

(1) Contain enough detail to verify the validity of the contractor's proposal. At a minimum, the IGCE should provide the Labor Title and Category, reference a corresponding GS grade, the number of hours of work to be performed, and the hourly labor rate (burdened and unburdened).

(2) Provide sufficient narrative and analytical detail, to include reference material, to support its preparation. Include all references used as the basis for obtaining the hourly labor rates (such as General Services Administration (GSA), Bureau of Labor Statistics, Army Manpower Cost System (AMCOS) Lite, or Computer Hardware Enterprise Software and Solutions Information Technology (CHESS IT-EMART)).

(3) Include a certification statement that the Government developed the IGCE independently prior to seeking any formal proposals from contractors.

(4) Be reviewed, signed (by hand or Common Access Card (CAC)), and dated by the preparer and his/her immediate supervisor, and include their organization, positions, title, rank/grade, and telephone number.

c. The IGCE is used to:

(1) Project and reserve funds for Federal procurement as part of the acquisition planning process;

(2) Determine if assumptions in a cost proposal are based on the same or similar assumptions as the government;

(3) Determine fair and reasonable pricing. The evaluation of any proposal response in terms of reasonableness of price/cost may rely heavily on the accuracy and reliability of the IGCE.

d. The IGCE consists of a breakdown of the overall costs by cost element utilizing cost factors required for contractor performance as defined by the PWS. This should include an estimate of direct labor categories, hours, and rates; fringe benefits, material and supplies; subcontracting; consultant services; travel rates; overhead costs, general and administrative expenses, fee/profit; and any assumptions used in the development of the IGCE. Fringe benefits are normally 30-35 percent of direct labor. General and administrative expenses usually range from 5-15 percent, with 10 percent considered normal. Profit/fee should not be more than 10 percent. A narrative must accompany the IGCE, explaining the basis estimate for each price or element of cost comprising the estimated prices(s).

e. The RA preparer and their immediate supervisor will review the IGCE to confirm that it contains sufficient detail to verify the validity of the contractor's proposal, provides sufficient narrative and analytical detail, to include reference material, to support its preparation, and includes their organization, position, title, rank/grade and telephone number. The RA preparer and their immediate supervisor will then sign and date the IGCE certifying that the Government (prior to seeking any formal contract proposals) developed it independently. Prior acquisition history or similar acquisitions should provide the basis for the preparation of an IGCE, as well as, the data provided by thorough market research.

f. Show the hours and calculated number of CMEs at the bottom of the IGCE. Total direct labor hours divided by 1,920 equals the number of CMEs. MICC chooses to estimate at 1,920 hours since the Government does not determine the contractor's full or part time hours. As a TRADOC standard, estimate productive hours using a basis of 1,920 hours per year (2,080 hours less 80 hours for holidays, 80 hours for vacation, and 0 hours for sick leave) unless otherwise directed by the contracting officer.

g. Obtain assistance in preparing the IGCE from the servicing contracting activity.

h. For authoritative inflation information, RAs will use the [Assistant Secretary of the Army for Financial Management and Comptroller Joint Inflation Calculator](#). RAs will confirm the inflation rate when completing each IGCE. For contractor labor cost estimates use the [Army Military-Civilian Cost System \(AMCOS\)](#) as a guide

Note. RAs are authorized to request an informal, not a formal, binding quote from a vendor.

B-7. Quality assurance surveillance plan (QASP)

The Government-developed QASP will be prepared for all service contract actions greater than the simplified acquisition threshold to ensure the use of systematic quality assurance methods

during contract administration. The QASP should be prepared in conjunction with the preparation of the PWS. The QASP cites the surveillance methods that will be used to measure contractor performance against the standards contained in the contract. The elements of the QASP should define the roles and responsibilities of the participating government officials and define the types of work to be performed and evaluation methods that will be employed. Accordingly, surveillance or quality assurance monitoring forms should be a part of the QASP. The metrics discussed in the PWS will be used to develop the QASP.

a. Monitor contractor performance against cost, schedule, and quality requirements identified in the contract or in the QASP. The assigned COR, alternate COR, or SSP within the RA should develop oversight procedures, perform contract inspection/quality assurance duties, and authorize payment as appropriate. The government's role is to determine the effectiveness of a contractor's quality and management procedures. Use basic inspection techniques to ensure the government's interests are protected and are included in the terms of each contract.

b. Contractors often develop and use their own quality control plan to ensure that they deliver quality service. The surveillance methods identified in the QASP together with the contractor's quality control plan will help determine whether the contractor delivers the performance agreed to in the contract.

B-8. Sole source/restricted competition

The Competition in Contracting Act and the FAR mandate full and open competition in government contract actions. Unless permitted by one of the exceptions found in FAR 6.302, restricted competition is not allowed.

a. In cases where an exception to the competitive process is proposed, the RA must document and certify the basis for exception in a J&A. A well-written J&A should ensure the contracting officer can determine that the exception is appropriate. Each justification will contain sufficient facts and rationale to justify limiting competition.

b. The J&A must include market research to justify sole source/limited competition procurements and synopsized requirements as stipulated in FAR 5.201. Mandated approval levels vary based upon the dollar amount of the acquisition and the servicing contracting activity's guidance.

B-9. Offload request (mandatory if not using designated contracting activity)

a. All offload requests for services or supplies/products will be reviewed and validated by the MICC FDO/CSE (except for Mandatory source offloads) as part of the ACRB review. Regardless of the contracting activity that is used to award the contract, the RA is required to identify and nominate a capable and trained TRADOC COR or alternate COR for appointment by the contracting officer. RAs must receive full AMO approval prior to release of funds.

b. Certifications are required for direct and assisted acquisitions for both service and

supply/product acquisitions. The RA must obtain all required certifications and signatures prior to submitting the AMO package to the ACRB. Each type of acquisition requires a slightly different certification. It is mandatory that each RA receive AMO approval for all non-DOD contract requirements prior to initiating an action to acquire services or supplies/products from a non-DOD activities contract. (See AFARS 5117.7802 for additional information).

c. For all offloads, the RA will complete and submit all required documentation.

d. Additional documentation is required for both types of non-DOD contracts. The two types are:

(1) Direct acquisitions. A direct acquisition means a type of inter-agency acquisition where a requesting agency places an order directly against a servicing agency's indefinite-delivery contract. The servicing agency manages the indefinite-delivery contract but does not participate in the placement or administration of an order. Because of the potential for additional fees associated with these contracts (for example, administrative/overhead fees), and non-compliance with Army/DOD policies, the use of direct acquisitions for award by non-MICC activities is not recommended and is identified as a contract offload. As indicated above, for direct acquisitions not utilizing MICC, the RA must complete and submit all required documentation as outlined in table B-2 in the AMO package submitted to the ACRB. Upon receiving an ACRB recommendation and final approval by the designated approval authority, the RA may then submit the approved AMO package, with all required documentation and certifications, to the non-MICC contracting activity for support. Note: Regardless of the contracting activity, the RA is required to identify and nominate a capable and trained TRADOC COR or alternate COR for appointment by the contracting officer.

