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Training and Doctrine Command
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*TRADOC Regulation 70-13

16 May 2025

Research, Development, and Acquisition

ACQUISITION MANAGEMENT AND OVERSIGHT

FOR THE COMMANDER:

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History. This publication is a new U.S. Army Training and Doctrine Command regulation. This regulation rescinds TRADOC Regulation 5-14, which was assigned under an inactive record series.

Summary. This regulation provides policy on management and oversight of the acquisition process within the U.S. Army Training and Doctrine Command. The process is primarily concerned with validating and documenting contract requirements. This regulation implements the DODI 5000.74 and AR 70-13.

Applicability. This regulation applies to all elements of U.S. Army Training and Doctrine Command.

Proponent and exception to authority. The proponent of this regulation is the Deputy Chief of Staff, G-8. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this authority, in writing, to a division chief with the proponent agency or its direct reporting unit or field operation activity, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal advisor. All waiver

*This regulation rescinds TR 5-14, dated 14 February 2018.

requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent.

Army internal control process. This regulation contains internal control provisions regarding the review and approval of TRADOC acquisitions and a checklist in Appendix D for conducting internal control reviews.

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

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) via email to usarmy.jble.tradoc.mbx.hq-tradoc-g-8-amc@army.mil.

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

Summary

TRADOC Regulation 70-13
Acquisition Management and Oversight

This new TRADOC regulation, dated 16 May 2025

- o Incorporates updated policy on the Acquisition Management and Oversight Program from TRADOC Regulation 5-14. Procedures and guidelines were incorporated in the new TRADOC Pamphlet 70-13.
- o Mandates the use of the TRADOC Contract Acquisition Requirements Tool for contract review, validation, and approval (para 2-1b).
- o Requires all organizations to assist Category Managers (Facilities and Construction, Professional Services, Information Technology, Transportation and Logistics Services, and Medical) with the implementation and execution of Category Management (para 2-4).
- o Implements revised Acquisition Management and Oversight package timelines (para 2-8).
- o Requires new Information Technology Approval System annually (para 3-5).
- o Identifies the Deputy Chief of Staff, G-8 as the approval authority for service contract requirements of \$10M-\$250M and the Commanding General, Combined Arms Center, and the Executive Deputy to the Commanding General as the approval authority for service contract requirements greater than \$250M (table 5-1).
- o Changes term *Approval Levels* to *Service Category (S-CAT) Levels* (table 5-1).

- o Changes term *Senior Requirements Review Board* to *Services Requirements Review Board* (throughout).
- o Provides guidance on terms for recurring contracts and task orders (para 5-1b).
- o Provides updated guidance on streamlined Acquisition Management and Oversight service packages (para 5-2).
- o Requires prior approval from TRADOC G-8 for Enterprise Support Partner funding equal to or above the Simplified Acquisition Threshold (para 5-4 and Appendix B).
- o Provides updated guidance on streamlined Acquisition Management and Oversight supply and product packages (para 6-2 and Appendix B).
- o Updates guidance on Acquisition Management and Oversight approvals required for supply and product requirements under the Simplified Acquisition Threshold (table 6-1).
- o Updates guidance on when a new review and approval is required for modifications to service contracts (para 7-1a).
- o Updates guidance on when a new review and approval is required for modifications to supply and product contracts (para 7-1b).
- o Updates calculation for a Contractor Full-Time Equivalent (para 11-1).
- o Requires all organizations acquiring contracted services to ensure vendors report requirements in the secure System for Award Management database (para 11-2).
- o Updates required documents for Acquisition Management and Oversight packages (Appendix B, table B-1).

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Chapter 1

Introduction

1-1. Purpose

a. 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.

b. 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.

c. This regulation applies to:

- (1) All phases of, and procedures involved in, the acquisition and contracting life cycle.
- (2) Service contract requirements.
- (3) Supply and product contract requirements.
- (4) Contract requirements where TRADOC's resources are used to fund the contract.
- (5) All contract requirements executed by TRADOC, regardless of funding source. The only exception are funds sent by outside organizations directly to the contracting agencies.
- (6) All contract requirements where TRADOC receives resources from external organizations that are applied to existing TRADOC contracts or used to fund new contract requirements.
- (7) TRADOC use of Department of Defense (DOD) and Non-DOD contracts, regardless of dollar value, including assisted or direct acquisitions.
- (8) All TRADOC participants in the AMO process.

1-2. References

See Appendix A.

1-3. Explanation of abbreviations and terms

See the glossary.

1-4. Responsibilities

Responsibilities are listed in chapter 2.

1-5. Records management (recordkeeping) requirements

The records management requirement for all records, associated forms, and reports required by this publication are addressed in the Records Retention Schedule-Army (RRS-A). The RRS-A is built within the Army Records Information Management System at <http://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in the RRS-A, see DA Pamphlet 25-403 for guidance.

1-6. Training and Doctrine Command Acquisition Management and Oversight 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, 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 Requiring Activity (RA), including RA senior leadership, to review and validate each existing and potential contract requirement. See chapter 3 for a description of requirement development.
- b. Advanced acquisition planning. Advanced planning of acquisitions is critical to ensure 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. See paragraph 3-1 for additional information on advanced acquisition planning.
- c. AMO package. This package includes documents for approval of contract requirements, and to facilitate action by the contracting activity. A description of the AMO package is 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. Approval. All service contract requirements must be properly approved as discussed in

chapters 5, 6, and appendix B. See chapters 5 and 6 for descriptions of approval thresholds and designated approval authorities for service, supply, and product contract requirements.

e. Administrative Contract Review Board (ACRB). The ACRB, chaired by the Resource Manager (G-8), 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. It serves as the final approval for all contract requirements where the total value of the contract (base plus options) is equal to or less than \$10M. It is also conducted in advance of the Services Requirements Review Board (SRRB). See chapter 8.

f. SRRBs are formal boards chaired by the TRADOC Deputy Chief of Staff (DCS), G-8 or the Commanding General, Combined Arms Center (CAC). In this capacity, they serve as the final approval for all contract requirements where the total value of the contract (base plus options) is equal to or greater than \$10M and less than \$250M. Contract Requirements over \$250M are approved by the Executive Deputy to the Commanding General (EDCG). See chapter 9.

g. Contract formation and award. This phase of the contract process is performed by the contracting activity. See chapter 4.

h. Contract administration. In coordination with the contracting officer, the RA's Contracting Officer Representative (COR), alternate COR, and Surveillance Support Personnel (SSP) are the principal participants in ensuring effective contract administration and surveillance. See chapter 10.

i. Contract reporting. RAs, G-8's, contracting officers, CORs, alternate CORs, and contractors are responsible for mandated reports. See chapter 11.

j. Past performance evaluation and reporting. In coordination with the contracting officer, the RA, COR and alternate COR personnel are responsible for evaluating and reporting contractor performance. See chapter 11.

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. Use of the headquarters (HQ) TRADOC Contract Acquisition Requirements Tool (CART) application for contract documentation and approval is mandatory for all contract requirements executed by TRADOC, except those completed in the Simplified Acquisition Threshold (SAT)

Supply Procurement Program (S2P2). The CART User Guide found at <https://armyetaas.sharepoint-mil.us/:f:/r/sites/TR-HQ-G8-AMO/CART%20Training/User%20Guide?csf=1&web=1&e=31gFhd> provides procedural guidance for using this application to complete an Acquisition Management Oversight (AMO) package.

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

d. Requirements will not be split for any reason.

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

f. Personnel involved in the acquisition process will have the 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.

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 pursuant to 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. Section 152, Title 41, United States Code (41 USC 152 et seq), known as 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, supplies, or products at competitive prices and promote fairness and openness in the acquisition process.

(2) Emphasizes quality and considers past performance when evaluating each offer.

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

2-2. Training and Doctrine Command, Executive Deputy to the Commanding General

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 and above.

2-3. Commanding General, Combined Arms Center

a. Serve as SRRB chair and approving official for Combined Arms Center contract requirement actions, as outlined in table 5-1 and table 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.

c. Adhere to all policy and procedures as prescribed by this regulation and enforce the guidance and policies established by HQ TRADOC G-8 Acquisition Management and Oversight Directorate (AMOD).

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

2-4. Training and Doctrine Command, G-8

a. Deputy Chief of Staff, G-8 will:

(1) Develop, implement, and monitor the AMO 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.

(2) Lead DCS, G-8 strategic acquisition planning.

(3) Assist the Category Managers with the implementation and execution of Category Management (CM). Categories include, but are not limited to: Facilities and Construction, Professional Services, Human Capital, Information Technology (IT), Transportation and Logistics Services, and Medical. Use deliberate and proactive strategic cost management of the category across the Army using category spend data, category specific requirements data, business intelligence reports, and CM processes and products.

(4) Serve as the TRADOC Senior Command Acquisition Executive enabling mission accomplishment delivery of the capability at best value and on time for the Army and TRADOC to meet mission needs.

(5) 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.

(6) Serve as the ACRB chair and approving authority for HQ TRADOC organizations.

(7) Establish and promulgate TRADOC AMO policy and ensure TRADOC policies and procedures comply with DOD and Headquarters Department of the Army (HQDA) requirements.

(8) Validate and document TRADOC contract requirements and enhance management controls over the TRADOC acquisition process.

b. Director, Acquisition Management and Oversight Directorate will:

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

(2) Serve as the functional proponent of the CART.

(3) Serve as the primary HQ TRADOC point of contact for supporting Army Contracting Command (ACC) and the Mission Installation Contracting Command (MICC) Field Directorate Office (FDO).

(4) Publish and execute AMO policy and procedures.

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

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

(7) Support and facilitate the training of all personnel involved in the AMO process.

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

(9) Facilitate the SRRB.

c. Director, Budget Directorate will:

(1) Support the AMO program policies and procedures.

(2) Review and analyze current funding availability and other budget related AMO issues as requested by AMOD.

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

(4) Ensure correct Commitment Item, Management Decision Evaluation Package, functional area, and Army Management Structure Code or functional area are used when certifying funds.

d. Director, Planning, Analysis, and Evaluation Directorate will:

- (1) Support the AMO program, policies, and procedures.
- (2) Review, analyze, and conduct cost analyses on HQ TRADOC AMO actions and other cost and programming related AMO issues as requested by AMOD.

e. Director, Manpower and Force Analysis Directorate will:

- (1) Support the AMO program, policies, and procedures.
- (2) Review, analyze, and conduct manpower analyses on HQ TRADOC contract requirement actions and other manpower related AMO issues as requested by AMOD.
- (3) Ensure the requirement is not duplicated elsewhere in the organization.
- (4) Identify work requirements which military (reinvestments) and or civilians (insourcing actions) could perform in lieu of contracting for those requirements.
- (5) Provide detailed information to RA on the insourcing process when the AMO review and analysis identifies existing or potential contracted functions that are valid candidates for insourcing.

f. Director, Finance and Accounting Directorate will:

- (1) Support the AMO program, policies, and procedures.
- (2) Review, analyze, and prepare Finance and Accounting Director's position on disbursement and accounting related AMO issues.
- (3) Provide support to TRADOC HQ, Centers, and Activities with Assistant Secretary of the Army (Financial Management and Comptroller) (ASA (FM&C)) Policy guidance, processing contract balances via the Dormant Account Review-Quarterly Program (DAR-Q), and other internal review processes and metrics within TRADOC.

g. Director, Financial Information Management Directorate will serve as the technical proponent of the TRADOC CART Record application, providing support to AMOD in coordination with TRADOC Chief Information Officer (G-6).

2-5. Training and Doctrine Command, G-6:

- a. Establish and coordinate TRADOC policies and procedures specific to the management and oversight of IT acquisitions.
- b. Approve all TRADOC IT hardware, software, and services acquisition requirements by the Information Technology Approval System (ITAS) process as defined in AR 25-1 and TRADOC

Supplement (TS) 25-1, prior to final AMO approval. Conduct an Information Technology Acquisition Review for requirements identified as new capability, significantly enhanced capability, and any request that meets the criteria for Defense Business System reporting.

c. Ensure certifications are obtained, per AR 25-1, for applicable Defense Business System (DBS) 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 by registering in Army Portfolio Management Solution (APMS). Under Section 2222, Title 10, United States Code (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 TRADOC DCS, G-6 position on HQ TRADOC IT-related contract requirement actions as requested by TRADOC DCS, G-8, AMOD.

2-6. Mission and Installation Contracting Command

a. Serves in the capacity of TRADOC's primary contracting activity unless another contracting activity is deemed more appropriate to provide support.

b. Coordinates with the Mission and Installation Contracting Command (MICC) Field Directorate Office (FDO) to facilitate communication, assist with requirements generation coordination, provide continuous interface, and serve as a business advisor on acquisition and contracting concerns for TRADOC.

c. The FDO will validate MICC's ability to meet contract requirements traditionally offloaded to other DOD and non-DOD activities to promote efficient and effective management of TRADOC's contract support resources. The MICC FDO or Contracting Support Brigade (CSB) shall coordinate with the Head of Contracting Activity (HCA), Senior Contracting Official, and respective staff on all items of interest to the HQ TRADOC, schools, centers, and activities.

d. Provides contracting support to HQ TRADOC, schools, centers, and activities throughout CONUS. MICC shall provide enterprise contracting support for TRADOC customers, to include large scale contracts for commodities and services and pre-award contracting planning. The MICC FDO Fort Sam Houston controls the Government Purchase Card (GPC) program for the installation and can provide guidance on GPC use.

e. Ensures MICC FDO or CSB provide planning, documentation, and contract development assistance, training, and education to TRADOC RAs.

f. Assists in coordination with the MICC Contracting Activity on behalf of the customer to:

(1) Accomplish legal review of contract documents.

- (2) Issue solicitations.
- (3) Award and administer contracts.
- (4) Train and appoint CORs and alternate CORs.

2-7. Office of the Staff Judge Advocate

- 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. Support 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.

2-8. Training and Doctrine Command Center, School, Activity Commanders, Commandants, Directors, or Staff Principals

- a. 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 (FY) as possible. A completed follow-on AMO package must be submitted concurrently with the request to exercise the final option period. Option AMO packages must be submitted at least 170 days prior to period of performance (PoP) start date. For emerging requirements, notify your supporting contracting activity to establish the necessary acquisition milestones.
- b. Depending on the type of contract requirement – new, re-compete, or option, RAs must “advance plan” when submitting requirements for ACRB or SRRB approval to meet the due date that the servicing contracting activity needs the approved AMO package. To assist with this, packages should be submitted in accordance with the TRADOC, G-8 AMO Business Intelligence Contract Timeliness Report based on the Assistant Secretary of the Army, Acquisition Lead Time (ASA (ALT)) Memorandum (Procurement Administrative Lead Time Goals), 31 January 2023.
- c. Ensure all personnel involved in the AMO process are properly trained. Include language outlining AMO responsibilities in the individuals’ performance plan.
- d. Ensure all service contract requirements, to include task orders (TOs) and offload requirements, have sufficient TRADOC oversight by formally nominating a TRADOC employee to serve as the primary COR or alternate COR for all service contracts, to include TOs, with a value greater than the SAT.

e. Serve as approving or certifying official for acquisition approval requests within the thresholds outlined in table 5-1 and table 6-1.