(2) Assisted acquisitions are contracts awarded by non-DOD activities, such as Department of the Interior or General Services Administration on behalf of a DOD organization. Prior to submitting the AMO package to the servicing G-8 for ACRB review, the RA must obtain all required approvals and/or certifications. Receipt of all required approvals/certifications signify the non-DOD contract and the RA's PWS are in compliance with all applicable Army/DOD clauses and policies. Certifications are required from the designated MICC contracting officer, the contracting officer's legal counsel, and budget officer. Upon receipt of final AMO approval, the RA will then submit the entire AMO package, all required documentation, and certifications to the non-DOD contracting activity. The non-DOD contracting activity retains authority for contracting and contract administration. Assisted acquisition documentation includes:

(a) Written certification for use of non-DOD contracts or orders for amounts greater than the SAT are required. (See DFARS Subpart 217.78 and AFARS 5117.7802 for additional information.) The RA will prepare this certification with the assistance of the contracting officer and the fund authorizing official and will obtain these individuals' written coordination upon certification.

(b) Offload certification is required for the contract's base year only. Option years and contract modifications do not require a new certification. However, for every TO and DO an offload certification is required.

(c) As appropriate, include the D&F. FAR Subpart 17.5 and DFARS Subpart 217.5 require a written justification known as a D&F to be completed before placing an Economy Act order outside of DOD (see appendix B-9e.). The D&F states the specific rationale for use of an interagency acquisition. The RA will include a copy of the D&F with WBS/MIPR documentation in the AMO package. The D&F must be approved at a level no lower than GO/SES.

(d) Execute support agreement documentation, as appropriate. DOD Instruction 4000.19 prescribes the use of support agreements. Generally, all non-DOD and recurring DOD support that requires reimbursement will be documented on a DD Form 1144 or similar format that contains all the information required on a DD Form 1144. Support specifically directed or authorized by law (having specific authority) may be accomplished on the basis of an order or requisition without preparing a support agreement. Support agreements are required for offload contracts only.

**Table B-2
Offloads**

TYPE OF CONTRACT	OFFLOAD APPROVAL	NON-DOD CERTIFICATION¹	D&F	DD FORM 1144 OR OTHER SUPPORT AGREEMENT
Intraservice (within Army)	X			X ²
Interservice or Intra-agency (non- Army, but DOD)	X		X ³	X ²
Interagency or Intra-Governmental (non-DOD)	X	X ⁴	X	X
Inter-Governmental (outside Government)	X	X	X	X
Notes:				
1. Non-DOD certification is required for all procurements above the SAT.				
2. Needed for recurring offload contracts only.				
3. D&F is not required for DOD-awarded contract if a formal support agreement (DD Form 1144 or other support agreement) has been established.				
4. Certification is required only for the base year. Option years and contract modifications do not require a new certification.				

e. Offload justification memorandum. An offload justification memorandum is required for every contract that is planned for award by a contracting activity other than the RAs designated contracting activity. The offload memorandum will be developed by the RA and included as part of the AMO package submitted to the servicing G-8 for ACRB review. The signature authority for the offload justification memorandum is GO/SES level. All offload requests for services or supplies/products will be reviewed and validated by the MICC FDO/CSE (except for Mandatory

source offloads) as part of the ACRB review.

Office Symbol	Date
MEMORANDUM THRU (Servicing RM Office) THRU: Local Designated Contracting Activity TO: MICC CSPO CSE TO: TRADOC, DCS, G-8 SUBJECT: Offload Justification for Use of (Contracting Activity) Contract for TRADOC (Mission Requirement)	
1. The (RA) has determined that the use of (proposed contracting approach) is the most effective and efficient contracting approach to provide (detail of mission requirement).	
a. Contract Amount: The contract amount is approximately \$XXXXXX with X.X percent (\$XXX.XX) being allocated for payment of fees. The duration of the contract is XX months from award. Estimated period of performance is XXXXX to XXXXX (or request date of award for contract supplies/products).	
b. Contract (contract number if using an existing contract or planned approach with specification about the contract approach) can provide (detail how the benefits and/or other advantages will offset the administrative costs for using the above-named contracting activity to substantiate and validate how the proposed approach would be in the best interest of the Government).	
2. Detail how contract management will be conducted to ensure that the contract correctly identifies the services/supplies to be funded by TRADOC.	
a. Identify and provide contact information for the respective contracting activity with responsibility for the resultant contract award and contract administration.	
b. Identify and provide contact information and evidence of compliance with training requirements for the TRADOC POC who will act as the Contracting Officer's Representative (COR) or alternate COR for purposes of contract quality assurance performing technical/functional oversight of contractor performance and/or receipt of contract deliverables. Supply/product contracts should identify an accepting official.	
3. Point of contact for this action is (provide POC and contact info).	
XXXXXX X. XXXXX	GO/SES

Figure B-2. Offload justification memorandum format

e. Economy Act. The Economy Act provides authority for federal agencies to order goods and services from other federal agencies, and to pay the actual cost of those goods and services. The

Economy Act applies to acquisitions that otherwise lack specific statutory authority. Orders placed under the Economy Act require a written justification known as a D&F. The D&F states the specific rationale and required justification for use of an interagency acquisition. The RA must prepare a D&F addressing the following elements:

- (1) Use of an interagency acquisition is in the best interest of the Government; and
- (2) The supplies or services cannot be obtained as conveniently or economically by contracting directly with a private source.
- (3) If the Economy Act order requires contract action by the servicing agency (to include placing an order against an IDIQ contract), the D&F must also include a statement that at least one of the following circumstances applies:
 - (a) The acquisition will appropriately be made under an existing contract of the servicing agency, entered into before placement of the order, and meet the requirements of the servicing agency for the same or similar supplies or services;
 - (b) The servicing agency has capabilities or expertise to enter into a contract for such supplies or services which are not available within the requesting agency; or
 - (c) The servicing agency is specifically authorized by law or regulation to purchase such supplies or services on behalf of other agencies.
- f. D&F approval. Each Economy Act order shall be supported by a D&F. See DFAS Regulation 37-1, chapter 12, for approval authorities.

g. DD Form 1144 (support agreement)

- (1) A support agreement is required when the requirement is an offload and falls under the Economy Act, and no specific statute applies. Requirements that have specific statutory authority are not required to have a DD Form 1144.
- (2) A support agreement is required for all assisted acquisitions (outside of DOD) to include both one-time and recurring requirements. DD Form 1144 is not required for one-time (single item or one-time service) acquisitions within DOD to include direct acquisitions.

B-10. Reporting and acquisition decision (RAD) approval

Prior to acquiring information management/IT hardware, software, or services, the RA must obtain approval from TRADOC DCS, G-6 IAW TRADOC Regulation 25-1. Approval may be obtained for unfinanced requirements in order to position the RA for execution once funds become available. TRADOC RAs will include a copy of the TRADOC DCS, G-6 approval, and the name, phone number, and email address of the activity G-6 or IMO, in the AMO package. TRADOC RAs will also enter the RAD approval number in Section I, block C3 on TRADOC Request for Approval of Service and Supply/Product Contract Requirements Form. TRADOC

approving officials will ensure RAD approval from the TRADOC DCS, G-6, if required, has been received prior to approving contracts that include IM/IT hardware, software, or services.

B-11. DD Form 254

All contracts will include terms and conditions that specify effective measures for the security of personnel, information, cargo, assets, equipment, or services. Any contract that requires or will require access to classified information by the contractor or his or her employees in the performance of the contract is a classified contract (DOD 5220.22-R). A contract may be a classified contract even though the contract document itself is not a classified document.

a. The security requirements for classified contracts will be defined using the DD Form 254, Department of Defense Contract Security Classification Specification. The DD Form 254 specifies the security requirements and classification guidance necessary to perform a classified contract (see FAR Subpart 4.4). This requirement applies to classified information, facilities, materials, and equipment.

b. It is the responsibility of the COR or alternate COR to discuss potential contract security requirements with the appropriate mission or installation industrial security specialist in order to address the most cost effective security requirements during the development of a contract. Failure to address security concerns may lead to unexpected costs, contract modifications, or inadvertent disclosures of classified information.

c. An original DD Form 254 will be issued with each request for proposal, request for quote, invitation for bid, or other solicitation and upon award of a classified contract or follow-on contract. (C 7.3, DOD 5220.22-R)

d. AFARS 5104.403 requires the appropriate installation or mission security manager to sign the DD Form 254.

e. The appropriate mission or installation industrial security specialist will be on the distribution list for all classified contracts as they are required by AR 380-49 to review classified contracts for any changes to security requirements every two years.

f. In the event a contract is not classified, it is still highly recommended that the COR or alternate COR discuss security requirements with the appropriate industrial security specialist in order to identify suitability investigation requirements for IT-I, II, or III access, CAC card requirements, or installation access/visit request requirements. Contact information for all mission and installation industrial security specialists can be obtained through the TRADOC DCS, G-2, Command Security Manager's Office.

B-12. Executive Overview and SRRB Briefing Charts

a. **Executive Overview.** The format must be in accordance with requirements prescribed by TRADOC Regulation 1-11. Ensure all acronyms are spelled out the first time used. The following information must be addressed in the Executive Overview.

(1) Paragraph 1, GENERAL

- (a) Provide the name of the contract.
- (b) Identify the mission that the requirement supports (e.g. training, instructors, etc.).
- (c) Identify the cost of the requirement.
- (d) Identify the duration of the contract (e.g., base plus 4 option years or the option year being exercised) and the total cost of the requirement.

(2) Paragraph 2, BACKGROUND.

- (a) Define the scope of the requirement. What services and/or products will be provided and the location where the services and/or products will be provided.
- (b) Provide the name and location of the awarding contracting office.
- (c) Provide the date the contract is expected to begin.
- (d) Provide the expected length of the contract

(3) Paragraph 3, RECOMMENDATIONS. Provide a statement recommending approval of the subject contract.

(4) Paragraph 4, STRATEGIC ANALYSIS.

- (a) Briefly describe what mission will be supported or met using this contract vehicle and explain why this contract is needed to fulfill the requirement.
- (b) Discuss whether or not insourcing was considered. Provide a brief explanation outlining either the insourcing plan or the reason(s) why insourcing is not feasible.
- (c) Identify the funding that will be used to support this requirement. Provide the funding source (s) and type(s) of funding. There may be instances where the contract is subject to availability of funds.
- (d) Provide a statement on what the operational impact will be if the requirement is not approved.
- (e) Outline the projected way ahead (e.g., Will this requirement continue to be satisfied using a contract for the foreseeable future? If so, why?)

(5) Paragraph 5, MOST SIGNIFICANT ISSUES. Identify any/all major issues that may impact the approval or execution of the requirement.

b. SRRB Briefing charts. The ECAB briefing must convey and support the need for the requirement. The charts provided in the readahead package will be used to brief the DCG, and therefore must be succinct. The briefing must cover the following issues:

(1) Purpose.

(2) Agenda

(3) Synopsis of Requirement (Background; Summary of contract requirement).

(4) Capability/Deliverables.

(5) Acquisition Strategy.

(6) Contract Surveillance.

(a) Provide a brief description of the proposed or current surveillance plan, and provide the name of the appointed Contracting Officer's Representative and/or other surveillance personnel.

(b) Address vendor performance for existing contracts. Has the vendor's performance been acceptable to date? If not, what corrective actions have been taken?

(7) Cost/Funding

(a) Itemized contract cost (show aggregate cost and projected annual cost).

(b) Funding (include source(s) and type(s) of funding).

(8) Workforce Analysis.

(a) Discuss whether or not insourcing was considered. Provide a brief explanation outlining either the insourcing plan or the reason(s) why insourcing is not feasible.

(b) Answer the question: How is/was the requirement satisfied and why is the use of military or civilian personnel not an Option?

(9) Impact to mission if the requirement is unfunded and/or disapproved.

Appendix C

Additional Acquisition Planning/Execution Actions

C-1. Additional actions

As discussed in chapter 3 and 10, the RA will execute the following actions as applicable.

C-2. Acquisition plan document

A written acquisition plan document is required in accordance with DFARS 207.103(d)(i) for all service requirements that exceed \$25M in any fiscal year or exceed \$50M for all years, including options. The acquisition plan is required to promote and provide for the acquisition of commercial items and full and open competition to the maximum extent practicable. The plan will address all the technical, business, management, and other significant considerations that will control the acquisition. Specific content of each plan will vary, depending on the nature and circumstances of the acquisition. Acquisition plans for service contracts or orders must describe the strategies for implementing performance-based services or must provide rationale for not using those methods. For non-performance-based acquisitions exceeding \$93M, senior procurement executive approval is required in accordance with DFARS 237.170-2.

C-3. Acquisition service strategy document and Army Service Strategy Panel (ASSP)

The acquisition service strategy document and ASSP process serve as the vehicle to ensure services are properly planned based upon clear, performance-based requirements and are acquired with sound business practices. In accordance with AFARS Subpart 5137.5, all DOD contracts for services must be supported by a documented acquisition strategy, to include requirements that are intended to be issued as contracts or TOs by agencies other than the DOD. The acquisition strategy documentation provides the foundation for the acquisition approach and serves as the roadmap for contract award and execution. The ASSP will be conducted to validate that the approach is sufficiently documented and considers all aspects of the acquisition in order to improve the quality of the services acquired, minimize time and cost for an identified service, and validate the need using good business practices.

a. Acquisition service strategy document. The acquisition strategy defines the requirement and other pertinent information to establish a roadmap for services contract execution and facilitate attainment of acquisition objectives. The format and level of detail should be commensurate with the required approval thresholds set forth in AFARS 5137.590-4. All service acquisitions require a documented acquisition strategy, including offloaded contracts or TOs that are issued by agencies other than DOD. One of the primary goals of the acquisition strategy is to minimize time and cost for satisfying an identified, validated need, consistent with sound business practices. The acquisition strategy will be definitive in describing relationships of the essential elements of the work and reflective of technical, cost, and schedule metrics to evaluate performance goals of the overall acquisition strategy. Specific content for each plan will vary, depending on the nature and circumstances of the acquisition. (Where thresholds warrant, the acquisition strategy document is required in addition to the acquisition plan document.)

(1) It is imperative that the RA partner with the servicing contracting activity early in the requirement(s) development process to form the acquisition team. The RA is responsible for ensuring appropriate documentation for each service acquisition. The level of supporting documentation may vary based on the acquisition approach (type of contract, complexity, total cost of the service acquisition, etc.). The contracting activity will work with the RA to determine and develop the required documentation for a specific acquisition. The RA alone does not have the expertise or information to complete all the necessary documentation; therefore, the contracting activity plays a critical role in the ASSP documentation development process. See AFARS 5137.590-6 for additional information on the required content for an acquisition strategy document. At a minimum, the acquisition strategy will address the following:

(a) SOO.