2-9. Training and Doctrine Command Center, School, or Activity G-8

a. Serve as the primary proponent for the TRADOC AMO program for TRADOC schools, centers, and activities.

b. Establish acquisition review boards (pre and post award) that evaluate requirements from an operational impact and cost perspective to determine overall value to the mission of the Command.

c. Execute guidance, policies, procedures, and directives set by HQ TRADOC G-8 AMOD.

d. Serve as the local ACRB chair.

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

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

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

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

i. Ensure correct accounting coding (for example, commitment item, Management Decision Evaluation Package, Army Program Element, functional area, etc.) is used when certifying funds.

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

2-10. Training and Doctrine Command Requiring Activity

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 HQ TRADOC G-8 AMOD.

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, CSB and or the designated contracting 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 additional guidance, Chapter 2 of TRADOC Pamphlet 70-13).

- d. Develop a surveillance plan that details the COR contract management structure for each requirement and 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 SAT.
- e. Submit the AMO package to their designated AMO processing cell with all required documentation, for subsequent G-8 ACRB or SRRB review.
- f. Ensure all RA personnel involved in the acquisition process are properly trained, are aware of assigned responsibilities, the importance of their role, and have adequate time to perform their duties.
- g. Provide final AMO approval documentation to the servicing G-8 for archival.
- h. Coordinate with appropriate safety and health officials to ensure that all applicable safety and occupational health requirements have been incorporated into government contracts.
- i. Incorporate performance of COR responsibilities into COR's performance plan and evaluate the performance of COR responsibilities as part of the COR's individual performance appraisal, performance assessment or Officer Evaluation Report, Noncommissioned Officer Evaluation Report throughout the contract's PoP, to include soliciting input on performance of COR responsibilities from the contracting activity.
- j. Work with appropriate manpower activity when work requirements are identified to determine whether military (reinvestments) and or civilians (insourcing actions) could perform the requirement in lieu of contracting.
- k. Work with the TRADOC ODCS, G-8, Manpower and Force Analysis Directorate regarding the insourcing process within TRADOC when the AMO review and analysis process identifies existing or potential contracted functions that are valid candidates for insourcing.

2-11. 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 Principal Assistant Responsible for Contracting 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 (D&F) relating to the contract.

2-12. 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.

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

c. 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) 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 monitoring the timely submission and validation of contractor invoices, receiving reports in the Procurement Integrated Enterprise Environment database and monitoring System for Award Management (SAM) reporting.

2-13. Alternate Contracting Officer Representative

a. 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 and may be formally appointed, in writing, by the contracting officer to act in support of the COR with limited authority as designated by the appointment letter. The alternate COR will execute the duties of the COR only in the absence of the COR. 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.

b. 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. 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.

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

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 FY to provide improved scheduling of actions, increased control of 4th quarter obligations, and enhance 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 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 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. As part of the acquisition strategy and planning process for all requirements, RAs, in coordination with their supporting Army contracting office, will analyze and determine whether requirements can be combined or reshaped across their organization(s) to reduce redundancies in services and total contract volume in support of Category Management.

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 due date that the servicing contracting activity needs the approved AMO package should be in accordance with the ASA (ALT) Memorandum (Procurement Administrative Lead Time Goals), 31 January 2023.

f. Consult with HQ TRADOC, G-8 AMOD before utilizing any other contracting activity. (See TRADOC Pamphlet 70-13).

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.

b. 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 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.

3-3. Acquisition Milestone Agreement

a. The acquisition milestone agreement (AMA) establishes the partnership between senior leadership of the RA and the MICC or appropriate contracting office. The AMA 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 or appropriate contracting office is imperative 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.

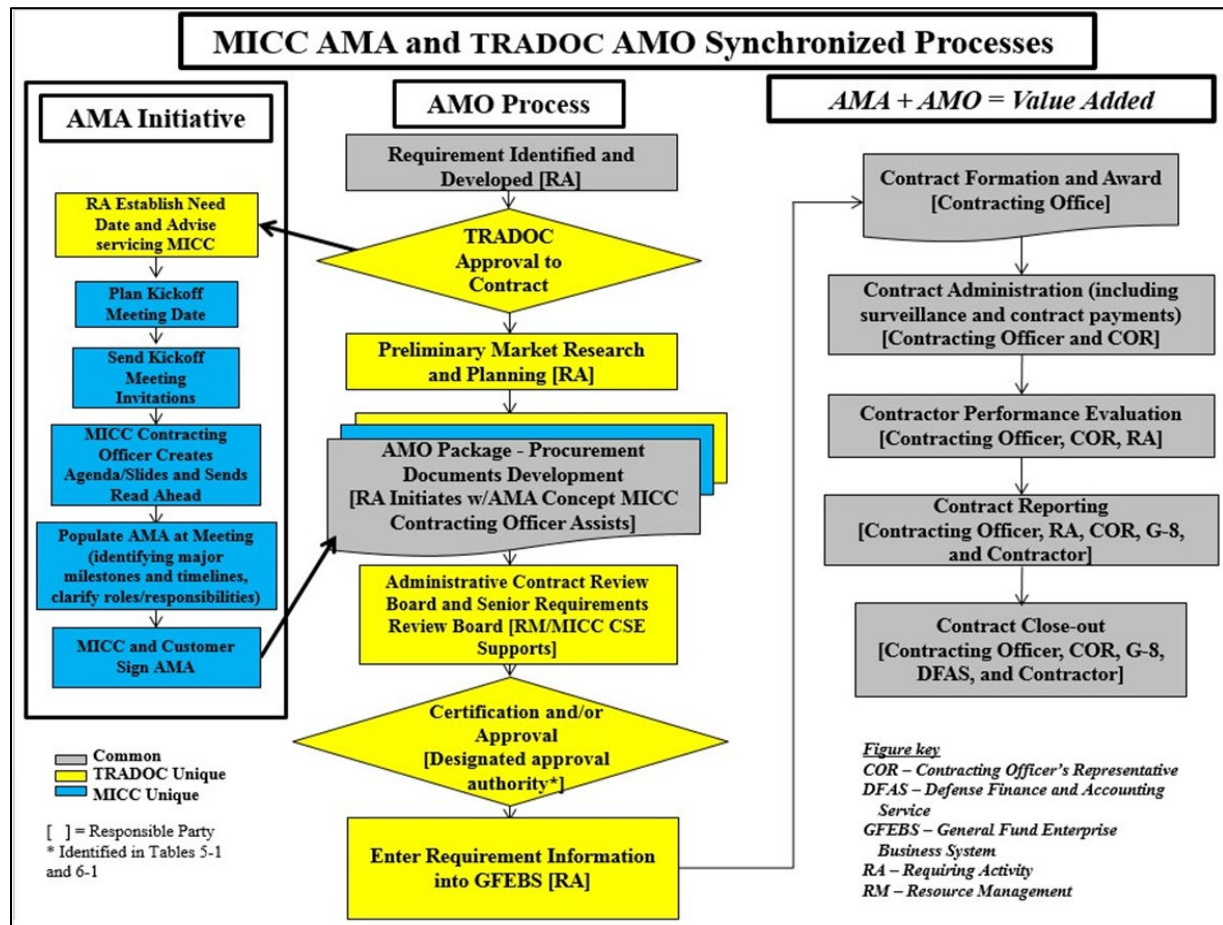


Figure 3-1. MICC AMA, TRADOC AMO Synchronized Processes

c. The approval authority for signing the formal AMA agreement will be commensurate with the approval authorities outlined in table 5-1.

d. Execution of the AMA for pre-award actions valued \$100M or more is mandatory. The use of the AMA for pre-award actions valued at greater than \$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 outlined in table 5-1.