(1) Requirement. The outcomes to be satisfied by the acquisition as reflected in the PWS or

(2) Risk management. Provide an assessment of current and potential technical, cost, schedule and performance risks, the level of stated risks, and a risk mitigation plan.

(3) Competition. Explain how full and open competition will be provided. Describe the nature and extent of the market research that was conducted and the identification of small business sources capable of performing the services as a prime or subcontractor. If the requirement is for other than full and open competition, provide the specific citation of the statutory authority and an explanation why less than full and open competition is allowed. Plans for competition for any foreseeable follow-on acquisitions should also be addressed.

(4) Implications. How will the new acquisition support the achievement of small business goals/targets? How will the new acquisition support any other socio-economic and applicable directed programs?

- If this is a consolidated or bundled requirement, include a cost benefit analysis.

(5) Business arrangements. At a minimum, address the following:

- Total estimated dollar value of the procurement, to include all options.
- Whether funding is available and the type of funds that will be used.
- If an award fee contract type is used, related criteria and evaluation process to include how attainment of the metrics will be incorporated in the award fee evaluation.
- The source selection process -- whether it will be formal or informal, the proposed evaluation criteria, and the basis for award.
- Support for any waivers or deviations that will be required.

- Plans for contract management and oversight to include at a minimum: Proper training of the COR, alternate COR, and SSP; involvement of the COR, alternate COR, and SSP personnel; and use of the QASP.

(6) Describe the management approach to be used following contract award to include the tracking procedures or processes used to monitor contract performance, such as a quality assurance surveillance plan and written oversight plans and responsibilities.

(7) Include appropriate supporting documentation:

- DD Form 2579 (Small Business Coordination Record).
- PWS.
- Market research report (developed by RA and contracting activity).
- Sole source J&A.
- Award/Incentive fee plan.
- Cost benefit analysis (for consolidated requirements).
- Briefing slides (slides will be developed by Army Contracting Command community).
- Additional support documentation such as the SSP, PRS, and QASP may be required.
- Milestone schedule which contains key points up to date of award.

(8) Metrics. Address the cost, the schedule, and the performance metrics to include the plan for measuring service acquisition outcomes against requirements.

(9) Timeline. The total cost and complexity of the acquisition will determine the documentation requirements and the approval level, which will, in turn, determine the lead-time required to develop and gain approval of the ASSP documentation. The contracting activity will assess the requirement and assist the RA with developing a timeline for the development and approval of the ASSP package. Note: It is possible the process can take more than 1 year; therefore, it is imperative that the RA involve the contracting activity very early in the acquisition process. It is recommended the RA confer with the contracting activity, at a minimum, during the requirements development phase of the AMO process.

b. ASSP. The ASSP is the panel established to review the acquisition strategy and all supporting documents to ensure it comprehensively addresses all pertinent aspects of the procurement. The ASSP is mandated by AFARS 5137.590 and designed to ensure the RA works in close collaboration with the servicing contracting activity to develop a sound and comprehensive

acquisition strategy for acquiring services. The RA will be available to provide assistance to the contracting activity in developing ASSP documents, briefings, and formal documents.

c. References. The required content for an acquisition strategy is explained in AFARS 5137.590-6. For a detailed explanation of ASSP approval thresholds and approval authorities, refer to AFARS 5137.590-3.

d. Thresholds and approval authorities. The approval authority for the ASSP package is determined by the total cost of the acquisition (base plus options).

(1) The approval authorities for ASSP packages are identified in AFARS 5137.590-3. TRADOC schools/centers/activities will adhere to the ASSP requirements and approval authorities established in AFARS 5137.509.

(2) The ASSP approval must be obtained prior to the release of the contract solicitation.

C-4. Source selection plan (SSP)

Vital to any source selection process is the SSP for selecting the contract awardee. This is the guide for conducting an evaluation and analysis of competitive proposals and selection of the source for contract performance. Relative importance of the evaluation factors, standards of performance, adjectival ratings, and steps in the evaluation process will be consistent with AFARS, Appendix AA. Regardless of whether the source selection is formal or informal, provide written documentation on the roles and responsibilities of the participants and the technical evaluation factors. The SSP should specify how the source selection activities will be organized, initiated, and conducted, and must clearly and succinctly identify the government's minimum needs in the form of evaluation factors and assign a relative order of importance. Tailor and structure the plan to reflect the complexity of the acquisition and to provide the best value to the Government.

C-5. Business management modernization certification

Any IT business system modernization that will have a total cost in excess of \$1M must be reviewed by the appropriate Office of the Secretary of Defense Investment Review Board, certified by the designated approval authority, and the certification must be approved by the Defense Business System Management Committee before any funds for modernization can be obligated. Additional information can be found at the DOD web site

<http://www.army.mil/ArmyBTKC/gov/osd.gov.htm>.

C-6. Plan for contract administration

a. Before the contract can be awarded, the contracting officer must ensure the COR or alternate COR, and other members of the acquisition team have been identified and provided the necessary appointments, training, and orientations needed to perform their duties. The contracting activity will ensure that the COR or alternate COR each receive a COR appointment letter, a complete copy of the contract, the contractor's quality control plan, QASP, and other pertinent documents, such as the wage determinations.

b. The contracting officer will work with the COR or alternate COR and other government personnel to develop planning milestones and due dates, develop an agenda for a post-award orientation meeting, and establish communication channels and a good working relationship with the contractor.

Contract administration planning will define the roles of each supporting organization in performing surveillance of contractor performance, managing government furnished property, and satisfying reporting requirements.

c. Develop a contract administration plan based upon the complexity of the contract. The purpose of the contract administration plan is to delineate the roles and responsibilities of the contracting parties in the various contract administration activities. Successful management and administration of the contract will require the coordinated efforts of the RA and the servicing contracting activity. The contract administration plan should include identification of key contract management team members and oversight personnel as designated by the RA, as well as invoice review procedures, inspection and acceptance procedures, contract schedule milestones, and transition or phase-in by the contractor. The contract administration plan may also include schedules of performance meetings, past performance assessments, notification requirements for the exercise of options, and contract close-out procedures.

Appendix D

Acquisition-Related Topics

D-1. Ethics

Government business will be conducted in a manner that is above reproach, with complete impartiality, and with preferential treatment for none. To protect the Government and its interests, and maintain its reputation for fair dealings, all personnel engaged in government contracting activities, to include the RA, will comply with the ethics standards prescribed by the [DOD 5500.07-R Joint Ethics Regulation \(https://ia.signal.army.mil/docs/DOD5500_7/jer1-4.pdf\)](https://ia.signal.army.mil/docs/DOD5500_7/jer1-4.pdf).

a. Organizational conflict(s) of interest (OCI). OCI means that because of other activities or relationships, a person is unable, or potentially unable, to render impartial assistance or advice to the government, or his/her objectivity in performing the work is, or might be otherwise impaired, or create an unfair competitive advantage (FAR 2.101). All members of the acquisition team are responsible for recognizing the potential for an OCI and taking steps to avoid or mitigate any conflict or advantage. All personnel involved in the acquisition process will -

- (1) Avoid the appearance of a conflict or of wrongdoing.
- (2) Ensure the ability to render impartial advice or assistance.
- (3) Obtain objective advice and assistance.
- (4) Take appropriate preventive measures, such as:

- (a) Make OCI avoidance a contractual requirement.
- (b) Establish appropriate contractor firewalls.
- (c) Require non-disclosure agreements.
- (5) Report potential or actual OCIs to the contracting officer at the earliest possible time.

b. Procurement Integrity Act. To determine if the Procurement Integrity Act provisions might apply to a planned or ongoing acquisition, personnel are encouraged to discuss the matter with an ethics counselor in their servicing OSJA. The Procurement Integrity Act contains four basic provisions:

- (1) Restricts disclosing and obtaining procurement information.
- (2) A requirement to report employment contracts involving a competing contractor.
- (3) Restricts accepting compensation from a contractor.
- (4) Post-government employment restrictions.

c. Government employees are prohibited from participating personally and substantially in an official capacity in any particular matter in which the employee has a financial interest. Normally a government contract is considered to be a “particular matter.” If such a conflict arises, personnel must advise their supervisors and the contracting officer. The supervisor will review the situation and make a determination whether or not to excuse the employee from working on a specific contract requirement. Even the appearance of such conflict must be avoided.

d. Gifts. While certain items are excluded from the definition of a gift, and other items are considered to be exceptions to the prohibition on accepting gifts from prohibited sources, personnel involved in the procurement process are encouraged to seek the advice of an ethics counselor prior to accepting items of value from a contractor that is doing business with DOD, or would like to do business with DOD (see 5 CFR 2635.201 for additional information about gifts).

e. Ethics laws and regulations require certain government officials/employees to file financial disclosure reports annually (such as, OGE Form 450, Confidential Financial Disclosure Report). Upon designation, all CORs or alternate CORs are required to complete an OGE 450 annually. Financial disclosure reporting will be required if the employee’s supervisor determines that the employee’s duties and responsibilities require them to participate personally and substantially, through decision or exercise of significant judgment, in contracting or procurement actions. Excluded from this filing requirement are personnel not employed in contracting or procurement who have authority to make purchases less than \$2,500 per purchase and less than \$20,000 cumulatively per year. To determine if a particular employee is required to file an OGE Form 450, supervisors should contact their ethics counselor in their servicing OSJA.

D-2. In-sourcing/competitive sourcing

a. In-sourcing. In-sourcing is the process to convert CMEs to Department of the Army Civilian (DAC) positions.

(1) DOD, HQDA, and TRADOC require organizations to review service contracts for potential in-sourcing. Pursuant to the NDAA FY 08, commanders are to “ensure that consideration is given to using, on a regular basis, DOD civilian employees to perform functions that are performed by contractors and could be performed by DOD civilian employees.” Organizations may obtain increases to civilian authorizations by in-sourcing and use the savings generated to fund other TRADOC priorities. The statute has expanded the rationale for in-sourcing from one that was primarily focused on cost savings.

(2) There are seven basic reasons to insource. If any of the three reasons listed below applies, corrective action must be taken immediately. If one of the remaining reasons applies, then the RA should consider in-sourcing the positions. Cost savings bolster the justification to insource, but need not be the primary driver.

(a) Contracted functions contain unauthorized personal services or contracts are improperly executed as personal services.

(b) Contracted functions are inherently governmental.

(c) Work has been performed by a DAC at any time since January 1998.

(d) Contracted functions contain work closely associated with inherently governmental functions.

(e) A contracting officer has determined excessive cost, inferior quality, or work performed poorly, within the last 5 years preceding such a determination.

(f) Contract was awarded on a non-competitive basis.

(g) Cost savings will accrue.

b. Competitive sourcing. Office of Management and Budget (OMB) Circular A-76 (Revised) establishes and governs the federal policy for the competition of recurring services, also referred to as commercial activities, that could be performed by the private sector. A commercial activity is a function that is not so intimately related to the public interest that it must be performed exclusively by government personnel. Detailed information on the competitive sourcing process within TRADOC can be obtained from TRADOC ODCS, G-8, Manpower and Force Analysis Directorate. The AMO review and analysis process may identify existing or potential contracted functions that are valid candidates for an A-76 competitive sourcing competition.

D-3. Personal services contracts

A personal services contract is a contract that, by its expressed terms or as administered, makes contractor personnel appear, in effect, as Government employees. Contracts for personal services are permissible only by statute. See FAR 37.104 and DFARS 237.104 for authority to acquire personal services.

a. A personal services contract is characterized by the employer-employee relationship it creates between the government and contractor personnel. The government is normally required to obtain its employees by direct hire under competitive appointment or other procedures required by

civil service laws. Obtaining personal services by contract, rather than by direct hire, circumvents those laws unless specifically authorized by statute.

b. An employer-employee relationship under a service contract may occur when the contract's terms or the manner of its administration during performance subject contractor personnel to the relatively continuous supervision and control of a government officer or employee. The key question is always: "Will the Government exercise relatively continuous supervision and control over the contractor personnel performing the contract?" See the Request for Services Contract Approval (RSCA), Worksheet C for personal services questions to assist in determining the potential for unlawful personal services. The most current version of the Form must be used and can be found at: <http://www.asamra.army.mil/scra/>.

D-4. Prohibition on converting certain functions to contract performance

a. IAW 10 U.S.C. § 2461, DoD is prohibited from converting work currently performed (or designated for performance) by civilian personnel to contract performance without first conducting a public-private competition, unless otherwise authorized by law. This prohibition applies to functions and work assigned to civilians, regardless of whether or not the position is encumbered.

b. When new requirements arise, special consideration must first be provided to using DoD civilian employees – consistent with 10 U.S.C. § 2463 and applicable DoD/Army policies.

D-5. Incremental funding

a. Incremental funding is the partial funding of a contract or an exercised option, with additional funds anticipated to be provided at a later time. Reference DFARS 232.001.

b. Fixed price contracts. Incrementally funded fixed price contracts will be fully funded as soon as funds are available. In accordance with DFARS 232.703-1, a fixed price contract may be incrementally funded only if:

(1) The contract (excluding options) or any exercised option:

(a) Is for severable services;

(b) Does not exceed 1 year in length; and

(c) Is incrementally funded using unexpired funds available as of the date the funds are obligated; or

(2) The contract uses funds available from multiple (2 or more) fiscal years; and

(a) The contract is funded with research and development appropriations; or

(b) Congress has otherwise authorized incremental funding.

c. At the time of award, IDIQ contracts must be funded to meet the stated minimum quantity of supplies or services stated in the contract.

d. The RA should consult with the MICC to identify the contract approach that provides the most flexibility when contracting for services or renewing existing contracts (e.g., see 10 U.S.C. § 2410a for contracting for services or renewing existing contracts).