3-4. Service Acquisition Workshop

a. In accordance with the DoDI 5000.74, RAs will request a Service Acquisition Workshop (SAW) from Defense Acquisition University (DAU). During a SAW, a DAU-certified facilitator

guides the multi-functional team (MFT) through the seven-step services acquisition process. A SAW shall be conducted if a services acquisition action is anticipated to have a total contract value of \$500 million or more or an annual value of \$250 million or more. In cases where a SAW is required, it must be successfully completed before the services acquisition strategy can be approved, unless the SAW requirement is waived. For multiple-award, indefinite delivery, indefinite quantity (IDIQ) contracts, a SAW is not required for the base contract but is required for any TOs valued at \$100 million or more.

b. The RA is responsible for assembling a multi-functional acquisition Tiger Team to include, at a minimum, a servicing contract office representative, contracting officer, program or project manager, and an AMOD representative. 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.

3-5. Information Technology requirements

a. To conform with TS 25-1 guidance, regardless of dollar value, RAs must use the Army's Computer Hardware, Enterprise Software and Solutions program to purchase commercial off-the-shelf products, including software, desktops, notebook computers, video teleconferencing equipment, and IT peripherals. RAs with IT requirements will submit an annual ITAS request for all IT product and service acquisitions regardless of dollar value. ITAS request is NOT required for the purchase of expendable, miscellaneous supplies (CDs, printer cartridges, and so forth) or computer peripheral devices (cables, keyboards, mouse, and card readers) under the amount of \$500 per purchase. To reduce workload, the RA may consolidate consumable supply purchases into a single ITAS request by reasonably estimating usage for a time period not to exceed the end of the current FY. Supplies must be consumed in the FY they are purchased. This exclusion for ITAS request does not apply to peripheral purchases since peripherals are not consumed.

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 ITAS process. The ITAS request 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 EDCG 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 additional acquisition actions, such as the following. (See appendix C for additional acquisition related topics.)

- a. Development of the acquisition plan document.
- b. Development of the acquisition service strategy and participation in the acquisition service strategy panel.
- c. Development of the 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 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. Use of small businesses will be considered in accordance with FAR guidance.

(2) The contracting officer will use the approved acquisition strategy and documentation in preparing the solicitation. The contracting officer will also ensure the solicitation is thorough and complete.

- c. Overseeing the source selection.
- d. Awarding the contract.

Chapter 5

Acquisition Management and Oversight Package Development for Service Contract Requirements

5-1. Acquisition Management and Oversight 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 ASA (M&RA) Request for Services Contract Approval (RSCA) document. 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, supply, or products.

b. All recurring contracts will have a term of at least 5 years (Base +4 or 5-year ordering period) and all recurring task order requirements will have a minimum term of 3 years. However, if the aforementioned terms are not the best course of action for a requirement due to costs or other operational impacts, the RA’s G8 will submit an e-mail to the Director, AMOD, TRADOC, G-8 explaining the reason why the shortened PoP is the best acquisition strategy. The Director, AMOD will review and coordinate the request for the shortened PoP for approval and notify the RA of decision within 3 workdays.

c. Each service AMO package must contain all applicable documentation as prescribed by this regulation in Appendix B, table B-1.

d. Detailed guidance on contract requirement documents is in Chapter 3 of TRADOC Pamphlet 70-13.

5-2. Options for Acquisition Management and Oversight Package for Service Contract Requirements

A streamlined AMO package approval is required to exercise an option. This must be accomplished prior to the contracting officer issuing a notice of intent to exercise an option. All subsequent years will be reviewed and approved by the original approval authority or their equivalent replacement. All IDIQ contract vehicles (including those with ordering periods) will be reviewed and approved annually.

5-3. Approval Thresholds for Service Contract Requirements

a. 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.

b. Table 5-1 outlines the approval thresholds for service contract requirements. Each threshold has a designated approval authority, and all approval authorities must meet the minimum grade requirements outlined in table 5-1. This authority may not be delegated further; however, the DCS, TRADOC G-8 and the CG, CAC have the authority to impose more stringent approval thresholds. Centers, schools, activities, and HQ staff without GO or Senior Executive Service (SES)-level leadership must forward actions up to the first GO or SES in the chain of command.

Table 5-1**TRADOC Service Contract Requirement Approval Thresholds and Approval Authorities**

APPROVAL LEVEL	TOTAL COST OF CONTRACT REQUIREMENT	APPROVAL AUTHORITY
S-CAT	Below the SAT	All Commandants regardless of rank. Directorate level – Directors or equivalent in the grade of O-6, GS (to include GG) 15s or higher. Approval may not be delegated lower than the grade of O-6, GS-15 (to include GG).
S-CAT V	SAT < \$10M	Designated accountable GOs or SESs. Approval may not be delegated lower than GO or SES.
S-CAT III and IV	\$10M < \$250M	TRADOC DCS, G-8, or the CG, CAC. Further delegation required by the TRADOC CG approval.
S-CAT I and II	≥ \$250M	TRADOC EDCG
Note: All subsequent options, modifications, bridges, and extensions will be reviewed and approved by the original approval authority level. However, when contract modifications result in a change in value that would require a higher approval authority level, ensure the appropriate authority level is used.		
Legend: CAC - Combined Arms Center DCS - Deputy Chief of Staff GG - General Grade GO - General Officer SAT - Simplified Acquisition Threshold SES - Senior Executive Service CG - Commanding General EDCG - Executive to the Deputy Commanding General GS - General Schedule S-CAT - Service Category TRADOC - U.S. Army Training and Doctrine Command		

c. Endorsement level. Endorsement authority in CART will be determined by the approval authority in each RA. The endorser should know the requirement and is endorsing it is a valid requirement. Intent is for RA leadership approval and validation.

5-4. Requirements with Enterprise Support Partners

a. Funding equal to or above the SAT that is to be placed on a contract with an enterprise support partner (i.e., Installation Management Command, Network Enterprise Center) requires PRIOR approval from HQs TRADOC G-8. Once concurrence is received from TRADOC G-8 Budget, the RA will upload the documentation into the TRADOC CART application as part of the project's AMO package and may continue to process the AMO package for approval (see table 5-1).

b. In the event there are recurring requirements below the SAT with enterprise support

partners that cannot be satisfied by another acquisition vehicle, such as a blanket purchase agreement, the RA's approving authority may take a programmatic approach and aggregate purchases during the FY. At the discretion of the RA's approval authority, an aggregated AMO package for the FY may be submitted for recurring services, supply, or product purchases that result in a contract(s) as long as the total of the aggregated cost does not exceed the SAT. The approval authority may approve aggregated packages for only 1 FY. An RA may have more than one aggregated package during a FY. "Aggregated Enterprise Mission Support" will be used at the start of each AMO title.

c. Each Enterprise Support Partner and Aggregated Enterprise AMO package must contain all required documentation as prescribed by this regulation in Appendix B, table B-1.

Chapter 6

Acquisition Management and Oversight Package for Supply/Product Contract Requirements

6-1. Acquisition Management and Oversight Package Requirements for Supply/Product Contract Requirements

a. The RA is responsible for developing an accurate, complete AMO package for each supply/product requirement that results in the issuance of a contract by a contracting activity (except those done in SAT Supply Procurement Program (S2P2)). When in doubt, RAs will consult their servicing contracting activity for assistance in determining whether requirements are services or supply/products.

b. For supply/product requirements under the SAT, RAs may use the S2P2 process for execution of supply actions to reduce Customer Acquisition Lead Time, Procurement Acquisition Lead Time, and touch time labor. S2P2 cannot be used for IT purchases ordered utilizing CHES contracts, Sole Source actions, Any/All Construction, Services (to include installation that requires certified personnel, i.e. electricians, or DPW approval and leases/rentals), Lodging, or shipping containers of any kind (excluding "Gym in a Box").

c. 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.

d. An AMO package is **NOT** required in the TRADOC CART application if using S2P2 nor for GPC purchases which do not result in a contract awarded by a contracting activity.

e. Each supply/product AMO package must contain all applicable documentation as prescribed by this regulation in Appendix B.