D-6. Bona fide needs rule considerations

Under fiscal law, a “bona fide need” focuses on the timing of the obligation of funds and whether that obligation is for a current need of the government. Generally speaking, bona fide needs are determined by when the government actually requires (will be able to use or consume) the supplies being acquired or the services being rendered. An agency may not obligate current year funds when it is apparent from the outset that there will be no requirement until the following fiscal year. (See 31 U.S.C. § 1502(a) for additional guidance.). As generally indicated below, determination of the bona fide need under fiscal law is typically fact-specific and requires the exercise of judgment.

a. Severable services. There is a general authority, 10 U.S.C. § 2410a, which permits the contracting officer to enter into a service contract, exercise an option, or place a task order with current year funds for a period that begins in one fiscal year and ends in the next fiscal year if the period of the contract awarded, option exercised, or order placed does not exceed 12 months.

b. Non-severable services. A service is non-severable when it produces a single or unified outcome, product, or report that cannot be subdivided for separate performance in different fiscal years. Non-severable services are fully funded up front with funds current at the time of contract award, even though contract performance may cross fiscal years.

c. A service is identified as severable or non-severable based on the nature of the service itself and what is being bought. The type of contract does not affect the severable versus non-severable distinction.

d. Supply contracts:

(1) Stock-level exception. The bona fide needs rule does not prevent maintaining a legitimate stock level or inventory at reasonable and historical levels, the “need” being to maintain the inventory level so as to avoid disruption of operations. The problem arises when the inventory crosses the line from reasonable to excessive.

(2) Lead time exception. There are legitimate situations in which an obligation may be incurred in one fiscal year with delivery to occur in a subsequent year. Thus, where materials cannot be obtained in the same fiscal year in which they are needed and contracted for, provisions for delivery in the subsequent fiscal year do not violate the bona fide needs rule as long as the time intervening between contracting and delivery is reasonable as determined by the contracting officer and the procurement is not for standard commercial items readily available from other sources. Similarly, a RA may contract in one fiscal year for delivery in a subsequent year if the material

contracted for will not be obtainable on the open market at the time needed for use, provided the intervening period is necessary for production or fabrication of the material.

e. Funding contract changes. Contract performance may extend over several years. During the life of the contract, the contract may be modified for a variety of reasons. Price adjustments for an in-scope contract modification are generally funded with funds obligated at the time of contract award. If the modification is out of scope, it is funded with funds current at the time of the modification. New AMO reviews and approvals may be required. The contracting officer is responsible for making all contract scope determinations.

f. If an obligation is proper when made, unforeseen delays beyond the control of the government that cause delivery or performance to extend into the following fiscal year will not invalidate the obligation or violate the bona fide needs rule.

Glossary

Section I Abbreviations

ACC	Army Contracting Command
ACOM	Army Command
ACRB	administrative contract review board
AFARS	Army Federal Acquisition Regulation Supplement
AMO	acquisition management and oversight
AMOD	Acquisition Management and Oversight Directorate, TRADOC G-8
AMSCO	Army management structure code
AR	Army regulation
ASA	Assistant Secretary of the Army
ASA(M&RA)	Assistant Secretary of the Army (Manpower and Reserve Affairs) ASSP acquisition service strategy panel
BCA	Business Case Analysis
BPA	blanket purchase agreement
CHESS	Computer Hardware, Enterprise Software and Solutions
CALT	customer acquisition lead time
C-BA	Cost-Benefit Analysis

CHESS IT EMART	Computer Hardware Enterprise Software and Solutions Information Technology
CLIN	contract line item number
CME	contract manyear equivalent
eCMRA	Enterprise Contractor Manpower Reporting Application
CPARS	Contractor Performance Assessment Reporting System
COR	contracting officer's representative
CORT	Contracting Officer's Representative Tracking
COTS	commercial off-the-shelf
DA	Department of the Army
DAC	Department of the Army civilian
DASA(P)	Deputy Assistant Secretary of the Army (Procurement)
DCG	deputy commanding general
DCS	deputy chief of staff
D&F	determination and findings
DFARS	Defense Federal Acquisition Regulation Supplement DFAS Defense Finance and Accounting Service
DO	delivery order
DOD	Department of Defense
DRU	Direct Reporting Unit
FAD	Finance and Accounting Directorate
FAR	Federal Acquisition Regulation
FSC	Federal supply classification
FY	fiscal year
G-6	Chief Information Officer
G-8	resource management
GFEBBS	General Fund Enterprise Business System
GO	general officer
GG	general schedule excepted service
GPC	government purchase card
GS	general schedule
HCA	Head of Contracting Activity
HQ	headquarters
HQDA	Headquarters, Department of the Army
IDIQ	indefinite delivery indefinite quantity
IGCE	independent government cost estimate
IM	information management
IMO	information management officer
IRAC	Internal Review and Audit Compliance
IT	information technology
ITAS	Information Technology Approval System
J&A	justification and approval
MDEP	management decision evaluation package
MICC	Mission and Installation Contracting Command
MICC FDO/CSE	Mission and Installation Contracting Command Field Directorate

	Office/Contract Support Element
MIPR	military interdepartmental purchase request
MOD	contract modification
NON-DOD	non-Department of Defense
NDAA	National Defense Authorization Act
OGE	Office of Government Ethics
OCI	organizational conflict(s) of interest
OMB	Office of Management and Budget
PALT	procurement acquisition lead time
PARC	principal assistant responsible for contracting
PoP	period of performance
PR	purchase request
PRS	performance requirements summary
PWS	performance work statement
QASP	quality assurance surveillance plan
RA	requiring activity
RAD	reporting and acquisition decision
RFQ	request for quote
S2P2	Simplified Acquisition Threshold (SAT) Supply Procurement Program
SAT	simplified acquisition threshold
SAW	Service Acquisition Workshop
SECARMY	Secretary of the Army
SES	Senior Executive Service
SJA	Staff Judge Advocate
SME	subject matter expert
SOO	statement of objectives
SOW	statement of work
SRM	Sustainable Readiness Model
SRRB	senior requirements review board
SSP	source selection plan
TCD	TRADOC Contract Database
TO	task order
TR	TRADOC regulation
TRADOC	U.S. Army Training and Doctrine Command
TRAP	Training Resource Arbitration Panel
UIC	unit identification code
USACE	U.S. Army Corps of Engineers
U.S.C.	United States Code
VCE	Virtual Contracting Enterprise
WAWF	Wide Area Workflow
WBS	work breakdown structure

Section II

Terms

A-76

See OMB Circular A-76.

Acquisition

The acquiring by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated.

Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract. ([FAR Subpart 2.1, Definitions](#))

Acquisition management and oversight (AMO) package

Required for all service contracts awarded by a contracting activity, regardless of cost, funding source, or the intended contract vehicle; all supply/product contracts with an aggregate value equal to or greater than the simplified acquisition threshold that results in a contract awarded by a contracting activity, regardless of the intended contract vehicle; and all conference and conference-related contract requirements (to include room rental) regardless of cost that result in a contract awarded by a contracting activity. Paragraphs 5-1 and 6-1 provide a list of documentation requirements for AMO packages. Approval levels are located in Tables 5-1 and 6-1. Note: Documentation requirements may vary based on the type and complexity of the contract requirement. AMO package documentation defines the requirement and provides the ACRB and leadership with pertinent facts about the requirement such as cost, length of the requirement, etc. The AMO package conveys the information required for the ACRB to make a recommendation to approve/disapprove requirements and provides leadership with factual information upon which to make a decision whether to approve/disapprove requirements.