6-2. Options for Acquisition Management Oversight Package for Supply/Product Contract Requirements

a. A streamlined AMO package approval is required to exercise an option. This must be accomplished prior to the contracting officer issuing a notice of intent to exercise an option. All subsequent years will be reviewed and approved by the original approval authority or their equivalent replacement. All IDIQ contract vehicles, including those with ordering periods, will be reviewed and approved annually.

b. Each Option AMO package must contain all required documentation as prescribed by TRADOC Pamphlet 70-13, Chapter 4-9. 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.

c. Table 6-1 outlines 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 on page 27. This authority may not be delegated further; however, the TRADOC DCGs 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.

d. Endorsement level. Endorsement authority in CART 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.

Table 6-1
Training and Doctrine Command Supply/Product Contract Requirement Approval
Thresholds and Approval Authorities

APPROVAL LEVEL	TOTAL COST OF CONTRACT REQUIREMENT	APPROVAL AUTHORITY
Level 0	Below SAT*	All supply/product requirements that result in the issuance of a contract by a contract activity require AMO approval. Contracts paid via GPC do not require AMO approval. All TRADOC funded conferences regardless of cost require AMO approval. All supply/product requirements procured through S2P2 do not require AMO approval. Approval level is commandants regardless of rank, assistant commandants, commanders, deputy commanders, chiefs of staff or HQ staff principals in the grade of O-6, GS-15, or higher.
Level 1	SAT* < \$5M	All Commandants regardless of rank. Assistant commandants, commanders, deputy commanders, chiefs of staff or HQ staff principals in the grade of O-6, GS-15, or higher.
Level 2	\$5M < \$10M	Approval authority will be a grade of GO or SES.
Level 3	\$10M < \$250M	TRADOC DCS, G-8, or the CG, CAC. Further delegation required by the TRADOC CG approval.
	≥ \$250M	TRADOC EDCG
Note: All subsequent options, modifications, bridges, and extensions will be reviewed and approved by the original approval authority level. However, when contract modifications result in a change to a higher approval authority level, ensure the appropriate authority level is used.		
Legend: AMO - Acquisition and Management Oversight CAC - Combined Arms Center CG - Command General DCS - Deputy Chief of Staff EDCG - Executive Deputy to the Commanding General *SAT = Simplified Acquisition Threshold as defined in FAR Part 2.101.		

Chapter 7

Contract Modifications, Contract Award Costs, Work Breakdown Structure, Military Interdepartmental Purchase Requests, Offloads, and Mandatory Sources

7-1. Contract Delays, Modifications, Bridges or Extensions

a. Service Contracts. A new AMO review and approval is required (through the original approving authority), which may include a new RSCA request be completed (as determined by the supporting contracting activity), when there is a change in the terms, conditions, scope of work or level of effort requiring the issuance of a modification to a contract by a contracting officer. If the contract modification (MOD) results in a change in value that would require a higher approval authority level, ensure the appropriate authority level is used. At time of award, if contract costs are going to be over 10% of the independent government cost estimate (IGCE) contained in the approved AMO package, documentation (memorandum, e-mail, etc.), as determined between the RA and supporting contracting activity, will be added to the TRADOC CART application reflecting coordination and agreement of cost increase. An updated RSCA request or any additional required documentation will subsequently be provided to the supporting contracting activity. A new AMO review and approval is not required for administrative or clerical MODs.

b. Supply/Product Contracts. A new AMO review and approval is required when the aggregate of all modifications increase costs by 10 percent or more over the annual awarded contract costs.

c. When a bridge contract or 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 RSCA request (service only), IGCE, and performance work statement (PWS) (if level of effort changes) for the extension period for documentation purposes. These documents must then be reviewed and approved by the original approval authority or their equivalent replacement. Modification, bridge, or extension AMO packages will be reviewed and approved by the original approval authority or their equivalent replacement. However, when contract modifications result in a change to a higher approval authority level, ensure the appropriate authority level is utilized.

7-2. Work Breakdown Structure or Military Interdepartmental Purchase Requests

a. TRADOC organizations that work breakdown structure (WBS) or military interdepartmental purchase request (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, and activities should be accomplished by contacting the TRADOC DCS, G-8 budget analyst to request a funding authorization document or funds distribution. A WBS or 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 as outlined in Appendix B.

c. Follow AMO package requirements for Enterprise Support Partner, paragraph 5-4, and Mandatory sources, paragraph 7-4, when sending a WBS or MIPR to these sources.

7-3. Offloads

a. For the purposes of this regulation, any proposed acquisition with a contracting activity other than MICC, the ACC, or other designated contracting activity is an offload. 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.

b. The use of offloads, to include the use of DOD and non-DOD contracts, may be an effective way to satisfy TRADOC's needs, but will require additional rationale and documentation. See TRADOC Pamphlet, Chapter 4-8 Offloads and Mandatory Sources for additional guidance on offload requirements. Offloads often require additional funding for administration fees. For Enterprise Support Partner (ESP) requirements or mandatory sources, follow paragraph 5-4 AMO package requirements for ESP or 7-4 Mandatory sources.

7-4. Mandatory Sources

a. Using a mandatory source to satisfy a requirement does not exempt the requirement from the AMO process. However, if the RA can provide documentation (e.g., regulatory reference, instruction, higher HQ 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.

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

8-1. Administrative Contract Review Board

a. The Administrative Contract Review Board (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.

(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 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 or disapproval of all contract requirements to the RA's approval authority.

8-2. Administrative Contract Review Board Members and Responsibilities

The G-8 will serve as the board chair. As the board chair, the G-8 is responsible for conducting a resource review or analysis on each AMO package. See TRADOC Pamphlet 70-13, Chapter 4 for ACRB purpose and minimum requirements. At a minimum, the board will include representatives from:

- a. G-8
- b. Office of the Staff Judge Advocate (OSJA)
- c. G-6, as applicable
- d. Security office, as applicable
- e. Other subject matter experts (SME), as applicable

8-3. Administrative Contract Review Board Review and Final Acquisition Management and Oversight Approval

a. All AMO packages must be endorsed by the RA (recommended to be one level below the approval authority level) and sent to the ACRB for review and recommendation prior to the final approval 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, the RA will submit a copy of the approval to the servicing contracting activity for appropriate action by uploading the approved documents into the Paperless Contract Files cabinet and entering Purchase Request (PR) into the General Fund Enterprise Business System.

Chapter 9

Services Requirements Review Board

9-1. Services Requirements Review Board

The SRRB is a formal board chaired by the TRADOC EDCG, the TRADOC DCS, G-8, or the CG, CAC that serves as the final approval authority for all contract requirements regardless of the funding source or the contract vehicle. The SRRB provides an in-depth review of the AMO

package, assessment of recommendations from the ACRB, and, at the discretion of the board chair, further discussion of the requirement with the RA. The SRRB may be formally convened or conducted electronically (for example, e-mail staffing).

9-2. Services Requirements Review Board Approval Thresholds

SRRBs are formal boards chaired by the TRADOC DCS, G-8 or the CG, CAC. In this capacity, they serve as the final approval for all 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 EDCG will serve as the SRRB approval authority. NOTE: Subsequent annual contract approvals (including ordering periods, options, modifications, extensions, and bridges) will be reviewed and approved by the original approval authority or their equivalent replacement utilizing the streamlined AMO package. However, when MODs result in a change to a higher approval authority level, ensure the appropriate authority level is used.

9-3. Services Requirements Review Board Members

a. The TRADOC DCS, G-8, or the CG, CAC will serve as the board chair for subordinate organizations.

b. At a minimum, the board will include representatives from the following offices:

- (1) G-8
- (2) OSJA
- (3) G-6, as applicable
- (4) Other SME(s), as applicable

9-4. Tiger Team Members

The RA will serve as the tiger team chair in conjunction with HQ TRADOC, G-8 AMOD. See the TRADOC Pamphlet 70-13, Chapter 4-2 for Tiger Team members.

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

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 respective roles to achieve a clear and mutual understanding of contract requirements. This forum can identify and resolve potential problems. The COR will complete DD Form 1484 (Post-Award Conference Record). 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.

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. See TRADOC Pamphlet 70-13, Chapter 3-5 for procedures.

b. All appointed CORs, to include alternate CORs, will maintain an official contract file of all documents and correspondence related to the contract.

c. Contracting Officer's Duties Regarding the COR and Alternate COR. 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 completes the required training and then reads and

signs the appointment letter.

d. 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.

Chapter 11

Reporting Requirements

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

11-1. Contractor Full-Time Equivalent

For reports that require contractor full-time equivalent information, a CFTE is generally calculated by dividing the total direct labor hours by 2087 (based on the RSCA). Typically, direct labor hours per full-time position is 1863 (e.g., 2087 minus holidays – 88 Hours; annual leave – 80 hours; and sick leave – 56 hours). The average number of work hours in a calendar year is 2087.

11-2. System for Award Management

All TRADOC organizations acquiring contracted services will ensure vendors report requirements in the secure SAM database (<https://www.sam.gov>). This requirement will be included in every PWS and every COR or alternate COR appointment letter. Every PWS for services with a total contract value greater than \$3M will include the SAM reporting requirement. Reporting will occur each FY during the PoP. Reporting must be completed not later than 31 October of each year for the previous FY.

11-3. Past Performance Documentation

a. 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.

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

c. The COR or alternate COR(s) will enter contractor performance data using the Contractor Performance Assessment Reporting System (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 Common Access Card and public key infrastructure (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.

d. 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).

e. 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.

Appendix A

References

Unless otherwise indicated, TRADOC publications and forms are available on the TRADOC Administrative Publications website at <https://adminpubs.tradoc.army.mil/>. DA publications and forms are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>. DOD issuances and forms are available on the Executive Services Division website at <https://www.esd.whs.mil/DD/>. Federal Acquisition Regulations are available at <https://www.acquisition.gov/content/regulations>. U.S. Code is available at <https://www.ecfr.gov/>.

Section I

Required Publications

AFARS

AR 11-2

Manager's Internal Control Program

AR 25-1

Information Management Army Information Technology (Available at

DA Pamphlet 25-403

(Army Guide to Recordkeeping)

DFARS

DODI 2000.16

DOD Antiterrorism Standards

DODI 5000.72

DOD Standards for Contracting Officer's Representative Certification

DODI 5000.74

Defense Acquisition of Services

Federal Acquisition Regulation

TRADOC Pamphlet 70-13

Acquisition Management and Oversight Procedures

TR 11-20

Cost-Benefit Analysis to Support Army Enterprise Decision-Making

TS 25-1

Information Resources Management

TRADOC Regulation 70-13

5 CFR 2635.201

Gifts From Outside Sources (<https://www.ecfr.gov/>)

10 USC 2222

Defense business systems; business process reengineering; enterprise architecture; management

10 USC 2461

Public-private competition required before conversion to contractor performance

Section II

Related Publications

A Guide for the Preparation of a DD Form 254

(Available at <http://acqnotes.com/wp-content/uploads/2014/09/A-Guide-for-the-Preparation-of-a-DD-Form-254.pdf>)

ACC Pamphlet 70-1

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

(<https://acc.army.mil/contractingcenters/acc-nj/COR/ACC%20Pamphlet%2070-1.pdf>)

AR 11-7

Internal Review Program

AR 25-400-2

The Army Records Management Program

AR 70-13

Management and Oversight of Service Acquisitions

ASA(ALT) Memorandum (Procurement Administrative Lead Time Goals), 31 January 2023

Contractor Performance Assessment Reporting System (<https://www.cpars.gov/>)

DOD Financial Management Regulation 7000.14-R (available at

<https://comptroller.defense.gov/fmr/>)

DODI 4000.19

Interservice and Intragovernmental Support

DOD Source Selection Procedures (Available at https://www.acquisition.gov/dfarspgi/pgi-215.300-scope-subpart.#DFARS_PGI_215.300)

41 USC 152 et seq

Competition in Contracting Act

31 USC 1341
Anti-deficiency Act

Economy Act
(<https://www.acquisition.gov/far/17.502-2>)

48 CFR 3.104
Procurement Integrity Act (<https://www.ecfr.gov/>)

TRADOC DCS, G8 AMOD – CART User Guide - CART Training
<https://armyeitaas.sharepoint-mil.us/:f:/r/sites/TR-HQ-G8-AMO/CART%20Training/User%20Guide?csf=1&web=1&e=31gFhd>

TRADOC Regulation 10-5
Organization and Functions, U.S. Army Training and Doctrine Command

TRADOC Regulation 10-5-1
Organization and Functions, Headquarters, U.S. Army Training and Doctrine Command

Section III

Prescribed Forms

This section contains no entries

Section IV

Referenced Forms

ASA(M&RA) Request for Services Contract Approval
(Available at <https://www.army.mil/asamra#org-resources> under “Resources > “Total Force Management/Manpower Mix”)

Contract Requirements Package Antiterrorism/Operations Security Review Cover Sheet
(Available on the Army Provost Marshal General SharePoint site, <https://armyeitaas.sharepoint-mil.us/sites/HQDA-PMG-ATEP/AT%20in%20Contracting/>)

DA Form 11-2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 4283
Facilities Engineering Work Request

DD Form 254
Department of Defense Contract Security Classification Specification

TRADOC Regulation 70-13

DD Form 1484
Post-Award Conference Record

DD Form 2579
Small Business Coordination Record

FS 7600A
(<https://www.fiscal.treasury.gov/files/forms/GT&C-Form-7600-Instructions.pdf>)

OGE Form 450
Confidential Financial Disclosure Report (<https://www.oge.gov/web/oge.nsf/OGE%20Forms/>)

Appendix B

AMO Package Documentation

See table B-1 for applicable documents based on the type of acquisition management and oversight package being processed. See AMO Quick Tips and document templates on AMOD Sharepoint Page <https://armyeitaas.sharepoint-mil.us/sites/TR-HQ-G8-AMO/SitePages/CART-Training.aspx>.