Administrative contract review board (ACRB)

A comprehensive independent review conducted by the servicing G-8 on AMO packages submitted for all service contract requirements regardless of cost; all supply/product contract requirements with a total cost equal to or greater than the SAT. The G-8 serves as the board chair and provides a written approval/disapproval recommendation to the appropriate approval authority. The ACRB recommendation, along with the complete AMO package, allows the approval authority to make an informed decision to approve or disapprove the action.

Alternate COR

The alternate COR is a government employee nominated by the RA and formally appointed in writing by the contracting officer in accordance with DFARS 201.602-2 to perform specific technical or administrative functions on behalf of the COR. The alternate COR will execute the duties of the COR only in the absence of the COR. The alternate COR function may only be performed by government personnel. Under no circumstances will contractor personnel perform the alternate COR function. The alternate COR is not authorized to make any commitments or

changes that affect price, quality, quantity, delivery, or any other term or condition of the contract.

Assisted acquisition

A contract awarded or a TO or DO placed on the behalf of DOD by a non-DOD agency.

Base contract

The original contract against which TOs or DOs may be placed, or upon which modifications may be made, or on which option years or extensions may be added.

Bona fide needs rule

Agencies may obligate appropriated funds only for properly incurred expenses of the period of availability of the appropriation. That is, the requirement must represent bona fide needs of the RA arising during the period of availability of the funds proposed to be used for the acquisition.

Commitment item

Defines the initial use of the executed funds.

Commercial off-the-shelf (COTS) products

Commercial items that require no unique government modifications of the product to meet the needs of the procuring agency.

Contract manyear equivalent (CME)

An expression used to document contract manpower on the TDA. It is mathematically derived by totaling direct labor hours and dividing by 1,920 unless otherwise directed by the contracting officer.

Contract

A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them. It includes all types of commitments that obligate the government to an expenditure of appropriated funds and that, except as otherwise authorized, are in writing. In addition to bilateral instruments, contracts include (but are not limited to) awards and notices of awards; job orders or task letters issued under basic ordering agreements; letter contracts; orders, such as purchase orders, under which the contract becomes effective by written acceptance or performance; and bilateral contract modifications. Contracts do not include grants and cooperative agreements covered by 31 U.S.C. § 6301, et seq. For discussion of various types of contracts, see FAR Subpart 16.

Contracting

The purchasing, renting, leasing, or otherwise obtaining supplies or services from nonfederal sources. Contracting includes description (but not determination) of supplies and services required, selection and solicitation of sources, preparation and award of contracts, and all phases of contract administration. It does not include making grants or cooperative agreements. (FAR Subpart 2.1, Definitions).

Contracting activity

An element of an agency designated by the agency head and delegated broad authority regarding acquisition functions.

Contracting officer's representative (COR)

The COR is a government employee nominated by the RA and formally appointed in writing by the contracting officer, in accordance with DFARS 201.602-2, to perform specific technical or administrative functions. The COR is typically the individual who has been the point of contact for the requirement in the planning and processing cycle and performs duties associated with oversight and monitoring of contract performance throughout the contract life cycle. In performance-based services acquisitions, the COR must play a central role in the pre-award phase, assisting the RA and the contracting officer. The COR function may only be performed by government personnel. Under no circumstances will contractor personnel perform the COR function.

Contracting officer representative tracking (CORT) Tool

A site that allows for the electronic nomination of a Contracting Officer Representative (COR) against a contract or order with any DoD agency posted contract in the Electronic Document Access (EDA) system.

Contractor manpower reporting application (eCMRA)

A HQDA-directed reporting requirement to obtain better visibility of the labor costs associated with the contract workforce and the organizations and missions that contract for workforce support (Secretary of the Army Memorandum dated 7 Jan 05, subject: Accounting for Contract Services).

Contractor Performance Assessment Reporting System (CPARS)

CPARS is a web-based application used to collect, manage, and assess contractor's performance. The contracting officer will advise the COR when entry is required. Users must register at https://www.cpars.gov/webtrain_videos.htm to gain access to the system. System access is controlled by Common Access Card/PKI Certificate and unique user IDs and passwords. Authorized users may add, modify, and print performance assessment reports as required according to the user's profile and level of authorization.

Delivery order (DO)

An order for supplies placed against an established supply/product contract or with government sources.

Designated contracting activity

The activity, designated in writing, which is responsible for performing the RA's acquisitions with no service fee.

Direct acquisitions

A direct acquisition means a type of inter-agency acquisition where a requesting agency places an order directly against a servicing agency's indefinite-delivery contract. The servicing agency manages the indefinite-delivery contract but does not participate in the placement or administration of an order.

Economy Act

The Economy Act provides authority for federal agencies to order goods and services from other federal agencies and to pay the actual cost of those goods and services. (See 31 U.S.C. § 1535, FAR Subpart 17.5, and DFARS Subpart 217.5).

Element of resource

The element of resource is part of the Fiscal Code system which is designed to identify federal government financial transactions through the use of an accounting classification made up of alphabetic and numeric characters. The element of resource identifies the nature or type of service or goods involved in a transaction.

End item of supply

Any item, other than real property, that is of a type customarily used by the general public or by non-governmental entities for purposes other than governmental purposes.

Full and open competition

When used with respect to a contract requirement, it means that all responsible sources are permitted to compete.

Functional area

The functional area is a funds management budget object defined as a funds control element as well as an element to capture execution data.

Fund

A fund is used to budget and control costs. It is also used to identify the source and use of funding.

Funding authorizing official

A funding authorizing official is the individual who executes the funds authorization portion of a Military Interdepartmental Purchase Request (MIPR) (DD Form 448, blocks 14-17) or other equivalent form used to provide funding to an organization in support of an order for supplies or services, certifying that funds for the procurement are properly chargeable to the allotment(s) provided, and that the available balances are sufficient to cover the estimated price of the order.

Funding certifying official

A funding certifying official is the individual who executes the fund certification portion of the commitment document (for example, DA Form 3953 (blocks 19-22) or other equivalent form) certifying that the supplies or services being requested are properly chargeable to the allotment(s) provided, that available balances are sufficient to cover the cost thereof, and that funds have been committed.

Information technology (IT)

Any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the RA. For purposes of the preceding sentence, equipment is used by a RA if the equipment is used directly or is used by a contractor under a contract with the RA which: 1) requires the use of such equipment; or 2) requires the use, to a significant extent, of such equipment in the performance of a service or the furnishing of a product. The term “information technology” also includes computers, ancillary equipment, software, firmware, and similar procedures, services (including support services), and related resources.

Independent government cost estimate (IGCE)

An estimate of the cost for goods and/or estimate of services to be procured by contract. Such estimates are prepared by government personnel, independent of contractors.

Inherently governmental

As a matter of policy, a function that is so intimately related to the public interest as to mandate performance by government employees. This definition is a policy determination, not a legal determination. An inherently governmental function includes activities that require either the exercise of discretion in applying government authority, or the making of value judgments in making decisions for the government. Governmental functions normally fall into two categories: the act of governing, such as the discretionary exercise of government authority, and monetary transactions and entitlements. See FAR 2.101 for additional detail.

Justification and approval (J&A)

See Sole Source.

Maintenance and repair

Efforts distinguishable from construction are services performed for the accomplishment of specific outcomes with intent for sustaining the life of a facility. Maintenance and repair contract requirements related to facilities are considered services; therefore, these requirements must comply with the documentation and approval thresholds set forth in Chapter 5 and must be reported in eCMRA. Maintenance and repair may also be applicable to other non-facility related items. When maintenance requires touch labor (hands on) by a contract company, then the requirement is considered services. When maintenance delivered in a manner that does not require touch labor, then for purposes of this regulation, no services are involved.

Market research

The process used to collect, organize, maintain, analyze, and present data for the purpose of maximizing the capabilities, technology, and competitive forces of the marketplace to meet an organization’s needs for services supplies, products, and services.

Management controls

The rules, procedures, techniques, and devices employed by managers to ensure that what should occur in their daily operations does occur on a continuing basis. Management controls include the organizational structure itself (designating specific responsibilities and accountability), formally

defined procedures (for example, required certifications and reconciliations), checks and balances (for example, separation of duties), recurring reports and management reviews, supervisory monitoring, physical devices (for example, locks and fences), and a broad array of measures used by managers to provide reasonable assurance that their subordinates are performing as intended.

Military interdepartmental purchase request (MIPR)

Acquiring activity's authority and funding to obtain supplies/products or services by contract on behalf of the RA.

Mission and Installation Contracting Command (MICC)

MICC is a subordinate general officer level command of ACC, is part of the Army's Generating Force, and has over 31 Army contracting support offices at military installations throughout CONUS with the mission to plan, integrate, award, and administer contracts throughout the SRM supporting the Army Commands (ACOMs) including TRADOC; Direct Reporting Units (DRUs), as well as USARNORTH; and other organizations to provide the best value for the mission, Soldiers, and their Families.

New contract

Contracts, TOs, or DOs for actions/requirements which were not already under contract by a TRADOC organization. Replacement/renewal actions are those that continue existing contract performance of a function or requirement, even though it may technically be a new contract, TO, or DO.

Nonpersonal services

When contractor personnel rendering services, either by the contract's terms or by the manner of its administration, are not subject to continuous supervision and control of Government employees characterizing an "employer-employee" relationship. See also FAR 37.101.

Non-severable services

See Severable services.

Offload

Any proposed acquisition with a contracting activity other than the RAs designated contracting activity is an offload. RAs without a local MICC office will utilize Fort Eustis MICC as their local designated contracting activity.

Option year

The unilateral right in a contract by which, for a specified time, the Government may elect to purchase additional supplies or services called for by the contract, or may elect to extend the term of the contract ([FAR Subpart 2.1, Definitions](#)).

Organizational conflict of interest (OCI)

Because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the Government, or the person's objectivity in

performing the contract work is, or might be, otherwise impaired, or a person has an unfair

competitive advantage.

Performance-based contracting

Structuring all aspects of an acquisition around the purpose of the work to be performed with the contract requirements set forth in clear, specific, and objective terms with measurable outcomes as opposed to either the manner by which the work is to be performed or broad and imprecise statements of work.

Performance work statement (PWS)

The foundation of a contract concisely explaining what is to be accomplished in terms of results, providing the basis for monitoring, and evaluating the progress and accomplishment of the resulting contract.

Personal services

A contract that, by its expressed terms or as administered makes the contractor personnel appear to be government employees. Agencies will not award personal services contracts unless specifically authorized by statute. See FAR 37.104.

Product

See supply.

Quality assurance surveillance plan (QASP)

A government-developed surveillance plan used to define what the government will do to ensure that contractor performance is executed in accordance with contract requirements and performance standards. Its purpose is to ensure that the government receives only the quality of services called for in the contract and only pays for the acceptable level of services received. The QASP establishes a structured approach to performing inspections and surveillance by establishing the frequency and types of government inspections and focuses on results such as quality, quantity, and timeliness.

Requiring activity (RA)

The RA is the Army organization that has a need for goods or services that may potentially be satisfied through a contract.

Senior requirements review board (SRRB)

The SRRB is a formal board chaired by the TRADOC DCG/CofS, the TRADOC DCS, G-8, the CG, CAC or the Director, ARCIC that serves as the final approval authority for all contract requirements meeting the Approval Level 3 threshold established in tables 5-1 and 6-1, regardless of the funding source or the contract vehicle. The SRRB provides an in-depth review of the AMO package, recommendations from the ACRB, and, at the discretion of the board chair, further discussion of the requirement with the RA.

Services

Identifiable tasks to be performed, rather than the delivery of an end item of supply.

Service contract

A contract that directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply. A service contract may be either a nonpersonal or personal contract. It can also cover services performed by either professional or nonprofessional personnel whether on an individual or organizational basis. Some of the areas in which service contracts are found include the following:

- (1) Maintenance, overhaul, repair, servicing, rehabilitation, salvage, modernization, or modification of supplies, systems, or equipment.
- (2) Routine recurring maintenance of real property.
- (3) Housekeeping and base services.
- (4) Advisory and assistance services.
- (5) Operation of Government-owned equipment, real property, and systems.
- (6) Communications services.
- (7) Architect-Engineering (see FAR Subpart 36.6).
- (8) Transportation and related services (see FAR Part 47).
- (9) Research and development (see FAR Part 35).

Severable/non-severable services

Severable services are services that are continuing and recurring in nature. They provide the agency a benefit each time the services are performed, even if the contract has not been performed to completion. Examples of severable services include maintenance and repair services, scientific, engineering, and technical services. Non-severable (or "entire") services represent a single undertaking that cannot feasibly be subdivided. If the services produce a single or unified outcome, product, or report, the services are considered non-severable. An example would be a consulting study conducted over several months, but culminating in the delivery of a final report.

Simplified acquisitions

Simplified acquisition procedures, FAR Part 13, apply to acquisitions that do not exceed the amount specified in the term "simplified acquisition threshold (SAT)". Simplified acquisition procedures streamline the acquisition process to reduce administrative costs and lead times, and avoid unneeded burdens on contractors.

Sole source

A contract for the purchase of supplies or services that is entered into or proposed to be entered into by an agency after soliciting and negotiating with only one source.

Sources sought announcement (SSA)

The mechanism used to determine potential sources through transmittal of a notice to Federal Business Opportunities advertising the requirement so that potential sources are aware of the Army's requirements and can demonstrate their potential capabilities.

Statement of objectives (SOO)

A government-prepared document incorporated into the solicitation that states the overall performance objectives. It is used in solicitations when the government intends to provide the maximum flexibility to each offeror to propose an innovative approach. (FAR Subpart 2.1)

Statement of work (SOW)

See Performance Work Statement (PWS).

Supply

Any individual part, component, subassembly, assembly, or subsystem integral to a major system, and other property which may be replaced during the service life of the system, and includes spare parts and replenishment spare parts, but does not include packaging or labeling associated with shipment or identification of a “supply,” “item,” “item of supply.”

Surveillance support personnel (SSP)

All personnel assigned to conduct surveillance in any capacity that are not formally appointed by the contracting officer.

Task order (TO)

An order for services placed against an established service contract or with government sources.

Touch labor

Any hands-on service provided by a contractor.

Warranty agreements

Agreements for replacement only if replacement is solely performed by customer (no touch labor by contractor). Warranty agreements that include maintenance or repair services to be performed by a contractor that may require touch labor must be processed as a service requirement.