Table B-1

Acquisition Management and Oversight Package Documents

Service AMO Package	Supply/Product AMO Package
1. CART data completed (CART Overview, Budgeting, Manpower)	1. CART data completed (CART Overview, Budgeting, Manpower)
2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART) <ul style="list-style-type: none"> • PWS • QASP • Workforce Analysis 	2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART)
3. CART Attachments completed. <ul style="list-style-type: none"> • PWS (if not embedded) • QASP (if not embedded) • RSCA request • IGCE - only required if over the SAT* unless requested by the contracting officer. • Instructor Earnings Worksheet – only needed for requirements with instructors. • Market Research Documentation – <u>Written</u> Market Research required if it <u>exceeds</u> the SAT. If an Offload, justification should be within the Market Research. • Statement of Objectives or Statement of Work (if PWS is not created) • New Annual ITAS Approval (for IT related requirements) • DD Form 254 (Department of Defense Contract Security Classification Specification) (If PWS contains classified related requirements) • Anti-Terrorism/OPSEC Coversheet (or approved alternate) • Sole Source Justification (J&A) (If requirement is not going full and open competition) • FS 7600A-Support Agreement (for all intragovernmental transactions whether accepted as reimbursable, direct-cite, direct-charge, or any mixture of these processes) • Determination and Findings (D&F) of Best Procurement Approach for Non-DoD Acquisitions. • D&F for Non-DoD Acquisitions subject to the Economy Act. • Executive Overview 	3. CART Attachments completed. <ul style="list-style-type: none"> • IGCE or 3 informal quotes Note: RAs are not authorized to request a formal, binding quote from a vendor. IGCE is only required for procurements over \$250K unless requested by the contracting officer. Market Research Documentation – <u>Written</u> Market Research required if it exceeds the SAT. • Salient Characteristics • QASP (if required by the Contracting Officer) • New Annual ITAS Approval (for IT related requirements) • Anti-Terrorism/OPSEC Coversheet (or approved alternate), if applicable • Sole Source Justification (J&A) (If requirement is not going full and open competition) • FS 7600A-Support Agreement (for all intragovernmental transactions whether accepted as reimbursable, direct-cite, direct-charge, or any mixture of these processes) <p>*SAT = Simplified Acquisition Threshold, currently \$250K</p>

Table B-1**Acquisition Management and Oversight Package Documents (continued)**

Streamlined Option AMO Package	Streamlined Modifications, Extensions and Bridge AMO Packages
1. CART data completed (CART Overview, Budgeting, Manpower) 2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART) <ul style="list-style-type: none"> • PWS • QASP • Workforce Analysis • Option Year Memorandum 	1. CART data completed (CART Overview, Budgeting, Manpower) 2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART) <ul style="list-style-type: none"> • PWS • QASP • Workforce Analysis
3. CART Attachments completed. <ul style="list-style-type: none"> • Previously approved RSCA request. • PWS from awarded contract if not attached to conformed copy of the contract. If adding CFTE's changes the PWS, a copy of the new PWS is required. Not required for supply/ product) • Latest conformed copy of the contract or the last modification showing current contract price. • Instructor Earnings Worksheet – only needed for requirements with instructors. (Not required for IDIQ). • GFEBS Execution Report (not required with IDIQ). • New Annual ITAS approval (if applicable, not required for IDIQ) 	3. CART Attachments completed. <ul style="list-style-type: none"> • Updated PWS for Modification, Extension or Bridge. • IGCE showing cost of Modification, Bridge, or Extension. • Last conformed copy of the contract or the last modification showing current contract price. • RSCA request (per coordination with the contracting officer). • New Annual ITAS Approval (if applicable) • Sole Source Justification (J&A) (if applicable)
Streamlined Enterprise Support Partners AMO Package	Streamlined Aggregated Enterprise Support Partners AMO Package
1. CART data completed (CART Overview, Budgeting, Manpower) 2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART) <ul style="list-style-type: none"> • PWS • QASP 	1. CART data completed (CART Overview, Budgeting, Manpower) 2. CART Embedded Documents completed (<u>Attach</u> if not developed in CART)
3. CART Attachments completed. <ul style="list-style-type: none"> • New Annual ITAS approval (if applicable) • DA Form 4283 (Facilities Engineering Work Request) (or approved alternate) • FS 7600A Support Agreement • Concurrence from G-8 Budget if equal to or above the SAT. • SOW if no PWS 	3. CART Attachments completed. <ul style="list-style-type: none"> • New Annual ITAS Approval (if applicable) • Spreadsheet providing the costs and a short description for each item included with the aggregated package

B-1. CART Requirement Summary Sections

Each AMO package, regardless of the type of contract requirement action, will include all sections be completed electronically in the TRADOC CART application. These sections summarize the proposed contract requirement and requires approval or disapproval by leadership

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

B-2. Offload Requirements:

The RA will complete and submit all required documentation (mandatory if not using Mission Installation Contracting Command, Army Contracting Command or other designated contracting activity) in AMO packages submitted to the ACRB.

Table B-2
Offloads

TYPE OF CONTRACT	MARKET RESEARCH	BEST BUSINESS APPROACH D&F	ECONOMY ACT D&F	FS 7600A OR OTHER SUPPORT AGREEMENT (Not required when accepting a MIPR as a Direct Cite)
Intraservice (within Army)	X			X1
Interservice or Intra-agency (non- Army, but DOD)	X			X1
Interagency or Intra-Governmental (non- DOD)	X	X	X	X
Inter-Governmental (outside USA)	X	X	X	X
Notes:				
1. Needed for recurring offload contracts only.				
2. Options, extensions, and contract modifications do not require market research or D&F.				

B-3. DD Form 254

a. 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 (see DOD 5220.22-R). A contract may be a classified contract even though the contract document itself is not a classified document.

b. 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.

c. It is the responsibility of the COR or alternate COR to discuss potential contract s 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, MODs, or inadvertent disclosures of classified information.

d. 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. (DOD 5220.22-R, section C)

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

f. 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 2 years.

g. 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 to identify suitability investigation requirements for IT-I, II, or III access, CAC card requirements, or installation access and 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.

Appendix C

Acquisition-Related Topics

C-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 DODD 5500.07

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 or 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 (Section 104, Part 3, Title 48, Code of Federal Regulations (48 CFR 3.104)). 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 Section 201, Part 2635, Title 5, Code of Federal Regulations (5 CFR 2635.201) for additional information about gifts.

e. Ethics laws and regulations require certain government officials and employees to file financial disclosure reports annually, such as an OGE Form 450 (Confidential Financial Disclosure Report). Upon designation, all CORs or alternate CORs are required to complete an OGE Form 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 annual financial disclosure report, supervisors should contact their ethics counselor in their servicing OSJA.

C-2. 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 RSCA, Worksheet C for personal services questions to assist in determining the potential for unlawful personal services.

C-3. Prohibition on Converting Certain Functions to Contract Performance

a. Per 10 USC 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 USC 2463 and applicable DOD and Army policies.

C-4. 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 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 FY. (See 31 USC 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 USC 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 FY and ends in the next FY 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 FYs. Non-severable services are fully funded up front with funds current at the time of contract award, even though contract performance may cross FYs.

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 FY with delivery to occur in a subsequent year. Thus, where materials cannot be obtained in the same FY in which they are needed and contracted for, provisions for delivery in the subsequent FY 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 FY 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 FY will not invalidate the obligation or violate the bona fide needs rule.

Appendix D**Internal Control Evaluation Checklist for Acquisition Management and Oversight****D-1. Function**

The function covered by this evaluation is AMO. The key internal controls for this function are the policy and documentation requirements specified in this regulation and TRADOC Pamphlet 70-13.

D-2. Purpose

The purpose of this evaluation is to assist AMOD and TRADOC RAs in evaluating key internal controls. It is intended as a guide and does not cover all controls. TRADOC Pamphlet 70-13 outlines guidance related to responsible parties and specific evaluation areas and frequencies.

D-3. Instructions

a. Answers must be based on the actual testing of internal controls (for example, document analysis, direct observation, sampling, simulation, or other). Answers that indicate deficiencies must be explained and the corrective action indicated in the supporting documentation. These internal controls must be evaluated at least once every 5 years.

b. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification). These internal control evaluations should be included in TRADOC's 5-year Internal Control Evaluation Plan (see AR 11-2).

D-4. Test Questions

a. Is the TRADOC CART application being used for all contract requirements executed by TRADOC to support visibility, accountability, and affordability?

b. Are all requirements validated and coordinated through the RA's chain of command and processed through required board approvals before contract award?

c. Are requirements and modifications not being split to avoid required boards, processes, approval, or thresholds?

d. Are personnel participating in the acquisition process adequately trained for their assigned duties and roles and provided with the adequate time and resources necessary to perform their assigned duties?

e. Are CORs and supporting surveillance personnel adequately executing their assigned responsibilities?

f. Are PWS and other key AMO documents being prepared IAW TRADOC AMO policy and guidance to ensure the best value for quality services and to hold contractors accountable?

Glossary

Section I Abbreviations

ACC	Army Contracting Command
ACRB	Administrative Contract Review Board
AFARS	Army Federal Acquisition Regulation Supplement
ALT	Acquisition Lead Time
AMA	Acquisition Milestone Agreement
AMO	Acquisition Management and Oversight
AMOD	Acquisition Management and Oversight Directorate
AR	Army Regulation
ASA	Assistant Secretary of the Army
CAC	Combined Arms Center
CART	Contract Acquisition Requirements Tool
CM	Category Management
COR	Contracting Officer's Representative
CPARS	Contractor Performance Assessment Reporting System
CSB	Contract Support Brigade
D&F	Determination and Findings
DCG	Deputy Commanding General
DCS	Deputy Chief of Staff
DFARS	Defense Federal Acquisition Regulation Supplement
DO	Delivery Order
DOD	Department of Defense
EDCG	Executive Deputy to the Commanding General
FAR	Federal Acquisition Regulation
FDO	Field Directorate Office
FY	Fiscal Year
G-6	Chief Information Officer
G-8	Resource Management
GPC	Government Purchase Card
GS	General Schedule
HQ	Headquarters
HQDA	Headquarters, Department of the Army
IDIQ	Indefinite Delivery Indefinite Quantity
IGCE	Independent Government Cost Estimate
ITAS	Information Technology Approval System
J&A	Justification and Approval
MICC	Mission and Installation Contracting Command
MIPR	Military Interdepartmental Purchase Request
MOD	Contract Modification
OGE	Office of Government Ethics
OCI	Organizational Conflict(s) of Interest
OSJA	Office of the Staff Judge Advocate

PKI	Public Key Infrastructure
PoP	Period of Performance
POM	Program Objective Memorandum
PR	Purchase Request
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
RA	Requiring Activity
RSCA	Request for Services Contract Approval
S2P2	Simplified Acquisition Threshold (SAT) Supply Procurement Program
SAT	Simplified Acquisition Threshold
SAM	System for Award Management
SAW	Service Acquisition Workshop
S-CAT	Service Category
SES	Senior Executive Service
SJA	Staff Judge Advocate
SRRB	Services Requirements Review Board
SSP	Source Selection Plan
TO	Task Order
TR	TRADOC Regulation
TRADOC	U.S. Army Training and Doctrine Command
TS	TRADOC Supplement
USC	United States Code
WBS	Work Breakdown Structure

Section II

Terms

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 Package

Required for all service contracts awarded by a contracting activity, regardless of cost, funding source, or the intended contract vehicle. All supply/product requirements that result in the issuance of a contract by a contract activity (except those done in S2P2) require an AMO package. All conference and conference- related contract requirements (to include room rental) regardless of cost that result in a contract awarded by a contracting activity require an AMO

package. 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 or disapprove requirements and provides leadership with factual information upon which to make a decision whether to approve/disapprove requirements.

Acquisition Milestone Agreement

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.

Administrative Contract Review Board

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 or 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 Contracting Officer's Representative

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.

Army Contracting Command

ACC is a contracting services command of the United States Army, a major subordinate command of the U.S. Army Materiel Command. ACC's subordinate organizations and contracting centers enable Army readiness through contracting solutions in support of the Army and Unified Land Operations, anytime, anywhere.

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 options 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.

Business Case Analysis

A Business Case Analysis is required for new or re-compete requirements that result in award of a Multi-agency Contract or Agency-specific IDIQ Contract vehicle if significant overlaps exist with Federal Strategic Sourcing Initiative, SmartBuy programs, or an existing Government-wide Acquisition Contract. Significant overlap is considered as 25% or more. The Business Case Analysis is used as a Strategic Sourcing mechanism to assist in the prevention of establishing new, overlapping and duplicative contracts and leverage buying power to the maximum extent.

Category Management

The business practice of buying common goods and services as an enterprise to eliminate redundancies, increase efficiency, and deliver more value and savings from the Army's acquisition programs. As a component of the Army Reform Initiative, category management is central to improving Army services contracting processes to consistently provide best value, and will enable us to save time, money, and manpower for higher Army priorities. Category Management uses a structured approach to perform strategic requirements, acquisition and cost management to enable the elimination of redundancies, increase efficiency and effectiveness, and improve end-user satisfaction. The objective of CM is to improve mission value and total cost of ownership through disciplined data-driven requirements, acquisition and cost management processes aligned with the Army's resourcing strategy. The CM Program will establish annual cost savings expectations to drive a culture of savings.

Commitment Item

Defines the initial use of the executed funds.

Commercial Off-the-Shelf Products

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

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 MODs. Contracts do not include grants and cooperative agreements covered by 31 USC 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

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.

Contractor Full-Time Equivalent

The total direct labor hours divided by 2087.

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> to gain access to the system. System access is controlled by Common Access Card, PKI Certificate, or 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.

Cost-Benefit Analysis

Cost-Benefit Analysis will be prepared for new requirements valued at \$10M and above in any FY or \$50M and above across the Program Objective Memorandum funding timeframe. See reference TRADOC Regulation 11-20.

Delivery Order

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

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 USC 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 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 DD Form 448 (Military Interdepartmental Purchase Request) (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 (Purchase Request and Commitment) (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.

Independent Government Cost Estimate

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

Information Technology

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 “IT” also includes computers, ancillary equipment, software, firmware, and similar procedures, services (including support services), and related resources.

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.

Joint Appointment Module of the Procurement Integrated Enterprise Environment

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

Justification and Approval

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 SAM. 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.

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.

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.

Military Interdepartmental Purchase Request

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 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 Sustainable Readiness Model 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 and requirements which were not already under contract by a TRADOC organization. Replacement and 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.

Offload

Any proposed acquisition with a contracting activity other than MICC or the ACC is an offload.

Option

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

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 (SOW).

Performance Work Statement

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

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 Quality Assurance Surveillance Plan (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

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

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 services 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:

- a. Maintenance, overhaul, repair, servicing, rehabilitation, salvage, modernization, or modification of supplies, systems, or equipment.
- b. Routine recurring maintenance of real property.
- c. Housekeeping and base services.
- d. Advisory and assistance services.
- e. Operation of Government-owned equipment, real property, and systems.
- f. Communications services.
- g. Architect-Engineering (see FAR Subpart 36.6).
- h. Transportation and related services (see FAR Part 47).
- i. Research and development (see FAR Part 35).

Services

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

Services Requirements Review Board

The SRRB is a formal board chaired by the TRADOC EDCG, the TRADOC DCS, G-8, or the CG, CAC 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.

Severable and 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 "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

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

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

A document that enables the offeror to clearly understand the government's needs for the work to be done in developing or producing the goods or services to be delivered by a contractor. It defines (either directly or by reference to other documents) all work (non-specification) performance requirements for a contractor. It also facilitates the preparation of a proposal and

aids the Government in the conduct of the source selection and contract administration after award.

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

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

System for Award Management

The SAM is General Service Administration’s consolidation of government-wide acquisition and award support systems into one new system. SAM streamlines processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient.

Task Order

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

Touch Labor

Any hands-on service provided by a contractor.